

Information for New headspace Services

Information for PHNs and prospective Lead Agencies
August 2025

Version 5

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1 Background

headspace National Youth Mental Health Foundation was established by the Australian Government in 2006 as an evidence-based early intervention mental health and wellbeing service for young people aged 12 - 25 years. Originally operating across 10 centres, the service has grown and diversified extensively from its origins to its current position as a strong and trusted voice for youth mental health and wellbeing across Australia.

At headspace, we believe in the power of youth. We get that there are times in life when things are tough, but we also know that young people are resilient and with the right support and tools, they can handle life's challenges. With a focus on early intervention, we work with young people to provide support at a crucial time in their lives - to help get them back on track and strengthen their ability to manage their mental health in the future. headspace offers a broad range of programs that work together to:

- deliver tailored and holistic services
- increase community awareness (with a focus on reducing stigma, improving mental health literacy and encouraging early help-seeking)
- develop and deliver education and training for service providers working with young people (including school teachers, youth workers, general practitioners, and others)
- generate, collate, disseminate and implement knowledge; and
- ultimately improve the lives of young people and their families and friends.

Ensuring we meet the evolving and unique needs of young people and those who support them is highly important to headspace. Therefore, young people are at the centre of everything we do and they play an active role in designing, developing and evaluating our programs.

With more than 3 million occasions of service provided, we have helped over 1 million young people get vital support through our national network of 170+ headspace services, online services and clinical programs.

2 The headspace Partnership

The establishment and operation of a headspace centre, satellite or other service is a collaborative process with organisations working in partnership. Young people, families and their communities benefit from the skills, resources and experiences contributed by all organisations involved.

Primary Health Network

Primary Health Networks (PHNs) assess the health care needs of their community and commission health services to meet those needs, minimising gaps or duplication. They support health services to connect with each other to improve people's care and strengthen the primary health care system.

Primary Health Networks (PHNs) have a strong understanding of local needs and drive service integration and connection. PHNs are responsible for commissioning headspace funds on behalf of the Department of Health Disability and Ageing. PHNs are responsible for contracting local Lead Agencies.

Lead Agency

The Lead Agency is commissioned by the **PHN** and is responsible for the establishment and ongoing management of the headspace service. The Lead Agency must have in place operational, clinical and cultural governance frameworks and structures appropriate to the delivery of clinical mental health services in a primary care setting.

Lead Agencies enter into a licensing agreement with headspace National and are responsible for ensuring all aspects of the headspace service align with the headspace Model. Alignment with the Model is monitored throughout the commissioning and establishment process.

Lead Agencies are not permitted to use headspace trademarks without express permission from headspace National and this permission is granted through the issuing of a Trade Mark Licence Deed.

headspace National

headspace National takes a leadership role in the development and delivery of evidence informed, early intervention youth mental health and wellbeing services across Australia, supporting the continued evolution of the headspace Model and the growth of the headspace network. It provides headspace services with resources, training and support to ensure the successful implementation of the headspace Model across Australia.

headspace National has a key role in the establishment of new headspace services, including provision of information, support and advice to PHNs during the selection of a Lead Agency. headspace National has an ongoing role in working with the Lead Agency and PHN to establish the service in alignment with the requirements of the headspace Model. Once headspace National is satisfied that the Lead Agency is able to fully meet the Model requirements, the Lead Agency will be issued with a licence (Trade Mark Licence Deed) to operate the headspace service.

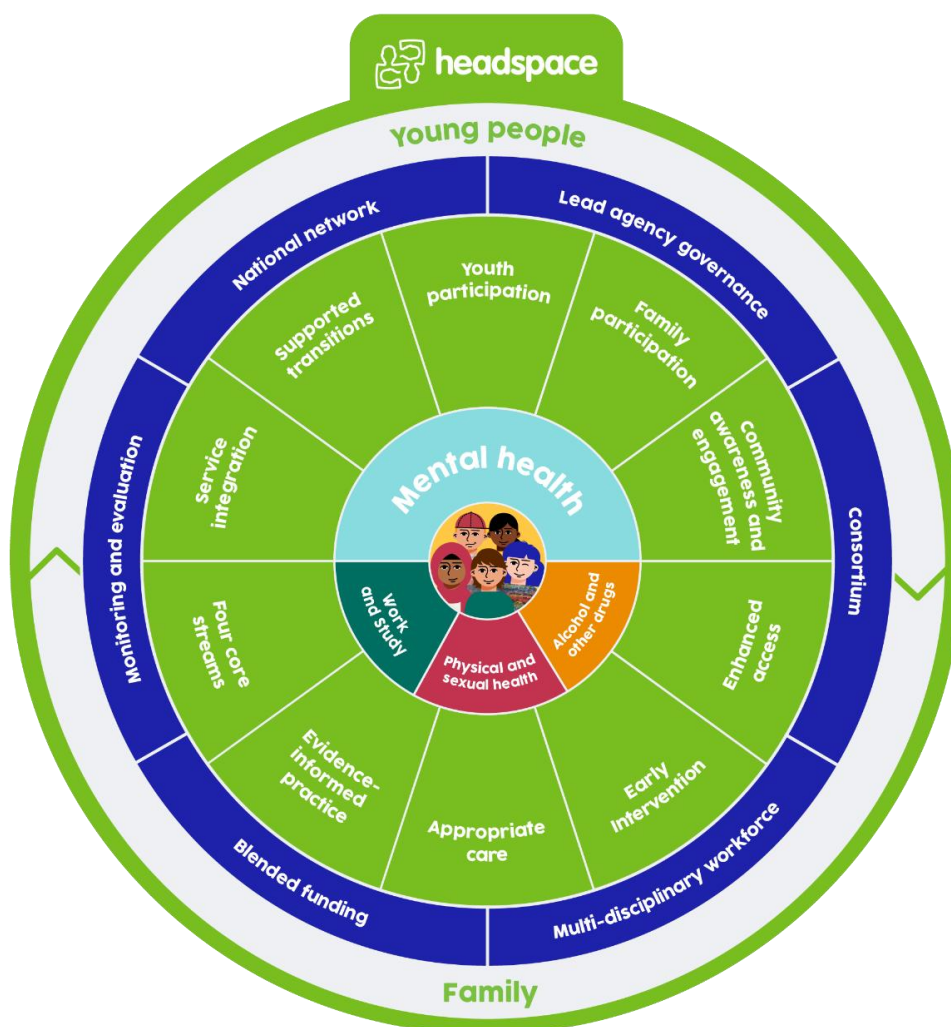
headspace National also ensures that services continue to be delivered in accordance with the Model by regular assessment through the headspace Model Integrity Framework (hMIF), which outlines minimum requirements that each headspace service must meet in order to demonstrate that they are delivering services in line with the headspace Model.

Department of Health Disability and Ageing

Funding from the Department of Health Disability and Ageing supports service infrastructure, general operating costs, and a core team of clinical, community awareness, administrative and management staff.

3 The headspace Centre Services Model

The headspace Centre Service Model comprises 16 core components that must be brought together, resourced and actively managed to successfully deliver a headspace service. These components and their rationale are described briefly below. A headspace centre is expected to demonstrate all 16 components of the model. Satellites and other services offer a reduced range of services and while the principles of the model remain the same, the expectations of these services are adjusted accordingly and are described in a separate document.



3.1 Youth Participation

Youth participation is the centring of ongoing involvement of young people, in the governance, and service planning, design, delivery, and continuous improvement of headspace services. The participation of young people in decision making is a key driver of the model. It is part of ensuring trauma-informed and culturally safe care. It is critical that headspace keeps young people at the centre of all its work so that services can continue to be responsive to young people's needs and preferences. Through youth participation, headspace acknowledges the expertise young people have in relation to matters that impact their health and wellbeing and their right to partake in decisions that affect them. Youth participation builds trust and mutual respect, and ensures headspace services remain credible, acceptable, appropriate and responsive to young people's needs. This in turn makes young people feel welcome, comfortable, safe, respected, valued and understood.

3.2 Family Participation

Family participation is the centring of ongoing involvement of family in the governance and service design, delivery, and continuous improvement of headspace services. headspace recognises the important role family have in supporting young people experiencing mental health and social and emotional wellbeing challenges. headspace understands that family is defined uniquely by each young person and is an integral part of a young person's circle of care. Family— whether by birth, choice or circumstance – hold a significant role in supporting a young person by fostering a sense of belonging and connection through their shared experience. The term family may include parents, caregivers, siblings, partners, Elders, kin, mentors and other community members who are viewed by the young person as people who play a significant emotional, cultural, faith-based or other role in their life. At headspace we acknowledge and respect the diversity of family across Australia.

Through the participation of family, headspace acknowledges the expertise family have in relation to matters that impact their young person's health and wellbeing. Family participation is critical in ensuring headspace remains responsive to young people's (and family's) needs and preferences. Over time this builds trust and mutual respect, and ensures headspace services remain credible, acceptable, appropriate and responsive to the needs of family. This in turn makes family feel welcome, comfortable, safe, respected, and valued

3.3 Community Awareness and Engagement

Community awareness and engagement refers to the ability of the service to work with the local community to increase mental health literacy, reduce stigma, encourage early help seeking and promote access to headspace services, while building strong relationships with young people, their families, other local services and the broader community.

Young people, their families and the general community must build their mental health literacy to:

- protect and promote their mental health
- be able to recognise when issues might need professional support
- reduce the stigma of mental health problems
- encourage a positive attitude to seeking help
- know where to go for appropriate support

Community awareness and engagement activities are intended to:

- focus on health promotion, in particular, increasing awareness of the headspace service and building the capacity of young people and family to increase mental health literacy, reduce stigma and encourage early help seeking
- build relationships with young people, families, the local community and local services to build awareness, understanding and trust in headspace and protect the reputation of the service locally
- enable local service customisation through deep engagement with the local community, allowing services to develop a thorough understanding of local issues and the needs of young people, their families and the broader community. This helps services to implement successful local solutions.

3.4 Enhanced Access

Enhanced access means that headspace services are engaging, youth friendly and set up to minimise the barriers young people typically encounter when seeking professional help. This enables early and easy access to services and supports effective help-seeking behaviour.

This component recognises that the headspace service must be designed and operated in a manner that reduces the many barriers that many young people face in accessing mental health services. This is particularly important at the entry point to the service pathway. These access barriers include:

- inaccessible, unknown or unsafe service location
- no/minimal public transport and free parking options
- cost barriers
- opening hours that conflict with study or work commitments
- restrictive service eligibility and referral criteria
- inflexible appointment scheduling
- language and sociocultural barriers
- a siloed service system that is not integrated through good service engagement pathways
- mental health service stigma.

3.5 Early Intervention

Early intervention refers to the identification and provision of intervention and support services as early as possible in the development of mental health difficulties to prevent or delay the onset of mental ill-health or reduce the impact associated with mental ill-health and improve outcomes. Adolescence and early adulthood represent critical periods in the prevention and treatment of mental health difficulties, along with any co-occurring difficulties.

The headspace initiative is based on the population health premise that only by intervening early will the burden of mental illness be reduced over time. Early intervention involves the provision of knowledge, appropriate treatment and psychosocial supports to help young people to build the skills and capabilities to respond to life's difficulties, recover from difficulties quickly and make an effective transition to productive adulthood. One of the key aims is to reduce impairment to physical health, social relationships and vocational engagement that ineffectively treated mental ill-health can cause.

An early intervention approach ensures that systems and structures are in place to ensure the right level of care is provided to young people at the earliest possible stage in their presentation.

3.6 Appropriate Care

Appropriate care refers to the provision of evidence-based interventions for each individual young person by matching the type, intensity, frequency, duration, location and mode of treatment to their presenting need. This includes an approach guided by a formulation which considers the indicated level of care required and considers factors such as risk and protective factors, stage of illness, comorbidity, psychosocial complexity, and developmental and sociocultural factors. Appropriate care also incorporates the concept of inclusive care for both the young person and their family.

headspace recognises that every young person is an individual with unique needs, preferences and sociocultural background. headspace also recognises that a young person's mental health exists along a continuum, from healthy functioning to severe, persistent and unremitting disorder, which present different care needs. All these factors should determine the care that the young person receives.

3.7 Evidence Informed Practice

Evidence-informed practice refers to the use of the best available evidence to guide service development, delivery, and continuous improvement. Sources of evidence include clinical guidelines; peer-reviewed literature; headspace National evaluation reports and publications; service delivery data; expert opinion; centre-based research and service evaluation; and the knowledge, skills and expertise of service providers, young people and families.

To effectively promote youth mental health and prevent and treat the development of mental health disorders, headspace service management and service providers must make decisions about how to optimally design, deliver, and continuously improve service delivery. These decisions need to be based on the best evidence available at the time, obtained from appropriate and multiple sources, and reviewed as required. Evidence-informed practice:

- supports service delivery to be informed by contemporary evidence-based practice in the early intervention of mental health care for young people
- supports services to utilise the data provided by young people and service providers to inform service activity and improvements
- supports clinical formulation and care planning during assessment, service delivery and review
- helps services and clinicians to determine whether chosen interventions are likely to have the desired outcome(s)
- helps service providers respond ethically to problems of scarce clinical resources
- improves transparency and accountability of clinical decision-making
- involves and empowers young people and families as informed participants in their own care
- helps drive organisation-wide continuous learning.
- Evidence-informed practice is characterised by:
 - using data to inform service activity and improvements
 - openness to new ideas; ongoing discussion, reflection and review; holistic and systemic thinking
 - leaders who encourage detection of problems, comprehensive analysis of potential causal factors and implications, and the generation and implementation of well-informed solutions
 - service providers who are skilled at creating, or acquiring, and transferring knowledge
 - increased capacity to prepare for, respond and adapt to unforeseen events.

3.8 Four Core Streams

Four core streams refers to the provision of an enhanced primary care platform with four core service streams — mental health, physical and sexual health, alcohol and other drugs, and work and study support to holistically address the main mental health and the social and emotional wellbeing needs of young people within the local community.

headspace services are integrated service hubs that provide holistic assessment and management of young people's mental health and social and emotional wellbeing needs across, at a minimum, the four core primary care service streams of mental health, physical and sexual health, alcohol and other drugs, and work and study services. Although all four core streams are described in separate subcomponents, the expectation is that these service streams are provided through an integrated approach to meet the holistic care needs of young people accessing headspace services.

Implementation and integration of the four core streams:

- addresses the main mental health and social and emotional wellbeing needs of adolescents and young adults
- acknowledges the interdependent nature of a young person's mental health, physical and sexual health, alcohol and other drug use, and work and study engagement
- ensures that any co-occurring difficulties can be readily identified and addressed through holistic and coordinated service provision
- provides multiple 'soft entry' points to mental health care for young people experiencing unrecognised mental health difficulties, or where the stigma of mental illness has created a barrier to accessing help.
- Onsite availability of all 4 service streams should be the aim of headspace services.

3.9 Service Integration

Service integration means bringing services together to function as one and providing a seamless service experience for a young person, particularly if they require integrated care involving multiple service providers and supports.

For service providers, service integration:

- clarifies roles and responsibilities
- seeks to minimise gaps and reduce fragmentation of care
- promotes continuity of care
- improves service efficiency, effectiveness and resource allocation
- reduces duplication of effort
- reduces incidence of inadequate or over-treatment
- aims to improve communication between services.

For young people and families, service integration:

- places them at the centre of all efforts to address their health and wellbeing needs
- ensures their needs and personal preferences are communicated to and understood by all team members
- facilitates coordinated access to the right combination of services that can be tailored to meet their needs and preferences
- reduces the need for them to repeat information if they receive care from multiple providers
- supports them as they transition between services and service providers
- ensures young people with multiple diagnoses and complex care needs receive most appropriate care
- improves health outcomes and service experience.

3.10 Supported Transitions

A supported transition is a formal handover that proactively transfers a young person's care to another service provider within or outside the headspace service. It occurs in a way that supports the ongoing engagement of the young person and continuity of care between service providers. Transitions can happen as part of integrated shared care or at closure of an episode of care from the headspace service. Transitions can occur for several reasons including a young person's preferences, age, geographic relocation, or need for integrated (shared care) or a more specialised service.

Supported transitions can increase the likelihood that young people establish and maintain engagement with appropriate services and reduce the risk of young people disengaging from services. They help young people and family navigate the mental health care system, connect them with appropriate services and enable ongoing help seeking.

3.11 National Network

National network refers to the network of headspace services across Australia that collaborate to share learning, innovation and best practice, and in turn facilitate continuous improvement of services to enhance youth mental health and wellbeing outcomes. It is composed of:

- all headspace centres, satellites and other services
- headspace National
- Primary Health Networks
- Lead Agencies
- consortia
- Youth Reference Groups
- Family Reference Groups

The headspace national network provides a strong platform to leverage the collective strength of its components. As such, participation in and contribution to the national network supports and strengthens individual headspace services by:

- attracting young people, service providers and additional revenue streams through association with the unique, well-established and memorable headspace brand
- enabling participation in nationwide workforce education, training and professional development opportunities
- enabling participation in national rollouts of successful pilot projects
- helps achieve nationally consistent implementation of the headspace model
- provides opportunities for headspace services to learn from each other, enabling them to improve service provision
- augments young people's care through access to other headspace initiatives such as:
 - eheadspace
 - headspace Telepsychiatry
 - headspace Schools and Communities
 - headspace Vocational Services (Work and Study and Career Mentoring)
 - informs the evolution of the headspace model to better meet changing local and national service requirements
 - enables the broader roll-out of locally successful projects.

3.12 Lead Agency Governance

Lead Agency governance refers to the people, systems, processes, policies and procedures through which responsibility and accountability for corporate, clinical and cultural governance is assigned and exercised in order to ensure the delivery of safe, high-quality and inclusive headspace services for young people and families.

Effective corporate, clinical and cultural governance systems and processes ensure that headspace services provide high-quality, safe and effective youth mental health care that is inclusive and meets the needs of the local community. This means that:

- there is strong oversight of the corporate operations, clinical practices, cultural safety and relevance of each headspace service
- there are identified lines of accountability, responsibility and escalation for the functioning of each headspace service
- services operate according to the headspace model, with core functions and supporting structures
- service safety and quality of care issues are monitored, assessed and actioned
- service performance issues are monitored, assessed and actioned
- service resourcing needs are monitored, assessed and actioned
- the service is suitably staffed with a workforce that is appropriately qualified and credentialled

3.13 Consortium

The consortium is a collaborative advisory group made up of local service providers and organisations that work with a Lead Agency to provide partnership opportunities, strategic direction and resources to enhance the headspace service's capacity to meet local community needs. headspace services also form partnerships in their community beyond the consortium to further enhance the wellbeing of young people in their communities. The people or organisations may be included in the regular consortium membership or on an ad hoc basis.

The purpose of the consortium is to ensure an integrated, holistic approach to local service delivery. The consortium plays an important role in ensuring the specific needs of their community are met. For this reason, it is important to ensure there are mechanisms for participation of young people and family in the consortium.

The consortium is important to the development and establishment of a headspace service as it provides opportunities to develop a collaborative network of services in the local community. The engagement of local community organisation leaders across service types ensures the breadth of expertise, knowledge and perspectives that will support a headspace service.

By fostering collaboration among stakeholders, the headspace service and its Lead Agency can use available skills and resources effectively and efficiently. Positive outcomes from a headspace consortium include:

- strengthened relationships between local community organisations and the headspace service, leading to improved pathways between services and increased community collaboration around priority issues
- greater community buy-in and a sense of shared ownership of, and commitment to, the headspace service
- a clearer understanding of the local community, including specific health issues and determinants of those health issues. Importantly, it will also inform the Lead Agency and headspace service about the availability of resources to address these issues
- advocacy for, and attraction of, additional resources for the headspace service and wider community
- improved health and wellbeing outcomes for young people.

3.14 Multidisciplinary Workforce

Multidisciplinary workforce refers to the clinical and non-clinical workers required from a range of disciplines and backgrounds – with the right knowledge, skills and expertise – who work together to holistically meet the mental health and social and emotional wellbeing needs of young people, and their family, within the local community.

An appropriately configured multidisciplinary workforce enables the headspace service to

- meet the needs of the local community and build workforce capacity through planning strategies
- deliver or facilitate access to holistic care via the four core streams
- provide integrated, team-based care that benefits from different professional perspectives and a range of evidence-based interventions
- have the appropriate knowledge, skills and experience to work holistically with young people and family.

3.15 Blended Funding

Blended funding refers to the use of multiple funding streams and in-kind contributions to increase income diversity, flexibility and the sustainability of the service in accordance with the needs of the headspace service, young people and their community to ensure access to no-cost or low-cost services.

Grant funding from the Australian Government Department of Health, Disability and Ageing supports service infrastructure, general operating costs and a core team of clinical, community awareness, administrative and management workers. Each headspace service is expected to develop a broad funding base to supplement this funding according to local need, including through the engagement of private practitioners funded via Medicare to support additional capacity. The blended funding model:

- enables delivery of services beyond the minimum covered by grant funding
- helps ensure services can be provided at no cost or low cost to young people
- improves flexibility of resource allocation at a local level
- facilitates growth and improves service sustainability.

3.16 Monitoring and Evaluation

Monitoring and evaluation refer to the continual collection, review and analysis of service data to facilitate service planning, delivery and continuous improvement for headspace services, Primary Health Networks and the national network. headspace places a high priority on monitoring and evaluation and has comprehensive data collection systems in place to support these processes.

Data at headspace are collected in accordance with the headspace Minimum Data Set (hMDS) and collected via hAPI. Data are collected on all services delivered by the headspace service to enable headspace to:

- demonstrate service outputs and outcomes to the Australian public
- meet national reporting requirements (including the Australian Government's Primary Mental Health Care Minimum Data Set (PMHC-MDS))
- inform local and national service planning, coordination and continuous improvement
- enable local and national evaluation and research relating to headspace service.