



# Agility and persistence to influence policy

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Queensland  
Mental Health  
Commission



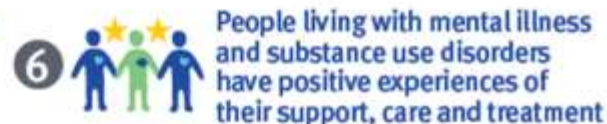
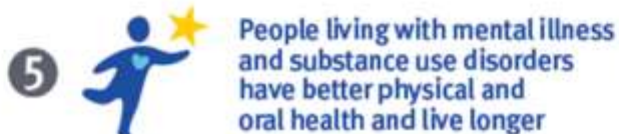


Queensland  
**Mental Health  
Commission**

# Driving reform

## Our purpose

### Achieve better outcomes



## What we do

### Reform

We drive reform of the mental health, suicide prevention and drug and alcohol support systems in Queensland.

We work across a broad range of areas including health, employment, education, communities, sport and recreation, housing and justice.

### Our role

#### Facilitating

Bringing people, decision-makers, funders, lived experience and community together to develop and implement reform.

#### Supporting

- identifying and promoting good practice
- supporting local action
- generating opportunities to collaborate

#### Influencing

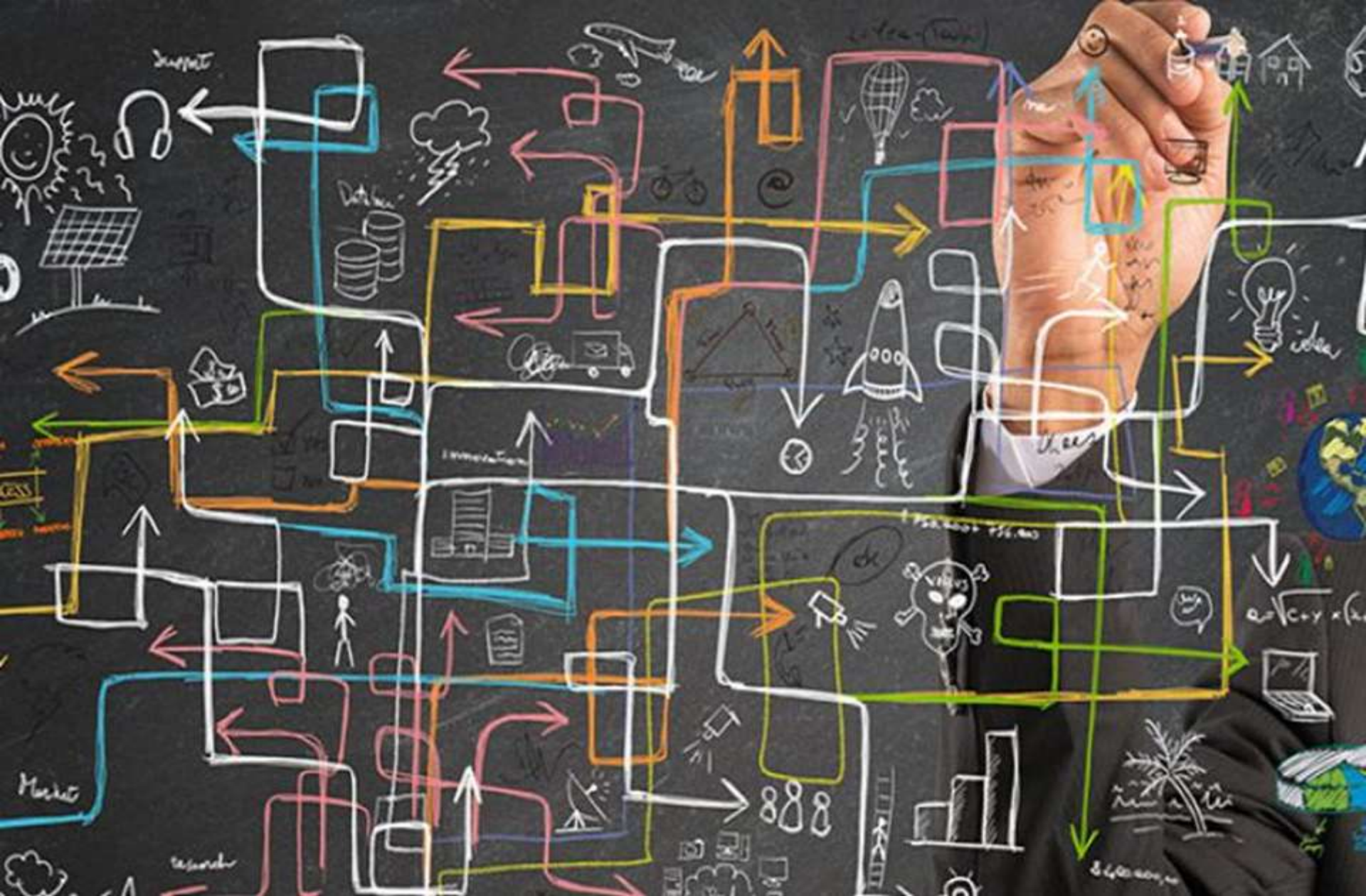
- reform, based on evidence
- researching what works and cultivating innovation
- drawing on lived experience and expertise

#### Coordinating

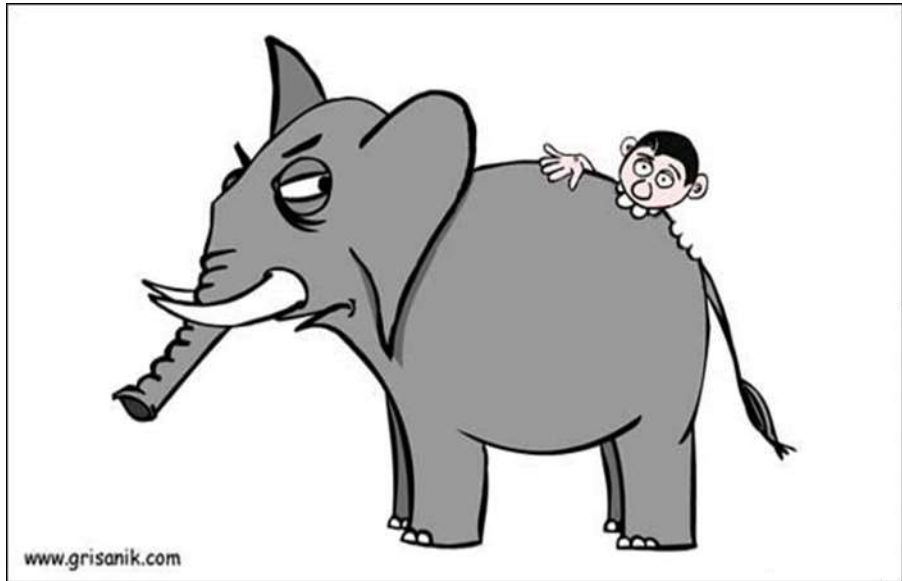
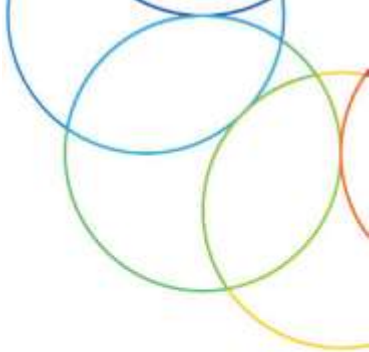
- reporting on reform and monitoring collective progress

# Our system covers

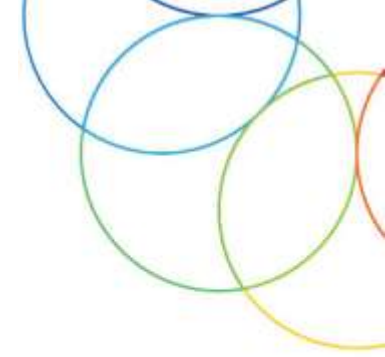
- Mental ill-health
- Mental health and wellbeing
- Suicide prevention
- Health impacts of alcohol and other drugs
  - and must have porous edges with the social determinants of mental health and wellbeing
- **Commission is a backbone organisation in a complex system**

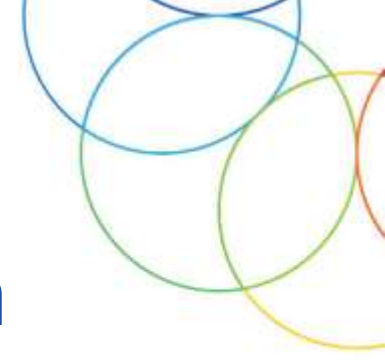






# Nature of our times





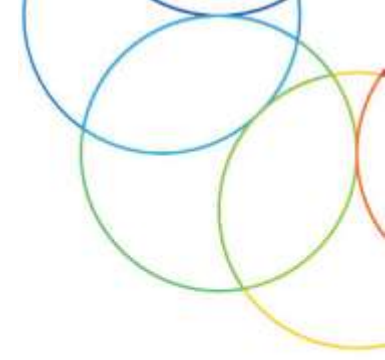
## VUCA problem

- Volatility
- Uncertainty
- Complexity
- Ambiguity

## VUCA solution

- Vision
- Understanding
- Clarity
- Agility



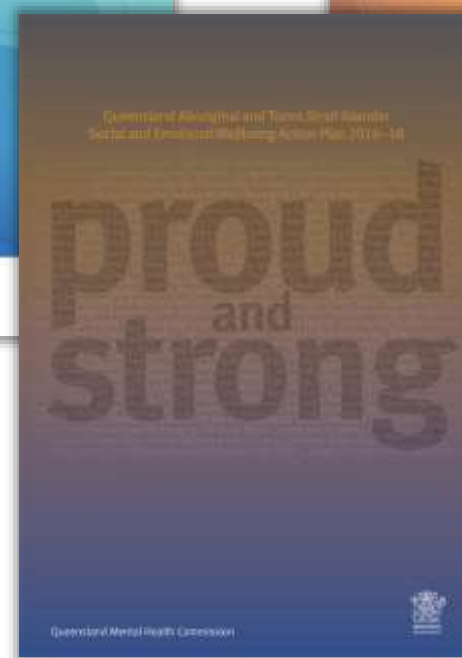
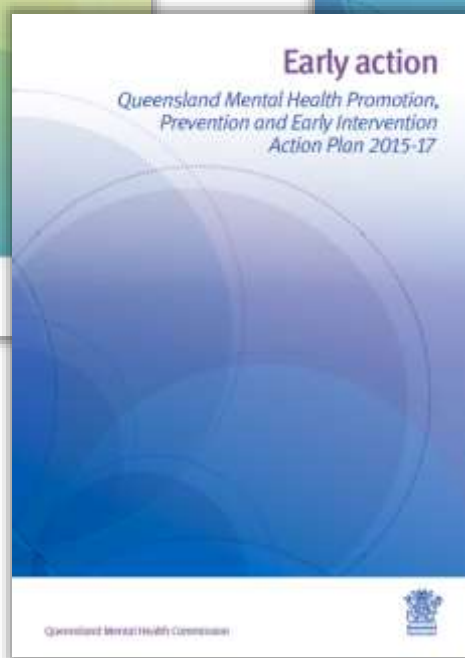
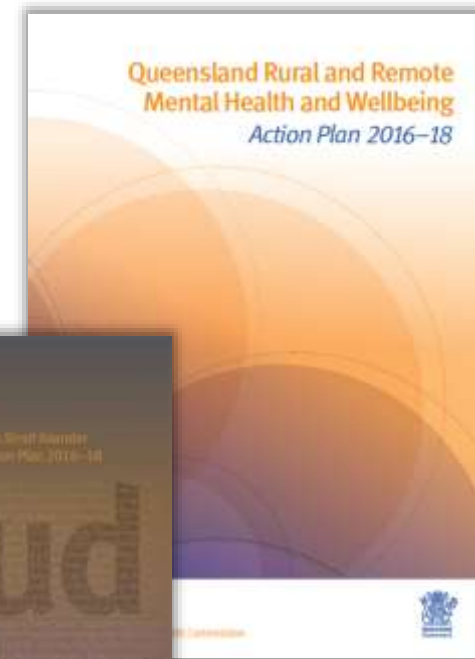
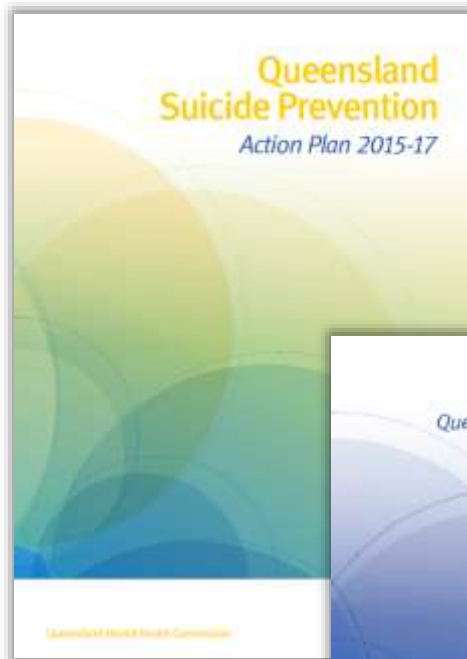


# Without a common vision...

- Unintended consequences
- Delivery targets not met in inter-related systems – others think implementers are letting things drift
- Interference from others
- Interventions required to cope with the events
- Acrimony and blame between senior managers and implementers

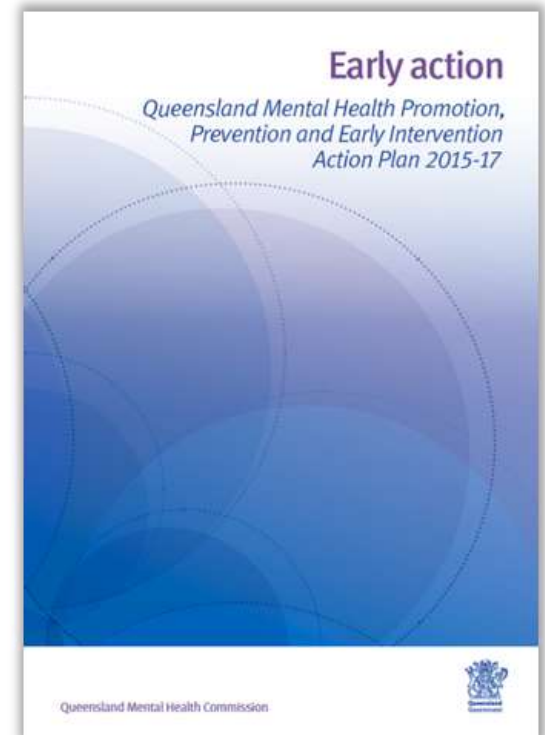
**– it is a predictable outcome when there has not been sufficient attention to accommodating different perspectives from the beginning in complex policy areas (Chapman 2004)**

# Action Plans

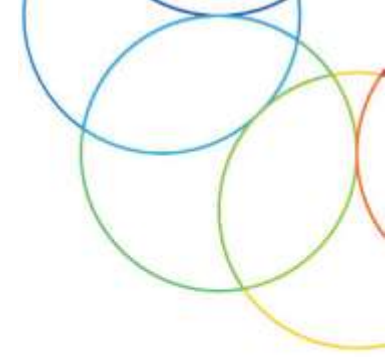


# Start well – setting the foundations

- Early Action Plan – whole of population and life course approach
- Start Well focus:
  - Support parents, families and caregivers as the child’s first mental health coach
  - Support Queensland infants and young children to thrive
  - Take early and effective action when children and families are experiencing risk factors, poor mental health and mental illness
- 18 actions across 4 agencies
- But we must do more – e.g. FASD

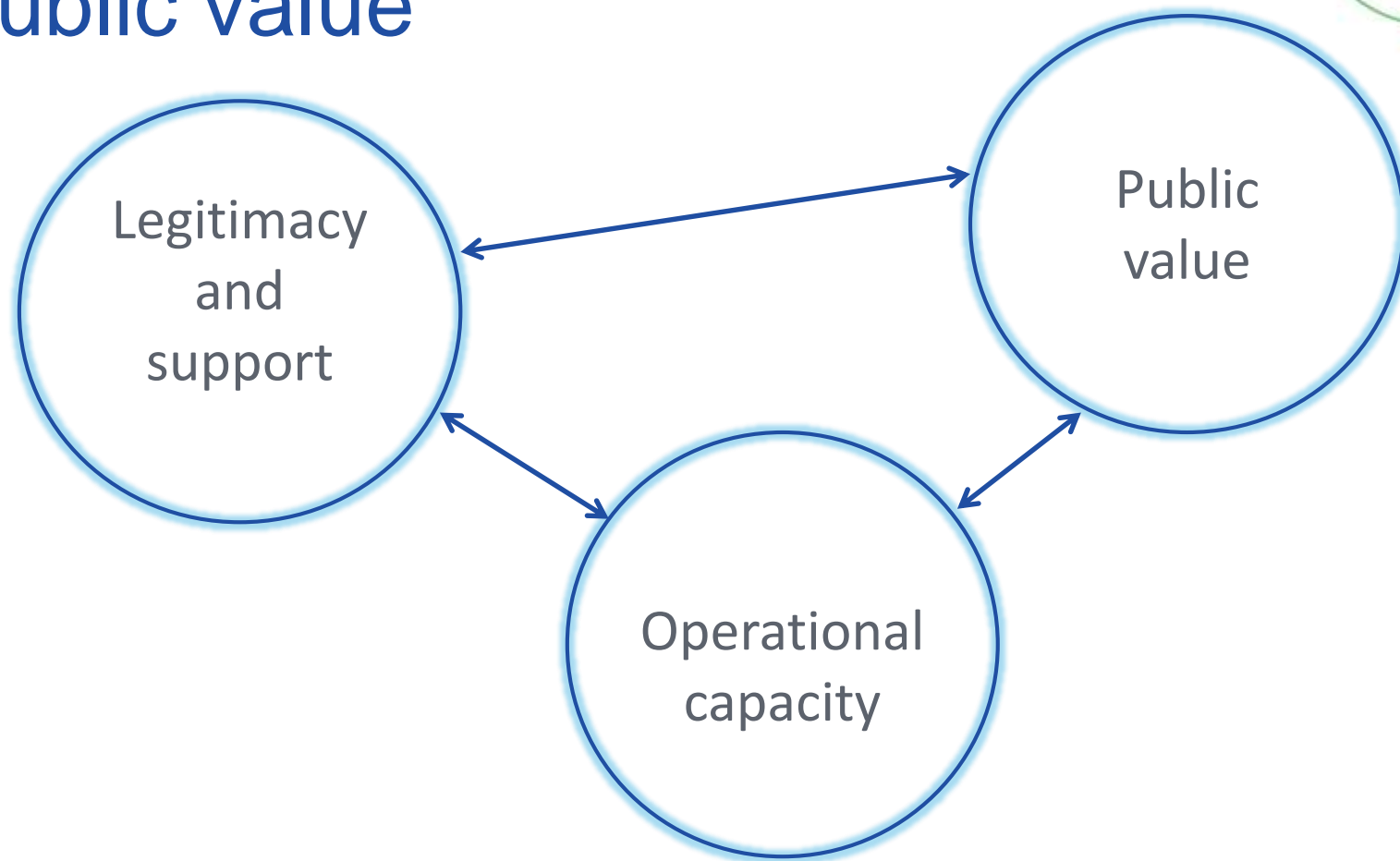


# Agility and persistence



- **Agility**
  - of thought, action and process
- **Persistence**
  - rhythm, routine and relentless follow up (3Rs)

# Public value



Adapted from Prof Mike Moore's Strategic Uses of Public Value Scorecard

# First 1000 days

## 1. Public value

Compelling vision

## 2. Legitimacy and support

Whose attention do we need to get?

How do we get it?

What opportunities are there to get attention?

## 3. Operational capacity

Who are our competitors? Can we join forces?

## 4. Public value

Three key messages?

# Keep in touch



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