

Organisational Assessment Tool

Our workforce, our future



Department
of Health

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Except where otherwise indicated, the images in this document show models and illustrative settings only, and do not necessarily depict actual services, facilities or recipients of services. This document may contain images of deceased Aboriginal and Torres Strait Islander peoples.

In this document, 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people. 'Indigenous' or 'Koori/Koorie' is retained when part of the title of a report, program or quotation.

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Organisational Assessment Tool

Our workforce, our future

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What is the Organisational Assessment Tool?

The Organisational Assessment Tool has been developed to help organisations and services across the Victorian Mental Health and Wellbeing (MHW) sector implement *'Our workforce, our future'*. It is designed to support organisations and services to review their current workforce capability in relation to the 7 Principles and 15 capabilities that are outlined in the framework.

Organisations are encouraged to refer to *'Our workforce, our future'* to understand the knowledge, skills and ways of working that Victoria's mental health and wellbeing workforce needs.

The *'Our workforce, our future'* Implementation Guide is another valuable resource to support services to undertake initiatives to improve workforce capability. The implementation guide draws on best practice approaches from implementation science and provides the user with practical steps and strategies to understand the staged approach to implementation. It details a range of tools and resources that services can use to roll out initiatives to improve workforce capabilities.

Key to the first stage of implementation is assessing an organisation's existing needs or gaps in workforce capability. This Organisational Assessment Tool is designed to support services to undertake this assessment.

Components of the Organisational Assessment Tool

The Organisational Assessment Tool is comprised of 5 steps that may be used to consider organisational needs and priority areas for capability building. The steps that an organisation could utilise are:

1. Exploring organisational alignment with the 7 Principles
2. Exploring organisational alignment with the 15 Capability Areas
3. Reviewing organisational needs and areas for improvement
 - Including intended outcomes, known issues and gaps
4. Analysing information about your organisation
 - Including summarising key themes from steps 1-3, rating and shortlisting key concerns
5. Developing an action plan
 - Deciding key areas of focus and planning how to tackle them

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

How to use the Tool

This tool should be completed by service staff with knowledge of, and access to, information about current workforce needs and opportunities across the organisation. There is no single way to complete the tool and each organisation is encouraged to use it in a way that is most useful to them, that is suitable for the information they have available to them. It may be useful to undertake this process with a team of people who represent different aspects of your organisation to ensure that a diversity of perspectives and experiences are reflected. It may be appropriate for one individual to complete it on behalf of a leadership or service improvement team. Some organisations may choose to use the tool as a guide to a reflective conversation with practitioners or service managers. It may also be useful to focus on only principles, or capabilities in the first instance.

Organisations are encouraged to use the tool that is most relevant and applicable to them.

What kind of information should we use?

Services have many different types of information that could be used to inform an organisational assessment. These include:

- Information about consumer experience received via stakeholder surveys, steering groups, stakeholder engagement/co-design processes
- Information about practice obtained via file audits, practitioner self-assessment, professional review and development processes
- Organisational performance/administrative information obtained through audits and reviews; feedback from service partners/referrers, training plans and records, recruitment processes and reviews, evaluation processes and results
- Workforce experience data obtained through staff surveys and feedback
- Workforce support and development information, such as completion of internal or external professional development, goals and priorities identified by staff on professional development plans

Where formal evidence is not available, informal sources such as staff verbal report or communication records are also valuable for organisational assessment.

How to complete Step 1: Exploring the 7 Principles of 'Our workforce, our future'

The seven principles provide a common set of core values and approaches that underpin all interactions between professionals and consumers, carers and families. They guide the practice of all those who work in, or interact with, the mental health and wellbeing system – regardless of setting, role or level of specification.

What to do:

1. Read through each principle and key considerations
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each principle in the table at this end of the '7 Principles section' (page 28)

7 Principles



All practice is responsive to the needs of individuals



All practice is understanding of individuals in their context



All practice is strengths-based and wellbeing-oriented



All practice is trauma-informed and responsive



All practice is culturally safe and diversity responsive



All practice is ethical and grounded in human rights



All practice is respectful, compassionate and collaborative

Example

Principle 1: All practice is responsive to the needs of individuals	
Workforce Strengths:	Evidence Sources:
• Workforce ability to build rapport and work collaboratively with consumers • Collaboration pathways and networks	• Results of consumer feedback survey (items #5, 9, 13) • Staff reported examples of positive collaboration with other services
Areas for Improvement:	Evidence Sources:
• Inclusion of people with lived experience in policy/procedure design and development • Holistic and person-centred approaches in recruitment materials and processes	• There are no consumers with lived experience on our consumer reference group • Holistic and person-centred approaches are not currently included in recruitment materials/ processes
Key Themes:	
• Continue to monitor rapport and collaboration via consumer feedback data to maintain current levels • Update consumer reference group membership to ensure it include consumer(s) with lived experience	

How to complete Step 2: Exploring the 15 Capabilities of 'Our workforce, our future'

The 15 capabilities articulate the knowledge and skills required of every professional, in addition to the specific capabilities required of care, support and treatment professionals, specialist and technical professionals, and service managers and leaders. Collectively, the capabilities aim to support the Victorian mental health and wellbeing workforce to meet the needs of consumers, families, carers and supporters.

What to do:

1. Read through each capability and key considerations
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

15 Capabilities



Embedding responsible, safe and ethical practice



Working with Aboriginal consumers, families, and communities



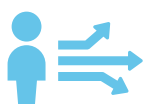
Working with diverse consumers, families, and communities



Understanding and responding to trauma



Understanding and responding to mental health crisis and suicide



Understanding and responding to substance use and addiction



Understanding and responding to family violence



Working effectively with families, carers and supporters



Delivering holistic and collaborative assessment and care planning



Delivering compassionate care, support and treatment



Promoting prevention, early intervention and help-seeking



Supporting system navigation, partnerships and collaborative care



Enabling reflective and supportive ways of working



Embedding evidence-informed continuous improvement



Working effectively with digital technologies

Example

Capability 1: Embedding responsible, safe and ethical practice	
Workforce Strengths: • <i>There are effective processes in place for reporting workplace safety hazards and a designated WHS officer at every site</i> • <i>Information about ethical codes of conduct is available to all staff</i>	Evidence Sources: • <i>>80% Participation rate in service-wide online training in safe and ethical practice over the last 2 years</i> • <i>Ethical codes of conduct are on display on designated WHS boards at each location and are included in onboarded information provided to all new staff</i>
Areas for Improvement: • <i>Knowledge and skill in relation to child safety and Child Protection notification requirements and processes when concerns are identified</i>	Evidence Sources: • <i>Recent survey identified 50% of staff reported low confidence in knowing when and how to make a report to Child Protection when they hold a concern for child safety</i>
Key Themes: • <i>While good processes are in place for disseminating information about safe and ethical practice, there are no processes for monitoring uptake and application of these practices to ensure they are embedded throughout the organisation.</i>	

How to complete Step 3: Review organisational needs and areas for improvement

This component is comprised of 4 main areas of organisational need:

- Intended outcomes
- Organisational performance
- Practice
- Contributing factors

What to do:

1. Work through each tool and consider the areas of strength, improvement and evidence sources for each domain.
2. Document your responses in the relevant table
3. Draw out key themes and include these in the summary table to inform your workforce capability building approach.

How to complete Step 4: Analyse Information About your Organisation

Summarise key themes and concerns from completed sections:

- Exploring the 7 Principles
- Exploring the 15 Capability Areas
- Reviewing organisational needs and areas for improvement

Use the information in the completed tools to populate the table on page 73.

How to complete Step 5: Develop an Action Plan

1. Choose your **top five areas of focus** for your workforce capability efforts.
2. Use the impact, urgency and importance ratings (page 68) to inform your decision.
3. Select 1-3 priority areas for workforce capability building.
4. Decide on some strategies and actions that you plan to enact.
5. Define relevant timeframes, who is responsible and how this action will be monitored.

Examples of how a service could undertake their organisational assessment

Example 1: A regional health service

The 'Fiveways regional health service' is looking to undertake an organisational assessment to decide what area of workforce capability they should focus on for their organisational improvement initiative. Deb, the service improvement manager, is new to the role and doesn't know where to start so she spends some time reviewing the capability framework and implementation guide to help determine how to proceed. She has a sense of some key areas of improvement that the organisation could focus but isn't sure whether there are some gaps in her knowledge, or what information the service has to give a more detailed picture of where things are at.

Deb meets with the data team to find out what information they already have about consumer experience, professional practice, and organisational performance. She meets with department managers to understand what existing information is collected to inform their

understanding of workforce experience, support and development. Deb reviews and summarises the data and discovers that there are gaps in what is collected, and some of the information that is collected is out-of-date.

Realising that the service has a lot of competing priorities, she decides to complete the tool independently, focussing on step 2-5. She convenes a fortnightly reference group with whom she can check details and gets input from relevant department managers throughout the process. The service decide that their main area of focus will be initiatives that improve capability in:

- Embedding evidence-informed continuous improvement
- Working effectively with families, carers and supporters
- Embedding responsible, safe and ethical practice

Example 2: A community mental health service

The executive leadership team at 'Bunjil wellness hub', a community mental health service in suburban Melbourne, meets to discuss how they can incorporate 'Our workforce, our future' into their ongoing service improvement initiatives.

In alignment with their commitment to engaging their workforce in ongoing improvement activities, they set up reflective sessions with teams to explore the principles and competencies and discuss what is currently working well and what improvements could be made. Within these sessions, teams choose 3 principles and 3 competencies to reflect on and share insights into current practice. The key considerations and prompts within the Organisational Assessment Tool assist teams to have focussed reflective conversations about practice. The information collected through their reflective sessions is then collated by the service improvement team and analysed for key themes

and ideas. It is compiled along with existing data that they use to drive ongoing quality improvement and development. This information is also fed back to staff at their service-wide staff wellbeing and development day.

The executive leadership team meet again to receive a briefing from the service improvement team on the key themes and to determine next steps for service improvement. They decide that there are some gaps in their current practice development plan that will be revised so that they can build capability in two main areas: Understanding and responding to family violence, and working with diverse consumers, families and communities. The service improvement team use the *Our workforce, our future Implementation Guide* to help them develop a plan for deciding on an implementing activities to support staff to develop their capabilities in these areas.

Step 1:

Exploring the 7 Principles of
'Our workforce, our future'

Principle 1: All practice is responsive to the needs of individuals



Services, teams and practitioners engage in a person-centred way, placing the consumer, and their families, carers and supporters at the centre of practice and service delivery. All care, support and treatment adopts a holistic and comprehensive view of a person in order to form an understanding of their history, experiences, circumstances, presenting needs, current environment and relationships.

Key Considerations

- What do we do to build positive rapport and collaborative relationships with the consumer and key people in their life?
- How do we build our understanding of the relationships that are important to the consumer?
- How do we work with the consumer to understand their relational context, including how these relationships support their wellbeing?
- How do we include the consumer's family, carers and supporters in our decision-making?
- How do we assess and respond holistically to diverse needs in our care, treatment and support?
- How do our policies and procedures involve consumers, families, carers and supporters in our service model and ways of working?
- How do we ensure that people with a lived experience are central in the design of our policies and procedures?
- Do we have collaboration pathways and networks to help us respond to the needs of all members of our community?
- Do we provide training for staff on person-centred, holistic care? Do we embed stories from families, carers and supporters in our training material?

Reminder: How to complete this section:

1. Read through each principle and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each principle in the table at this end of the 7 Principles section (page 28)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Principle 1: All practice is responsive to the needs of individuals

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Principle 2: All practice is understanding of individuals in their context



Services, teams and practitioners consider the unique needs of individuals in their broader socio-economic, environmental and relational context in accordance with evidence-informed practice and consistent with the preferences and needs of the consumer and their families, carers and supporters.

Key Considerations

- What do we do to build positive rapport and collaborative relationships with the consumer and key people in their life?
- How do we build our understanding of the relationships that are important to the consumer?
- How do we work with the consumer to understand their relational context, including how these relationships support their wellbeing?
- How do we include the consumer's family, carers and supporters in our decision-making?
- How do we assess and respond holistically to diverse needs in our care, treatment and support?
- How do our policies and procedures involve consumers, families, carers and supporters in our service model and ways of working?
- How do we ensure that people with a lived experience are central in the design of our policies and procedures?
- Do we have collaboration pathways and networks to help us respond to the needs of all members of our community?
- Do we provide training for staff on person-centred, holistic care? Do we embed stories from families, carers and supporters in our training material?
- Do our recruitment and evaluation processes include questions about holistic and person-centred approaches?

Reminder: How to complete this section:

1. Read through each principle and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each principle in the table at this end of the 7 Principles section (page 28)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Principle 2: All practice is understanding of individuals in their context

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Principle 3: All practice focuses on the consumer's strengths and wellbeing



Services, teams and practitioners work together with consumers and their families, carers and supporters to identify the person's strengths and support recovery and wellbeing.

Key Considerations

- How do we promote a message of hope and optimism, supported by realistic goal setting?
- How do we actively draw on and foster the person's strengths, resilience and personal resources?
- How do we engage with the person to develop a collaborative and inclusive approach to care?
- How do we include the consumer's family, carers and supporters in our decision-making?
- How does our organisation support its workforce to focus on people's capabilities and strengths, rather than their deficits?
- How do we privilege the person's thoughts and values, and incorporate them into our approaches?
- How do our care plans, tools and approaches support strengths, goals and aspirations?
- Do we have collaboration pathways and networks to help us respond to the needs of all members of our community?
- How do we embed people's personal agency, self-esteem and overall wellness in our care, treatment and support?
- How do our services promote protective factors, including partnerships, networks and supports?

Reminder: How to complete this section:

1. Read through each principle and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each principle in the table at this end of the 7 Principles section (page 28)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Principle 3: All practice focuses on the consumer's strengths and wellbeing

Workforce Strengths:	Evidence Sources:
Areas for Improvement:	Evidence Sources:
Key Themes:	

Principle 4: All practice is trauma-informed

Services, teams and practitioners understand trauma and its prevalence among people who use mental health services. They understand and respond to the neurological, biological, psychological and social effects of trauma.



Key Considerations

- How we create a safe and inclusive environment in our engagements and interactions?
- How do we show the consumer that we have listened to them and want to and am seeking to understand their experiences?
- Do we focus on consumers' experiences when we seek to understand them and their needs?
- Do we regularly update our trauma-informed awareness and practice?
- Do we apply trauma-informed principles in all interactions with consumers, including: safety, trustworthiness, choice, collaboration and empowerment?
- Do we monitor the effects that the work can have on us? Are we promoting and practicing self-care strategies as part of core responsibilities in our work with consumers, colleagues and ourselves?
- Do we seek to understand whether the consumer has been harmed previously by services? If they have, how do we think about how this might affect their relationships with our staff/services?
- How do we enable, foster and support a safe and inclusive environment?
- How do we build awareness of the impacts of trauma?
- How do we balance service outputs against the importance of relationships?
- How do we embed trauma-informed principles at all levels? Does this include the physical environment of services, procedures, professional development and practice guidelines?
- How do we consider the risk of vicarious trauma? Does our workforce know that personal awareness, conduct and self-care have major implications for their work with consumers?
- How do our recruitment, training and development policies and procedures follow trauma-informed principles? Does the organisation provide regular reflective supervision practice?
- Do all levels and aspects of our services use apply trauma-informed principles, including: safety, trustworthiness, choice, collaboration, empowerment?

Reminder: How to complete this section:

1. Read through each principle and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each principle in the table at this end of the 7 Principles section (page 28)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Principle 4: All practice is trauma-informed

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Principle 5: All practice is culturally safe and responds to diversity



Services, teams and practitioners understand that Victoria's population is diverse. They respond to the consumer's unique background and needs. This includes personal and cultural identity, values, beliefs, language and circumstances. All care, support and treatment is safe and inclusive. It incorporates principles of respect, inclusion, equity, compassion and cultural safety. It values shared respect, knowledge and learning. Care, support and treatment recognises that people's needs will vary depending on their culture, language, background and identity.

Key Considerations

- How do we consider barriers to care? What do we do to find and implement practical solutions to make sure people from diverse communities can access our service?
- How do we improve understanding of culturally safe engagement and practice?
- How do we consider what we need to do differently to be more culturally safe and responsive?
- How do we create and maintain awareness of unconscious bias?
- How do we support our workforce to think about consumers' different needs and backgrounds?
- How do we provide a safe and inclusive environment for all?
- How do we support staff to deliver diversity-responsive and culturally safe care?
- How do we review training and development in diversity-responsive and culturally safe care to ensure it is up to date?
- How do we include language and cultural factors in service design and delivery?
- How do we embed a zero-tolerance approach to racism and discrimination?

Reminder: How to complete this section:

1. Read through each principle and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each principle in the table at this end of the 7 Principles section (page 28)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Principle 5: All practice is culturally safe and responds to diversity

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Principle 6: All practice is ethical and grounded in human rights



Services, teams and practitioners act ethically and with integrity in everything they do. They work in accordance with the principles, objectives and specific provisions of relevant legislation. They support consumers, families and carers to make decisions about their own care, treatment and recovery. They use human-rights approaches that challenge stigma and discrimination and prioritise strengths-based recovery and wellbeing.

Key Considerations

- How do we ensure that ethical practice underpins all our interactions with consumers, families, carers and supporters?
- How do we ensure that we support consumers to actively engage in decision-making?
- How do we acknowledge consumers' backgrounds, needs, strengths and treatment preferences?
- How do we include families, carers and supporters in decision-making wherever possible?
- How do we integrate human rights principles and practice into our everyday work?
- How do we model ethical behaviour and ethical decision-making?
- How do we consider and incorporate lived experience insights to support our reflective practice?
- How do we reward behaviour that aligns with ethical and rights-based behaviours?
- How do we ensure people's rights are being protected?

Reminder: How to complete this section:

1. Read through each principle and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each principle in the table at this end of the 7 Principles section (page 28)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Principle 6: All practice is ethical and grounded in human rights

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Principle 7: All practice is respectful, compassionate and collaborative



Services, teams and practitioners at all levels actively involve, value and respect all types of expertise, including lived experience expertise. They use mutual respect, compassion and collaboration in all their relationships. This includes professional relationships as well as with consumers, families, carers and supporters. All practice is respectful, compassionate and collaborative.

Key Considerations

- How do we incorporate the consumer's values and ways of thinking into our practice?
- How do we work collaboratively with the consumer to develop an inclusive approach?
- How do we create and maintain a culture that is compassionate, genuinely collaborative and authentic?
- What do we value in our team? Do we celebrate respectful and collaborative interactions and engagements?
- How do we build the capacity of our team to think about approaches that enhance respect and reciprocity?

Reminder: How to complete this section:

1. Read through each principle and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each principle in the table at this end of the 7 Principles section (page 28)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Principle 7: All practice is respectful, compassionate and collaborative

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Summary of Key Themes

Principle		Key Themes
1	All Practice responds to the consumer's needs	
2	All practice understands the consumer in their context	
3	All practice focuses on the consumer's strengths and wellbeing	
4	All practice is trauma-informed	

Principle		Key Themes
5	All practice is culturally safe and responds to diversity	
6	All practice is ethical and grounded in human rights	
7	All practice respectful, compassionate and collaborative	

Step 2:

Exploring the Capabilities

Capability 1: Embedding responsible, safe and ethical practice



Care, support and treatment is consistent with professional, legal and ethical codes of conduct and practice, and respects and protects the preferences and rights of consumers, families, carers and supporters. All interactions, including supported decision making, are consistent with human rights frameworks.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 1: Embedding responsible, safe and ethical practice

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 2: Working with Aboriginal consumers, families and communities



Care, support and treatment enables Aboriginal consumers, families, supporters and communities to achieve resilience, self-determination and empowerment. It also promotes a sense of identity and belonging. Collaboration with Aboriginal people requires a holistic view of Aboriginal social and emotional wellbeing, where connectedness and relationships are central. This includes connection to Country and culture, spirituality and ancestors, family and community. It also recognises the influence of past experiences, broader social factors and physical health on wellbeing.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 2: Working with Aboriginal consumers, families and communities

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 3: Working with diverse consumers, families and communities



Care, support and treatment is culturally safe and welcoming for all people. It recognises and celebrates diversity. Culturally safe and diversity-responsive approaches extend to consumers, families, supporters and communities. These approaches acknowledge the many forms of often intersecting diversity, including diverse cultural, linguistic and faith communities, people with a disability, LGBTIQ people and people with many other backgrounds, attributes and characteristics.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 3: Working with diverse consumers, families and communities

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 4: Understanding and responding to trauma



Care, support and treatment recognises the prevalence of trauma. It uses trauma-informed approaches to empower consumers in their recovery by emphasising autonomy, collaboration and strength-based approaches. Care, support and treatment recognises that people can be traumatised through their engagement with mental health services and treatment and takes action to minimise this at every point.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 4: Understanding and responding to trauma

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 5: Understanding and responding to mental health crisis and suicide



Care, support and treatment recognises risk and protective factors. It uses strategies to respond to crisis and risk, including involving the person's family, carers and supporters. Services understand the impact of grief following suicide and provide support for families, carers, supporters, communities and the workforce.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 5: Understanding and responding to mental health crisis and suicide

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 6: Understanding and responding to substance use and addiction



Care, support and treatment recognises that people experiencing psychological distress or mental illness often have intersecting needs and preferences. Services, teams and practitioners recognise the prevalence of co-occurring substance use and addiction among mental health consumers. They ensure substance use and addiction treatment is integrated with support for the person's other mental health needs.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 6: Understanding and responding to substance use and addiction

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 7: Understanding and responding to family violence



Services, teams and practitioners recognise the prevalence of family violence across the social spectrum. All care, support and treatment adopts a rights-based approach that prioritises safety, agency and empowerment through cross-sector and cross-discipline collaboration and teamwork.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 7: Understanding and responding to family violence

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 8: Working effectively with families, carers and supporters



Care, support and treatment recognises that the consumer lives within the context of family and other relationships. It involves family and other supportive people through practice models that deliver benefits for the consumer and their families, carers and supporters.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 8: Working effectively with families, carers and supporters

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 9: Delivering holistic and collaborative assessment and care planning



Care, support and treatment undertakes collaborative planning, decision-making and action. It does this by sensitively exploring and actively engaging with the person and their family, carers and supporters to understand people's differing needs.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 9: Delivering holistic and collaborative assessment and care planning

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 10: Delivering compassionate care, support and treatment



Care, support and treatment uses tailored approaches with demonstrated effectiveness. It is delivered with empathy and compassion.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 10: Delivering compassionate care, support and treatment

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 11: Promoting prevention, early intervention and help-seeking



Care, support and treatment facilitates wellbeing and resilience through promoting prevention, early intervention and help-seeking. Engagement empowers individuals, families and communities to enhance their strengths. It also provides them with resources to support personal health and wellbeing goals.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 11: Promoting prevention, early intervention and help-seeking

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 12: Supporting system navigation, partnerships and collaborative care



Care, support and treatment helps people to navigate the mental health and wellbeing system. This includes providing service and referral options and pathways that enable continuity of care and individual choice.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 12: Supporting system navigation, partnerships and collaborative care

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 13: Enabling reflective and supportive ways of working



Care, support and treatment uses critical reflection to recognise the interpersonal dynamics, assumptions and patterns that may arise when working with consumers, families, carers and supporters.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 13: Enabling reflective and supportive ways of working

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 14: Embedding evidence-informed continuous improvement



Care, support and treatment is informed by current and emerging evidence. It is underpinned by active, ongoing evaluation of quality and effectiveness. Evidence is drawn from multiple sources, including lived and living experience expertise.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 14: Embedding evidence-informed continuous improvement

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Capability 15: Working effectively with digital technologies



Care, support and treatment uses online and other digital technologies to improve mental health and wellbeing. This includes access to information, service delivery, education, promotion and prevention. Services, teams and practitioners use digital technologies to enable accessible, holistic, person-centred and integrated care. Technologies may include apps, portals, social media, smartphones, augmented or virtual reality, wearables, activity tracking, e-referral, notifications and artificial intelligence.

Reminder: How to complete this section:

1. Read through each capability and key consideration
2. Identify the key workforce strengths and areas for improvement
3. Ensure that these strengths and improvement areas are supported by organisational evidence
4. Summarise the key themes from each capability in the table at this end of the 15 Capabilities section (page 61)

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Capability 15: Working effectively with digital technologies

Workforce Strengths:

Evidence Sources:

Areas for Improvement:

Evidence Sources:

Key Themes:

Summary of Key Themes

Capability		Key Themes
1	Embedding responsible, safe and ethical practice	
2	Working with Aboriginal consumers, families, and communities	
3	Working with diverse consumers, families, and communities	
4	Understanding and responding to trauma	
5	Understanding and responding to mental health crisis and suicide	
6	Understanding and responding to substance use and addiction	
7	Understanding and responding to family violence	
8	Working effectively with families, carers and supporters	

Capability		Key Themes
9	Delivering holistic and collaborative assessment and care planning	
10	Delivering compassionate care, support and treatment	
11	Promoting prevention, early intervention and help-seeking	
12	Supporting system navigation, partnerships and collaborative care	
13	Enabling reflective and supportive ways of working	
14	Embedding evidence-informed continuous improvement	
15	Working effectively with digital technologies	

Step 3:

Review organisational needs and areas for improvement

Reminder of how to complete Step 3

This component is comprised of 4 main areas of organisational need:

- Intended outcomes
- Organisational performance
- Practice
- Contributing factors

What to do:

1. Work through each tool and consider the areas of strength, improvement and evidence sources for each domain
2. Document your responses in the relevant table
3. Draw out key themes and include these in the summary table to inform your workforce capability building approach.

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Intended Outcomes

What information do you have about the **outcomes** consumers, families, carers and supporters are seeking from the service, and what do they tell you about organisational needs/areas for improvement?

Priority Area	Available Information Sources	Needs/Areas for Improvement
Organisational priorities e.g. Strategic directions, goals, values, priorities		
Program or service-level priorities e.g. Plans, service agreements, outcomes frameworks		
System level priorities e.g. policies, reforms, legislation, peak bodies, advocacy groups		
Consumer, families, carers and supporters priorities e.g. information from steering groups, reference groups, co-design processes and consultations		

Organisational Performance

What information do you have about **organisational performance issues** and what do they tell you about organisational needs and areas for improvement?

Priority Area	Available Information Sources	Needs/Areas for Improvement
Consumer outcomes e.g. low consumer outcomes or malpractice issues		
Feedback e.g. negative feedback from consumers, carers, families and supporters		
Compliance e.g. low rates of compliance with best practice, regulations or professional standards		
Performance e.g. low organisational performance metrics such as waitlist times, service errors, failure to meet KPIs		

Practice

What information do you have about **workforce practice gaps** and what do they tell you about organisational needs and areas for improvement?

Priority Area	Available Information Sources	Needs/Areas for Improvement
Competency assessment e.g. Skills assessments, checklists and matrices		
Benchmarking e.g. Comparison of workforce capability data with industry standards, best practice and credentialing requirements		
Skills gap analysis e.g. knowledge and skills gaps in workforce capability areas The MHPD self-assessment tool can be used to inform this.		

Contributing Factors

Which of these factors are contributing to your organisational needs and areas for improvement?

Contributing Factors	Level of Impact			Importance			Urgency		
	Low	Med	High	Low	Med	High	Low	Med	High
Workforce turnover e.g. New and inexperienced staff may not be fully trained or qualified. Funding/policy changes may have impacted turnover									
Limited resources to support practice and skill development e.g. Limited access to necessary tools, limited availability of support strategies such as practice development/coaching opportunities, discipline-specific leadership, etc.									
Training Gaps e.g. Few training opportunities, outdated training programs.									

Contributing Factors	Level of Impact			Importance			Urgency		
	Low	Med	High	Low	Med	High	Low	Med	High
Challenges staying up to date with practices or processes e.g. Limited resources and time may pose a barrier to being familiar with and adopting new practice standards or processes									
Communication Challenges e.g. Difficulties with dissemination of information, implementation of new practices, procedures and policies									
Policy and Legislative changes e.g. New standards, regulations, processes etc.									

Contributing Factors	Level of Impact			Importance			Urgency		
	Low	Med	High	Low	Med	High	Low	Med	High
Organisational changes e.g. Changes to structure, procedures, technologies, regulations etc.									
Resource limitations e.g. Low levels of financial or human resource investment, barriers to access, implementation sustainability, etc.									
Learning and development challenges e.g. ineffective learning and development tools and processes such as performance/learning development planning									

Summary of Key Themes from Organisational Review

Aspect of Organisational Capacity	Key Insights
Intended Outcomes	
Organisational performance	
Practice	
Contributing Factors <i>(list those that were rated high on level of impact, urgency or importance)</i>	

Step 4:

Analyse information about your Organisation

Reminder of how to complete Step 4

Summarise key themes and concerns from completed sections:

- Exploring the 7 Principles
- Exploring the 15 Capability Areas
- Reviewing organisational needs and areas for improvement

Use the information in the completed tools to populate the table on page 74.

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Principles: Key Themes (Page 28)	Capabilities: Key Themes (Page 61)	Organisational Review: Key Themes (Page 72)

List and Rate 10 Key Themes or Concerns

Key Themes and Concerns	Level of Impact			Importance			Urgency		
	Low	Med	High	Low	Med	High	Low	Med	High
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

Step 5:

Develop an Action Plan

Reminder of how to complete Step 5

1. Choose your top five areas of focus for your workforce capability efforts.
2. Use the impact, urgency and importance ratings (page 68) to inform your decision
3. Select 1-3 priority areas for workforce capability building.
4. Decide on some strategies and actions that you plan to enact.
5. Define relevant timeframes, who is responsible and how this action will be monitored.

It is not necessary to use all the steps. Organisations are encouraged to focus on the component/s that they anticipate will be most useful for their service context and requirements.

Top 5

Top 5 Areas for Workforce Capability Building		Priority (high, medium, low)	Related ' <i>Our workforce, our future</i> ' Capability Area
1			
2			
3			
4			
5			

Action Plan

1. Select 1-3 priority areas for workforce capability building.
2. Decide on some strategies/actions that you plan to enact.
3. Define relevant timeframes, who is responsible and how this action will be monitored.

Priority Area	Strategies/ Actions	Timeframes	Person/ Organisation Responsible	Monitoring Mechanism

