

Transition and enhancement of headspace Canberra Youth Mental Health Services

CHN

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Activity Summary

Need Identified (Feb 2021):

It becomes evident that a provider of headspace services in the ACT will not continue beyond their contract expiry date of 30 June 2021.

Outcome required:

CHN to transition responsibility for managing headspace services to a new provider by 1 July 2021.

Initial Outlook:

A number of stakeholders feared significant service disruption during the transition period and a requirement for a temporary service shutdown to support the transition.

Outcomes (Feb-Jul 2021):

CHN worked with key stakeholders to ensure a successful transition with no shutdown and minimal service disruption.

Pre-Transition

Transition Activity

Transition Outcome

Lessons Learned

1. CHN established headspace Canberra Transition Working Group (TWG) with members including senior personnel from outgoing and incoming headspace lead agencies and headspace National office.
2. CHN built a solid foundation for success with formal Transition and Communication Plans.
3. Set up MS Teams Group to centralise e-communications between internal/external stakeholders, documentation including Terms of Reference, Plans, and Risk, Issue and Action Registers.
4. Identified key risks associated with transition and developing mitigation strategies

1. Kick-off meeting at headspace Canberra. Executives and senior representatives of CHN, Grand Pacific Health (GPH) and Marathon Health met face-to-face for introductions, acknowledged personal challenges involved in transition, and agreed to work together productively for the benefit of headspace clients.
2. Fortnightly CHN-chaired TWG meetings between March and June 2021 supported transparency and regular interaction. During these meetings, progress tracked on:
 - people management
 - lease, asset and sensitive client data transfers
 - key issue and action items assigned to relevant stakeholders.

1. headspace Canberra successfully transitioned from Marathon Health to GPH on 1 July 2021, with no shutdown period.
2. Successful transition of sensitive client information between Client Information Management Systems.
3. Continuity of a number of staff and contractors working at headspace Canberra post transition.
4. Some staff found new roles elsewhere prior to 1 July 2021, which to some extent impacted service capacity in the few weeks leading to the official transition. However, centre operations continued as digital and telehealth options supported service continuity during a complex transition in the midst of the COVID-19 pandemic.

1. Kick-off meeting can lay a solid foundation for success.
2. Regular interactions through Working Groups and MS Teams can ensure ongoing visibility of risks, issues and action items, ensuring constant awareness of responsibilities and progress.
3. headspace National is a fantastic resource for PHNs involved in a complex headspace lead agency transition activity, noting their involvement in multiple transition activities nationwide.
4. A formal shared communication plan adds value and supports success by ensuring consistent messaging by all stakeholders (including timely website updates).
5. A formalised approach to risk and issue management, including assignment of key action items to individuals, ensures appropriate and timely actions and forward progress.



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