

Together: Shaping Regional Wellbeing 2025–2030

**Brisbane South Joint Regional Mental Health,
Suicide Prevention, Alcohol and Other Drug Plan
2025–2030**

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Developed in 2025 by Brisbane South PHN and Metro South Addiction and Mental Health Service

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Content warning

This document discusses mental health, suicide, alcohol and other drug use. Some may find this triggering and we recommend caution. We respectfully acknowledge those who have died or have been affected by suicide or intentional self-harm. We are committed to ensuring our work continues to inform system improvements to prevent future suicide and self-harm.

Where to go if you or anyone you know needs help

- Phone triple zero (000) for police, fire and ambulance in an emergency.
- BeyondBlue (1300 224 636) offers brief support, provides information and advice so you can get the help you need.
- Medicare Mental Health Phone Line (1800 595 212) can be accessed by consumers, their families, carers, GPs, service providers and other health professionals. It is available Monday to Friday, 8:30am to 5pm (except public holidays).
- 1300 MH CALL (1300 642 255) is a confidential mental health telephone triage service that provides the first point of contact to public mental health services for Queenslanders.
- Headspace (1800 650 890) provides free online and telephone support and counselling to young people 12 to 25 and their families and friends.
- Kids Helpline (1800 551 800) provides 24/7 phone and online counselling services for young people (age five to 25 years).
- Lifeline (13 11 14) provides 24/7 crisis support.
- MensLine Australia (1300 789 978) offers free professional 24/7 telephone counselling support for men with concerns about mental health, anger management, family violence (using and experiencing), addiction, relationships, stress and wellbeing.
- 1800 RESPECT (1800 737 732) is a national service providing 24/7 counselling and support to people impacted by sexual assault, domestic or family violence and abuse.
- Suicide Call Back Service (1300 659 467) is a nationwide 24/7 telephone and online counselling service for people affected by suicide.
- Womensline (1800 811 811) provides 24/7 support for women experiencing domestic, family or sexual violence in Queensland.
- The National Alcohol and Other Drug Hotline (1800 250 015) provides confidential support for those struggling with addiction.

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we live and work, and of the many different nations across the wider Brisbane South region. We pay our respects to Elders past, present and emerging, as the holders of the memories, the traditions, the culture and the spiritual wellbeing of First Nations peoples. We specifically acknowledge the Yugambeh, Quandamooka, Jaggera, Ugarapul, Turrbal and Mununjali peoples — the Traditional Owners of the lands and waters across which we work.

We acknowledge any Sorry Business that may be affecting the communities as a whole. In the spirit of reconciliation, partnership and mutual respect, we will continue to work together with First Nations peoples to shape a health system that responds to the needs and aspirations of the community.

Recognition of people with Lived-Living Experience

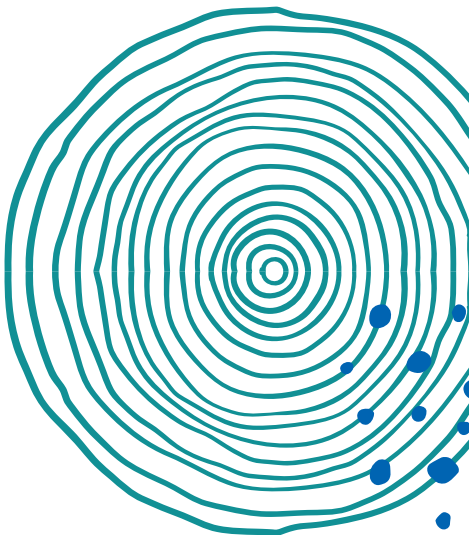
We recognise and thank those with Lived-Living Experience of mental health challenges, suicide and substance use who contribute their insights to shape a more person-centred, inclusive and responsive system. We also recognise the impact on families, friends, carers and kin and are committed to working in genuine partnership to ensure these voices remain central to how we plan, design and deliver care.

Acknowledgement of contributors

We thank the many consumers, carers, community members, service providers, agency representatives and other individuals and organisations who participated in developing this Plan. We acknowledge their time and contributions made through meetings, workshops, phone calls, emails and surveys. Thank you all for your unique and valued contributions to the development of this Plan for the Brisbane South region.

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This Joint Regional Plan represents a significant milestone in our shared commitment to enhance mental health, suicide prevention and alcohol and other drug services across our region. Developed in the context of the National Mental Health and Suicide Prevention Agreement between the Commonwealth and Queensland Governments, this Plan speaks to the opportunities presented through the partnership between Brisbane South PHN and Metro South Health and Hospital Service and our shared vision for the wellbeing of our community.

Brisbane South PHN and Metro South Health have embarked on this joint planning journey with a clear purpose: to mobilise resources effectively and create a cohesive approach to improving services across the continuum of care. This has been, and will continue to be, a collaborative effort, with a focus on ensuring the voices and experiences of consumers, carers, and those with Lived-Living Experience are at the heart of our services.

Achieving regional wellbeing is a complex undertaking that no single organisation can accomplish alone. This Plan underscores the critical importance of the coordination, integration and collaboration of all those involved in funding, planning and delivering services, including Primary Health Networks, Hospital and Health Services and non-government organisations.

We extend our sincere gratitude to the many individuals and organisations who have contributed their time, insights and passion to the development of this Plan. Your input has been invaluable in shaping a plan that truly reflects the needs and aspirations of our community.

We are excited to move forward with the implementation of the Joint Regional Plan and are confident that, through the sustained partnership and collective efforts of the entire sector, we can make a positive and lasting impact on the mental health and wellbeing of all peoples living in the region.



Mike Bosel
Chief Executive Officer
Brisbane South PHN



Noelle Cridland
Chief Executive
Metro South
Hospital and Health Service



Our shared vision is clear: Achieving regional wellbeing together. Our purpose supports this: to create a connected system of care that genuinely puts people first and is anchored in our communities across the Brisbane South region. Over the next five years, we are committed to ensuring that services meet local needs and empower communities to actively contribute to how care is delivered.

Together: Shaping Regional Wellbeing 2025–2030 builds upon the shared achievements and learnings from our previous Foundation Plan. It is informed by the experiences and insights of our Brisbane South community, including those with Lived-Living Experience, First Nations peoples, their families, carers, service providers and community stakeholders.

The landscape of mental health, suicide prevention and alcohol and other drug services across Australia is undergoing significant change, and there is a clear need for better connected, more integrated and locally responsive services, driven by national agreements between the Commonwealth and State governments. These system changes aim to reduce fragmentation and ensure a more effective, person-centred system of care.

To achieve the desired outcomes, Brisbane South PHN and Metro South Health are working in partnership to align resources and create a cohesive approach to improving services across the continuum of care for the Brisbane South community.

This Plan underscores the importance of coordination and integration between all those involved in funding, planning and delivering services. It acknowledges the region's rapid growth and incredible diversity, including a large urban First Nations population, and recognises that responsive and flexible services are essential to meeting our region's unique needs.

The strategy is structured around six interconnected focus areas that represent our collective approach:

- 1 Integrated system of care:** Fostering stronger partnerships and seamless connections.
- 2 Access to services:** Improving availability and ease of entry to care.
- 3 Inclusion and cultural safety:** Ensuring services are culturally responsive and safe for all.
- 4 Digital integration and information sharing:** Enabling better planning and coordinated care through technology.
- 5 Workforce sustainability and development:** Building a skilled and supported workforce.
- 6 Prevention and early intervention:** Reducing crisis presentations and supporting wellbeing earlier.

Ultimately, this Plan serves as our strategy for guiding the development and delivery of services that effectively address gaps, adapt to the community's evolving needs and empower everyone in the Brisbane South region to live healthier, more connected and fulfilling lives.

Scope of the Plan

This Plan forms part of the commitment to deliver on the National Mental Health & Suicide Prevention Agreement between the Commonwealth and the State of Queensland, in which all regions across Australia are focused on supporting integrated regional planning and service delivery.

In this context, Brisbane South PHN and Metro South Health have undertaken joint mental health, suicide prevention, alcohol and other drug planning to align resources throughout the region and provide a clear approach to improving services across the continuum of care for the Brisbane South community.

Prior to and throughout the development of this Plan, Brisbane South PHN and Metro South Health have taken a partnership approach to working together, with a focus on improving the outcomes and experiences of consumers, carers, families and those with Lived-Living Experience.

This Plan aims to improve coordination between the organisations that fund, plan and deliver mental health, suicide prevention, alcohol and other drug services including Primary Health Networks, Hospital and Health Services and non-government organisations.

What the Plan does



✓ Guides service development

- Supports implementation of the National Mental Health & Suicide Prevention Agreement
- Enables evidence-based service development
- Addresses identified gaps and regional priorities
- Allows flexibility to respond to emerging community needs

✓ Outlines the pathway for integration

- Describes key strategic priorities to enable integrated service delivery
- Embeds integration into everyday operations
- Prioritises partnership approaches that enable continuity of care
- Provides a bridge between current work and responsive future planning

✓ Focuses on building capacity

- Develops necessary systems and processes
- Strengthens workforce capabilities
- Creates stakeholder engagement frameworks
- Establishes information sharing protocols

✓ Enables future planning

- Supports development of comprehensive implementation planning
- Provides guidance for detailed service mapping
- Accommodates emerging trends and needs
- Advocates for shared service pathways

What the Plan doesn't do



✗ Replace existing strategies and frameworks (local, state and national)

- Duplicate existing system level initiatives
- Contradict established approaches and frameworks
- Apply in isolation of other strategies and frameworks

✗ Solve all challenges

- Address all service gaps immediately
- Provide complete funding solutions
- Resolve all integration barriers
- Outline partnership governance arrangements

✗ Override current organisational structures

- Replace existing service agreements
- Substitute individual agency planning processes
- Eliminate need for agency-specific protocols

✗ Provide detailed implementation

- Specify detailed operational procedures
- Include comprehensive service mapping
- Provide final workforce plans
- Establish complete integrated service delivery models

Building on the Foundation Plan

Brisbane South PHN and Metro South Health partnered to develop the Brisbane South Mental Health, Suicide Prevention and Alcohol and Other Drug Foundation Plan 2020–2022.

This Joint Regional Plan (Together: Shaping Regional Wellbeing 2025–2030) builds on the achievements, learnings and established governance from the Foundation Plan.

Key achievements from the Foundation Plan include

- ✓ Development of frameworks for integrated service delivery and joint planning
- ✓ Establishment of systems and processes for collaborative working
- ✓ Creation of shared commitments to build necessary capacity and resources
- ✓ Implementation of approaches to embed integration into everyday operations
- ✓ Focus on making better use of existing resources to develop new ways of working together

This Plan reflects our continued commitment to:

- Comprehensive Joint Regional Planning
- Coordinated development and delivery of mental health, suicide prevention, alcohol and other drug treatment services
- Better coordination for people with severe and complex mental illness
- Systems-based approach to suicide prevention
- Improving First Nations mental health and suicide prevention
- Improving physical health of people living with mental illness

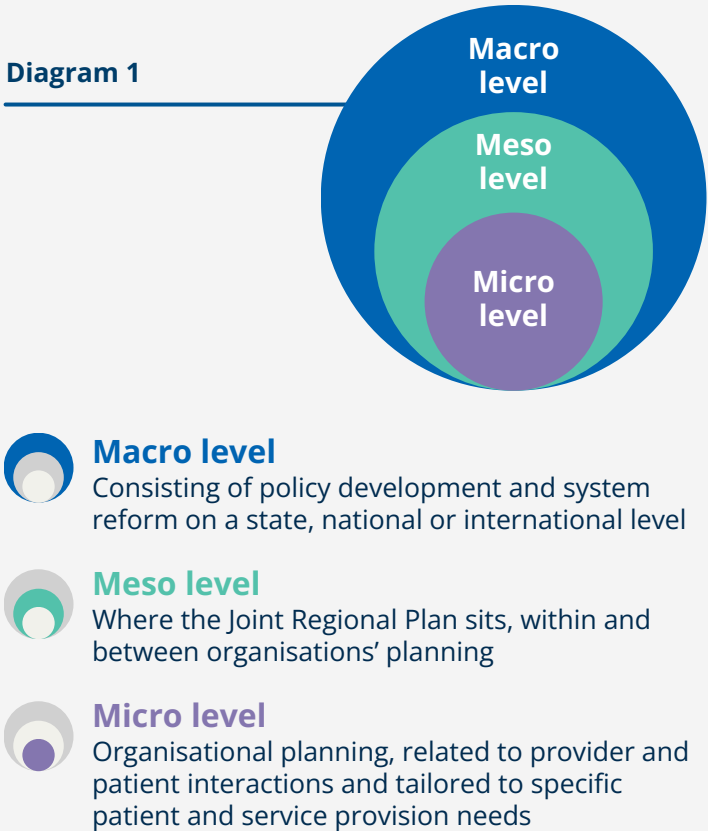
The Plan represents our ongoing journey to achieve better outcomes for our community. As part of this, it's intended that these initiatives are flexible and reviewed regularly to respond to the changing needs of the growing region.

Levels of planning

Within the mental health, suicide prevention, alcohol and other drug sector, three levels of planning can occur across the micro, meso and macro level of the system (see diagram 1).

The scope of this Plan is primarily focused on the meso level of what Brisbane South PHN and Metro South Health can influence at a regional planning and service development level, within and between organisations. However, both organisations recognise that the Plan can influence both micro and macro issues and opportunities, and should integrate with all levels of planning to support system-wide integration of services.

Diagram 1



Joint Regional Plan · National, State and Local Policy Context

(The following list provides an overview of the key documents that influence this Plan)

	Mental health	Suicide prevention	Alcohol and other drugs
National	National Agreement on Closing the Gap		
	Fifth National Mental Health and Suicide Prevention Plan		National Alcohol Strategy 2019–2028
	Vision 2030: Blueprint for Mental Health and Suicide Prevention		
	National Mental Health and Suicide Prevention Agreement		National Drug Strategy 2018–2026
	National Children’s Mental Health and Wellbeing Strategy		
	National Mental Health Workforce Strategy 2022–2032	National Aboriginal and Torres Strait Islander Suicide Prevention Strategy 2025–2035	National Aboriginal and Torres Strait Islander Peoples’ Drug Strategy 2014–2029
	National Framework for Recovery-Oriented Mental Health Services		
	Mental Health Australia Strategy 2024–2029	National Suicide Prevention Strategy 2025–2035	National Drug and Alcohol Service Planning Model
	National Framework for Social and Emotional Wellbeing	Final Advice on Suicide Prevention 2021	National Framework for Alcohol, Tobacco and Other Drug Treatment 2019–2029
	Multicultural Mental Health Framework Australia		
	National Roadmap to Improve the Health and Mental Health of Autistic People 2025–2035	Royal Commission into Defence and Veteran Suicide 2024	National Quality Framework for Drug and Alcohol Treatment Services
	National Roadmap for Improving the Health of People with Intellectual Disability		
State	Better Care Together: A plan for Queensland’s state-funded mental health, alcohol and other drugs services 2022–2027		
	HEALTHQ32: First Nations First Strategy 2032		
	Shifting Minds: The Queensland Mental Health, Alcohol and other Drugs, and Suicide Prevention Strategic Plan 2023–2028		Achieving Balance: the Queensland Alcohol and Other Drugs Plan 2022–2027
	Queensland Framework for the Development of the Lived Experience Workforce	Every Life: The Queensland Suicide Prevention Plan 2019–2029	Mental Health, Alcohol and Other Drugs Workforce Development Framework 2016–2021
	Queensland Health Aboriginal and Torres Strait Islander Mental Health Strategy		Queensland Alcohol and Other Drug Treatment Service Delivery Framework
Local	Brisbane South Joint Regional Needs Assessment		
	Working Together Differently: Brisbane South Mental Health, Suicide Prevention and Alcohol and Other Drug Foundation Plan		
	Brisbane South PHN Mental Health Suicide Prevention Alcohol and Other Drug Strategic Plan 2024–2027		
	Metro South Health Strategic Plan 2024–2028		
	Southeast Queensland First Nations Health Equity Strategy 2021–2031		

About Our Region

The Brisbane South PHN and Metro South Health share a significant catchment area in the southern part of Brisbane, Queensland.

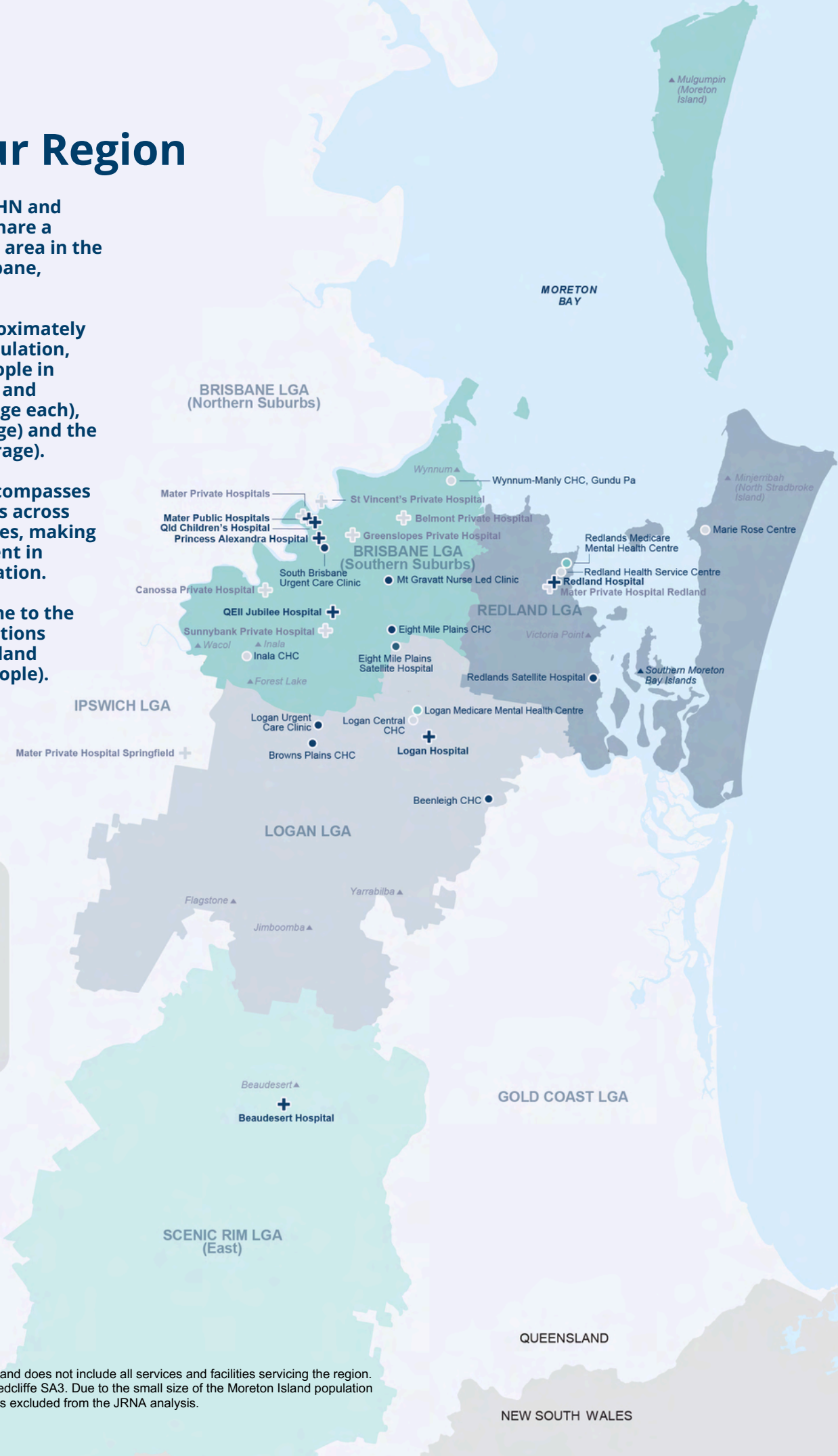
This area covers approximately 23% of Brisbane's population, around 1.2 million people in suburbs across Logan and Redland (100% coverage each), Brisbane (54% coverage) and the Scenic Rim (34% coverage).

The shared region encompasses 223 suburbs and spans across 3,770 square kilometres, making it the largest catchment in Queensland by population.

The region is also home to the largest urban First Nations population in Queensland (upwards of 33,000 people).



- Community health centres
- Satellite Hospitals and Urgent Care Centres
- Medicare Mental Health Centres
- + Public hospitals
- + Private hospitals
- ▲ Location marker



Notes:

1. This map is not comprehensive and does not include all services and facilities servicing the region.
2. Moreton Island SA2 is part of Redcliffe SA3. Due to the small size of the Moreton Island population (approximately 300 residents) it was excluded from the JRNA analysis.

Overview of the Brisbane South Region

1.2 million+
people live in the Brisbane South region

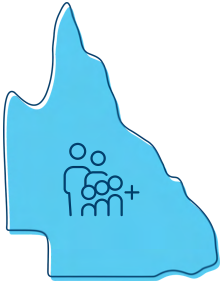
6.1% annual growth in Jimboomba SA3.
Logan LGA expected to grow by 2.1% annually to 2036 (higher than Brisbane South, 1.3%, and QLD, 1.4%)

~1.4 million
by 2036

approx.



of the total
QLD
population



Percentage of total Brisbane South population by Local Government Area



Brisbane
Local
Government
Area



Logan



Redland



Scenic rim

3%

live in 'regional' or 'remote' areas (Beaudesert, Jimboomba, Redland Bay)

97%

live in 'major city' areas

The region is home to

~33,000

First Nations peoples — the largest population compared to all other metropolitan PHNs nationally (2.8%)

1 in 3

People were born overseas

~52,000

Pasifika and Māori peoples — the largest population compared to all other metropolitan PHNs nationally (4%)

1 in 4

People speak a language other than English at home

Age groups

Median age



Life expectancy at birth (2022)

All: 81.6 years
Male: 79 years
Female: 84.4 years

Demographics



49.2%

Male



50.8%

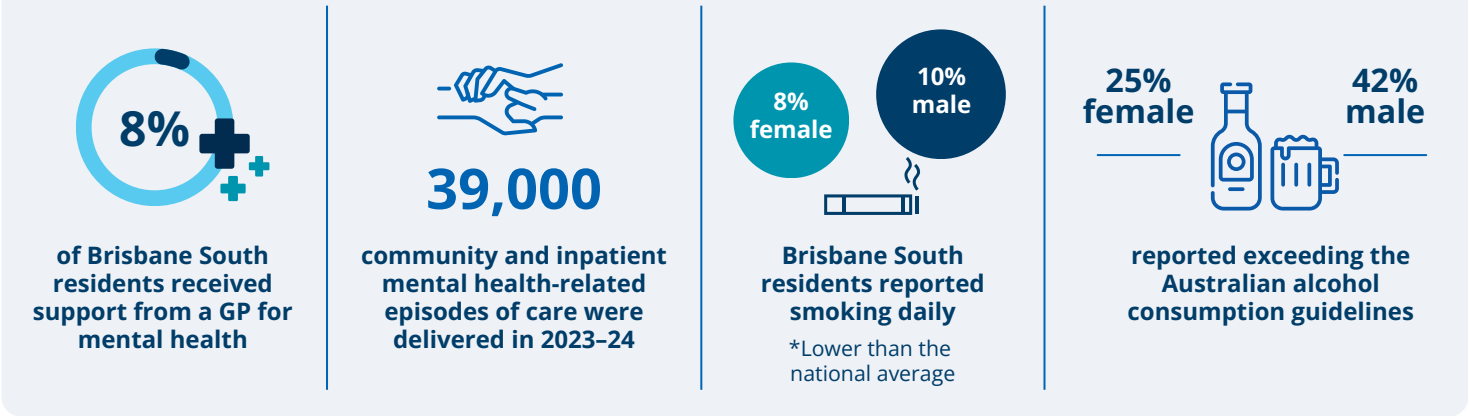
Female



The Brisbane South Joint Regional Needs Assessment (JRNA) 2025–2027 was completed in 2024 by Brisbane South PHN and Metro South Health.

The Brisbane South JRNA was guided by the JRNA Framework developed by the Queensland-Commonwealth Partnership. The Brisbane South JRNA seeks to understand what is important to Brisbane South residents by identifying and prioritising health and service needs. This will help guide future planning and investment, such as funding new services or adjusting existing resources and programs of work.

Findings from the Joint Regional Needs Assessment



Mental health needs were self reported by



People living with disability experience poorer health outcomes compared to the rest of the population

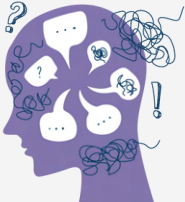
Almost

1 in 2 people

with severe/profound disability self-reported anxiety

41%

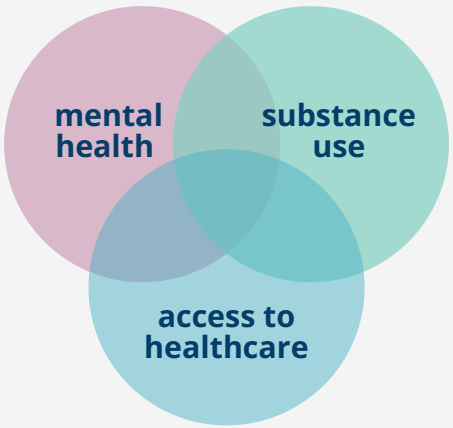
reported depression



Access to services for people experiencing homelessness

Stakeholders noted that housing instability often intersects with:

- trauma
- depression
- social isolation
- other complex physical and mental health conditions



Brisbane South priority health populations









These priority populations have been identified through our Brisbane South Joint Regional Needs Assessment (JRNA) 2025–2027 — a systematic review of health issues and service needs across Brisbane South.

The JRNA helps us understand where we need to focus our attention and resources to better support our community's health needs and improve access to healthcare services.

These population groups were identified in the context of broader health needs across the region, further information on the identified mental health, suicide prevention, alcohol and other drug vulnerable groups is provided on page 13.



The following areas were identified as contributing factors to address for mental health, suicide prevention, alcohol and other drug services in the Brisbane South region

- | | |
|---|--|
|  Difficulties accessing mental health services and supports, including access to psychologists/psychiatrists |  High prevalence of mental health conditions |
|  Financial barriers impacting ability to access healthcare |  Wait times and availability of health services |
|  Holistic, joined-up care across both primary care and acute services that address wider determinants of health |  Difficulty accessing transport impacting the ability to attend medical appointments |
|  Capacity of health services to meet growing demand, including health workforce |  Alternative models of service delivery to meet growing demand |

Joint Regional Plan consultation findings

People from
82 organisations, providers and community groups
across the Brisbane South Region participated in consultation activities

338 people
involved in consultation activities including:



Across consultation activities, those involved self-identified as:

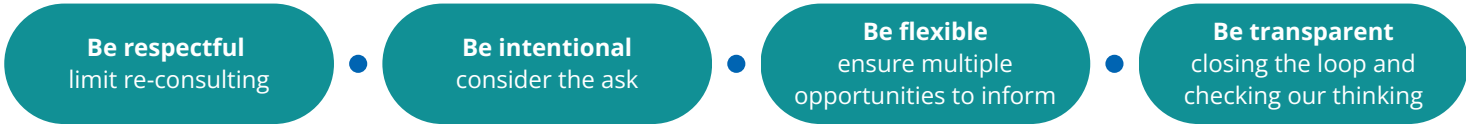


Key themes across consultations

- Difficulty navigating the **current system** and recognition that to enable more streamlined care pathways, **integration of services** and providers is crucial
- Uplifting the **capability and capacity** of the workforce to ensure it is sustainable and equipped with the skills and expertise required to meet current and future needs
- Prioritising **alternative avenues of care**, including early intervention and community-based support, to **empower the region** through broader care pathways
- Addressing disparities in **access and equity** of services, including affordability, availability and fit-for-purpose care, particularly for **people living with disability, carers and culturally-centred models of care** that support the diverse demographics of the region.

Consultation principles

During the consultation phase of this Plan, the following principles guided the approach to ensure a safe, supportive environment for all participants.



Identified vulnerable populations

While the Joint Regional Needs Assessment identified a number of priority populations (*see page 13*) for overall health needs, consultation for this Plan identified a number of population groups as having specific mental health, suicide prevention, alcohol and other drug needs that require targeted approaches.

People living with disability/disabilities

Difficulties navigating and accessing appropriate services were highlighted as a particular challenge for people living with disability, in addition to encountering complex, fragmented systems and services and accessibility.

Men

Rates of suicidality in men was recognised as a growing concern across the region. Men were also highlighted as a population that is currently underrepresented in existing data for those seeking or accessing care.

Migrants

Migrants, particularly those from culturally and linguistically diverse backgrounds (CALD), were identified as regularly encountering language and cultural barriers.

First Nations Peoples

First Nations peoples were highlighted as experiencing significantly poorer health outcomes compared to the general population. Key areas of focus raised during consultations included ensuring care is culturally responsive and trauma informed and ensuring community education and improved service navigation are prioritised.

Carers

The mental and physical toll carers experience was identified, particularly the difficulties they encounter navigating the system on behalf of the person they provide support to, as well as managing their own health and wellbeing.

Refugees

Complex trauma needs of refugees can be exacerbated by ongoing discrimination, fear and potential distrust of government services, which contributes to difficulty seeking and accessing services. There was also a sentiment that specific refugee populations can be overlooked when grouped under CALD and have distinct needs that may not currently be addressed.

Neurodivergent people

People across the spectrum of neurodiversity can be overlooked, with limited targeted services that span the range of difficulties encountered.

People who identify as LGBTQIA+

A strong need was highlighted for services that understand and respect diverse gender identities and sexual orientations. It was also identified that further work is needed to understand the unique needs of each of the people groups that make up this community.

Recognition of limitations in the planning process

In developing this Plan, we acknowledge the limitations of the consultation approach undertaken.

Where possible, we aimed to engage with a diverse range of population groups to gain a comprehensive understanding of their needs and opportunities. This Plan aligns with the consultations conducted for the development of the Brisbane South Joint Regional Needs Assessment and the South East Queensland First Nations Health Equity Strategy, utilising insights to adhere to the consultation principles.

While a number of needs have been identified, our region is continually evolving and we will assess the changing needs of our communities on an ongoing basis over the next five years.

It was recognised that as the region evolves, so too will the needs of our population. The vulnerable groups mentioned above were identified as key for consideration as of 1 July, 2025. We commit to continuing to explore and understand all needs to ensure that we can adapt our services and approaches to better serve our community.


Delivering equitable services for diverse needs

When planning for the region, it is essential to apply an intersectional lens. This means recognising that people often have complex identities and Lived-Living Experiences that overlap across multiple vulnerable population groups.

These intersecting factors can create compounded barriers to accessing and navigating services, leading to unique and complex needs that are not always adequately addressed. Incorporating the voices and experiences of people with Lived-Living Experience across these multiple intersections is crucial to ensure services are truly responsive and equitable.

This approach strengthens the entire community's resilience by addressing the systemic causes of vulnerability and inequity.





Our plan to achieve regional wellbeing together

Vision and Purpose



Vision

Achieving regional wellbeing together.



Purpose

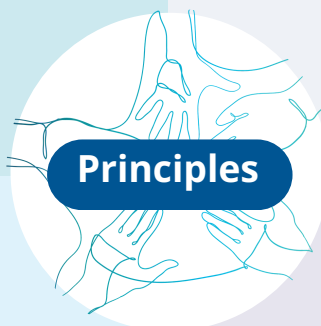
To create an integrated, person-centred and place-based approach for mental health, suicide prevention, and alcohol and other drug services in the Brisbane South region through collaborative planning between Brisbane South PHN and Metro South Health, addressing local needs and empowering communities to shape service delivery over the next five years.

Person-centred, place-based design and engagement

- Ensuring meaningful community, cultural and Lived-Living Experience engagement
- Embedding co-design approaches
- Reducing access barriers
- Responding to local needs and preferences

Workforce excellence and support

- Building workforce capability
- Creating supportive work environments
- Enabling cross-sector collaboration
- Building workforce sustainability



Principles

Collaborative partnerships and integration

- Fostering strong cross-sector relationships
- Implementing shared data systems and digital solutions
- Creating seamless service pathways
- Supporting integrated funding and service models

Sustainable quality and innovation

- Developing flexible and sustainable funding arrangements
- Supporting continuous quality improvement
- Promoting evidence-based practice and evaluation
- Integrating technology to support care, where appropriate

Focus areas

It is important to note that many strategies in each focus area are interlinked. Strategies can overlap or influence each other, and addressing one may positively impact others. The focus areas have been numbered one to six to support ease of reference and understanding. These numbers do not relate to the level of priority.

1 Integrated system of care

Supporting a seamless consumer journey across the stepped care continuum

2 Access to services

Improving access and availability of services

3 Inclusion and cultural safety

Delivering inclusive, culturally safe and responsive services

4 Digital integration and information sharing

Enabling evidence-based service planning and delivery

5 Workforce sustainability and development

Building a stable, skilled workforce across the region

6 Prevention and early intervention

Reducing crisis presentations and improving early intervention mechanisms

1 Integrated system of care



Overview

An integrated system of care in the Brisbane South region seeks to foster stronger partnerships, effective governance and well-aligned service delivery models. This approach aims to create more seamless connections across mental health, suicide prevention, alcohol and other drug services.

We envision individuals experiencing smoother and more supported transitions between services, enabled by improved information sharing, collaborative care planning and the thoughtful use of digital technologies.

The current landscape presents clear opportunities to build a more integrated system, including:

- Formalising and strengthening partnerships, governance and communication protocols across the system.
- Developing shared care planning processes, enhancing digital connectivity and establishing regular inter-agency connections.
- Co-designing supportive discharge models to ensure individuals experience truly continuous and coordinated care.
- Designing and implementing more integrated service models and clearly defined roles across the care continuum.

A truly integrated system will ensure that once individuals connect with care, their journey is coherent, coordinated and continuously supported, leading to improved efficiency across the service spectrum and significantly better health outcomes for the people of Brisbane South.

The outcomes we aim to achieve

1.1 A robust and collaborative system where strong partnerships, aligned governance and strategic service design lead to enhanced efficiency, optimised resource use and reduced duplication across the Brisbane South region.

1.2 Individuals experience high-quality, person-centred and effective care through innovative and integrated service models, resulting in improved health outcomes and supporting greater ease in navigating wellbeing journeys.

1.3 Effective and responsive care coordination is consistently achieved through established inter-agency collaboration that proactively addresses service gaps and the implementation of co-designed processes, ensuring individuals receive continuous, well-managed support and providers are better equipped to manage diverse and complex needs.

1 Integrated system of care *(cont.)*



Objectives	Strategies
1.1 Stronger system through partnerships and systems design	1.1.1 Review and improve current, or where beneficial establish, formal partnership and governance structures that enable better integration between primary care, providers and community services
	1.1.2 Strengthen alignment and coordination between local, state and federally-funded agencies (including government and non-government)
	1.1.3 Explore and, where possible, implement collaborative funding models to support population growth, including philanthropic opportunities
	1.1.4 Develop flexible collaboration/partnership arrangements to enable adaptability and agility in service design and planning
1.2 Integrated service models to improve care delivery	1.2.1 Enhance care integration within the community by partnering with government/non-government and community-controlled organisations to deliver services across the stepped care continuum
	1.2.2 Explore and progress opportunities to develop co-location/hub-based services that integrate clinical, non-clinical and primary care services (particularly in growth areas)
	1.2.3 Support digital enablement of mental health, suicide prevention, alcohol and other drug systems and services, in alignment with Better Care Together and the Queensland Health Digital Information Strategy
	1.2.4 Explore opportunities to establish effective shared care planning across mental health, suicide prevention and alcohol and other drug services
	1.2.5 Establish comprehensive connections, including leveraging existing initiatives within Queensland and linking clinical care, community organisations, people and communities impacted by suicidality
1.3 Effective care coordination networks	1.3.1 Establish regular inter-agency meetings to identify emerging service gaps and their implications for care coordination
	1.3.2 Review and co-design more seamless care transition pathways with those with Lived-Living Experience (including when exiting from services)
	1.3.3 Explore a guidance and advisory service and support for providers managing complex trauma presentations, that enable the provision of tailored care
	1.3.4 Provide support for primary care providers to effectively and appropriately triage, refer and support individuals presenting with complex needs

2 Access to services



Overview

Improved access to services is key to creating a system where community members can readily connect with mental health, suicide prevention, alcohol and other drug services that are timely, accessible and appropriate to their needs.

Individuals, particularly those from vulnerable populations or in high-growth and rural areas, could then engage with services earlier, especially for crucial, early intervention, leading to better health outcomes and fewer crisis presentations.

We aim for a system where initial barriers are significantly reduced, empowering people to seek support confidently. This involves creating clearer pathways to care, simpler referral processes and addressing practical constraints (such as geographic reach, service availability times and transport) that can hinder access.

The current landscape presents clear opportunities to build a more accessible system, including:

- Simplifying how people access and navigate the care system
- Mitigating practical barriers to receiving care, including access to transport, service location and operating hours
- Strengthening support at key points in the care journey, including initial engagement and transitions between services

Improving access will mean that individuals can easily connect with the right support earlier in their journey, fostering better engagement and laying a strong foundation for sustained recovery and wellbeing across the Brisbane South region.

The outcomes we aim to achieve

2.1 Individuals, carers and service providers experience clear, simple and timely pathways to enter care, supported by readily available service information and reduced systemic barriers.

2.2 Individuals, especially those with complex needs or transitioning across services, are effectively supported to connect with and navigate services.

2.3 The Brisbane South region benefits from a flexible, innovative and sustainable service system that is designed with consumers and responsively adapts to the diverse and evolving needs of the community.

2.4 Vulnerable populations and those with specific needs have equitable access to tailored, effective and available services and support.

2 Access to services (cont.)



Objectives	Strategies
2.1 Streamlined access and referral pathways	2.1.1 Increase awareness of service availability among populations who are underrepresented in access data, through targeted outreach and community engagement
	2.1.2 Assess and reduce barriers to accessing services, including restrictive referral criteria and processes, cost barriers and complex and inconsistent referral pathways
2.2 Enhanced care coordination and support	2.2.1 Identify and address service transition gaps and navigation challenges, particularly during high-risk periods (e.g. hospital discharge, youth-to-adult service transitions) and implement shared handover protocols to ensure continuity of care
	2.2.2 Improve pathways for vulnerable individuals transitioning between services (e.g. youth to adult services, transient individuals, etc.)
	2.2.3 Develop integrated comorbidity care approaches across sectors (including mental, physical and social wellbeing)
	2.2.4 Develop shared protocols that enable a multi-disciplinary approach to complex care planning
2.3 Improved service design and commissioning	2.3.1 Advocate for evidence-based services and models of care to be on longer-term funding cycles enabling service continuity, strategic workforce planning and improved outcomes monitoring
	2.3.2 Facilitate innovative approaches that amplify the consumer voice in shaping mental health, suicide prevention, alcohol and other drug services
	2.3.3 Explore opportunities for innovative service access and delivery to meet the diverse needs of consumers (such as but not limited to digital self-service)
2.4 Targeted service responses	2.4.1 Identify emerging vulnerable populations to inform targeted service development
	2.4.2 Develop shared crisis response frameworks to ensure coordinated and aligned support for communities experiencing crisis (including but not limited to natural disasters, significant and/or traumatic events and critical incidents)
	2.4.3 Improve the availability and accessibility of alcohol and other drug treatment and harm reduction services
	2.4.4 Accelerate efforts to close the gap by working in partnership with community to improve access and service delivery for First Nations peoples

3 Inclusion and cultural safety



Overview

Our commitment to the Brisbane South region is to enhance our service system, ensuring inclusion and cultural safety are fundamental to the provision of care. A service system where every individual from our diverse communities feels genuinely welcomed, understood, respected and valued throughout their journey.

This means actively responding to the unique needs and experiences of those facing distinct care barriers. An inclusive and culturally safe system not only leads to better engagement and improved health outcomes but also strengthens community connections and trust by ensuring services are relevant, accessible, and affirm each person's identity and background.

The current landscape and community feedback highlights opportunities including:

- Ensuring inclusivity and cultural safety is consistently embedded across all service delivery points and throughout the person's journey.
- Strengthening culturally specific and inclusive support and tailoring service responses to diverse needs.
- Actively involving diverse communities in shaping services through meaningful engagement and robust feedback loops.

By championing inclusion and cultural safety, we aim to create a system where everyone can access and experience high-quality care that supports their wellbeing and affirms their dignity.

The outcomes we aim to achieve

3.1 Brisbane South's mental health, suicide prevention, alcohol and other drug workforce is diverse, skilled and culturally capable, with strong leadership championing diversity and inclusion.

3.2 Services are demonstrably inclusive and culturally safe, designed with and for diverse communities to be responsive to their unique needs.

3.3 A system-wide transformation towards sustained cultural safety, inclusion and responsiveness is achieved through deep community engagement resulting in improved understanding of diverse needs, expanded support networks and continuous service adaptation.

3 Inclusion and cultural safety *(cont.)*



Objectives	Strategies
3.1 Enhanced cultural capability through workforce and leadership	3.1.1 Identify and enhance career pathways and workforce support for First Nations and culturally and linguistically diverse (CALD) peoples
	3.1.2 Identify and establish opportunities for cross-cultural mentoring, supervision and peer-learning programs
	3.1.3 Build on dedicated cultural support roles within mental health, suicide prevention, alcohol and other drug services
	3.1.4 Partner with community leaders/organisations and knowledge holders to develop cultural safety standards and training for the region
3.2 Cultural safety and inclusivity supported practices	3.2.1 Improve awareness and capability of all mental health, suicide prevention, alcohol and other drug service providers to provide culturally appropriate and inclusive care
	3.2.2 Design and implement cultural safety assessment tools and inclusion health check processes in partnership with the community (utilising existing frameworks and strategies underway at state and federal government levels)
	3.2.3 Co-design mental health, suicide prevention, alcohol and other drug services to ensure they are culturally safe, inclusive and responsive
	3.2.4 Work in partnership with existing community-controlled organisations to identify and implement culturally safe and responsive models of service delivery for First Nations peoples
3.3 Strengthened community engagement and understanding	3.3.1 Strengthen information collection processes on community diversity and cultural needs to inform planning and service delivery
	3.3.2 Expand support networks to address diverse inclusion and cultural needs and ensure connection and support at each stage of the stepped care model
	3.3.3 Establish feedback processes that ensure community voices directly influence service development, improvement, adaptation and quality

4 Digital integration and information sharing



Overview

Digital integration and information sharing across the Brisbane South region will support the cultivation of a connected digital health environment where secure and efficient information flows between services.

Improved digital infrastructure will enable integrated service delivery, more informed decision-making, and enhanced regional service planning. By aligning with broader state and federal digital health strategies and effectively leveraging data analytics, a deeper understanding of community needs and service effectiveness can be gathered. This ensures that resources are targeted for the greatest impact, especially for the rapidly growing Brisbane South population.

The current landscape and feedback highlight key opportunities, including:

- Bridging the information gap that contributes to service gaps
- Enhancing how data is captured, analysed and utilised across the region
- Increasing transparency and visibility regarding service availability and wait times.

Creating a digitally-enabled system that supports seamless care and empowers consumers and providers with better information will ensure services are responsive, well-planned and demonstrably effective.

The outcomes we aim to achieve

4.1 Individuals, carers, and service providers are able to access clear, comprehensive and accurate service information and practical digital tools that actively support simpler service navigation and more effective care coordination.

4.2 The Brisbane South region benefits from enhanced data intelligence, derived from agreed information sharing.

4 Digital integration and information sharing *(cont.)*



Objectives	Strategies
4.1 Enhanced information sharing to support service navigation	4.1.1 Leverage existing and emerging technology to distribute digital service information including localised services, eligibility and referral criteria
	4.1.2 Support service providers to have access to relevant information about local programs, resources and community-based supports that promote physical and mental health and social and emotional wellbeing
	4.1.3 Explore opportunities to utilise existing digital tools to support care coordination between services
4.2 Service planning informed by data intelligence	4.2.1 Establish data and information sharing agreements across services to improve care coordination, planning and responsiveness
	4.2.2 Co-design a comprehensive outcomes-based measurement and service evaluation framework for use in both primary healthcare and specialist mental health, suicide prevention, alcohol and other drugs services
	4.2.3 Use service and population data to identify emerging needs and service gaps (particularly for priority populations and growth regions)
	4.2.4 Explore and implement emerging technologies that support the delivery of best practice mental health, suicide prevention, alcohol and other drugs services

5 Workforce sustainability and development



Overview

A skilled, diverse and well-supported workforce is crucial to delivering high-quality mental health, suicide prevention, alcohol and other drug services in the Brisbane South region. This involves strategic investment in workforce development and fostering strong support networks.

A workforce that understands and reflects local community needs, and is equipped with transferable skills, will enable consistent, high-quality care and build resilience across the entire sector, benefiting the broader network regardless of where individuals may work in the future. This foundation of expertise, stability and diverse perspectives, including strong Lived-Living Experience representation is essential for meeting current and future service demands across the region.

The current landscape highlights opportunities, including:

- Addressing the challenges of workforce attraction and retention
- Improving and expanding pathways for people with Lived-Living Experience
- Increasing the stability of service delivery by reviewing the impact of shorter-term contracts
- Building collective skills and knowledge across the broader network.

By strategically developing and supporting a skilled, diverse and stable workforce that reflects community needs and values Lived-Living Experience, we aim to ensure high-quality, accessible mental health, suicide prevention, alcohol and other drug services for everyone in the Brisbane South region.

The outcomes we aim to achieve

5.1 The Brisbane South region's workforce has enhanced capabilities, shared knowledge and foundational skills (including trauma-informed practice), supported by collaborative training and communities of practice to ensure skills are transferable across the sector.

5.2 The region's workforce reflects the diversity of the Brisbane South community, with increased representation of First Nations peoples, CALD, LGBTQIA+ individuals and an expanded and supported Lived-Living Experience workforce.

5.3 The mental health, suicide prevention, alcohol and other drug sector in the Brisbane South region offers attractive, stable and sustainable career pathways, supported by long-term workforce strategies and enhanced professional development opportunities, leading to improved staff retention and sector stability.

5 Workforce sustainability and development *(cont.)*



Objectives	Strategies
5.1 Strengthened workforce capability and learning	5.1.1 Work in partnership with sector stakeholders to conduct workforce needs analysis and planning that identifies the key capabilities required across the sector
	5.1.2 Implement shared training and development programs across mental health, suicide prevention, alcohol and other drug services
	5.1.3 Establish and maintain communities of practice across region/sector to build understanding, share learnings and explore opportunities for new models of care
	5.1.4 Embed trauma-informed practice across the sector as a foundational skillset
5.2 Diverse and representative workforce	5.2.1 Identify opportunities for specialist roles in care coordination, peer work and cultural support to align the workforce with community needs
	5.2.2 Explore and uplift current attraction and retention strategies to grow the workforce across the sector (including Lived-Living Experience, CALD, First Nations peoples, LGBTQIA+)
5.3 Enhanced sustainable career pathways	5.3.1 Support long-term workforce sustainability through initiatives such as rotational placements
	5.3.2 Focus on long-term workforce strategies to support and enhance employee development
	5.3.3 Create supervision and mentoring structures for workforce (including Lived-Living Experience) across the region

6 Prevention and early intervention



Overview

Proactive prevention strategies and responsive early intervention approaches are central to fostering positive mental health and reducing substance-related harm.

Prevention efforts will focus on building protective factors, promoting holistic wellbeing and increasing awareness across the community. Early intervention will ensure that when initial signs of concern appear, individuals, families, carers and communities can recognise them and access timely, appropriate support to lessen the impact and prevent escalation.

This dual approach aims to build community resilience, reduce the need for crisis interventions and improve long-term wellbeing, allowing acute services to concentrate on those with immediate, critical needs.

The current landscape and community feedback highlight the following opportunities:

- Empower community organisations and leaders to support prevention and early intervention efforts across the region.
- Enhance health promotion and education so that everyone has access to accurate information, resources and services.
- Move beyond one-off interventions towards support systems that foster long-term thriving.

By investing in both prevention and early intervention, we aim to create a community where individuals are supported to maintain their mental wellbeing and help is available and effective, wherever it is needed.

The outcomes we aim to achieve

6.1 Carers, community leaders, local groups and the broader community across the Brisbane South region have increased awareness of mental health, suicide prevention, alcohol and other drug challenges, understand prevention and early intervention strategies and are equipped through co-designed initiatives and resources.

6.2 Vulnerable populations have access to clearly defined, effective and culturally appropriate early intervention pathways and supports, readily accessible and tailored to their circumstances.

6.3 Young people and their families are more equipped with reliable information and understanding regarding mental health, suicide prevention, alcohol and other drug challenges and available services.

6 Prevention and early intervention *(cont.)*



Objectives	Strategies
6.1 Increased awareness and capability across carers and community	6.1.1 Increase community awareness, understanding of mental health, suicide prevention, alcohol and other drug services and early intervention strategies across age ranges
	6.1.2 Develop initiatives with community leaders to recognise early signs (focusing on understanding social and emotional wellbeing) and provide/refer to appropriate support
	6.1.3 Engage carers, families and people with Lived-Living Experience in designing and strengthening support systems across all stages of the care continuum
6.2 Strong early intervention systems for vulnerable populations	6.2.1 Establish early intervention initiatives for vulnerable populations with a focus on identifying clear networks and pathways of care that are fit for individual circumstances
	6.2.2 Support primary care providers to access and utilise resources and tools that assist in early intervention
	6.2.3 Establish opportunities to design early intervention initiatives with community support providers for vulnerable population groups, including tools and resources
6.3 Enhanced health literacy	6.3.1 Explore and implement opportunities to improve the health literacy of young people and ensure they and their families are well-informed with reliable and credible information about services
	6.3.2 Strengthen existing community and education-based programs to raise awareness and understanding of mental health, suicide prevention, alcohol and other drug risks
	6.3.3 Collaborate with partners to build on existing parent, carer and community initiatives that focus on education and emerging issues for children and young people



Our commitment to achieving regional wellbeing together

Brisbane South PHN and Metro South Addiction and Mental Health Services Joint Regional Plan · Our Roles and How We Partner

Brisbane South PHN

Brisbane South PHN is driven by a vision of a healthier, more connected community where everyone has equitable access to high-quality primary healthcare. Brisbane South PHN's key focus is on commissioning innovative, person-centred services and fostering collaborative partnerships to effectively address local health needs. They are guided by core values that prioritise integrity, responsiveness, and a deep commitment to improving the wellbeing of all people in the Brisbane South region.

Metro South Health and Hospital Service

Metro South Health and Hospital Service is dedicated to achieving a vision of creating Australia's healthiest community together. Guided by the core values of safety, compassion, respect and excellence, Metro South Health is committed to every aspect of service delivery. With a focus on delivering integrated, patient-centred services, fostering innovation and building partnerships, there is a strong commitment to meeting the diverse health needs of the Brisbane South region.

Mental Health, Suicide Prevention, Alcohol and Other Drug Services for the Brisbane South region

How we work together to shape regional wellbeing

Brisbane South PHN and Metro South Health operate within a shared Partnership Protocol which outlines our objectives for working together and guiding principles for both parties to operate in the most effective manner.

The protocol enables our partnership to:

- Identify and prioritise local health needs for the protection and promotion of the health of the community
- Inform joint planning and policy imperatives to ensure areas of high priority are jointly progressed
- Enhance service access, co-ordination and integration across the health continuum
- Leverage available resources to respond to key priorities
- Influence and re-focus those areas of the health system for which the parties have responsibility

The following guiding principles support our shared ways of working:

Collaboration principles

In carrying out our respective roles and responsibilities under this Protocol and in seeking to respond to agreed priorities, the Parties shall:

- Act and work together in good faith and provide full information, where possible, to each other in relation to all relevant matters
- Act independently but co-operate closely and work together with the other party with unity of purpose, mutual respect and support
- Not unreasonably delay any action, approval, direction, determination or decision indicated under this Protocol
- Seek to avoid duplication and overlap of our responsibilities and functions
- Operate within the Partnership Framework developed by the Partnership Brokers Association when partnering with each other and with other entities who deliver health and other services to the community.

Business principles

In our dealings with each other the Parties shall:

- Engage in effective and regular communication
- Implement effective external communication strategies with members, consumers and other key stakeholders
- Jointly develop activities, agreeing on the roles, responsibilities, and accountabilities, including reporting and information tools
- Jointly identify recommendations for sustainability, continuous improvements and key learnings from investments
- Respect Parties' respective strengths and limitations
- Mutually commit to the Protocol
- Share data and other information in a variety of forms with respect to the confidentiality and privacy requirements of the respective Parties.

Service delivery principles

In designing, delivering and managing health services, the Parties shall commit to care that is:

- Person/patient centred
- Delivered safely, including culturally
- Delivered by the right team in the right place at the right time, to the right people.
- High value.

The Brisbane South PHN and Metro South Health Partnership Protocol outlines the governance required to ensure we can achieve our objectives, including but not limited to:

Combined Board Meetings · Joint Chief Executive Meetings · Leadership Team Meetings · Operational Working Groups · Partnership Support

Next steps in partnerships and the Plan

A key first step in operationalising the Plan will be aligning on the governance required to effectively and efficiently deliver on the identified strategies.

This may include (but is not limited to):

- Establishing clear governance for leading implementation of the Plan including action planning
- Exploring the roles and responsibilities of advisory groups including Lived-Living Experience, First Nations peoples and other key internal and external stakeholders
- Identifying and adhering to reporting requirements to ensure accountability to the Plan and its strategies.

Working together to support Aboriginal and Torres Strait Islander Peoples' social and emotional wellbeing in South East Queensland

This commitment to the First Nations people of SEQ gives effect to both the Queensland Government's First Nations Health Equity agenda and the National Agreement on Closing the Gap 2020 which has been signed by all governments.



SEQ First Nations Health Equity Commitment

As Primary Health Networks (PHNs) and Hospital and Health Services (HHSs) across South East Queensland, we acknowledge the Traditional Custodians of the lands on which we work and serve and pay our respects to Elders past and present. We acknowledge the continuing sovereignty of Aboriginal and Torres Strait Islander people, their inherent rights to self-determination, and their role in shaping a more just, equitable and culturally safe health system.

Together, we—Brisbane South PHN and Metro South Health (Yuggera, Ugarapul, Jandai Peoples); Brisbane North PHN and Metro North Health (Turrbal, Yuggera, Ningy Ningy, Wakka, Gubbi Gubbi Peoples); Gold Coast PHN and Gold Coast Health (Yugambah Peoples); Darling Downs and West Moreton PHN, Darling Downs Health and West Moreton Health (Yuggera, Ugarapul, Wakka Peoples)—alongside the Institute for Urban Indigenous Health (IUIH) and Aboriginal Community Controlled Organisations reaffirm our shared commitment¹ to improving mental health, suicide prevention and alcohol and other drug outcomes for First Nations peoples in our region.

We acknowledge that many Aboriginal and Torres Strait Islander peoples live, work and move across multiple regions in SEQ, and that our systems must work in stronger partnership to provide seamless, culturally safe and responsive care — regardless of location.

This commitment will be actively driven through our continued and accountable participation in the Strategy's governance structures and working groups. We will ensure transparency and responsibility in all aspects of our involvement, including shared planning, implementation, workforce development, community engagement and rigorous monitoring and evaluation. We will achieve this through the Key Performance Areas (KPA)s².

We commit to:

KPA 1
Eliminating racism

KPA 2
Increasing access

KPA 3
Addressing the determinants of health

KPA 4
Delivering sustainable care

KPA 5
Working in partnership

KPA 6
Strengthening the workforce

Through continued collaboration and accountability within the SEQ First Nations Health Equity Strategy, we remain committed to walking together — grounded in truth-telling, mutual respect and shared purpose — towards a future where First Nations Peoples in South East Queensland can thrive in mind, body, spirit and culture.

¹ SEQ First Nations Health Equity Statement of Commitment between the Hospital and Health Services of South East Queensland, the Mater Misericordiae Ltd, Children's Health Queensland, the Queensland Ambulance Service and the Primary Health Networks of South East Queensland and the Aboriginal and Torres Strait Islander Community Controlled Health Organisations that comprise the Institute for Urban Indigenous Health regional network (June 2024) accessible via: https://www.seqfnhe.org.au/wp-content/uploads/2024/10/FNHE_Statement_of_Commitment_JUNE_2024_.pdf

² South East Queensland First Nations Health Equity Strategy (2024). Accessible via: [Regional FNHE Strat FINAL.pdf](#)

Statement of commitment to those with Lived-Living Experience

We recognise and value the knowledge and perspectives of individuals with Lived-Living Experience of mental health challenges, substance use and suicide. We recognise the diversity of these experiences, including suicidal distress, suicide bereavement and the complex ways substance use may be experienced and understood.

We are grateful to those who generously share their experiences and insights. Their contributions are instrumental in shaping strategic directions, informing system improvements and guiding the design and delivery of services that better meet the needs of our communities.

We also recognise the significant role and impact experienced by families, friends, carers and kin — those who walk alongside individuals, often facing their own emotional, social and practical challenges. Their perspectives are essential to understanding the broader effects of mental health, suicide and substance use, and in creating a system that responds to the needs of both individuals and their support networks.

We recognise the personal and collective histories that many carry, including experiences of distress, stigma, discrimination and exclusion. We are committed to working in genuine partnership to ensure Lived-Living Experience remains central to building a more responsive, inclusive and person-centred system.

Brisbane South PHN and Metro South Addiction and Mental Health Services Joint Regional Plan · Tracking Our Performance

The performance measurement of this Plan is based on the approaches and frameworks already in use by Brisbane South PHN and Metro South Health. These are summarised below.

Brisbane South PHN	Metro South Health
Brisbane South PHN's approach is outlined in the PHN Program Performance and Quality Framework.	Metro South Health's approach is outlined in the Queensland Health Performance and Accountability Framework.
The key outcome themes in this framework are: <ul style="list-style-type: none">✓ Addressing needs✓ Quality care✓ Improving access✓ Coordinated care✓ Capable organisations	The key performance domains in this framework are: <ul style="list-style-type: none">✓ Safe✓ Effective✓ Patient-centred✓ Timely✓ Efficient✓ Equitable

The overall performance measurement of this Plan links with the approaches and frameworks used by both Brisbane South PHN and Metro South Health. It addresses seven key categories that are aligned to the focus areas and objectives of this Plan.

Integration of systems and services	Digital integration and information sharing	Population health outcomes
Access to services	Workforce sustainability and development	
Inclusion and cultural safety	Prevention and early intervention	

Key Performance Areas

1 Level of collaboration and care coordination across services (e.g. shared care pathways)*	2 Proportion of people accessing timely care, including priority and vulnerable populations	3 People reporting inclusive practices and cultural safety within services*
4 Services adopting or leveraging digital initiatives that support care coordination and service navigation*	5 Sector-wide workforce stability and capability indicators (e.g. turnover rate, development opportunities, diversity profile)	6 Uptake and reach of prevention and early intervention initiatives

Population health indicators

- Prevalence of mental health conditions
- Rate of suicide
- Rate of alcohol and other drug use
- Change in mental health consumers' clinical outcomes
- Physical health of people with mental illness
- Readmission to hospital within 28 days of discharge after being discharged for mental health, suicide prevention, alcohol and other drugs
- Proportion of mental health consumers in suitable housing*
- Consumer experience of mental health, suicide prevention and alcohol and other drug services*

*Note: Indicators may require further development and refinement during the Plan's implementation phase

Joint Regional Plan • Glossary

- **Aboriginal Medical Services (AMS) / Aboriginal Community Controlled Health Organisations (ACCHOs):** Primary healthcare services that deliver holistic, comprehensive and culturally appropriate health services to First Nations communities
- **Brisbane South PHN:** Brisbane South Primary Health Network
- **CALD:** Culturally and Linguistically Diverse
- **Consumer/client/individual/person/ community member:** A person who accesses, or has accessed, mental health, suicide prevention and/or alcohol and other drug treatment services and support
- **DFSV:** Domestic, family and sexual violence
- **HHS:** Independent statutory bodies, funded by the Queensland Department of Health. There are 16 HHSs in Queensland. Particularly relevant to this Plan is the Hospital and Health Services in Brisbane South, Metro South Health. HHSs provide public health services, including mental health, suicide prevention, alcohol and other drug services for individuals with severe and complex conditions
- **IUIH:** Institute for Urban Indigenous Health
- **JRNA:** Joint Regional Needs Assessment
- **KPA:** A quantitative measure that is used to assess the extent to which a given objective has been achieved
- **LGBTQIA+:** Lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual
- **Lived-Living Experience:** People who have lived or living experience of suicide, mental health concerns and/or alcohol and other drug use
- **Mental health:** The World Health Organisation defines mental health as a state of wellbeing in which every person realises their own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to their community
- **Mental illness:** A clinically diagnosable disorder that significantly interferes with a person's cognitive, emotional or social abilities. Examples include anxiety disorders, depression, bipolar disorder, eating disorders and schizophrenia
- **Non-Government Organisation (NGO):** A not-for-profit, non-government organisation. NGOs range from single-focus, locally-based organisations to large national and international organisations working across a range of areas including but not limited to mental health
- **PHN:** Independent primary healthcare organisations, largely funded by the Australian Government, in many locations around the country. The role of PHNs is to commission health care services, rather than provide the services. The Brisbane South PHN operates in Brisbane South
- **Primary care:** The first point of contact for people living with mental health conditions or mental illness and their carers. Primary care providers include GPs, nurses, allied health professionals, pharmacists and First Nations health workers.
- **Service provider:** A person, business or organisation which delivers services (in this context, these are services primarily in mental health, suicide prevention and/or alcohol and other drugs)
- **SEQ:** South East Queensland
- **Social and Emotional Wellbeing (SEWB):** Refers to the First Nations view of health. This view is holistic and includes mental health and other factors such as the social, spiritual and cultural wellbeing of people and the broader community





**Metro South
Health**



**Queensland
Government**