

Strategic Plan 2025-2029

Our vision

Queenslanders working together to improve health and wellbeing

Our purpose

Drive ongoing reform towards a more integrated, evidence-based, recovery-oriented mental health, alcohol and other drugs, and suicide prevention system in Queensland

Who we are

The Queensland Mental Health Commission (the Commission) was established on 1 July 2013 by the *Queensland Mental Health Commission Act 2013* (the Act).

The Commission's role is to drive ongoing system reform towards a more integrated, evidence-based, recovery-orientated mental health, alcohol and other drugs, and suicide prevention system in Queensland. The Act sets out the Commission's functions, which underpin the Strategic Plan and program of work.

As an agency in the health portfolio, the Commission works alongside Queensland Health while retaining its independence as a statutory body. It reports through the Mental Health Commissioner directly to the Minister for Health and Ambulance Services and receives advice from the Queensland Mental Health and Drug Advisory Council.

The Commission sets whole-of-government mental health, alcohol and other drugs, and suicide prevention policy through *Shifting minds: The Queensland Mental Health, Alcohol and Other Drugs, and Suicide Prevention Strategic Plan 2023–2028*, and its supporting subplans *Every life: The Queensland Suicide Prevention Plan 2019–2029*, *Achieving balance: The Queensland Alcohol and Other Drugs Plan 2022–2027* and *The Queensland Trauma Strategy 2024-2029*.

Our commitment to First Nations peoples

The Commission respectfully acknowledges Aboriginal and Torres Strait Islander people as the traditional custodians of Queensland's land and seas. We recognise that it is our collective effort and responsibility as individuals, communities and governments to ensure equality, recognition and advancement of Aboriginal and Torres Strait Islander Queenslanders across all aspects of society and everyday life. We are committed to supporting the social and emotional wellbeing and resilience of First Nations Queenslanders.

Our commitment to people with lived-living experience

The Commission partners with people with lived-living experience so that better lives and outcomes for all people living with mental health challenges, alcohol and other drugs use concerns, and those impacted by suicide, as well as their families, kin, unpaid carers and support people are possible. We are committed to promoting and embedding lived-living experience leadership within a mental health, alcohol and other drugs, and suicide prevention system that is evidence-based, person-centred, trauma-informed and supportive of human rights. We respect, protect and promote human rights in everything we do.

Queensland Government objectives for the community

Safety where you live

The Commission supports this objective by promoting early intervention initiatives that contribute to system change by engaging with the child safety, youth justice, community, domestic and family violence, victim support, policing and corrections systems, particularly where they overlap with the mental health, alcohol and other drugs, and suicide prevention sectors.

Health services when you need them

The Commission supports this objective by driving mental health, alcohol and other drug, suicide prevention and related human services system reform, supporting health service improvements, and providing evidence and data to identify and support reform.

A better lifestyle through a stronger economy

The Commission supports this objective by supporting regional initiatives and investment and encouraging initiatives that address the social and economic determinants of health, with a particular focus on the employment and housing needs of people with lived-experience of mental ill-health, alcohol and other drugs use, and suicidality.

A plan for Queensland's future

The Commission supports this objective through its strategic planning and system oversight functions, that identify and implement reforms to strengthen the mental health, alcohol and other drugs, suicide prevention and related human services systems; and promote prevention and early intervention, including a focus on the needs of children and young people.

Our challenges

Increased demand: The mental health, alcohol and other drugs, and suicide prevention systems continue to experience high demand, placing pressure on service delivery and limiting the system's ability to implement reform.

Complexity: The increased complexity and multiple challenges for people requiring mental health, alcohol and other drug, and/or suicide support, makes delivering reforms that match the needs of Queensland's diverse population more challenging.

Workforce: Health and support services workforces continue to face challenges to recruiting, retaining and developing the workforce to meet the current and future needs of the sector. A stretched workforce has limited capacity to implement reform.

Governance and reform: The Commission relies on other agencies' commitment to implement system reform. Its role is limited to facilitating and monitoring progress through governance mechanisms.

System gaps: Despite increased investment by Commonwealth and Queensland Governments, there continues to be limited access and availability of psychosocial support services, services that meet the needs of 'the missing middle' (those with moderate needs, who are too acute for primary interventions but not acute enough for acute public services), increasing pressure on the private mental health and alcohol and other drug system, and inadequate integration between Commonwealth and state-funded services.

Our opportunities

Promote community-based support, health promotion, prevention and early intervention as essential elements of reform.

Elevate the role of lived-living experience in policy, planning, service delivery and evaluation, including families, kin, unpaid carers and supporters.

Address social and economic determinants and health equity so all Queenslanders can reach their highest level of mental health and wellbeing, with a focus on better housing and employment opportunities.

Drive the reform agenda through implementation of strategic plans and sub-plans, supported effective partnerships, evidence and robust governance and accountability mechanisms.

Strengthen cross-sector planning, collaboration and investment in mental health, alcohol and other drugs, and suicide prevention, including beyond the health system.

Objectives	Strategies	Indicators
Mental wellbeing The mental wellbeing of Queenslanders is promoted and proactively supported	<ul style="list-style-type: none"> Strengthen mentally healthy environments Promote prevention and early intervention Reduce stigma and discrimination 	Commission initiatives help: <ul style="list-style-type: none"> improve mental health and wellbeing reduce stigma and discrimination promote prevention and early intervention
System reform System reform is supported and advanced across the mental health, alcohol and other drugs, suicide prevention and related systems	<ul style="list-style-type: none"> Identify system reforms Facilitate strategic partnerships and collaboration Build system capacity and capability Deliver reform governance 	<ul style="list-style-type: none"> Reforms respond to current and emerging issues and trends The Commission facilitates strategic partnerships and collaboration The Commission's work helps build system capacity and capability The Commission helps drive reform implementation
Knowledge translation Reform is grounded in evidence, best practice and knowledge translation	<ul style="list-style-type: none"> Facilitate research, evidence and best practice Pilot innovation Improve system data 	<ul style="list-style-type: none"> Reform is underpinned by evidence
Lived-living experience Lived-living, First Nations and diverse population experience and expertise guide system reform and is embedded in governance	<ul style="list-style-type: none"> Promote lived-living experience First Nations partnership Engage diverse populations 	The Commission strengthens: <ul style="list-style-type: none"> lived-living experience representation in system reform First Nations representation in system reform diverse population representation in reform