

Collaboration in the mental health and addiction sector

This reflects a vision for: a local system of support based on meaningful partnerships between people accessing services and the

Te Pou o te Whakaaro Nui and Platform Trust have explored the meaning and application of collaborative

- networks around them a whole of population health approach based on the notion of wellbeing
- engaged and healthy individuals, families/whānau and communities.

capability in the mental health and addiction (MH&A) sector in New Zealand.

The report – Collaborative capability in the mental health and addiction sector – focuses on the future shape and nature of MH&A service delivery, workforce planning and development to establish a "collaborative practice-

ready workforce". The report is intended as a resource to strengthen individual and organisational capacity for collaboration and to increase the focus on the rights of people accessing services. The report is available at www.tepou.co.nz. Key findings: The report considers:

Expanded opportunities to work more closely with a broader range of stakeholders

- Values, behaviours and approaches of a collaborative workforce and collaborative
- organisations Resources to better understand

collaboration and support more formal

- partnerships
- 1 World Health Organization. (2010). Framework for action on interprofessional education and collaborative practice. Geneva: World Health Organization. Retrieved from http://apps.who.int/ iris/bitstream/10665/70185/1/WHO_HRH_HPN_10.3_eng.pdf.

Features of individual and organisational collaboration

The cycle of collaboration – the 'WHY',

'HOW' and 'WHAT' of collaboration

- The collaboration/partnership continuum

The cycle of collaboration

MH&A services, and other health and social sector organisations.

/hy collaborate?

The "WHY", "HOW" and "WHAT" of collaboration is presented as a continuous cycle of improvement for the MH&A workforce,



Healthier, more resilient communities Effective and efficient services

Respect for people's rights

Better outcomes

- How to achieve collaboration?

Develop a collaborative culture:

> Between service workers and people

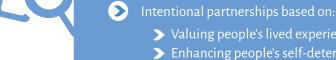


With other clinicians/professionals and between professional groups, departments and Engage with people in their social context: family, whānau, community, culture Integrate health and social sector responses with community development programmes

Commit to developing collaborative knowledge and skills across the workforce Improve system flexibility across the health and social sectors

Bring a values and human rights-based approach to all relationships

- What does good collaboration look like?



> Valuing people's lived experience > Enhancing people's self-determination More personalised support options

Expanded scope, nature and flexibility of service delivery into community settings

- Broader utilisation of Whānau Ora principles and practice
 - Networking and intentional participation with other health and social service agencies
- Resourcing of collaboration through allocation of time, opportunity, and funding Commitment to collaborative skills support, training and education
- Realignment of workforce roles to include collaborative practice
- Individual and organisational

Collaborative capability is essential to be able to: The following charts outline the values, behaviours and approaches of collaborative workers and organisations. Form mutual partnerships with people accessing The features described are relevant across health and social sectors, sustainable development initiatives and

Collaborate within communities.

Integrate across existing boundaries

capability



workforce development approaches organisational behaviour > systems and processes.

community development programmes. To support more

> the values and behaviours of individual workers

formal partnerships, emphasis is placed on:

Behaviours



Collaborative organisations have:

A reputation for honesty, trust and respect

A culture of reflection and learning

Humble, honest and kind Committed to working with others for mutual benefit

Open to risk, innovation and change

Committed to enhancing people's rights

What are the values

and approaches

organisation?

of a collaborative

Able to communicate well

across organisations

Giving up autonomy

Accommodating different points of view and ways

Able to network and connect with colleagues within and

Working in diverse community settings

Collaboration and formal partnerships are supported through: Workforce development

Collaborative skills:

what works

Role development:

Clear roles and

• Education and training

Coaching and mentoring

Opportunities to share

Access to peer networks

responsibilities that

include collaboration

collaborative leaders

broker collaboration

► Job-swapping between partner organisations

Flexibility around scope

collaborative outcomes

of practice to focus on

Networking between

teams, organisations

and sectors

accessing services.

Development of roles to

Identification and

development of

Role expansion:



Whole organisation

Targeted workforce

from leaders)

development

Understanding

commitment (particularly

Adequate resourcing (time,

collaborative best practice

Valuing people through

co-design processes

Celebration of success

money and opportunity)

Mutual respect for and understanding among partner organisations A commitment to innovation, divergent thinking, risk and change

Mutually agreed Collective values, identity, purpose and vision Valuing and recognising collaborative practice Effective governance Outcomes-based practice Opportunities for collaboration

Fostering creativity and innovation Well developed networks Community engagement

through:

As collaboration initiatives develop into more formal partnerships, relationships between organisations become more integrated and mutually accountable, and more dependent on structured mechanisms to support the relationship.

The table below is an amalgamation of slightly different approaches that can be found in the literature. It identifies commonly described collaborative relationships along a continuum and lists the characteristics of each type of relationship. The emphasis is on structural approaches between organisations rather than partnerships with people

The collaboration continuum

Effective use of partnership agreements Administrative support Ongoing review of partnership success

Clear systems

and processes

communication strategies

and other accountability

Shared decision-making

processes and conflict

resolution strategies

More formal partnerships

strategic goals

Well-developed

mechanisms

Relationships and structural characteristics along the collaboration continuum

Types of collaboration

Cooperation & **Networking &** coordination Collaboration Merger Coexistence communication **Partnership** Nature of relationship

working together · Regular working communication Get together Shared values, on common together on Negotiated and May have common shared projects agreed actions interests May share Shared policies · Separate systems information as resources and/or practices

autonomy

needed

Maintain

· No ongoing/

formal

More likely to govern relationship through the use of agreements.

Trade-offs around

loss of autonomy

vision, resources,

decision-making

accountability,

power, and

Integrated

programmes

Single system

Collaborative capability in the mental health and addiction sector

Te Pou o te Whakaaro Nui

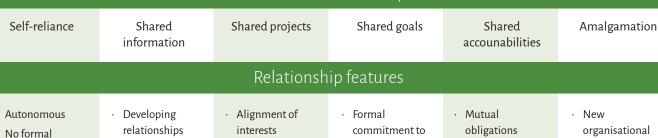
is available at www.tepou.co.nz



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May involve commitment more integrated planning or funding Increasing formality, complexity and risk, commitment and interaction, and integration of services and relationships.

Adapted from Better connected services for kiwis (Institute of Policy Studies, 2008); Putting pen to paper: Creating partnering agreements that work (Department of Internal Affairs, 2007)