

**ORYGEN  
STRATEGIC  
PLAN**

**2022  
2027**

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Orygen acknowledges the Traditional Owners of the lands we are on and pays respect to their Elders past and present. Orygen recognises and respects their cultural heritage, beliefs and relationships to Country, which continue to be important to the First Nations people living today.



## **VISION**

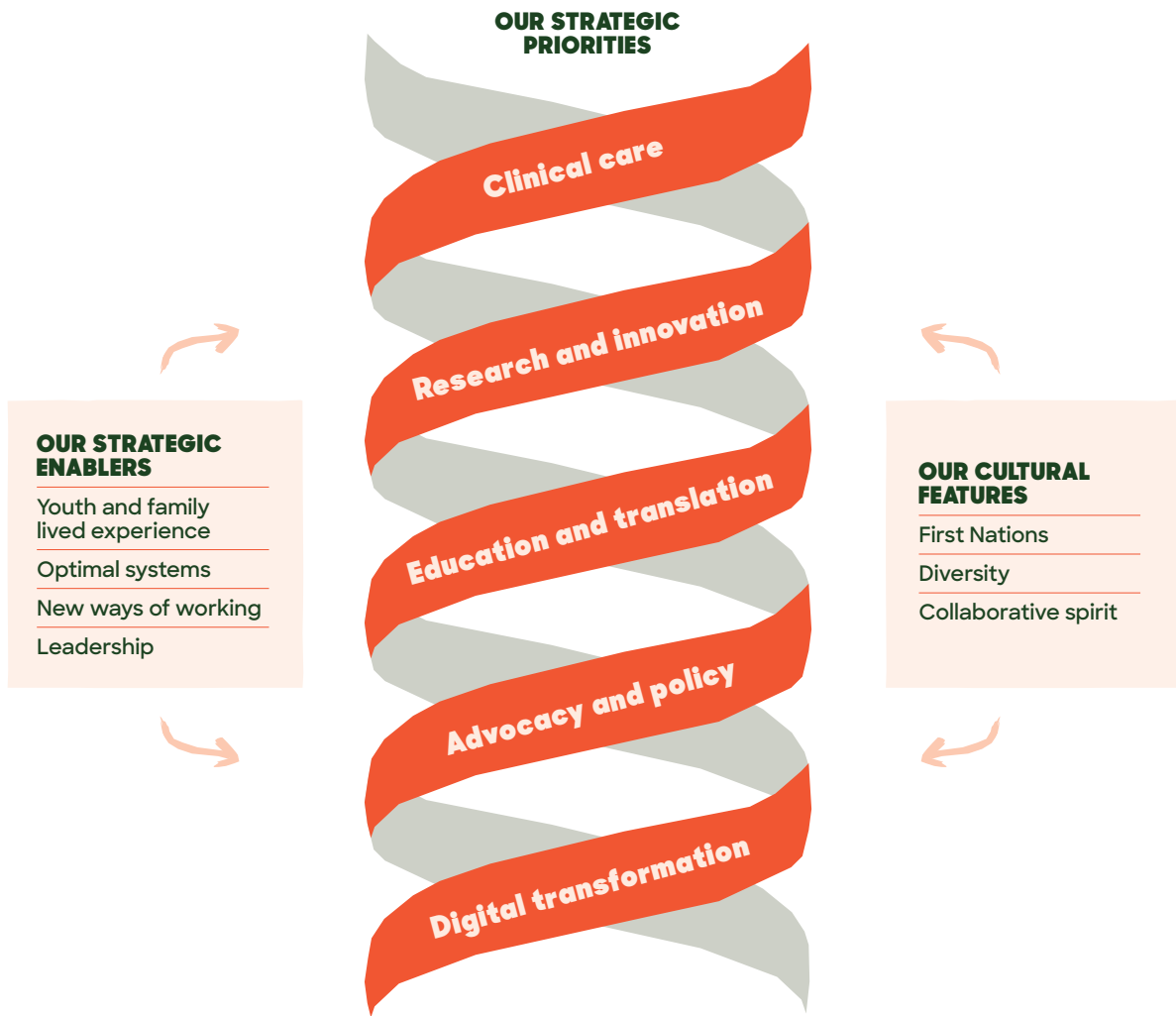
**FOR YOUNG PEOPLE TO ENJOY OPTIMAL MENTAL HEALTH AS THEY GROW INTO ADULthood**



## **MISSION**

**TO REDUCE THE IMPACT OF MENTAL ILL-HEALTH ON YOUNG PEOPLE, THEIR FAMILIES AND SOCIETY**

# OUR STRATEGY 2022-2027



To deliver on this commitment we are guided by:

**OUR MISSION**

For young people to enjoy optimal mental health as they grow into adulthood.

**OUR VISION**

To reduce the impact of mental ill-health on young people, their families and society.

**OUR VALUES**

Respect | Accountability  
Teamwork | Innovation  
Excellence



## OUR STRATEGIC ENABLERS

### ORYGEN'S STRATEGIC PLAN IS ENABLED BY:

#### Youth and family lived experience

To ensure the voice of young people with a lived experience, their families and supporters, is at the heart of everything we do



#### Contemporary systems

Build and ensure optimal data analytics systems, streamlined platforms and processes, and financial sustainability



#### New ways of working

Deliver and retain an innovative, capable and highly engaged workforce



#### Leadership

Guide the organisation to deliver on the Orygen strategic plan 2022-27, by providing clarity of the vision to all staff and stakeholders



## OUR STRATEGIC PRIORITIES

#### Clinical care

Provide a quality, evidence- and rights-based approach to care that embraces opportunities for early intervention and ensures stigma-free access and supported-decision making with young people and their families

#### Research and innovation

To focus our research on understanding the origins and mechanisms of mental illness, and improving clinical services delivery, to promote prevention, optimise recovery, translate outcomes and drive policy change

#### Education and translation

Lead and build the capacity of other mental health providers and systems to deliver quality mental health care, nationally and globally

#### Advocacy and policy

To identify policy and advocacy related-opportunities, which puts us at the forefront of positive change

#### Digital transformation

Revolutionise youth mental health care by bringing together the best of technology, research, innovation and clinical services to support young people



## OUR CULTURAL FEATURES

### OUR AMBITION IS TO:



Deliver on our Statement of Commitment to First Nations people



Build the field of mental health through a collaborative leadership model



Attract and empower a diverse and inclusive workforce



## CALL TO ACTION

“

The challenges today's generation of young people face are unprecedented and uniquely hard to navigate. And the effect these challenges have had on their mental health is devastating. Recent surveys of young people have shown alarming increases in the prevalence of certain mental health challenges. Ensuring healthy children and families will take an all-of-society effort, including policy, institutional, and individual changes in how we view and prioritize mental health.

”

Vivek H. Murthy, M.D., M.B.A., Vice Admiral, U.S. Public Health Service, Surgeon General of the United States



“  
It is nice to talk to someone  
who listens and gives  
a different perspective with  
their own experiences in life.  
”

“  
I felt Orygen Recovery was a very  
welcoming environment and felt it  
benefited me greatly and I would gladly  
come back. I loved all the staff and  
other young people and overall it was  
an amazing experience and  
I feel I have gained so much from it.  
I feel so supported and it has given me  
newfound confidence.  
”



# FOREWORD



PROFESSOR SIR  
EDWARD BYRNE AC KT



PROFESSOR  
PATRICK MCGORRY AO

“  
*THE CRISIS CONSISTS PRECISELY  
IN THE FACT THAT THE OLD IS DYING  
AND THE NEW CANNOT BE BORN.*

”  
Antonio Gramsci - Italian Philosopher

The major health threat to the lives and futures of young people around the world is mental ill health, and it is a threat that has been growing at an alarming rate in recent years. Orygen was established in 2002 to meet this public health crisis well before its scale and significance was perceived and understood.

So, this year we celebrate not only the 20th anniversary of Orygen as an independent translational medical research institute but also the 30th anniversary of EPPIC, the Early Psychosis Prevention and Intervention Centre the paradigm shift and prototype that paved the way for Orygen and the youth mental health reform movement.

Paradigm shifts are hard won, held back by inertia and resistance, as the opening quote captures. While we are well beyond the birth of the youth mental health paradigm the future of the child is not by any means assured. Convincing policy makers, the general public and wider society that youth mental health is not only a top health and human rights priority, but one with a potentially huge return on investment needs a lot of work. Hence the spread, maturation and embedding of this evidence informed reform remains a major global challenge.

Orygen's vision and mission remain precisely the same as when we started. We aim to transform the landscape and create a much better future for young people by dramatically reducing the impact of mental ill health on their lives and futures, through prevention, early intervention and effective treatment and care. It is important to remember that we are building Orygen not merely to build an institute, but to contribute to the assembly of a whole new field, a sustainable field to fill a yawning gap in the academic, clinical and social landscape, one which will transform health and socioeconomic outcomes for young people and strengthen society.



Every building project needs a plan, and we have constructed a series of strategic plans over the years which have guided our endeavours and enabled us to measure our progress. The rich fruit of such plans includes headspace, including its national platform of 152 enhanced primary care centres, National Health and Medical Research Council (NHMRC) program grants, National Institute of Mental Health (NIMH) and Wellcome research grants, our purpose-built facility at Parkville, the mandate for youth mental health reform realised through the Victorian Royal Commission, Orygen Digital, Orygen Global, and the Orygen Institute. Many other tangible outcomes locally, nationally and globally are a direct result of specific objectives set in strategic plans so far.

Though progress has been made in our first 30 years, in many ways we are still at base camp. In the words of President Biden, we at Orygen (like the Irish he was speaking of) are “nostalgic for the future”. Nostalgia of this kind connects the past to the future, and our history so far is something we should be both proud and humble at the same time.

In 2022, with ideas and proposals from an array of internal and external stakeholders, including young people, families, clinicians, researchers, collaborators and critical friends, we have devoted time, thought and energy to producing a new and reimaged strategic plan for the next five years. This plan reflects the new and future scale and scope of Orygen, with five strands or pillars of our work interwoven in synergy. These strands comprise research, clinical care, knowledge translation, policy and advocacy and digital, all powered and influenced by the voice and wisdom of lived experience.

The immediate context for the delivery of this strategic plan is the authorising environment of the Royal Commission, which empowers us to fully integrate everything we do under the one governance roof. This provides a unique opportunity to create in real life - across a large region - a visible demonstration of optimal youth mental health care enriched with innovation, research and continuous learning and translation. The assembly of new platforms for research and for scaling up reforms far beyond the north western region of Melbourne is another dimension to this future scenario.

As with any plan, there is a need to prioritise and sequence the steps, and to adequately fund and resource them, however there are several distinct fronts on which progress will be occurring. While these fronts involve specialised expertise and content, the new plan values and demands the overlap, integration and synergy that is now possible with the new governance and leadership structure that we are about to finally achieve after a long struggle. Structure follows function and this is a principle we will soon be able to fully embrace.


I would like to offer my heartfelt thanks to our strategic planning team led by Sarah Hirschi, Casey Hazlett, the Orygen Board, the Executive Leadership Team, John Harte and the team at Integrity Governance, who facilitated the process and captured the rich array of inputs, and all of our staff, young people, families, and our collaborative colleagues and critical friends, for their invaluable contributions to this plan, which will inspire and guide us into the future.

“  
**THE LURE OF AN IMAGINARY  
LAND? TRAVELING SOMEWHERE  
THAT DOESN'T EXIST? OF COURSE,  
I'M COMING.**  
”

Floki - Vikings: Season 4, Episode 10: “The Last Ship”



**PROFESSOR SIR  
EDWARD BYRNE AC KT**  
CHAIR, ORYGEN  
LIMITED BOARD



**PROFESSOR  
PATRICK MCGORRY AO**  
EXECUTIVE DIRECTOR



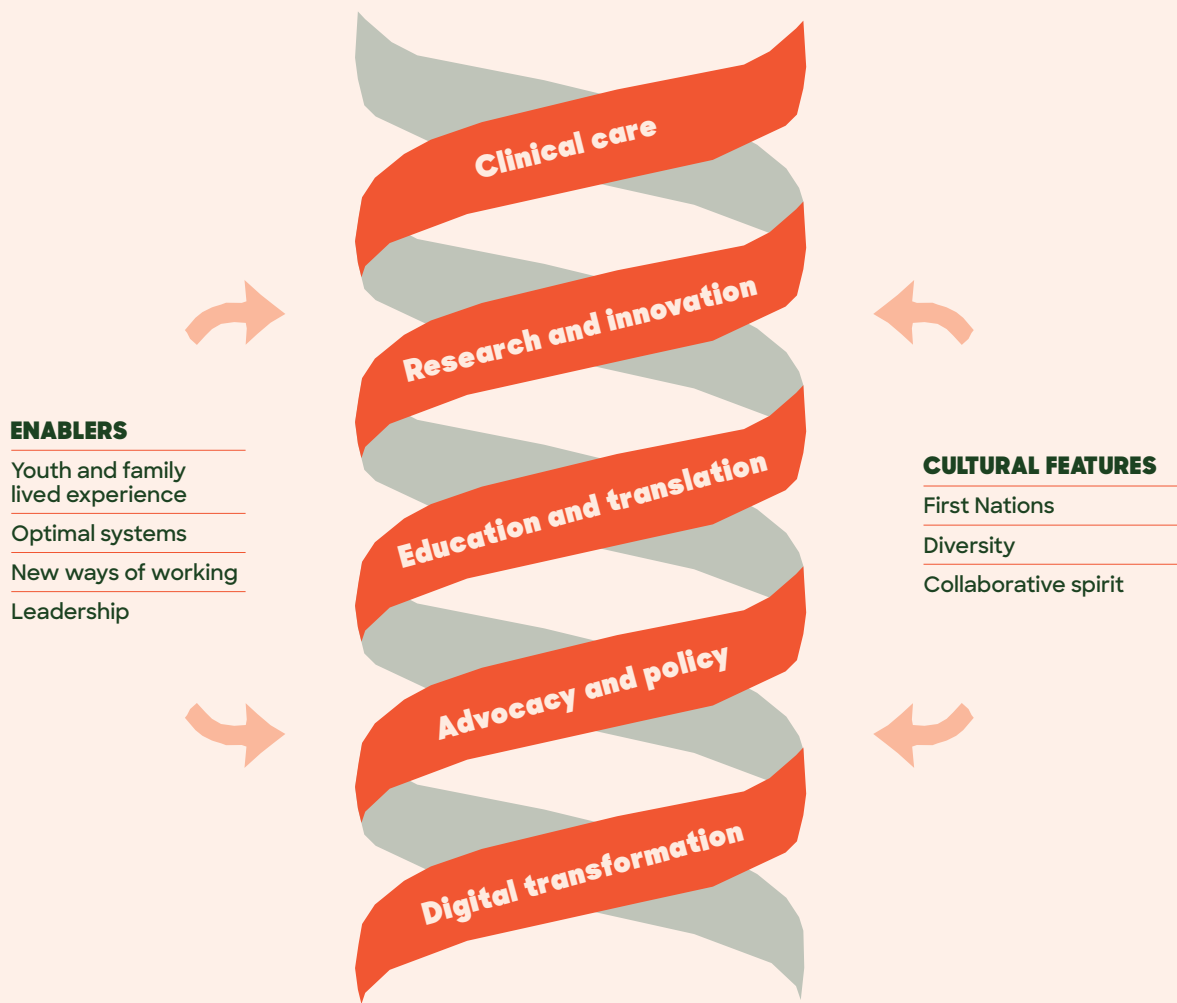
# OUR ECOSYSTEM

Orygen will secure its role as the wellspring and epicentre of a global collaborative movement to build the field of youth mental health to respond to the dominant and growing health and social threat to young people’s lives and futures.

We will re-imagine and lead the way clinical care is provided, to ensure young people are supported to achieve their full potential.

This will be achieved by our holistic approach, including the unique integration of:

- youth and family engagement;
- scientific research, technology and co-creation;
- the generation, education and support of new workforces;
- the assembly and spread of safe, innovative and integrated cultures of care; and
- powerful advocacy and policy solutions.



## OUR MISSION

For young people to enjoy optimal mental health as they grow into adulthood.

## OUR VISION

To reduce the impact of mental ill-health on young people, their families and society.

## OUR VALUES

Respect | Accountability | Teamwork  
Innovation | Excellence

# OUR STRATEGIC HORIZONS

We have taken a considered approach, in phasing our strategic priorities, considering our risks and challenges, to ensure we are providing the best outcomes for young people and their families.

The three horizons below (Figure 1.) show how we are concurrently actively managing and investing in strategic priorities over time. The investment in our strategic priorities has been summarised in the horizons below. The time axis represents when we expect to see results from each horizon. We anticipate the investment of resources into Horizon 3 strategic priorities, will result in the overall success of the 2022-27 Orygen Strategic Plan.

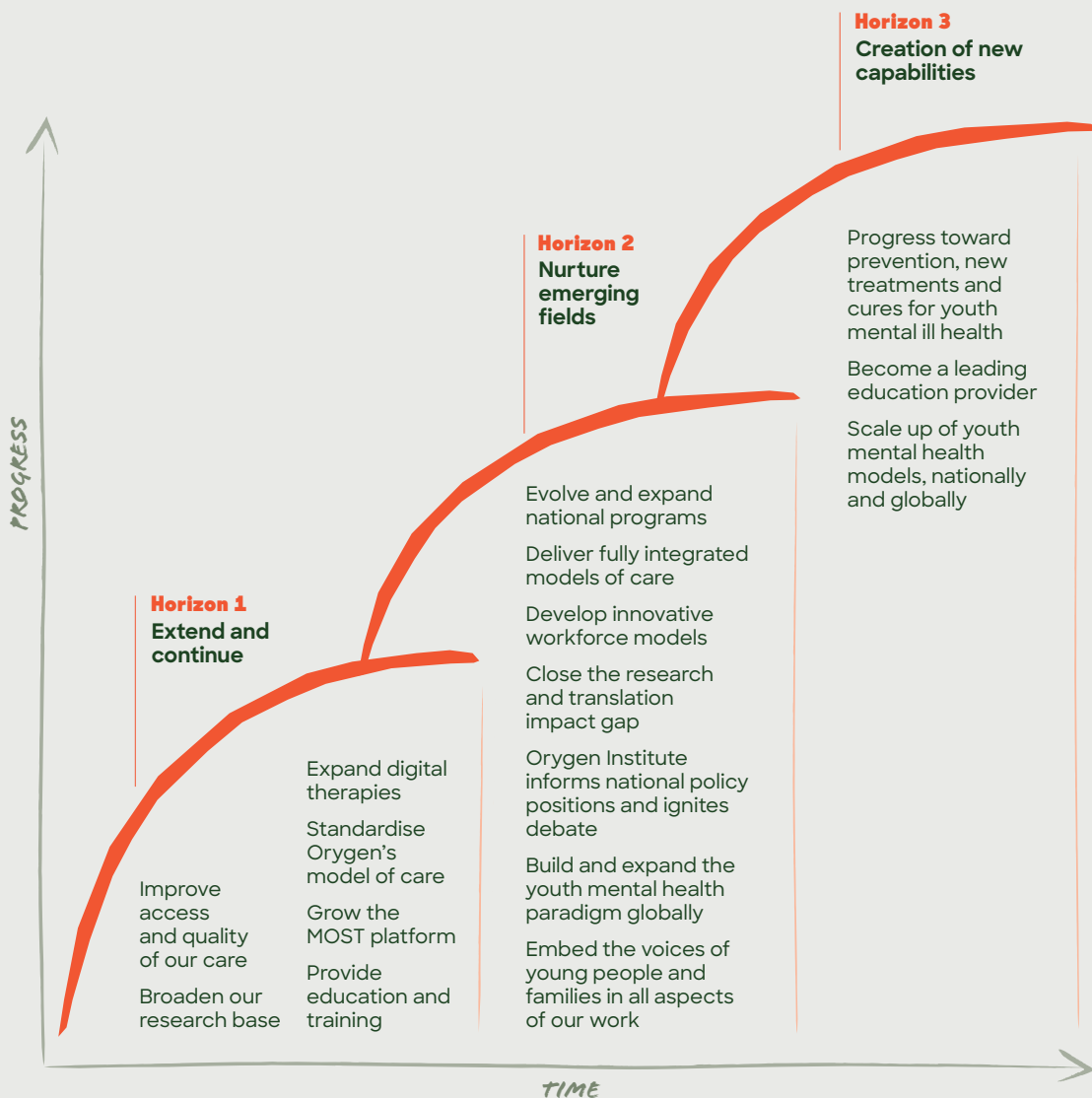


Figure 1.  
Three horizon model.  
Drawn from the McKinsey <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/ending-ideas-the-three-horizons-of-growth>

# CONTEXT AND DRIVERS

## A CALL TO ACTION: RISING TIDE OF MENTAL ILL-HEALTH IN YOUNG PEOPLE

“The challenges today’s generation of young people face are unprecedented and uniquely hard to navigate. And the effect these challenges have had on their mental health is devastating.” US Surgeon General.

Research and data indicate a rising tide of mental health conditions in young people. With new forces of inequality, wealth transfer and climate change, we now have a dire situation whereby 75% of young people will have mental ill-health before the age of 25, with 50% being affected before 15 years of age. While exacerbated during the COVID19 pandemic, the worldwide trends in declining youth mental health have been evident for decades.

This has been reported in media, discussed within communities, been a focus for global research funders, and now acknowledged by decision makers and political leaders as a crisis.

There is an opportunity to be the local, national and global leader in thinking, action and innovation; building our understanding of the drivers behind the surge in youth mental health concerns; and how our society, health and social systems, clinical services and treatments can respond.

## ONCE IN A GENERATION VICTORIAN REFORM

“The future youth mental health and wellbeing service stream will benefit from the fact that Victoria is home to Orygen, Australia’s largest mental health research entity.” Royal Commission into Victoria’s Mental Health System Final Report.

The Royal Commission into Victoria’s Mental Health System has delivered a once in a generation mental health reform process which means that Victoria is potentially uniquely placed as the epicentre of youth mental health reform globally. There are significant opportunities for Orygen, including:

- Providing integrated youth mental health services from primary to area-based specialist care in north-west Melbourne (involving the transfer of Orygen Specialist Program from Melbourne Health to Orygen).
- Designing youth mental health service models to be implemented across the state.
- Leading new research discoveries and innovation in youth mental health prevention and care that can be translated into Victorian youth mental health services and far beyond.

## MEGATRENDS SHAPING THE WORLD AROUND US

Global megatrends are changing the way we work, how we connect, where we live, the way we deliver services and the things we prioritise. These social, environmental, geo-political, economic and technological forces are driving innovation and advancements, while also impacting our sense of security, equity and wellbeing, particularly for young people.

As a world leader with an ambitious vision to support young people achieve optimal mental health, our strategic plan will need to recognise and respond to both the challenges and the significant opportunities these trends will deliver.

“These challenges also tell us where the most powerful innovation can be found, when we see a different future and leverage science to create it.” Dr Larry Marshall, Chief Executive, CSIRO



# OUR STRATEGIC PRIORITIES

The landscape of mental ill-health is changing globally, and the need for new understanding, discovery, prevention, and expert systems of care never greater. As a world leader with the ambition to address this public health challenge, we embrace this context with its opportunities and challenges.

## CLINICAL CARE

Provide a quality, evidence and rights-based approach to care that embraces opportunities for early intervention and ensures stigma-free access and supported-decision making with young people and their families.



### Orygen will:

- Maintain our focus on the experience, efficacy and quality of the care.
- Ensure the best quality clinical care is accessible to all young people, no matter their background or financial position.
- Deliver an integrated, and digitally enhanced, model of youth mental health care for young people experiencing everything from mild to complex or severe mental ill-health.
- Provide early intervention, including supported decision-making with young people and their families, and a collaborative care approach.
- Become the provider, partner or influencer of youth mental health care state-wide, nationally and in other jurisdictions worldwide.
- With acknowledgement of our higher standard of care, commission specific services for the Federal government and provide trusted technical advice in relation to youth mental health service model development and best practice.

## RESEARCH AND INNOVATION

To focus our research on understanding the origins and mechanisms of mental illness, and improving clinical services delivery, to promote prevention, optimise recovery, translate outcomes and drive policy change.



### Orygen will:

- Embed research as a normal part of clinical service delivery and design of service models to support an integrated system of care and close the research/ translation/ impact gap.
- Strategically engage with and actively partner with diverse communities across Australia and internationally in our research studies and programs.
- Broaden our contribution to evidence and knowledge by conceiving and conducting innovative, ground-breaking research.
- Establish efficient and effective processes and systems to support our research.





## EDUCATION AND TRANSLATION

To lead and build the capacity of other mental health providers and systems to deliver quality mental health care, nationally and globally.



### Orygen will:

- Provide workforce education, training and development opportunities to build capacity and capability.
- Become a leading education provider, through scaling up, and expansion of, service reform.
- Provide context-focused advice to support service and workforce needs.
- Partner with services to support implementation of best practice.

## ADVOCACY AND POLICY

To identify policy and advocacy related opportunities, which puts us at the forefront of positive change.



### Orygen will:

- Produce independent, expert, evidence-based youth mental health policy advice and analysis.
- Build the Orygen Institute.
- Develop and implement a strategy to optimise policy and advocacy partnerships.
- Drive the translation of policy advice and recommendations into funding, system and service changes.
- Implement the Orygen Exchange and include the use of external thought leaders.

## DIGITAL TRANSFORMATION

To revolutionise youth mental health care by bringing together the best of technology, research, innovation and clinical services to support young people.



### Orygen will:

- Lead a digital revolution in youth mental health.
- Grow the uptake and impact of the MOST platform.
- Continue to develop new operating models and structures for Orygen Digital.
- Expand our innovation including in virtual reality, mobile apps and other new digital therapies.
- Deliver and expand successful research pilots and trials in digital mental health.
- Scale-up MOST nationally and globally with new funders and partners.



# OUR STRATEGIC ENABLERS

## YOUTH AND FAMILY LIVED EXPERIENCE

To ensure the voice of young people with a lived experience, their families and supporters, is at the heart of everything we do



### Orygen will:

- Work side-by-side with young people, their families and supporters, in all aspects of our work, including governance and clinical care.
- Develop a youth lived experience and youth participation framework based on existing research and theories, in partnership with young people and their families and supporters, with the view to embed a consistent approach throughout the organisation.

## NEW WAYS OF WORKING

Deliver and retain an innovative, capable and highly engaged workforce



### Orygen will:

- Integrate specialist clinical training programs into workforce development.
- Identify and attract the next generation of youth mental health talent, building a capable workforce and pipeline.
- Develop and execute retention strategies.
- Develop exchange programs to support career development.
- Be an employer of choice.
- Build a high-performance culture fostering individual and team successes.
- Strengthen our systems and processes to support and empower our staff.
- Build lived experience leadership and peer workforces.



“  
ORYGEN SHOULD ACTIVELY COMBINE THINGS SUCH AS WORK, SCHOOL, COMMUNITY ENGAGEMENT, FAMILY THERAPY, SOCIAL SERVICES THESE ARE ALMOST EQUALLY AS IMPORTANT AS CLINICAL SERVICES SUCH AS PSYCHOLOGISTS AND PSYCHIATRISTS.  
”

Young person



## CONTEMPORARY SYSTEMS

Build and ensure optimal data analytics systems, streamlined platforms and processes, and financial sustainability



### Orygen will:

- Design and establish a fit-for-future, and sustainable, technology and process environment, which enables staff to effectively and efficiently undertake their role. These areas include technology, risk management, finance, payroll, and people and culture systems.
- Explore opportunities to harness new technology to deliver the best data and insights to inform our decisions and drive better outcomes.
- Secure diverse and sustainable income, which enables growth.
- Seek and prudently manage funding from the full range of government, philanthropic, and corporate sources.
- Deliver communications in a clear, cohesive and consistent manner.
- Build awareness of the Orygen brand, nationally and globally.
- Facilitate partnerships, collaborations and enhance key stakeholder relationships.

## LEADERSHIP

Guide the organisation to deliver on the Orygen strategic plan 2022-27, by providing clarity of the vision to all staff and stakeholders



### Orygen will:

- Empower staff with skills and resources to execute the strategic plan.
- Encourage staff to adopt the values in their day-to-day organisational behaviour.
- Prioritise agility and clarity of decision-making.
- Ensure the safety of young people, our staff and volunteers and adherence to legal and regulatory obligations.
- Provide effective leadership and direction supported by our values and a compelling employee value proposition.

“

*BECAUSE YOU CAN NEVER TRAIN SOMEONE TO DO SOMETHING AS WELL AS SOMEONE WHO HAS LIVED IT CAN DO IT.*

”

Young person



# OUR CULTURAL FEATURES

## STATEMENT OF COMMITMENT TO FIRST NATIONS PEOPLE

Orygen will deliver on our commitment to the mental health and social and emotional wellbeing of First Nations young people, and to the broader aspirations of First Nation people in Australia. Orygen will work in partnership with other Aboriginal organisations to ensure Aboriginal young people are receiving culturally safe models of care.

## DIVERSITY

Orygen will attract and empower a diverse and inclusive workforce, no matter where they are located, and irrespective of gender, disability, sexuality, race, ethnicity, religion, social or economic circumstances.

## COLLABORATIVE SPIRIT

Orygen will work to build the field of mental health through a collaborative leadership model, working with global leaders.



“  
*NO YOUNG PERSON SHOULD BE HAVING  
 TO EDUCATE THEIR OWN WORKERS ABOUT  
 THEIR IDENTITY AND HOW IT EFFECTS THEIR  
 MENTAL HEALTH.*  
 ”

Young person

## FOUNDING MEMBERS

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**REVOLUTION  
IN MIND** *ory  
gen*

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**GET IN TOUCH**

IF YOU'D LIKE MORE  
INFORMATION ABOUT  
ORYGEN, PLEASE CALL  
**+61 3 9966 9100** OR  
SEND AN EMAIL TO  
**INFO@ORYGEN.ORG.AU**

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**ORYGEN.ORG.AU**

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**ORYGEN LTD**

35 POPLAR ROAD  
PARKVILLE VIC 3052  
AUSTRALIA

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ABN 85 098 918 686

