

# Northern Region Mental Health and Addiction Services



## Workforce Development Activities Plan 2010 and 2011

**NORTHLAND DISTRICT HEALTH BOARD**  
Te Hauiri Hauātau Awhāiri 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



## **Table of Contents**

Introduction.....	4
Influencing Factors.....	6
Population growth, investment and service expansion.....	6
Service delivery and workforce.....	6
Responding to workforce challenges .....	7
Funding and resources.....	8
2010/2011 Workforce Activity Summary .....	9
Appendix 1.....	11
Work plan update process.....	13
References.....	14

## **Introduction**

The Minister of Health's progress report on implementing the New Zealand Health Strategy and on actions to improve quality (Ministry of Health 2009) signals that strengthening the workforce remains one of the six priority areas for 2010/2011.

The report highlights the continued focus required by health services to demonstrate value for money. As well as indicating strong clinical leadership and engagement, and greater workforce development are essential to the realisation of this Government's goal of achieving better, sooner, more convenient services. A further important focus for 2010 will be Whanau Ora – supporting Maori families to achieve their maximum health and wellbeing.

The immediate priority of this Government is to unify the co-ordination and national oversight of workforce development via the newly established National Health Board, Clinical Training Agency Board and Clinical Training Agency Business Unit. This plan is cognizant of the emerging health policies and is intended to be responsive to the political environment.

Currently, roles and responsibilities for mental health and addiction workforce activities are split between multiple agencies including, Ministries of Health and Education, Treasury, DHBNZ, Professional Registration Boards, Clinical Training Agency, HWIP, DHBs, NGOs, PHOs, Skills Matter and dedicated national workforce development centres.

In the northern region, Te Pou o Whakaaro Nui, one of the four national workforce centres 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. This plan provides a high level framework for the key directions and actions for workforce development for the northern region during 2010 and 2011.

The key themes of the plan are to enhance responsiveness to changes, reduce duplication and increase efficiencies, demonstrate value for money and support the significant body of work already achieved across the northern region DHBs over recent years. Additionally, a whole systems and population health approach has been adopted.

This plan has been informed by a review of key strategic and planning documents, with contributions from key stakeholders in the sector (See the appendix 1 for greater detail about the work plan update process). Each of the four national workforce centres (known as Te Pou, The Werry Centre, Te Rau Matatini and Matua Raki) and the four northern region DHBs (via the Regional Funding and Planning Forum) identified their priority activities and milestones for the up-coming year. This workforce activities plan is agreed to by the Northern Region Workforce Development Governance Group.

The planning principles guiding this activities plan have been adopted and adapted from Tauawhitia te Wero – Embracing the Challenge: National mental health and addiction workforce development plan 2006-2009 (*Ministry of Health 2005a*) to ensure that workforce development:

- centres on the needs of service users,
- responds to the diversity of service users and workforce, including Māori, Pacific Asian and Refugee populations,
- is driven by leaders,
- relies on networking and collaboration,
- is responsive to the political environment, and
- builds a longer-term strategic view that adds to existing strengths.

## **Influencing Factors**

### **Population growth, investment and service expansion**

Based on population figures from Statistics New Zealand, the Northern Region is 37% of the New Zealand total population in 2009 (Population Estimate at 13th June 2006/2009, Statistic NZ Website). Population projections from this data source illustrate that this region is growing faster than the rest of the country.

Data from Te Rau Hinengaro, the New Zealand Mental Health Survey (Oakley Browne et.al. 2006) clearly signals the need for service provision at a higher access rate than that of the 3% proposed in The Blueprint for Mental Health Services in New Zealand (Mental Health Commission, 1998). Traditionally mental health funding in the Northern Region has been relatively low and despite recent allocations of new money to redress the balance, further investment is required to reach Blueprint funding targets.

Consequently matching service capacity to meet increasing demands will require ongoing workforce investment. For this reason a much greater focus is needed now on understanding how to better use available resources.

### **Service delivery and workforce**

The delivery of services for people who require treatment for mental disorders and addictions depends upon a skilled and experienced workforce. Workforce, as the main instrument of service delivery, is the key driver of service provision cost and significant contributor to service quality.

Challenges facing the New Zealand mental health and addiction sector are well documented and include:

- ageing workforce and declining entry rates into training programmes,
- greater global mobility and competitive labour markets,
- rapid workforce expansion,

- skill development aligned to emerging and future models of care,
- staff retention,
- quality improvement, and
- gaps in workforce information.

### Responding to workforce challenges

The key strategic direction (Ministry of Health 2002, 2005b) in the mental health and addiction sector over recent years has been the shift to a whole-system, nationally consistent approach to workforce development underpinned by priority activity in the following five strategic areas:

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

To date, much of the national workforce development activity has focused on establishing workforce development centres, developing core competency frameworks, producing and publishing resources, developing and delivering training and creating web-based information.

The northern region has had considerable investment by the DHBs supporting a range of initiatives to meet identified workforce needs. More recently regional activities have been strengthened by DHBs developing local workforce development plans and roles.

This plan acknowledges the DHBs legislative requirements to ensure the provision of services for their resident population and other populations as specified in its crown funding agreements (New Zealand Public Health and Disability Act 2000) by supporting local innovation and strengthening regional consistency. Therefore, this activity plan applies a whole systems, and population health approach.

Activities are spread across the five strategic areas mentioned above as well as prioritizing activities for those populations that have specific health needs. For example; Māori, groups with health inequalities and age-specific populations. Although the Youth population has not been specified within this plan as activities targeting the youth population will be coordinated by national and local agencies during the term of this plan.

Overall, more work is required to understand the links between the national activities and the specific workforce needs of Northern Region services in relation to future service delivery models. Similarly more work is needed to fully understand the overall resource implications required for local service implementation.

### **Funding and resources**

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.

At present 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.

## **2010/2011 Workforce Activity Summary**

The following 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 infrastructure to support implementation of this plan will include the establishment of a Northern Region Workforce Development Governance Group and a Northern Region Workforce Development Working Group. 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.

The governance group includes representation from the four northern region District Health Boards and the Non-Government Organisation (NGO) sector. They will provide a governance function for strategic planning of activities including responding to identified needs, determining the scope of activities, prioritisation, resource allocation and project delivery.

Additionally, the Working Group has been established 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.

**Table 1: Northern Region Workforce Development Activities for 2010 and 2011**

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups
<b>Infrastructure</b>	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
		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
		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	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
		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
		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
		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

Strategic Imperative	Goals	Activities	Lead Organisations and/or Groups
<b>Organisational Development</b>	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"> <li>• Let's get real,</li> <li>• Real Skills Plus Seitapu,</li> <li>• Takarangi, and</li> <li>• Co-Existing Problems</li> </ul>	NDSA National Workforce Centres
		Establish and maintain a Regional NGO <i>Let's get real</i> implementation steering group	NDSA Te Pou
		Coordinate implementation activities for the foundational and core-competency frameworks for Northern Region services. Frameworks include: <ul style="list-style-type: none"> <li>• Let's get real,</li> <li>• Real Skills Plus CAMHS &amp; AoD,</li> <li>• Real Skills Plus Seitapu,</li> <li>• Takarangi, and</li> <li>• Co-Existing Problems</li> </ul>	NDSA
		Support the implementation of the National Professional Supervision Guidelines for Nurses	Te Pou NDSA
<b>Recruitment and Retention</b>	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"> <li>• Improving staff deployment</li> <li>• Sharing resources and approaches during workforce shortage crisis's</li> <li>• Reducing duplication and increasing consistency and alignment</li> </ul>	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
<b>Training and Development</b>	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
		Develop and support the implementation of the Regional Forensic Framework Workforce Development activity	NDSA
		Support the implement of the Methamphetamine treatment guidelines and training	Matua Raki NDSA
<b>Research and Development</b>	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 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

## Appendix 1

### Work plan update process

#### Background

To date workforce development for the northern region has been informed by the Northern Regional Mental Health Workforce Development Action Plan 2003 and Workforce Development Implementation Plan 2005 – 2008 prepared by the Northern DHB Support Agency (NDSA) with the four DHBs in the region. In 2008, emerging themes were identified for discussion with regional fora and updated work plans for 2008 and 2009 were agreed by the Regional Mental Health Planning & Funding.

#### Process

This workforce activities plan is agreed to by the Northern Region Workforce Development Governance Group and is informed by the:

- review of previous northern region workforce activities plans,
- review of national, regional and district planning documents including local workforce development plans where available ,
- NDSA – workforce development needs identification paper (unpublished 2008),
- Te Pou/NDSA - Contract for Services,
- inclusion of previous work plan activities that are currently underway and require further work,
- identification of new areas for development,
- meetings with key personnel from the four national workforce centres and regional fora, and
- one to one meetings with DHB, NGO and regional services personnel.

#### Linkages

This plan also links to and supports other northern regional health workforce development plans, including the:

- Pacific Mental Health and Addiction Northern Region Implementation Plan (2009 Draft), and
- Kia Tupu Ka Puawai - Northern Region Māori Mental Health and Addiction Workforce Development Action Plan 2006/08 Review & 2009-2010 Revised Plan.

## References

MA Oakley Browne, JE Wells, KM Scott (eds). 2006. Te Rau Hinengaro: The New Zealand Mental Health Survey. Wellington: Ministry of Health.

Mental Health Commission (1998) Blueprint for Mental Health Services in New Zealand. How Things Need to Be. Wellington: Mental Health Commission.

Minister of Health. 2009. Implementing the New Zealand Health Strategy 2009. Wellington: Ministry of Health.

Ministry of Health. 2005a. Tauawhitia te Wero – Embracing the Challenge: National mental health and addiction workforce development plan 2006-2009 Wellington: Ministry of Health.

Minister of Health. 2005b. Te Tāhuhu – Improving Mental Health 2005–2015: The Second New Zealand Mental Health and Addiction Plan. Wellington: Ministry of Health.

Ministry of Health. 2002. The Mental Health (Alcohol and Other Drugs) Workforce Development Framework. Wellington: Ministry of Health.

New Zealand Public Health and Disability Act 2000

Source: <http://www.legislation.govt.nz/act/public/2000/0091/latest/DLM80051.html>.

Date Accessed: Friday, 23 July 2010

Statistic NZ Website: <http://search.stats.govt.nz>



**Northern DHB Support Agency Ltd**

Level 2, 650 Great South Road, Penrose  
PO Box 112147, Penrose, Auckland, New Zealand  
Telephone 64-9-589 3940, Facsimile 64-9-589 3901