

Summary

Shifting minds: The Queensland Mental Health, Alcohol and Other Drugs, and Suicide Prevention Strategic Plan 2023–2028

Shifting minds 2023–2028 is the Queensland Government’s five-year plan to improve the mental health and wellbeing of all Queenslanders, and prevent and reduce the impact of mental ill-health, problematic alcohol and other drug use, and suicide. It sets the vision and direction towards achieving a whole-of-person, whole-of-community and whole-of-system approach to mental health and wellbeing.

The vision, guiding principles and strategic directions outlined in *Shifting minds 2023–2028* are the result of an appraisal of current evidence, reviews and inquiries, and broad consultation with people and stakeholders throughout Queensland. The plan informs approaches to policy, program design, funding, commissioning and service delivery.

Shifting minds 2023–2028 is the third strategic plan prepared by the Queensland Mental Health Commission on behalf of the Queensland Government. This plan builds upon previous plans and aims to strengthen the reform agenda towards a more integrated and contemporary mental health, alcohol and other drugs, and suicide prevention system in Queensland.

Reaching the vision of *Shifting minds 2023–2028* will require joint action, partnership and collaboration within Queensland Government, as well as across a broad range of cross-sector and community partners, including people with lived experience.

Shifting minds 2023–2028 is complemented by two sub-plans, *Every life: The Queensland Suicide Prevention Plan 2019–2029* and *Achieving balance: The Queensland Alcohol and Other Drugs Plan 2022–2027*. These plans align with the overarching vision of *Shifting minds 2023–2028* and contain more detailed information to guide reform in these areas.

The strategic directions and priorities are grouped into three focus areas for reform:



Whole-of-community

These actions prioritise promotion, prevention and early intervention. This includes enhancing individual and community mental health, wellbeing and resilience, preventing mental ill-health, problematic alcohol and other drug use, and suicidality, identifying concerns and providing support and treatment as early as possible, and improving the social, economic and environmental conditions of daily life.



Whole-of-person

These actions respond to whole-of-person needs across the life course and addressing the various social, political, cultural, biological, economic and environmental factors that impact mental health and wellbeing. This includes a shift to a community-based system that meets people where they are — regardless of level of distress, severity of ill-health, geographic location or sociocultural needs.



Whole-of-system

These actions strengthen and optimise the systemic enablers for change to improve outcomes for individuals and communities. This includes collaborative approaches to planning, funding and delivery of services, as well as shared leadership and accountability, and a balance of investment and mix of services.



At a glance

Shifting minds: The Queensland Mental Health, Alcohol and Other Drugs, and Suicide Prevention Strategic Plan 2023–2028

Vision

Queenslanders are mentally healthy and well, connected with their communities, and supported by an integrated and coordinated mental health and wellbeing system.

Guiding principles

Led by people with lived experience and their families and carers

Culture matters

Human rights and dignity

Social justice, belonging and equity

Getting in early

Community-led

Community first

Person-centred

Addressing stigma and discrimination

Collective responsibility and accountability

Driven by evidence and need

Focus area 1

Whole-of-community

Priorities

Direction: Strengthen mental health and wellbeing

- Increase individual literacy and community awareness, and address stigma and discrimination
- Support mental health and wellbeing in educational settings and workplaces
- Enhance, support and build community capacity and resilience, including approaches to social isolation and loneliness, and responses to natural disasters and other adverse events

Direction: Getting in early

- Promote the optimal start in life (0–11 years old)
- Support the mental health and wellbeing of young people (12–25 years old)
- Reduce the impact of adversity and trauma

Direction: Advance First Nations health equity

- Strengthen the social and emotional wellbeing of First Nations Queenslanders



Focus area 2

Whole-of-person

Priorities

Direction: Accessible, coordinated and integrated support, care and treatment

- Improve whole-of-system connections and navigation
- Expand integrated community-based services
- Address inequitable access to services and supports
- Prevent and reduce harms associated with problematic alcohol and other drug use, and gambling

Direction: Person-led, trauma-informed and culturally responsive care

- Increase and improve the capacity and capability to provide high-quality care
- Strengthen human rights protections and reduce harm

Direction: Active social and economic participation

- Enhance access to housing, and prevent and reduce the impacts of homelessness
- Increase participation in education, training and employment, particularly for young people, people with disability and First Nations people
- Facilitate and support greater social participation and connection

Focus area 3

Whole-of-system

Priorities

Direction: Shifting our approach

- Embed localised responses
- Build a future-focused and innovative system

Direction: Enable change

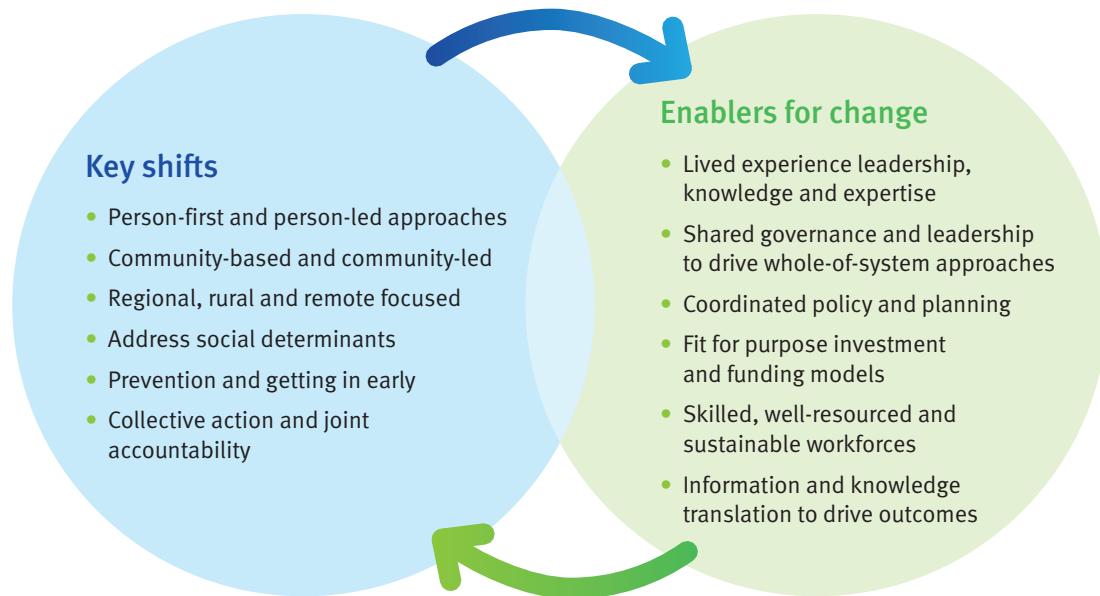
- Strengthen lived experience leadership, participation, co-design and co-production
- Provide longer-term, flexible funding focused on gaps, needs and impact
- Build a skilled, well-resourced and sustainable workforce
- Ensure system planning, design and practice is shaped by timely data and information

Direction: Collective responsibility

- Strengthen joint leadership, cross-sector decision-making, implementation and governance mechanisms

Key shifts and enablers for change

Driving reform at the systemic and structural levels will require sustained shifts in attitudes, behaviours and actions. These changes need to be supported by changes to the system to support new ways of working. *Shifting minds 2023–2028* identifies six key priority shifts supported by six enablers of reform:



Next steps

Accountability for implementation

The contribution of all systems, sectors and portfolios within and beyond the healthcare sector across public, private, primary and non-government sectors and government tiers is central to the implementation of *Shifting minds 2023–2028*.

Activity to support the plan's intent has already commenced through government initiatives across health, mental health, justice, education, employment and training, small business, housing and homelessness, child safety, and domestic and family violence. A detailed implementation plan will guide phased and sequenced actions across government departments, identifying lead agencies and key deliverables.

The Shifting Minds Strategic Leadership Group will continue to oversee implementation and provide the authorising environment to drive reform through a collaborative, coordinated and integrated approach. This will ensure that reforms under the plan are connected to and leverage strategies outside the mental health, alcohol and other drug, and suicide prevention service systems.

Measuring, monitoring and reporting progress

Shifting minds 2023–2028 will be underpinned by a monitoring and evaluation framework to measure and report progress, ensuring continuous improvement and refined implementation approaches. Evaluation outcomes will inform future strategies, directions and priorities, and provide ongoing transparency and accountability. The Commission is formally responsible for leading this work.

The monitoring and evaluation framework will include:

1. **Implementation evaluation**, to determine the extent *Shifting minds 2023–2028* has been implemented as intended, including whether the initiatives were appropriate for achieving the desired outcomes, and implemented across populations.
2. **Impact evaluation**, to determine whether the intended systemic outcomes of *Shifting minds 2023–2028* were achieved, including identifying intended and unintended outcomes and consequences, and the influence of contextual and other factors.
3. **Content evaluation**, to determine whether *Shifting minds 2023–2028* meets its reform objectives, reflects the evidence base and suits the needs of the diverse population.