



Outcomes and Impact Framework

Roses in the Ocean

August 2023


Roses in the Ocean
stemming the tide of suicide

Beacon
Strategies



■ Introducing our impact framework

Roses in the Ocean is Australia's national lived experience of suicide organisation.

We are dedicated to empowering people with lived experience of suicide to find their voice, and build their capacity to bring their insights and wisdom to suicide prevention. We seek to lead the significant cultural shift needed to save lives through harnessing the perspectives of all we represent, along with our own lived experience of suicide.

As an actions-driven organisation guided by those with a lived experience of suicide, we innovate and transform suicide prevention, and drive and deliver system reform. We support organisations and government to effectively and meaningfully integrate and partner with people with lived experience of suicide expertise into suicide prevention.

This Impact Framework has been developed to:

- guide the development and refinement of our strategy
- provide additional structure to our impact measurement activities
- enable us to articulate our impact more effectively
- contribute more broadly to a deeper and richer understanding of the value of lived experience integration and partnership at all levels of suicide prevention activity and reform.

■ Impact and outcomes map

The work of Roses in the Ocean generates a range of outcomes at an individual level, as well as wider outcomes at community, sector and system levels.

Some of these changes occur as a direct result of our activities — some occur indirectly through the building of an empowered lived experience of suicide community and our broad influence and advocacy work at local, state and national levels.

Collectively, these outcomes move progress towards our purpose — the reason we exist — to save lives and reduce emotional distress and pain.

The Impact and Outcomes Map below provides a visual representation of our impact and outcome areas and how they relate to each other. It outlines:

- **Our impacts** — four distinct areas of impact which speak directly to the core components of our purpose. These are the long-term effects we as an organisation seek to achieve.
- **Our focus areas** — our impact and outcomes are generated by delivering activity within three focus areas — Lived experience; Community, Sectoral and Systems Level Reform; and Organisational culture.
- **Our outcomes** — specific outcomes defined for each focus area, that describe tangible aspirations and potential indicators of change that guide how we design our activities and measure our impact.



Outcomes and Impact map

ROSES IN THE OCEAN OUTCOMES AND IMPACT MAP

Our Impacts

- Lives are saved and emotional distress and pain reduced
- The suicide prevention system meets the needs of people with lived experience of suicide
- Suicide is evidenced as a unique social issue requiring whole of societal culture change
- Prejudice, discrimination, fear and stigma around suicide are reduced

Our Focus Areas

Focus area 1:
Lived experience

Focus area 2:
Community, sectoral and systems level reform

Focus area 3:
Organisational culture

Our Outcomes

CREATING PARTNERSHIPS

People with lived experience of suicide are empowered, valued and sought-after partners in suicide prevention.

IMPROVING SERVICE OPTIONS & CHOICES

There are a range of high-quality, innovative, inclusive and accessible services meeting the needs of people with lived experience.

DRIVING RESEARCH & POLICY

People with lived experience are advancing the research and policy agenda.

ENGAGING PRIORITY POPULATIONS

Socially and culturally sensitive and effective community-led initiatives are a result of empowering people with the relevant lived experience.

PROVIDING NATIONAL LEADERSHIP

The lived experience of suicide movement is valued with national leadership ensuring its efficacy and sustainability, and integration throughout community, sector and government.

DRIVING REFORM

Positive system-level changes are being realised through strategic integration and valued partnerships with people with lived experience of suicide.

ENSURING CENTRALITY

Lived experience expertise is central to suicide prevention policy, strategy and service delivery, transforming whole-of-community, whole-of-government and whole-of-society suicide prevention.

REMAINING PURPOSE ALIGNED

We deliver high-quality services, advocacy and contribute to evidence, aligned to purpose that meet the needs of people with lived experience.

FOSTERING CULTURE

We are a positive, safe, compassionate and engaging organisation to work with and within, delivering effective and sustainable outcomes.

ENSURING

REPRESENTATION

Our team values diversity and inclusion, ensuring we are creating space for broad intersectional representation of lived experience perspectives.

DRIVING BEST PRACTICE

We contribute to the evidence base and develop best practice for integration of lived experience informed suicide prevention.



Defining our outcomes and impact

Our Impacts

Impact areas	Description
Impact area 1: Lives are saved and emotional distress and pain reduced	<p>Roses in the Ocean exists to save lives and reduce emotional distress and pain.</p> <p>Our impact in saving lives and reducing emotional distress and pain is observed through:</p> <ul style="list-style-type: none">• individuals and communities recognising and responding to people experiencing suicidal thoughts or crisis, and emotional distress• the empowerment and purpose that people with lived experience derive from attaining a voice and a platform to share their lived experience and contribute to suicide prevention.
Impact area 2: The suicide prevention system meets the needs of people with lived experience of suicide.	<p>Our impact is observed through a suicide prevention system that offers choices and options for people that meet their individual needs, extending well beyond mental health services and reaching into the full diversity of communities across Australia.</p> <p>This suicide prevention system is reflected through the:</p> <ul style="list-style-type: none">• valuing and validation of lived experience of suicide• adequate resourcing and support for genuine lived experience participation, integration and partnership• connections formed through shared mutual experiences• development of a professional Lived Experience Workforce and Suicide Prevention Peer Workforce• integration of services and supports that ensure anyone is connected to the support they want and need quickly• community capacity to recognise and respond to suicidal crisis and emotional distress• system reform and cultural change that ensures people have the choice and options of support that meet their needs.
Impact area 3: Suicide is evidenced as a unique social issue requiring whole of societal culture change.	<p>Our impact is observed through recognition that suicide prevention in Australia is the responsibility of all.</p> <p>This is demonstrated through coordinated approaches, clear messaging and positive cultural change in communities, workplaces and governments that leads to a more responsive, inclusive and accessible suicide prevention system.</p>
Impact area 4: Prejudice, discrimination, fear and stigma around suicide are reduced.	<p>Our impact is observed through increased community awareness, understanding and acceptance of suicidal crisis and suicide as a very human response to extreme distress, and through challenging and eliminating stigma and misconceptions around suicide.</p>



Our focus areas and outcomes

Focus area 1: Lived Experience

CREATING PARTNERSHIPS

People with lived experience of suicide are empowered, valued and sought-after partners in suicide prevention.

Roses in the Ocean creates partnerships with people with lived experience of suicide to lead and be valued as leaders across the suicide prevention sector. People with lived experience feel appropriately supported when participating in suicide prevention activities, have avenues to constructively utilise their lived expertise, have opportunities to develop and network as lived experience professionals, and have a central role in decision-making.

Systems, services and supports are designed in genuine partnership with people with lived experience. Those partnerships remain throughout the delivery of those activities including measuring the contribution of lived experience to the outcomes achieved.

INDICATORS OF CHANGE:

- People with lived experience are valued partners at all levels and stages of suicide prevention activities
- Creation of designated roles for people with lived experience, including leadership and governance
- Opportunities for people with lived experience to build their capability and contribute their lived expertise to suicide prevention outcomes

IMPROVING SERVICE OPTIONS & CHOICES

There are a range of high-quality, innovative, inclusive and accessible services meeting the needs of people with lived experience.

Roses in the Ocean improves service options and choices by educating, partnering and collaborating with the suicide prevention sector, organisations and communities who operate within it, to co-design, co-produce and co-deliver high-quality services with people with lived experience of suicide.

This leads to an extensive network of services throughout communities that are connected, integrated and collaboratively working to find solutions for people. These services are available locally and tailored for specific communities, including availability of peer-led services.

INDICATORS OF CHANGE:

- Services are designed collaboratively with people with lived experience and lived experience expertise through genuine co-design and co-production
- Suicide prevention services and supports are experienced as integrated, connected and collaborative networks
- People with lived experience are able to access the services and supports that meet their needs, and are able to determine the services and supports they receive.
- Suicide prevention organisations demonstrate their commitment to genuine co-design with people with lived experience and fidelity to co-design outputs through accreditation against quality standards.



Our focus areas and outcomes

Focus area 1: Lived Experience

DRIVING RESEARCH & POLICY

People with lived experience are advancing the research and policy agenda.

Roses in the Ocean drives research and policy by supporting people with lived experience to contribute their expertise and provide unique perspectives. This includes shaping the research and policy agenda and investment, participating in research projects and policy development, and supporting the development of the lived experience of suicide research community.

Collectively, this leads to more meaningful research outputs and policy relating to suicide prevention.

INDICATORS OF CHANGE:

- People with lived experience are involved in developing research and policy priorities
- Opportunities for people with lived experience to lead and participate in research projects and policy development activities.
- Visibility and utilisation of research and policy developed by people with lived experience of suicide

ENGAGING PRIORITY POPULATIONS:

Socially and culturally sensitive and effective community-led initiatives are a result of empowering people with the relevant lived experience

Roses in the Ocean engages with priority populations and helps to build capability and capacity to design, deliver and own services and supports that meet the needs of communities.

This aims to recognise and support people with lived experience across diverse cultures and communities to contribute to suicide prevention outcomes, in ways that are sustainable, appropriate and unique within those communities.

INDICATORS OF CHANGE:

- Suicide prevention services and activities are culturally appropriate, safe and respectful of the diversity of the lived experience of suicide community
- Language used within the suicide prevention system is inclusive of and engaging for priority population groups
- People with lived experience of suicide who identify with any priority population group feel capable and engaged in contributing to suicide prevention within their communities.



Community, Sectoral and Systems Level Reform

Focus area 2: Community, sectoral and systems level reform

PROVIDING NATIONAL LEADERSHIP

The lived experience of suicide movement is valued with national leadership ensuring its efficacy and sustainability, and integration throughout community, sector and government.

Roses in the Ocean provides national leadership by demonstrating the importance of lived experience partnership, establishing mechanisms and roles for people with lived experience to lead reform and equipping people with lived experience with the skills they need, and opportunities to develop their lived experience expertise.

This will grow and sustain Roses in the Ocean's position as Australia's national lived experience of suicide organisation to drive reform, advocate for change and secure investment.

INDICATORS OF CHANGE:

- Roses in the Ocean continues to be trusted as Australia's national leader in lived experience of suicide
- People with lived experience of suicide are represented in leadership roles that contribute to community, sectoral and systems level reform

DRIVING REFORM

Positive system-level changes are being realised through strategic integration and valued partnerships with people with lived experience of suicide.

Roses in the Ocean drives reforms by governments, health systems, other sectors, workplaces and communities across Australia as a result of engagement, integration and partnership with people with lived experience of suicide. These reform activities are underpinned by systemic change in how the suicide prevention sector engages with people with lived experience.

INDICATORS OF CHANGE:

- Examples of community, sector and system-level changes and reforms that are achieved through the integration and partnership with people with lived experience of suicide, and reflect the needs and aspirations of people with lived experience and their communities.
- Organisations working in the suicide prevention sector develop and meet/exceed targets relating to lived experience engagement, integration and partnership evidenced through National Suicide Prevention Accreditation Standards.



ENSURING CENTRALITY

Lived experience expertise is central to suicide prevention policy, strategy and service delivery, transforming whole-of-community, whole-of-government and whole-of-society suicide prevention.

Roses in the Ocean ensures centrality of people with lived experience by advocating and transforming the suicide prevention sector to value, respect and embracing lived experience of suicide at all levels.

This includes integrating the perspectives of people with lived experience of suicide into the design and establishment of services and systems, involving people with lived experience in governance structures, and developing and equipping the suicide prevention peer workforce to contribute their professional expertise.

INDICATORS OF CHANGE:

- Integration of lived experience perspectives into the design, delivery and governance of systems and services across all government agencies and policy areas.
- All services and systems delivered or funded by government are designed and established in partnership with people with lived experience to minimise distress and contribute to suicide prevention outcomes.
- Ongoing development of a professional lived experience of suicide workforce and a suicide prevention peer workforce.



■ Organisational Culture

Focus area 3: Organisational culture

REMAINING PURPOSE-ALIGNED

We deliver high-quality services, advocacy and contribute to evidence, aligned to purpose that meet the needs of people with lived experience.

Roses in the Ocean remains aligned to our purpose through being deeply connected to people with lived experience in communities. We have a clear understanding of who we are, what we do, and who we aim to serve, and deliver a range of high-quality services aligned to our values and principles, which in turn meet the needs of people with lived experience of suicide.

INDICATORS OF CHANGE:

- Continuous quality improvement mechanisms and activities established and utilised to ensure the delivery of high quality services
- Sustained relationships and connections to people with lived experience in communities
- Organisational values and principles are reflected in all activities

FOSTERING CULTURE

We are a positive, safe, compassionate and engaging organisation to work with and within, delivering effective and sustainable outcomes.

Roses in the Ocean fosters a culture of safety, compassion and innovation through a workplace where our people feel engaged, supported and satisfied. This makes us an employer of choice within the lived experience and suicide prevention sectors, and a trusted partner within the sector.

INDICATORS OF CHANGE:

- Employees are enabled to work innovatively and courageously to contribute to suicide prevention outcomes
- Employees are engaged, satisfied and supported
- Roses in the Ocean is regarded as an employer of choice amongst people with lived experience of suicide, and who seek opportunities to work with or within Roses in the Ocean

ENSURING REPRESENTATION

Our team values diversity and inclusion, ensuring we are creating space for broad intersectional representation of lived experience perspectives.

Roses in the Ocean ensures representation through diversity and inclusion reflected within our organisation, supported by opportunities for people to understand and learn from the deep diversity of our communities.

We strive to represent the perspectives of lived experience we have the privilege of hearing through our work while always seeking out the voices less heard and empowering people to speak for themselves.

We proactively explore to understand and highlight the complex and endless intersectional experiences of suicide.

INDICATORS OF CHANGE:

- Diversity and inclusion is embedded in organisational strategy, mechanisms, policies and activities
- Increased diversity of Roses in the Ocean workforce and partners
- Opportunities for Roses in the Ocean staff to learn from diverse perspectives and experiences

DRIVING BEST PRACTICE

We contribute to the evidence base and develop best practice for integration of lived experience informed suicide prevention.

Roses in the Ocean drives best practice by continuing to explore, develop, evaluate and share learnings about lived experience engagement, integration and partnership in Australia.

This helps to continuously improve the services and programs we deliver while partnering with other organisations to learn collectively.

INDICATORS OF CHANGE:

- Examples of continuous improvement of Roses in the Ocean services and activities
- Opportunities to publish and share knowledge, resources and evidence about best practice lived experience engagement, integration and partnership
- Partnerships and collaboration with sector partners to support collective learning



Appendix 1

Key terms and concepts

LIVED EXPERIENCE OF SUICIDE

A lived experience of suicide is having experienced suicidal thoughts, survived a suicide attempt, supported a loved one through suicidal crisis, or been bereaved by suicide.

IMPACT

The long term, collective change occurring within a given context, that an organisation contributes to through its activities and achievement of desired outcomes.

OUTCOME

The measurable result of an activity, strategy, program or event, expressed in terms of a meaningful and intended change in something from its current state.

INDICATORS

Information or markers that demonstrate the extent to which an outcome has been achieved and/or describe how that change has occurred. Indicators can be qualitative (e.g. explanatory; descriptive) or quantitative (e.g. numeric values; comparisons) in nature.

ACTIVITY

What is done by an organisation with the intent of achieving its desired outcomes — this may include its services, programs, resources or other actions taken.

QUALITATIVE DATA

Qualitative data is data used to describe qualities or characteristics, and is often expressed using words, narratives or visuals. Qualitative data tends to answer questions about the 'what', 'how' and 'why', and frequently consists of people's experiences, opinions, judgements or perceptions. Examples of qualitative data collection methods include questionnaires and interviews with open-ended questions, observing events and reviewing documents.

QUANTITATIVE DATA

Quantitative data is data used to measure values, counts and comparisons, and is generally expressed in numbers. Quantitative data tends to answer questions about 'how many' or 'how much', and is typically structured in nature. Examples of quantitative data collection methods include questionnaires with closed/scaled responses options, counting the frequency of events or calculating the distribution of an event (e.g. proportions; rates).



Appendix 2

How this impact framework has been developed

OVERVIEW

Roses in the Ocean identified a need to develop an organisational impact framework that would enable us to better understand the impact of our work, to design future services, to maximise our impact, to share our learnings with others and drive sectoral and system change.

The Impact Framework was developed through a highly consultative and collaborative approach, involving a review of the evidence base and leading impact framework examples, and extensive stakeholder engagement.

Beginning in September 2021, over 30 lived experience delegates were engaged through Roses in the Ocean's Lived Experience of Suicide Summit. This was an important opportunity to hear the voices and perspectives of people with lived experience of suicide and understand the outcomes that are of greatest importance to them. It also explored the role of Roses in the Ocean in measuring and communicating the impact of lived experience of suicide in Australia.

Additional consultation with internal Roses in the Ocean staff and key external sector stakeholders furthered our understanding of how the work of Roses in the Ocean translates to lasting impact at multiple levels (community, sector and system).

The findings of this work were analysed, and outcomes were mapped and aligned with the organisation's purpose. The Impact Framework is the result of a deliberate and considered process that placed the inputs and perspectives of people with lived experience 'at the centre'.

The Impact Framework describes the types of impacts and outcomes we are looking to monitor and how we generate them, and it also guides how we will measure, evaluate and report on the impact of our work. It will be continually reviewed and refined over time, to ensure it remains contemporary and services our vision and purpose.

GUIDING PRINCIPLES

The principles that have guided the approach to developing and implementing the Impact Framework are:

- lived experience-centric: we are focused on measuring outcomes that are important to people with lived experience of suicide. The Impact Framework has been guided and informed by input from people with lived experience of suicide and will be implemented and managed with lived experience of suicide 'at the centre' of all processes.
- stories over statistics: we will use a range of methodologies when measuring our impact, including both quantitative and qualitative data. We acknowledge the insights gained through stories and experiences (qualitative data) are especially powerful – by providing those who are impacted by the services we provide an opportunity to tell their story, we allow the work we do to come to life through narrative and reflection.
- efficiency and effectiveness: the Impact Framework is intended to operate in parallel to and complement existing reporting and operational requirements. We will utilise and streamline existing processes and procedures where appropriate, and ensure our implementation of this Impact Framework is both resourceful and effective.
- ongoing learning and sectoral influence: we are committed to continued learning, iteration and improvement as an organisation, and will use the evidence collected to review and modify our services. Additionally, and importantly, we are focused on utilising the data, stories and information gathered to influence the lived experience of suicide and suicide prevention sectors; continuing to advocate for, and realise greater support for, lived experience integration and partnership at all levels in suicide prevention.



MISSION ALIGNMENT

OUR PURPOSE

Roses in the Ocean exists to save lives and reduce emotional distress and pain.

OUR VISION

For every person to have access to effective suicide prevention supports that are informed or led by people with lived experience of suicide.

OUR VALUES

LIFE – We cherish and embrace the journey that is life. We value our own and others’ physical, emotional and mental health and wellbeing.

CONNECTION – We value authentic, compassionate and respectful connection.

HUMILITY – We practice humility, acknowledging our own and others’ knowledge and skills, and lived experiences of suicide, and the limitations of each.

DEEP LISTENING – We respect the Aboriginal and Torres Strait Islander peoples’ practice of deep listening and value the learning this brings.

COLLABORATION – We thrive on collaboration to build the enriching and empowering relationships needed to achieve meaningful outcomes.

ORGANISATIONAL CONTEXT

The active involvement of those with a lived experience in suicide prevention activities is a relatively new phenomenon. There is much we do not yet understand about the nature of lived experience itself, the impact on individuals of sharing their lived experience, as well as the contribution that lived experience can make to policy and practice.

Roses in the Ocean is committed to contributing to the emerging and rapidly growing evidence base relating to the active and meaningful integration and partnership with people with lived experience in all suicide prevention activities. All of our activities, which are developed, designed and delivered by people with a lived experience of suicide, continuously add to the growing evidence base in Australia and internationally.

We are always looking to learn, iterate, and push the boundaries of best practice. This Impact Framework will enable us to continue our contribution to the increasing body of literature, to share our learnings about processes and outcomes with others and drive systemic change.





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