

HEALTH WAIKATO
CARING FOR YOU



Waikato District Health Board



Health Waikato Mental Health and Addictions Service

Strategic Plan 2009-2014

Waikato District Health Board Vision

Te Hanga Whaioranga Mo Te Iwi – Building Healthy Communities

Health Waikato Mental Health and Addictions Service is committed to the Waikato DHB vision of improving the health, independence and quality of life for the communities it serves by addressing the needs of the population and reducing health disparities.



Health Waikato Mental Health and Addictions Service:

**“Supporting people to
work towards their
own recovery”**



1. Purpose

This plan will guide the direction for Health Waikato Mental Health and Addictions Service's development through to 2014. The plan aligns Health Waikato Mental Health and Addictions

Service's strategic development with current Waikato DHB plans, Ministry of Health policy documents, sector standards and regional plans.

2. Service Values

During service development and in every interaction Health Waikato Mental Health and Addictions Service will:

- provide hope for recovery and compassion
- be safe
- be effective and evidence based
- be culturally responsive
- provide care in partnership with service users and their whānau
- encourage and foster staff development
- support service users to make sure their rights are upheld
- be trustworthy and accountable
- assist service users to achieve their personal aspirations
- cultivate a seamless service user journey across the 'sector' continuum (primary/secondary/NGO/inter-agency/within Mental Health and Addictions Service).

3. Actions

Action 1: Health Waikato Mental Health and Addictions Service will implement a recovery approach in practice.

Recovery is often defined in terms of the internal conditions experienced by a person's healing, empowerment and connection or people living without mental illness. But recovery in this plan is also defined as the culture of service development.

How

Health Waikato Mental Health and Addictions Service development is guided by the recovery approach via:

- alignment of policies and procedures with recovery definitions in the NZ Health and Disability Services Standards 2008
- management and clinical leaders taking responsibility for annual tasks to implement all the actions in this plan
- a clinical governance structure that will monitor and develop operational actions to ensure this plan is implemented
- management structure to enable the meaningful professional, clinical, service user and family participation
- supervision to ensure all staff communication with service users and families promotes hope that people can actually recover rather than being in a constant state of recovery
- implementing a seclusion reduction plan and using mental health and addictions reports to monitor progress
- the provision or availability of a range of social, cultural medical, occupational and psychological supports

- the continued focus on developing services and supports in the community to prevent unnecessary admissions to hospital.

Outcomes

Health Waikato Mental Health and Addictions Service will ensure that:

- all policies, procedures and guidelines reflect the recovery approach
- an effective clinical governance structure is in place
- leaders demonstrate a recovery approach
- all staff are engaged in peer support or supervision
- seclusion is reduced and eliminated by 2014
- there is evidence in all files that service users (consistent with where they are in their journey) have participated in the development of their recovery/treatment plan
- all long-term service users will have an up-to-date effective relapse prevention plan.

Action 2: Health Waikato Mental Health and Addictions Service will be safe and effective.

The key measure of performance will be a demonstration of how the service improves outcomes for service users. An outcome is defined as a measurable change in the health of an individual, which is attributable to interventions or services. The service will be safe and effective.

How

Health Waikato Mental Health and Addictions Service will:

- develop clear and measurable annual operational plans which ensure the actions in this strategic plan are implemented
- develop meaningful key performance indicators
- measure service performance on service user outcomes
- engage all clinical staff in peer-support/supervision and training on the most up-to-date evidence informed clinical treatments/therapies that support service user recovery
- develop and monitor clear safety guidelines based on international best practice
- improve the financial control, reporting and monitoring system
- implement service-wide systems to reduce the likelihood of harm to service users and the community (e.g. learnings from serious incidents) via annual risk plans
- use service-wide systems and processes which enable seamless service delivery for users within Health Waikato Mental Health and Addictions Service

- build effective relationships with primary mental health providers (figure 1).

Outcomes

- The service will be driven by meaningful key performance indicators.
- Annual objectives implemented.
- Managers and team leaders receive and understand regular reports that enable them to monitor performance.
- Service performance will reflect an overall improvement in service user outcomes.
- All staff are aware and use the most up-to-date evidence informed clinical treatments/therapies to support service user recovery.
- There will be an effective financial control, reporting and monitoring system.
- There will be a formal prioritisation of resource requirements based on the service performance.
- The implementation of learnings from serious incidents across the whole service reduces risk.
- Primary mental health will be the hub of service delivery (figure 1).

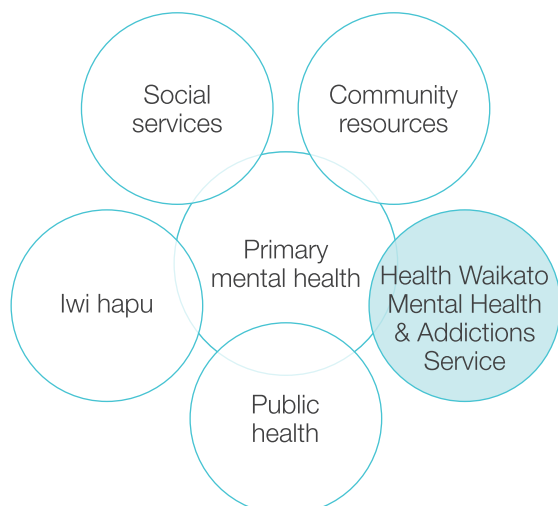


Figure 1: Service delivery

The overlapping circles illustrate that Health Waikato Mental Health and Addictions Service will build closer relationships with other sectors to ensure service users are not captured within secondary services and can smoothly navigate to other services if required.

Action 3: Health Waikato Mental Health and Addictions Service will be transparent and trustworthy.

There will be a focus on service accountability and trustworthiness through open communication with staff and stakeholders of audit reports, decision making, and understandable key performance indicators. This will ensure service-wide quality improvement aligned with contemporary best practice.

How

Health Waikato Mental Health and Addictions Service will:

- use external certification auditing of systems and service delivery against the national health and disability sector standards
- develop a clear communication and a transparent decision making pathway
- ensure decision making (administrative and clinical) is transparent to staff
- ensure all staff have a shared understanding of all the service terms and language by developing a Health Waikato Mental Health and Addictions Service glossary
- develop and communicate clear lines of accountability.

Outcomes

Health Waikato Mental Health and Addictions Service will ensure:

- regular annual service performance reports on progress are communicated to stakeholders
- service gains a 90 per cent pass rate from external certification audits
- a clear written communication pathway is available for all staff
- an up-to-date Health Waikato Mental Health and Addictions Service glossary is made available for all staff
- the implementation of learnings from serious incidents across the whole service
- reporting of serious incidents aligned with Waikato DHB and national incident reporting requirements
- all staff have a clear understanding of who is accountable and how decisions are made.



Action 4: Health Waikato Mental Health and Addictions Service will provide culturally responsive services.

The service will work with tāngata whaiora (Māori service users) to implement He Ara Ki Te Ao Marama. The focus will be on activities that will improve tāngata whaiora mental health outcomes.

How

- Include tāngata whaiora in implementation.
- Develop working groups that have clear and detailed activities.
- Raise the awareness within provider arm and the community of Kaitakawaenga services.
- Increase the numbers of Mental Health and Addictions staff completing Waikato DHB Māori health training and education (Te Ara Tika) by 50 per cent.

Outcomes

Health Waikato Mental Health and Addictions Service will ensure:

- meaningful tāngata whaiora participation in service planning and treatment
- the connection of tāngata whaiora with a range of options (spiritual, psychological, sociological, occupational, cultural and biological therapies) that help Māori and whānau lead their own recovery
- all staff respect Māori values/ beliefs and practices
- all staff understand that Māori health is everyone's responsibility (Kotahitanga).

Action 5: Health Waikato Mental Health and Addictions Service will build leadership, recruit and retain a skilled workforce.

Recruitment and retention of a skilled workforce is one of the key challenges over the next five years. The implementation of this plan depends on effective leadership and sophisticated understandings among clinicians about why and how they can assist managers.

How

Health Waikato Mental Health and Addictions Service will:

- develop a local Mental Health and Addictions Service recruitment and retention plan within the context of national mental health workforce development
- grow recovery orientated leadership by fostering leaders and encouraging leadership development: leaders at all levels will model recovery principles with staff and reward effective performance
- ensure leaders focus on a supported effort to build a coordinated clinical governance structure
- promote pride of working in Health Waikato Mental Health and Addictions Service

- support employing service users
- support recovery training and development
- promote and utilise research and evaluation findings in practice.

Outcomes

Health Waikato Mental Health and Addictions Service will:

- plan and coordinate recruitment and retention
- ensure leadership decisions and interaction reflect a recovery approach
- increase the number of service users employed
- have a recovery focused workforce
- use research and evaluation findings in practice.

4. Measuring progress

- Recovery plans and treatment plans reflect service users/tāngata whaiora's own recovery outcomes and goals.
- Relapse prevention plans demonstrate that service users/tāngata whaiora are encouraged to be drivers of their own care.
- Service user outcome measures indicate that there is measurable change in the long-term recovery of individuals, which is attributable to interventions or services.
- Reduction in numbers of people using the service for more than three years.
- An increase in the range of psychosocial interventions.
- Service users and family feedback informs operational plans.
- 20 per cent annual reduction in the use of seclusion, and elimination by 2014.



Glossary

Addiction	Addiction relates only to alcohol and other drug use and/or problem gambling.
Assessment	A service provider's systematic and ongoing collection of information about consumer needs. A clinical assessment forms the basis for developing a diagnosis and an individualised treatment and support plan with the service user, their family, whānau and significant other.
Evidence-based practice	An approach to decision-making in which the clinician uses the best evidence available, in consultation with the consumer, to decide on a course of action that suits the consumer best.
Family	The service user's whānau, extended family, partner, siblings, friends or other people that the service user has nominated.
Mental health	A state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her own community.
Mental illness	Any clinically significant behavioural psychological syndrome characterised by the presence of distressing symptoms or significant impairment of functioning.
Outcome	A measurable change in the health of an individual, which is attributable to interventions or services.
Recovery	People living well in the presence or absence of mental illness. The alcohol and other drug sector have a similar yet different view of recovery, one that includes both abstinence and harm minimisation perspectives that have evolved over time, allowing consumers a choice to adopt the approach that best represents their world view.
Service user	A person who uses mental health services. This term is often used interchangeably with consumer and/or tāngata whaiora.
Tāngata whaiora	People seeking wellness; mental health service users.