

DISABILITY SERVICES ADVISORY COMMITTEE

PUBLIC

Agenda

6 May 2019, 10am to 12.30pm

Board Room, Pilmuir House, Hutt Valley DHB



	ITEM	ACTION	PRESENTER	MIN	TIME	PG
1 PROCEDURAL BUSINESS						
1.1	Karakia				10am	
1.2	Apologies	RECORD	Fran Wilde			
1.3	Continuous Disclosure - Register of Interest	ACCEPT	Fran Wilde			2
1.4	Confirmation of Draft Minutes from 4 February 2019	APPROVE	Fran Wilde			6
1.5	Matters Arising	NOTE	Fran Wilde			
1.6	Action List	NOTE	Fran Wilde			11
2 PRESENTATION						
2.1	3DHB Disability Responsiveness – New Direction		Rachel Noble			13
3 DECISION						
3.1	3DHB Mental Health & Addictions Strategy – Living Life Well 2019 - 2025		Rachel Haggerty			23
	3.1.1 Implementation Plan		Helene Carbonatto			27
	3.1.2 Living Life Well 2019 – 2025 Plan		Sandra Williams			48
	3.1.3 Implementation Approach (presentation)		Nigel Fairley			130
4 DISCUSSION						
4.1	Acute Continuum Care Wairarapa DHB		Nigel Fairley			146
4.2	Mental Health Improvement Programme Update		Rachel Haggerty			149
5 INFORMATION						
5.1	Update on Annual Sub-Regional Disability Group meeting	VERBAL	Bob Francis			
5.2	Update on Government's Response to the Mental Health Inquiry Report		Rod Bartling			157
<p align="center">DATE OF NEXT MEETING 26 AUGUST – BOARD ROOM, LEVEL 11, GRACE NEILL BLOCK</p> <p align="center">WELLINGTON REGIONAL HOSPITAL</p>						



3 DHB DISABILITY SERVICES ADVISORY COMMITTEE

Conflicts & Declarations of Interest Register

UPDATED AS AT MAY 2019

Name	Interest
Dame Fran Wilde <i>Chairperson</i>	<ul style="list-style-type: none"> Ambassador Cancer Society Hope Fellowship Chief Crown Negotiator Ngati Mutunga and Moriori Treaty of Waitangi Claims Chair, Kiwi Can do Ltd Chair National Military Heritage Trust Chair, Remuneration Authority Chair Wellington Lifelines Group Deputy Chair, Capital & Coast District Health Board Director Museum of NZ Te Papa Tongarewa Director Frequency Projects Ltd
Yvette Grace <i>Deputy Chair</i>	<ul style="list-style-type: none"> Member, Hutt Valley District Health Board Member, Hutt Valley District Health Board Hospital Advisory Committee Deputy Chair, 3DHB combined Disability Support Advisory Committee Chair, Hutt Valley District Health Board Community and Public Health Advisory Committee General Manager, Rangitane Tu Mai Ra Treaty Settlement Trust Husband, Family Violence Intervention Coordinator Wairarapa DHB Sister in law, Nurse at Hutt Hospital Sister in Law, Private Physiotherapist in Upper Hutt
Mr Andrew Blair <i>Member</i>	<ul style="list-style-type: none"> Chair, Capital & Coast DHB Chair, Hutt Valley DHB Chair, Hutt Valley DHB Hospital Advisory Committee Member, Hutt Valley DHB Finance, Risk and Audit Committee Member, 3DHB combined Disability Support Advisory Committee Member, Hutt Valley DHB Community and Public Health Advisory Committee Member, Capital & Coast DHB Finance, Risk and Audit Committee Member, Capital & Coast DHB Health Systems Committee Owner and Director of Andrew Blair Consulting Ltd Former member of the Hawke's Bay DHB (2013-2016) Former Chair, Cancer Control (2014-2015) Former CEO, Acurity Health Group Limited Advisor to Southern Cross Hospitals Ltd and Central Lakes Trust in relation to establish an independent surgical hospital facility in the

Name	Interest
	<p>Queenstown Lakes region</p> <ul style="list-style-type: none"> • Chair, Queenstown Lakes Community Housing Trust • Member of the State Services Commission Advisory Group on Crown Entity Chief Executive Remuneration • Member of the Governing Board for the Health Finance, Procurement & Information Management System business Case • Advisor to the Board of Breastscreen Auckland Ltd • Advisor to the Board of St Marks Women's Health (Remuera) Ltd
<p>Lisa Bridson <i>Member</i></p>	<ul style="list-style-type: none"> • Member, Hutt Valley District Health Board • Member, Hutt Valley District Health Board Hospital Advisory Committee • Member, 3DHB combined Disability Support Advisory Committee • Member, Hutt Valley District Health Board Community and Public Health Advisory Committee • Hutt City Councillor • Chair, Kete Foodshare
<p>Ms Eileen Brown <i>Member</i></p>	<ul style="list-style-type: none"> • Member of Capital & Coast District Health Board • Board member (until Feb. 2017), Newtown Union Health Service Board • Employee of New Zealand Council of Trade Unions • Senior Policy Analyst at the Council of Trade Unions (CTU). CTU affiliated members include NZNO, PSA, E tū, ASMS, MERAS and First Union • Executive Committee Member of Healthcare Aotearoa • Executive Member of Health Benefits of Good Work • Nephew on temporary CCDHB ICT employment contract.
<p>Ms Sue Kedgley <i>Member</i></p>	<ul style="list-style-type: none"> • Member, Capital & Coast District Health Board • Member, CCDHB CPHAC/DSAC committee • Member, Greater Wellington Regional Council • Member, Consumer New Zealand Board • Deputy Chair, Consumer New Zealand • Environment spokesperson and Chair of Environment committee, Wellington Regional Council • Step son works in middle management of Fletcher Steel
<p>Prue Lamason <i>Member</i></p>	<ul style="list-style-type: none"> • Member, Hutt Valley District Health Board • Member, Hutt Valley District Health Board Hospital Advisory Committee • Member, 3DHB combined Disability Support Advisory Committee • Member, Hutt Valley District Health Board Community and Public Health Advisory Committee • Deputy Chair, Hutt Mana Charitable Trust • Councillor, Greater Wellington Regional Council • Acting Chair, Greater Wellington Regional Council Holdings Company • Trustee, She Trust • Daughter is a Lead Maternity Carer in the Hutt
<p>Mr Derek Milne <i>Member</i></p>	<ul style="list-style-type: none"> • Member of 3DHB DSAC • Brother-in-law is Chairman of Health Care NZ • Daughter GP Masterton Medical Ltd (MML)

Name	Interest
	<ul style="list-style-type: none"> Board member Masterton Medical
Jane Hopkirk <i>Member</i>	<ul style="list-style-type: none"> Member, Wairarapa District Health Board Member, Wairarapa, Hutt Valley and CCDHB Disability Support Advisory Committees (30 March 2016) Member, Wairarapa Te Iwi Kainga Committee Kaiaarahi, Takiri Mai Te Ata, Kokiri Hauora
Mr Alan Shirley <i>Member</i>	<ul style="list-style-type: none"> Member, Wairarapa District Health Board Member, Wairarapa, Hutt Valley and CCDHB DSAC Surgeon at Wairarapa Hospital Wairarapa Community Health Board Member Wairarapa Community Health Trust Trustee (15 September 2016)
Kim Smith <i>Member</i>	<ul style="list-style-type: none"> Employee of Te Puni Kokiri Trustee for Te Hauora Runanga o Wairarapa Brother is Chair for Te Hauora Runanga o Wairarapa Chair, Te Oranga o Te Iwi Kainga Sister, Member of Parliament
John Terris <i>Member</i>	<ul style="list-style-type: none"> Member, Hutt Valley District Health Board Member, Hutt Valley District Health Board Hospital Advisory Committee Member, 3DHB combined Disability Support Advisory Committee Member, Hutt Valley District Health Board Community and Public Health Advisory Committee National President of Media Matters in NZ – a viewer advocacy group work in the area of TV and the internet, and incorporating Children’s Media Watch Patron – Hutt Multicultural Council Inc
Sue Driver <i>Member</i>	<ul style="list-style-type: none"> Community representative, Australian and NZ College of Anaesthetists Board Member of Kaibosh Daughter, Policy Advisor, College of Physicians Former Chair, Robinson Seismic (Base isolators, Wgtn Hospital) Advisor to various NGOs
‘Ana Coffey <i>Member</i>	<ul style="list-style-type: none"> Member of Capital & Coast District Health Board Councillor, Porirua City Council Director, Dunstan Lake District Limited Trustee, Whitireia Foundation Brother is Team Coach for Pathways and Real Youth Counties Manukau District Health Board Father is Acting Director in the Office for Disability Issues, Ministry of Social Development
Bob Francis <i>Member</i>	<ul style="list-style-type: none"> Chair Masterton Medical Ltd Chair Biomedical Services (NZ) Ltd Chair Sub Regional Disability Advisory Group Chair Alliance Leadership Team, Tihei Wairarapa Chair National Aviation Centre Trust Chair Pukaha Mount Bruce

Name	Interest
	<ul style="list-style-type: none"> • Chair Upper Ruamahunga River Flood Plain Committee • Deputy Chair Wairarapa Water Ltd • Chair Wings over Wairarapa • Chair Digital Seniors • Chair Wairarapa Healthy Homes
Fa'amatuainu Tino Pereira <i>Member</i>	<ul style="list-style-type: none"> • Managing Director Niu Vision Group Ltd (NVG) • Chair 3DHB Sub-Regional Pacific Strategic Health Group (SPSHG) • Chair Pacific Business Trust • Chair Pacific Advisory Group (PAG) MSD • Chair Central Pacific Group (CPC) • Chair, Pasefika Healthy Home Trust • Establishment Chair Council of Pacific Collectives • Chair, Pacific Panel for Vulnerable Children • Member, 3DHB CPHAC/DSAC
Dr Tristram Ingham <i>Member</i>	<ul style="list-style-type: none"> • Senior Research Fellow, University of Otago Wellington • Member, Capital & Coast DHB Māori Partnership Board • Clinical Scientific Advisor & Chair Scientific Advisory Board – Asthma Foundation of NZ • Trustee, Wellhealth Trust PHO • Councillor at Large – National Council of the Muscular Dystrophy Association • Trustee, Neuromuscular Research Foundation Trust • Member, Wellington City Council Accessibility Advisory Group • Member, 3DHB Sub-Regional Disability Advisory Group • Professional Member – Royal Society of New Zealand • Member, Institute of Directors • Member, Health Research Council College of Experts • Member, European Respiratory Society • Member, Te Ohu Rata o Aotearoa (Māori Medical Practitioners Association) • Director, Miramar Enterprises Limited (Property Investment Company) • Daughter, Employee of Hutt Valley based Māori provider (Tu Kotahi Māori Asthma Trust) • Wife, Research Fellow, University of Otago Wellington



DRAFT Minutes of the 3DHB DSAC
Held on Monday 4 February at 10am
Boardroom, Level 11, Grace Neill Block, Wellington Regional Hospital
PUBLIC SECTION

PRESENT:

BOARD

Dame Fran Wilde (Chair)
Yvette Grace (Deputy Chair, *joined via teleconference at 10.30am*)
Bob Francis
Eileen Brown
Roger Blakeley
Sue Kedgley
Derek Milne
Jane Hopkirk
Alan Shirley
John Terris
Sue Driver
Dr Tristram Ingham

STAFF:

Rachel Haggerty, Director, Strategy Innovation and Performance, CCDHB
Joy Cooper, Acting Executive Leader, Planning and Performance, WrDHB
(*joined via teleconference at 10.30am*)
Rod Bartling, Mental Health Improvement Manager HVDHB
Rawinia Mariner, Manager Mental Health and Addictions, CCDHB

GENERAL PUBLIC:

1 member of the public in attendance

1 PROCEDURAL BUSINESS

1.1 PROCEDURAL

The Karakia was led by Jane Hopkirk. Committee Chair, Fran Wilde, welcomed the members and DHB staff.

1.2 APOLOGIES

Apologies received from Andrew Blair, Lisa Bridson, Fa'amatuinu Tino Pereira, Kim Smith, Ana Coffey and Kim Smith

1.3 INTERESTS

1.3.1 REGISTER OF INTERESTS

Jane Hopkirk registered a specific interest relating to the Mental Health Strategy paper. She works for the Kokiri Hauora Whānau Ora collective that made a contribution to the paper.

It was also noted that there are changes to the Chair, Prue Lamason and Derek Milne's register of interest.

1.4 CONFIRMATION OF PREVIOUS MINUTES: 3 December 2018

It was noted that the previous minutes was well written by Melanie Metuariki.

There was a noted typographical error on item 2.1 (page 8). The paper was moved by Jane Hopkirk instead of Derek Hopkirk.

It was also noted that the Joy Cooper who had attended the previous meeting via Video Conference was left out of the staff attendance list.

Actions:

1. 3.1 3DHB Mental and Addictions Improvement Programme – at the Wairarapa Board Meeting about how the Acute Care Continuum project is affecting the Wairarapa. Nigel Fairley to provide an update at the May 3DHB DSAC meeting.

1.5 TERMS OF REFERENCE

The Terms of Reference will be taken to the 3DHB Boards for endorsement.

Actions:

1. A covering letter to advise the Boards that the 3DHB DSAC is seeking their endorsement of the Terms of Reference.

Moved: Eileen Brown

Seconded: Prue Lamason

Carried:

1.6 MATTERS ARISING

1.7 ACTION LIST

The reporting timeframes on the other open action items were **noted**.

Yvette Grace and Joy Cooper joined the meeting from Wairarapa via Video Conference from 10.30am.

2 FOR DECISION

2.1 3DHB Mental Health & Addictions Strategy

The paper was taken as **read**.

The Committee:

- a) **Noted** the strategy has been developed in conjunction with a range of stakeholders including mental health consumers, Māori, Pacific, non-governmental organisations, primary health care, specialist mental health and addictions providers and other DHB staff.
- b) **Noted** that this Strategy has been reviewed against the report from the Mental Health Inquiry and is well aligned.
- c) **Endorsed** that the Board of each DHB adopt the “3DHB Mental Health & Addictions Strategy, Living Life Well 2019 – 2025”, for release in early 2019 to support the improvement of Mental Health and Addiction services.

Recommendation to the Board:

That Board adopt the “3DHB Mental Health & Addictions Strategy, Living Life Well 2019 – 2025”.

Discussion:

1. The Committee noted that the Strategy discussion at the last DSAC meeting was positive and the current paper had taken into account their feedback such as co-design and the connection with the Mental Health Inquiry. It was acknowledge that the Strategy paper is a living document, a review date for the Strategy will be useful.

2. The implementation process was discussed, recognising that it would be around prioritising.
3. That consideration needs to be given to developing a dementia/alzheimer's strategy.

Actions:

1. Management to amend the strategy to; add a review date, amend page 48 of the strategy – "MHA is a challenging place in which to work" and to include in the Foreword page of the Strategy that moving ahead, we will work partnership with the Maori community on the co-design.
2. Management will present an implementation plan for the strategy at DSAC in May 2019.
3. The implementation plan will include co-design processes, timeframes and key performance indicators.
4. Management will present a discussion on the CCDHB response to increasing dementia and alzheimer's at a future meeting.

Moved: Roger Blakeley

Seconded: Prue Lamason

Carried:

3 FOR INFORMATION

3.1 Suicide Prevention / Postvention Update

The paper was taken as **read**.

The Committee:

- a) **Noted** the progress and changes underway to improve the system, process and services.

Discussion:

1. CCDHB is providing a single point of organisational leadership for suicide prevention and postvention on behalf of the 3DHBs. They will drive a clear strategy and implementation plan.
2. The importance of ensuring models for suicide prevention and postvention is needed for the Maori community as the current models are not working. This includes understanding how communities effectively talk about suicide as part of the prevention strategy
3. There is considerable analysis of suicide, including the impacts of social determinants, relationships and racism. This analysis will inform our strategies and implementation plan.

Recommendation to the Board:

- a) *To note the paper.*

Actions:

1. Information from the Ministry of Health on how to talk to the media about suicides to be uploaded to Boardbooks.

Moved: Roger Blakeley

Seconded: Jane Hopkirk

Carried:

3.2 Summary and Update of activities post the Sub-Regional Disability Advisory Group (SRDAG) meeting on 25 January 2019

The paper was taken as **read**.

The Committee:

- a) **Noted** the Alerts review (3.3)
- b) **Noted** the Accessibility Project-Environments (3.6)
- c) **Noted** the Forum update (May 3rd) (3.7)
- d) **Endorsed** the Terms of Reference for Sub-Regional Disability Advisory Group (SRDAG)
- e) **Noted** the Accessibility Charter (4.3).

Discussion:

- 1. Invitation to Sub-Regional Disability Advisory Group Forum is extended to the 3DHBs Board members.
- 2. Health passport is a 3DHB project with national implications with support from the Ministry of Health and ACC. The health passport was intended for people with disability using primary care, community and specialist health services.
- 3. To ensure consistency with other expert advisors, CCDHB is amending the payment policy to recognise the contribution of expertise by people with disability.
- 4. The accessibility initiative is in its development stage. Eventually expenditure will be required. Sub-Regional Disability Advisory Group to engage with the Citizens Health Council and the Clinical Council in the implementation.

Recommendation to the Board:

- a) *To endorse the Terms of Reference for the Sub-Regional Disability Advisory Group (SRDAG).*

Actions:

- 1. To amend the CCDHB policy of consumer committee payment to recognise contribution of expertise by people with disability.

Moved: Bob Francis

Seconded: Eileen Brown

Carried:

3.3 Resolution to Exclude the Public

The paper was taken as **read**.

The Committee:

- a) **Agreed** that as provided by Clause 32(a), of Schedule 3 of the New Zealand Public Health and Disability Act 2000, the public are excluded from the meeting for the following reasons:

SUBJECT	REASON	REFERENCE
Home and Community Support Services (HCSS) Request for Proposal (RFP) 2018 Evaluation conclusion and preferred providers	Papers contain information and advice that is likely to prejudice or disadvantage commercial activities and/or disadvantage negotiations	9(2)(b)(i)(j)

Moved: Bob Francis

Seconded: Eileen Brown

Carried:

The meeting closed at 11.50am.

3 DATE OF NEXT MEETING

6 May, 10am, Board Room, Pilmuir House, Hutt Valley DHB.

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SCHEDULE OF ACTION POINTS – DISABILITY SERVICES ADVISORY COMMITTEE (DSAC)

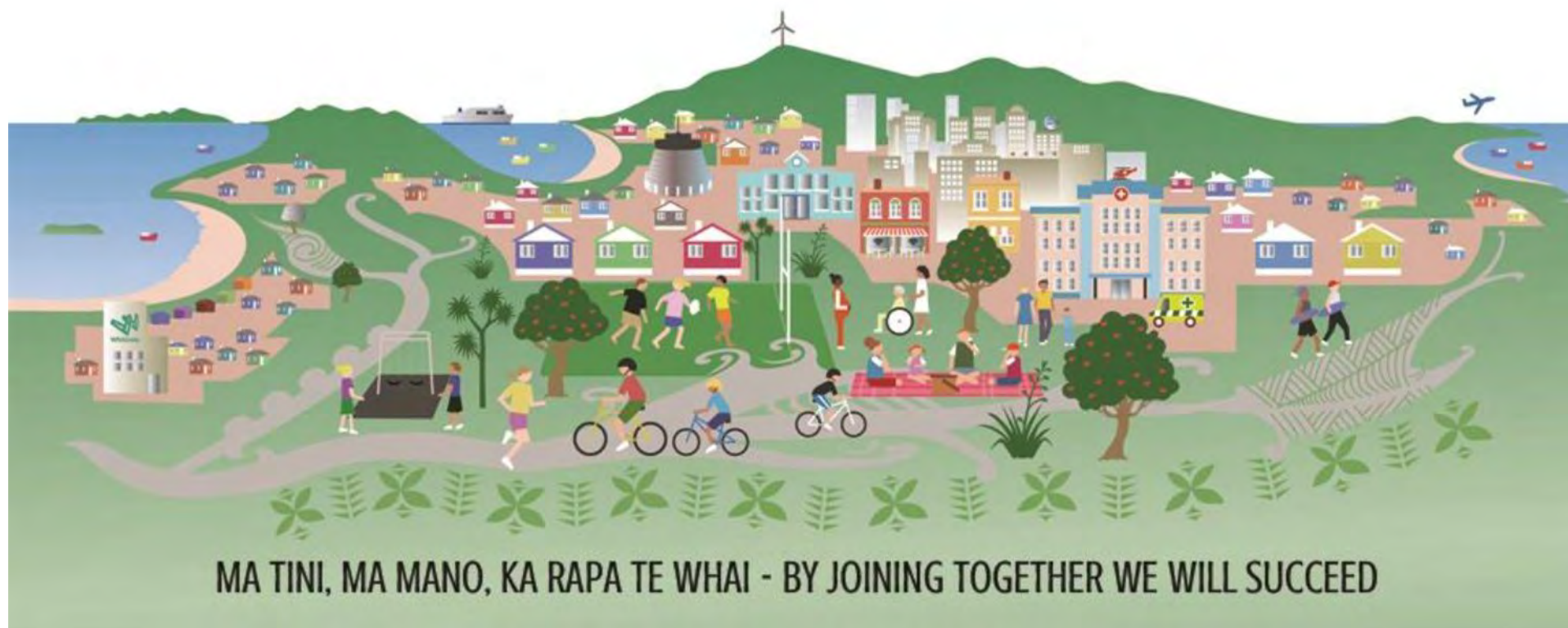
AP No:	Topic:	Action:	Responsible:	How Dealt With:	Delivery Date:
DSAC Public Meeting 4 February 2019					
1.4	Confirmation of previous minutes	1. 3.1 3DHB Mental Health and Addictions Improvement Programme – at the Wairarapa Board Meeting about how the Acute Care Continuum project is affecting the Wairarapa. Nigel Fairley to provide an update.	Nigel Fairley	To provide an update	May
1.5	Terms of Reference	1. A covering letter to advise the Boards that the 3DHB DSAC is seeking their endorsement of the Terms of Reference	Sandra Williams	CCDHB and HVDHB has received approval from their Boards. WrDHB to seek approval from their Board.	August
2.1	3DHB Mental Health & Addictions Strategy	1. Management will present a discussion on the CCDHB response to increasing dementia and alzheimer's at a future meeting	Rachel Haggerty		August
3.2	Summary and Update of activities post the Sub-Regional Disability Advisory Group meeting on 25 January 2019	1. To amend the CCDHB policy of consumer committee payment to recognize contribution of expertise by people with disability	Bob Francis / SRDAG		May

Closed since last meeting – 4 February 2019

AP No:	Topic:	Action:	Responsible:	How Dealt With:	Delivery Date:
DSAC Public Meeting 4 February 2019					
2.1	3DHB Mental Health & Addictions Strategy	1. Management will present an implementation plan for the strategy at DSAC in May 2019. 2. The implementation plan will include co-	Rachel Haggerty Helene Carbonatto	The implementation will be discussed at the May meeting	Closed

		design processes, timeframes and key performance indicators	Joy Cooper		
3.1	Suicide Prevention/ Postvention Update	1. Information from the Ministry of Health on how to talk to the media about suicides to be uploaded to Boardbooks	Committee Secretary	Loaded to the Resource Centre of DSAC Boardbooks.	Closed
DSAC Public Meeting 3 December 2018					
1.7	Action List Item 1.7 Terms of Reference	2. The Chair will recommend to the Board, 2 members from each advisory group be invited to attend this meeting, with a note to revisit the Terms of Reference.	Rachel Haggerty	Letter has been sent to the Chairs of Sub-Regional Disability Advisory Group, Sub-Regional Pacific Health Advisory Group and Maori Partnership Board to request endorsement on the amended Quorum.	Closed
3.3	3DHB Sub-Regional Disability Strategy	2. Distribute original strategy 3. Upload Tristram's paper to Boardbooks	Committee Secretary	Both papers are loaded to the Resource Centre on Boardbooks.	Closed
DSAC Public Meeting 10 September 2018					
1.5	Terms of Reference	To bring a resolution on the terms of reference to the February meeting	Rachel Haggerty	Terms of Reference to be approved at the February meeting.	Closed

Equity in healthcare disability community



Disability Strategic and Performance Team

- Rachel Noble
- David Darling
- Rachel Anderson
- Kathy Pauga
- Robyn Armour (Hutt)
- Heather Atkinson (Wairarapa)
- Sarah Murtha
- Maori Disability Advisor
- NZSL Project Lead

Our drivers

- Human Rights:
 - UN Convention on the Rights of Persons with Disabilities
- Equity – access
 - participation
- Better health outcomes
- Presence/visibility
- Valuing the disability community
- Disabled leadership
- Citizenship
- Ease through the health journey

Sub-Regional Disability Strategy 2017 - 2022

Enabling Partnerships:

*Collaboration for effective
access to health services*

Four focus areas

1. Leadership
2. Inclusion and Support
3. Access
4. Health

Sub Regional Forum

21 June 2019

**promoting human rights-
based health care services that
are inclusive and accessible**

To do:

- Advise across 3 DHBs policies, strategies, initiatives
- Accessibility audit
accessibility charter
- Reasonable accommodation
(e-passports, supported decision making)
- Co-design
- Accountability
 - data
 - monitoring
 - research
- Awareness raising
- Education
(communication, tools, reasonable accommodation underpinned by rights and voices)

Accessibility Charter

The Chief Executives of the Disability Forum are committed to ensuring that the public sector is accessible for everyone.

The Accessibility Charter documents the Chief Executives statement of commitment after considering Article 9 – Accessibility of the United Convention of the Rights of People.

Action: The Chief Executive, and Communications and IT managers sign the charter, which endorses their organisation's commitment to accessibility and mandates staff to work towards an accessible environment.

Example:

Office of the Ombudsman

- Recently released
- ‘Making complaints to the United Nations Disability Committee: A Guide for New Zealanders’
- Available in
- NZ Sign Language
 - Audio guide
 - Easy read
 - Braille

<http://www.ombudsman.parliament.nz/resources-and-publications/guides/disability-rights-guides>

Across 3 DHBs

- Informed Consent
- Health promotion and disease prevention
- Medication/treatment plans
- Communications (letters)
- Information

Targets our key priorities

- Equity
- Promotes inclusion
- Improves patient experience
- Avoidable admissions
- Reputational enhancement

Plan Development

- Scope
- Co-design
- Prioritising information
- Structure
- Costings
- In-house/out-source
- Approach (building a bank of information in different formats)

<https://www.nzsl.nz/>

possible structure

Paper for next DSAC meeting with recommendation for Boards to adopt the charter



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Date 6 May 2019	3DHB DISABILITY SERVICES ADVISORY COMMITTEE
Author	Kate Charles, Project Manager, Strategy, Planning and Outcomes, HVDHB
Endorsed by	Helene Carbonatto, General Manager – Strategy, Planning and Outcomes , HVDHB Rachel Haggerty, Director – Strategy, Innovation & Performance, CCDHB Sandra Williams, Acting Executive Leader, Planning and Performance, WrDHB
Subject	3DHB Mental Health & Addictions Strategy, <i>Living Life Well 2019 - 2025</i>
RECOMMENDATIONS It is recommended that the Committee: <ul style="list-style-type: none"> (a) RECEIVE and provide feedback on the draft <i>Living Life Well 2019 – 2025</i> Implementation plan (b) REQUEST that, subject to incorporating DSAC feedback, the 3 DHB Boards approve the implementation plan (c) NOTE the proposed implementation principles (d) NOTE the staged implementation approach (e) NOTE that significant additional investment will need to be committed to by our 3 DHBs to achieve the outcomes sought from this Plan (f) REQUEST that a Population Outcomes Framework be presented to DSAC for feedback in August 2019 (g) REQUEST that a 5-year investment plan be presented to DSAC for feedback in December 2019 (h) NOTE that the strategy and implementation plan will be reviewed against the Government's response to the Mental Health and Addiction Inquiry Report once available. (i) NOTE that the strategy and implementation plan will be reviewed in December 2019, and annually thereafter. 	
APPENDICES 1. LIVING LIFE WELL 2019 – 2025, IMPLEMENTATION PLAN	

1. INTRODUCTION

1.1 Purpose

The purpose of this paper is to seek DSAC's feedback on the 3 DHB Mental Health and Addictions Strategy, *Living Life Well 2019 – 2025* (the Strategy), draft Implementation Plan (attached as appendix one).

1.2 Previous Board Discussions/Decisions

The Strategy has been presented twice to DSAC, once in December 2018, and again in February 2019 where DSAC recommended that the Board of each DHB adopt the Strategy. The Board of CCDHB and HVDHB approved the adoption of strategy on the 28th of February and the Board of WrDHB approved the adoption of the strategy on the 25th of February.

At their meeting on the 4th of February 2019, DSAC requested that management present an implementation plan for the strategy in May 2019. DSAC requested that the implementation plan include



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co-design processes, timeframes and key performance indicators.

2. BACKGROUND

The Strategy describes how the 3 DHBs will transform the mental health and addiction system between now and 2025 to improve outcomes for people, whānau and communities.

An agreed implementation plan is an essential step in bringing the strategy to life, agreeing the approach and guiding principles, and turning it into a clearly agreed plan to accomplish the strategy objectives and provide a means for tracking progress across the sub-region.

3. THE IMPLEMENTATION PLAN

The Implementation Plan describes guiding principles and an agreed approach to delivering the strategic directions set out in the Strategy. The principles and actions set out in the plan are designed to fundamentally transform the way we design and deliver services in order to improve mental health and addiction outcomes and reduce inequities.

The plan sets out a staged approach to implementation that includes alignment of the current mental health and addictions work programme, continued development of our partnership and co-design approaches, and change management and investment implications.

3.1 Implementation Principles

The implementation plan sets out four underlying principles that describe a shared commitment to a model of working that will be embedded at all levels of strategy implementation:

3.1.1 Partnership with Māori

The implementation of *Living Life Well* will be guided by the overarching framework set out in He Korowai Oranga¹ and will prioritise improving equity of outcomes for Māori.

Partnership with Māori, including active participation in the commissioning, delivery and evaluation of Kaupapa Māori models of practice, will be integral to all aspects of the Strategy implementation.

3.1.2 Co-design with priority populations

Many of our communities experience inequitable health and wellbeing outcomes, including Māori, Pacific people, people with disabilities, people who belong to religious communities such as Muslim communities, refugees, and gender and sexually diverse communities.

To ensure that we develop culturally responsive and appropriate services for the diverse range of communities in our sub-region, we will co-design services with them.

All of the activities set out in the implementation plan will adopt a tailored co-design methodology that has been developed collaboratively with tāngata whaiora and other stakeholders and that reflects the nature of the improvement project in terms of its scope and the community that it serves.

3.1.3 Transformative Change and investment

Achieving the improved population outcomes for tāngata whaiora that we are seeking will require transformative change in how our current services are funded and delivered.

¹ The national Māori Health Strategy (Ministry of Health, 2014)



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To address the key gaps in our services (particularly around early intervention which is an area that DHBs have historically under invested in) will require a commitment from the Boards to an investment pipeline over the next 5 years.

3.1.4 Continuous review

The strategy and implementation plan will be 'living documents' that will be continuously reviewed and revised as we learn together with our partners and as new national and local priorities and challenges emerge, including the government's response to *He Ara Oranga*, the Mental Health and Addiction Inquiry report.

3.2 Staged Implementation

The Implementation Plan describes four stages that are required to achieve the implementation of *Living Life Well*. These stages are:

3.2.1 Aligning the current work programme

There are a number of improvement initiatives that are already underway as part of the existing 3 DHB Mental Health Improvement Programme (MHAIP). These will continue and form the basis of the implementation plan activities for 2019/20.

3.2.2 Partnership development

We will work with our existing leadership forums including Māori Partnership Boards, the Sub-regional Pacific Advisory Group, the Sub-regional Disability Advisory group, the Lived Experience Advisory Groups and service providers to further develop and strengthen our partnership model and approach.

3.2.3 Codesign and partnership approach

We will progress our approach to co-design and partnership working with tāngata whaiora, Mana Whenua, Māori, Pacific, those with disabilities and other stakeholders.

3.2.4 Managing change and investment

Our current providers may need change management support to enable them to increase their focus on equity and transition from existing service models to new co-designed service delivery models.

After a long history of investing to meet the needs of the most unwell, a change is required in investment planning for future services if we are to meet the objectives of both *Living Life Well* and the Mental Health Inquiry. Stage one of the implementation plan includes the development of a 5-year investment plan to be presented to DSAC in December 2019.

3.3 Stage 1: Action Plan - aligning the current work programme

Stage one of the implementation Plan focuses on the alignment of the current mental health and addiction work programme and the establishment of the processes for partnership development, co-design, and managing change and investment.

The action plan maps the current work programme activities against the Strategy directions, enablers and focus areas and includes key activities and implementation target dates. Clear accountabilities for delivery of the Action Plan have been developed and will be used as part of the overall governance of the programme.



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3.4 Measuring Success

3.4.1 Outcomes for People

A Population Outcomes Framework will be developed that links the activities we are undertaking with the outcomes that we want to achieve; and provides a means of tracking and reporting progress towards achieving our vision.

We will use He Tāngata - the draft Mental Health and Wellbeing Population Outcome Framework (2016) as a starting point for developing a 3 DHB Framework in partnership with our Māori Partnership Boards, Lived Experience Advisory Group and other key stakeholders.

3.4.2 Service Performance

We will apply the performance analytics function of He Tāngata to identify relationships between service coverage, results and funding for target populations. This will be used to inform investment, commissioning and contracting focussed on results for people.

We will develop service performance measures to compare performance between services and across target populations to understand service contribution. Three types of performance measures will be applied: impact measures, structural measures and process measures.

4. NEXT STEPS

- Following feedback from DSAC, the implementation plan will be finalised and presented to the 3 DHB Boards in May and June for their approval.
- Discussions with Iwi Partnership Boards and Advisory Groups will commence in May and will continue throughout the implementation of the Strategy. Initial discussions will aim to socialise the strategy and hear people's views on how we can further strengthen our partnership and co-design approaches.
- We will develop a 3 DHB Populations Outcomes Framework in partnership with our Māori Partnership Boards, Lived Experience Advisory Group and other key stakeholders.
- Further analysis of additional areas for investment and the implications of the Government's response to *He Ara Oranga*, the Mental Health and Addiction Inquiry report, will be undertaken.
- We will develop a 5-year investment plan for approval by the 3 DHB Boards. A draft will be presented to DSAC for feedback in December 2019.

Living Life Well 2019- 2025 Mental Health and Addiction Strategy

Implementation Plan
Phase one: 2019/20

Wairarapa, Hutt Valley and Capital & Coast District Health Boards



1 INTRODUCTION

In February 2019 Capital and Coast, Hutt Valley, and Wairarapa DHB Boards approved the adoption of a 3 DHB Mental Health and Addiction Strategy, *Living Life Well 2019 – 2025*.

Living Life Well sets the strategic direction for transforming the mental health and addiction system over the next 5 years to improve the experience and outcomes for tāngata whaiora (people who are seeking wellness and wellbeing, including those currently experiencing mental ill health and/or addiction, and those in recovery), their families, whānau and communities. It covers the complete continuum of care: Sustaining specialist mental health and addiction services, recognising that we need to, and can, do a better job of providing earlier intervention when things start to go wrong, and focusing our attention on those with inequitable health outcomes.

Living Life Well commits to a fundamental change in the approach to designing and commissioning services - one that creates an environment where tāngata whaiora can self-determine the solutions and policies that affect their lives. A priority within this is addressing our commitment as DHBs to partner with, and further develop, our relationship with Tāngata Whenua to acknowledge and proactively address the systemic challenges that contribute to inequitable health and wellbeing outcomes for Māori.

Mental health and addiction challenges impact differently on diverse communities and our commissioning and service provision need to be responsive to these differing needs.

Decolonising methodologies, indigenising spaces and approaches must support a population-based approach to co-designing services for Māori and Pacific people.

In addition, the experiences of those with disabilities, Muslim communities, the LGBTQIA¹ community, in pregnancy and early childhood years, for those who are young and those who are older bring unique challenges.

This implementation programme will recognise that individuals may be part of many of these groups. We will work with these groups to ensure future service design reflects the diverse needs of tāngata whaiora, their families, whānau and communities.

This will mean greater engagement with communities, new providers in our mix of services, as well as adapting the function and service offer of existing providers. Until we work more closely with tāngata whaiora and their communities and understand their perspectives and need, we will not be able to adequately respond to their mental health and wellbeing.

¹ LGBTQIA – lesbian, gay, bisexual, transsexual, queer, intersexual and asexual.

2 OUR DIRECTION

Living Life Well has two overarching strategic directions and three enabling directions, each with multiple focus areas.



3 GUIDING PRINCIPLES

Living Life Well sets out a vision for services that are person-centred, culturally relevant, integrated across the continuum of care, recognise and include family and whānau, are focused on early intervention, can support self-management and recovery, and prioritise local delivery with specialist support. Mental health and wellbeing are central to our ability to enjoy life. They enable us to engage in education and employment, and enjoy a meaningful social and cultural life with our family, friends and whānau.

The implementation of the strategy will be guided by four underlying principles that describe a shared commitment to a model of working that will be embedded at all levels of strategy implementation. The principles are grounded in a values-based approach that firmly embeds co-design and partnership at every level of system transformation - from the design of new models of care to the development and delivery of locality-based services.

3.1 Partnership with Māori

The implementation of *Living Life Well* will be guided by the overarching framework set out in He Korowai Oranga². Enabling whānau, hāpu, iwi and Māori to exercise control over their own health and wellbeing, as well as the direction and shape of their own institutions, communities and development as a people.

The recent Government Mental Health Inquiry identified that the Western model of mental health, enshrined in the health system

and legislation, is based on beliefs that are not shared by all Māori and are not always helpful. For example, the separation of mental health from oraanga (health and wellbeing) is contradictory to Māori insights of health. The impact that such fundamental contradictions creates is reflected in the persistently inequitable outcomes for Māori. Our approach to mental health and addictions acknowledges the Tāngata Whenua status of Māori under Te Tiriti o Waitangi.

Māori partnership will be reflected in our approach to the commissioning, delivery and evaluation of services. Partnership with Māori will be integral to all aspects of the commissioning and provision of mental health and addiction services for Māori.

Hutt Valley, Capital and Coast and Wairarapa DHBs all have Māori Health strategies that identify improving mental health and addiction services as key focus areas. The mental health and addiction activities set out in this plan will be implemented in tandem with the implementation of these Māori Health strategies and action plans.

3.2 Co-design with priority populations

Mental health and addictions impact differently on different communities. The dominance of Western models of practice in our mental health and addiction services means that services are not always responsive to the specific needs of diverse communities of

² The national Māori Health Strategy (Ministry of Health, 2014)

tāngata whaiora such as Pacific tāngata whaiora, tāngata whaiora with disabilities, tāngata whaiora who belong to religious communities such as Muslim communities, refugees, or gender and sexually diverse communities. Placing tāngata whaiora at the centre of planning and service development will allow us to tailor solutions to their diverse cultures, experiences and needs.

To ensure that we develop culturally responsive and appropriate services for the diverse range of communities in our sub-region, we will co-design services with them. Bringing together providers and diverse groups of tāngata whaiora in partnership to co-design system and service improvements together will enable us to better understand and challenge the status quo and make effective improvements for the future.

Living Life Well has adopted the Health Quality and Safety Commission's definition of co-design (2017):

“An approach to design attempting to actively involve all stakeholders (e.g. employees, partners, customers, citizens, end users) in the design process to help ensure the result meets their needs and is usable.”

“Co-design is an important part of a process to engage people; consumers, family and staff, capture their experiences and ideas, organise the learning that it brings to create new understanding and insight from the perspective of the care journey and emotional journey, come together in partnership to review learning and ideas, plan and implement improvements then finally; review what difference that has made.”

All of the activities detailed in this plan will adopt a tailored co-design methodology that has been developed collaboratively with tāngata whaiora, Māori and stakeholders and that reflects the nature of the improvement project in terms of its scope and the community that it serves.

3.3 Transformative Change and investment

Achieving the improved population outcomes for tāngata whaiora that we are seeking will require transformative change in how our current services are funded and delivered. Our MHAIDS service is by far the largest provider of mental health and addiction services; they will need to evolve, adapt, be bold and transform their services to ensure partnership and integration with existing providers, new providers and communities. Staying still will not allow us to achieve the outcomes we are seeking.

Furthermore, implementing this Plan will also require a significant investment pipeline. To address the key gaps in our services (particularly around early intervention which is an area that DHBs have historically under invested in) will require a commitment from the Boards to an investment pipeline over the next 5 years. Historical under investment of other key services such as acute alternatives, alcohol and drug services and Kaupapa Māori and Pacific health services will also need to be rectified with a sustained investment plan to address the gaps in our services. The 3 DHBs commit as part of this Plan to develop a 5-year investment pipeline for new mental health and addiction services by 31 December 2019.

3.4 Continuous review

Although *Living Life Well* sets out a 5-year timeframe for achieving its objectives, we expect the strategy to be a 'living document' that develops and evolves as we continue to learn what is important to tāngata whaiora and to measure the impact of our improvement activities.

The strategy is aspirational and sets out a large number of focus areas, not all of which can be undertaken at once. Some actions will be implemented in the short to medium term, other actions will take longer to initiate and implement and new actions will be added from time to time.

This plan sets out the starting point for implementing *Living Life Well*. It will be continuously reviewed and revised as we learn from tāngata whaiora, their family, whānau, and the wider communities in which they live their lives. We will continue to ask tāngata whaiora what is important to them, to monitor progress towards achieving this, and to adapt and revisit the plan to ensure we are achieving this.

We will use a Population Outcomes Framework that ensures a clear and specific focus on equity amongst our populations alongside a performance management framework that ensures our investments all contribute to improved outcomes for our people, their families, whānau and communities.

4 THE PLAN

The principles and actions set out in this plan are designed to fundamentally transform the way we design and deliver services in order to improve mental health and wellbeing outcomes and eliminate inequities.

Achieving the outcomes sought from the implementation of this Plan requires fundamental change in how our services are provided - where, for who, and by whom. Our specialist mental health and addiction services (MHAIDS) as well as our NGO providers and primary care providers will need to work in new integrated ways to achieve the joint outcomes we are seeking.

There are four stages required to achieve the implementation of *Living Life Well*. These stages are:

1. Aligning the current work programme

A great deal of work is already underway through the existing 3 DHB Mental Health and Addictions Improvement Programme and this will continue. Within this programme there are many good examples of collaboration and co-design however we recognise that we need to go much further, continuing to build on the progress that we've made.

2. Partnership Development

Partnership with our leadership forums including Maori Partnership Boards, the Sub-regional Pacific Advisory Group, the Sub-regional Disability Advisory group, our lived experience groups in both MHAIDS and our communities, and our MHAIDS, primary care and community providers.

3. Co-Design and Partnership approach

Progressing our approach to co-design and partnership working with tāngata whaiora, Mana Whenua, Māori, Pacific, those with disabilities and all stakeholders to ensure an authentic model of co-design of a system that is respected, valued and understood by all stakeholders, ensuring we deliver effective solutions.

4. Managing change and investment

Our three DHBs are invested in a range of current providers including MHAIDS, NGOs and primary care. All of our service providers may need support to strengthen their focus on equity, working with tāngata whaiora and delivering on outcomes.

Some of our services may require change management process to transition from existing service models to co-designed service delivery models. These changes require a planned and intentional response.

Finally, after a long history of investing to meet the needs of the most unwell, a change is required in investment planning for future services if we are to meet the objectives of both *Living Life Well* and the Mental Health Inquiry. The creation of an investment pipeline by our 3 DHBs to achieve the outcomes sought from this Plan will enable the Boards to make informed decisions.

5 IMPLEMENTATION PLAN – STAGE ONE – ALIGNING THE CURRENT WORK PROGRAMME

Stage one of the implementation Plan will focus on the alignment of the current mental health and addiction work programme and establish the processes for partnership development, co-design, and managing change and investment.

The current actions include the prototyping of integrated services, models of care and locality approaches that will inform future decisions.

In this first stage the key actions for 2019/2020 are outlined. This includes the development of partnership with Māori; processes for authentic co-design with tāngata whaiora; the development of prototype integrated services and models of care; development of tools to improve the quality of care; and initiating health promotion approaches.

We will work with our Iwi Partnership Boards over the next few months to develop and agree a detailed work plan which includes a high-level investment plan for the next 3-5 years. This will be presented to DSAC in December 2019.

6 KEY ACTIONS – 2019/2020

Strategic

Life-course care

Direction 1:

Treatment and support available early in life, illness, and relapse.

Key stages in people's lives have particular relevance for their mental health and wellbeing; the life-course approach acknowledges the importance of these stages. The life-course approach also recognises that influences outside the health system, such as home environments and participation in work, are also vital to people's mental health and wellbeing.

Intervening when someone starts to show early symptoms of distress or addiction, rather than waiting until they reach a crisis, can mean a better response to treatment and increased likelihood of recovery.

Māori and Pacific people are given access to specialist support services later than other ethnicities, when they are likely to be nearer to crisis stage, and this late intervention leads to a greater prevalence of Māori and Pacific people with severe and enduring mental illness. Untreated mental illness contributes to a significant and tragic burden of suicide for young people, particularly young men.

We will develop accessible, integrated community based early intervention and prevention services in partnership with the wider social sector, including our partners in education, employment, police, and justice. This will include access to a range of integrated community and primary care responses and improved access to digital self-help and self-care options.

We will prioritise the provision of increased and earlier access for Māori, and other priority populations, including:

- Early intervention models starting at pre-conception and improving maternal health and early years
- Māori, and other culturally appropriate models of care and support
- Self-management tools
- Maternal mental health services
- Early interventions including e-therapies and brief interventions in community settings
- Primary health care responses and easier access to talking therapies

Currently planned activities:

FOCUS AREA	ACTIVITY	TIMEFRAME
Life-Course – Support Early in Life The beginning of life is a critically important time to establish positive mental health and wellbeing. The support of mental health and wellbeing for new mothers, their babies and their families is critically important. It is well recognised that the period of pre-conception, pregnancy, birthing and early years mental health and freedom from addictions has a significantly positive impact on long term health and wellbeing of our newborn children.		
Maternal Mental Health	We will develop 3 DHB Maternal Mental Health Services supporting both screening in primary care and additional primary maternal mental health services and approaches: <ol style="list-style-type: none"> 1. Development of a screening tool 2. Development of community based interventions/options. 	June 2020 June 2021
Early Intervention – support when people need it The development of service responses that enable people to access the support they need to protect their mental health and wellbeing, including the early onset of illness and/or addiction and when in relapse of a pre-existing condition.		
Talking therapies support for young people	The Piki pilot in Porirua, providing free mental health support for 18 – 25 year olds , will be rolled-out across the 3 DHB regions. This programme is funded by the MoH and provides early intervention support for young people.	December 2019
Suicide Prevention and Postvention Suicide has a devastating impact on families and communities. The need for a consistent system response to people who may be at risk of suicide is the first intended stage of a community and provider wide approach to suicide prevention.		

Suicide Prevention	<ol style="list-style-type: none"> 1. The 3 DHB Suicide Prevention Plan will be completed 2. A 3DHB health system response model of care for suicide prevention activity in health services provided by MHAIDS and community mental health services will be developed and implemented 3. Community led responses to suicide prevention and postvention will be developed and implemented. 	<p>July 2019</p> <p>2019/20</p> <p>2020/21</p>
<p>Health Promotion, Destigmatisation and Social Inclusion</p> <p>There is significant opportunity to challenge stigma and discrimination and promote social inclusion in our communities, with our potential clients and within our providers. Every person working in a mental health and addiction treatment service can use strategies to challenge stigma and discrimination, promote social inclusion and provide a valued place for service users.</p>		
Addressing stigma and discrimination	Approaches to improving health promotion and addressing stigma, discrimination and social exclusion will be developed. This will include promotion of existing websites and tools e.g. SPARX, depression.org.nz, and thelowdown.org.nz. It will also include consideration of the skills needed in our workforce to challenge stigma and discrimination.	2020

**Strategic
Direction 2:**

People-based care

Accessible and convenient services and delivered close to home

Addressing local needs and providing services closer to home will be achieved through a locality approach, with each locality having the skills, tools, and resources required to match the identified needs of their diverse communities.

We will partner with tāngata whaiora, local leaders and communities to co-design new programmes that enable them to shape service responses to meet the unique needs of their populations and create additional capacity for people to access treatment in the community.

We will develop locality-based community hubs that shift us away from a top-down approach and increase the autonomy of locality leadership groups to shape integrated service responses to meet the unique needs of their neighbourhoods. The majority of the skills, tools, and resources required to meet the needs of tāngata whaiora will be available within each locality hub with integrated services, some co-located and others virtually integrated.

We will prioritise the development of integrated, community based services supported by a shared model of care across the sub-region, implementation of shared client records across hospital and community services, and further development of interdisciplinary team approaches.

Currently planned activities:

FOCUS AREA	ACTIVITY	Timeframe
Equity and priority populations Achieving equity requires a multi-layered approach across all services. The improvement and development of quality Māori and Pacific specialist mental health services is a first step in improving outcomes.		
Māori specialist service models	We will implement an improvement process in our Kaupapa Māori models in CCDHB.	2019/2020
	We will establish an HVDHB Kaupapa Māori Community Mental Health Service.	June 2020
Pacific specialist service models	We will establish an HVDHB Pacific Community Mental Health Service.	June 2020

	We will improve and re-establish the CCDHB Pacific Community Mental Health Service in the Porirua district.	June 2019
Specialist services in community-based settings – alcohol and other drug The 3 DHBs are co-designing an Alcohol and Other Drug model of care with providers, tāngata whaiora, Māori and Pacific people. There is an extensive stakeholder engagement and development process focused on a model of care that improves equity for Māori, Pacific people and other populations across the sub-region.		
Alcohol and Other Drug services	We will establish a co-existing mental health and substance use problems (CEP) service for young people across CCDHB and HVDHB.	2019/2020
	An agreed model of care for 3DHB alcohol and other drugs service will be developed through a co-design process with tāngata whaiora and other stakeholders.	June 2020
	We will implement service improvements identified in the co-design process as the agreed model of care is being developed and agreed.	2019/2020
	The agreed 3DHB Alcohol and other drug model of care will be planned for implemented.	2020/2021
Integrated community services Development of integrated service models is a major change management and service development priority. There are two models being trialled in CCDHB and HVDHB. Wairarapa DHB have a continuum project in which the future development is being progressed. A key component of service integration is the crisis and acute response.		
Integrated and early response services	A model for integrating community mental health and addiction services will be developed as a prototype in Porirua. The focus is on integrating existing community services including those in MHAIDS, primary care and NGOs to improve access, remove service gaps and change outcomes for our communities. The impact and effectiveness of this locality based community wellbeing hub will then inform future locality based developments.	2019 /2020
Crisis and acute response	Recommendations from the independent review of triage and urgent access to 3 DHB specialist services will be implemented. Improvements to the crisis and acute response services will be developed and co-designed with tāngata whaiora, general	2019/20

	practice, NGOs, and the Emergency Department to ensure the person receives the most appropriate assessment and service response to meet their needs.	
Consistent pathway across all services	An agreed model of care for the 3 DHB acute care continuum will be developed and implemented, including investment in additional acute options in HVDHB and CCDHB sub-regions.	June 2020
Supporting social inclusion and support for those with enduring mental illness. Te Ara Pai are a network of services that support wellbeing for those with enduring mental illness. These services are extremely important in enabling social inclusion.		
Social inclusion for those with enduring mental illness	Recommendations from the recently completed review of Te Ara Pai service (Stepping Stones to wellness) will be implemented to ensure that the service is meeting the needs of tāngata whaiora and that services that support wellbeing are appropriate, effective and accessible for tāngata whaiora.	2019/20
MHAIDS Service Improvement Programme MHAIDS are the largest provider of mental health and addiction services in the 3 DHBs. Key improvement activities for MHAIDS include pathways of care and shared client records.		
Client pathways	We will establish consistent clinical practice across MHAIDS through the implementation of the client pathway project . This will include consolidating current assessment tools and processes across multiple providers into an agreed assessment process that allows easy access to a full complement of services.	2019/20

Strategic Information Intelligence

Enabler 1: *Smart systems and intelligent use of information will inform effective commissioning and meaningful monitoring of services*

We will develop comprehensive and innovative information systems that will underpin our evidence-based commissioning approach and provide more precise and meaningful monitoring of service performance. This will include ensuring the collection of high quality, complete and consistent ethnicity data for performance, monitoring and workforce.

Responsibility for the health of communities will be shared between DHBs and our partner agencies, along with the communities themselves. Information systems will work across these settings in an integrated way to provide a fully informed picture of health and its determinants. We will develop and promote smart technology to support self-management.

The currently planned activities:

FOCUS AREA	ACTIVITY	Timeframe
Integrated data sets	We will implement integrated data sets to support system-wide governance, monitoring, and service commissioning.	2019/2020
Emphasis on Ethnicity data	We will ensure that DHB processes and systems for the collection and collation of ethnicity data are a priority .	2019/2020
Smart technology and social media	We will develop and promote e-resources and tools to support self-help and self-care , for example, e-therapy and e-mental health programmes.	2020/2021
Shared client records	Individual care plans will be linked across services through improving access to shared client records (digital client record improvements and enhancements project).	2020/2021

**Strategic
Enabler 2:**

Quality and Safety

Quality systems and a sustainable workforce will support living life well, resilience, and freedom from addiction harm

Transformational improvements in MHA services require a quality system and workforce that supports new models of care and ways of working. We will ensure that our service provision and workforce reflect the diverse communities that we serve, and the needs of those communities, and that our workforce (both community and hospital-based) are supported to provide culturally safe and competent services that are underpinned by a work culture of continuous improvement and a focus on equity. This will include:

- Developing a culturally competent workforce who are proficient in the use of Kaupapa Māori frameworks and other cultural lenses for viewing mental health and wellbeing
- Actively recruiting and retaining our Māori health workforce
- Looking at the pipeline from education to health to grow the Pacific and Māori workforces
- Building a culture of continuous improvement and learning
- Using co-design and co-production to drive a system-wide quality culture
- Increasing the capability of the primary health care workforce

FOCUS AREA	ACTIVITY	Timeframe
Quality plan	The MHAIDS Quality plan will be implemented.	Ongoing
	The reconfiguration of Te Whare Ahuru (HVDHBs adult unit) will be implemented: <ol style="list-style-type: none"> 1. Business case completed 2. Implementation subject to capital investment committee 	2019/20 2020/21
	Phase 1 and 2 of the MHAIDS review will be completed, simplifying the management of care delivery.	2019/20

	We will improve our approach to workforce management through the review of patient acuity and service need (roster review).	2019/20
	Seclusion rates will be reduced through the implementation of the HQSC Zero Seclusion Project and a target for reducing seclusion rates will be agreed.	Ongoing
	We will improve people's transitions between and within providers through implementing the HQSC Connecting Care Project .	Ongoing
Workforce improvement	A workforce improvement plan that includes identification of gaps and plans to grow the workforce, will be developed and implemented.	tbc
	We will increase Māori staff numbers in each of the medical, nursing and allied health professions, along with support staff and management, in both HHS and Primary and Community services, to not only proportionally mirror the Māori population we serve but also the complex needs of that community.	Ongoing
	We will set core competencies and expectations for all staff to achieve health equity and improve Māori health outcomes.	2020/21
	We will grow the peer support and Pacific workforces.	Ongoing

Strategic Enabler 3:

Commissioning

Services are co-produce and purchased to match identified need.

We will place tāngata whaiora at the centre of our commissioning model and focus on outcomes that will make a real difference to people experiencing mental health and/or addiction challenges. Equity of health and wellbeing outcomes for Māori and other populations with greater need will be prioritised.

Our approach will be guided by the national Commissioning Framework for Mental Health and Addiction (Ministry of Health, 2016) and the draft He Tāngata Outcomes Framework.

Work programmes and investment plans will be outcomes focused and co-designed in partnership with tāngata whaiora and Mana Whenua, Māori communities and stakeholders. Our planning and prioritisation processes will be

informed by a comprehensive assessment of local needs and analysis of gaps that is informed by both qualitative and quantitative data.

New funding models and outcome-based integrated contracting approaches will be developed and contracts will include targets for Māori health equity and improved health outcomes. Performance measures that capture improved quality, safety and experience of care; improved health and equity; and best value for public health system resources will be developed, implemented and regularly reviewed.

FOCUS AREA	ACTIVITY	Timeframe
Co-designed investment plans	We will develop our 2020/21 work programme & investment plans in partnership with tāngata whaiora and other stakeholders through newly established mental health forums as well as identified priority population groups.	2019/20
Monitor outcomes	We will improve the monitoring and commissioning of services through the development and implementation of an agreed Populations Outcomes Framework that links the activities that we are undertaking with the outcomes that we want to achieve; includes equity measures; and provides a means of tracking and reporting progress towards achieving our vision. We will measure performance across all providers (MHAIDS and community providers). This includes the KPI programme.	August 2019

7 MEASURING SUCCESS – OUTCOMES FOR PEOPLE

During the first year of implementing *Living Life Well*, we will adopt a Population Outcomes Framework that links the activities that we are undertaking with the outcomes that we want to achieve; and provides a means of tracking and reporting progress towards achieving our vision. We will use He Tāngata - the draft Mental Health and Wellbeing Population Outcome Framework (2016) as a starting point for developing our 3 DHB Framework in partnership with our Māori Partnership Boards, Lived Experience Advisory Group and other key stakeholders.

He Tāngata supports long-term equitable outcomes for all people. It makes explicit the populations for whom we need to see improved outcomes, and helps us to understand what is necessary to support them to live good lives. With this knowledge we are better able to focus investment, commissioning and contracting on results for people and communities.

He Tāngata shifts from a foremost medical view to apply a holistic, cultural, and social determinants-informed view of mental health and wellbeing. It includes people at risk of and experiencing mental distress, mental illness and addiction and their family, friends and whānau. This population health approach allows a focus on prevention and early intervention, alongside opportunities to reduce the impact of mental distress, mental illness and addiction on people's lives.

Shifting to an outcomes focus emphasises positive changes in circumstances for people, rather than the inputs or outputs that services currently measure. A shared focus on outcomes links efforts and outcomes across services, funders, accountabilities, and strategy and government priorities.

A focus on outcomes for people will challenge us to re-think how we use information; commission, design and contract services; work collaboratively and partner with our communities to develop services and improve mental health and wellbeing.

The key results areas for population outcome measurement, outlined in He Tāngata are:

Mental wellbeing	Health	Social wellbeing
<ul style="list-style-type: none"> • Financial security and living standards • Healthy, safe and secure homes • Employment, education and participation 	<ul style="list-style-type: none"> • Physical health • Mental health • Freedom from addiction 	<ul style="list-style-type: none"> • Wellness and respect • Social and cultural connection

8 MEASURING SUCCESS – SERVICE PERFORMANCE

The performance analytics function of He Tāngata identifies inequities to inform investment, commissioning and contracting focussed on results for people.

It does so by identifying relationships between service coverage, results and funding for target populations. Applied consistently and nationally, the analysis can reveal changes to population results, the impact of responses and investment choices and non-commissioned services such as community support, for target populations and key results.

8.1 Service performance measurement

Service performance measurement compares performance between services and across target populations to understand service contribution. Therefore, performance information is needed for each of the service activities in the service landscape and from all providers, including MHAIDs, primary care, NGOs and community providers.

Three types of performance measures will be applied: impact measures, structural measures and process measures.

Examples of these are provided below:

Measure	Examples
<p>Impact measure: is anyone better off?</p> <p>All services demonstrate:</p> <p>Change of circumstance, focusing on the intention of a service. This can be a behaviour change contributing to a life outcome</p> <p>User experience of a service is important and has particular relevance to the cultural appropriateness of services.</p>	<p>Change of circumstance measures:</p> <p>Clinical stability and responsiveness to treatment</p> <p>Engaged in employment or education facility</p> <p>Improved HoNOS³ score</p> <p>Stable accommodation</p> <p>User experience measures:</p> <p>User experience score.</p>
<p>Process measures: how well are we doing it?</p> <p>Ensuring the service has been delivered to the right standard, in the right time and to the right frequency.</p> <p>This includes:</p> <p>Evidence markers indicate the achievements that are identified as important to the success of the service.</p> <p>Quality and completion measures identify the agree markers that support the quality of the services.</p>	<p>Evidence markers:</p> <p>Timeliness of crisis response service</p> <p>Seclusion rates</p> <p>Readmission rates</p> <p>Quality and completion measures:</p> <p>Proportion of people who complete whānau planning</p> <p>Proportion of clients with an active self-management plan</p> <p>Proportion of clients with a completed suicide risk assessment</p>
<p>Structural measures: how much are we doing?</p> <p>The activity measure ensures critical information on service coverage and access.</p> <p>The competency and compliance measures are designed to identify service standards and expectations that maintain service quality.</p>	<p>Activity counts measures:</p> <p>Number of unique clients receiving services</p> <p>Number of community treatment days per service user</p> <p>Competency and compliance measures:</p> <p>Programme tools developed and validated for use in programmes</p> <p>Number of GPs who have completed training on suicide risk</p> <p>Proportion of staff who have current restraint training</p>

³ The HoNOS score is created between a treating clinician and a client to assess whether improvements are being made in mental health and wellbeing.



Wairarapa, Hutt Valley and Capital & Coast District Health Boards

Living Life Well

A strategy for mental health and addiction

2019–2025

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Foreword

This strategic plan sets the direction for mental health and addiction care in the sub-region to improve the experience and outcomes for our people, whānau and our communities.

The three DHBs seek to shift the model of service delivery, ensuring that people's needs are met over the course of their lives in the communities they live.

The publication of this strategy follows the national inquiry into mental health and addiction and, as a living document, the directions and proposed actions in this strategy will be reviewed to ensure they reflect the government's formal response to the inquiry.

Many people have been involved in developing this plan over a significant period of time. It is the result of collaborative efforts from a vast variety of people, including consumers, clinicians, support workers, community agencies, government agencies, and the district health board (DHB) planning and funding units across Capital & Coast, Hutt Valley, and Wairarapa districts (sub-region).

This strategy is far broader than specialist mental health and addiction services; it is a foundation for all of us with a goal of living life well: accomplishing this with resilience, a focus on recovery, and the freedom from addiction harm. This includes addressing our commitment as DHBs to partner with tangata whenua. We recognise the impact that systemic challenges such as institutionalised racism play in contributing to poorer health and wellbeing outcomes and as DHBs acknowledge the role we have in proactively addressing these challenges. Our committed intention is to truly partner with Māori in the design, planning and implementation of this strategy.

This strategy promotes co-design and we as Chief Executives expect authentic co-design will be an essential feature of the phases that flow on from the release of this strategy. We are accountable for ensuring this happens and will report on this process to our advisory committees. We trust that they and our communities will hold us to account on this crucial element and all aspects of this strategy.

At present, mental health and addiction services are largely focused on providing specialist services for those with the highest need. This plan supports covering the complete continuum of care: sustaining specialist mental health and addiction, recognising we can do a better job of providing earlier intervention when things start to go wrong, and focusing our attention on those with inequitable health outcomes.

There is still a lack of understanding, fear, and stigma towards people in our communities who have mental health and addiction issues. While our mental health and addiction services play an important role, the major changes required to remove the associated stigma needs to take place outside services, at a societal level. DHBs have a role in influencing such changes: contributing to a society whose residents can live life well, free from addiction harm, supported by all, and a society where issues affecting mental wellbeing are recognised and acted upon before they require an intensive health system response.

We intend to review this strategy at the end of 2019, and annually after that, to ensure it continues to meet our communities' needs

Adri Isbister
Chief Executive
Wairarapa DHB

Dale Oliff
Interim Chief Executive
Hutt Valley DHB

Julie Patterson
Interim Chief Executive
Capital & Coast DHB

Introduction

Good mental health isn't just the absence of mental illness; it's how we constructively and positively cope with our lives, handle situations, relate to others, and make choices. It's about how we think, act, and feel.

Every year, one in five of us will experience a mental health or addiction problem (HDC, 2018). The experience will be different for each of us, as will the type of support we need. People's needs vary considerably, and the services that are meant to support them don't always work as well as they should.

Just as mental health and addiction (MHA) problems are part of our overall health, MHA care is an issue for the entire health and social care system – including GPs, hospitals, community services, and care homes. The future of a successful approach to MHA lies in developing flexible pathways that enable access to services from anywhere.

All health and care services need to be designed with MHA problems in mind, and all health professionals have a part to play in helping people get access to the right support at the right time.

Key to this is a greater acceptance that mental wellbeing requires more than treatment with medication; it requires a holistic and culturally appropriate approach based on spiritual, psychological, physical, social, family, whānau, and community needs. This also calls for the health sector to integrate more closely and to work with other sectors as well.

The current MHA system across the greater Wellington region (Wairarapa, Hutt Valley, and Capital & Coast DHBs – the 3DHBs or sub-region) will be transformed, building on previous learnings and developments, to enable us to meet the needs of our populations. Significant progress has been made.

- We have moved from historic institutional care to services closer to the community.
- We lead the way in the health sector with supporting/enabling consumer leadership.
- We have peer-led services and leadership at more levels in the system.
- There is an increased focus on de-stigmatisation.
- A greater number of people can access community based services (non-governmental organisation, NGO; primary health organisation, PHO; and DHB) are available.

Moreover, there are better types of medication to treat people who experience mental illness and addiction problems and more information about the medications for service users. We have a wider range of services available to meet people's different cultural needs, such as marae and community-based services, some access to specialist Māori and Pacific services within the secondary and tertiary clinical services, an increased Māori and Pacific health workforce, and family and whānau mental health services.

Our sub-region is unique in hosting a range of highly specialised regional secondary and tertiary mental health services, such as forensic and eating and personality disorder services, maternal mental health, alcohol and other drug (AOD) residential services, and early intervention for psychosis. Although not a direct component of this strategy, Capital & Coast DHB also holds the

national contract for forensic coordination services for intellectual disability, for both adults and youth.

While there is more open discussion about mental illness and addiction problems, there is still quite a way to go. It can be difficult and, in some cases, life altering, to receive a diagnosis of mental illness or substance-use disorder, and the impact across the life of the person and their family and whānau can be significant.

Historically, our focus has been on supporting the population with the most severe and enduring MHA needs, identified as 3 percent of the total population. There is inequity in access, investment, commissioning and outcomes for specific groups of people, and *Living Life Well* identifies priority populations to focus on. Whilst retaining our support for those with the most complex needs, we want to focus on intervening earlier (in the life course and in the course of a condition), by providing deliberate, systematic, joined-up responses and interventions across primary health care, MHA specialists, kaupapa Māori practitioners, iwi and NGO providers. Traditionally, the area of MHA has been viewed and has functioned as a speciality, often distinctly separate from the wider health system. This view needs to change, with MHA embedded within, and working as part of, the wider health system.

Getting a diagnosis is life altering – it impacts everything, my house, my employment, even my insurance – my entire identity. You can't make it go away, even if it was a mistake.

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

About *Living Life Well*

Achieving better health outcomes for people affected with MHA challenges requires action by the entire health and social sector. This strategic plan describes how the 3DHBs plan to transform MHA services between now and 2025 to improve the mental health and wellbeing of all people across the Wairarapa, Hutt Valley, and Capital & Coast regions. This plan provides guidance on what is required to meet the future needs and how to make the changes required. It brings together the strategic aims of the 3DHBs, building on previous work, such as *The Journey Forward 2005 – 2011* (CCDHB), *Whakamahingia* (Hutt Valley DHB), and *To Be Heard* (Wairarapa DHB), into a single document for health and MHA services.

...certain individuals and groups in society may be placed at a significantly higher risk of experiencing mental health problems. These vulnerable groups may (but do not necessarily) include members of households living in poverty, people with chronic health conditions, infants and children exposed to maltreatment and neglect, adolescents first exposed to substance use, minority groups, indigenous populations, older people, people experiencing discrimination and human rights violations, lesbian, gay, bisexual, and transgender persons, prisoners, and people exposed to conflict, natural disasters or other humanitarian emergencies.

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

This strategy aligns the needs of people using mental health and addictions (MHA) services and their families/whānau with the communities they live in and the services and groups that respond to their

needs. It is based on a people-centred¹ approach in which individuals, families/whānau and communities are served by, and able to participate in, trusted health services that respond to their needs in humane and holistic ways. The strategy has a focus on people's needs and enables individuals, families/whānau and communities to collaborate with health practitioners, health care service providers, and cultural specialists.

¹ People-centred care aims are consistent with World Health Organization's definitions (World Health Organization, 2016).

Contributors to this document

This mental health and addictions strategy has been developed in conjunction with a range of stakeholders over a number of years. In 2016, a series of workshops was held to identify issues and potential solutions, which were then confirmed in further forums and subsequently used to develop this plan.

The following groups of stakeholders/partners have been consulted (either in meetings or by phone/email communications) and provided input to this strategic plan. Some people were involved as members of several different groups over time.

Consumer Leadership Group (CLG) 2016

MHA Integrated Leadership Group 2016

AOD Leadership Group 2016

Wairarapa Consumer Leadership Group

Māori Health, the 3DHBs

Pacific Health, the 3DHBs

Non-governmental organisations, including the following

Atareira, Care NZ, Earthlink Inc, Emerge Aotearoa, Mix, Oasis Network, Pathways, Refugee Trauma Recovery Services, Salvation Army, Salvation Army Bridge and Oasis, Te Waka Whaiora, Wellbeing Wellington

Primary health care

Compass Health, Te Awaikairangi Health Network, Kokiri Hauora Whānau Ora collective, Ora Toa Mauriora Te Runanga o Toa Rangatira

The 3DHBs want to acknowledge the work of Sandra Murray and Marion Thomas in holding the flag for this strategy and its development.

Strategic context

In setting the strategic directions necessary to achieving the vision as described by this strategy, the 3DHBs are guided by core legislative and governmental strategic directions including: the New Zealand Public Health and Disability Act 2000, the Treaty of Waitangi, the New Zealand Health Strategy and its accompanying strategies: He Korowai Oranga – the Māori Health Strategy, 'Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2014-2018, and Enabling Good Lives Disability Strategy. The 3DHBs are also guided by the Government's commitment to the United Nations Convention on the Rights of Persons with Disabilities.

This 2019 to 2025 mental health and addiction (MHA) strategy is consistent with other national and regional strategies. The New Zealand Health Strategy focuses on people achieving health and wellbeing throughout their lives, requiring a health system that knows and connects with people at every touch point, not just when they are ill or disadvantaged.

Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017 (Ministry of Health, 2012) is the national MHA strategy. It focuses on making better use of resources, improving integration between primary and secondary health services, cementing and building on gains for people with high needs, and delivering increased access. *Rising to the Challenge* expects earlier intervention in the life course to strengthen resilience and avert adverse outcomes.

The most recent context for this strategy is *He Ara Oranga*, the report of the Government inquiry into mental health and addictions, completed in November 2018 (Government Inquiry into Mental Health and Addictions, 2018). The forty recommendations from the report specify changes aimed at improving New Zealand's approach to mental health and addictions, with a particular focus on equity of access, community confidence in the mental health system and better outcomes, particularly for Māori and other groups with disproportionately poorer outcomes. On analysis, this 3DHB strategy is well aligned with *He Ara Oranga's* direction and recommendations. Once the government's formal response to the inquiry is announced, a further review of the strategy will be undertaken to check alignment of its direction and anticipated actions.

He Korowai Oranga (HKO), the national Māori Health Strategy (Ministry of Health, 2014) has the overarching aim of pae ora, healthy futures, and sets the context and provides direction for this *Living Life Well* strategic plan. It includes three interconnected elements: mauri ora – healthy individuals; whānau ora – health families; and wai ora – healthy environments. The interconnection and mutual reinforcement of those elements is illustrated in Figure 1.

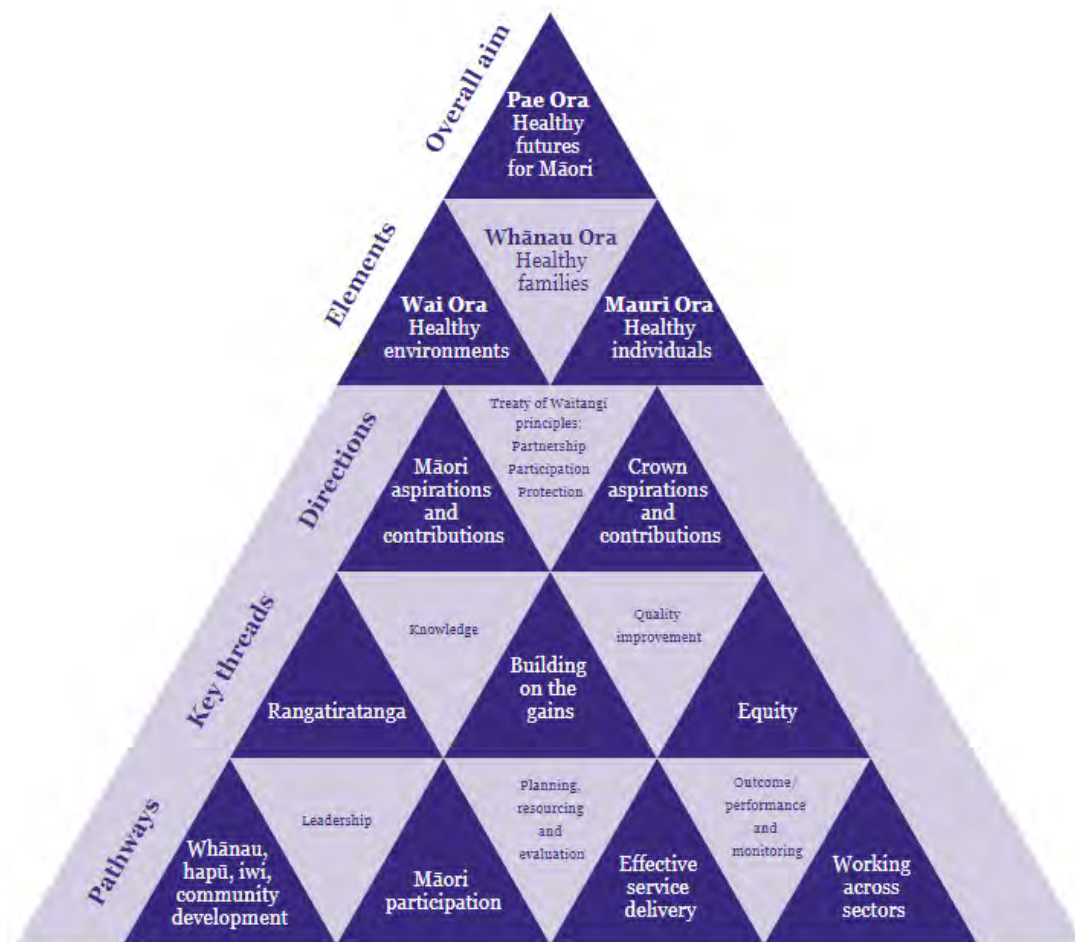
Figure 1: He Korowai Oranga framework

Figure 1 illustrates Māori aspirations on the left and Crown aspirations and obligations on the right. A key thread of HKO is rangatiratanga, enabling whānau, hapū, iwi and all Māori to exercise control over their own health and wellbeing. In alignment with that, this 3DHB strategy recognises that Māori are both a legitimate and an essential part of decision-making in the health and disability sector. This strategy envisages Māori actively participating in decision-making regarding the commissioning and provision of kaupapa Māori models of practice to address Māori mental health needs.

The Mental Health Commission's 2012 *Blueprint II* provides a 10-year vision to improve the mental health and wellbeing of all New Zealanders. The *Blueprint II* vision, "mental health and wellbeing is everyone's business", sets the stage for a future where everyone plays their part in protecting and improving mental health and wellbeing. Founded on the understanding that mental health and wellbeing plays a critical role in creating a well-functioning and productive society, *Blueprint II* reinforces and strengthens the recovery principle, alongside the principles of resiliency and a people-centred and directed approach.

While each DHB has their own overarching strategic plans, there is a high level of consistency nationally, with common goals for MHA that include supporting living life well, resilience, and freedom from addiction.

This strategy is also consistent with the 3DHBs' *Sub-regional Disability Strategy 2017–2022*, which defines disability as “including physical, mental health, intellectual, sensory, and other impairments that hinder the full and effective participation of people in society on an equal basis with others” (WDHB, HVDHB, CCDHB, 2017).

Likewise, this strategy aligns with the recommended approach to improving care in the perinatal, maternal and infant mental health areas outlined in the 3DHBs' unpublished *Perinatal, Maternal and Infant Mental Health Strategy* (presented to the Community and Public Health Advisory Committee-Disability Services Advisory Committee, CPHAC-DSAC, in September 2015) (CCDHB, 2015).

'Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2014–2018 (Ministry of Health, 2014) is the current health strategy document for Pacific peoples in New Zealand. At the time of publication of this 3DHB mental health & addictions strategy, it is being reviewed in preparation for updating. This 3DHB strategy aligns to its core principles including respecting Pacific culture, and valuing āiga, kāiga, magafaoa, kōpū tangata, vuvale, fāmili (family) and communities as central to the way of life.

In addition, *Nga Vaka o Ka'iga Tapu*, (Ministry of Social Development, 2012) acknowledges that “while Pacific ‘cultures’ share some similarities in principles and concepts, they each have specific and independent world views. Culture is reflected in the following terms: akono'ang Māori (Cook Islands), tovo vaka Viti (Fiji), aga fakaNiue (Niue), aganu'u Sāmoa (Samoa), tū ma aganuku o Tokelau (Tokelau), anga fakaTonga (Tonga), tu mo faifaiga faka Tuvalu (Tuvalu).”

There is acknowledgement internationally that health and social care systems are not sustainable in their current form, with increasing demand driving the gap between need and available resources. Many countries are rethinking the way they deliver health and social care and how the health and social care systems support the needs of their populations. Common trends include people- and place-based systems across health and social services (localities), enabling people and their families to take the lead in their own health and wellbeing, focusing on improved outcomes, and shifting away from an emphasis on treatment to prevention and early intervention, thereby avoiding expensive institutional settings (NLGN, 2016).

My issues arise in my community – why am I not looked after in my community?

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

By focusing on localities, immediate links are formed with communities. Evidence from the United Kingdom reveals that services integrated across a geographic area result in better coordinated services and higher-quality care, alongside a reduced need for acute care (NLGN, 2016). Sharing information about the population needs amongst service providers in this locality model is central to achieving change. Such sharing includes enabling funders to shift resourcing so that communities are increasingly able to support their own health and wellbeing over time.

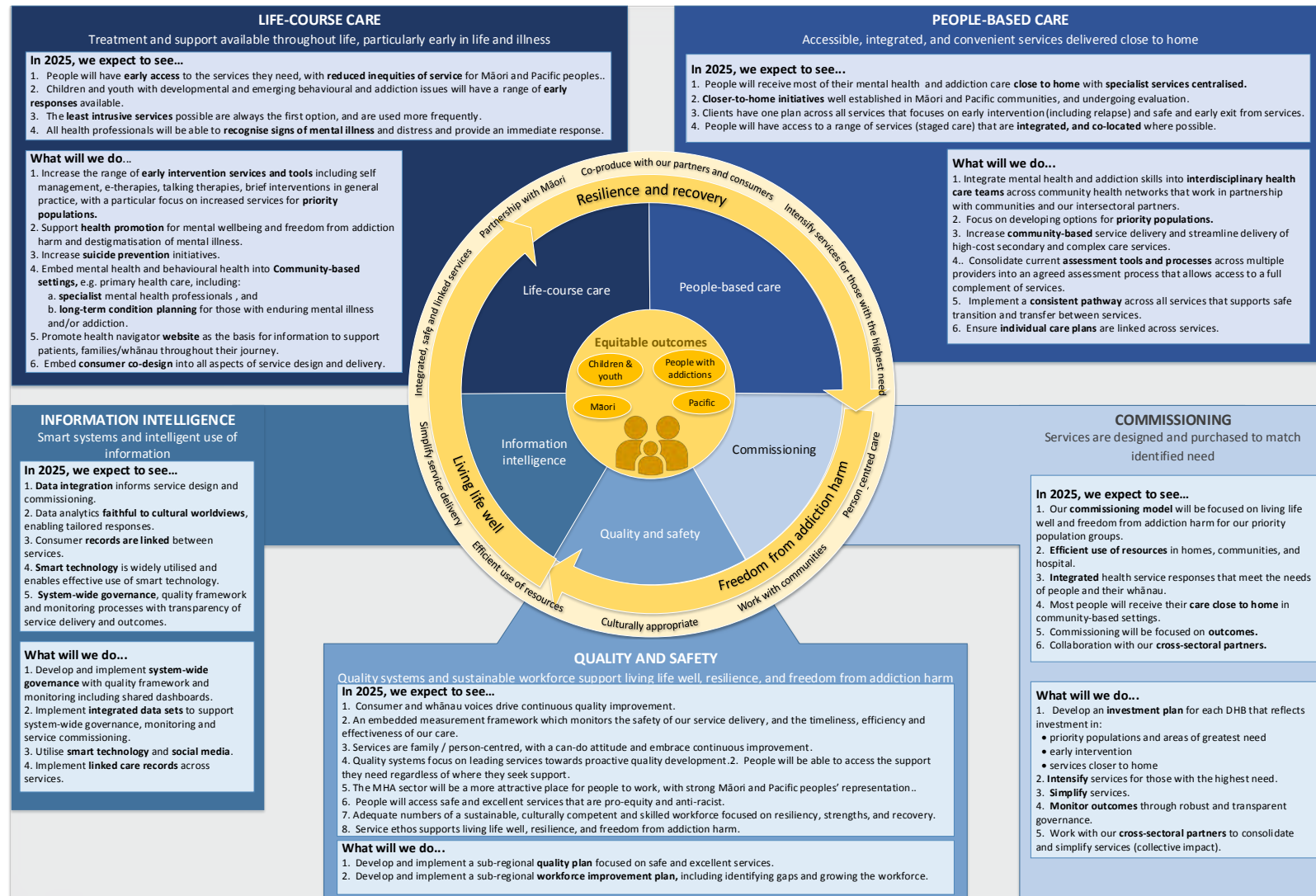
Moving the health system towards locality or place-based care that is more sustainable, effective, and affordable requires:

- shifting from institutions to people and places – leveraging people’s capacity and local resources more effectively. This shift began in the 1990s, and requires further conscious evolution to build it up
- shifting from service silos to system outcomes – moving away from vertical silos of ‘health’ and ‘care’ to horizontal place-based systems of care
- enabling a change in focus, where possible, from national and regional to local – through policy frameworks that create a long-term environment for place-based prevention approaches and removing blockages for health practitioners (NLGN, 2016).

Living Life Well 2019 – 2025: a summary

The diagram below summarises the *Living Life Well* strategy as a whole, placing people attaining equitable outcomes at the centre, and outlining the two strategic directions of Life-Course Care and People-Based Care, along with the three enabling directions related to Information Intelligence, Quality and Safety, and Commissioning. The strategy is outlined in detail beginning on page 37. As previously mentioned, the earlier work to develop these ideas deliberately sought service change, and as a result this final document includes some proposed specific actions in addition to high-level strategic direction.

Figure 2: Living Life Well 2019-2025 – strategy summary



Setting the foundation

Rangatiratanga

A key thread of He Korowai Oranga is rangatiratanga, “enabling whānau, hapū, iwi and Māori to exercise control over their own health and wellbeing, as well as the direction and shape of their own institutions, communities and development as a people” (Ministry of Health, 2014). Enabling Māori to exercise power in relation to the commissioning and providing of mental health and addiction services for Māori is a significant impetus of this strategy.

As part of working well for everyone, the health system needs to demonstrate that it is achieving as much for its Māori population as it is for everyone else. For example, among the responsibilities of DHBs are to reduce the disparities between population groups, improve Māori health and ensure Māori are involved in both decision-making and service delivery. (Ministry of Health, 2014). This responsibility is enshrined in the New Zealand Public Health and Disability Act 2000 as an objective for DHBs. The 3DHBs understand that implementing this strategy means following the Treaty of Waitangi principles, as stated in He Korowai Oranga:

The principles of partnership, participation and protection underpin the relationship between the Government and Māori under the Treaty of Waitangi.

- *Partnership involves working together with iwi, hapū, whānau and Māori communities to develop strategies for Māori health gain and appropriate health and disability services.*
- *Participation requires Māori to be involved at all level of the health and disability sector, including in decision-making, planning, development and delivery of health and disability services.*
- *Protection involves the Government working to ensure Māori have at least the same level of health as non- Māori, and safeguarding Māori cultural concepts, values and practices.*

(Ministry of Health, 2014, p. 12)

Getting the basics right – addressing inequity

People using MHA services want to see significant change in the services they receive. They want to receive support before they reach a crisis point, and they want the health professionals they interact with to take a whole-person² approach to their treatment and recovery.

Across the New Zealand health sector, there is general agreement to the use of the World Health Organization definition of equity:

Equity is the absence of avoidable or remedial differences among groups of people, whether those groups are defined socially, economically,

² Spanning physical, mental, spiritual, cultural, social, family and whānau needs.

demographically, or geographically. Health inequities therefore involve more than inequality with respect to health determinants, access to the resources needed to improve and maintain health or health outcomes. They also entail a failure to avoid or overcome inequalities that infringe on fairness and human rights norms.

(World Health Organization, 2018)

Achieving greater equity, and reducing inequities for priority populations is a key focus for this strategy.

This strategy and resultant work to reduce inequities and improve health outcomes for Māori will align with the principles of partnership, participation and protection which underpin the relationship between Government and Māori under the Treaty of Waitangi.

This strategy draws on He Korowai Oranga (HKO), the national Māori Health Strategy, which sets the overarching framework to guide the Government and health and disability sector to achieve the best health outcomes for Māori. (Ministry of Health, 2014)

DHBs need to consider HKO in their planning, funding and delivery of services, and in meeting their statutory objectives and functions for Māori health.

In addition to Māori, these other groups also experience inequity of mental health and addiction services access and outcomes: Pacific peoples, children and youth (HDC, 2018). The rainbow community³ has also been identified as experiencing significant inequalities.

The significance of system deficiencies for achieving equity

Māori and Pacific peoples should have equitable health outcomes through access to high-quality health and disability services that are responsive to their aspirations and needs. Quality improvement involves simultaneously implementing three quality dimensions:

- Improved quality, safety and experience of care
- Improved health and equity for all populations
- Best value for public health system resources

“The health system must work well for all New Zealanders, including Māori. As the majority of Māori continue to receive most of their health care from mainstream services, considerable effort is required to ensure that mainstream services make it a key priority to reduce the health inequalities that affect Māori and to work effectively for Māori. Within the health and disability sector, efforts need to also focus on reducing risk, strengthening prevention and more effectively managing disease and long-term conditions, as well as improving overall Māori health and disability outcomes.” (Ministry of Health, 2014)

The Code of Health and Disability Services Consumers' Rights establishes the rights of all consumers, and the obligations and duties of providers to comply with the Code. It is a regulation under the Health and Disability Commissioner Act. In particular the lens of equity should come from Right 4, Right to services of an appropriate standard:

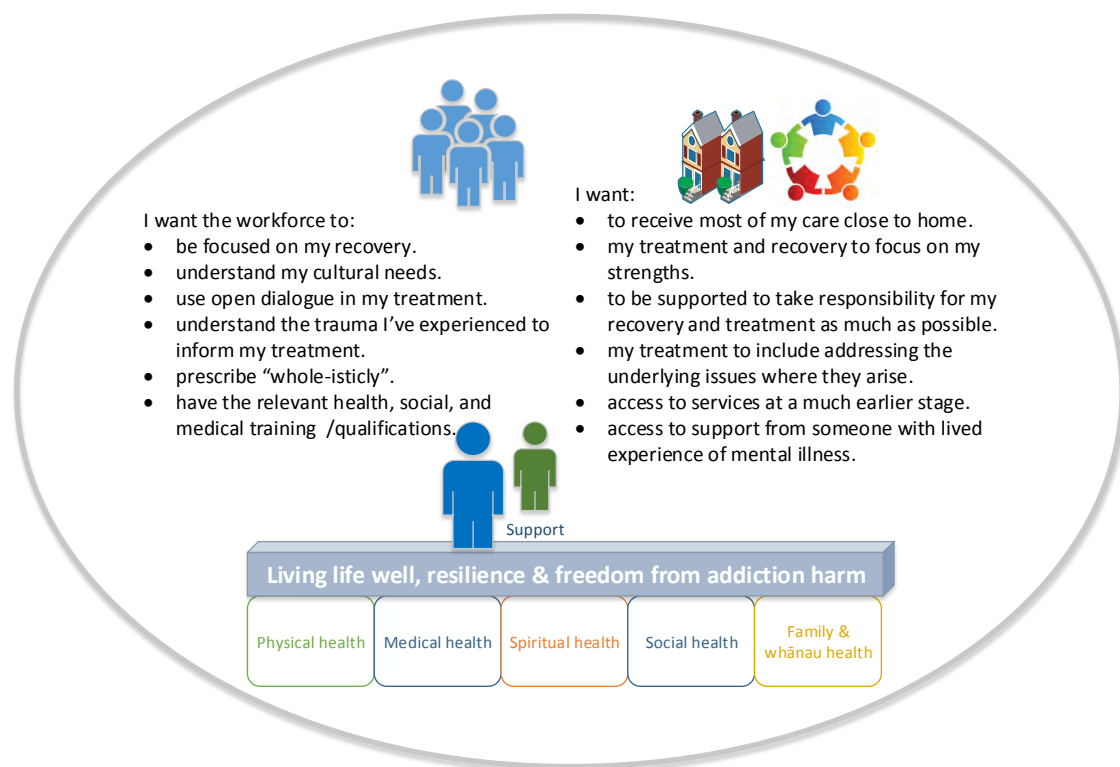
³ The term “rainbow community” is used to as an umbrella term for sex characteristic, sexuality and gender diverse communities, also known as “LGBTIQ+”.

- (1) Every consumer has the right to have services provided with reasonable care and skill.
- (2) Every consumer has the right to have services provided that comply with legal, professional, ethical, and other relevant standards.
- (3) Every consumer has the right to have services provided in a manner consistent with his or her needs.
- (4) Every consumer has the right to have services provided in a manner that minimises the potential harm to, and optimises the quality of life of, that consumer.
- (5) Every consumer has the right to co-operation among providers to ensure quality and continuity of services.

The legislative framework for the health and disability system and the national strategies described above underpin the need to address structural barriers to achieving health equity for our populations. These barriers include institutional racism, structural biases and workforce cultural competencies. It is vital that MHA services actively work to eliminate these system and structural barriers if we are to achieve health equity for all. This 3DHB strategy explicitly recognises the need to address system deficiencies.

Consumer perspectives and responsiveness

Figure 3 shows the consumer perspective of the need for treatment and recovery to take a broad approach to their recovery and maintenance of wellbeing. This includes green prescriptions to support their physical health; assistance with finding meaning and purpose to support their mental and spiritual wellbeing; assistance with social needs, such as housing and employment; and consideration and assistance with family-related problems.

Figure 3: The consumer perspective (3DHB MHA Consumer Leadership Group 2016)

This broad approach to care is often referred to as social prescribing and enables health professionals to refer people to a range of local, non-clinical services and supports. It recognises that people's health is determined primarily by a range of social, economic, and environmental factors and seeks to address people's needs in a holistic way. The approach also aims to support individuals to take greater control of their own health (The King's Fund, 2017).

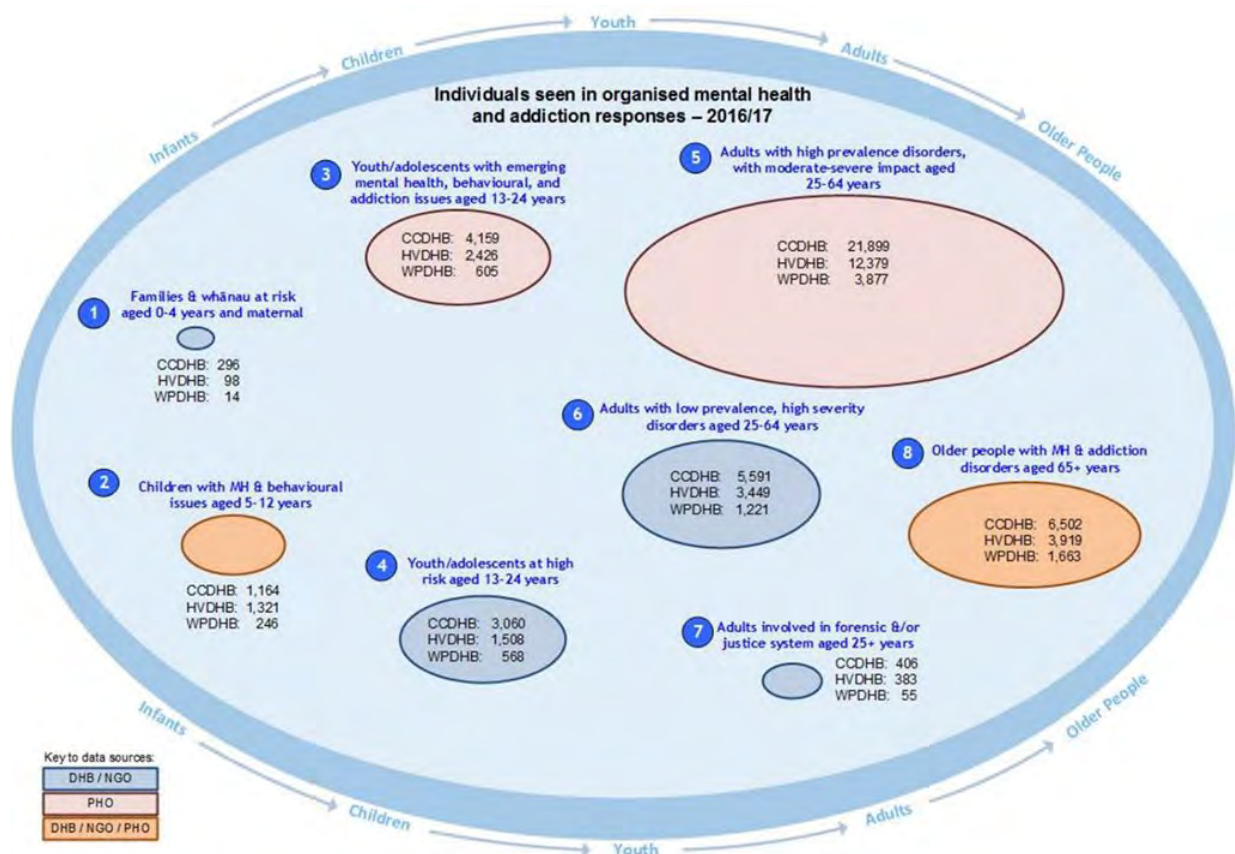
Such a holistic approach proposed by consumers asks those involved in their care to be aware of the trauma that has led them to where they are now and to be respectful in ensuring any treatment avoids exposing the consumer to further trauma, while supporting and encouraging them to self-manage wherever possible.

Health needs assessment

The 3DHBs' 2015 *Health Needs Assessment* report (WDHB, HVDHB, CCDHB, 2015) highlights the impact of mental and substance-use disorders on population health as an ongoing challenge. Approximately 15 percent of adults in the sub-region experience mental health or addiction issues, with nearly 4 percent experiencing severe mental illness and/or substance-use disorder.

Eight critical points in the development of MHA issues are identified in the *Blueprint II* life-course model. Using *Blueprint II*, we can provide a snapshot of the number of people that utilised primary and secondary mental health services in the sub-region during the 2016/17 year, mapped against the life-course clusters.

Figure 4 shows the number of people provided with MHA responses in 2016/17, mapped against the *Blueprint II* life course model.

Figure 4: MHA services in 2016/17, mapped against the *Blueprint II* life-course model

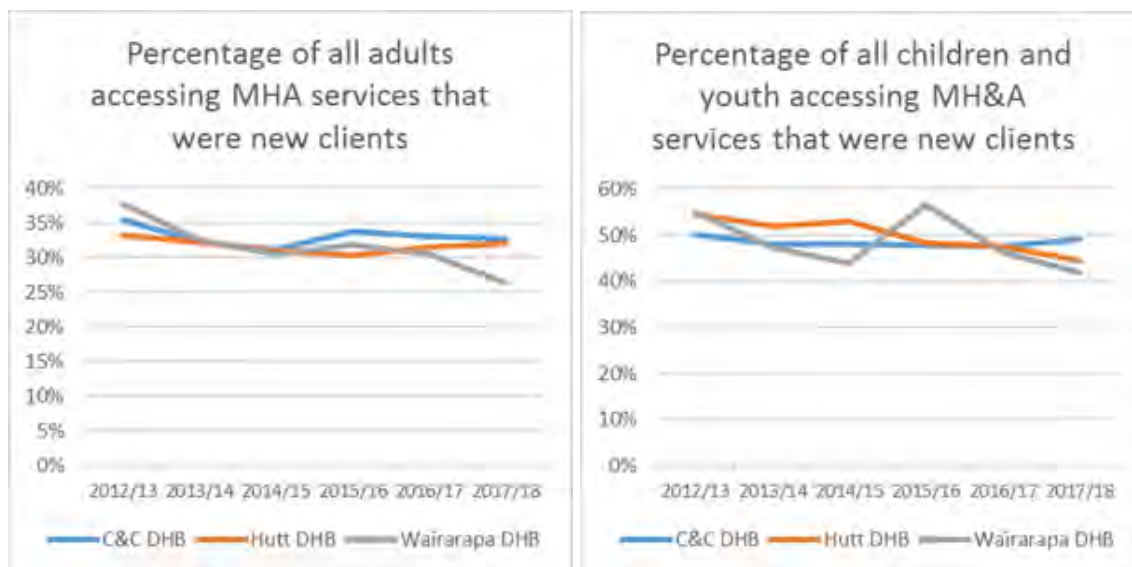
Emerging trends

Of all adults aged 20 years or over accessing MHA services across the 3DHBs in 2015/16, approximately 23 percent were considered to meet the Ministry of Health criteria for a long-term client⁴. In 2006, King and Welsh (King & Welsh, 2006) estimated that long-term users of mental health services accounted for approximately 65 percent of acute bed days and more than 90 percent of social support services provided by NGOs.

Blueprint II (Mental Health Commission, 2012a) and *Rising to the Challenge* (Ministry of Health, 2012) call for DHBs to cement gains made towards recovery and independence for long-term and complex service users. If we can meet needs and reduce demand, this would enable services to focus resources towards improving access for first-time service users and increase efforts towards prevention and early intervention. The charts in Figure 5 below show the proportion of all service users that were new clients and how this measure has been trending for each DHB in recent years.

Investigations from a New Zealand longitudinal research study (Kim-Cohen J, 2003) have found that of those adults now receiving intensive mental health services, around 78% had received a diagnosis prior to 18 years of age and around 60% received one prior to the age of 15 years.

⁴ A long-term client is a person who has had continuous interaction with MHA services for a period of 2 years or more.

Figure 5: People accessing services for the first time⁵

The populations we serve

Population data information is based on the population for which each DHB is funded.

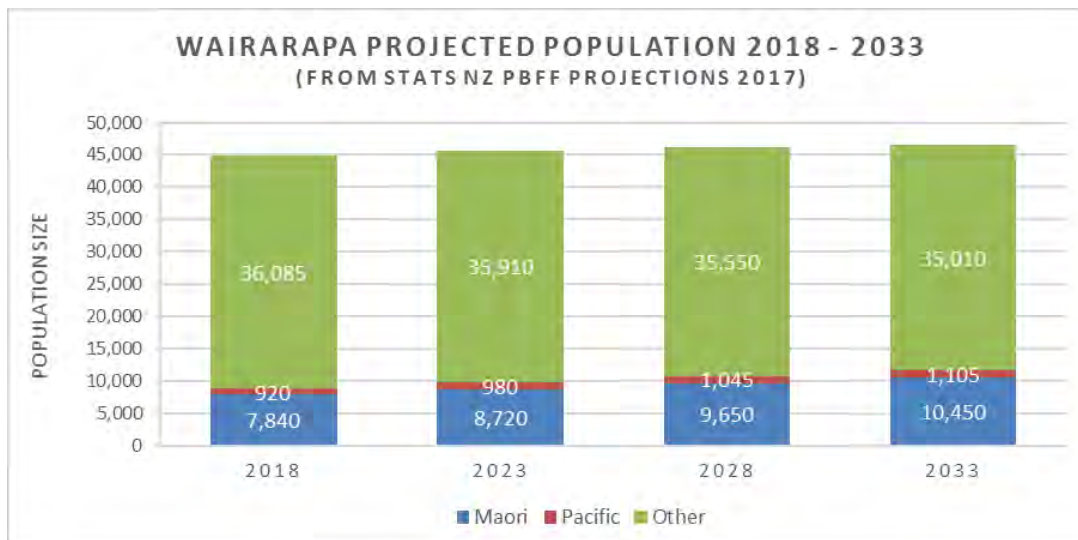
Population in our 3DHBs' area is growing slowly and is projected to increase gradually in all three. The level of population growth is slower than in other parts of the country. Despite this, demand for mental health services is increasing. Our mental health services decline referrals for those people who do not meet the specified threshold, and we adjust our criteria to cope with what is available in our funding pool. We recognise that this does not serve our community completely, as there is significant unmet need.

⁵ Data taken from PRIMHD. A new client is a person who has not had any type of contact with MHA services in the previous 5 years (adults) or 3 years (child and youth).

Wairarapa: population summary

Wairarapa DHB (WrDHB) serves a population of 43,890 people (2016/17 estimate) in Martinborough, Featherston, Greytown, Carterton, Masterton and outlying rural districts.

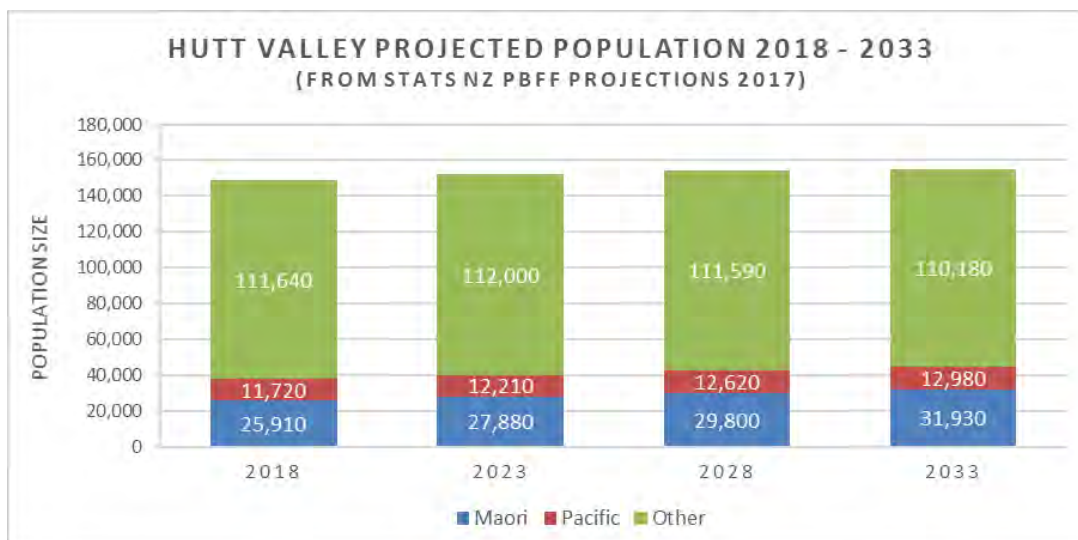
Figure 6: Wairarapa projected population (2018 to 2033)



Hutt Valley: population summary

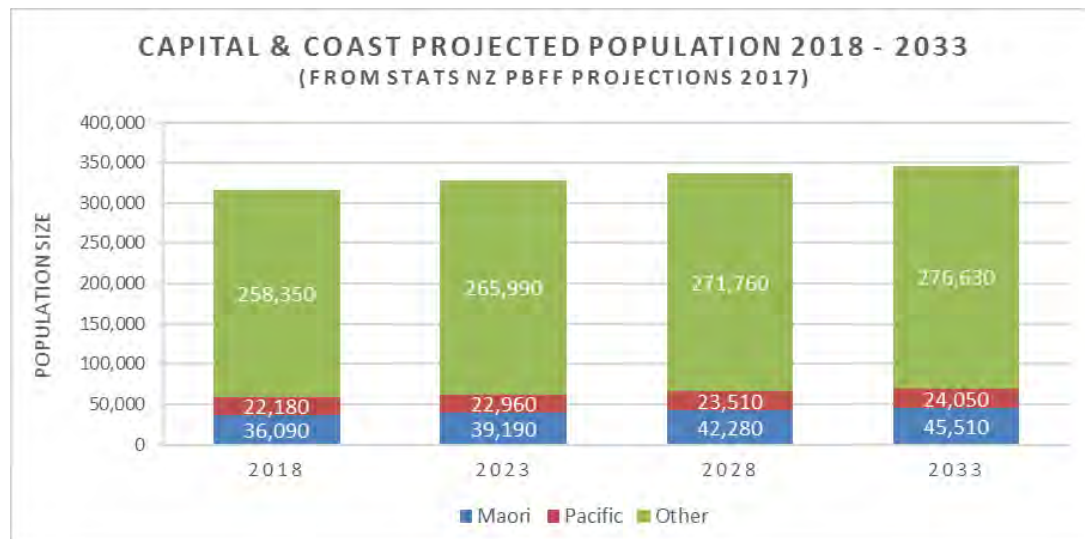
Hutt Valley DHB (HVDHB) meets the needs of roughly 147,000 citizens of Hutt City, Upper Hutt, Petone, Wainuiomata and Eastbourne.

Figure 7: Hutt Valley projected population (2018 to 2033)



Capital & Coast: population summary

Capital & Coast DHB (CCDHB) receives funding to improve, promote, and protect the health of around 312,000 people in Wellington City and its suburbs, Porirua and along the Kāpiti Coast as far north as Ōtaki.

Figure 8: Capital & Coast projected population (2018 to 2033)

Priority populations

Consumers and their families/whānau should be able to experience the same quality of care, service experience, and outcomes regardless of who they are. Population groups who experience disparity in MHA service provision are Māori and Pacific peoples, children and youth (HDC, 2018). The report just referenced (*New Zealand's mental health and addiction services: The monitoring and advocacy report of the Mental Health Commissioner*) published by the Health and Disability Commission acknowledged that it was not able to cover "a number of important consumer groups, including disabled people, gay, lesbian, bisexual, transgender and intersex populations, older people, and refugee, migrant and rural communities" and commented on the need for monitoring and advocacy for these groups too (HDC, 2018, p. 15). This strategy seeks to address those groups as well; we particularly acknowledge the rainbow community as a priority population.

Māori

Māori experience the highest levels of mental illness and/or addiction of any ethnic group in New Zealand – almost one in three Māori will experience mental illness and/or addiction in a given year, compared with one in five in the general population. Māori are also more likely than non-Māori to access mental health services later and to experience serious disorders and/or co-existing conditions. They also have the highest rate of suicide of any ethnic group (HDC, 2018).

Māori youth have high rates of self-harm, suicide, addiction, and mental health issues, increasing the likelihood of adverse mental health and psychosocial outcomes that carry on into adulthood if early intervention, prevention, and treatment are ineffective. This is evidenced by disparity in outcomes for adult Māori who accounted for 27% of all mental health and addictions service users in New Zealand (Ministry of Health, 2018). 16% of the total New Zealand population is Māori (Statistics NZ, 2017). The overall population rate for access to mental health and addiction services in New Zealand is 3.6%, with the rate for Māori being almost double that at 6.3% (Ministry of Health, 2018).

Pacific peoples

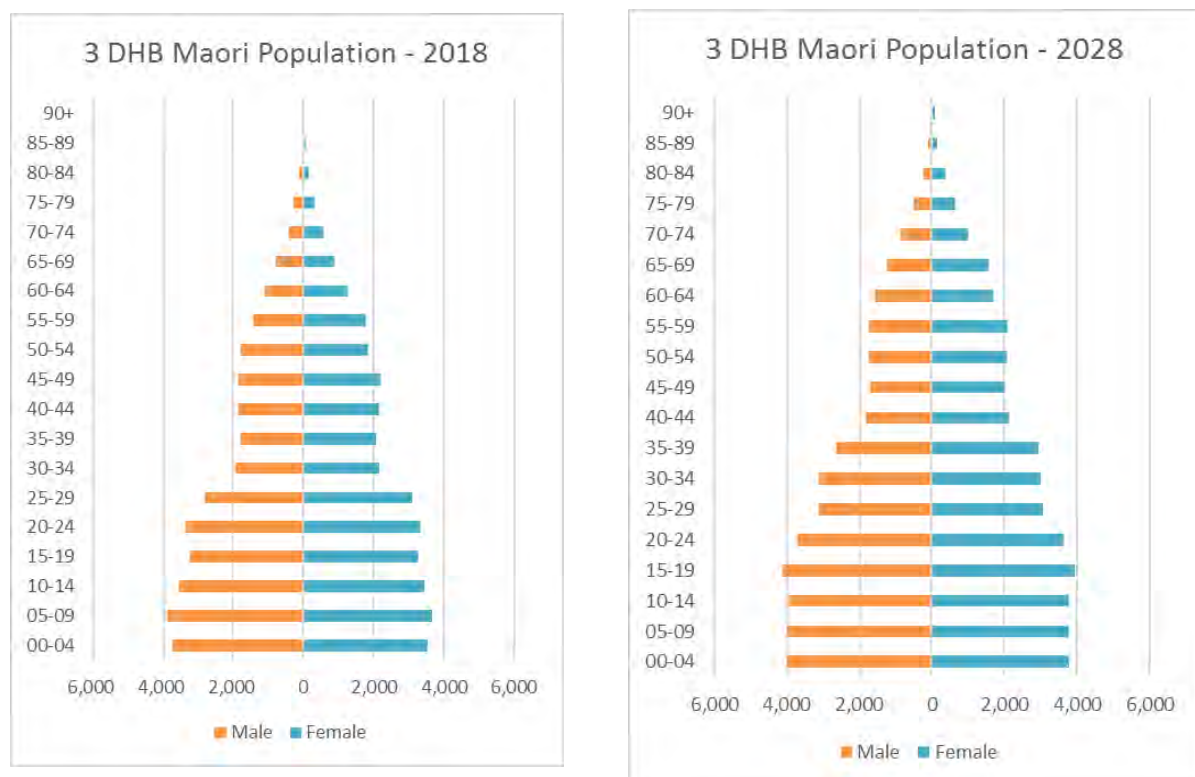
Pacific peoples also experience mental illness and/or addiction at higher rates than others, with 25 percent experiencing a disorder within the previous 12 months (compared with 21 percent overall). The prevalence of medium to high levels of psychological distress reported over the previous four weeks was significantly higher in young Pacific peoples aged 15 to 24 (38%) and Pacific adults aged 45 to 64 years (35%) (Ataera-Minster, 2018). Pacific peoples have higher rates of substance abuse and gambling-related harm, with gambling-related harm four times higher than for the general population.

While the suicide rate for Pacific peoples is lower than the average for the general population, suicide is the leading cause of death amongst young Pacific peoples (aged 12 to 18 years). (HDC, 2018).

Population trends among different ethnic groups

The 3DHB Māori and Pacific populations are younger than the populations for other ethnicity groups, and our Asian population is growing.

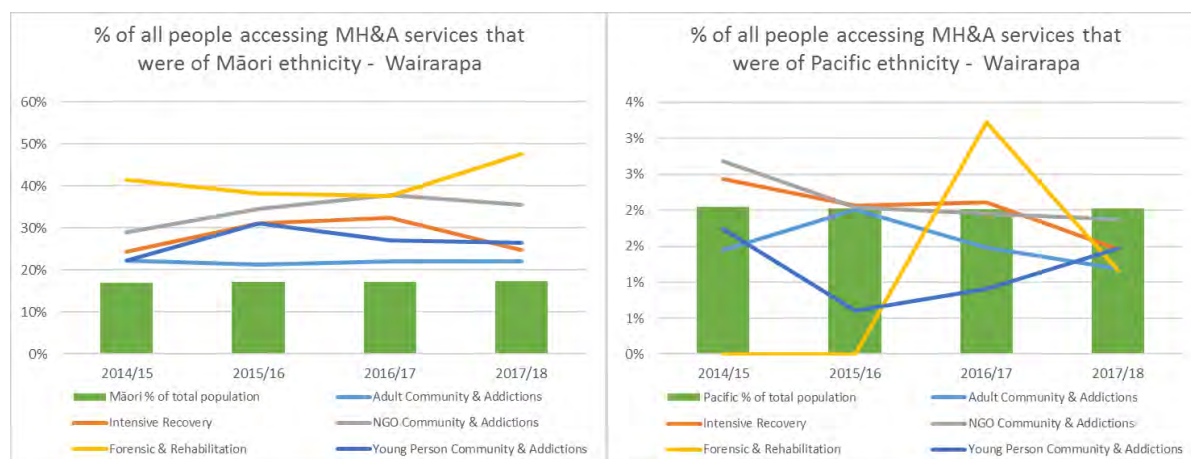
Figures 9 and 10: 3DHB Māori population 2018 and 2028 (taken from Stats NZ PBFF projections)



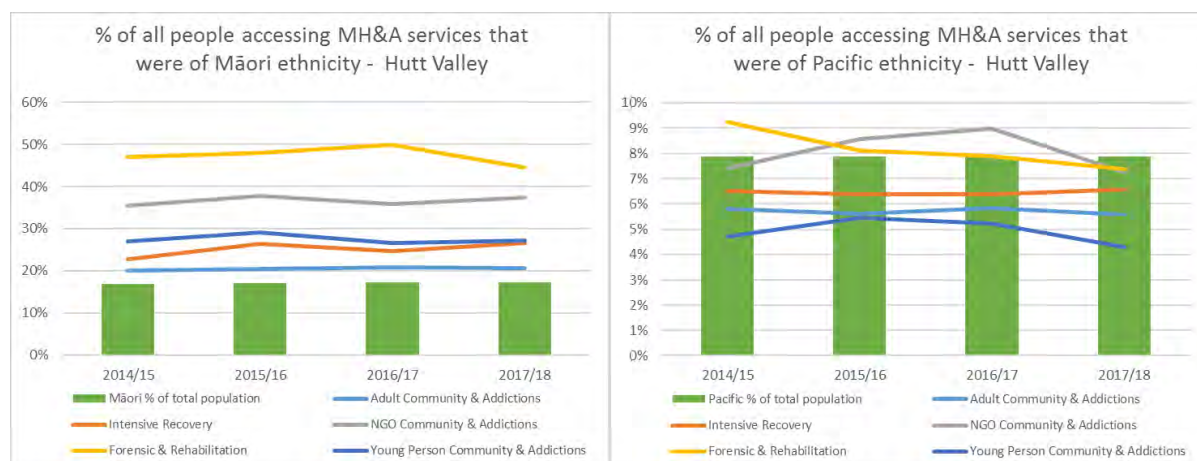
The following graphs illustrate the access rates for Māori and Pacific into 3DHB mental health and addictions services (both provider arm services, Mental Health, Addictions and Intellectual Disability Services / Te Upoko me Te Karu o Te Ika – MHAIDS, and Non-Government Organisations - NGOs), over the last 4 years. Clearly the Māori population are over represented in our service, and we need

to we need to ensure equitable health outcomes for Māori through access to high-quality services that are responsive to their aspirations and needs.

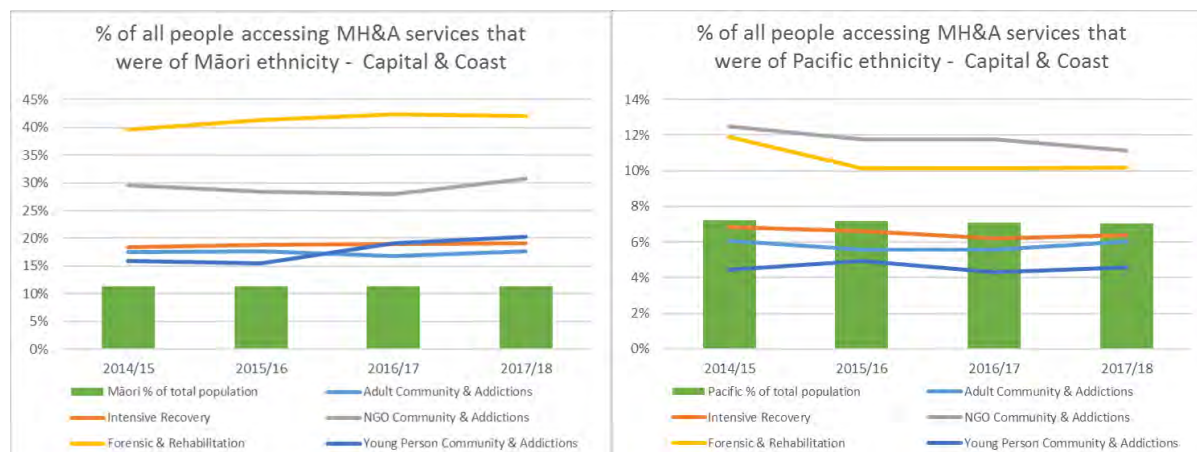
Figures 11 and 12: WvDHB, percentage of consumers of Māori and Pacific ethnicity accessing MH&A services (taken from PRIMHD)



Figures 13 and 14: HVDHB, percentage of consumers of Māori and Pacific ethnicity accessing MH&A services



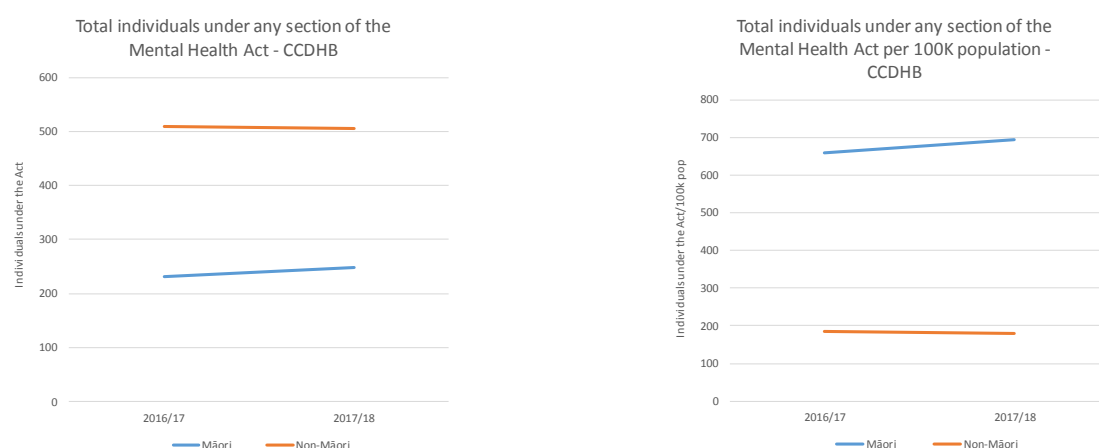
Figures 15 and 16: Capital & Coast, percentage of consumers of Māori and Pacific ethnicity accessing MH&A services



Rates of placement under any section of the Mental Health Act for Māori

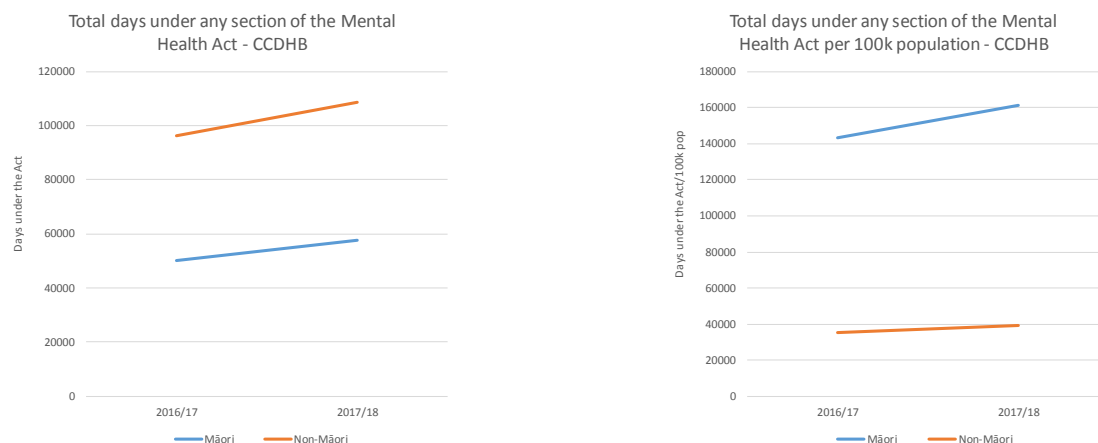
CCDHB data clearly shows a much higher rate in both the number of Māori placed under a section of the Mental Health Act, and the number of days spent under the act. The rate per 100,000 of population for Māori people placed under any section of the Mental Health Act was 3.8 times higher than for Non-Māori in 2017/18. The rate for Māori increased by 5.4% since 2016/17, the rate for non-Māori fell slightly over the same period.

Figures 17 and 18: total individuals under any section of the Mental Health Act and per 100K population (CCDHB only)



*From MHAIDS legal status data

The total number of days that Māori spent under the act increased by 14.6% between 2016/17 and 2017/18. The rate of days under the act per 100,000 population was 4 times higher for Māori in 2017/18.

Figures 19 and 20: Māori/non- Māori ethnicity split - total days under any section of the Mental Health Act and per 100K population (CCDHB only)

*From MHAIDS legal status data

Suicide outcomes for Māori as compared to non – Māori

Because of the small number of suicides per each DHB, it is helpful to look at national data. The table below uses data from the 2015 MOH suicide tables based on the national mortality collection. As it only includes confirmed suicides, it means that suicide can be expressed as a percentage of total deaths. The percentage of suicide per total deaths is over double for Māori than for Non-Māori, and suicide is the leading cause of death for Māori and Non-Māori aged 15 to 24 years.

Figure 21: Suicide rates for all ages, with a Māori/non- Māori ethnicity split

All Ages						
		Total Deaths in NZ	Total Suicides	% suicides of total deaths	NZ Population	Suicides per 100k of population
Māori	Male:	1,801	77	4.3%	347,200	22.2
	Female:	1,612	41	2.5%	365,000	11.2
	Total:	3,413	118	3.5%	712,300	16.6
Non-Māori	Male:	14,128	306	2.2%	1,911,700	16.0
	Female:	14,255	101	0.7%	1,975,400	5.1
	Total:	28,383	407	1.4%	3,887,000	10.5
All ethnicities	Male:	15,929	383	2.4%	2,258,900	17.0
	Female:	15,867	142	0.9%	2,340,400	6.1
	Total:	31,796	525	1.7%	4,599,300	11.4

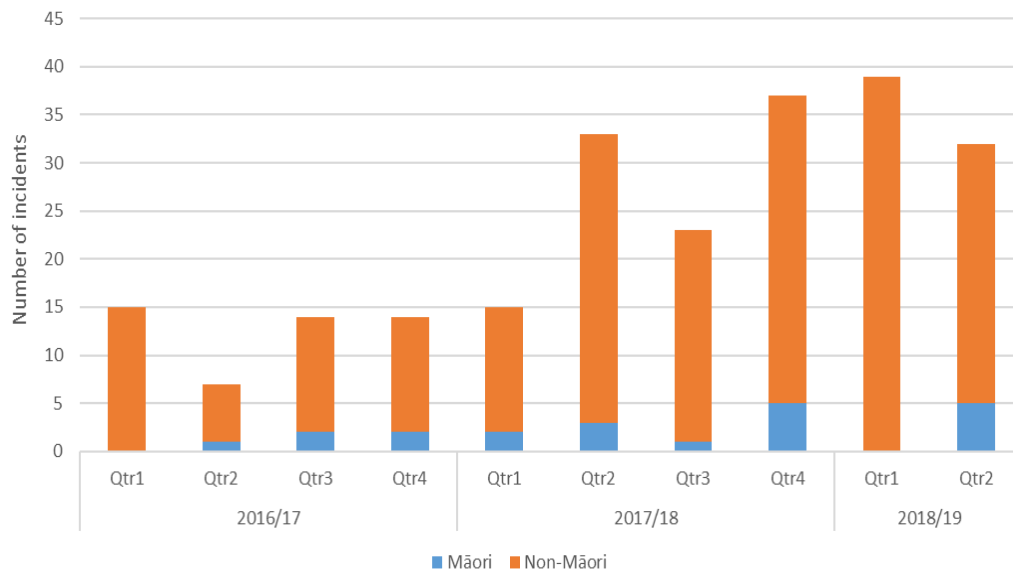
Figure 22: Suicide rates for 15-24 years, with a Māori/non- Māori ethnicity split

15 - 24 years						
		Total Deaths in NZ	Total Suicides	% suicides of total deaths	NZ Population	Suicides per 100k of population
Māori	<i>Male:</i>	64	19	29.7%	66,890	28.4
	<i>Female:</i>	40	23	57.5%	65,190	35.3
	<i>Total:</i>	104	42	40.4%	132,080	31.8
Non-Māori	<i>Male:</i>	173	50	28.9%	272,430	18.4
	<i>Female:</i>	62	19	30.6%	252,050	7.5
	<i>Total:</i>	235	69	29.4%	524,480	13.2
All ethnicities	<i>Male:</i>	237	69	29.1%	339,320	20.3
	<i>Female:</i>	102	42	41.2%	317,240	13.2
	<i>Total:</i>	339	111	32.7%	656,560	16.9

Seclusion and restraint: CCDHB data only

Data has been provided via the QLIK data analysis tool (implemented in mid-2018) for CCDHB information relating to seclusion. From July 2017 to November 2018, 27 Māori and 31 non-Māori, non-Pacific people were secluded. The percentage of inpatients who were secluded was higher for Māori (10.5%) than for non-Māori, non-Pacific people (4.1%). The seclusion hours per person were lower for Māori (49 hours) than non-Māori, non-Pacific people (159 hours). It is not possible to interpret the data fully, without having reasons for seclusions. However, the higher proportion of Māori who are secluded, with a shorter time in seclusion suggests the possibility that Māori are being secluded unnecessarily. Further work to fully understand this is warranted.

Over the past 2½ years, 9.2% of all restraint incidents reported by MHAIDS in CCDHB involved a Māori service user. These data have been sourced from CCDHB reportable events data (SQUARE).

Figure 23: The number of incidents involving restraint of a service user, CCDHB only

Infants, children, and young people

Childhood events and experiences can have a major impact on a person's future health. Many adult mental health and/or addiction problems have origins from childhood, with 50 percent of those problems becoming apparent by the time a person reaches the age of 18 years. Central to this is an increased emphasis on supporting perinatal and maternal mental health more effectively. An increased emphasis on the early identification of children who exhibit behavioural problems will also assist with this. This requires "a comprehensive network of services to assist and support families where mental health concerns or psychosocial issues are identified." (CCDHB, 2015, p. 30)

Depression is the leading risk factor for youth suicide, and New Zealand has the highest youth suicide rate in the Organisation for Economic Co-operation and Development (OECD), with suicide accounting for 35 percent of deaths for the 15- to 19-year-old age group.

Addiction

Issues of dependence and addiction can impact on a broad range of people. In New Zealand; around 12 percent of the population are estimated to experience a substance-use disorder in their lifetime (NCAT, 2016). More than 70 percent of people who attend addiction services are estimated to also have a mental health condition, and over 50 percent who attend mental health services are estimated to have substance-use problems (HDC, 2018).

Addiction intervention, much like mental health intervention, is largely focused on specialist addiction services for those with the most severe needs. There is huge unmet need in this group, with an estimated 50,000 people nationally wanting help with their severe substance-use problems but not receiving it. Services are overextended, and people struggle to find the help they need at the time they need it (New Zealand Drug Foundation, 2017).

Coupled with this, there is a much larger group of people who are not necessarily dependent (or severely addicted) but who are experiencing harm related to their problematic use of substances. For example, one in five (19 percent) New Zealanders aged 15 years or more who drank alcohol in the past year has a potentially hazardous drinking pattern that could result in significant harm to them and their families/whānau (Ministry of Health, 2013). While the harm may be serious, the use of alcohol may not be serious enough to receive a diagnosis of substance-use disorder or to warrant access to specialist addiction services. This group of people is currently underserved and has limited access to services for problematic substance use. The harm is more common for Māori and Pacific peoples and people facing socio-economic disadvantage as these groups have less access to support, are more likely to live in poverty, and are more likely to have co-existing physical or mental health issues (NCAT, 2016).

Prison population

People in prison have the highest prevalence of MHA issues of any sector of our population. Nine out of ten people in prison (91 percent) have a lifetime diagnosis of a mental health or substance-use disorder. Substance-use disorder in the prison population is 13 times bigger than that of the general population, and one in five people in prison had both a mental disorder and a substance-use disorder within the last 12 months.

A focus on the prison population as a priority population achieves more significance when ethnicity is also taken into account. Māori make up the largest proportion of the prison population, in contrast to their proportion of New Zealand's population as a whole. This makes it doubly important to ensure that our models of care meet the needs of the prison population, including access to services on release into the community or DHB of domicile.

Figures 24 and 25: Department of Corrections, Trends in offender population, 2014 to 2015

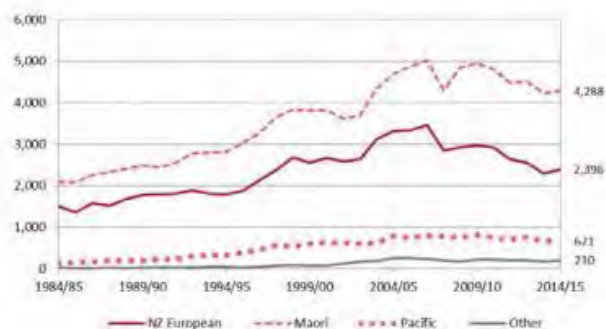
The presentation of more serious conditions is also more prevalent among people in prison,

Ethnicity

The number of Maori starting a prison sentence has increased by 105 percent, from 2,095 during 1984/85 to 4,288 during 2014/15. During the same period, the number of NZ Europeans starting a prison sentence increased by 60 percent, from 1,499 in 1984/85 to 2,396 during 2014/15.

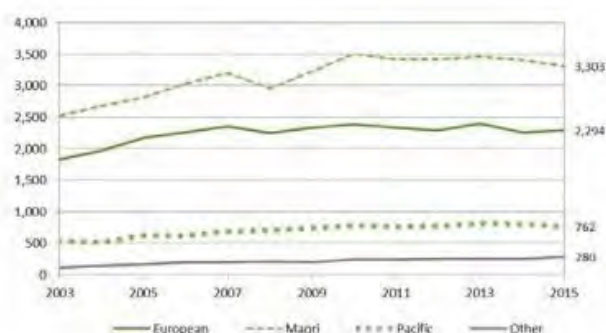
Proportionally, prisoners starting a prison sentence who are Maori increased by only very slightly from 56 percent to 57 percent between 1984/85 and 2014/15.

A number of offenders have no recorded ethnicity; these offenders are excluded from this calculation.

**Ethnicity**

Maori over-representation has been a feature of the prisoner population for a considerable amount of time.

The proportion of sentenced prisoners in each ethnicity has not changed since 2003. Maori accounted for 50 percent of all sentenced prisoners on 30 June 2015.



including conditions such as post-traumatic stress disorder and bipolar disorder associated with high levels of distress and disability, especially in acute phases.

People in prison with mild to moderate MHA needs are the responsibility of Department of Corrections' health services, and those with moderate to severe mental health needs are referred to forensic mental health services for assessment and treatment. Such conditions are generally managed within the prison environment, but individuals may also be admitted to secure inpatient forensic facilities if they require a high level of monitoring and care (HDC, 2018).

Determinants of health

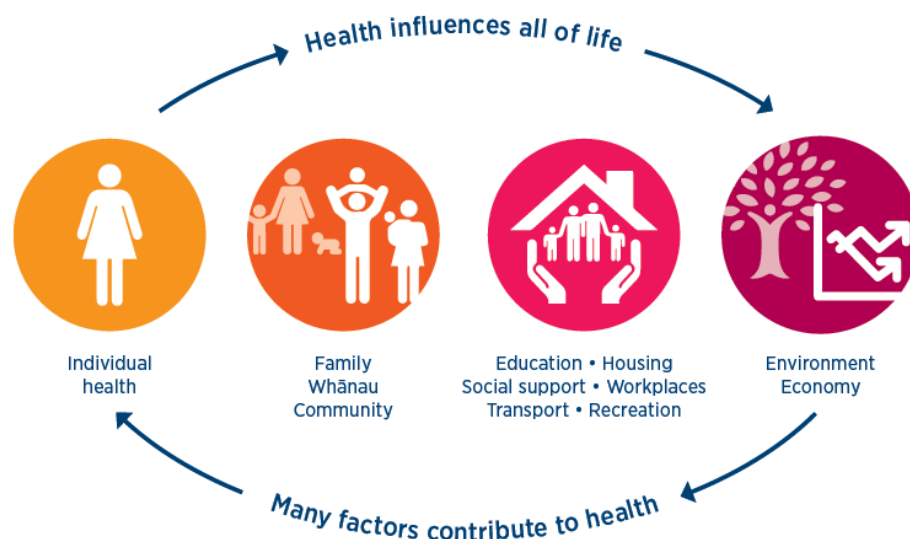
Positive mental wellbeing and freedom from addiction rely on many factors at an individual, family and whānau, community, and society level. Socially cohesive societies tend to produce healthier members.

For Māori, He Korowai Oranga provides a framework for supporting the health status of whānau. He Korowai Oranga actively promotes many of the determinants of mental wellbeing, including whānau wellbeing, quality education, employment opportunities, suitable housing, safe working conditions, improvements in income and wealth, and addressing systemic barriers – including institutionalised racism (Ministry of Health, 2014).

'Ala Mo'ui (Ministry of Health, 2014) provides a similar framework for Pacific peoples, recognising that 'āiga, kāiga, magafaoa, kōpū tangata, vuale, fāmili (family) is the centre of the community and way of life.

Supporting mental wellbeing and freedom from addiction requires the majority of change to take place outside health services, at a societal level. This calls for a society where wellbeing and freedom from addiction are supported and issues affecting mental health and wellbeing are recognised and acted upon before they require an intensive health system response.

Figure 26: Health links with the wider environment



(Ministry of Health, 2016b)

Integration of mental health with other health and social services

Internationally, as well as nationally, there is an increased focus on bringing together physical and mental health through integrated approaches. (Naylor, C., Das, P., Ross, S., Honeyman, M., Thompson, J., Gilbert, H., 2016). The aim of integrating services and MHA responses is to enable people to experience 'seamless' health care.

The separate management of physical and mental health has a high human cost: the life expectancy for people with severe mental illness (such as bipolar disorder or schizophrenia) is up to 25 years below that of the general population, largely due to physical health conditions. Physical health issues are also highly prevalent among people with eating disorders, personality disorders, substance-use disorders, or untreated depression and/or anxiety. These striking and persistent inequalities serve as a powerful reminder that the case for integrated mental and physical health care is an ethical one as much as an economic one (Naylor, C., Das, P., Ross, S., Honeyman, M., Thompson, J., Gilbert, H., 2016).

Mental health, like other aspects of health, can be affected by a range of socio-economic factors (such as relationships with friends, family and whānau, and others; connection to or disconnection from turangawaewae and whenua; employment; education; welfare; and housing) that need to be addressed through comprehensive strategies for promotion, prevention, treatment, and recovery in a whole-of-government, person-centred approach. People should experience smooth care across all services, with changes and access to different services as their needs dictate.

The situation in New Zealand is very similar to that in other relatively wealthy countries. People who experience serious mental illness and/or addiction die much earlier than their counterparts in the general population (up to 25 years earlier), with a two-to-three times greater risk of premature death. Two-thirds of this premature mortality is due to cardiovascular disease, cancer, and other chronic physical illnesses. Māori who experience mental illness and/or addiction have a one-third higher mortality rate than Māori who do not experience such illness (Te Pou o Te Whakaaro Nui, 2014).

There needs to be a stronger focus on this aspect of integration to address the three related but distinct challenges of:

- rising levels of multi-morbidity
- inequalities in life expectancy
- psychological aspects of physical health.

Equally Well is a New Zealand collective of people and organisations that has formed around the common goal of reducing physical health disparities between people who experience MHA problems and people who do not. Equally Well has five action areas to work towards ensuring that people requiring MHA services have the same opportunities to be physically well as others. These initiatives include metabolic screening, increased dental care, wellness programmes, recovery-focused

guidelines, addressing stigma, and early intervention in psychosis. The Living Life Well strategy includes a commitment to addressing the action areas in Equally Well.

While Equally Well is primarily aimed at those with the greatest need, the intent of increased integration between MHA services and physical health services is applicable for all those with MHA need.

Workforce capacity and capability

Our workforce is critical and integral to everything we do. The skills, values, morale, and attitudes of the MHA workforce have an enormous impact on the quality, safety, efficacy, and cost of the services.

Our workforce must have the capability and capacity to meet the needs of the population and to adapt to changes in practice across the whole spectrum, from primary health care to specialist mental health. Innovative approaches and training to meet the population's needs will be important in achieving the transformational change required.

Workforce planning

Workforce planning is critical in achieving what we aspire to with our workforce and is necessary to ensure we have the right people with the right skills in the right place at the right time.

At present, the MHA workforce is facing challenges, with staff leaving positions and replacements being difficult to find. This can lead to potentially unsafe staffing levels and undue pressure on those people who remain, causing stress and burn-out.

This strategy will inform our workforce planning, ensuring we can work in with the resources available through organisations such as Te Pou o te Whakaaro Nui to recruit and develop the workforce required to make this strategy's aspirations a reality. Te Pou's recent refresh of *Let's Get Real* (Te Pou o te Whakaaro Nui, 2018) is timely in enabling us to ensure our workforce has the right skills.

Workforce practice

People working in MHA services, including primary and community services, will work closely with individuals and their families/whānau, to centre the person's wellbeing within a wider community context. People working in MHA services will also understand the importance and significance of cultural practices, and kaupapa Māori models of care.

Our systems, services, and workforce will take a holistic approach when supporting individuals, ensuring the social determinants and cultural aspects of health are accommodated in treatment and recovery / resiliency plans as well as the medical aspects.

It is a medical model; pills first – it should be talk first.

There is over reliance on medication. They should be balancing medication with CBT [cognitive behavioural therapy] and other therapies.

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

Our workforce extends beyond specialist MHA services in hospitals and NGOs; it includes staff working in primary health care and community services. Individuals do not interact solely with MHA services but also with a multitude of other health and social organisations. We need to shift to an

approach that more closely aligns with how people live their lives and provide meaningful support in appropriate settings. To do this, we need to bring our workforce along on the journey, making greater use of multidisciplinary teamwork, integrating services, increasing collaboration between services, piloting innovative service delivery arrangements, and eliminating the needless cycles of assessment and referral (Platform Trust & Te Pou o Te Whakaaro Nui, 2015).

People working in MHA services, including primary health care and community services, will work closely with individuals and their families/whānau to provide wellbeing within a wider community context.

Our workforce will be characterised by:

- having compassionate care skills
- fostering recovery in and support for consumers
- utilising open dialogue and trauma-informed practices
- equipped to improve Māori and Pacific peoples' health
- being a strong Māori and Pacific peoples' health workforce
- being culturally competent
- being pro-equity and anti-racist
- following holistic approaches to assessment, planning, and treatment
- only using chemical sedation and seclusion once all other options have been tried
- understanding the role that culture plays in consumers' wellbeing
- having the right clinical and social skills needed to carry out the work.

New approaches

Figure 27: Current and future approach to MHA care of the community (built from information collected at workshops across the 3DHBs)

Current Approach: Issues and Challenges		New Approach: Addressing Issues and Challenges	
Predominantly adult services	Life-course care	Increased and earlier access for children & youth, Māori and Pacific, people with addictions, achieving better outcomes	
	Equity		
Services available only to those with the highest need	Life-course care	Life-course approach with a broad range of services, including widely available self-management, e-therapies and brief interventions	
	Earlier intervention		
Large DHBs, PHOs, and smaller community services	People-based care	Locality based linked services with limited central services	
	Service model		
Minimal integration between services & early access difficult	People-based care	Early intervention (including relapse) and exit to services with one plan across all services	
	Client journey		
Multiple services with evolving linkages to one another, some good IT tools	People-based care	Integrated services, co-located, enabled technology	
	Linked services		
Siloed, mainly not connected, not visibly shared and ineffective links	Information Intelligence	Big data and linked systems and client records	
	Information systems		
Disjointed, not well utilised	Information Intelligence	Self-help resources readily available, technology well utilised	
	Smart & innovative technology		
Siloed, some sector oversight groups, limited accountability, and limited cross-sector collaboration	Information Intelligence	System-wide transparency, collaboration & accountability	
	Governance		
A narrow focus on managing risk	Quality and safety	Ethos supports wellbeing, resilience, freedom from addiction, effective intervention, safe journey and exit from service	
	Service ethos		
Reactive, immature quality systems	Quality and safety	Experience-driven quality improvement, able to identify where health outcomes are improved	
	Quality management		
Shortages, time poor, focused on managing immediate needs of individuals, some recovery focus	Quality and safety	Focused on resiliency, recovery, and being supportive	
	Workforce		
Low trust, differing belief systems, patch protective, competitive	Quality and safety	Family/whānau/person centered, can do, continuous improvement	
	Culture		
Not a shared view of funding, especially outside health	Commissioning	Integration beyond health	
	Resources		
Competitive, reactive, transactional, evolving	Commissioning	Outcomes focused, freedom in implementation, accountable delivery, locality planning with district support	
	Partnering		

Figure 27 describes our current approach and its associated issues and challenges, alongside the new approach we expect future workforce and services to embrace and implement. We envisage a service-level alliance structure⁶ made up of a range of stakeholders with oversight of the needs in the region and how current services and resources deliver the required outcomes.

Utilising cultural partnerships in approaches

New Zealand is uniquely placed to take advantage of our cultural partnerships, bringing together the holistic approaches in a range of Māori, Pacific and Pākehā models, such as *Te Whare Tapa Whā* (Durie, 1985), *Fonofale* (Pulotu-Endemann, 2001), *Nga Vaka o Ka'iga Tapu*, (Ministry of Social Development, 2012) and trauma-informed care and the recovery approach as outlined in *Blueprint II* (Mental Health Commission, 2012a). For Māori (and indeed for all ethnicities) health and wellbeing, the inclusion of wairua (the spiritual dimension), the role of the whānau (family) and the balance of the hinengaro (mind) are as important as the tinana (physical). Wellbeing is attained when all relational aspects are in balance. A lack of balance between dimensions or within a dimension creates stress and may result in a person becoming unwell.

The Pacific models of health care share common elements with Māori understanding of health, in that they are collective and relational. Six core values have been identified as being common across different Pacific peoples: tapu (sacred bonds), alofa (love and compassion), fa'aaloalo (respect and deference), fa'amaualalo (humility), tautua (reciprocal service), and aiga (family).

Consumers have applied this thinking to the way they wish to experience support for living life well; they wish to see greater emphasis on the things that contribute to their overall wellbeing, with medical prescriptions and treatments being only one component. “

Different cultural belief systems and values shape the way that people and their families/whānau experience mental wellbeing, mental distress, illness, and substance-use harm. Māori have always seen health within a broader context, and cultural identity is fundamental to their wellbeing (Te Rau Matatini, 2015).

Pacific peoples also view mental health as an intrinsic component of overall health. Pacific cultures do not have words that translate easily into 'mental illness', and mental health is considered to be inseparable from the overall wellbeing of the body, soul, and spirit. **Invalid source specified..**

All peoples, including Māori and Pacific, will benefit most from care and support that are provided by health professionals in a way that preserves the person's unique sense of culture, spirituality, and wellbeing (HVDHB, WDHB, 2015).

The rediscovery of whakapapa – the connections that make us who we are and where we come from – is the foundation of recovery...

(Best Practice Advocacy Centre NZ, 2008, p. 31)”

⁶ Person-centred care involves mental health providers, other health providers, and professionals from other sectors working together more proactively to manage people's health, avoid illness, and provide safe and appropriate services.

Whole-of-system model of care

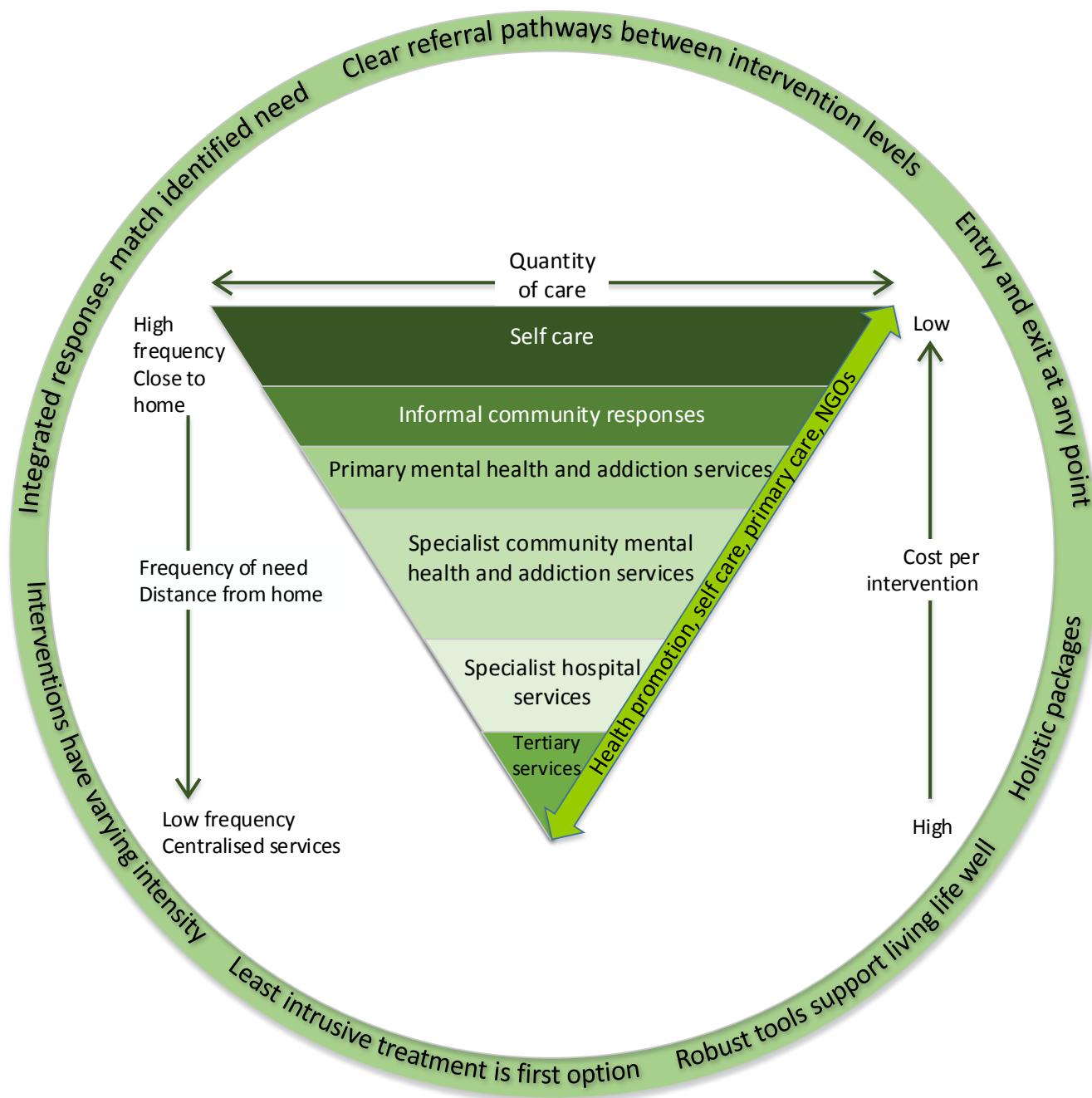
Given the inequity of access across the sub-region for Māori, Pacific peoples and child and youth, overstretched specialist resources, and the large unmet demand in the inpatient units and community, we need to move towards a consistent, coordinated, and integrated model in responding to MHA care. The intended future way of working will facilitate a coherent and seamless journey through the health system, linking closely with our strategic partners in housing, police, and the social sectors.

Our model of care will guide us so that people experiencing mental distress and/or substance-use harm, as well as their families/whānau, will be able to access care appropriate to their needs when they require it. Health professionals will recognise when they need to intervene and be able to offer a broader range of MHA responses in a broader range of settings. It means intervening in the least intensive way, such as through self-help and e-therapies, as well as across primary and secondary health, NGO, and specialist services. Knowing where and how people in mental distress and/or experiencing substance-use harm and their families/whānau can access the right support will mean implementing a transparent staged care⁷ approach. This will involve health professionals working at the top of their scope, a greater role for primary care, and people receiving most of their care close to home from health specialist and other services.

As illustrated in Figure 28 to follow, the staged-care approach in *Blueprint II* involves integrated responses that are timely and appropriate, matched to people's need, and allowing people to enter and exit the health care services at any point. Using this approach means that people receive responses earlier and closer to home and that the experts involved in their care are adept at identifying early distress, signs of increasing distress, and risk of serious illness. This aligns with the 3DHBs *Perinatal, Maternal and Infant Mental Health Strategy* (CCDHB, 2015), which also recommends adopting the staged-care approach.

⁷ Staged care must span primary health, NGO, community, and specialist services and create opportunities for collaboration with other organisations, such as in the education, justice, and social sectors.

Figure 28: Staged-care approach adapted from *Blueprint II*



Strategic directions

To move towards the overall goal of living life well with resilience, a recovery focus, and freedom from addiction harm, this strategy has two service directions (life-course care and people-based care), supported by three enabling directions (information intelligence; quality and safety; and commissioning). This is summarised in Figure 2, earlier in the document on page 11.

We will focus on equitable outcomes, particularly for our priority groups of Māori and Pacific peoples, children and youth, people with addictions and members of the rainbow community. In designing and commissioning future services, we will:

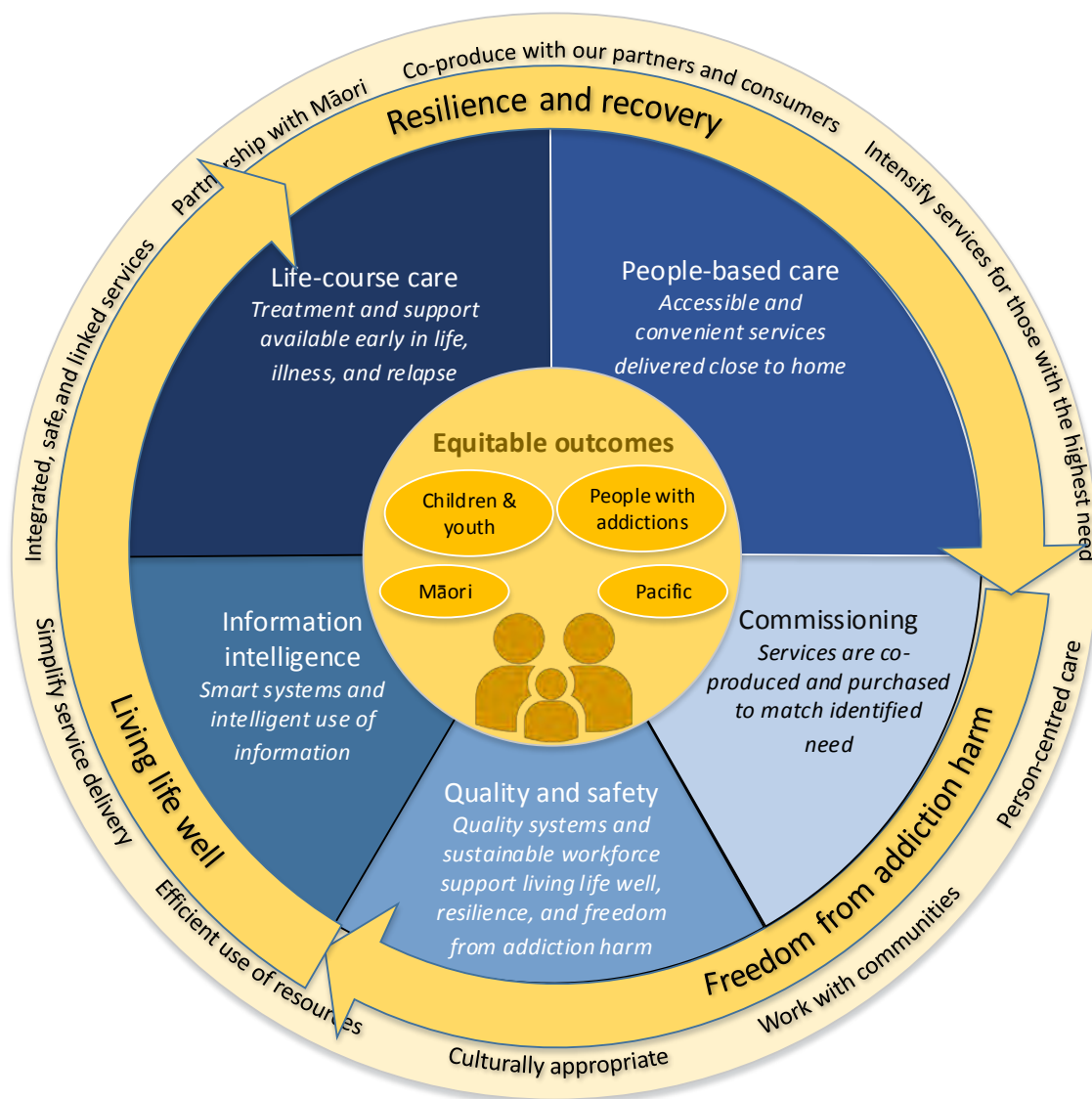
- use the principles of integrated and linked services
- advance our Treaty relationships by working in partnership with Māori
- reduce inequities in access to services, quality of care and health outcomes for Māori
- co-design⁸ with our partners and consumers
- intensify services for those with the highest needs
- simplify service delivery
- build on efficient use of resources
- develop culturally appropriate services, working with communities
- focus on person-centred care.
- set specific targets for outcomes, including:
 - a reduction in compulsory treatment orders
 - a target of zero seclusion
 - a reduction in suicides

The World Health Organization (WHO) has five interwoven strategies for moving towards integrated, people-centred health care (World Health Organization, 2016). As can be seen in Figure 29 on the next page, our strategic plan is consistent with these five WHO strategies to:

- empower and engage people and communities
- strengthen governance and accountability
- reorient the model of care
- coordinate services within and across sectors
- create an enabling environment.

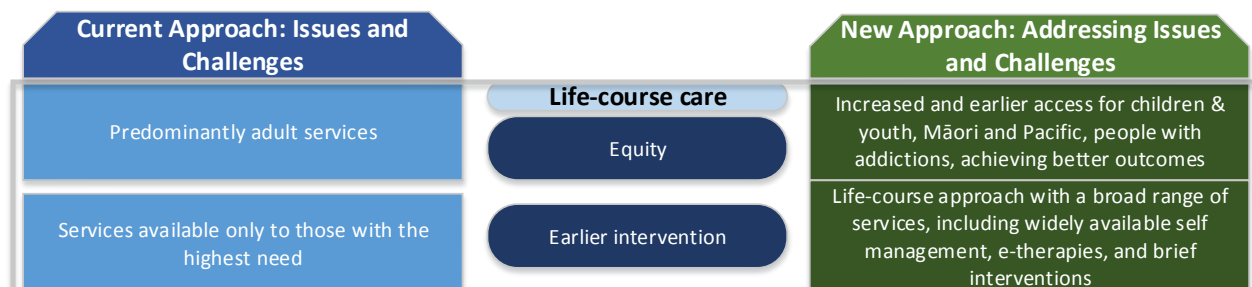
⁸ This strategy's definition of co-design aligns with HQSC's definition: "an approach to design attempting to actively involve all stakeholders (e.g. employees, partners, customers, citizens, end users) in the design process to help ensure the result meets their needs and is usable. Often also called Participatory design." Accessed via www.hqsc.govt.nz/assets/Consumer-Engagement/Resources/Dr_Lynne_Maher_-_Co-designing_Health_and_Care_Services_May_2017.pdf

Figure 29: Strategies for integrated, people-centred care



Life-course care

Treatment and support available early in life, while unwell, and before relapse



What does this look like?

Providing life-course care includes early intervention, which is the process of providing MHA support to a person who is experiencing or demonstrating any of the early symptoms of mental illness and/or addiction. Broadening the definition of mental health services to encompass the support of mental distress and trauma provides the opportunity to move beyond a highly medicalised model to reflect more contemporary models of care, including the provision of greater access to talking therapy and other therapies such as e-therapy.

Strengthening prevention and supporting destigmatisation are key factors in healthy communities. There must be safe environments where people in distress feel free to discuss what they are experiencing. Early intervention is particularly important for children and young people, for whom mental illness and addiction can have profound, long-term consequences. Linked to this is early intervention to support maternal mental health. We will also intervene earlier for Māori and Pacific people and those with addiction issues.

There is not enough in place to detect trauma and provide early intervention to stop or prevent it becoming deeper. Services are not responding to calls for help from people, their families, or neighbours until things are so bad it becomes a police matter.

Clients are turned away because they are not acute – they then become acute.

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

A range of early and integrated responses will be available, both for children and youth and adults experiencing MHA issues. This will include:

- easy access to self-management tools
- evidence-based interventions to support maternal mental health
- e-therapies, brief interventions in general practice
- kaupapa Māori models of care
- kaupapa Māori cultural specialists and practitioners
- primary health care responses
- talking therapies

- early and timely entry to specialist services.

Suicide is the second leading cause of death among 15- to 29-year-olds in New Zealand (World Health Organization, 2017a). Communities can play a critical role in suicide prevention, and facilitating community engagement in suicide prevention is an important task. Furthermore, media reports about suicide can enhance or weaken suicide prevention efforts, thus making responsible reporting essential.

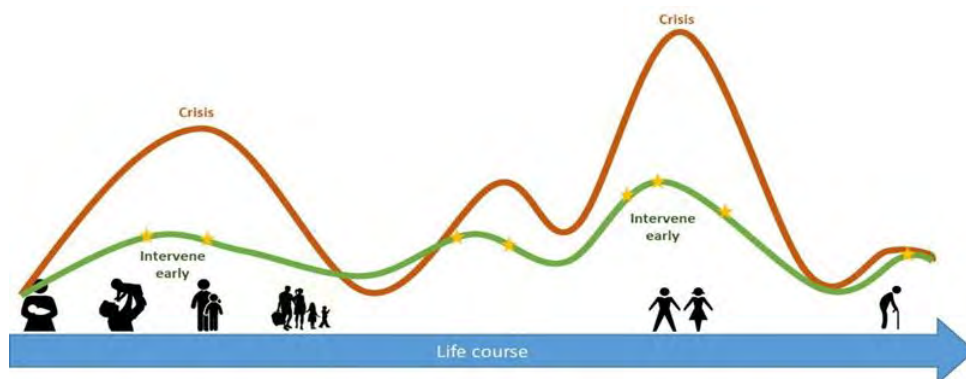
Embedding mental health and behavioural health professionals into primary health care services provides benefits beyond the immediate aim of providing timely support to people with mental distress, illness, and substance-use harm. For example, interdisciplinary teams should address the range of factors (including social and environmental factors) that shape the mental and physical health, wellbeing, and resilience of the people they are serving (Naylor, Taggart, & Charles, 2017).

What will we do?

- 1: Increase the range of **early intervention services and tools**, including kaupapa Māori models of care, self-management, e-therapies, talking therapies, and brief interventions in general practice, with a focus on increased services for **priority populations**.
- 2: Support **health promotion** for mental wellbeing, freedom from addiction harm, and destigmatisation of mental illness.
- 3: Increase **suicide prevention** initiatives.
- 4: Embed mental health and behavioural health into **community based settings**, for example, primary health care services, including:
 - a. **specialist** mental health professionals
 - b. **long-term condition planning** for those with enduring mental illness and/or addiction.
- 5: Promote the health navigator **website** as the basis for information to support patients and their families/whānau throughout their journey.
- 6: Embed **consumer co-design** into all aspects of service design and delivery.

Why should we do this?

Intervening in childhood, when required, minimises the impact of mental illness across the life course. It has been shown to reduce negative societal impacts and minimises the social and economic costs to individuals and the community later in life, including through the justice system. For this life-course approach to be successful, an integrated approach must be taken with our partners in education, police, justice, and the social sector.

Figure 30: Proposed intervention time-line

By intervening at key points, when things start to go wrong, we not only provide better care for individuals but also reduce the load on acute crisis services in health and justice.

Prompt diagnosis and early intervention in the initial stages of a mental illness and/or substance-use harm can have significant and life-changing consequences for a person's wellbeing. Intervening early not only has the potential to reduce the impact of poor mental wellbeing and substance-use harm on a person's life, but it can also improve their mental and physical health, community participation and socio-economic outcomes well into the future. Intervening early in life in the initial stages of an issue means children and adolescents are less likely to develop long term mental illness and/or substance-use disorder, thus reducing the impact on family, whānau and friends.

Intervening when someone starts to show early symptoms of distress or addiction rather than waiting until they reach a crisis can mean a better response to treatment and increased likelihood of recovery. Strong demand for acute specialist mental health services often means that, until someone reaches a crisis point, they are not accepted into these specialist services. "If left untreated, mental health disorders that emerge prior to adulthood impose a ten-fold greater health cost than those that emerge later in life." (Brazier, 2017, p. 24).

Māori and Pacific peoples access specialist support services later than other ethnicities, when they are likely to be nearer to crisis stage, and this late intervention leads to a greater prevalence of adults with enduring mental illness in these ethnicities. Only half of Māori with a serious mental health disorder in the past 12 months had any contact with mental health services nationally, compared with two-thirds of non-Māori.

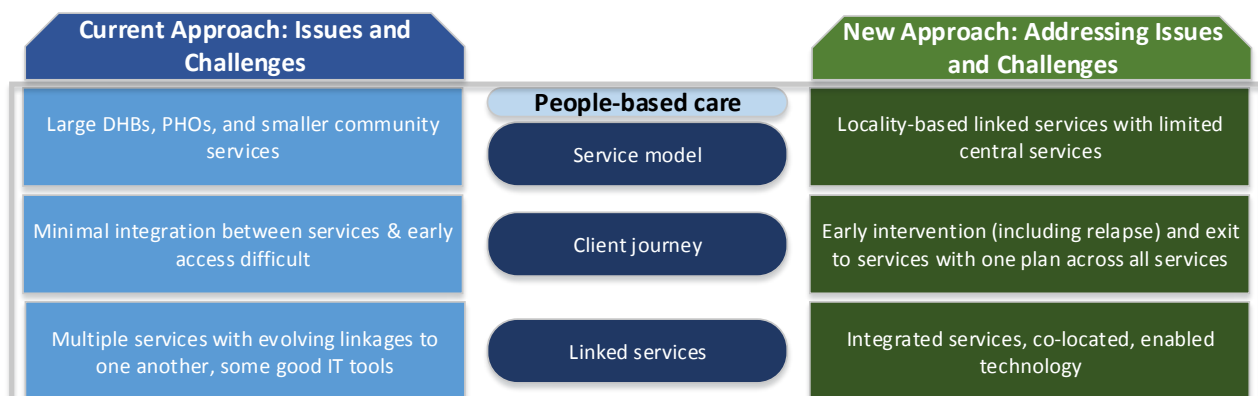
Untreated mental illness contributes to a significant and tragic burden of suicide for young people, particularly young men. Mental illness remains the biggest risk factor for suicide. In 2009, over three-quarters (76.6 percent) of suicides in New Zealand were males, making suicide the tenth leading cause of death for males and the fourteenth leading cause of death overall in this country. Although death by suicide accounts for a relatively small proportion (2 percent) of the national overall deaths, in 2009, suicide accounted for 22 percent of deaths for males aged 15 to 24 years. New Zealand has one of the highest youth suicide rates in the developed world. Suicide is the leading cause of death amongst young Pacific peoples (aged 12 to 18 years). (HDC, 2018).

In 2025, we expect to see...

- 1: People will have **easy and early access** to the services they need.
- 2: **Reduced inequities of access** to services, quality of care and health outcomes **for Māori and Pacific peoples**.
- 3: Children and youth with developmental and emerging behavioural and addiction issues will have **a range of early responses available**.
- 4: The **least intrusive services possible** will always be the first option, and will be used more frequently.
- 5: **All health professionals will be able to recognise signs of mental distress and substance-use harm** and provide an immediate response.
- 6: There will be **the beginnings of a decrease** in demand for acute services.

People-based care

Accessible and convenient services delivered close to home



What does this mean?

Improving health and wellbeing requires effort across communities and is not concentrated in single organisations or within the boundaries of traditional health and social services. Addressing local needs and being closer to home will be achieved through a locality approach, with each locality having the skills, tools, and resources required to match the identified needs of the members of their community.

We need care within our home community, with community involvement and support and interventions closer to home.

There is nothing in place to help families to understand and learn what and how they can provide support.

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

Currently, for many people with high and complex needs, the only solution is specialist mental health care in inpatient settings, followed by specialist community care. For people experiencing substance-use harm, there are both residential and in-community treatment options, however, these can be difficult to access, with long waiting lists. We need to create additional capacity for people to access treatment in

the community and, alongside this, we need to assist communities to accommodate people without fear and stigma. By working with communities to co-design new programmes, we can inform the wider community about the continuum on which mental distress, substance-use harm, and substance-use disorder sit and how that impacts people's lives in different ways.

The locality-based community hub concept is a shift away from a top-down approach and gives a degree of autonomy to the locality leadership group to shape service response to meet the unique needs of their neighbourhoods. Closer collaboration with primary health providers and other local agencies will mean a more seamless approach for consumers. The majority of the skills, tools, and resources required to meet the needs of consumers will be available within each locality with integrated services, some co-located and others virtually integrated. Some skills, tools, and resources will, however, be available at a district or even regional level, such as forensic services.

However, co-locating different kinds of services does not automatically mean improved care. To make a significant difference in outcomes, the various services must act as a single care team, using shared electronic health records and care plans. Alongside this, they must have access to specialist advice (ModernMedicine Network, 2016).

What will we do?

- 1: Integrate MHA skills into **interdisciplinary health care teams** across community health networks that work in partnership with communities and our inter-sectoral partners.
- 2: Focus on developing specific strategies to address inequities in access to services, quality of care and health outcomes for **priority populations** e.g. provision of kaupapa Māori models of care closer to home
- 3: Increase **community-based** service delivery, including Māori for Māori services, with a locality focus and streamline delivery of high-cost secondary and complex health care services.
- 4: Consolidate current **assessment tools and processes** across multiple providers into an agreed assessment process that allows **easy access** to a full complement of services.
- 5: Implement a **consistent pathway and easy access** across all services that supports safe transition and transfer between services.
- 6: Ensure **individual care plans** are linked across services.

Why should we do this?

At any one time approximately 30 percent of adult inpatients no longer require acute inpatient care, but they have other unmet needs (accommodation, financial, and social issues) that mean they cannot safely transition out of inpatient services. Similar circumstances apply to those ready to leave substance-abuse treatment.

Person-centred care does not mean giving people whatever they want or just providing information; it means putting people and their families/whānau at the centre of everything we do. When decisions are made, we see consumer and their families/whānau as experts, working alongside professionals to get the best outcome. Person-centred care considers people's desires, values, family situations, social circumstances, and lifestyles. It means we see the person as an individual and work together to develop appropriate solutions. We are compassionate, think about things from the point of view of the person and their family and whānau, and are respectful. This might be shown through sharing decisions with

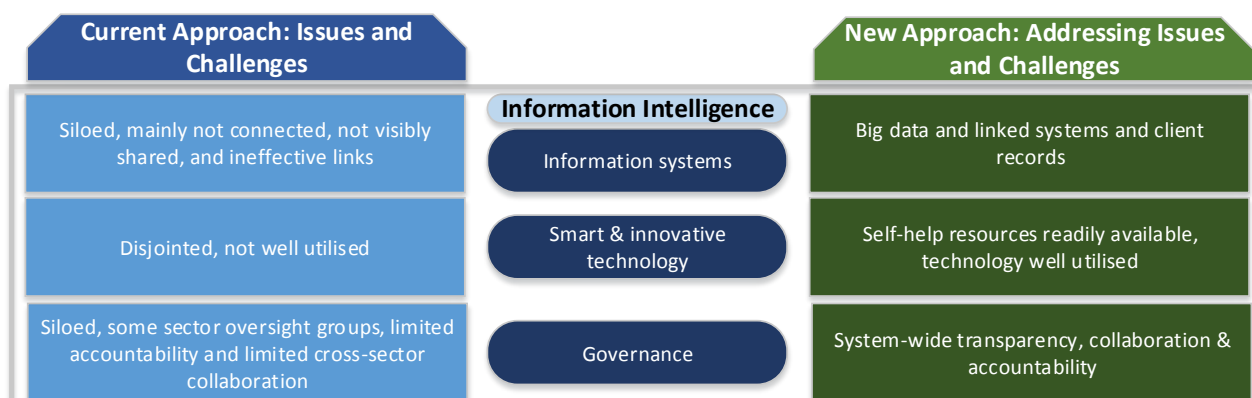
the person and their family and whānau and helping people manage their health. Person-centred care isn't just about what we do, it is also about the way professionals and consumers think about health care and their relationships across the whole of their life course and between services, sectors, and communities (HIN, 2016).

In 2025, we expect to see...

- 1: People will receive most of their mental health and addiction care **close to home**, with **centralised specialist services**, and specialist Māori practice.
- 2: **Closer-to-home initiatives** led by Māori and Pacific providers well established in Māori and Pacific communities, and undergoing evaluation.
- 3: Consumers will have **one plan** across all services that focuses on early intervention (including relapse) and safe and early exit from services.
- 4: People will have access to a range of services (staged care) that are **easy to access, integrated, and co-located** where possible.

Information intelligence

Smart systems and intelligent use of information



What does this mean?

The information we collect and the insight and intelligence we generate through the knowledge and experience of our people can be used to direct our strategic, tactical, and operational activity. It can be shared with others to unlock benefits for both consumers and their families/whānau and for DHBs and service providers.

It's great being listened to and heard – not having to repeat your story again and again and again...

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

Developing a framework for information collection and analysis will enhance and refine our knowledge of inequalities and inequity in health and system-wide governance, with shared dashboards providing a mechanism for much closer monitoring of progress. A framework will provide consistent reliable

information about the health of communities, patterns within those communities, and changes over time.

As we continue to develop comprehensive real-time linked data systems, including data from primary health care as well as other sources, we will improve our ability to provide joined up care for people (Department of Health, 2006).

What will we do?

- 1: Develop and implement **system-wide governance** with quality framework and monitoring, including shared dashboards.
- 2: Implement **integrated data sets** to support system-wide governance, monitoring, and service commissioning.
- 3: Utilise **smart technology** and **social media** (maximise the use of digital technology to improve productivity, reducing the system costs incurred in managing access, waiting lists, and failure demand).
- 4: Implement **linked care records** across services.

Why should we do this?

Comprehensive and innovative information systems can make a real difference in the planning and delivery of services. The ultimate aim is improvement in mental health and freedom from addiction. However, intelligent information also underpins evidence-based commissioning of services, as well as providing more precise and meaningful monitoring of service performance.

Responsibility for the health of communities will be shared increasingly between DHBs and our partner agencies, along with the communities themselves. Information and knowledge relevant to health is generated on a daily basis and should be made available (contingent on agreements regarding privacy) and used by a wide range of agencies and individuals. Information systems need to work across these settings in an integrated way to provide a fully informed picture of health and its determinants.

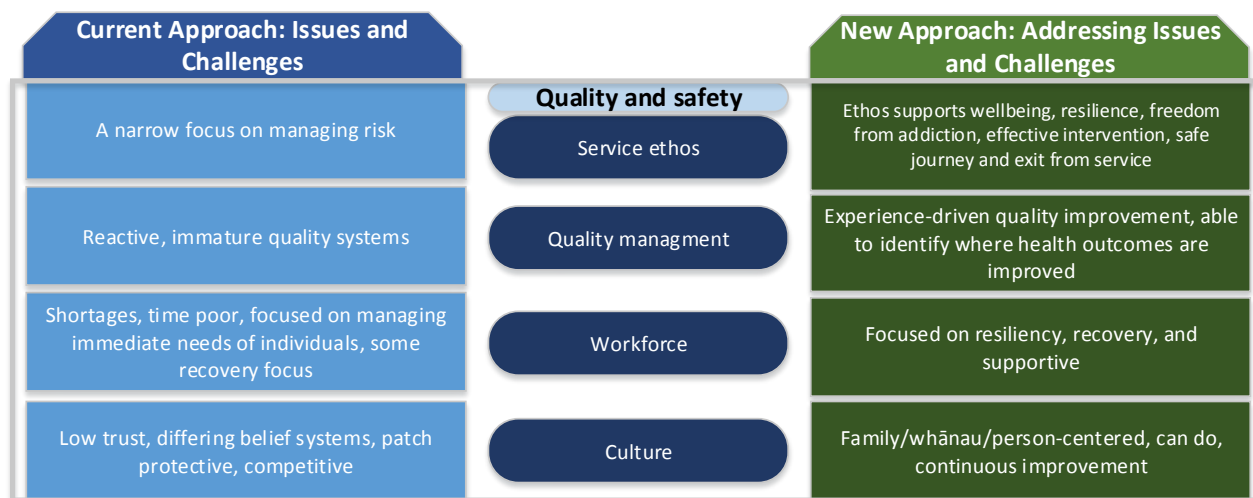
Better information on MHA needs and on the effectiveness of interventions will lead to more effective commissioning of services to improve health and care.

In 2025, we expect to see...

1. **Data integration** will inform service design and commissioning.
2. **Data analytics faithful to cultural worldviews** enabling tailored responses for Māori and Pacific peoples, and measuring better outcomes for these groups.
3. Consumer **records will be linked** between services.
4. **Smart technology** will be utilised widely and will enable effective use of smart technology, and data matched to outcomes achieved.
5. There will be **system-wide governance**, a quality framework, and monitoring processes with transparent service delivery and outcomes.
6. Data will be **shared with communities**, enabling further transparency and holding ourselves to account.

Quality and safety

Quality systems and a sustainable workforce support living life well, resilience, and freedom from addiction harm



What does this mean?

Transformational improvements in MHA will require new, less medicalised models focused on working with communities, reducing the pressures on acute care and having a workforce aligned with the new models of care and ways of working. Our quality systems must draw more on utilising experience and quality systems to drive quality improvement. The organisational cultures must move from competitive patch protection to person-centred solutions with a can-do attitude focused on continuous improvement. To address inequities, we must link quality with equity, and address the six steps as recommended in *A Roadmap to Reduce Racial and Ethnic Disparities in Health Care* (Clarke, et al., 2014):

1. Link quality and equity
2. Create a culture of equity
3. Diagnose the disparity
4. Design the intervention
5. Secure buy-in
6. Implement and sustain change

We want a workforce that has empathy and compassion.

We want our GPs to understand the mental health system, to know what services are available and how to access them, and to refer us to their nurses for longer times. For example, to a mental health nurse for 1-hour counselling sessions.

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

This involves changing the discourse in the MHA workforce, moving beyond risk management to a focus on the general health and wellbeing of consumers, encouraging safe and effective earlier intervention,

supporting freedom from addiction harm, and facilitating recovery and exit from specialist services. This means:

- building a culture and system for continuous improvement and learning
- co-design and co-production driving a system-wide quality culture
- workforce development, particularly for the health care practitioners who are best placed to deliver talking therapies to our population
- all frontline staff receiving appropriate training in MHA, regardless of the setting in which they work. Training should equip staff to recognise and manage common mental health problems at different stages in the life course and to understand the psychological components of physical illness (Naylor, Taggart, & Charles, 2017)
- workforce training that better prepares and educates our staff so they can learn how to work effectively with children and families/whānau and use kaupapa Māori frameworks and other cultural lenses for viewing mental health and wellbeing
- relevant tertiary education providers delivering training that more closely aligns with the transformed models of care
- increasing the capability of the primary health care workforce
- making the work sufficiently rewarding, thus incentivising staff to work in primary health care and community settings (rather than remaining predominantly in secondary health care specialist services).

What will we do?

- 1: Develop and implement **a sub-regional quality plan focused on safe and excellent services.**
- 2: Develop and implement **a sub-regional workforce improvement plan**, including identifying gaps and growing the workforce.

Why should we do this?

Providing services that are person centred and meet the needs of our populations at all stages of their lives requires an embedded continuous quality improvement framework which supports inclusion from consumers, family and whānau.

Consumers and family/ whānau will be aided in their ability to contribute to co-design if they are confident they are being listened to, and they see this reflected in the services provided.

Workforce issues are also many and varied, with the MHA sector having an aging workforce and a significant gender and cultural imbalance. MHA is a challenging sector in which to work; staff report that it is hard to recommend to colleagues or students to come and work in the sector.

While most people access support for their mental distress and addiction issues from primary health care and community-based services, the workers in these sectors receive very little MHA training. There are few in the workforce who have strong cultural competencies or who come from Māori, Pacific or Asian cultures. Early intervention is made more difficult for the workforce in our younger people's services, with most foundation-level health workforce trainings including very little about working with children and families/whānau.

Universities and employers have different drivers. Upon graduation, the workforce is therefore mostly not work ready, and the allied health professions (including social work, occupational therapy, and counselling) are not able to access either appropriate post-graduate training or funding.

In 2025, we expect to see...

1. **Consumer and whānau voices** will drive continuous quality improvement.
2. An embedded **measurement framework** which monitors the safety of our service delivery, and the timeliness, efficiency and effectiveness of our care.
3. Services will be **family, whānau and person-centred**, with a can-do attitude, and embracing continuous improvement.
4. The focus will be on **quality systems** leading services towards proactive quality improvement.
5. The MHA sector will be a **more attractive place** for people to work.
6. The mental health workforce will be a strong Māori and Pacific peoples' health workforce.
7. People will be able to **access** the support they need regardless of where they seek support, including those services that best meet their cultural needs e.g. rongoā Māori.
8. People will be able to access **safe and excellent** services that are pro-equity and anti-racist.
9. There will be **adequate numbers** of workers available to meet demand across the continuum of need.
10. There will be a sustainable, culturally competent and skilled **workforce** focused on resiliency, strengths, and recovery.
11. The **service ethos** will support living life well, recovery, and freedom from addiction harm.

Commissioning

Services are co-designed and purchased to match identified need



What does this mean?

There is a call to broaden what MHA services provide to include addressing need across the spectrum from mental distress through to trauma and serious mental illness and addiction.

DHBs are over investing in compulsion, force and restrictive settings. Seclusion is barbaric and punishing.

(3DHB MHA CONSUMER LEADERSHIP GROUP, PERSONAL COMMUNICATION, 2016)

Our patterns of investment will change to support earlier intervention in the life course and when things start to go wrong. This means increasing resourcing in primary and community-based health services

and support services to attend to mild to moderate needs – in many cases, using these services to intervene earlier would not only be more efficient and effective but also less intrusive in people’s lives. We will also ensure that commissioning works to remove any bias that may currently exist in patterns of investment, ensuring that what we contract truly meets our populations’ needs.

Our approach will be to work with communities and our partners in other sectors, such as police and housing, using a life-course model, with funding provided where the emphasis is required. New funding models need to be developed and implemented that consistently support a community-focused, life-course approach.

Successful locality-based work across the whole health and social care system requires several elements to come together. Strategic commissioning must focus on the needs of the wider population, as well as consumers, while taking responsibility for long-term planning and bringing accountability and contestability to place-led decision-making.

Implementing an across-sector and system approach means open and transparent conversations and information sharing about resources and governance with all those involved.

The current available funded services predominantly focus on adults experiencing mental health issues. To achieve transformational change, significant investment is required in services that support:

- Māori and Pacific peoples
- infants, children, and youth
- people at risk of suicide
- people experiencing addiction
- older adults.

These changes will occur alongside closer integration with primary health care services and other sectors, such as police and social services.

What will we do?

- 1: Develop a co-designed **investment plan** for each DHB that reflects investment in:
 - a) priority populations and areas of greatest need
 - b) early intervention
 - c) services closer to home.
- 2: **Intensify** services for those with the highest need.
- 3: **Simplify access** to services.
- 4: **Monitor outcomes** through robust and transparent governance.
- 5: Work with our **cross-sectoral partners** to consolidate and simplify services (collective impact).

Why should we do this?

In the last 10 years, the 3DHBs have been focused on protecting and providing services in a low funding growth environment for our populations. This results in a focus on (mostly) DHB-provided MHA specialist services for people with high and severe needs to the detriment of what is available to meet low to moderate needs in the wider community.

There is an ever-increasing expectation on MHA services to intervene and support people who do not necessarily meet criteria for serious mental or substance-use disorder but who require urgent attention and support.

Despite *Blueprint II*, we continue to fund from a *Blueprint I* model.

In 2025, we expect to see...

- 1: Our **commissioning model** will focus on living life well and freedom from addiction harm for our priority population groups, addressing inequities and improving Māori and Pacific health outcomes in doing so.
- 2: There will be more **efficient use of resources** in homes, communities, and hospitals.
- 3: **Integrated** health service responses will aim to meet the needs of people and their families and whānau.
- 4: Most people will receive their **care close to home** in community-based settings.
- 5: Commissioning will be focused on **outcomes**.
- 6: We will collaborate more with our **cross-sectoral partners**.

Investment approach

How you pay for health and social care encourages different behaviours because people respond to incentives and risks. The payment model in use will determine what incentives people have and how risks are shared. For whole-of-system models of care to succeed, DHBs need to provide incentives and share risks so that providers and agencies work together to keep people well.

Approximately 17,488 people accessed the 3DHBs MHA services in 2015/16. As a result, the 3DHBs spent \$112.4 million on MHA services in 2016/17.

To enable the implementation of this strategy, the 3DHBs will need to consider how to prioritise current and new spending. We will do this by considering the needs of those who require services, as well as what services they need most and to what extent.

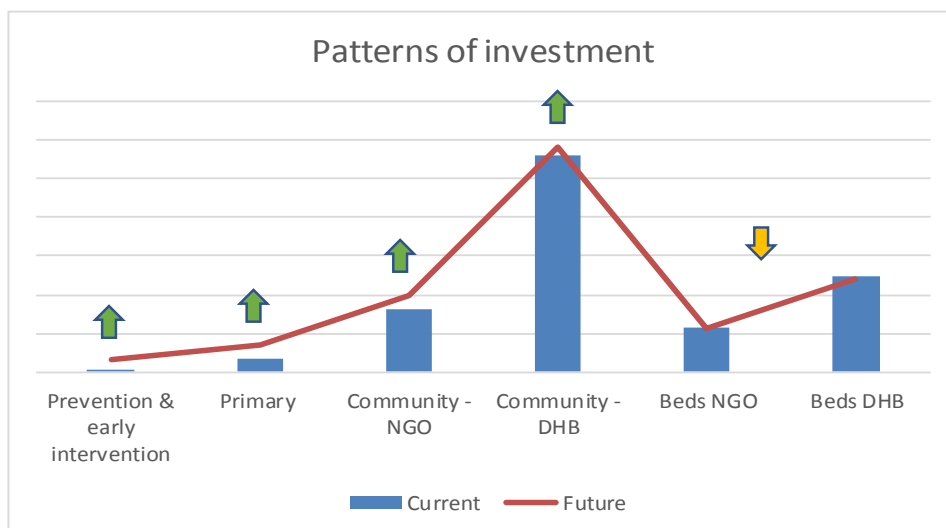
Disinvesting to reinvest remains an unsuccessful approach in funding-constrained environments with competing demands. We will invest in the areas of greatest need, with wellbeing and freedom from addiction harm being our priority areas. Alongside this, we will continue our current approach of utilising increases in population-based funding streams, but this will be slow to achieve the transformational change required.

Principles for investment

The following principles should guide investments in this area.

- 1: Support intervening earlier in the life course and illness, integrated responses and accessing more services closer to home.
- 2: Make the client pathway more efficient.
- 3: Provide value for money.
- 4: Improve equity of access and outcomes for our priority populations (Māori and Pacific peoples, children and youth, people with addictions and the rainbow community).
- 5: Connect and collaborate with other agencies and groups.

Enabling this change will require a reallocation of current resources as shown in Figure 31 on the next page. While disinvestment in hospital inpatient services will not be a deliberate strategy, it is likely that, over time, increased availability of community-based services and responses will result in some decrease in demand.

Figure 31: Patterns of investment

Next steps

Clearly, achieving the future vision for MHA services across the sub-region will involve a period of evolutionary change over the coming years. Despite the gaps and barriers of the current MHA system, there are some pockets of effective integration and partnership working in each district.

We expect He Ara Oranga: Report of the Government Inquiry into Mental Health and Addiction will influence and inform the implementation of this strategy. The recommendations from the Inquiry report have been mapped to this strategy as part of Appendix 1. The strategy is a living document which will be updated, particularly as the DHBs integrate the government's formal response to the Government Inquiry, due in March 2019.

Each DHB will develop an implementation plan and expand it across health services to achieve further integration and enhance the coordination of those services.

Implementation will be achieved through local or sub-regional alliancing arrangements, which will be responsible for driving agreed actions to improve the consumer, family and whānau journey. These arrangements will ensure clinically-led service development in conjunction with consumer co-design, and implementation within a 'best for person, best for system' framework.

Authentic co-design for planning and implementation is crucial for success, and we see this specifically acknowledged in He Ara Oranga (Government Inquiry into Mental Health and Addictions, 2018, p. 114). Principles for implementation will be developed and include a principle of collaboration for working with specific localities.

In order to ensure a stable and enduring transition to the future model, it will be important to protect the gains and relationships that have already been made in developing this strategy.

Appendices

Appendix 1: He Ara Oranga – the Report on the Government Inquiry into Mental Health and Addictions recommendations mapped to this strategy

In November 2018, the Government Inquiry into Mental Health and Addiction published He Ara Oranga – the Report on the Government Inquiry into Mental Health and Addictions (Government Inquiry into Mental Health and Addictions, 2018). It is our assessment that key areas addressed as part of He Ara Oranga are reflected in the 3DHBs' mental health and addictions strategy, particularly:

- Expanding access and choice: the 3DHBs' strategy recognises the urgent need to expand the spectrum of care, ensuring a wider range of mental distress is able to be addressed.
- Transforming primary care: the 3DHBs' strategy recognises a shift of substantial magnitude is required in how primary care responds to people's mental distress and mental health needs.
- Placing people at the centre: the 3DHBs' strategy has people-based care as one of its two key strategic directions, recognising that people (consumers/tangata whaiora, along with family and whānau) must be at the centre, and involved when designing and delivering services.
- Recognising the obligations under the Treaty of Waitangi to Māori as tangata whenua and citizens, including ensuring there are services available to reflect their specific needs e.g. kaupapa Māori services.
- Addressing priority populations that currently suffer from inequitable access to mental health services, including children and young people, Māori, Pacific peoples and prison populations.

The table below maps He Ara Oranga recommendations more directly to *Living Life Well*. We see the 3DHBs' strategy as highly complementary to the Inquiry recommendations, and believe the strategy's approval will enable us to move quickly to prepare the ground for the Government's formal response to the Inquiry's recommendations as they apply to our populations.

He Ara Oranga recommendations	3DHB <i>Living Life Well</i> links
Expand access and choice Expand access <ol style="list-style-type: none"> 1. Agree to significantly increase access to publicly funded mental health and addiction services for people with mild to moderate and moderate to severe mental health and addiction needs. 2. Set a new target for access to mental health and addiction services that covers the full spectrum of need. 3. Direct the Ministry of Health, with input from the new Mental Health and Wellbeing Commission, to report back on a new target for mental health and addiction services. 4. Agree that access to mental health and addiction services should be based on need so: <ul style="list-style-type: none"> o access to all services is broad-based and prioritised according to need, as occurs with other core health services o people with the highest needs continue to be the priority. 	People-based care strategic direction: <ul style="list-style-type: none"> • Increasing access, creating additional capacity for people to access treatment in the community. (p35) Commissioning enabling direction: <ul style="list-style-type: none"> • Supporting the call to broaden what MHA services provide to include addressing need across the spectrum from mental distress through to trauma and serious mental illness and addiction. (p41)
Increase choice of services <ol style="list-style-type: none"> 5. Commit to increased choice by broadening the types of mental health and addiction services available. 6. Direct the Ministry of Health to urgently develop a proposal for Budget 2019 to make talk therapies, alcohol and other drug services and culturally aligned therapies much more widely available, informed by workforce modelling, the New Zealand context and approaches in other countries. 	Life-course care strategic direction: <ul style="list-style-type: none"> • Increase the range of early intervention services and tools, including kaupapa Māori models of care, self-management, e-therapies, talking therapies, and brief interventions in general practice, with a focus on increased services for priority populations. (p33)
Facilitate co-design and implementation <ol style="list-style-type: none"> 7. Direct the Ministry of Health, in partnership with the new Mental Health and Wellbeing Commission (or an interim establishment body) to: 	Life-course care strategic direction: <ul style="list-style-type: none"> • Embed consumer co-design into all aspects of service design and delivery. (p33)

He Ara Oranga recommendations	3DHB <i>Living Life Well</i> links
<ul style="list-style-type: none"> ○ facilitate a national co-designed service transformation process with people with lived experience of mental health and addiction challenges, DHBs, primary care, NGOs, Kaupapa Māori services, Pacific health services, Whānau Ora services, other providers, advocacy and representative organisations, professional bodies, families and whānau, employers and key government agencies ○ produce a cross-government investment strategy for mental health and addiction services. <p>8. Commit to adequately fund the national co-design and ongoing change process, including funding for the new Mental Health and Wellbeing Commission to provide backbone support for national, regional and local implementation.</p> <p>9. Direct the State Services Commission to work with the Ministry of Health to establish the most appropriate mechanisms for cross-government involvement and leadership to support the national co-design process for mental health and addiction services.</p>	<p>Commissioning enabling direction:</p> <ul style="list-style-type: none"> • Services are co-designed and purchased to match identified need. (p41)
<p>Enablers to support expanded access and choice</p> <p>10. Agree that the work to support expanded access and choice will include reviewing and establishing:</p> <ul style="list-style-type: none"> ○ workforce development and worker wellbeing priorities ○ information, evaluation and monitoring priorities (including monitoring outcomes) ○ funding rules and expectations, including DHB and primary mental health service specifications and the mental health and addiction ring fence, to align them with and support the strategic direction of transforming mental health and addiction services. <p>11. Agree to undertake and regularly update a comprehensive mental health and addiction survey.</p> <p>12. Commit to a staged funding path to give effect to the recommendations to improve access and choice, including:</p> <ul style="list-style-type: none"> ○ expanding access to services for significantly more people with mild to moderate and moderate to severe mental health and addiction needs 	<p>Information intelligence enabling direction:</p> <ul style="list-style-type: none"> • Data integration will inform service design and commissioning. (p38) <p>Quality and safety enabling direction:</p> <ul style="list-style-type: none"> • Develop and implement a sub-regional quality plan focused on safe and excellent services. • Develop and implement a sub-regional workforce improvement plan, including identifying gaps and growing the workforce. (p40) <p>Commissioning enabling direction:</p> <ul style="list-style-type: none"> • Develop a co-designed investment plan for each DHB that reflects investment in:

He Ara Oranga recommendations	3DHB <i>Living Life Well</i> links
<ul style="list-style-type: none"> o more options for talk therapies, alcohol and other drug services and culturally aligned services o designing and implementing improvements to create more people-centred and integrated services, with significantly increased access and choice. 	<ul style="list-style-type: none"> d) priority populations and areas of greatest need e) early intervention c) services closer to home. (p42)
<p>Transform primary health care</p> <p>13. Note that this Inquiry fully supports the focus on primary care in the Health and Disability Sector Review, seeing it as a critical foundation for the development of mental health and addiction responses and for more accessible and affordable health services.</p> <p>14. Agree that future strategies for the primary health care sector have an explicit focus on addressing mental health and addiction needs in primary and community settings, in alignment with the vision and direction set out in this Inquiry.</p>	<p>People-based care strategic direction:</p> <ul style="list-style-type: none"> • Embed mental health and behavioural health into community based settings, for example, primary health care services, including: <ul style="list-style-type: none"> c. specialist mental health professionals d. long-term condition planning for those with enduring mental illness and/or addiction. (p33) • Integrate MHA skills into interdisciplinary health care teams across community health networks that work in partnership with communities and our inter-sectoral partners. • Increase community-based service delivery, including Māori for Māori services, with a locality focus and streamline delivery of high-cost secondary and complex health care services. (p36) • Closer-to-home initiatives led by Māori and Pacific providers well established in Māori and Pacific communities, and undergoing evaluation. (p37)
<p>Strengthen the NGO sector</p> <p>15. Identify a lead agency to:</p>	<p><i>This recommendation is out-of-scope for the 3DHBs' strategy, however if it is enacted, its application will be supported by the strategy's people-based care strategic direction.</i></p>

He Ara Oranga recommendations	3DHB <i>Living Life Well</i> links
<ul style="list-style-type: none"> ○ provide a stewardship role in relation to the development and sustainability of the NGO sector, including those NGOs and Kaupapa Māori services working in mental health and addiction ○ take a lead role in improving commissioning of health and social services with NGOs. 	
<p>Enhance wellbeing, promotion and prevention</p> <p>Take a whole-of-government approach to wellbeing, prevention and social determinants</p> <p>16. Establish a clear locus of responsibility for social wellbeing within central government to provide strategic and policy advice and to oversee and coordinate cross-government responses to social wellbeing, including:</p> <ul style="list-style-type: none"> ○ tackling social determinants that impact on multiple outcomes and that lead to inequities within society ○ enhancing cross-government investment in prevention and resilience-building activities. <p>17. Direct the State Services Commission to report back with options for a locus of responsibility for social wellbeing, including:</p> <ul style="list-style-type: none"> ○ its form and location (a new social wellbeing agency, a unit within an existing agency or reconfiguring an existing agency) ○ its functions. 	<p><i>This recommendation is out-of-scope for the 3DHBs' strategy, however if it is enacted, its application will be supported by overall implementation of the 3DHBs' mental health and addiction strategy.</i></p>
<p>Facilitate mental health promotion and prevention</p> <p>18. Agree that mental health promotion and prevention will be a key area of oversight of the new Mental Health and Wellbeing Commission, including working closely with key agencies and being responsive to community innovation.</p> <p>19. Direct the new Mental Health and Wellbeing Commission to develop an investment and quality assurance strategy for mental health promotion and prevention, working closely with key agencies.</p>	<p>Life-course care strategic direction:</p> <ul style="list-style-type: none"> • Support health promotion for mental wellbeing, freedom from addiction harm, and destigmatisation of mental illness. (p33) <p>Quality and safety enabling direction:</p> <ul style="list-style-type: none"> • workforce training that better prepares and educates our staff so they can learn how to work effectively with children and families/whānau and use kaupapa Māori frameworks and other

He Ara Oranga recommendations	3DHB <i>Living Life Well</i> links
	cultural lenses for viewing mental health and wellbeing (p40)
<p>Place people at the centre</p> <p>Strengthen consumer voice and experience in mental health and addiction services</p> <p>20. Direct DHBs to report to the Ministry of Health on how they are including people with lived experience and consumer advisory groups in mental health and addiction governance, planning, policy and service development decisions.</p> <p>21. Direct the Ministry of Health to work with people with lived experience, the Health Quality and Safety Commission and DHBs on how the consumer voice and role can be strengthened in DHBs, primary care and NGOs, including through the development of national resources, guidance and support, and accountability requirements.</p> <p>22. Direct the Health and Disability Commissioner to undertake specific initiatives to promote respect for and observance of the Code of Health and Disability Services Consumers' Rights by providers, and awareness of their rights on the part of consumers, in relation to mental health and addiction services.</p>	<p>Life-course care strategic direction:</p> <ul style="list-style-type: none"> • Embed consumer co-design into all aspects of service design and delivery. (p33)
<p>Support families and whānau to be active participants in the care and treatment of their family member</p> <p>23. Direct the Ministry of Health to lead the development and communication of consolidated and updated guidance on sharing information and partnering with families and whānau.</p> <p>24. Direct the Ministry of Health to ensure the updated information-sharing and partnering guidance is integrated into:</p> <ul style="list-style-type: none"> ○ training across the mental health and addiction workforce ○ all relevant contracts, standards, specifications, guidelines, quality improvement processes and accountability arrangements. 	<p>People-based care strategic direction:</p> <ul style="list-style-type: none"> • We envisage seeing consumer and their families/whānau as experts, working alongside professionals to get the best outcome. (p36)
<p>Support the wellbeing of families and whānau</p> <p>25. Direct the Ministry of Health, working with other agencies, including the Ministry of Education, Te Puni Kōkiri and the Ministry of Social Development, to:</p>	<p>Commissioning enabling direction:</p>

He Ara Oranga recommendations	3DHB <i>Living Life Well</i> links
<ul style="list-style-type: none"> ○ lead a review of the support provided to families and whānau of people with mental health and addiction needs and where gaps exist ○ report to the Government with firm proposals to fill any gaps identified in the review with supports that enhance access, affordability and options for families and whānau. 	<ul style="list-style-type: none"> ● Integrated health service responses will aim to meet the needs of people and their families and whānau. (p43)
<p>Take strong action on alcohol and other drugs</p> <p>26. Take a stricter regulatory approach to the sale and supply of alcohol, informed by the recommendations from the 2010 Law Commission review, the 2014 Ministerial Forum on Alcohol Advertising and Sponsorship and the 2014 Ministry of Justice report on alcohol pricing.</p> <p>27. Replace criminal sanctions for the possession for personal use of controlled drugs with civil responses (for example, a fine, a referral to a drug awareness session run by a public health body or a referral to a drug treatment programme).</p> <p>28. Support the replacement of criminal sanctions for the possession for personal use of controlled drugs with a full range of treatment and detox services.</p> <p>29. Establish clear cross-sector leadership and coordination within central government for policy in relation to alcohol and other drugs.</p>	<p><i>This recommendation is out-of-scope for the 3DHBs' strategy, however if it is enacted, there is no conflict with the implementation of the 3DHBs' mental health and addiction strategy.</i></p>
<p>Prevent suicide</p> <p>30. Urgently complete the national suicide prevention strategy and implementation plan and ensure the strategy is supported by significantly increased resources for suicide prevention and postvention.</p> <p>31. Set a target of 20% reduction in suicide rates by 2030.</p> <p>32. Establish a suicide prevention office to provide stronger and sustained leadership on action to prevent suicide.</p> <p>33. Direct the Ministries of Justice and Health, with advice from the Health Quality and Safety Commission and in consultation with families and whānau, to review processes for investigating deaths by suicide, including the interface of the coronial process with DHB and Health and Disability Commissioner reviews.</p>	<p>Life-course care strategic direction:</p> <ul style="list-style-type: none"> ● Increase suicide prevention initiatives. (p33)
<p>Reform the Mental Health Act</p>	<p><i>This recommendation is out-of-scope for the 3DHBs' strategy, however if it is enacted, its application will be</i></p>

He Ara Oranga recommendations	3DHB <i>Living Life Well</i> links
<p>34. Repeal and replace the Mental Health (Compulsory Assessment and Treatment) Act 1992 so that it reflects a human rights–based approach, promotes supported decision-making, aligns with the recovery and wellbeing model of mental health, and provides measures to minimise compulsory or coercive treatment.</p> <p>35. Encourage mental health advocacy groups and sector leaders, people with lived experience, families and whānau, professional colleges, DHB chief executive officers, coroners, the Health and Disability Commissioner, New Zealand Police and the Health Quality and Safety Commission to engage in a national discussion to reconsider beliefs, evidence and attitudes about mental health and risk.</p>	<p><i>supported by the strategy’s people-based care strategic direction.</i></p>
<p>Establish a new Mental Health and Wellbeing Commission</p> <p>36. Establish an independent commission – the Mental Health and Wellbeing Commission – to provide leadership and oversight of mental health and addiction in New Zealand.</p> <p>37. Establish a ministerial advisory committee as an interim commission to undertake priority work in key areas (such as the national co-designed service transformation process).</p> <p>38. Direct the Mental Health and Wellbeing Commission (or interim commission) to regularly report publicly on implementation of the Government’s response to the Inquiry’s recommendations, with the first report released one year after the Government’s response.</p>	<p><i>This recommendation is out-of-scope for the 3DHBs’ strategy, however if it is enacted, there is no conflict with the implementation of the 3DHBs’ mental health and addiction strategy.</i></p>
<p>Wider issues and collective commitment</p> <p>39. Ensure the Health and Disability Sector Review:</p> <ul style="list-style-type: none"> ○ assesses how any of its proposed system, structural or service commissioning changes will improve both mental health and addiction services and mental health and wellbeing ○ considers the possible establishment of a Māori health ministry or commission. <p>40. Establish a cross-party working group on mental health and wellbeing in the House of Representatives, supported by a secretariat, as a tangible demonstration of collective</p>	<p><i>This recommendation is out-of-scope for the 3DHBs’ strategy, however if it is enacted, there is no conflict with the implementation of the 3DHBs’ mental health and addiction strategy.</i></p>

He Ara Oranga recommendations	3DHB <i>Living Life Well</i> links
and enduring political commitment to improved mental health and wellbeing in New Zealand.	

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Appendix 3: Other plans informing this strategy

New Zealand Health Strategy

The New Zealand Health Strategy outlines the high-level direction for New Zealand's health system over the 10 years from 2016 to 2026. Its guiding principles for the New Zealand health system are:

- 1: Acknowledging the special relationship between Māori and the Crown under the Treaty of Waitangi
- 2: The best health and wellbeing possible for all New Zealanders throughout their lives
- 3: An improvement in health status of those currently disadvantaged
- 4: Collaborative health promotion, rehabilitation, and disease and injury prevention by all sectors
- 5: Timely and equitable access for all New Zealanders to a comprehensive range of health and disability services, regardless of ability to pay
- 6: A high-performing system in which people have confidence
- 7: Active partnership with people and communities at all levels
- 8: Thinking beyond narrow definitions of health and collaborating with others to achieve wellbeing.



To achieve health and wellbeing throughout [people's] lives requires a health system that knows and connects with people at every touch point, not just when they are sick or disadvantaged.

(Ministry of Health, 2016b, p. 13)

Figure 32: New Zealand Health Strategy framework



He Korowai Oranga

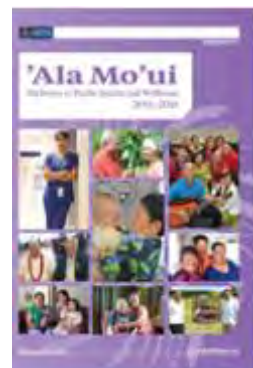
As New Zealand's Māori Health Strategy, He Korowai Oranga sets the overarching framework that guides the Government and the health and disability sector to achieve the best health outcomes for Māori. It was last updated in 2014.

- 1: It has two key directions: Māori aspirations and contributions, and Government aspirations and contributions.
- 2: It has three key threads of rangatiratanga, building on the gains, and equity.
- 3: It is strengthened by six core components:
 - Treaty of Waitangi principles
 - Quality improvement
 - Knowledge
 - Leadership
 - Planning, resourcing, and evaluation
 - Outcome/performance measures and monitoring.



'Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2014–2018

'Ala Mo'ui has been developed to facilitate the delivery of high-quality health services that meet the needs of Pacific peoples. It sets out the strategic direction to address health needs of Pacific peoples, outlines the Government's priority focus areas for Pacific health and stipulates new actions. At the time of publication of this 3DHB mental health & addictions strategy, 'Ala Mo'ui is being reviewed in preparation for updating.



Rising to the Challenge

Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017 (Ministry of Health, 2012) is the national mental health and addiction strategy. It focuses on the four key areas of:

- making better use of resources
- improving integration between primary and secondary services
- cementing and building on gains for people with high needs
- delivering increased access for all age groups, with a focus on infants, children, and youth; older people; and adults with common mental health and addiction disorders, such as anxiety and depression.



Blueprint II

Blueprint II (Mental Health Commission, 2012a and b) provides a 10-year vision to improve the mental health and wellbeing of all New Zealanders. The *Blueprint II* vision “mental health and wellbeing is everyone’s business” sets the stage for a future where everyone plays their part in protecting and improving mental health and wellbeing. It is founded on the understanding that mental health and

wellbeing plays a critical role in creating a well-functioning and productive society. It reinforces and strengthens the recovery principle alongside the principles of resiliency and a people-centred and directed approach.

Blueprint II identifies eight priorities to achieve this vision.

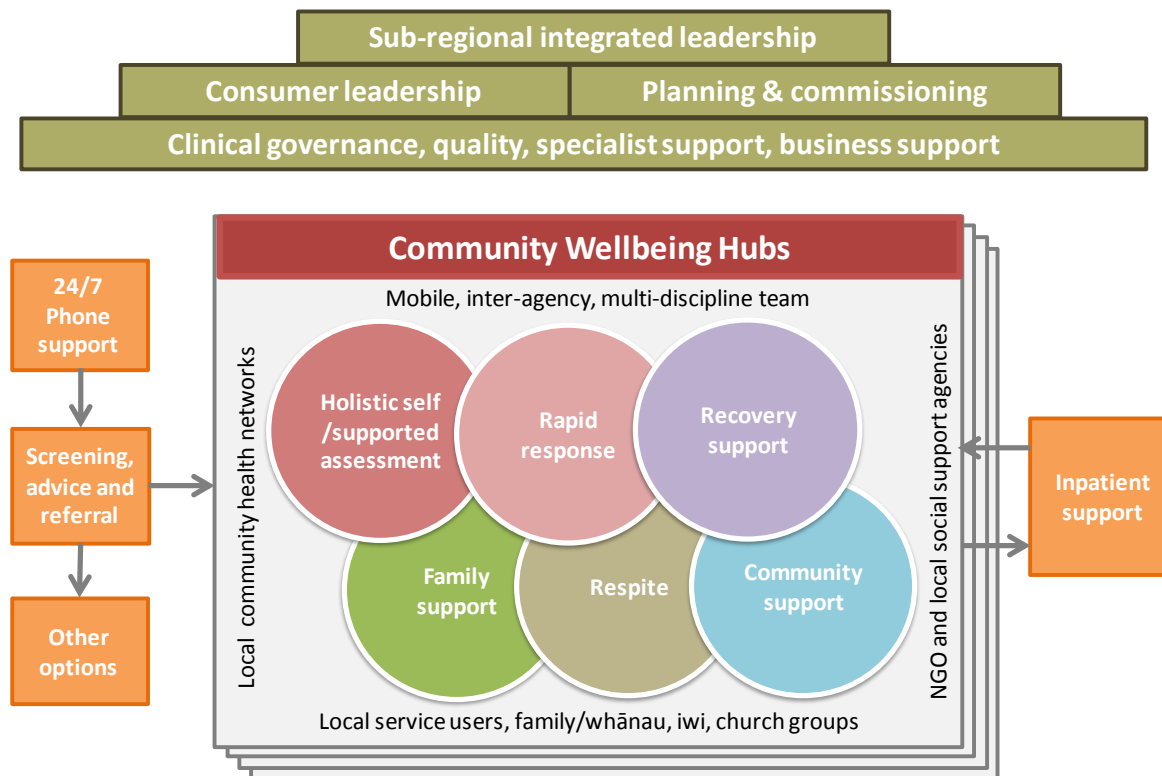
- 1: Providing a good start: Respond earlier to mental health and addiction issues in children and young people to reduce lifetime impact.
- 2: Positively influencing high-risk pathways: Provide earlier and more effective responses for youth and adults who are at risk or involved with social, justice, or forensic mental health and addiction services.
- 3: Supporting people with episodic needs: Support return to health, functioning, and independence for people with episodic mental health and addiction issues.
- 4: Supporting people with severe needs: Support return to health, functioning, and independence for people most severely affected by mental health and addiction issues.
- 5: Supporting people with complex needs: Support people with complex combinations of mental health issues, disabilities, long-term conditions, and/or dementia to achieve the best quality of life.
- 6: Promoting wellbeing and reducing stigma and discrimination: Promote mental health and wellbeing to individuals, families/whānau, and communities and reduce stigma and discrimination against individuals with mental illness and addictions.
- 7: Providing a positive experience of care: Strengthen a culture of partnership and engagement in providing a positive experience of care.
- 8: Improving system performance: Lift system performance and reduce the average cost per person treated while at the same time improving outcomes.



Appendix 4: Community hub example

Figure 33 shows an example of how a locality-based community wellbeing centre might operate.

Figure 33: Local community wellbeing hub functional model



Appendix 5: Glossary of terms

The glossary of terms and abbreviations listed over the following pages is based on information contained in *Blueprint II: Making change happen* (Mental Health Commission, 2012b).

Addiction	The continued use of a mood-altering substance or behaviour despite adverse consequences.
AOD	Alcohol and other drug services.
Behavioural health	Sometimes used interchangeably with the term 'mental health'. It includes not only ways of promoting wellbeing by preventing or intervening in mental illness such as depression or anxiety but also has as an aim of preventing or intervening in substance abuse or other addictions.
Benchmarking	To evaluate or check something by comparing it with the performance of others or with best practices.
CAMHS	Child and adolescent mental health services.
CBT	Cognitive behavioural therapy. A form of psychotherapy in which the therapist and the client work together as a team to identify and solve problems. Therapists use the Cognitive Model to help clients overcome their difficulties by changing their thinking, behaviour, and emotional responses.
Co-design	An approach to design attempting to actively involve all stakeholders (e.g. employees, partners, customers, citizens, end users) in the design process to help ensure the result meets their needs and is usable. Often also called Participatory design.
Commissioning	A process with responsibilities ranging from assessing population needs, prioritising health outcomes, procuring products and services, and managing service providers.
Conduct disorder	A childhood and adolescent behavioural disorder characterised by aggressive and destructive activities that cause disruption in the child's environment.
Dementia	Loss of brain function that affects memory, thinking, language, judgement, and behaviour.

Determinants of health	The personal, economic, social, and environmental factors that can influence the health status of an individual or population.
DHB	District health board. The government organisation responsible for providing or funding health and disability services in a defined geographical area.
E-therapy	Electronic therapy programmes aimed at helping people to resolve mental health or addiction issues.
Evaluation	A systematic process for collecting, analysing, and using information to assess change that can be attributed to an intervention. Evaluation involves a judgement about the value, progress, and impact of an intervention.
Family	The service user's whānau, extended family, partner, siblings, friends, or other people who the service user has nominated.
Forensic services	Services delivered in prisons, courts, community- and home-based settings for people with mental health and/or co-existing mental health and addiction needs who are currently in the justice system.
GP	General practitioner. A physician whose practice is not oriented to a specific medical specialty but instead covers a variety of medical problems in patients of all ages.
Health literacy	An individual's ability to read, understand, and use health care information to make decisions and follow instructions for treatment.
Health promotion	A process of enabling people to increase their control over and improve their health. It moves beyond a focus on individual behaviour towards a wide range of social and environmental interventions.
High-prevalence conditions	Widespread conditions such as anxiety, depression, alcohol and drug issues, and medically unexplained symptoms.

HWNZ	Health Workforce New Zealand. The organisation responsible for the planning and development of the health workforce, ensuring that staffing issues are aligned with planning and delivery of services and that our health workforce is fit for purpose.
Indicators	Measurable characteristics or variables that represent progress and are used to measure changes or trends over a period of time.
Integration	Coordination of services resulting in support that is seamless, smooth, and easy to navigate.
Interventions	An effort/activity to promote good health behaviour and/or prevent/improve or stabilise a medical condition.
IT	Information technology. The use of electronic devices and processes, such as computers, to create, process, store, secure, and exchange electronic data. Sometimes considered part of the broader category information and communications technology (ICT).
Kessler 10-item scale	A 10-item self-report questionnaire intended to obtain a global measure of psychological distress.
Let's Get Real	A workforce development framework that describes the essential knowledge, skills, and attitudes required to deliver effective mental health and addiction services.
Life course	All stages of life, from prenatal to old age.
Mental health and addiction ringfence	Government mechanism to ensure that funding intended for specialist mental health and addiction services is used solely for those purposes.
MHA	Mental health and addiction.

MHAIDS	Mental Health, Addictions and Intellectual Disability Services / Te Upoko me Te Karu o Te Ika. A MHA service for all ethnicities across Wellington, Porirua, Kāpiti, Hutt Valley, and the Wairarapa, as well as some central region and national services.
Ministry of Health	Government agency whose functions are to provide strategic policy advice and ministerial services to the Minister of Health, monitor DHB performance, and administer legislation and regulations.
Morbidity	The incidence of ill health in a population.
Mortality	The incidence of death in a population.
Nationwide Service Framework	A collection of definitions, processes, and guidelines that provides a nationwide, consistent approach to the funding, monitoring, and analysis of services.
New Zealand Triple Aim	An approach designed to simultaneously achieve improved quality, safety, and experience of care; improved health and equity for all populations; and best value from public health system resources.
NGO	Non-governmental organisation. Independent community and iwi/Māori organisation operating on a not-for-profit basis, which brings a value to society that is distinct from both government and the market.
OECD	Organisation for Economic Co-operation and Development. An international intergovernmental organisation, involving 36 member countries, that aims to promote policies to improve the economic and social wellbeing of people around the world.
Peer support services	Services that enable wellbeing, delivered by people who themselves have experienced mental health or addiction issues, and that are based on principles of respect, shared responsibility, and mutual agreement/choice.

Perinatal	Of or relating to the time, usually several weeks, immediately before or after birth.
PHO	Primary health organisation. Funded by DHBs to ensure the provision of essential primary health care services – mostly through general practices – to enrolled clients.
PHU	Public health unit. 12 DHB-owned units providing regional public health services focused on environmental health, communicable disease control, tobacco control, and health promotion programmes.
Prevalence	The total number of cases of a disease in a given population at a specific time.
Primary care	Essential health care that is universally accessible to people in their communities; the first level of contact with the health system.
PRIMHD	Pronounced ‘primed’. The Ministry of Health collection of mental health and addiction activity and outcome data.
Psychological therapies	A group of therapies designed to improve mental health through talk and other means of communication.
Recovery	Living well in the community with natural supports.
Relapse prevention plan	A plan that identifies early relapse warning signs in clients. The plan identifies what a client can do for themselves and what the service will do to support the client. Ideally, each plan will be developed with involvement from clinicians, clients and their significant others. The plan represents an agreement and ownership between parties. Each plan will have varying degrees of complexity, depending on the client. Each client will know, and ideally have a copy of, their plan.
Resilience	The capacity of individuals to cope well under adversity.
Ringfence	See ‘Mental health and addiction ringfence’.

Self-management	Actions and decisions that people take to regain, maintain, and improve their own health and wellbeing.
Serious mental health and/or addictions	People who have serious ongoing and disabling mental illness and addiction issues, who require treatment from specialist mental health, alcohol and drug, or other addiction services.
Service user	A person who uses mental health or addiction services. This term is often used interchangeably with 'consumer' and/or 'tangata whai ora'.
Shared care	Integrated health care delivery in which practitioners from more than one health service work in partnership to provide services to a client and their family and whānau.
Social inclusion	The absence of barriers to full participation within a chosen community by a person or group.
Specialist services	Those mental health and alcohol and other drug services described in the National Service Framework (see above) and funded through the mental health and addiction ringfence (see above). This includes both DHB and NGO services.
Staged care	An approach that uses the least intrusive care to meet presenting needs and enables people to access and/or move to a different level of care to suit their identified needs.
Talking therapies	Various forms of psychotherapy that emphasise the importance of the client speaking to the therapist as the main means of expressing and resolving issues.
Targets	A set of national performance measures specifically designed to improve performance and to provide a focus for action.

Trauma informed therapies	Therapies specifically designed to address the consequences of trauma in an individual and to facilitate healing. This can include physical, sexual, and psychological trauma.
Triple Aim	See 'New Zealand Triple Aim'.
Value for money	A term used to assess if an organisation has obtained the maximum benefit from the goods and services that it both acquires and provides, within the resources available to it.
Well Child	A screening, surveillance, education, and support service offered to all New Zealand children and their family and whānau from birth to 5 years of age.
Whānau	Kuia, koroua, pakeke, rangatahi, tamariki. The use of the term whānau in this document is not limited to traditional definitions but recognises the wide diversity of families represented within Māori communities. It is up to each whānau and individual to define for themselves who comprises their whānau.
Whānau Ora	In this document, the government-funded services or initiatives designed to place whānau at the centre and build on the strengths and capabilities already present within the whānau.
Whole of health	Includes all parts of the health and disability system, including physical health services, disability services, mental health and addiction services, and at all levels, including self-care, primary health care, community health care, specialist health care, and so on.
Whole of person	An approach that looks at all the needs of a person, including mental health and addiction needs, physical health, housing, employment, social supports, and so on. It can also be called a holistic approach.

Whole-of-system model of care	A model for conceptualising and organising services across the health system, including links to cross-sectoral partners, such as housing, education, and justice. It provides client pathways to and through services, including decision rules about what treatments to offer to whom, when, and by whom and a high-level model for allocating service resources at the population level.
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Living Life Well 2019-2025: Implementation approach

Presentation to DSAC
6 May 2019



Living Life Well 2019 - 2025



Has been approved by the Capital & Coast, Hutt Valley and Wairarapa DHB Boards



Sets the 5 year strategic direction for improving the experience and outcomes for people, whānau and communities



Prioritises equity of outcomes



Supports the complete continuum of care

Strategic Direction

The strategy has two strategic directions:

- Life-course care
- People-based care

Supported by three enabling directions:

- Information Intelligence
- Quality and Safety
- Commissioning

- Each of the 5 directions has multiple focus areas
- Priority will be given to achieving equitable outcomes for Māori and other priority populations
- A 5-year investment pipeline will need to be committed to by our 3 DHBs to achieve the outcomes sought from this Plan
- The strategy and implementation plan will be reviewed against the Government's response to the Mental Health and Addiction Inquiry Report

Bringing the strategy to life



The implementation plan will guide each DHB in its approach to future work programme and investment planning



A number of improvement initiatives are already underway and these will continue



We will implement the strategy in partnership with Māori



We will partner with tāngata whaiora and other stakeholders to strengthen and develop our co-design approach



We will develop an Outcomes Framework by August 2019



We will develop a 5-year investment plan by December 2019



The strategy and implementation plan will be reviewed in December 2019 and annually thereafter

Partnership and co-design



- Partnership with Māori will be integral to all aspects of the strategy implementation, including commissioning, service delivery and evaluation
- System and service improvements will be co-designed with tāngata whaiora and other stakeholders, with a particular focus on co-designing with priority populations
- Socialisation of the strategy and initial stakeholder discussions about partnership and co-design are about to get underway

The Implementation Plan

Describes 4 underlying principles that will guide the implementation approach:

- Partnership with Māori
- Co-design with priority populations
- Transformative change and investment
- Continuous review

Sets out a four implementation stages:

- Aligning the current work programme
- Partnership development
- Co-design and partnership approach
- Managing change and investment

The Implementation Plan

- Includes a detailed action plan with key activities and milestones
- Commits to the development of a Population Outcomes Framework and performance measures by August 2019
- Commits to the development of a high-level 5-year investment plan by December 2019

Stage 1: Action Plan - aligning the current work programme



Maps the current work programme activities against the Strategy directions, enablers and focus areas



Includes key activities and implementation target dates

Strategic Direction 1: Life-course care

A range of early and integrated responses will be available for people experiencing mental health and/or addiction issues

- Maternal Mental Health
- Talking therapies for young people
- Suicide prevention and postvention
- Health promotion, destigmatisation and social inclusion



Strategic Direction 2: People-based care

Services will be accessible, integrated, and delivered close to home

- Māori specialist service models
- Pacific specialist models
- Alcohol and other drug services
- Locality based community wellbeing hubs
- Crisis and acute response
- Acute care continuum
- Social inclusion
- Client pathways



Strategic Enabler 1: Information Intelligence

Smart systems and intelligent use of information will inform effective commissioning and meaningful monitoring of services

- Integrated data sets
- Ethnicity data
- Smart technology and social media
- Shared client records



Strategic Enabler 2: Quality and Safety

Quality systems and a sustainable workforce will support living life well, resilience, and freedom from addiction harm

- Quality plan
- Reconfiguration of Te Whare Ahuru
- HQSC Zero Seclusion Project
- HQSC Connecting Care Project
- Workforce improvement plan
- Increase Māori staff numbers
- Core competencies and expectations for all staff to achieve health equity and improve Māori health outcomes.
- Grow the peer support and Pacific workforces



Strategic Enabler 3: Commissioning

Services are co-designed and purchased to match identified need

- Tāngata whaiora at the centre
- Targets for Māori health equity
- Co-designed investment plans
- Population Outcomes Framework





Measuring Success

Outcomes for People

We will use He Tāngata as a starting point for developing a 3 DHB Outcomes Framework

Service Performance

We will apply the performance analytics function of He Tāngata to identify relationships between service coverage, results and funding for target populations.

Additional Investment

In order to achieve the desired outcomes, a significant additional investment pipeline over the next 5 years will be required. Priorities for additional investment include:

- Increased investment in Kaupapa Māori models of care
- AOD services
- Suicide prevention and postvention
- Health promotion and destigmatisation, including development & promotion of e-resources and self management tools
- Expansion and further development of early intervention services
- Further development of interdisciplinary health care teams
- Services to support the acute continuum of care
- More community based services, including expanded primary care teams
- Further development of collaborative approaches with cross-sectoral partners
- Increased investment in community based service provision
- Workforce development

Next steps

- Approval by 3 DHB Boards – May/June 2019
- Discussion with Iwi Partnership Boards and Advisory Groups:
 - Socialisation of the strategy
 - Further development of partnership and co-design approaches
- Mapping the action plan against the Government's response to the MHA Inquiry report
- Development of a 3 DHB Populations Outcomes Framework – August 2019
- Development of a high-level 5-year investment plan - December 2019.
- First annual review – December 2019



PUBLIC

Date 2 May 2019	3DHB DISABILITY SERVICES ADVISORY COMMITTEE		
Author	Nigel Fairley, General Manager Mental Health Addictions and Intellectual Disability Service 3DHB		
Endorsed by			
Subject	Acute Continuum Care Wairarapa DHB – Discussion for DSAC		
RECOMMENDATIONS			
It is recommended that the Committee:			
(a) Notes the updates for initiatives that directly or indirectly affect the Wairarapa Acute Care needs.			
Health System Plan Outcomes		Stewardship	
Wellbeing Strengthen our communities, families and whānau so they can be well		Quality & Safety Quality & safety of service delivery	
People Centred Make it easier for people to manage their own health needs		Service Performance Report on service performance.	
Equity Support equal health outcomes for all communities		Health System Performance Report on health system performance	
Prevention Delay the onset, and reduce the duration and complexity, of long-term health conditions		Planning Processes and Compliance Planning processes and compliance with legislation or policy.	X
Specialist Services Ensure expert specialist services are available to help improve people’s health		Government Priority Equity; Child Wellbeing; Mental Health; Primary Care; Water Safety	

1. INTRODUCTION

Mental Health, Addictions and Intellectual Disability Service (MHAIDS 3DHB) spans three DHBs - Wairarapa, Hutt Valley and Capital and Coast DHB and includes local, regional, and national services. The local MHAID services are provided from multiple sites within the 3DHB sub-region – greater Wellington, Porirua, Kapiti, Hutt Valley and Wairarapa. The regional services have staff throughout the central region and the national services have staff throughout the country. The inpatient part of the regional and national services are located at Kenepuru and Ratonga o Rua Porirua Hospitals.



PUBLIC

1.1 Purpose

The purpose of this paper is to respond to questions from DSAC regarding Wairarapa and Acute Demand Projects.

This was an Action from the February DSAC meeting - *3DHB Mental Health & Addictions Programme – at the Wairarapa Board Meeting about how the Acute Care Continuum project is affecting the Wairarapa. Nigel Fairley to provide an update at the May 3DHB DSAC meeting.*

2. BACKGROUND

Acute demand has been steadily increasing over last 18 months. Eight improvement initiatives were identified and implementation begun in September 2018. This is wrapped into the 3DHB Mental Health & Addiction Improvement programme established in the last quarter of 2018, with 3DHB governance. Other initiatives have been added along the way.

Summary of Initiatives;

1. Mental Health Support Workers to support Crisis Resolution Service (CRS) staff
2. Daily 10:30am Acute Resource Flow meetings
3. Mon to Fri 4:30pm Service Handover meetings
4. Establishment of Duty Manager roles
5. Piloting of changes to Wairarapa after-hours cover, to reduce negative impacts for staff
6. Review of Hutt Valley adult community team caseload, and transition plan implemented to reduce caseload number.
7. Explore how to quickly increase number of intensive care beds available.
8. Re-establishment of interagency working group & associated governance.
9. Senior Medical Officer (SMO) after-hours roster review
10. Review of triage and urgent access of processes, including Te Haika and intake teams.
11. Trailing mental health nurses in Emergency Departments (ED)



PUBLIC

The initiatives that are directly and/or indirectly relevant to Wairarapa, with updates, are as follows:

Initiative	Update
1. Mental Health Support workers	<ul style="list-style-type: none"> • Permanent positions advertised. • Closed April 8, with strong interest
2. Daily 10:30am Acute Resource Flow daily meetings	<ul style="list-style-type: none"> • In place; happening every day. • Positive response. • Evaluation by quality team underway
3. Mon-Fri service handover meetings	<ul style="list-style-type: none"> • In place; happening every day. • Positive response. • Evaluation by quality team underway
4. Duty Manager roles	<ul style="list-style-type: none"> • Roles filled by 3 staff • 0700-2300 weekdays, 1000-2200 weekends • Evaluation by quality team underway
5. Wairarapa after-hours cover	<ul style="list-style-type: none"> • Staff consulted re possible roster changes to reduce negative impacts • Review changes after 6 months
7. Increase number of acute intensive care beds	<ul style="list-style-type: none"> • Considering securing TWOM • Reviewing bed use as result of TWOM fire
8. Interagency working group	<ul style="list-style-type: none"> • Re-established this group, involving police & ambulance. • Developing a response to people who present frequently – to be piloted

  		3DHB DISABILITY SERVICES ADVISORY COMMITTEE DISCUSSION PAPER
		Date: 30 April 2019
Author	David Szabo, Programme Manager, MHA Improvement Programme	
Endorsed by	Rachel Haggerty, Director – Strategy, Innovation & Performance, CCDHB Helene Carbonatto, General Manager – Strategy, Planning and Outcomes, HVDHB Sandra Williams, Acting Executive Leader Planning and Performance, WAIDHB	
Subject	Mental Health and Addictions Improvement Programme Update	
RECOMMENDATION It is recommended that the Committee: a) NOTES this update on the Mental Health and Addictions improvement programme. b) NOTES the updates on a. The Digital Client Record Improvements and Enhancements, b. Acute Demand Response, c. Alcohol and Other Drug Model of Care, d. Lived Experience Advisory Group (LEAG), e. Acute Care Continuum Project, f. Te Whare Ahuru Reconfiguration Project, g. Review of Health Responses to Suicide and Suicidal Behaviours, h. Establishing a Lead DHB model, Living Life Well 2019 – 2025 Implementation Plan.		
APPENDICES 1.		

1. INTRODUCTION

1.1 Purpose

The purpose of this paper is to update the 3DHB Disability Services Advisory Committee (DSAC) of the progress made by the Mental Health and Addiction Improvement Programme (MHA IP). This programme is a three DHB approach designed to streamline existing Mental Health, Addictions and Intellectual Disability Services (MHAIDS) projects, reviews and improvement work, under a single programme governed by DSAC and sponsored by the three Chief Executives (CEs). It builds on the work commenced under MHAIDS Integration, and at CCDHB, the Even Better Health Care Programme.

This report will provide the high level approach being followed by this programme, and it will also focus on highlighting high level progress made across its main active workstreams and the active projects within each.

2. BACKGROUND

MHAIDS is the mental health, addictions and intellectual disability service for the Wairarapa, Hutt Valley and Capital & Coast District Health Boards.

The service has two distinct arms—one provides sub regional and local specialist services for the three DHBs, while the other is focused on forensic services and regional rehabilitation, and national services (currently provided through Capital & Coast DHB).

3. **MENTAL HEALTH AND ADDICTION IMPROVEMENT PROGRAMME (MHA IP)**

The vision of the MHA IP is that it will: address, define and improve the current state of Mental Health and Addiction delivery and performance through the creation and enhanced of aligned 3DHB processes and practice. The programme is supported by the planning and funding teams at all three DHBs, alongside the MHAIDS operations and clinical service teams and is sponsored by the CEs of all three DHBs.

The MHA IP is organised to deliver its vision in in four major stages or tranches:

Tranche 1 – Stabilize and Plan

Work to address and resolve the MHAIDS Acute Demand Crisis and establish a planned and resourced work plan for all existing MHA initiatives and high priority work.

Tranche 2 – Align and Deliver

Re-establish the MHAIDS operating framework - within the context of a Lead DHB model - and continue to deliver on the established work plan to lift overall MH Service performance.

Tranche 3 – Assess and Adjust

Complete a detailed stocktake of progress made and plan what is required in the current environment to build on current delivery. Ensure effort is applied in the correct direction for organisational priorities.

Tranche 4 – Progress and Enhance

Complete further tranches of MHA projects to further improve and align the service to the current needs of service users and the sector.

Across those tranches the programme is organised into thirteen workstreams across the three DHBs:

Refining our vision

Agreeing on our vision and how we are going to achieve it. This work stream has developed the Mental Health and Addictions Strategy *Living Life Well 2019 – 2025* and is developing the strategy's implementation plan.

Service collaboration

Work undertaken across the three DHBs to ensure seamless collaboration as a 3DHB service. This workstream is currently focusing on consultation on a proposed lead DHB model.

Developing service models

We are refining our service delivery models to ensure that they are in line with current research. This will ensure our models are fit for purpose within our communities and regional service delivery.

Acute demand response

Responding swiftly to acute demand pressures and overseeing the implementation of short term actions to relieve the current situation across services.

Patient acuity and resources

Matching resource to patient acuity and service need. Enable matching of nursing, medical and allied health workforce resources to service need and acuity.

Investment alignment

Identify opportunities to use funding levers across the three DHBs to develop and implement preferred models of care.

Safety and Quality

Continue to improve the safety and quality of service provision. Review the clinical governance framework to ensure that MHAIDS systems, processes and practices are designed to support a patient safety culture and ongoing service improvement.

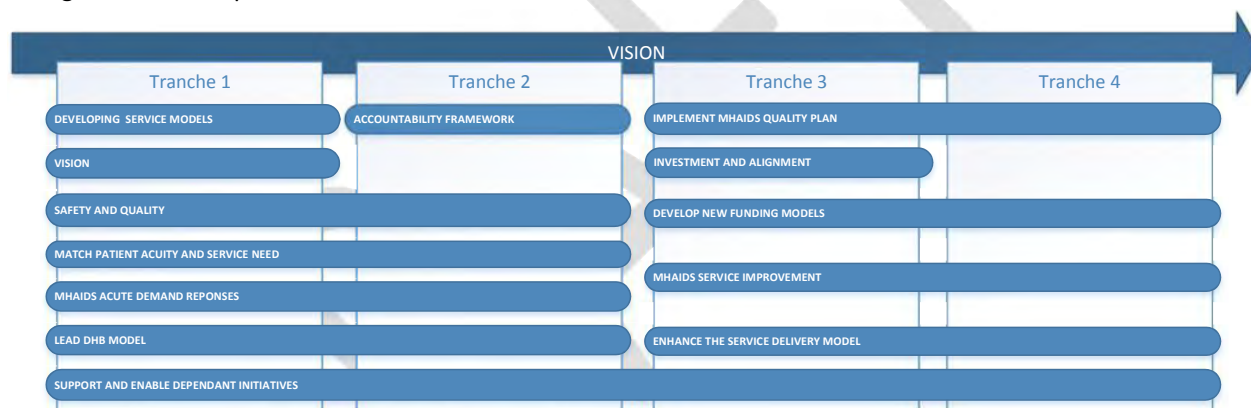
Accountability framework

Develop a robust 3DHB accountability framework to ensure that reporting on all aspects of MHAIDS performance meets the needs of the three DHBs.

Service Improvement

Continue to raise the overall service outcomes of 3DHB MHAIDS.

Fig: 1 MHA IP Blueprint structure



4. MHA IP PROGRESS HIGHLIGHTS

The following is a selection of project highlights from across the active workstreams; not all activities underway within the MHA IP are listed here.

4.1 Refining Our Vision - agreeing on our vision and how we are going to achieve it

Living Life Well 2019 – 2025 Implementation Plan

In February 2019 Capital and Coast, Hutt Valley, and Wairarapa DHB Boards approved the adoption of a 3DHB Mental Health and Addiction Strategy, Living Life Well 2019 – 2025.

The objective of this project is to deliver a 3DHB Implementation Plan that describes guiding principles and an agreed approach to delivering the strategic directions set out in Living Life Well 2019 – 2025 across the sub-region. This will be delivered through a 5 year 3DHB strategy implementation plan that will guide each DHB in its approach to future work programme and investment planning.

The implementation plan to achieve this is being submitted to DSAC for feedback before going to the three DHBs for approval (DSAC Agenda Item 3.1).

4.2 Service Collaboration - work undertaken across the three DHBs to ensure seamless collaboration as a 3DHB service

Establishing a Lead DHB model

As per the March 2019 3DHB board paper proposal for MHAIDS to operate under a lead DHB Model, the project to lead the Phase 1 staff and stakeholder consultation is underway. The Lead DHB model for MHAIDS project has been incorporated into the MHA Improvement Programme.

Consultation on the project has begun with briefing unions with the finalised consultation paper, released to them in confidence on 18 April, and with a staff briefing paper being distributed on 29 April. The formal staff and stakeholder consultation will launch on Thursday May 2 and conclude on May 29. Work is underway to develop the SLA between the 3 DHBs, with the expectation that this will be brought to boards at June board meetings, along with advice based on the consultation feedback.

As part of preparation for the Phase 2 consultation on clinical governance and leadership structures, the programme is completing a review of the MHAIDS clinical and management structure with providers being contacted to submit design proposals. Evaluation of submitted proposals is expected to be completed 2 May prior to engaging a consultant to begin the work. This together with staff views gathered in Stage 1 will form the basis of options for the Phase 2 consultation, anticipated to take place in August.

4.3 Developing Service Models - refine our service delivery models to ensure that they are in line with current research

Review of Health Responses to Suicide and Suicidal Behaviours

This work is seeking to develop a whole-of-system 3DHB approach to enabling DHBs to respond in a way that makes a positive difference for people, families, whānau and communities living within the regions.

The purpose of the systems review is to provide a picture of the 3DHBs' health service responses to suicide and suicidal behaviours and identify opportunities for improvement. The review also explores possible whole-of-system approaches.

Recommendations for future suicide prevention and postvention planning across the 3DHB region are expected to be brought to the August DSAC meeting.

Te Whare Ahuru Reconfiguration Project

The adult acute inpatient service Te Whare Ahuru (TWA) is being reconfigured to ensure that the service is providing the most appropriate care and environment to deliver good long term health outcomes.

The engagement and consultation work undertaken in the first phase of the project identified several factors including: a strong system perspective, coordinated and seamless care across the system, a commitment to continue to operate in partnership with other MHAIDS acute inpatient services, a facility that caters to variable levels of support, a facility to cater for our diverse populations and cultures, physical disabilities, gender needs and the existence of co-morbidities, and a facility that meets the reflects the specific needs of Māori as our indigenous people.

Now in the second stage of work, a preferred option for the model of care and service delivery approach is starting to emerge that includes a reduced decanting risk during the build phase of the project and a supporting capital bid template has been completed and submitted to the Ministry of Health following a meeting with senior Ministry staff in April.

This work will inform a Strategic Assessment that will be completed for Board approval in June.

Acute Care Continuum Project

Considerable pressure on existing mental health acute care coupled with future demand growth, requires that we urgently rethink our service configuration within acute care. This project's aim is to produce an Acute Care Continuum (ACC) and subsequently procure ACC services (ACCS) to enable that continuum of patient service for both CCDHB and HVDHB by 1 October 2019.

The project is being managed in two stages. The first stage was to build on the considerable amount of work completed in 2017 to finalise a preferred continuum of care, including the various services and settings those services would operate within.

The second, current stage is the procurement and/or reconfiguration of services to enable that continuum of care. This stage will culminate with the desired services being in place by 1 October 2019.

The first cut of proposed services is now under development in each of the 3DHBs with supporting investment bids been lodged in HVDHB and CCDHB budget planning processes. Any proposed changes to existing and new services will be finalised in May once those investment bids have been considered.

Specific supporting reports to update DHB Boards are planned for June 2019.

Lived Experience Advisory Group (LEAG)

This Consumer Advisory Group, which was established December 2018, supports 3DHB funding and planning teams with co-designed commissioning and review of mental health services

The LEAG is currently engaged with CCDHB SIP on the AOD Model of Care and the Health Systems Response to Suicide (above).

Alcohol and Other Drug Model of Care

This project is reviewing current AOD service configuration, identifying gaps, and/ or duplication of services, and will develop a new AOD pathway and model of care across the 3DHB region. This project will also identify an agreed implementation approach once the new AOD pathway and model of care is developed.

4.4 Acute Demand Response - respond swiftly to acute demand pressures to relieve the current situation across services

A series of initiatives have been implemented to respond to significant pressure on MHAIDS acute demand management, and work continues to permanently address the underlying issues and move MHAIDS into a continual service improvement cycle. Efforts taken to address the crisis are currently entering an evaluation phase to assess the real impact on patient outcomes, this is expected to be completed by the end of May.

Work to address pressures on existing acute care bed capacity is aiming to be completed by September. The MHA IP is also undertaking an evaluation of the entire Triage and Urgent Response service model within the next 6 months, to generate recommendations to better manage patient intake into MHAID services.

Key activities that have had a notable impact in the Wairarapa region specifically are included separate to this report.

4.5 Service Improvement - continue to raise the overall service outcomes of 3DHB MHAIDS

Digital Client Record Improvements and Enhancements

The MHAIDS Digital Client Record, a suite of supporting applications and templates for the MHAIDS Client Pathway, is planning to undergo an extensive enhancement over the next 3 - 5 years progressing a series of ICT continuous quality improvement initiatives in mental health.

This work is essential to increasing the robustness and sustainability of the Digital Client Record It will improve visibility of MHAIDS records, rationalising the number of templates and reducing duplication of effort and information.

The work intends to integrate and align patient management systems and clinical portals, improving opportunities to more fully realise automation and ICT system enablers like AIMS text and email reminders, and use of robot technologies.

This work is currently undergoing business case assessment across the 3DHBs.

DRAFT

Appendix 2

DRAFT



PUBLIC

Date: 01 May 2019	3DHB DISABILITY SERVICES ADVISORY COMMITTEE INFORMATION
Author	Rod Bartling, Director Mental Health Service Improvement
Endorsed by	Helene Carbonatto, General Manager Strategy Planning and Outcomes
Subject	Update on Government's response to the Mental Health Inquiry Report

1. INTRODUCTION

1.1 Purpose

The purpose of this paper is to provide an update on the Government's response to the Mental Health Inquiry Panel's final report – He Ara Oranga.

2. DISCUSSION

The Government's Inquiry into Mental Health and Addiction was announced by the Minister of Health, Dr David Clark in January 2018. The Inquiry panel commenced work in February 2018 and provided their final report to the Minister in November 2018. He Ara Oranga was released to the public on the 4th December 2018. At the time of its release the Government advised it would respond to the report in March 2019.

On the 26th March 2019, Minister Clark advised that the Government's response had been delayed for release until the second half of April 2019.

On Monday the 29th April 2019 in the post-cabinet press conference, Prime Minister Jacinda Ardern advised that the Government's response would be further delayed until closer to the release of Budget 2019 which is to be held on the 30th May 2019. The reason given for this was that much of the Government's response to He Ara Oranga was linked to Budget 2019. The Prime Minister advised that the Government has had its response ready for some time but that it made sense for its publication to be closer to the Budget so that there can be open discussion about what will be different in terms of services and the funding to facilitate these services.

3. NEXT STEPS

At the next 3DHB DSAC meeting in August 2019 we will provide you with the following:

1. An overview of the Government's response to He Ara Oranga
2. An updated Living Life Well Implementation Plan incorporating any impact from the Government's response.