

# Quality, Safety & Governance Framework





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In the spirit of reconciliation, Youth Focus acknowledges the Traditional Custodians of country throughout Western Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Youth Focus respects the diversity of the communities in which we live and work. We celebrate all genders, sexualities, relationships, bodies, abilities, races, kinships, faiths, cultures, ages and where these may intersect. As an organisation we make it our work and life to embody inclusivity into our practices by honouring and respecting the communities of which we are a part.

We thank those who have the courage to be themselves.

# INTRODUCTION

**In 2020 Youth Focus identified a need to form an aligned definition of safe and high-quality services.**

To define this the organisation commenced a process of co-design, to compile the perspectives of young people with lived experience, the family and carers supporting them, and the professionals operating services. As an outcome of the co-design process, the group developed a set of Guiding Principles to underpin all objectives, activities, and operations undertaken by Youth Focus. The Guiding Principles were endorsed by the Youth Focus Board in May 2021.

The Guiding Principles articulate what the co-design group expect from the organisation. Further context from the perspective of the co-design group is included in bolded text under each principle. Youth Focus is grateful for the efforts and contributions of the co-design group and fundamentally believes that a service that lives by the developed principles is a quality service and references to quality within this document are reflective of this.

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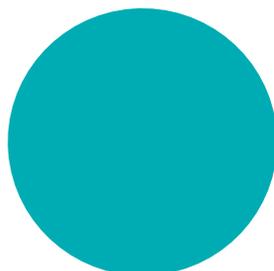
**“We recognise that many young people from diverse backgrounds and life experiences seek help from Youth Focus and headspace. It takes a lot of courage to admit we need some help. When we meet you, either walking through the door, online, or over the phone, we need to be seen, heard, and respected for who we are. The following are principles we have co-designed to help guide you.”**

Co-Design Team

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This Framework seeks to map traditional governance domains against the organisation’s Guiding Principles. The standards set out within this Framework are reflected through the policies of Youth Focus, and the practice level documentation which guides the delivery of individual services. This is how the principles become practice. It is recognised that while certain governance standards are consistent across the organisation, services need to remain responsive and appropriate to the needs of local communities and individual young people. This is accounted for in the way that governance systems are designed, to allow for the adaptation of service delivery based on the perspectives of young people, family and carers, and local communities.

The Guiding Principles set the tone for the organisation, and guide everything from culture to decision-making and day-to-day practice. All documentation, structures and other governance mechanisms are to be in support of nurturing and embedding the principles in such a way that it becomes identity.



# GUIDING PRINCIPLES

Young people, family and friends,  
and community.



The Guiding Principles govern Youth Focus services and articulate what high-quality care looks like for young people as determined through the co-design process. The first of these principles consider what young people and their carers should expect from Youth Focus services. Each of these principles are presented below, with contextual and supporting information on how Youth Focus operates in order to achieve successful outcomes in these areas.

Quotes taken directly from the co-design group of young people, family and carers have been included to explain the importance and meaning of the principles from the perspective of those who designed them.

## TREAT US AS INDIVIDUALS

### We are all different.

Youth Focus offers a range of services which are adaptable and matched to the needs of individual young people.

Assessment and screening processes are designed in order to be directed by, and adaptable to the young person's individual circumstances, wants and needs. Youth Focus assessment and interventions are based on whether the organisation can provide what a young person needs now in a way that is safe, timely and does not impact negatively on the other young people the organisation works with.

Youth Focus will match appropriate services to the needs and goals of young people in regard to the type, frequency, duration, and level of family and carers involvement in intervention.

Services are provided in an individualised way to remain socially, culturally, and developmentally appropriate.

For further information on how services remain responsive to the individual needs of young people throughout their care, see the relevant service-level Practice Manual.



## PROVIDE US WITH CHOICES & SHARE MAKING DECISIONS ABOUT US, WITH US

### Give us choices and options.

When entering Youth Focus services, young people are made aware of all service and treatment options available to them. This is done in clear and upfront ways including welcome books, and open conversations with staff. Providing information and options upfront aims to ensure that young people can make informed decisions about their care pathway. Planning the end of an episode of care starts at the beginning of that episode of care and needs to be discussed with the young person and their support network from the beginning. Youth Focus believe that ideally its impact means a young person no longer needs support and its role should be to support the young person to get there as quickly as possible with as minimal impact on their life. At the same time, young people know that they can choose to come back if they need to.

### INFORMED CONSENT & CONFIDENTIALITY

Participation in Youth Focus services occurs voluntarily. Health professionals can only undertake interventions for clients who provide informed consent. It is therefore the young person's decision as to whether or not any treatments take place.

The young person must be provided with enough information about the service that they can make an informed decision about whether they want to engage. This includes confidentiality and its limits, and the storage and sharing of their information. The [Privacy Policy](#) provides information on the way Youth Focus services oversee the collection, storage and use of information. This includes information regarding consent, and guidance on the required processes prior to the disclosure of information.

A young person cannot be forced to access services by a parent, guardian, or any other influence.

A young person can withdraw their consent at any time. For more information on informed consent and mature minor assessment see the [Youth Focus Consent Policy](#).





## WE ARE THE EXPERTS IN OUR OWN LIVES

**We recognise you have professional expertise. However, we ask that you never assume that you know what's best for us.**

Youth Focus work with young people to prioritise their treatment plans and goals. Teams are comfortable diversifying the approach, the frequency and modality of services.

The National Principles for Child Safe Organisations and Australian Charter of Healthcare Rights identify a need for organisations to proactively encourage young people to engage in decision-making in their own care. This is supported by an evidence-base which supports improved engagement and outcomes when young people and their families actively participate in decision-making.

The pathway of engagement and intervention for all young people is based on the young person's self-identified needs. Staff should seek to continuously engage young people in self-determined decisions about their care throughout their involvement with the service. There are a number of formal and informal mechanisms implemented to facilitate youth involvement in decision-making. All are adaptable depending on changes in the choices and circumstances of the individual.

These include:

- ★ Young people being invited, encouraged, and supported to set the goals and desired outcomes for their care. This should be done at the beginning of their involvement with the service and reviewed throughout.
- ★ Development of a plan in collaboration with the young person, which tailors treatment to the individual.
- ★ Involvement in decisions regarding the type, frequency, and duration of intervention.
- ★ Opportunities to involve family and carers in all cases.
- ★ Promoted opportunities to provide feedback regarding the suitability of their care at any time.



## DO EVERYTHING YOU CAN TO MAKE US FEEL SAFE, WELCOMED & RESPECTED

### Asking for help isn't easy, especially if we are going through a crisis.

Youth Focus recognises that young people experience barriers to help-seeking and aim to make accessing support as simple and desirable as possible. Services are designed to address and remove barriers in order to support young people to build self-esteem and reach their potential. Youth Focus understands that to do this effectively, access needs to be timely and responsive in order to engage young people with services as soon as possible.

Youth Focus will support all sites and services to maintain facilities which are safe, welcoming, and appropriate to the needs of young people accessing support. All physical environments are designed to be calming, inclusive, engaging, friendly and safe for young people. Young people are involved in the evaluation of service environments in order to ensure that they remain safe and welcoming.

When establishing or undergoing facility structural and design changes to headspace Centres managed by Youth Focus, the organisation takes into consideration the [headspace Facilities Guidelines](#) and the [Making your location feel like headspace documents](#) provided by headspace National.

Youth Focus services are designed to be available in times and places that are accessible and welcoming to young people. Wherever possible, offices are located in accessible and non-stigmatising locations which are close to public transport. All Youth Focus services are offered at no out-of-pocket expense to the young person or their family and carers.

The rights of young people accessing care from Youth Focus are displayed within all facilities. Young people are provided with written and verbal information regarding their rights as part of their introduction to the service. For more information on the ways that rights and responsibilities are promoted to young people, please see the [Client Rights and Responsibilities Policy](#).

Flexible service delivery is achieved differently across services. Where possible:

- ★ services will be delivered in locations most suitable to young people such as schools or youth centres
- ★ service offerings will be made available outside of standard business hours
- ★ priority access is provided to young people from certain at-risk groups
- ★ opportunities to engage with interventions through alternate environments, such as outdoors or telehealth are promoted

Youth Focus ensures there is a safe and easy pathway for young people and their supports to provide feedback and complaints if they have experienced instances where they did not feel welcome or safe.

For more information on the ways that services remain flexible in order to support access, see the relevant service-level Practice Manual.



## INCLUDE AND SUPPORT OUR FAMILY OR FRIENDS WE'VE CHOSEN TO BE THERE FOR US

### **We can't do it alone. We need our family and friends to support us.**

Involving families and carers is crucial to improving the mental health of young people. Evidence has demonstrated that engagement and outcomes for young people are each improved when families participate in care and decision-making (Fitzgerald & Galyer, 2007). Youth Focus adopts a family and carer inclusive practice model, acknowledging that family and support networks look different for all young people. While Youth Focus promotes inclusion of families and carers wherever possible, the people involved in care remains adaptable and led by the individual young person.

All treatments are framed on an approach of strength-based independence and empowering a young person's natural support, rather than create a dependence, where the goal is for young people to no longer require ongoing intervention.

Staff should discuss the extent to which information is shared with family and carers at the beginning of contact with a young person and review this involvement continuously. Based on this, Youth Focus will provide families and carers with opportunities to provide information and be involved in decision-making relevant to the young person's care. Staff will also seek to share appropriate information with family and carers about recovery progress, and how best to offer their support.

Youth Focus services are designed to consider barriers to the engagement of family and carers, and to actively seek to remove these barriers. Individual services have been designed to involve family and carer's involvement in different ways, such as the use of Single Session Family Consultations or the provision of a dedicated Carers Welcome Book. For more information on the ways that services support the involvement of family and carers, see the relevant service-level Practice Manual.

## LISTEN AND BE GUIDED BY HOW WE EXPERIENCE OUR CULTURE, LANGUAGE, IDENTITY, SEXUALITY, AND ABILITY

### **Celebrate diversity and realise your responsibility for supporting all young people.**

Youth Focus will never refuse care to a young person based on gender, race, disability, religion, Indigenous status and sexual preference. Youth Focus recognises the lived-experience of people with diverse backgrounds and attributes and seeks to collaborate with them in developing and delivering services.

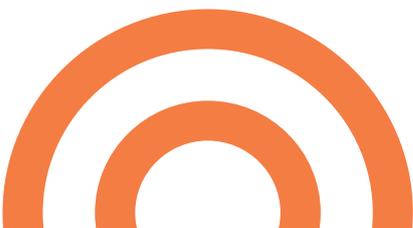
Additional effort is made to ensure that access is supported among members of these groups due to an awareness that stigma and barriers to help-seeking can be exacerbated for young people from diverse backgrounds.

In line with providing young people with choices in shared decision-making, the ways in which services are adapted based on diverse backgrounds and attributes should be directed by the young person. Youth Focus will utilise the evidence-base in developing systems, guidelines, and care pathways which support the engagement of young people, family, and carers.

All young people experience culture, language, identity, sexuality, and ability differently. Staff are therefore required to be adaptable to the needs, goals and circumstances of all individuals. All staff are asked to contribute to a culture of lifelong learning to support shared cultural awareness, and acknowledgement, understanding and respect of differences.

Youth Focus will consult with specialist services and organisations, and seek out specialised training, to ensure that all staff are culturally competent and able to meet the needs of young people from all backgrounds. Staff should endeavour to gain an understanding of the ways in which individual differences might influence a young person's engagement, without making assumptions regarding the needs of individuals. Some locations are able to employ Cultural Liaison Officers to support in this process of ongoing learning and reflection. Services also endeavour to form relationships with groups representative of local demographics such as the Meekatharra Aboriginal Reference Group.

For additional information on the ways in which services are guided and adaptable to Indigenous culture, see below - **Ensure place-based co-design of services is undertaken with Aboriginal and Torres Strait Islanders.**



## MAKE SURE WE GET THE CARE AND SUPPORT WE NEED

### Support us to deal with a complicated system.

Accessing mental health support can be challenging for young people. This is often made worse by a burdensome system which asks them to repeat their story to a number of services.

Youth Focus understands the importance of ease of timely access, and continuity of care. Services are designed with processes which seek to adapt best-practice and service delivery to appropriately address young people's needs in a way that minimises barriers. In practice, this occurs differently across service locations in order to meet the needs of local communities. Examples include Single Session Consultations, or Got a Lot Going On sessions, which provide flexibility within brief interventions to effectively target the needs of the individual.

Decision-making about a young person's suitability for service is not based on fixed criteria. Instead it remains variable based on an assessment of whether services can address a young person's needs in a way which is safe, timely and does not impact negatively on the other young people the organisation works with.

### SUPPORTED TRANSITIONS

There are a number of needs and presentations which Youth Focus is not best equipped to support young people in managing. External support pathways are crucial to ensuring that they receive the care they need beyond the services offered by Youth Focus. These pathways are defined at a service and site-based level in order to effectively integrate with local services and communities.

headspace services benefit from co-located and/or in-kind service contributions from consortium partners. This ensures varied and holistic service pathways within each service.

These external pathways support Youth Focus and headspace services to operate a 'no wrong door' policy. All efforts will be made to link young people with the most appropriate support, whether that's internal or external to the organisation.

Assessment and screening are designed to identify young people whose needs may be better met elsewhere through holistic and adaptable assessment processes.

Warm referrals should be completed wherever possible. This involves providing young people and their families and carers all possible information about an external service, and involving them in all decisions made regarding referral suitability. Once consent for referral is received, staff should seek to contact the external service and schedule an appointment on behalf of the young person. The over-arching approach should be focused on reducing the burden on the young person seeking support.

Further information of support pathways both internally and externally can be found in the relevant service-level Practice Manual.

### CASE REVIEW

Case review involves the routine review of care to identify potential errors, gaps, and barriers impeding clinical progress for the purposes of future quality improvement and improved outcomes.

Case review processes provide additional benefit through the opportunity for review to occur among a multi-disciplinary team, providing opportunities for peer-to-peer feedback and support.

Section 10.4 of the National Standards for Mental Health Services (2010) stipulates that mental health services are required to complete a review of a consumer's treatment, care, and recovery plan when the consumer:

- ★ requests a review
- ★ declines treatment and support
- ★ is at significant risk of injury to themselves or another person
- ★ receives involuntary treatment or is removed from an involuntary order
- ★ is transferred between service sites
- ★ is going to exit the service
- ★ is observed through monitoring of their outcomes to be in decline
- ★ at least every three months (if not previously required for reasons stated above)

Youth Focus will complete a review of care in line with this requirement at a minimum. Specific processes for case reviews are determined at a site and service level. Instances or the proposal for large occasions of service are shared and reviewed by a team with the opportunity for explanation, advocacy and feedback.

# GUIDING PRINCIPLES

## Mental health professionals and our organisation.



**The second collective of Guiding Principles consider the ways in which Youth Focus should operate in order to best support staff to provide young people with meaningful care.**

**“Supporting young people’s mental health needs, their family and friends and their communities in Western Australia is a big challenge for Youth Focus and headspace. Our co-design team has brought together our combined lived experience, professional expertise and passion for care centred around young people. We have developed principles to guide how we might design services, support, procedures, and policies through this process.”**

Co-Design Team



## COLLABORATE AND CO-DESIGN HOW SERVICES ARE DEVELOPED, DELIVERED & EVALUATED WITH YOUNG PEOPLE, FAMILY & FRIENDS AND MENTAL HEALTH PROFESSIONALS

**Provide services that our communities need.**

### SERVICE DEVELOPMENT

All service development should be completed in a considered and collaborative way and targeted towards meeting the needs that young people identify for themselves. In order to best support young people, family and friends, relevant evidence and the experience of mental health professionals should also be considered throughout consultation and co-design. This is achieved through representation on reference groups and board committees which consider service development across Youth Focus. In order for consultation and collaboration to be effective, it should be community specific to local areas. This is achieved through ensuring opportunities for representation of young people, family and friends and mental health professionals from a variety of service areas, both metropolitan and regional.

Service design impacts who doesn't access services as much as it impacts on who does and there needs to be breadth and diversity, not one size fits all. Youth Focus will continue to develop methods to collaborate and co-design across all of its service areas.

### SERVICE DELIVERY

Youth Focus planning and decision-making related to service delivery occurs with youth input through collaboration with the Youth Reference Groups across the organisation. Multiple Youth Reference Groups operate across service streams and locations in order to ensure that decision-making related to service delivery is appropriate for each local area and service.

For information on how Youth Focus collaborates with young people regarding service delivery at the individual level please see above. Provide us with choices and share making decisions about us, with us and we are the experts in our own lives.

### SERVICE EVALUATION

Youth Focus has a number of mechanisms which seek to involve young people, their family and friends in the evaluation and improvement of services. Feedback is routinely sought to identify areas requiring development to respond to the arising needs of the community.

Compliments, complaints, and general feedback can be provided in a number of ways which are designed to be as accessible as possible to young people and their family and friends. Opportunities for feedback are promoted to young people and their families throughout their engagement with services. Feedback can be provided anonymously at any time through the Youth Focus website. Complaints of a serious nature are reported to governing bodies in line with the **Youth Focus Incident Reporting and Management Policy**.

Opportunities to capture feedback and information about the service experience of all young people, family and friends are made available regularly. Examples of this include the Your Experience of Service survey, Centre Friendliness Audits, and Carer's Experience Survey.

Evaluation opportunities are also provided following specific occasions of service. This includes Single Session Family Consultations or psychoeducational groups. For headspace services this is supported by headspace Programs Application Interface (hAPI).

Feedback processes are designed with the support of young people and their friends and family. This is done with the support of Youth Reference Groups and the Carer's Reference Group. Collaboration regarding the design of service evaluation seek to ensure that processes remain accessible, supportive and clear.



**ACTIVELY SUPPORT THE RIGHTS OF YOUNG PEOPLE AND ADVOCATE FOR CHANGE WITH FUNDERS AND GOVERNMENT**

**Young people have the right to participate and have decision-making power about the issues that affect them.**

Youth Focus recognise its position of privilege and the influence we hold in different networks, that often have decision-making and planning roles in society. Youth Focus seeks to provide advocacy and support for young people to progress social and systematic changes. The aim is to create meaningful change in policy, distribution of resources and decision-making that will beneficially impact the lives of young people.

Youth Focus seeks to utilise existing and emerging relationships with governing bodies in order to direct resources to at-risk communities, and support funding models which accurately meet their needs.

In order to plan and deliver targeted, clear and purposeful advocacy, the organisation will develop a social advocacy framework which outlines how engagement with funders, governments and communities seek to support the rights of young people.

Youth Focus will ensure that language in communications and at events is inclusive and accessible to all, particularly marginalised young people. Publications will use diverse, authentic photographs (no stock images), and that its branding reflects an organisation that is welcoming and safe for all.

Youth Focus is also aware of the impact of its own platforms for change, such as social media, events, fundraising campaigns and website. Youth Focus is driven to ensure that it utilises these mediums to support young people to be heard and do so in a way that reflects empathy and understanding for their experience.

**OFFER A VARIETY OF SERVICES BEYOND THE CLINICAL MODEL THAT MEETS THE DIVERSE NEEDS OF YOUNG PEOPLE**

**No two young people are the same.**

Youth Focus understands that in order to effectively meet the needs of young people, services need to be adaptable and varied. Clinical services such as counselling and psychosocial groups provide core services which are key to addressing the needs of many young people who present for service. However, in order to meet diverse needs, the organisation is required to be diverse in its service offerings.

Youth Focus currently offers a range of services beyond a clinical model of care. This includes vocational and educational support, mentoring and groups targeted at engagement and peer-support.

An adaptable and holistic model of care requires Youth Focus to plan the workforce configuration in order to meet the needs of young people. This requires regular review of the needs of the community, and the workforce's capability and capacity to meet these needs. Where the service is unable to effectively address unmet need, planning is required to adapt the staffing profile in a responsive and effective way.



**COMBINE CLINICAL RESEARCH WITH PRACTICE-BASED EVIDENCE TO PROVIDE CARE THAT IS EFFECTIVE ACROSS DIFFERENT SITUATIONS AND COMMUNITIES**

**Helpful and responsive care acknowledges that what has worked in one situation may not work in another.**

Youth Focus is committed to models of care which are based on evidence and consistently reviewed in line with developments in evidence-based practice. The organisation is further committed to providing targeted and appropriate care which involves young people and their family and friends in decision-making at all stages.

The Controlled Document Management System (CDMS) is designed to support the periodic and ongoing review of all documentation throughout the organisation in order to ensure that it remains aligned to evidence-based practice.

Staff are supported to maintain awareness of evidence-informed practice through access to:

- ★ internal and external training and professional development
- ★ access to evidence-based resources and tools through the Knowledge and Resource Hub
- ★ allocation of budget towards workforce development
- ★ attendance at relevant conferences with dissemination of information back to the service
- ★ shared learning and feedback through case review

In order to combine these commitments in practice, staff should involve young people, and where applicable their family and friends, with shared decision-making. The aim is to provide an understanding of multiple evidence-based modes of intervention in order to support the young person to make an informed decision regarding their own care.

Service development is informed and directed by the lessons and learnings gained from previous service delivery and community engagement. Where a service has not worked effectively, the organisation will conduct a root cause analysis to understand the core reasons for this in order to adapt for a successful future. This evaluation has a strong focus on the experience of young people, family and friends, communities, and staff.

**ENSURE PLACE-BASED CO-DESIGN OF SERVICES IS UNDERTAKEN WITH ABORIGINAL AND TORRES STRAIT ISLANDERS**

**We must first acknowledge that we are not best placed to deliver mental health support to our First Nation's peoples.**

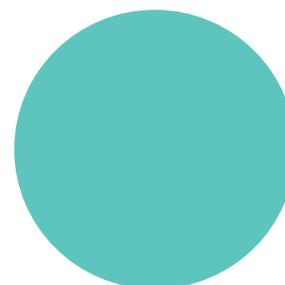
Youth Focus acknowledges the need to collaborate and partner with Aboriginal and Torres Strait Islander elders, community members and leaders in order to engage successfully with Indigenous young people. Effective co-design requires location-specific collaboration due to the variation in local needs, communities and culture.

Services need to remain adaptable and responsive at all levels in order to be culturally appropriate. Adaptability should include:

- ★ Governance structures including youth input into governance in a cultural context
- ★ Appropriate assessments and interventions
- ★ Risk management mechanisms
- ★ Community engagement
- ★ Physical service environments and facilities
- ★ Service evaluation and outcome measures

The way that adaptations are made should be continually informed by community consultation.

For further information regarding the organisation's efforts to develop an organisation inclusive and supportive of Aboriginal and Torres Strait Islander peoples, please see the [Youth Focus Reconciliation Action Plan 2021-2022](#).





## ENGAGE WITH SCHOOLS, COMMUNITIES AND WHERE YOUNG PEOPLE ARE TO REDUCE STIGMA AND PROMOTE SELF-CARE THROUGH EDUCATION

### **Raising awareness and education to help communities better support young people.**

Youth Focus services seek to provide connection to young people at risk of mental health concerns, who are not otherwise engaged with mental health services. The aims involve the early detection of the need for further support, de-stigmatising and promoting help-seeking pathways, and improving self-care strategies among all young people. In order for this approach to be successful, it is recognised that services need to be designed in a way that support young people in the setting most convenient to them.

When providing services within community settings, an added benefit occurs through providing opportunities for improved awareness among community figures including teachers and parents. These support figures are better equipped to support young people when they are well-informed themselves.

Youth Focus achieves this through offering counselling and mental health education within schools and other areas where young people regularly spend their time. The future growth of services will seek to further improve the mental health literacy of young people and communities in locations where it is most meaningful for them.

## EXTEND OUR CARE MODELS TO ACTIVELY PROMOTE SOCIAL JUSTICE AND ESTABLISH CULTURAL SAFETY THROUGH SELF-REFLECTION AND HUMILITY

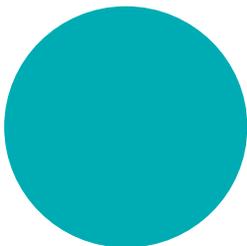
### **Many young people experience the impact of being marginalised.**

Youth Focus recognises that many young people have been disproportionately disadvantaged. Whether based on their culture, sex, sexual orientation, gender, ethnicity, religion, or ability. We listen and commit to ongoing learning and self-reflection about how systems and situations further impact marginalised young people. Youth Focus actively works to remove barriers which further marginalise disadvantaged young people. This occurs through ensuring that services are delivered for no out of pocket expense, are accessible through public transport, and do not rely on access to technology.

Youth Focus internally acknowledge and promote important dates for marginalised populations. This seeks to develop awareness within the organisation of the importance of ongoing learning and the humility required to appropriately meet the needs of others.

Youth Focus seeks to design physical environments and ways of engaging with others in a planned and considered manner. This seeks to account for the needs of those who have been disadvantaged by traditionally rigid methods of interacting with services.

The organisation is committed to ensuring representation of young people, family and carers through all structures including reference groups and board committees. This seeks to ensure that the organisation remains aligned with the voices of communities which it is seeking to empower and services are designed in a way that reflects local nuances and does not perpetuate marginalisation. Where possible, representation occurs through young people, family and carers with lived experience being included as members of reference groups and board committees. Where this is not possible, staff who have direct pathways to feedback from young people, family and carers will be included.



**DEVELOP A DIVERSE AND COMMUNITY-CONNECTED WORKFORCE INCLUDING LIVED EXPERTISE TO REFLECT THE NEEDS OF YOUNG PEOPLE WHO ACCESS OUR SERVICES**

### **Supporting the diversity of our community starts with us.**

Youth Focus is engaged in ongoing efforts to diversify the workforce to ensure an inherit breadth of perspectives and experience that meaningfully contributes to how young people access Youth Focus services.

All staff are responsible for contributing to a space and culture of inclusivity that fosters and attracts diversity in the workplace and among its client base.

Diversity is extremely varied within and between local communities. Community relationships are therefore developed at a service level, in order to consult with appropriate community leaders and members from diverse backgrounds on how to best understand and meet the needs of young people and their family and friends.

Specialised training opportunities will be made available on specific issues related to a range of diverse attributes. This seeks to create an inclusive environment free of discrimination, to benefit both staff and clients.

For more information on the ways in which Youth Focus seeks to foster an organisational culture that recognises, respects and values individual differences see the [Youth Focus Diversity and Inclusion Policy](#).

Youth Focus maintains a Diversity and Inclusion Working Group to contribute to organisational diversity and inclusivity. The group facilitates an annual Diversity and Inclusion survey of the workforce, creates and promotes educational opportunities, and seeks to ensure that organisational processes remain inclusive.

Specific information regarding the organisation's efforts to be inclusive and supportive of Aboriginal and Torres Strait Islander peoples is explained in the [Youth Focus Reconciliation Action Plan 2021-2022](#). Efforts to implement the Reconciliation Action Plan, and further reconciliation initiatives across the organisation are supported by the Reconciliation Working Group, which is explained in the [Reconciliation Working Group Terms of Reference](#).

**AN ONGOING COMMITMENT, AT EVERY LEVEL, TO PRIORITISE THE WELLBEING OF OUR WORKFORCE**

### **By supporting our workforce, we can better support young people.**

All staff will be provided with support and the opportunity to debrief and manage the impact of the nature of the work of Youth Focus. This is not only relevant for staff fulfilling clinical roles but is also important for non-clinical staff involved in critical incidents or other challenging occurrences.

Specific to clinical roles, as defined in the [Youth Focus Supervision Policy](#), supervision encourages service delivery staff to explore feelings and emotional responses to the work they conduct. This process seeks to support the wellbeing of the staff member and reduce stress and impact related to the performance of their role.

Youth Focus' Employee Assistance Program (EAP) offers confidential counselling for work-related or personal issues for all staff. EAP is operated by Access Wellbeing Services and is available through face-to-face or telephone-based appointments. Information regarding EAP is available to all staff throughout office spaces and on [SharePoint](#).



## EMBED AND NURTURE AN INTERNAL CULTURE OF LIFE-LONG LEARNING TO SUPPORT THE YOUNG PEOPLE AND COMMUNITIES WE WORK WITH

**“The world and the young people who live in it are constantly changing.”**

Youth Focus is strongly committed to ensuring all staff able to develop in their roles while maintaining their wellbeing and satisfaction. Supporting the workforce in this way not only provides beneficial outcomes for staff but allows the organisation to ensure the highest quality of service is delivered to young people.

### PROFESSIONAL DEVELOPMENT

All staff are supported to engage in ongoing professional development in their area of practice. Practical support will be offered when possible, including a contribution towards the associated costs and/or paid leave to attend professional development events. There will be training, and professional development opportunities offered in-house at Youth Focus to meet specific professional development and continuous improvement needs. Access is provided to online resources to facilitate learning and development such as headspace learning or the internal Knowledge and Resources Hub. Opportunities for learning and capacity building are further explained through the **Youth Focus Training and Professional Development Policy**.

### PERFORMANCE DEVELOPMENT PLANNING

The performance and development planning process, referred to as PDP, has been developed to assist managers and employees to have meaningful and productive conversations that will foster a culture of capability and career development. PDP is the process of identifying, evaluating and developing the performance of employees, so that staff are best equipped to deliver high-quality services to young people. It also provides the mechanism whereby all staff can benefit in terms of recognition, feedback, career planning and professional and personal development.

### SUPERVISION

All service delivery staff should receive formal supervision from a qualified clinical leader or manager in order to embed opportunities for continuous learning and development. The model of supervision adhered to by Youth Focus is designed to emphasise support, positive regard and validation of the supervisee while maintaining high standards of practice through honest feedback and reflection.

Supervisory responsibilities and arrangements such as the frequency, purpose and documentation of supervision are further defined in the **Youth Focus Supervision Policy**.

### INVOLVEMENT IN RESEARCH

Youth Focus acknowledges the importance of contributing to the evidence base in youth mental health. The organisation seeks and maintains collaborative relationships with research institutes in order to be involved in opportunities for research and development. Partnerships include:

- ★ Telethon Kids Institute
- ★ The University of Western Australia
- ★ Orygen

The organisation ensures that participation in any research projects is dependent on approval from relevant ethics committees. Staff involved in research projects will comply with ethics requirements.

Youth Focus will ensure that governing bodies are notified of participation in research as required, including headspace National.

## IN PRACTICE

# Enabling the delivery of the Guiding Principles

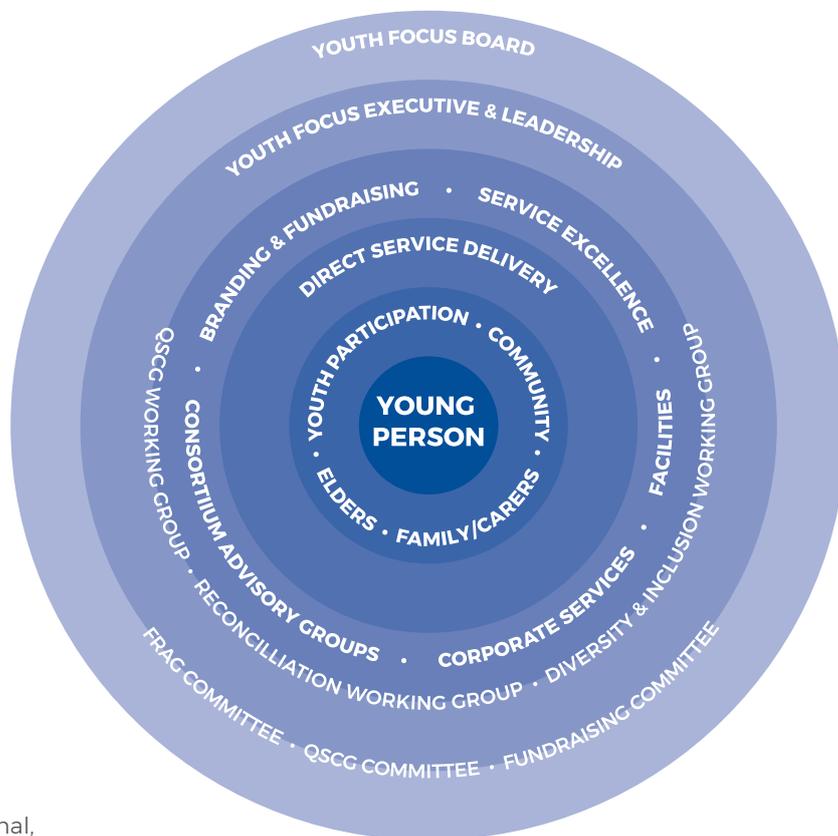


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**It does not follow that those who have good governance processes will perform well or be immune from failure... No system of governance can prevent mistakes or shield companies... from the consequences of error... However, good governance practices help to focus those in charge of a company on the very purpose of their activity and the direction of their business and enable them to identify emerging problems early.**

Justice Owen in the HIH Royal Commission, 2003

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## ORGANISATIONAL LEADERSHIP

Quality, safety, and governance are shared responsibilities that operate at an organisational, service, practice, and individual level. Each individual or group requires a strong understanding of their roles and responsibilities, with the interactions within and between them designed to create mutually supportive relationships and accountability. The following structures are in place across Youth Focus to promote accountability and responsibility. The relationships between these structures are depicted in the figure above.

### YOUTH FOCUS BOARD

The Youth Focus Board of Directors hold responsibility for ensuring Youth Focus services operate effectively and deliver safe, high-quality care. Directors hold clear fiduciary duties and the inherent requirement to exercise care and diligence in all facets of their work. Additional key responsibilities the Board hold include:

- ★ Setting a clear strategic direction and strong organisational culture that drives consistently safe, high-quality care
- ★ Monitor the strategic direction of the organisation and the attainment of its strategies and objectives in conjunction with the executive
- ★ Leading a transparent and just organisational culture that is underpinned by the organisation's values and the perspectives of those with lived experience
- ★ Ensuring robust governance arrangements are implemented across the service to provide safe, high-quality care
- ★ Monitoring and evaluating all aspects of care through regular and rigorous reviews of quality and safety performance data
- ★ Delegate responsibility to the executive leadership team and relevant sub-committees for the implementation, monitoring and evaluation of the services governance arrangements and the provision of safe and quality care.

- ★ Monitor the operational and financial position and performance of the organisation generally.
- ★ Drive organisational performance to deliver stakeholder value or benefit.
- ★ Assure a prudential and ethical base to the organisation's conduct and activities having regard to the relevant interests of its stakeholders.
- ★ Assure the principal risks faced by the organisation are identified and overseeing that appropriate control and monitoring systems are in place to manage the impact of these risks.
- ★ Ensure that Youth Focus has in place an appropriate risk management framework and setting the risk appetite within which the board expects management to operate.
- ★ Review and approve the organisation's internal compliance and control systems and codes of conduct.
- ★ Assure that the organisation's financial and other reporting mechanisms are designed to result in adequate, accurate and timely information being provided to the board.
- ★ Appoint, oversee and evaluate the performance of the CEO, and through the CEO, receive reports on the performance of other senior executives in the context of the organisation's strategies and objectives and their attainment.
- ★ Ensure the organisation's affairs are conducted with transparency and accountability.
- ★ Oversee the design, implementation and periodic review of appropriate and effective policies, processes and codes for the organisation, which, depending on the organisation, may include ethics, values, conduct, employment, remuneration, diversity and so on.

## CHIEF EXECUTIVE OFFICER & EXECUTIVE LEADERSHIP

The Chief Executive Officer and Executive Leadership Team have delegated responsibility for the overall management of Youth Focus. This includes responsibilities to:

- ★ Provide visible leadership and commitment in delivering and supporting the strategic direction and culture set by the Board regarding the quality and safety of care.
- ★ Determine the best approach to planning, implementing, evaluating and improving services.
- ★ Prioritise and focus on the key risk areas for the organisation.
- ★ Ensure that adequate support, education, information and opportunities are provided to the workforce to enable them to fulfil their roles in providing safe and quality care.
- ★ Ensure adequate resources are directed towards ensuring consistently service delivery.
- ★ Present analysis and discussion of data to the Board and its Sub-committees including feedback from consumers, audit results, accreditation reports, incidents, compliments and complaints.
- ★ Monitor implementation progress of governance activities and other action to improve quality and safety, and take further action as needed.
- ★ Ensure the organisation remains compliant to legislative and contractual obligations.
- ★ Ensure services are provided in a culturally appropriate and community responsive manner.
- ★ Ensure the organisation is structured for sustainability through addressing both financial and non-financial risk.
- ★ Develop and maintain key stakeholder relationships
- ★ Lead a purpose driven culture that supports the optimal performance of the workforce.

## THE QUALITY, SAFETY, & CLINICAL GOVERNANCE COMMITTEE

The Youth Focus Board of Directors has delegated responsibility to the Quality, Safety, and Clinical Governance Committee to provide oversight in ensuring the delivery of high-quality care to all young people and their family and carers. The Committee's role is to ensure that effective mechanisms are in place for monitoring and managing the provision of safe and quality services. This Committee also oversees adherence with appropriate legislation, standards and policies that relate to the work of Youth Focus. Discussions of the Committee are directly informed by the Quality, Safety and Clinical Governance Working Group.

For additional information on both groups, see the [Quality, Safety and Clinical Governance Committee Terms of Reference](#), and the [Quality, Safety and Clinical Governance Working Group Terms of Reference](#).

## THE FINANCE, RISK, AUDIT & GOVERNANCE COMMITTEE

The Youth Focus Board of Directors has delegated responsibility to the Finance, Risk, Audit and Governance Committee (FRAG) to assist the Board to fulfil their corporate governance and oversight responsibilities in relation to financial reporting, risk management systems, internal control structure, reporting and audit functions. FRAG is responsible for engaging with management and reporting to the Board while also overseeing regulatory, compliance and ethical matters to ensure the integrity and transparency of relevant reporting requirements. The Chair of the Committee provides reports and recommendations to the Board of Directors on matters addressed by the Committee.

## HEADSPACE CONSORTIUM ADVISORY GROUPS

headspace Consortium Advisory Groups are a collaboration of organisations and individuals, led by an independent Chairperson, who provide governance and operational input into the headspace services. The headspace centres hold individual Service Level Agreements with each of the community organisations providing advisory support to the services. In addition to the contributions that Consortium members make to the governance of headspace services, each organisation is expected to provide co-located and/or in-kind service contributions. This is aimed at supporting the 'no wrong door' approach which allows headspace to be comprehensive in meeting the health and wellbeing needs of young people.

Consortium Advisory Group membership varies between headspace centres and is defined in the respective headspace Consortium Advisory Group Terms of Reference at each service.

## YOUTH PARTICIPATION IN GOVERNANCE

Youth Focus is committed to ensuring that young people have opportunities to provide direct input into decision-making as it relates to governance and service development.

The primary mechanism for youth involvement in governance is the Youth Reference Group (YRG). The purpose of a YRG is to provide input into decision-making related to service design, evaluation, and delivery. A YRG is currently present at Youth Focus Burswood, and each headspace centre in line with the headspace Centre Services Model. Each YRG is comprised of young people between 16 and 25 years of age, who may or may not have lived experience of mental health concerns. It is the expectation that decisions made within the organisation that relate to young people, that are not bound by legislation, should first be discussed with the relevant Youth Reference Group.

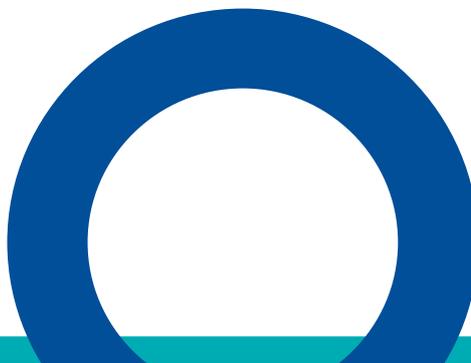


## FAMILY & CARERS PARTICIPATION IN GOVERNANCE

Youth Focus recognises the valuable perspectives of the family and carers of young people who have lived-experience of mental health concerns. Family and carers are involved in an advisory capacity in order to ensure that Youth Focus services are family inclusive, and relevant to young people and their families. This involves providing opportunities for involvement in the ongoing development and management of services.

A formal mechanism for friends and family involvement in governance are Carer's Reference Groups, comprised of parents and caregivers of young people. For further information on the structure of a Carer's Reference Group, please see the Carer's Reference Group Terms of Reference.

Other mechanisms for family and carers involvement in governance include membership on headspace Consortium Advisory Groups, and opportunities for service feedback and evaluation.



## REGULATORS AND EXTERNAL GOVERNING BODIES

### WESTERN AUSTRALIAN PRIMARY HEALTH ALLIANCE (WAPHA)

The Western Australian Primary Health Alliance (WAPHA) was formed in 2015 in response to the Australian Government reforms of primary care, a key element of which created Primary Health Networks.

Services funded by WAPHA are required to submit scheduled financial acquittals along with a Centre Work Plan and Performance Report on a six-monthly basis. The purpose of the Centre Work Plan and Performance Report is to facilitate strategic planning and to document and track the outputs and outcomes of implementation activities.

### MENTAL HEALTH COMMISSION

The Mental Health Commission (MHC) was established in March 2010 to lead mental health reform throughout Western Australia, and to work towards a modern effective mental health system that places the individual and their recovery at the centre of its focus.

The MHC funds a number of Youth Focus service streams, each of which is associated with key Service Agreement details which reference the universal General Provisions for the purchase of Community Services (General Provisions), found in the [WA Government collection of Community Services Templates](#). Service agreements and the General Provisions contain a number of obligations which Youth Focus are required to comply with including notifiable incidents, reporting obligations, credentialing, indemnity, disability access and inclusion. Youth Focus has submitted unsolicited proposals to the Mental Health Commission on services sector gaps and opportunities, to diversify and increase service provision and funding and to influence policy.

### HEADSPACE NATIONAL

All headspace services provided by Youth Focus operate through the provision of the headspace Centre Services Model and a headspace Trademark License Agreement. These are managed by the headspace National Youth Mental Health Foundation, and require that centres, lead agencies, health professionals and other staff adhere to the headspace Model Integrity Framework when carrying out the services offered by headspace.

### QUALITY INNOVATION PERFORMANCE (QIP)

Youth Focus' accreditation to the National Standards for Mental Health Services is assessed by QIP. For further information on this relationship please see [Safety and Quality Systems as Processes - Accreditation](#).

### AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION (ACNC)

Youth Focus must submit an Annual Information Statement to ACNC every year. The Annual Information Statement is due within six months of the end of a charity's reporting period and is submitted online in the ACNC Charity Portal.

Youth Focus must also comply with the Governance Standards. These standards set out a minimum standard of governance, to help promote public trust and confidence in charities.

### CORPORATE RELATED: OTHER

As an organisation, Youth Focus has a number of other corporate obligations and regulations that it must adhere to including the likes of the Australian Tax Office, Australian Information Officer and Australian Securities and Investments Commission, under the Corporations Act 2001.

### OFFICE OF THE CHIEF PSYCHIATRIST

Youth Focus has a statutory requirement to report notifiable incidents relating to young people accessing mental health services to the Chief Psychiatrist under the Mental Health Act. This information is reported-on the Minister for Mental Health on an annual basis.

For more information on this requirement, see the [Youth Focus Incident Reporting and Management Policy](#), and the Chief Psychiatrist [Policy for Mandatory Reporting of Notifiable Incidents](#).

### REGISTRATION, INSURANCE & CREDENTIALING

Youth Focus is committed to ensuring staff who deliver services are appropriately qualified and experienced to fulfil their position requirements. It is a requirement of employment with Youth Focus that all clinical staff and contractors hold registration with the relevant Board or recognised authority. For more detail, see [Youth Focus Employee Screening and Credentialing Policy](#).

Youth Focus requires all staff who deliver services to be covered by professional indemnity insurance. Salaried staff are covered by Youth Focus insurance. Contracted professional providers are required to hold their own insurance policy and are required to provide a copy of this to the relevant manager. In-kind service providers are covered by their employer's professional indemnity insurance.

### EMPLOYMENT RELATED: OTHER

As an employer, Youth Focus has a range of obligations to other bodies including Worksafe, Fair Work and the Australian Human Rights Commission. The responsibility for adherence to the requirements of these bodies is delegated throughout the organisation and monitored by areas such as Human Resources.

## CULTURE, SAFETY & QUALITY SYSTEMS AND PROCESSES

In conjunction with the above and order to uphold a governance structure that supports to enable the Guiding Principles, Youth Focus utilises a number of core governance mechanisms.

### CULTURE

Youth Focus recognise that a safe culture is inherent to the delivery of quality services to young people. There are a number of mechanisms that guide this including:

- ★ **The Way We Work** the translation of organisational values into clear behaviours.
- ★ **Code of Conduct** the outline of the standard of acceptable conduct and behaviour required of all applicable parties in the performance of their duties and interactions in the workplace.
- ★ Through credentialed workforces, staff are beholden to a range of ethical codes, such as AHPRA and AASW.
- ★ **Conflicts of Interest Policy** the outline to staff members about what may constitute a conflict of interest.
- ★ **Whistle-blower Policy** the outline to detecting and preventing illegal, unethical or other undesirable conduct.

### POLICY & PROCEDURE

Youth Focus maintains a CDMS which stores current, comprehensive, and effective policies and procedures that cover safety and quality risks. The CDMS has built-in functions which allow the periodic review of all documentation. This allows the maintenance of documents which are current, aligned with legislation, best-practice, and current evidence.

The CDMS seeks to ensure that documentation is accessible and relevant to all staff and contracted professional providers.

### RISK IDENTIFICATION & MITIGATION

Youth Focus is committed to recognising and responding to risk to young people, staff and the organisation. Proactive, evidence-informed risk assessment, mitigation and management is necessary for the safe and effective functioning of Youth Focus and is a core element of the service.

### ORGANISATIONAL RISK

The **Business Continuity Management Policy** supports the continuation of critical business services following an event or disruption that would otherwise impair or cease services and includes preparation response, crisis response and management.

The **Risk Management Policy** supports the organisation's Risk Management Framework by setting out the principles for fostering a 'risk-smart' culture across Youth Focus, and specifying risk management responsibilities.

Management and employees have a shared responsibility to contribute to preventing physical and psychological harm to themselves, other staff, visitors and young people. **The Work Health and Safety Policy** supports staff, visitors and clients to remain safe and informed.

Under the Privacy Act 1988 and Notifiable Data Breach (NDB) scheme, Youth Focus must inform relevant individuals and the Office of the Australian Information Commissioner when personal information is accessed or disclosed without authorisation or is lost. Information on the measures taken to avoid data security breaches is found in the **IT Security Policy**, with information on how to handle data breaches documented in the **Incident Reporting and Management Policy**.

### CLIENT RISK

Specific to the organisation's engagement with young people, Youth Focus supports staff to develop and maintain skills that assist in the identification of the risk of harm. This occurs through the provision of training to understand suicide risk assessment and management, and the identification and mitigation of other high-risk behaviours. Appropriate responses to identified risks are defined in the **Youth Focus Managing High Risk Clients Policy**.

### INCIDENT REPORTING

In the event of a client or organisational incident, staff are required to follow the **Incident Reporting and Management Policy**. The policy seeks to define:

- ★ actions required to manage risk
- ★ how to manage risk to a high standard of quality and safety
- ★ situations which are defined as an incidents
- ★ appropriate reporting responses to ensure the reporting of near-misses and incidents meets the relevant legislative and contractual requirements.
- ★ the consideration, recording, and implementation of quality improvement following any critical incident

Adherence to the policy allows Youth Focus to maintain a safe, proactive and preventative approach to risk management.

## CONTINUOUS IMPROVEMENT

Youth Focus actively pursues and demonstrates continuous improvement in all aspects of governance and operations, with the aim of improving the quality, safety and experience of services to all clients. Information on areas of risk, quality and safety is routinely collected through a variety of mechanisms which include staff and client surveys, audits, incident and hazard reporting, and complaints and compliments. All organisational safety and quality performance data undergo an analysis of causation to identify any activities that are focused on improving the quality and safety of services provided to clients.

Continuous quality improvement (CQI) is an agenda item for the Board and its committees' meetings, and a structured Quality Improvement Plan is maintained and outlines the specific tasks to be undertaken by staff during a quality cycle.

Further information can be found in the [Youth Focus Continuous Quality Improvement Policy](#).

## YOUTH SAFETY

Youth Focus is committed to the safety and wellbeing of all young people. The organisation strives to be child-safe as defined by the National Principles for Child Safe Organisations (Australian Human Rights Commission, 2018). The principles define that a child-safe organisation consciously and systematically:

- ★ creates an environment where children's safety and wellbeing are at the centre of thought, values and actions
- ★ places emphasis on genuine engagement with, and valuing of children
- ★ creates conditions that reduce the likelihood of harm to children and young people
- ★ creates conditions that increase the likelihood of identifying any harm
- ★ responds to any concerns, disclosures, allegations or suspicions

## RESPONDING TO SUSPECTED CHILD ABUSE OR NEGLECT

Western Australian legislation requires the mandatory reporting of suspected child sexual abuse but does not mandate the reporting of other forms (physical, psychological) of abuse or neglect.

Staff working within Youth Focus services may or may not be mandatory reporters of suspected child sexual abuse according to their discipline as defined in WA mandatory reporting legislation. However, Youth Focus operates under the principle that the default position of all staff will be to report all instances of suspected child sexual abuse disclosed. Additionally, staff will report all new disclosures of other forms of child abuse and neglect, particularly where there are immediate safety concerns for the young person involved.

Appropriate responses to suspected child abuse are further documented in the [Youth Focus Responding to Clients at Risk Policy](#). Regardless of mandatory reporter status, efforts will be taken to ensure the safety of young people in line with the [Youth Focus Incident Reporting and Management Policy](#).

Where there are no immediate safety concerns for a young person who discloses suspected child abuse or neglect, the report will be made utilising a harm-minimisation approach; the young person, and where appropriate their next-of-kin will be informed that a report is being made, the young person will be given the option of being involved in all steps of the reporting process, and supported by Youth Focus throughout, and following on from the report being made.

## ACCREDITATION

Youth Focus counselling, community engagement and school education programs are accredited under the National Standards for Mental Health Services 2010. The standards seek to assist in the development and delivery of effective, safe and continuously improving mental health services. Accreditation to the standards is assessed by Quality Innovation Performance (QIP).

In order to align accreditation requirements and continuous improvement, the organisation maintains a Quality Improvement Plan which documents and tracks service improvements over the accreditation cycle.

headspace services undertake compliance assessment against the headspace Model Integrity Framework every three years. This is carried out by headspace National to ensure that services continue to align to the headspace model and Trade-mark Licence Deed, and the lead agency has appropriate mechanisms to support the service in its operations.

Individual Placement Support (IPS) services operated by Youth Focus are assessed for fidelity by the WA Association for Mental Health (WAAMH). Fidelity review assesses the program's adherence to the best-practice 25 point fidelity scale and 8 core practice principles of supported employment.

headspace Early Psychosis (hEP) programs are assessed for fidelity to the Early Psychosis Prevention and Intervention Centre (EPPIC) model by Orygen. Fidelity review for the hEP program is completed every 12 months.



# GLOSSARY



<b>Access</b>	The ability of young people to obtain appropriate services when needed in a timely manner.
<b>Advocacy</b>	Representing the concerns and interests of young people and carers, speaking on their behalf, and providing training and support so they can represent themselves.
<b>Carer</b>	headspace and Youth Focus services use slightly different language in referring to carers, and family and friends. Throughout this document the terms are used interchangeably to refer to a person whose life is affected by virtue of close relationship with a young person accessing services, or who has a chosen caring role.
<b>Family &amp; Friends</b>	Carer, in this document, may also refer to the young person's identified family, including parents, other legal guardians and people significant to the consumer.
<b>Carers Reference Group</b>	A working group of family and carers seeking to ensure that service design and delivery remains appropriate for carers and the young people they support.
<b>Incident</b>	An event or circumstance which led to, or could have, unintended and/or unnecessary harm to a person, and/or a complaint, loss or damage.
<b>Outcome</b>	A measurable change in the health of an individual, or group of people or population, which is attributable to interventions or services.
<b>Quality</b>	The sum of attributes and features of a service that enable it to satisfy the designed expectations, purpose and need.
<b>Quality improvement</b>	Ongoing response to quality evaluation about a service in ways that improve the process by which services are provided to young people.
<b>Risk</b>	The chance of something happening that will have an impact on objectives. Risk is measured in terms of consequence and likelihood.
<b>Risk Assessment</b>	The process of risk identification, risk analysis and risk evaluation.
<b>Risk Management</b>	The logical and systematic methods of identifying, assessing, communicating, and responding to risks associated with any activity, function or process.
<b>Safety</b>	The control of recognised hazards in order to achieve an acceptable level of risk.
<b>Staff</b>	All employed, visiting, sessional, contracted or volunteer personnel.
<b>Youth Reference Group</b>	A working group of young people seeking to ensure that service design and delivery remains appropriate for young people.
<b>Young Person</b>	Individual aged 12-25 who have used, or may potentially use, Youth Focus services.

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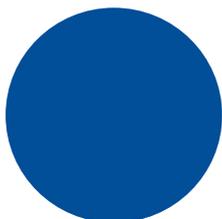
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[youthfocus.com.au](https://youthfocus.com.au)

   @youthfocuswa #youthfocuswa

08 6266 4333 | [hello@youthfocus.com.au](mailto:hello@youthfocus.com.au) | 54 Goodwood Parade Burswood WA 6100