

Emma Lawson

From: Annette McMullan
Sent: Wednesday, 4 February 2015 5:26 PM
To: Michael Cleary
Cc: Wensley Bitton
Subject: Barrett teleconference

Michael ,

Apologies for not running this by you sooner . The points for discussion I came up with were belowdo you have others?

Teleconference to discuss emerging issues regarding the Barrett Adolescent Centre Closure

1. Coronial Inquest
2. Commission of Inquiry
 - Potential Parties involved :
 - West Moreton HHS
 - Children's HHS
 - Metro North HHS
 - Metro South HHS
 - Department of Health
 - Individuals requiring separate representation
 - Individuals with insurers (MDO's)
 - The 3 families
 - DEET
3. Legal representation for inquest and/or Commission of Inquiry
4. Indemnity process for individuals
5. Production of documents
6. Significant litigation reporting to DJAG/AG (criteria of 5.3 of the Guidelines)
7. Health Service Investigation Report

Regards
Annette

HSCI_Corro

From: MHD_dchocorro
Sent: Wednesday, 4 February 2015 10:36 AM
To: HSCI_Corro
Subject: Barrett Briefs from WMHHS
Attachments: BR058108 - BAC - Dec 2013 - WM Brief.pdf; BR058295 - Update of the BAC - Jan 2014 - WM Brief.pdf; BR058496 - Realignment of BAC Services March 2014 - WM Brief.pdf; BR057157 - BAC Strategy Meeting - July 2013 - WM Brief.pdf; BR058395 - Update of BAC - Jan 2014 - WM Brief.pdf

Categories: Ness

Hi Vanessa

Here are the briefs that I could find. I obtained copies of them from records last year, there may be more that the HHS can provide though. Let me know if this is what you are after.

Thanks
Gail

Gail Read
Acting Project Officer
Office of the Executive Director | Mental Health Alcohol and Other Drugs Branch | Health Service & Clinical
Innovation Division
Department of Health | Queensland Government
Level 1, 15 Butterfield Street, Herston Qld 4006




EXHIBIT 442

CONF

12/12/13

Qcos/078266

Department RecFind No:	BR058108
Division/HHS:	WMHHS
File Ref No:	

(19)

Briefing Note for Noting

The Honourable Lawrence Springborg MP
Minister for Health

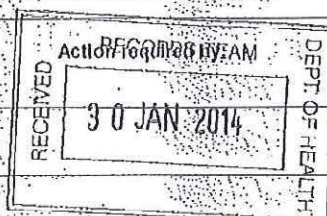


RECEIVED

13 DEC 2013

Requested by: Senior Departmental
Liaison Officer

Date requested:

**SUBJECT: Barrett Adolescent Centre****Recommendation**

That the Minister:

Note the Barrett Adolescent Centre (BAC) facility, West Moreton Hospital and Health Service (HHS) has a flexible closure date of end of January 2014. This date may change dependent on all consumers having appropriate transition plans in place.

Note West Moreton HHS in consultation with CHQ HHS, Department of Health and a non-government service provider continues to process the planning of the transition service options for current BAC Consumers and other eligible adolescents. The proposal (subject to final approval) consists of the following elements to be delivered in partnership with a non-government service provider:

- Activity Based Holiday Program (Phase 1 – From mid December 2013 until end January 2014)
- West Moreton HHS Transition Service incorporating an intensive mobile outreach service, day program and supported accommodation (Phase 2 – From February 2014 until December 2014)
- Transition to Statewide Adolescent Extended Treatment and Rehabilitation Services (Phase 3 mid to late 2014).

APPROVED/NOT APPROVED

NOTED

NOTED

LAWRENCE SPRINGBORG
Minister for Health

Chief of Staff

Minister's comments

Briefing note rating

1 2 3 4 5
1 = (poorly written, little value, and unclear why brief was submitted). 5 = (concise, key points are explained well, makes sense)
Please Note: All ratings will be recorded and will be used to inform executive performance.

11 DEC 2013

Page 1 of 3

Department RecFind No:	BR058108
Division/HHS:	WMHHS
File Ref No:	

Briefing Note for Noting

Director-General

Requested by: Senior Departmental
Liaison Officer

Action

RECEIVED	RECORDS TEAM	DEPT OF HEALTH
	regulated by: 30 JAN 2014	

SUBJECT: Barrett Adolescent Centre

Proposal

That the Director-General:

Note update on the Barrett Adolescent Centre (BAC) and the media announcement scheduled for Friday, 10 January 2014 at 10.30 am.

Provide this brief to the Minister for information.

Urgency

1. **Urgent** – the Minister's Office has requested an urgent update on BAC, including a time and date for a media announcement.

Headline Issues

2. The top issues are:

- in August 2013, the Minister for Health announced that adolescents requiring extended mental health treatment and rehabilitation will receive services through a new range of contemporary service options from early 2014. Children's Health Queensland (CHQ) Hospital and Health Service (HHS) is responsible for the governance of the new service options to be implemented as part of its statewide role in providing healthcare for Queensland's children
- the Minister for Health and West Moreton Hospital and Health Board gave a public commitment to ongoing provision of safe and comprehensive clinical care for BAC consumers during the transition to the new statewide adolescent extended treatment and rehabilitation services
- a flexible closure date of the end of January 2014 for the BAC building has been announced. This date may change dependent on all consumers having appropriate transition plans in place and continuity of service delivery.

Blueprint

3. How does this align with the *Blueprint for better healthcare in Queensland*?
 - providing Queenslanders with value in health services – value for taxpayers' money
 - better patient care in the community setting, utilising safe, sustainable and responsive service models – delivering best patient care.

Key Issues

4. An opportunity for a media announcement has been identified for the Minister and Chairs of the West Moreton and CHQ Hospital and Health Boards on Friday, 10 January 2014 at 10.30 am. A joint media statement from West Moreton and CHQ HHSs will be provided closer to the date and time:
5. West Moreton HHS, in consultation with CHQ HHS, the Department of Health and a non-government service provider continues to process the planning of the transition service options for current BAC consumers and other eligible adolescents. The proposal (subject to final approval) consists of the following elements to be delivered in partnership with a non-government service provider:

Department RecFind No:	BR068108
Division/HHS:	WMHHS
File Ref No:	

- Activity Based Holiday Program (Phase 1 – from mid December 2013 until end January 2014)
 - West Moreton HHS Transition Service incorporating an intensive mobile outreach service, day program and supported accommodation (Phase 2 – from February 2014 until December 2014)
 - Transition to Statewide Adolescent Extended Treatment and Rehabilitation Services (Phase 3 mid to late 2014).
6. CHQ HHS has advised that the model of care under development is nearing completion, with work being undertaken to finalise the details of all options. Detailed implementation planning will then commence enhancing existing service provision, and establishing new care options. Some service options will be available earlier than others, and implementation will be ongoing as funding and resources are made available.

Background

7. The new statewide service options are being developed as a priority and will be rolled out as a priority across the next six to 12 months. In order to ensure there is no gap to service delivery, West Moreton HHS commenced planning interim service options for current BAC consumers and other eligible adolescents across the State that would benefit from extended treatment and rehabilitation.

Consultation

8. Ms Ingrid Adamson, Project Manager, Statewide Adolescent Extended Treatment and Rehabilitation, Office of Strategy, CHQ HHS
9. At all times, Mr Michael Cleary, Deputy Director-General, Health Service and Clinical Innovation Division, and Mr Bill Kingswell, Executive Director, Mental Health Alcohol and Other Drugs Branch, have been kept informed of interim service planning and future model of care developments through participation on the Chief Executive and Department of Health Oversight Committee.
10. West Moreton and CHQ Hospital and Health Board Secretaries.

Attachments

11. Nil

Department RecFind No:	BR058108
Division/HHS:	WMHHS
File Ref No:	

Recommendation

That the Director-General:

Note update on the Barrett Adolescent Centre (BAC) and the media announcement scheduled for Friday, 10 January 2014 at 10.30 am.

Provide this brief to the Minister for information.

APPROVED/NOT APPROVED

NOTED

IAN MAYNARD
Director-General

17 DEC 2013

To Minister's Office For Noting



Director-General's comments

Author	Cleared by: (SD/Dir)	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Dir Head)
Laura Johnson	Dr Leanne Geppert	Sharon Kelly	Lesley Dwyer
Project Officer	A/Director of Strategy	Executive Director	Chief Executive
Mental Health and Specialised Services West Moreton Hospital and Health Service	Mental Health and Specialised Services West Moreton Hospital and Health Service	Mental Health and Specialised Services West Moreton Hospital and Health Service	West Moreton Hospital and Health Service

4 December 2013 9 December 2013 December 2013 11 December 2013

EXHIBIT 442

Briefing Note for Approval

Director-General

Requested by: Chief Executive, West
Moreton Hospital and Health Service

RECEIVED	RECORDS TEAM	DEPT OF HEALTH
	07 JAN 2014	
	Action required by: 24 December 2014	

Department RecFind No:	BR058295
Division/HHS:	MD09
File Ref No:	

SUBJECT: Update on the Barrett Adolescent Centre**Proposal**

That the Director-General:

Note the current status of consumers and the changing clinical environment at the Barrett Adolescent Centre (BAC).

Note the recommendation that the date of the proposed media event for 10 January 2014 be reconsidered to occur post closure of BAC.

Approve the recommendation to convene a Director-General (Queensland Health) to Director-General (Department of Communities, Child Safety and Disability Services) meeting to progress two consumer transition plans.

Provide this brief to the Minister for Information.

Urgency

1. **Urgent** – the change processes associated with BAC warrants close monitoring of the clinical environment.

Headline Issues

2. The top issues are:

- ✓ A flexible closure date of the end of January 2014 for the BAC building has been announced and individual consumer transition plans are progressing accordingly.
- Communication and support to BAC consumers and parents/carers has been increased throughout the final stages of the BAC change process.
- On the basis of a fluid clinical environment leading up to the closure of BAC, it is recommended that consideration be given to rescheduling the media statement proposed for 10 January 2014 to a date in February.

Blueprint

3. How does this align with the Blueprint for Better Healthcare in Queensland?
 - Providing Queenslanders with value in health services – value for taxpayers' money.
 - Better patient care in the community setting, utilising safe, sustainable and responsive service models – delivering best patient care.

Key issues

4. There are currently [REDACTED] at BAC. The care planning for current BAC consumers is being progressed by West Moreton Hospital and Health Service (HHS) Clinical Care Transition Panels in consultation with Children's Health Queensland (CHQ) HHS. Current inpatient status:

1.

2.

3.

Department RecFind No:	BR058295
Division/HHS:	MD09
File Ref No:	

4.

5. Following the transfer of the above patient to an [REDACTED] correspondence was received from Ms Alison Earls communicating concern that patients were being moved to facilitate an earlier closure date of BAC. Contact has been made with parents/carers of BAC to provide assurances that transfers will occur on the basis of individual care needs and that they are not due to an earlier closure date of BAC. Given the potential focus of media on the final stages of BAC closure during January 2014, it is important to reconsider the planned date of 10 January 2014 as a media announcement of the future statewide model of service.
6. As Inpatients transition to alternative appropriate care options, clinical staff are reviewing on a daily basis the requirements of delivering a clinically and therapeutically appropriate service to the remaining inpatients at BAC.
7. It is the clinical opinion of senior staff that BAC should not stay open if only one inpatient is remaining as this is not clinically or therapeutically appropriate. Additionally the mix and gender of inpatients will be taken into account.
8. West Moreton and CHQ will provide updates to the Minister's Office to keep them informed of the changing clinical needs of the consumers and the advice from clinicians to safely and actively manage this transition process for each individual consumer.
9. The patients on the waitlist for BAC have been reviewed by the Clinical Care Transition Panel to ensure that all clinical needs are being met appropriately.
10. The holiday program is currently being delivered at BAC in partnership with Aftercare. In the first week there has been positive participation and feedback from day patients and inpatients with on average four young people in attendance each day. This program will continue until 24 January 2014 (excluding public holidays and weekends).
11. BAC staff have received letters detailing the abolishment of their positions and the options available to them. Support and information is being provided through West Moreton HHS Workforce Division and through line managers of the staff.

Background

12. In August 2013 the Minister for Health announced that adolescents requiring extended mental health treatment and rehabilitation will receive services through a new range of contemporary service options from early 2014. CHQ is responsible for the governance of the new service options to be implemented as part of its statewide role in providing healthcare for Queensland's children.
13. The Minister for Health and West Moreton HHS Board gave a public commitment to ongoing provision of safe and comprehensive clinical care for BAC consumers during the transition to the new statewide adolescent extended treatment and rehabilitation services.
14. West Moreton will continue to monitor all aspects of the impending closure of BAC on a daily basis including consultation and liaison with the Department of Health, MHAODB and CHQ.
15. Regular contact is provided with the parents/carers of BAC consumers by the BAC clinical team and executive staff of West Moreton. This is being managed through personal emails, phone calls and ongoing BAC Fast Fact Sheets.

Consultation

16. Dr Stephen Stathis, Clinical Director, Child and Youth Mental Health Services, Children's Health Queensland HHS.
17. Dr Anne Brennan, A/Clinical Director, BAC, West Moreton HHS.
18. Dr Bill Kingswell, Executive Director, Mental Health Alcohol and Other Drugs Branch.

Attachments

19. Nil.

EXHIBIT 442

Department RocFind No:	BR058295
Division/HHS:	MD09
File Ref No:	

Recommendation

That the Director-General:

- ✓ Note the current status of consumers and the changing clinical environment at the Barrett Adolescent Centre (BAC).
- ✓ Note the recommendation that the date of the proposed media event for 10 January 2014 be reconsidered to occur post closure of BAC.
- ✓ Approve the recommendation to convene a Director-General (Queensland Health) to Director-General (Department of Communities, Child Safety and Disability Services) meeting to progress two consumer transition plans.

Provide this brief to the Minister for information.

APPROVED/NOT APPROVED

NOTED

IAN MAYNARD
Director-General

10 6 JAN 2013

To Minister's Office For Noting ☒**Director-General's comments**

*Push to arrange meeting with
Michael Hogen + Bill Ferguson.*

Author
Laura Johnson

Cleared by: (SD/Dir)
Dr Leanne Geppert

Content verified by: (CEO/DDG/Div Head)
Lesley Dwyer

Project Officer

A/Executive Director

Chief Executive

Mental Health and Specialised
Services

Mental Health and Specialised
Services

West Moreton Hospital and Health Service

West Moreton Hospital and Health
Service

West Moreton Hospital and Health
Service

19 December 2013

20 December 2013

24 December 2013

EXHIBIT 442

CONF

6/1/14

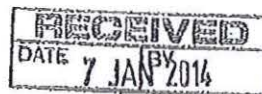
AC08/023860



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Division/HHS:	MD09
File-Ref No:	

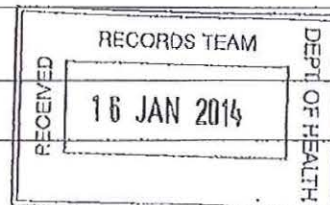
Briefing Note for Noting

The Honourable Lawrence Springborg MP
Minister for Health



Requested by: Chief Executive, West
Moreton Hospital and Health Service

SUBJECT: Update on the Barrett Adolescent Centre

**Recommendation**

That the Minister:

Note the Barrett Adolescent Centre (BAC) facility, West Moreton Hospital and Health Service (HHS) has a flexible closure date of end of January 2014.

Note that all current consumers of BAC have comprehensive multidisciplinary transition planning occurring to ensure appropriate and individual care plans are developed in association with local HHSs and other key service providers, and that there is no gap to service delivery.

Note the daily monitoring of the changing clinical environment and consumer mix at BAC to ensure that the environment remains therapeutic during the change process and that the best care options are being provided to each individual consumer.

Note the recommendation that the proposed media event (10 January 2014) regarding future statewide adolescent service options be rescheduled to February, post closure of BAC facility.

Note the critical accommodation needs for two inpatients of BAC and the recommendation to escalate to the Director-General, Department of Communities, Child Safety and Disabilities.

APPROVED/NOT APPROVED

NOTED

NOTED

LAWRENCE SPRINGBORG
Minister for Health

Chief of Staff

Minister's comments

Briefing note rating

1 2 3 4 5
1 = (poorly written, little value, and unclear why brief was submitted). 5 = (concise, key points are explained well, makes sense)
Please Note: All ratings will be recorded and will be used to inform executive performance.

3 JAN 2014

Department RecFind No:	BR058295
Division/HHS:	MD09
File Ref No:	

Briefing Note for Approval

Director-General

Requested by: Chief Executive, West
Moreton Hospital and Health Service

Action required by: 24 December 2014

SUBJECT: Update on the Barrett Adolescent Centre

Proposal

That the Director-General:

Note the current status of consumers and the changing clinical environment at the Barrett Adolescent Centre (BAC).

Note the recommendation that the date of the proposed media event for 10 January 2014 be reconsidered to occur post closure of BAC.

Approve the recommendation to convene a Director-General (Queensland Health) to Director-General (Department of Communities, Child Safety and Disability Services) meeting to progress two consumer transition plans.

Provide this brief to the Minister for information.

Urgency

1. **Urgent** – the change processes associated with BAC warrants close monitoring of the clinical environment.

Headline Issues

2. The top issues are:

- ✓ A flexible closure date of the end of January 2014 for the BAC building has been announced and individual consumer transition plans are progressing accordingly.
 - Communication and support to BAC consumers and parents/carers has been increased throughout the final stages of the BAC change process.
 - On the basis of a fluid clinical environment leading up to the closure of BAC, it is recommended that consideration be given to rescheduling the media statement proposed for 10 January 2014 to a date in February.

Blueprint

3. How does this align with the Blueprint for Better Healthcare in Queensland?
 - Providing Queenslanders with value in health services – value for taxpayers' money.
 - Better patient care in the community setting, utilising safe, sustainable and responsive service models – delivering best patient care.

Key Issues

4. There are currently [REDACTED] at BAC. The care planning for current BAC consumers is being progressed by West Moreton Hospital and Health Service (HHS) Clinical Care Transition Panels in consultation with Children's Health Queensland (CHQ) HHS. Current inpatient status:

1.

2.

3.

Department RecFind No:	BR068295
Division/HHS:	MD09
File Ref No:	

4.

5. Following the transfer of the above patient to an [REDACTED] correspondence was received from Ms Allison Earls communicating concern that patients were being moved to facilitate an earlier closure date of BAC. Contact has been made with parents/carers of BAC to provide assurances that transfers will occur on the basis of individual care needs and that they are not due to an earlier closure date of BAC. Given the potential focus of media on the final stages of BAC closure during January 2014, it is important to reconsider the planned date of 10 January 2014 as a media announcement of the future statewide model of service.
6. As inpatients transition to alternative appropriate care options, clinical staff are reviewing on a daily basis the requirements of delivering a clinically and therapeutically appropriate service to the remaining inpatients at BAC.
7. It is the clinical opinion of senior staff that BAC should not stay open if only one inpatient is remaining as this is not clinically or therapeutically appropriate. Additionally the mix and gender of inpatients will be taken into account.
8. West Moreton and CHQ will provide updates to the Minister's Office to keep them informed of the changing clinical needs of the consumers and the advice from clinicians to safely and actively manage this transition process for each individual consumer.
9. The patients on the waitlist for BAC have been reviewed by the Clinical Care Transition Panel to ensure that all clinical needs are being met appropriately.
10. The holiday program is currently being delivered at BAC in partnership with Aftercare. In the first week there has been positive participation and feedback from day patients and inpatients with on average four young people in attendance each day. This program will continue until 24 January 2014 (excluding public holidays and weekends).
11. BAC staff have received letters detailing the abolishment of their positions and the options available to them. Support and information is being provided through West Moreton HHS Workforce Division and through line managers of the staff.

Background

12. In August 2013 the Minister for Health announced that adolescents requiring extended mental health treatment and rehabilitation will receive services through a new range of contemporary service options from early 2014. CHQ is responsible for the governance of the new service options to be implemented as part of its statewide role in providing healthcare for Queensland's children.
13. The Minister for Health and West Moreton HHS Board gave a public commitment to ongoing provision of safe and comprehensive clinical care for BAC consumers during the transition to the new statewide adolescent extended treatment and rehabilitation services.
14. West Moreton will continue to monitor all aspects of the impending closure of BAC on a daily basis including consultation and liaison with the Department of Health, MHAODB and CHQ.
15. Regular contact is provided with the parents/carers of BAC consumers by the BAC clinical team and executive staff of West Moreton. This is being managed through personal emails, phone calls and ongoing BAC Fast Fact Sheets.

Consultation

16. Dr Stephen Stathis, Clinical Director, Child and Youth Mental Health Services, Children's Health Queensland HHS.
17. Dr Anne Brennan, A/Clinical Director, BAC, West Moreton HHS.
18. Dr Bill Kingswell, Executive Director, Mental Health Alcohol and Other Drugs Branch.

Attachments

19. Nil.

EXHIBIT 442

Department RecFind No:	BR058295
Division/HHS:	MD09
File Ref. No:	

Recommendation

That the Director-General:

- ✓ Note the current status of consumers and the changing clinical environment at the Barrett Adolescent Centre (BAC).
- ✓ Note the recommendation that the date of the proposed media event for 10 January 2014 be reconsidered to occur post closure of BAC.
- ✓ Approve the recommendation to convene a Director-General (Queensland Health) to Director-General (Department of Communities, Child Safety and Disability Services) meeting to progress two consumer transition plans.

Provide this brief to the Minister for information.

APPROVED/NOT APPROVED

NOTED


 IAN MAYNARD
 Director-General

10 6 JAN 2013

To Minister's Office For Noting ☒**Director-General's comments**

Finish to arrange meeting with Michael Hogan + Bill Fitzgerald.

 Author
 Laura Johnson

 Cleared by: (SD/Dir)
 Dr Leanne Geppert

 Content verified by: (CEO/DDG/Div Head)
 Lesley Dwyer

Project Officer

A/Executive Director

Chief Executive

 Mental Health and Specialised
 Services
 West Moreton Hospital and Health
 Service

 Mental Health and Specialised
 Services
 West Moreton Hospital and Health
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West Moreton Hospital and Health Service

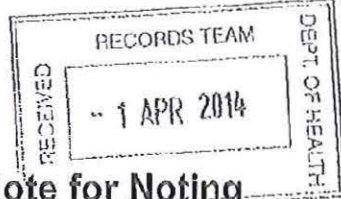
19 December 2013

20 December 2013

24 December 2013

EXHIBIT 442

COWE



26/3/14

Qcos/023916

Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

5

Briefing Note for Noting

The Honourable Lawrence Springborg MP
Minister for Health



27 MAR 2014

Requested by: Chief Executives,
Children's Health Queensland and West
Moreton Hospital and Health Services

Action required by:

SUBJECT: Realignment of the Barrett Adolescent Services and status of new community based adolescent mental health services

Recommendation
That the Minister:

Note that all inpatients and day patients of Barrett Adolescent Centre (BAC), West Moreton Hospital and Health Service (HHS) have been discharged to appropriate care options.

Note the realignment of the Barrett Adolescent Centre on 31 January 2014.

Note the status of the new adolescent mental health extended treatment and rehabilitation services being established:

1. A 5-bed Residential Rehabilitation Unit at Greenslopes.
2. From early February, the Mater Hospital will provide interim subacute inpatient beds until new funding is sourced for a longer term bed-based option in the Lady Cilento Children's Hospital.
3. Recruitment processes for a Statewide Panel, six Assertive Mobile Outreach Service (AMYS) Teams, and two Psychiatrists are under way, with the first appointments being made from March. The AMYS Teams will be located in north Brisbane, south Brisbane, Townsville, Darling Downs, Gold Coast, and Redcliffe/Caboolture.
4. A new Day Program Unit will be established in north Brisbane by June 2014. This will be in addition to existing Day Program Units located at the Mater Hospital, Toowoomba, and Townsville.
5. Further investigation being conducted into an opportunity to construct a new Step Up/Step Down Unit in Cairns utilising funding identified by the Mental Health, Alcohol and Other Drugs Branch.

Note the first phase of service implementation will utilise existing recurrent funding from the BAC and the ceased Redlands Project. Implementation of the full proposed model of care is dependent upon new operational and capital funding. A business case seeking recurrent funding for service implementation over a four year timeframe will be submitted.

~~APPROVED/NOT APPROVED~~

NOTED

NOTED

LAWRENCE SPRINGBORG
Minister for Health

Chief of Staff

28/3/14
Minister's comments

Briefing note rating

1

2

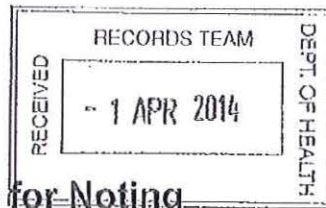
3

4

5

1 = (poorly written, little value, and unclear why brief was submitted). 5 = (concise, key points are explained well, makes sense)
Please Note: All ratings will be recorded and will be used to inform executive performance.

24 MAR 2014



Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

Briefing Note for Noting

Director-General

Requested by: Chief Executives,
Children's Health Queensland and West
Moreton Hospital and Health Services

Action required by:

SUBJECT: Realignment of the Barrett Adolescent Services and status of new community based adolescent mental health services

Proposal

That the Director-General:

Note the realignment of the Barrett Adolescent Centre (BAC).

Note the status of the new adolescent mental health extended treatment and rehabilitation services.

Provide this brief to the Minister for information.

Urgency

1. **Urgent** – to provide the Minister with an update on the realignment of the BAC and the current status of the adolescent mental health extended treatment initiative.

Headline Issues

2. The top issues are:

- ✓ • All remaining BAC consumers have been discharged, and where relevant to individual need, have transitioned to alternate care options.
- ✓ • As of 31 January 2014, the BAC does not accommodate inpatients.
- ✓ • Children's Health Queensland Hospital and Health Service (CHQ HHS) has commenced implementation of new adolescent mental health services to ensure no gap in service.

Blueprint

3. How does this align with the Blueprint for Better Healthcare in Queensland?
 - Providing Queenslanders with value in health services – value for taxpayers' money.
 - Better patient care in the community setting, utilising safe, sustainable and responsive service models – delivering best patient care.

Key issues

4. All BAC consumers have been discharged. Patients requiring ongoing care have been supported to transition to alternative care options that are appropriate for their individual needs.
5. Patients requiring ongoing care are being supported by services provided through (or as close to) their local Hospital and Health Service (HHS), and involve a range of service providers such as public, private and non-government organisations. These care packages have been supported and co-ordinated by the acting Clinical Director of BAC. CHQHHS will continue to provide ongoing support as required to ensure there is no gap to service provision.
6. Consistent with project objectives, CHQHHS will establish an enhanced, contemporary accessible service for the young people of Queensland.
7. In addition, the following services are currently being established:
 - a. A 5-bed Residential Rehabilitation Unit at Greenslopes.
 - b. From early February 2014, the Mater Hospital will provide two interim subacute inpatient beds until new funding is sourced for a longer term bed-based option in the Lady Cilento Children's Hospital.
 - c. Recruitment processes for a Statewide Panel, six Assertive Mobile Outreach Services (AMYS) Teams, and two Psychiatrists are under way, with the first appointments being made

Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

- from March. The AMYOS Teams will be located in north Brisbane, south Brisbane, Townsville, Darling Downs, Gold Coast, and Redcliffe/Caboolture.
- d. A new Day Program Unit will be established in north Brisbane by June 2014. This will be in addition to existing Day Program Units located at the Mater Hospital, Toowoomba, and Townsville.
 - e. Further investigation being conducted into an opportunity to construct a new Step Up/Step Down Unit in Cairns utilising funding identified by the Mental Health, Alcohol and Other Drugs Branch.
8. The above services are also supported by existing community Child and Youth Mental Health Services, and seven acute inpatient units located throughout Queensland (RCH, RBWH, Mater, Logan, Robina, Toowoomba, and Townsville).
 9. The first phase of service implementation will utilise existing recurrent funding from the BAC and the ceased Redlands Project. Implementation of the full proposed model of care is dependent upon new operational and capital funding. A business case, seeking recurrent funding for service implementation over a four year timeframe, will be submitted to the Department of Health Service Agreement Unit through the next Relationship Management Group Meeting on 14 February 2014.
 10. Once operational, the Chair of CHQHHS proposes to make a media announcement regarding the services available to the community across Queensland, and seeks the minister's interest in participating in this announcement.
 11. On 4 March 2014, Departmental officers met with members of the project team responsible for implementing the Statewide Adolescent Extended Treatment and Rehabilitation (SW AETR) Strategy to discuss funding for the proposed care model. The outcomes of this meeting were:
 - DoH to facilitate a funding transfer in amendment window 3 to Children's Health Queensland Hospital and Health Service for operational expenses relating to the first phase of service implementation. This has been actioned through the service agreement negotiation process.
 - DoH to note that Cairns HHS would not require operational funding in 2014/2015 for the Step Up/Step Down Unit, as it is yet to be constructed.
 - Policy and Planning Branch (PPB) to provide the project team with a list of business case queries for response.
 - Project team to provide feedback to PPB on the questions raised, and re-work the business case funding for 2014/2015 and outer years.
 - DoH and project team to meet in 12 months' time to discuss funding potentially available for new services, as detailed in the proposed subsequent phases of service implementation.

Background

12. In August 2013, the Minister for Health announced that adolescents requiring extended mental health treatment and rehabilitation will receive services through a new range of contemporary service options from early 2014. CHQHHS is responsible for the governance of the new service options to be implemented as part of its statewide role in providing healthcare for Queensland's children.
13. The Minister for Health and West Moreton HHS Board gave a public commitment to ongoing provision of safe and comprehensive clinical care for BAC consumers during the transition to the new statewide adolescent extended treatment and rehabilitation services.

Consultation

14. This brief has been prepared in collaboration between representatives from Children's Health Queensland and West Moreton Hospital and Health Services.
15. Michael Cleary, Deputy Director General Health Service and Clinical Innovation Division, and Bill Kingswell, Executive Director, Mental Health Alcohol and Other Drugs Branch, have been kept informed of interim service planning and future model of care developments through participation on the Chief Executive and Department of Health Oversight Committee.

EXHIBIT 442

Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

Recommendation

That the Director-General:

Note the realignment of the Barrett Adolescent Centre (BAC).

Note the status of the new adolescent mental health extended treatment and rehabilitation services.

Provide this brief to the Minister for information.

APPROVED/NOT APPROVED

NOTED


 IAN MAYNARD
 Director-General

26 MAR 2014

To Minister's Office For Noting **Director-General's comments**

Co-Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Ingrid Adamson	Deborah Miller	Peter Steer
Project Manager	A/Executive Director	Chief Executive
Office of Strategy Management Children's Health Queensland Hospital and Health Service	Office of Strategy Management Children's Health Queensland Hospital and Health Service	Children's Health Queensland Hospital and Health Service
4 February 2014	5 February 2014	5 February 2014

Co-Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Leanne Geppert	Sharon Kelly	Lesley Dwyer
A/Director of Strategy	Executive Director	Chief Executive
Mental Health and Specialised Services West Moreton Hospital and Health Service	Mental Health and Specialised Services West Moreton Hospital and Health Service	West Moreton Hospital and Health Service
4 February 2014	5 February 2014	6 February 2014

Input provided by:	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Ellen Cumberland	Nick Steele	Phillip Davies
Manager Service Agreements	Executive Director	Deputy Director-General
Healthcare Purchasing, Funding and Performance Management Branch	Healthcare Purchasing, Funding and Performance Management Branch	System Policy and Performance Division
19 March 2014	20 March 2014	22 March 2014

CONF

RECEIVED	RECORDS TEAM	DEPT. OF HEALTH
	27 MAR 2014	

Qcos/023916 24 MAR 2014

Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

Briefing Note for Noting

Director-General

COPY

Requested by: Chief Executives,
Children's Health Queensland and West
Moreton Hospital and Health Services

Action required by:

SUBJECT: Realignment of the Barrett Adolescent Services and status of new community based adolescent mental health services

Proposal

That the Director-General:

Note the realignment of the Barrett Adolescent Centre (BAC).

Note the status of the new adolescent mental health extended treatment and rehabilitation services.

Provide this brief to the Minister for information.

Urgency

1. **Urgent** – to provide the Minister with an update on the realignment of the BAC and the current status of the adolescent mental health extended treatment initiative.

Headline Issues

2. The top issues are:

- ✓ • All remaining BAC consumers have been discharged, and where relevant to individual need, have transitioned to alternate care options.
- ✓ • As of 31 January 2014, the BAC does not accommodate inpatients.
- ✓ • Children's Health Queensland Hospital and Health Service (CHQ HHS) has commenced implementation of new adolescent mental health services to ensure no gap in service.

Blueprint

3. How does this align with the Blueprint for Better Healthcare in Queensland?
 - Providing Queenslanders with value in health services – value for taxpayers' money.
 - Better patient care in the community setting, utilising safe, sustainable and responsive service models – delivering best patient care.

Key Issues

4. All BAC consumers have been discharged. Patients requiring ongoing care have been supported to transition to alternative care options that are appropriate for their individual needs.
5. Patients requiring ongoing care are being supported by services provided through (or as close to) their local Hospital and Health Service (HHS), and involve a range of service providers such as public, private and non-government organisations. These care packages have been supported and co-ordinated by the acting Clinical Director of BAC. CHQHHS will continue to provide ongoing support as required to ensure there is no gap to service provision.
6. Consistent with project objectives, CHQHHS will establish an enhanced, contemporary accessible service for the young people of Queensland.
7. In addition, the following services are currently being established:
 - a. A 5-bed Residential Rehabilitation Unit at Greenslopes.
 - b. From early February 2014, the Mater Hospital will provide two interim subacute inpatient beds until new funding is sourced for a longer term bed-based option in the Lady Cilento Children's Hospital.
 - c. Recruitment processes for a Statewide Panel, six Assertive Mobile Outreach Services (AMYS) Teams, and two Psychiatrists are under way, with the first appointments being made

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Department RecFind No:	BR058496
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File Ref No:	

- from March. The AMYOS Teams will be located in north Brisbane, south Brisbane, Townsville, Darling Downs, Gold Coast, and Redcliffe/Caboolture.
- d. A new Day Program Unit will be established in north Brisbane by June 2014. This will be in addition to existing Day Program Units located at the Mater Hospital, Toowoomba, and Townsville.
 - e. Further investigation being conducted into an opportunity to construct a new Step Up/Step Down Unit in Cairns utilising funding identified by the Mental Health, Alcohol and Other Drugs Branch.
8. The above services are also supported by existing community Child and Youth Mental Health Services, and seven acute inpatient units located throughout Queensland (RCH, RBWH, Mater, Logan, Robina, Toowoomba, and Townsville).
 9. The first phase of service implementation will utilise existing recurrent funding from the BAC and the ceased Redlands Project. Implementation of the full proposed model of care is dependent upon new operational and capital funding. A business case, seeking recurrent funding for service implementation over a four year timeframe, will be submitted to the Department of Health Service Agreement Unit through the next Relationship Management Group Meeting on 14 February 2014.
 10. Once operational, the Chair of CHQHHS proposes to make a media announcement regarding the services available to the community across Queensland, and seeks the minister's interest in participating in this announcement.
 11. On 4 March 2014, Departmental officers met with members of the project team responsible for implementing the Statewide Adolescent Extended Treatment and Rehabilitation (SW AETR) Strategy to discuss funding for the proposed care model. The outcomes of this meeting were:
 - DoH to facilitate a funding transfer in amendment window 3 to Children's Health Queensland Hospital and Health Service for operational expenses relating to the first phase of service implementation. This has been actioned through the service agreement negotiation process.
 - DoH to note that Cairns HHS would not require operational funding in 2014/2015 for the Step Up/Step Down Unit, as it is yet to be constructed.
 - Policy and Planning Branch (PPB) to provide the project team with a list of business case queries for response.
 - Project team to provide feedback to PPB on the questions raised, and re-work the business case funding for 2014/2015 and outer years.
 - DoH and project team to meet in 12 months' time to discuss funding potentially available for new services, as detailed in the proposed subsequent phases of service implementation.

Background

12. In August 2013, the Minister for Health announced that adolescents requiring extended mental health treatment and rehabilitation will receive services through a new range of contemporary service options from early 2014. CHQHHS is responsible for the governance of the new service options to be implemented as part of its statewide role in providing healthcare for Queensland's children.
13. The Minister for Health and West Moreton HHS Board gave a public commitment to ongoing provision of safe and comprehensive clinical care for BAC consumers during the transition to the new statewide adolescent extended treatment and rehabilitation services.

Consultation

14. This brief has been prepared in collaboration between representatives from Children's Health Queensland and West Moreton Hospital and Health Services.
15. Michael Cleary, Deputy Director General Health Service and Clinical Innovation Division, and Bill Kingswell, Executive Director, Mental Health Alcohol and Other Drugs Branch, have been kept informed of interim service planning and future model of care developments through participation on the Chief Executive and Department of Health Oversight Committee.

EXHIBIT 442

Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

Recommendation

That the Director-General:

Note the realignment of the Barrett Adolescent Centre (BAC).

Note the status of the new adolescent mental health extended treatment and rehabilitation services.

Provide this brief to the Minister for information.

APPROVED/NOT APPROVED

NOTED

IAN MAYNARD
Director-General

26 MAR 2014

COPY

only
original with Minister
to note at 26/3/14To Minister's Office For Noting ☒**Director-General's comments**

Co-Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Ingrid Adamson Project Manager Office of Strategy Management Children's Health Queensland Hospital and Health Service	Deborah Miller A/Executive Director Office of Strategy Management Children's Health Queensland Hospital and Health Service	Peter Steer Chief Executive Children's Health Queensland Hospital and Health Service
4 February 2014	5 February 2014	5 February 2014

Co-Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Leanne Geppert A/Director of Strategy Mental Health and Specialised Services West Moreton Hospital and Health Service	Sharon Kelly Executive Director Mental Health and Specialised Services West Moreton Hospital and Health Service	Lesley Dwyer Chief Executive West Moreton Hospital and Health Service
4 February 2014	6 February 2014	6 February 2014

Input provided by:	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Ellen Cumberland Manager Service Agreements Healthcare Purchasing, Funding and Performance Management Branch	Nick Steele Executive Director Healthcare Purchasing, Funding and Performance Management Branch	Philip Davies Deputy Director-General System Policy and Performance Division
19 March 2014	20 March 2014	22 March 2014

12 FEB 2014

Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

Briefing Note for Noting

Director-General

Requested by: Chief Executives,
Children's Health Queensland and West
Moreton Hospital and Health Services

Action required by:

SUBJECT: ~~Closure of the Barrett Adolescent Centre~~ and status of new adolescent mental health services

Proposal

That the Director-General:

- Note the closure of the Barrett Adolescent Centre (BAC).
- Note the status of the new adolescent mental health extended treatment and rehabilitation services.
- Provide this brief to the Minister for information.

Urgency

1. Urgent – to provide the Minister with an update on the closure of the BAC and the current status of the adolescent mental health extended treatment initiative.

Headline Issues

2. The top issues are:

- All remaining BAC consumers have been discharged, and where relevant to individual need, have transitioned to alternate care options.
- As of 31 January 2014, the BAC has ~~not~~ officially closed. ~~DO NOT~~ ~~REOPEN~~ ~~IS OPENED~~
- Children's Health Queensland Hospital and Health Service (CHQ HHS) has commenced implementation of new adolescent mental health services to ensure no gap in service.

Blueprint

3. How does this align with the Blueprint for Better Healthcare in Queensland?
 - Providing Queenslanders with value in health services – value for taxpayers' money.
 - Better patient care in the community setting, utilising safe, sustainable and responsive service models – delivering best patient care.

Key issues

4. All BAC consumers have been discharged. Consumers requiring ongoing care have been supported to transition to alternative care options that are appropriate for their individual needs. ~~PATIENTS~~
5. Consumers requiring ongoing care are being supported by services provided through (or as close to) their local (HHS) and involve a range of service providers such as public, private and non-government organisations. These care packages have been supported and co-ordinated by the acting Clinical Director of BAC. CHQHHS will continue to provide ongoing support as required to ensure there is no gap to service provision.
6. Consistent with project objectives, CHQHHS will establish an enhanced, contemporary accessible service for the young people of Queensland.
7. In addition, the following services are currently being established:
 - a. A 5-bed Residential Rehabilitation Unit at Greenslopes.
 - b. From early February 2014, the Mater Hospital will provide two interim subacute inpatient beds until new funding is sourced for a longer term bed-based option in the Lady Cilento Children's Hospital.
 - c. Recruitment processes for a Statewide Panel, six Assertive Mobile Outreach Services (AMYS) Teams, and two Psychiatrists are under way, with the first appointments being

EXHIBIT 442

Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

- made from March. The AMYOS Teams will be located in north Brisbane, south Brisbane, Townsville, Darling Downs, Gold Coast, and Redcliffe/Caboolture.
- d. A new Day Program Unit will be established in north Brisbane by June 2014. This will be in addition to existing Day Program Units located at the Mater Hospital, Toowoomba, and Townsville.
 - e. Further investigation being conducted into an opportunity to construct a new Step Up/Step Down Unit in Cairns utilising funding identified by the Mental Health, Alcohol and Other Drugs Branch.
8. The above services are also supported by existing community Child and Youth Mental Health Services, and seven acute inpatient units located throughout Queensland (RCH, RBWH, Mater, Logan, Robina, Toowoomba, and Townsville).
 9. The first phase of service implementation will utilise existing recurrent funding from the BAC and the ceased Redlands Project. Implementation of the full proposed model of care is dependent upon new operational and capital funding. A business case, seeking recurrent funding for service implementation over a four year timeframe, will be submitted to the Department of Health Service Agreement Unit through the next Relationship Management Group Meeting on 14 February 2014.
 10. Once operational, the Chair of CHQHHS proposes to make a media announcement regarding the services available to the community across Queensland, and seeks the minister's interest in participating in this announcement.

Background

11. In August 2013, the Minister for Health announced that adolescents requiring extended mental health treatment and rehabilitation will receive services through a new range of contemporary service options from early 2014. CHQHHS is responsible for the governance of the new service options to be implemented as part of its statewide role in providing healthcare for Queensland's children.
12. The Minister for Health and West Moreton HHS Board gave a public commitment to ongoing provision of safe and comprehensive clinical care for BAC consumers during the transition to the new statewide adolescent extended treatment and rehabilitation services.

Consultation

13. This brief has been prepared in collaboration between representatives from Children's Health Queensland and West Moreton Hospital and Health Services.
14. Michael Cleary, Deputy Director General Health Service and Clinical Innovation Division, and Bill Kingswell, Executive Director, Mental Health Alcohol and Other Drugs Branch, have been kept informed of interim service planning and future model of care developments through participation on the Chief Executive and Department of Health Oversight Committee.

EXHIBIT 442

Department RecFind No:	BR058496
Division/HHS:	CHQHHS WMHHS
File Ref No:	

Re: Barrett
Recommendation
 That the Director-General:

Note the closure of the Barrett Adolescent Centre (BAC).
 Note the status of the new adolescent mental health extended treatment and rehabilitation services.
 Provide this brief to the Minister for information.

APPROVED/NOT APPROVED

NOTED

IAN MAYNARD
 Director-General

To Minister's Office For Noting ☐

Director-General's comments

Co-Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Ingrid Adamson Project Manager	Deborah Miller A/Executive Director	Peter Steer Chief Executive
Office of Strategy Management Children's Health Queensland Hospital and Health Service	Office of Strategy Management Children's Health Queensland Hospital and Health Service	Children's Health Queensland Hospital and Health Service
4 February 2014	5 February 2014	5 February 2014

Co-Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Leanne Geppert A/Executive Director	Sharon Kelly Executive Director	Lesley Dwyer Chief Executive
Mental Health and Specialised Services West Moreton Hospital and Health Service	Mental Health and Specialised Services West Moreton Hospital and Health Service	West Moreton Hospital and Health Service
4 February 2014	6 February 2014	6 February 2014

EXHIBIT 442

TAPITARI - BUTT 2-038

QCA/006408

2.038



Department RecFind No:	BR057157
Division/HHS:	MD09
File Ref No:	MD0920130151

Briefing Note for Noting

The Honourable Lawrence Springborg MP
Minister for Health



Requested by: Lesley Dwyer, Chief Executive,
West Moreton Hospital and Health Service

Date requested: 8 July 2013

Action required by: 15 July 2013
RECORDS TEAM

SUBJECT: Barrett Adolescent Strategy Meeting

Recommendation

That the Minister:

Note a meeting has been scheduled for 4pm on Monday 15 July 2013, with the West Moreton Board Chair, Chief Executive, and Executive Director of Mental Health, to discuss the next stages of the Barrett Adolescent Strategy.

Note The West Moreton Board considered the recommendations of the Expert Clinical Reference Group, on 24 May 2013, and approved the closure of the Barrett Adolescent Centre dependent on alternative, appropriate care provisions for the adolescent target group and the meeting with the Minister for Health.

Note There is significant patient/carer, community, mental health sector and media interest about a timely decision regarding the future of the Barrett Adolescent Centre. A comprehensive communication plan has been developed.

Note Consultation about the proposed next stages of the Strategy has been limited to Commissioner for Mental Health, Children's Health Services and Department of Health.

APPROVED/NOT APPROVED

NOTED

NOTED

LAWRENCE SPRINGBORG
Minister for Health

PPA
Chief of Staff

31/7/13

Minister's comments

Briefing note rating

1 2 3 4 5

1 = (poorly written, little value, and unclear why brief was submitted). 5 = (concise, key points are explained well, makes sense)
Please Note: All ratings will be recorded and will be used to inform executive performance.

URGENT

Page 1 of 3

Department RecFind No:	BR057157
Division/HHS:	MD09
File Ref No:	MD0920130151

Briefing Note for Noting

Director-General

12 JUL 2013

Requested by: Lesley Dwyer, Chief
Executive, West Moreton Hospital and
Health Service

Date requested: 8 July 2013

Action required by: 15 July 2013

SUBJECT: Barrett Adolescent Strategy Meeting

Proposal

That the Director-General:

Note a meeting has been scheduled for 4pm on Monday 15 July 2013, between the Minister for Health, Dr Mary Corbett, Chair, West Moreton, HHB, Lesley Dwyer, Chief Executive, West Moreton, HHS, and Sharon Kelly, Executive Director, Mental Health and Specialised Services, West Moreton, HHS, to discuss the next stages of the Barrett Adolescent Strategy.

Provide this brief to the Minister for information.

Urgency

1. **Urgent** - There is growing concern amongst stakeholders of the Barrett Adolescent Strategy, including patients and carers, to receive communication about the future of the Barrett Adolescent Centre (BAC).

Headline Issues

2. The top issues are:
 - The West Moreton Hospital and Health Board considered the recommendations of the Expert Clinical Reference Group on 24 May 2013.
 - West Moreton Hospital and Health Board approved the closure of BAC dependent on alternative, appropriate care provisions for the adolescent target group and the meeting with the Minister for Health.

Blueprint

3. How does this align with the *Blueprint for Better Healthcare in Queensland*?
 - providing Queenslanders with value in health services – value for taxpayers money; and
 - better patient care in the community setting, utilising safe, sustainable and responsive service models – delivering best patient care.

Key Issues

4. There is significant patient/carer, community, mental health sector and media interest about a decision regarding the future of the BAC.
5. A comprehensive communication plan has been developed.
6. The Department of Health is urgently progressing planning for Youth Prevention and Recovery Care (Y-PARC) services to be established in Queensland by January 2014. This service type would provide an alternative care option for the adolescent target group currently accessing BAC.

Background

7. BAC is a 15-bed inpatient service for adolescent mental health extended treatment and rehabilitation that is located at The Park – Centre for Mental Health (the Park).

Department RecFind No:	BR057157
Division/HHS:	MD09
File Ref No:	MD0920130151

8. The BAC cannot continue to provide services due to the Park becoming an adult secure and forensic campus by 2014, and because the capital fabric of BAC is no longer fit for purpose. Alternative statewide service options are required.

Consultation

9. Consultation about the proposed next stages of the Strategy and board decision for closure has been limited to Dr Peter Steer, Children's Health Services; and Dr Tony O'Connell, Director-General, Dr Michael Cleary, and Dr Bill Kingswell, Health Services and Clinical Innovation, Department of Health.
10. A short verbal briefing has been provided to the Queensland Commissioner for Mental Health, Dr Lesley van Schoubroeck.
11. Agreement has been reached that the Strategy will be finalised through a partnership between West Moreton HHS, Children's Health Services, and the Department of Health.

Attachments

12. Attachment 1: Agenda Barrett Adolescent Strategy.
Attachment 2: Issues and Incident Management Plan BAC.

Department RecFind No:	BR057157
Division/HHS:	MD09
File Ref No:	MD0920130151

Recommendation

That the Director-General:

Note a meeting has been scheduled for 4pm on Monday 15 July 2013, between the Minister for Health, Dr Mary Corbett, Chair, West Moreton, HHB, Lesley Dwyer, Chief Executive, West Moreton, HHS, and Sharon Kelly, Executive Director, Mental Health and Specialised Services, West Moreton, HHS, to discuss the next stages of the Barrett Adolescent Strategy.

Provide this brief to the Minister for information.

APPROVED/NOT APPROVED

NOTED

DR TONY O'CONNELL
Director-General

1517113

To Minister's Office For Noting ☒

Director-General's comments

Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Dr Leanne Geppert	Sharon Kelly	Lesley Dwyer
A/Director of Strategy	Executive Director	Chief Executive
Mental Health & Specialised Services, WM HHS	Mental Health & Specialised Services, WM HHS	West Moreton HHS
8 July 2013	11 July 2013	12 July 2013



Queensland Government

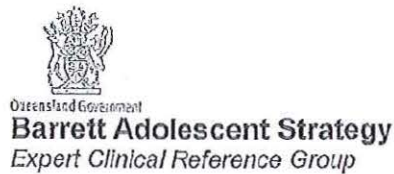
Barrett Adolescent Strategy*Expert Clinical Reference Group***Proposed Service Model Elements****Adolescent Extended Treatment and Rehabilitation Services (AETRS)****Preamble**

Mental health disorders are the most prevalent illnesses affecting adolescents today. Of particular note is the considerable evidence that adolescents with persisting and severe symptomatology are those most likely to carry the greatest burden of illness into adult life. Despite this, funding for adolescent (and child) mental health services is not proportional to the identified need and burden of disease that exists.

In the past 25 years, a growing range of child and youth mental health services have been established by Queensland Health (and other service providers) to address the mental health needs of children and adolescents. These services deliver mental health assessment and treatment interventions across the spectrum of mental illness and need, and as a service continuum, provide care options 24 hours a day, seven days a week. No matter where an adolescent and their family live in Queensland, they are able to access a Child and Youth Mental Health Service (CYMHS) community clinic or clinician (either via direct access through their Hospital and Health Service, or through telehealth facilities). Day Programs have been established for adolescents in South Brisbane, Toowoomba and Townsville. Acute mental health inpatient units for adolescents are located in North Brisbane, Logan, Robina, South Brisbane and Toowoomba, and soon in Townsville (May/June 2013). A statewide specialist multidisciplinary assessment, and integrated treatment and rehabilitation program (The Barrett Adolescent Centre [BAC]) is currently delivered at The Park Centre for Mental Health (TPCMH) for adolescents between 13 and 17 years of age with severe, persistent mental illness. This service also offers an adolescent Day Program for BAC consumers and non-BAC consumers of West Moreton Hospital and Health Service.

Consistent with state and national mental health reforms, the decentralisation of services, and the reform of TPCMH site to offer only adult forensic and secure mental health services, the BAC is unable to continue operating in its current form at TPCMH. Further to this, the current BAC building has been identified as needing substantial refurbishment. This situation necessitates careful consideration of options for the provision of mental health services for adolescents (and their families/carers) requiring extended treatment and rehabilitation in Queensland. Consequently, an Expert Clinical Reference Group (ECRG) of child and youth mental health clinicians, a consumer representative, a carer representative, and key stakeholders was convened by the Barrett Adolescent Strategy Planning Group to explore and identify alternative service options for this target group.

Between 1 December 2012 and 24 April 2013 the ECRG met regularly to define the target group and their needs, conduct a service gap analysis, consider community and sector feedback, and review a range of contemporary, evidence-based models of care and service types. This included the potential for an expanded range of day programs across Queensland and community mental health service models delivered by non-government and/or private service providers. The ECRG



have considered evidence and data from the field, national and international benchmarks, clinical expertise and experience, and consumer and carer feedback to develop a service model elements document for Adolescent Extended Treatment and Rehabilitation Services in Queensland. This elements document *is not a model of service* – it is a conceptual document that delineates the key components of a service continuum type for the identified target group. As a service model elements document, it will not define how the key components will function at a service delivery level, and does not incorporate funding and implementation planning processes.

The service model elements document proposes four tiers of service provision for adolescents requiring extended mental health treatment and rehabilitation:

- **Tier 1** – Public Community Child and Youth Mental Health Services (existing);
- **Tier 2a** – Adolescent Day Program Services (existing + new);
- **Tier 2b** – Adolescent Community Residential Service/s (new); and
- **Tier 3** – Statewide Adolescent Inpatient Extended Treatment and Rehabilitation Service (new).

The final service model elements document produced was cognisant of constraints associated with funding and other resources (e.g., there is no capital funding available to build BAC on another site). The ECRG was also mindful of the current policy context and direction for mental health services as informed by the National Mental Health Policy (2008) which articulates that *'non acute bed-based services should be community based wherever possible'*. A key principle for child and youth mental health services, which is supported by all members of the ECRG, is that young people are treated in the least restrictive environment possible, and one which recognises the need for safety and cultural sensitivity, with the minimum possible disruption to family, educational, social and community networks.

The ECRG comprised of consumer and carer representatives, and distinguished child and youth mental health clinicians across Queensland and New South Wales who were nominated by their peers as leaders in the field. The ECRG would like to acknowledge and draw attention to the input of the consumer and carer representatives. They highlighted the essential role that a service such as BAC plays in recovery and rehabilitation, and the staff skill and expertise that is inherent to this particular service type. While there was also validation of other CYMHS service types, including community mental health clinics, day programs and acute inpatient units, it was strongly articulated that these other service types are not as effective in providing safe, medium-term extended care and rehabilitation to the target group focussed on here. It is understood that BAC cannot continue in its current form at TPCMH. However, it is the view of the ECRG that like the Community Care Units within the adult mental health service stream, a design-specific and clinically staffed bed-based service is essential for adolescents who require medium-term extended care and rehabilitation. This type of care and rehabilitation program is considered life-saving for young people, and is available currently in both Queensland and New South Wales (e.g., The Walker Unit).

The service model elements document (attached) has been proposed by the ECRG as a way forward for adolescent extended treatment and rehabilitation services in Queensland.



Queensland Government

Barrett Adolescent Strategy

Expert Clinical Reference Group

There are seven key messages and associated recommendations from the ECRG that need to underpin the reading of the document:

1. Broader consultation and formal planning processes are essential in guiding the next steps required for service development, acknowledging that services need to align with the National Mental Health Service Planning Framework

- The proposed service model elements document is a conceptual document, not a model of service. Formal consultation and planning processes have not been completed as part of the ECRG course of action.
- In this concept proposal, Tier 2 maps to the Clinical Services Capability Framework for Public and Licensed Private Health Facilities Version 3.1 (CSCF) Level 5 and Tier 3 maps to CSCF Level 6.

Recommendations:

- a) Further work will be required at a statewide level to translate these concepts into a model of service and to develop implementation and funding plans.
- b) Formal planning including consultation with stakeholder groups will be required.

2. Inpatient extended treatment and rehabilitation care (Tier 3) is an essential service component

- It is understood that the combination of day program care, residential community-based care and acute inpatient care has been identified as a potential alternative to the current BAC or the proposed Tier 3 in the following service model elements document.
- From the perspective of the ECRG, Tier 3 is an essential component of the overall concept, as there is a small group of young people whose needs cannot be safely and effectively met through alternative service types (as represented by Tiers 1 and 2).
- The target group is characterised by severity and persistence of illness, very limited or absent community supports and engagement, and significant risk to self and/or others. Managing these young people in acute inpatient units does not meet their clinical, therapeutic or rehabilitation needs.
- The risk of institutionalisation is considered greater if the young person receives medium-term care in an acute unit (versus a design-specific extended care unit).
- Clinical experience shows that prolonged admissions of such young people to acute units can have an adverse impact on other young people admitted for acute treatment.
- Managing this target group predominantly in the community is associated with complexities of risk to self and others, and also the risk of disengaging from therapeutic services.



Queensland Government

Barrett Adolescent Strategy

Expert Clinical Reference Group

Recommendation:

- a) A Tier 3 service should be prioritised to provide extended treatment and rehabilitation for adolescents with severe and persistent mental illness.

3. Interim service provision if BAC closes and Tier 3 is not available is associated with risk

- Interim arrangements (after BAC closes and before Tier 3 is established) are at risk of offering sub optimal clinical care for the target group, and attention should be given to the therapeutic principles of safety and treatment matching, as well as efficient use of resources (e.g., inpatient beds).
- In the case of BAC being closed, and particularly if Tier 3 is not immediately available, a high priority and concern for the ECRG was the 'transitioning' of current BAC consumers, and those on the waiting list.
- Of concern to the ECRG is also the dissipation and loss of specialist staff skills and expertise in the area of adolescent extended care in Queensland if BAC closes and a Tier 3 is not established in a timely manner. This includes both clinical staff and education staff.

Recommendations:

- a) Safe, high quality service provision for adolescents requiring extended treatment and rehabilitation requires a Tier 3 service alternative to be available in a timely manner if BAC is closed.
- b) Interim service provision for current and 'wait list' consumers of BAC while Tier 3 service options are established must prioritise the needs of each of these individuals and their families/carers. 'Wrap-around care' for each individual will be essential.
- c) BAC staff (clinical and educational) must receive individual care and case management if BAC closes, and their specialist skill and knowledge must be recognised and maintained.

4. Duration of treatment

- A literature search by the ECRG identified a weak and variable evidence base for the recommended duration of treatment for inpatient care of adolescents requiring mental health extended treatment and rehabilitation.
- Predominantly, duration of treatment should be determined by clinical assessment and individual consumer need; the length of intervention most likely to achieve long term sustainable outcomes should be offered to young people.
- As with all clinical care, duration of care should also be determined in consultation with the young person and their guardian. Rapport and engagement with service providers is pivotal.

Recommendation:

- a) 'Up to 12 months' has been identified by the ECRG as a reasonable duration of treatment, but it was noted that this depends on the availability of effective step-down services and a



Queensland Government

Barrett Adolescent Strategy

Expert Clinical Reference Group

suitable community residence for the young person. It is important to note that like all mental health service provision, there will be a range in the duration of admission.

5. Education resource essential: on-site school for Tiers 2 and 3

- Comprehensive educational support underpins social recovery and decreases the likelihood of the long term burden of illness. A specialised educational model and workforce is best positioned to engage with and teach this target group.
- Rehabilitation requires intervention to return to a normal developmental trajectory, and successful outcomes are measured in psychosocial functioning, not just absence of psychiatric symptoms.
- Education is an essential part of life for young people. It is vital that young people are able to access effective education services that understand and can accommodate their mental health needs throughout the care episode.
- For young people requiring extended mental health treatment, the mainstream education system is frequently not able to meet their needs. Education is often a core part of the Intervention required to achieve a positive prognosis.

Recommendations:

- a) Access to on-site schooling (including suitably qualified educators), is considered essential for Tiers 2 (day programs) and 3. It is the position of the ECRG that a Band 7 Specific Purpose School (provided by Department of Education, Training and Employment) is required for a Tier 3 service.
- b) As an aside, consideration should also be given to the establishment of a multi-site, statewide education service for children/adolescents in acute units (hub and spoke model).

6. Residential Service: Important for governance to be with CYMHS, capacity and capability requires further consideration

- There is no true precedent set in Queensland for the provision of residential or bed-based therapeutic community care (by non-government or private providers) for adolescents (aged up to 18 years) requiring extended mental health care.
- The majority of ECRG members identified concerns with regard to similar services available in the child safety sector. These concerns were associated with:
 - Variably skilled/trained staff who often had limited access to support and supervision;
 - High staff turn-over (impacting on consumer trust and rapport); and
 - Variable engagement in collaborative practice with specialist services such as CYMHS.

**Recommendations:**

- a) It is considered vital that further consultation and planning is conducted on the best service model for adolescent non-government/private residential and therapeutic services in community mental health. A pilot site is essential.
- b) Governance should remain with the local CYMHS or treating mental health team.
- c) It is essential that residential services are staffed adequately and that they have clear service and consumer outcome targets.

7. Equitable access to AETRS for all adolescents and families is high priority; need to enhance service provision in North Queensland (and regional areas)

- Equity of access for North Queensland consumers and their families is considered a high priority by the ECRG.

Recommendations:

- a) Local service provision to North Queensland should be addressed immediately by ensuring a full range of CYMIIS services are available in Townsville, including a residential community-based service.
- b) If a decision is made to close BAC, this should not be finalised before the range of service options in Townsville are opened and available to consumers and their families/carers.

Issues synopsis

SITUATION ANALYSIS:

- Barrett Adolescent Centre (BAC) is located within The Park – Centre for Mental Health (The Park) and provides a state wide service of extended treatment and rehabilitation for up to 15 adolescents with severe and complex mental health disorders.
- As part of the Queensland Plan for Mental Health 2007-2017, a capital allocation had been approved to rebuild BAC in a new location as:
 - The capital fabric of BAC is no longer able to meet the requirements of a contemporary model of care for adolescent extended treatment and rehabilitation; and
 - In the future, the Park will become exclusively a secure and forensic mental health facility..
- It was planned to build the Adolescent Extended Treatment and Rehabilitation Unit Redlands, adjacent to the Redlands Hospital. It was to be commissioned in 2014. Due to environmental and other issues, the Project could not proceed and has now ceased.
- The capital allocation previously attached to the rebuild has been reallocated to other capital priorities and capital funding is no longer available for a rebuild of BAC.
- It has become imperative that:
 - alternative contemporary service options be identified to replace the services currently provided by BAC; and
 - an implementation plan be developed to achieve these outcomes.

MEDIA PROGNOSIS

- This issue has already attracted significant negative media attention and will continue to do so for some time.
- There is a perception that adolescents requiring longer term mental health inpatient treatment will no longer be able to access that type of treatment. There is also a perception by some that any model other than BAC would be sub-standard.
- To reassure the community it is necessary to reiterate that care for these adolescents will continue, and that any service options put forward will be based on best practice and will provide patients with the highest quality care that is appropriate to their individual needs.

MAJOR ISSUES AND RESPONSES / FAQs

Has the expert clinical reference group made any recommendations?

The expert clinical reference group met for the last time on 24 April 2013, and submitted their seven recommendations to the overarching Planning Group. These recommendations identified the key components and considerations for how Queensland can best meet the mental health needs of

West Moreton Hospital and Health Service
Issues and Incident Management Plan

CURRENT STATUS

Media is aware of an impending decision regarding the future of Barrett Adolescent Centre.

KEY MESSAGES

- Adolescents requiring longer term mental health treatment will continue to receive the high quality of care suited to their individual needs.
- BAC will close at end of December 2013 when alternate service options will become available.
- The Park is secure and forensic adult mental health facility. As part of The Park, this means BAC is not an appropriate environment for the treatment of adolescents.

RECOMMENDED APPROACH

- Media holding statement in the first instance
- Media statement announcing decision
- Media statements – progress updates
- FAQs
- Letters to stakeholders
- Standard Ministerial response

EXHIBIT 442

JCH/500128

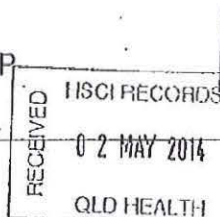


BR058395

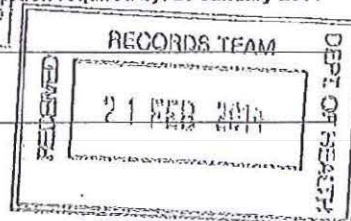
20/2/14

QCH/006662 P44

Department RecFind No:	BR058395
Division/HHS:	WMHHS
File Ref No:	MD0920140043

Briefing Note for NotingThe Honourable Lawrence Springborg MP
Minister for HealthRequested by: Chief Executive, West
Moreton Hospital and Health Service

Action required by: 29 January 2014

SUBJECT: Update on the Barrett Adolescent Centre**Recommendation**

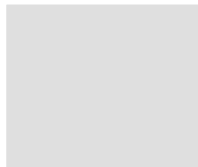
That the Minister:

Note that all inpatients and day patients of Barrett Adolescent Centre (BAC), West Moreton Hospital and Health Service (HHS) have been discharged to appropriate care options as of 24 January 2014.

Note The BAC service will remain open with reduced clinical staff for a period of time whilst they continue transitional support to all receiving services and finalise business requirements. Once transition processes are completed a formal joint announcement between West Moreton HHS and Children's Health Queensland will be made that the service has been closed and new service model announced.

APPROVED/NOT-APPROVED**NOTED****NOTED**

 LAWRENCE SPRINGBORG
 Minister for Health


 Chief of Staff

 20/2/14
 Minister's comments

16/02/14

<i>Please liaise with my office. Before the announcement is made.</i>

Briefing note rating

1

2

3

4

5

1 = (poorly written, little value, and unclear why brief was submitted). 5 = (concise, key points are explained well, makes sense)
 Please Note: All ratings will be recorded and will be used to inform executive performance.



24 JAN 2014

Department RecFind No:	BR058395
Division/HHS:	WMHHS
File Ref No:	MD0920140043

Briefing Note for Noting

Director-General

Requested by: Chief Executive, West
Moreton Hospital and Health Service

Action required by: 24 January 2014

SUBJECT: Update on the Barrett Adolescent Centre – closure of inpatient unit

Proposal

That the Director-General:

Note the current status of consumers and the changing clinical environment at the Barrett Adolescent Centre (BAC).

Provide this brief to the Minister for information.

Urgency

1. **Urgent** – BAC is now in final stages of closure as an inpatient service and all remaining inpatients have been discharged to alternate care options from Friday 24 January 2014.

Headline Issues

2. The top issues are:
 - All remaining BAC consumers have been discharged to appropriate care options. The BAC service will remain open with reduced clinical staff for a period of time while they continue transitional support to all receiving services and finalise business requirements.

Blueprint How does this align with the Blueprint for Better Healthcare in Queensland?

- Providing Queenslanders with value in health services – value for taxpayers' money.
- Better patient care in the community setting, utilising safe, sustainable and responsive service models – delivering best patient care.

Key issues

1. All BAC inpatients have been discharged and transitioned to appropriate care options. The remaining [REDACTED] were transitioned this week:
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
5. The holiday program at BAC in partnership with Aftercare finished on 23 January 2014. Overall, there was good engagement from the young people in the program. All remaining day patients were discharged on 23 January 2013 to appropriate mental health care providers.
6. West Moreton and Children's Health Queensland (CHQ) are currently preparing a joint statement about the closure of BAC and announcement about the future models of care.

Department RecFind No:	BR058395
Division/HHS:	WMHHS
File Ref No:	MD0920140043

Background

7. In August 2013, the Minister for Health announced that adolescents requiring extended mental health treatment and rehabilitation will receive services through a new range of contemporary service options from early 2014. CHQ is responsible for the governance of the new service options to be implemented as part of its statewide role in providing healthcare for Queensland's children.
8. The Minister for Health and West Moreton HHS Board gave a public commitment to ongoing provision of safe and comprehensive clinical care for BAC consumers during the transition to the new statewide adolescent extended treatment and rehabilitation services.
9. Regular contact has been provided with the parents/carers of BAC consumers by the BAC clinical team and executive staff of West Moreton. This is being managed through personal emails, phone calls and ongoing BAC Fast Fact Sheets.

Consultation

10. Dr Elisabeth Hoehn, A/Clinical Director, CHQ HHS.
11. Dr Anne Brennan, A/Clinical Director, BAC, West Moreton HHS.
12. Dr Bill Kingswell, Executive Director, Mental Health Alcohol and Other Drugs Branch.

Attachments Nil.

Recommendation

That the Director-General:

Note the current status of consumers and at the Barrett Adolescent Centre (BAC).

Provide this brief to the Minister for information.

EXHIBIT 442

Department RecFind No:	BR058395
Division/HHS:	WMHHS
File Ref No:	MD0920140043

APPROVED/NOT APPROVED

NOTED

IAN MAYNARD
Director-General

29 JAN 2014

To Minister's Office For Noting



Director-General's comments

Author	Cleared by: (SD/Dir)	Content verified by: (CEO/DDG/Div Head)
Laura Johnson	Sharon Kelly	Lesley Dwyer
Project Officer	Executive Director	Chief Executive
Mental Health and Specialised Services West Moreton Hospital and Health Service	Mental Health and Specialised Services West Moreton Hospital and Health Service	West Moreton Hospital and Health Service

23 January 2014

23 January 2014

24 January 2014