

Northern Region Mental Health and Addiction Services

Workforce Development Activities Plan 2011 and 2012

NORTHLAND DISTRICT HEALTH BOARD
Te Hauiri Hauiri Awhiri o Te Tai Tokerau



Waitemata
District Health Board
Te Wai Awhina



AUCKLAND
DISTRICT HEALTH BOARD
Te Tai Tokerau

COUNTIES MANUKAU DISTRICT HEALTH BOARD
A Community Partnership



Prepared by Northern District Support Agency on behalf of:

Northland DHB



Waitemata DHB



Auckland DHB



Counties Manukau DHB



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Introduction

Strengthening the workforce remains one of the six priority areas for the Ministry of Health (Ministry of Health 2009). This plan outlines the Northern Regions workforce development and coordination activities for the up-coming year and is agreed by the Northern Region Workforce Development Governance Group. It is a continuation of the Northern Region Mental Health and Addiction Services, Workforce Activities Plan 2010 and 2011 (Northern DHB Support Agency, 2010) which was sponsored by the Governance Group in 2010.

A Review of Workforce Activities and Emerging Priorities

A review of the 2010 and 2011 Workforce Activities Plan is an important mechanism for gathering information to provide the basis for developing initiatives to address regional workforce needs and improve how we work together.

Local Planning Process

As part of the planning process for determining the activities for 2011 and 2012, each of the four northern region District Health Boards (DHBs) and Non-Government Organisations (NGO) (via the DHB Mental Health Senior Management and local Workforce Coordinators) were asked to review the 2010/2011 regional activities plan. The review document provided details about activities that were completed, in progress or yet to be commenced (refer Appendix 1 for table of 2010 and 2011 Activities). DHBs and NGOs were asked two questions which sought agreement on the activities to be continued in the up-coming year as well as identifying any emerging priorities. (Refer Appendix 2 for the list of feedback received)

Each of the four local Workforce Coordinators identified key stakeholders in their districts, facilitated discussions and provided feedback to the Regional Workforce Coordinator. Three DHBs provided written feedback using the questionnaire, additional written feedback was provided by one Clinical Director and one Service Manager. One DHB provided verbal feedback.

The key themes from the questionnaire include:

- an overall agreement regarding the continuation of the 2010/2011 activities plan as agreed by the Governance Group in 2010.
- A greater focus on regional projects and initiatives' that do not fit neatly into the domain of any single DHB such as the Northern Region Psychiatric Registrar Training Programme.
- A greater emphasis on regional training for specific groups such as Culturally And Linguistically Diverse (CALD) for Asian Health, Family Advisors, Child and Adolescent Mental Health Services (CAMHS) for Pacific and Maori teams, Cultural Advisor and Peer Support Workers.
- Increased regional coordination of training opportunities such as Co-existing Problems, Sensory Modulation/Complete Intervention and Duly Authorised Officer training.
- Increased leadership capability training and development.
- Increased infrastructure support for greater collaboration and communication across the region.
- Consideration of more on-line learning tools.
- A focus on evidence-based practice models for working with youth with high and complex needs as well as children whose parents have mental illness.
- Consideration of new ways of working and workforce requirements using workforce data and modelling for determining future service needs.

Alignment with National Directives

It is acknowledged that Health Workforce New Zealand (HWNZ) lead and co-ordinate the planning and development of the country's health and disability workforce. This plan is cognizant of emerging health policies and is intended to be responsive to the changing environment. To ascertain workforce need and direction, we will continue to adapt the planning and development of activities to the national imperatives. Therefore, this plan and future workforce activities will continue to be informed by:

- the emerging health policies and reports such as HWNZ Mental Health Workforce Service Review

- the changing environment. For example, the emerging HWNZ Regional Training Hubs, and
- on-going planning discussions with the four national workforce centres (known as Te Pou, The Werry Centre, Te Rau Matatini and Matua Raki).

Other areas for consideration include the interface of mental health services with other sectors such as with Disabilities, Welfare, Justice and Corrections,

2011/2012 Workforce Activity Overview

This plan is set out using the following five strategic imperatives (Ministry of Health 2002, 2005):

- training and development,
- retention and recruitment,
- organisational development,
- research and evaluation, and
- workforce development infrastructure.

The high level deliverables aim to develop an applied and locality service focused approach to regional workforce planning and development in context of current national directions. The key themes are to enhance responsiveness to changes, reduce duplication and increase efficiencies and support the significant body of work already achieved across the northern region DHBs over recent years. Also, a whole systems and population health approach has been adopted.

Infrastructure to support workforce activities

Roles and responsibilities for mental health and addiction workforce activities are split between multiple agencies including, Ministries of Health and Education, Treasury, Professional Registration Boards, DHBs, NGOs, PHOs, and dedicated national workforce development centres (known as Te Pou o Whakaaro Nui, Matua Raki, Te Rau Matatini and the Werry Centre.)

In the northern region, Te Pou o Whakaaro Nui sub-contracts a dedicated Regional Workforce Coordinator to the Northern District Support Agency (NDSA). This role is one of four in the country and will facilitate this regional activities plan to ensure better alignment of regional projects, national policy and broader District Health Board (DHB) health workforce networks and initiatives.

Additionally, infrastructure support will continue to be provided by the Northern Region Workforce Development Governance Group. The Governance Group includes

representation from the four northern region DHBs and the NGO sector; providing a governance function for the strategic planning of activities including responding to identified needs, prioritisation, resource allocation and project delivery. The NDSA will have a role in all activities however; some programs or projects will be led and resourced by either a National Workforce Centre or other stakeholder group.

Furthermore, the Northern Region Workforce Development Working Group will continue to meet to enable collaboration between regional stakeholders, communities of interest and workforce leaders in order to:

- Identify workforce planning and development needs and opportunities of district and regional services,
- Strengthen workforce planning and development links across the regional mental health and addiction clinical network,
- Support the Northern Region, Regional Workforce Development Coordinator in the development and implementation of the Northern Region annual activities plan (as approved by the Northern Region Workforce Development Governance Group), and
- Gather and disseminate new information and best practise exemplars – locally, nationally and internationally.

Funding and resources

As in previous years regional workforce development activity has mainly been funded from available one-off discretionary funds as a series of discrete initiatives. This funding method has impacted on the ability to effectively plan and deliver a regionally consistent mid-to-long term work programme aligned to key needs and priorities. Funding for regional workforce coordination and associated activities is not assured and delivery against this plan will therefore be contingent upon investment. It will be important for DHBs to prioritise workforce within their District Annual Planning as well as identifying which activities can be provided within available resources.

2011/2012 Workforce Activity

The tables below outline the workforce activities for 2011 and 2012.

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups
Organisational Development	Support local service implementation of national workforce development initiatives	Support the coordination and implementation activities for the foundational and core-competency frameworks across the Northern Region services. Frameworks include: <ul style="list-style-type: none"> • Let's get real, • Real Skills Plus CAMHS & AoD, • Real Skills Plus Seitapu, • Takarangi, and • Co-Existing Problems 	NDSA
Recruitment and Retention	Build the capacity of mental health and addiction services to attract and retain staff	Support local activity via a leadership forum to develop approaches and actions for: <ul style="list-style-type: none"> • Improving staff deployment • Sharing resources and approaches during workforce shortage crisis's • Reducing duplication and increasing consistency and alignment 	NDSA
		Review and build on current workforce activities that support growth in staffing which reflects the communities they serve	NDSA
		Support local activity that builds role development and career pathways via a peer support forum	Te Pou Matua Raki NDSA

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups
Training and Development	Ensure educational and training programmes meet the current and future needs of the mental health and addiction services	Undertake future training needs assessment for services in the Northern Region (10 year horizon) as resource allow	NDSA
		Complete the implementation of the Mental Health Services for Older People e-Learning Competency Framework	NDSA
		Complete the implementation of the Psychiatric Registrar Training Programme Review Recommendations	Northern Region Psychiatric Registrar Training Governance Group
		Complete the implementation of the Regional Forensic Framework Workforce e-learning tool	NDSA
Research and Development	Work towards better Health Workforce Intelligence	Ensure tools and resources, as developed elsewhere, for workforce planning are made available for use within the northern region to ensure regional utility	NDSA
	Ensure tools and resources meet the current and future needs of the mental health and addiction services	Support the implementation of Talking Therapies guides for Mental Health and Addiction staff working with Maori, Pacific, Asian, Migrant and refugee populations, Older adult, Addictions and disabilities	Te Pou Matua Raki NDSA

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups
Infrastructure	To enhance current mechanisms of effective communication across the sector	Provide regular updates through web-based information about local, regional and national workforce activities	NDSA
		Maintain the Northern Region Workforce Development Working Group to support networking and collaboration between regional stakeholders, communities of interest and workforce leaders	NDSA
		Participation of the Northern Region Workforce Coordinator in National workforce directions to represent the Northern Regional interest	NDSA
	Alignment of service planning with workforce planning and development	Maintain the Northern Region Workforce Governance Group to provide a governance function for strategic planning activities including responding to identified needs, prioritisation, resource allocation and project delivery	NDSA
		Implement the Eating Disorders Services (EDS) Workforce Development Plan that supports the operation of the northern region eating disorders services	NDSA Werry Centre
		Support activities and workforce development opportunities in alignment with the Whanau Oranga Hinengaro Maori Mental Health and Addiction Plan 2011 as resources are made available	NDSA
		Moana Pasifika and NDSA to action the workforce recommendations within the Pacific Consumer Leadership Framework as resources become available	Moana Pasifika NDSA
		Support activities and workforce development opportunities in alignment with the Asian Mental Health and Addiction Workforce Stocktake 2008 recommendations as resources are made available	NDSA

Appendix 1: Tables of Activities for 2010 and 2011

The tables below were utilised in the review process documentation. They outline activities from the Northern Region Mental Health and Addiction Services Workforce Development Activities Plan 2010 and 2011, their projected status (as at 30 June 2011) as either completed, in-progress or to be commenced, and indicates (by shading) those activities that are recommended to be continued in the 2011 and 2012 years.

Table 1: Northern Region Workforce Development Activities: Infrastructure

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups	Current Activity	Proposed Activity for 2011/2012
Infrastructure	To enhance current mechanisms of effective communication across the sector	Provide regular updates through web-based information about local, regional and national workforce activities	NDSA	Completed	Business as usual
		Establish and maintain the Northern Region Workforce Development Working Group to support networking and collaboration between regional stakeholders, communities of interest and workforce leaders	NDSA	Completed	Business as usual
		Participation of the Northern Region Workforce Coordinator in National workforce directions to represent the Northern Regional interest	NDSA	Completed	Business as usual
	Alignment of service planning with workforce planning and development	Establish and maintain the Northern Region Workforce Governance Group to provide a governance function for strategic planning activities including responding to identified needs, prioritisation, resource allocation and project delivery	NDSA	Completed	Business as usual

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups	Current Activity	Proposed Activity for 2011/2012
		Develop an Eating Disorders Services (EDS) Workforce Development Plan that supports the establishment and operation of the northern region eating disorders services	NDSA Werry Centre	In progress	On-going
		Review and up-date “Kia Tupu Ka Puawai”, the Northern Region Māori Mental Health and Addiction Workforce Development Action Plan based on the ability to align with national planning process and available resource	NDSA Te Rau Matatini	To be commenced	To be commenced
		Moana Pasifika and NDSA to action the workforce recommendations within the Pacific Consumer Leadership Framework as resources become available	Moana Pasifika NDSA	In progress	On-going
		Support activities and workforce development opportunities in alignment with the Asian Mental Health and Addiction Workforce Stocktake 2008 recommendations as resources are made available	NDSA	In progress	On-going

Table 2: Northern Region Workforce Development Activities: Organisational Development

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups	Current Activity	Proposed Activity for 2011/2012
Organisational Development	Support local service implementation of national workforce development initiatives	Scope the activity required to implement the foundational and core-competency frameworks for Northern Region services. Frameworks include: <ul style="list-style-type: none"> • Let's get real, • Real Skills Plus Seitapu, • Takarangi, and • Co-Existing Problems 	NDSA National Workforce Centres	Completed	Completed
		Establish and maintain a Regional NGO <i>Let's get real</i> implementation steering group	NDSA Te Pou	Completed	Completed
		Coordinate implementation activities for the foundational and core-competency frameworks for Northern Region services. Frameworks include: <ul style="list-style-type: none"> • Let's get real, • Real Skills Plus CAMHS & AoD, • Real Skills Plus Seitapu, • Takarangi, and • Co-Existing Problems 	NDSA	In progress	On-going
		Support the implementation of the National Professional Supervision Guidelines for Nurses	Te Pou NDSA	Completed	Completed

Table 3: Northern Region Workforce Development Activities: Recruitment and Retention, Training and Development

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups	Current Activity	Proposed Activity for 2011/2012
Recruitment and Retention	Build the capacity of mental health and addiction services to attract and retain staff	Support local activity via a leadership forum to develop approaches and actions for: <ul style="list-style-type: none"> Improving staff deployment Sharing resources and approaches during workforce shortage crisis's Reducing duplication and increasing consistency and alignment 	NDSA	To be commenced	To be commenced
		Review and build on current workforce activities that support growth in staffing which reflects the communities they serve	NDSA	In progress	Next Phase To be commenced
		Support local activity that builds role development and career pathways via a peer support forum	Te Pou Matua Raki NDSA	In progress	On-going

Table 4: Northern Region Workforce Development Activities: Training and Development

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups	Current Activity	Proposed Activity for 2011/2012
Training and Development	Ensure educational and training programmes meet the current and future needs of the mental health and addiction services	Undertake future training needs assessment for services in the Northern Region (10 year horizon) as resource allow	NDSA	To be commenced	To be commenced
		Complete the implementation of the Mental Health Services for Older People e-Learning Competency Framework	NDSA	In progress	On-going
		Complete the implementation of the Psychiatric Registrar Training Programme Review Recommendations	Northern Region Psychiatric Registrar Training Governance Group	In progress	On-going
		Develop and support the implementation of the Regional Forensic Framework Workforce Development activity	NDSA	In progress	On-going
		Support the implement of the Methamphetamine treatment guidelines and training	Matua Raki NDSA	Completed	Completed

Table 5: Northern Region Workforce Development Activities: Research Development

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups	Current Activity	Proposed Activity for 2011/2012
Research and Development	Work towards better Health Workforce Intelligence	Ensure tools and resources, as developed elsewhere, for workforce planning are made available for use within the northern region to ensure regional utility	NDSA	In progress	On-going
	Ensure tools and resources meet the current and future needs of the mental health and addiction services	Support the development of Talking Therapies guides for Mental Health and Addiction staff working with Maori, Pacific, Asian, Migrant and refugee populations, Older adult, Addictions and disabilities	Te Pou Matua Raki NDSA	Completed	Completed

Appendix 2: Review Questionnaire and Feedback

Feedback was received from the four Northern Region DHBS (Northland DHB, Waitemata DHB, Auckland DHB, and Counties Manukau DHB), representatives from the Asian Health Group and Pacifica Mental Health and Addictions Group

Question 1: Do you agree with the list of identified regional workforce activities for 2011 and 2012.

- All DHBS agreed with the list of activities that were identified to be continued.
- One DHB noted that the range of activities seemed appropriate and did not require any new additions given the level of planned activity.

Other Comments:

- Would like to see greater visibility of activity in the Northland district, particularly supporting NGOs
- One DHB noted that it is difficult to see the value in working regionally around recruitment and retention as DHBS already have a strong investment around this issue. The exception would be when small vulnerable workforce groups are involved such as Maori/Pacific Services, Eating Disorders and Maternal Mental Health.
- Improved communication mechanisms would be welcomed. The Regional Workforce Meeting has wide membership and so therefore cannot meet everyone's needs or be prioritised amongst the service demand.
- Unclear how well local priority and demands are known by Regional Workforce Committee/NDSA
- Talking Therapies Implementation has not been included
- Increased co-ordination support (action) would be welcomed to implement all the initiatives i.e. working alongside.
- Increased development work with Child and Adolescent Mental Health Services and early interventions workforce especially in Pacific and Maori teams.
- Shift focus from "how we enhance what remains a fairly traditional set of workforce roles, by adding to their skills through things such as real Skills, Co-Existing Problems etc. National direction on those things is clear. DHBS just need to get on with it."

- The regional role is best focussed on those things that do not fit neatly into the domain of any single DHB, for example the review and redevelopment of the registrar programme, or the work ARMOSS is leading around house-officer experience in psychiatry.
- What we are not obviously putting any emphasis on is preparing to expand the workforce with roles and skills not traditionally part of the workforce, or to only a limited degree, or preparing to work differently across multiple agencies and parts of the system
- We know the data about aging workforce and shortage of traditional professional staff, but seem not to be really considering what that means in terms of new roles or new ways of working. Similarly, we are not thinking much about what a mental health service will look like in 5, 10 and 20 years and considering what that means, and developing strategies to prepare for that.

Question 2: Can you tell us of any new or emerging workforce activities that should be considered as a regional workforce for 2011 and 2012?

- Regional Culturally and Linguistic Diversity (CALD) training for Asian Health.
- Regional training for Family Advisors, Cultural Advisors, Peer Support Workers, Supervisors
- Increasing leadership capability training and development
- Regional coordination of Co-Existing Problems, Sensory Modulation/Complete Intervention and Duly Authorised Officer training that meets the needs of the workforce
- Consideration of more on-line learning
- A regional approach around evidence-based practice for youth with high and complex needs. It is suggested that DHBs will need to decide on an evidence-based model until regional planning around for this area has occurred.
- There needs to be a regional approach around working with children whose parents have a mental illness. It is suggested that it may be in the form of an in-service workshop which raises awareness throughout the region.
- With a move to more regionality, infrastructure support to enable regular collaboration i.e. training

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