



MENTAL HEALTH & ADDICTION REGIONAL NETWORK

Service Development • Workforce Development • Partnerships & Relationships

# Building a Culture of Competence

The logo for Matua Raki features the words "Matua Raki" in a large, blue, serif font. A green fern frond is integrated into the letter "a" in "Raki".

National Addiction Workforce Development

Living well with supportive systems

Bay of Plenty



Lakes



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## MRADD Forum

Terry Huriwai & Ruth Choudhary

10 November 2011

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## Intention

Innovation by Collaboration: An evaluation of the roll-out of the Takarangi Competence Framework in the Midland region 2011



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## Journey

- Why
- What
- Findings and themes
- Implications?

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**WHY?**



# Policy and Practice Drivers...



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» » »

- New Zealand Health Strategy
- Te Kōkiri
- Midland Strategic Plan
- HPCA
- Dapaanz

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Inequalities

Poor outcomes

Poor Engagement &  
Retention

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Improved outcomes

Improved Engagement &  
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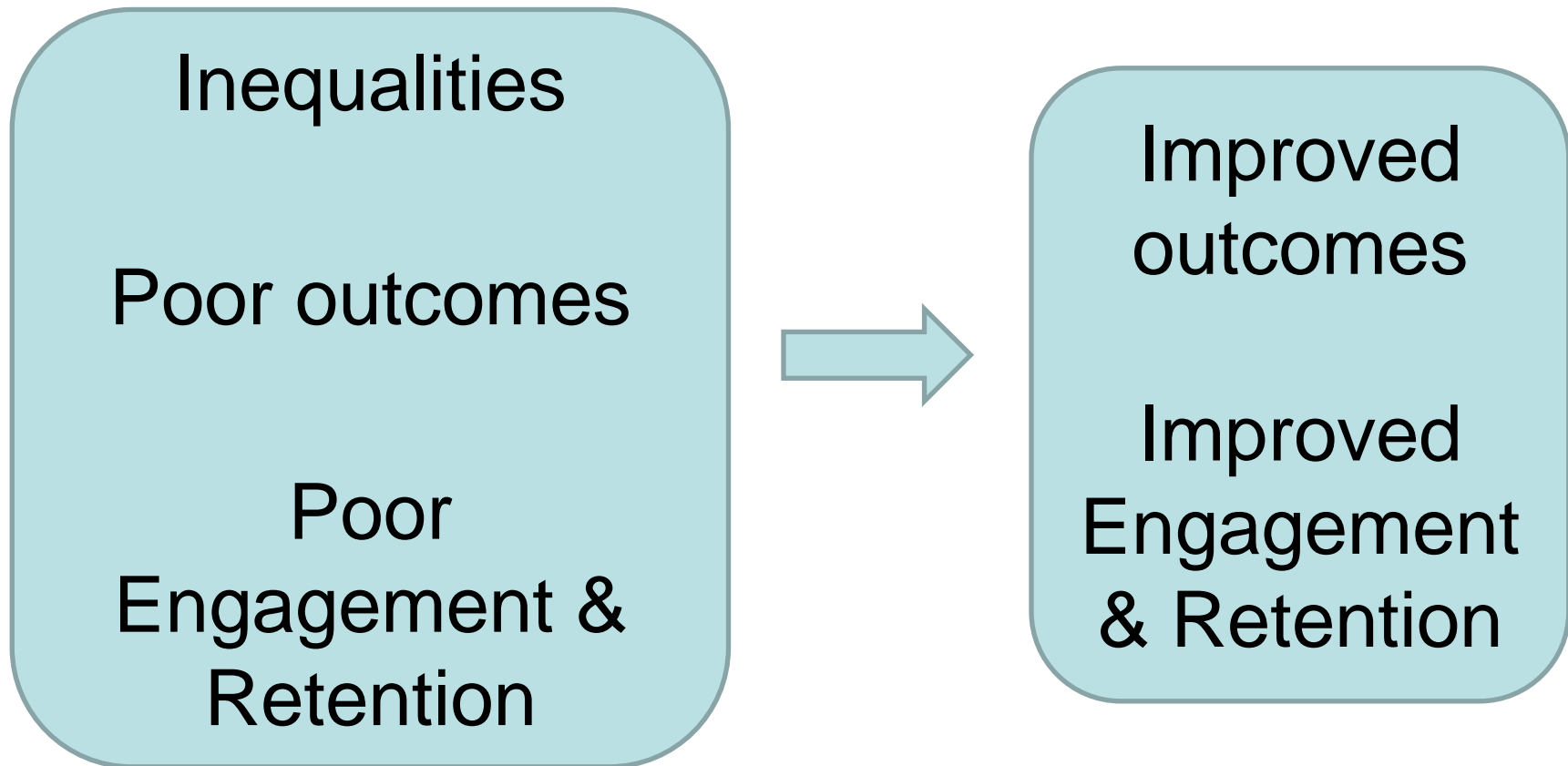
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# Matua Raki

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**All services and programmes are designed and expected to welcome, engage and provide Māori responsive services**

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**“Providers have a willingness and ability to draw on Māori values, traditions and experiences to develop and deliver responsive interventions”.**

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**Creativity is thinking of  
new things or doing  
things differently.  
Innovation is doing  
things differently!**

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**Māori responsiveness  
is everyone's business...**





# A culture of excellence seeks...



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- ❁ to improve outcomes,
- ❁ to reduce worker stress and
- ❁ to impact on how we use our resources.

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# A culture of excellence needs...



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- ❁ vision (purpose and mission)
- ❁ policy (structure to make it happen)
- ❁ leadership (support change, accountable).



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# Innovation by Collaboration –

# Midland Mental Health & Addiction Regional Network

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**WHAT?**





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*cultural fluency*

Quality

Workforce



*transmits 'culture'*



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**A culture of excellence  
starts with...**



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- ❁ Delivering Takarangi Competency Framework introduction and approved assessor training workshops in a coordinated fashion across the region

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# Takarangi Competency Framework



The Takarangi represents the  
inter-dependence  
of cultural and clinical  
processes in practice

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**Nobody's a natural.  
You work hard to get good  
and then work to get better.  
It's hard work to stay on top.**

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# Takarangi Competency Framework – the work space





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# Objectives



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- ❁ Self-aware
- ❁ Congruent
- ❁ Competent
- ❁ Deliberate

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# What it is not...



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- ❁ **A model of practice**
- ❁ **A framework of health**
- ❁ **Only for Maori**

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**By stretching yourself beyond  
your perceived level of confidence  
you accelerate  
your development of competence.**

***-Michael J Gelb***

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# Uniqueness



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- ❁ **Focuses on evidenced practice**
- ❁ **Focuses on reflective practice**
- ❁ **Aligns to registration needs**

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*dapaanz*

## Addiction Intervention Competency Framework

A competency framework for  
professionals specialising in  
Problem Gambling, Alcohol and  
other Drug and Smoking Cessation  
intervention

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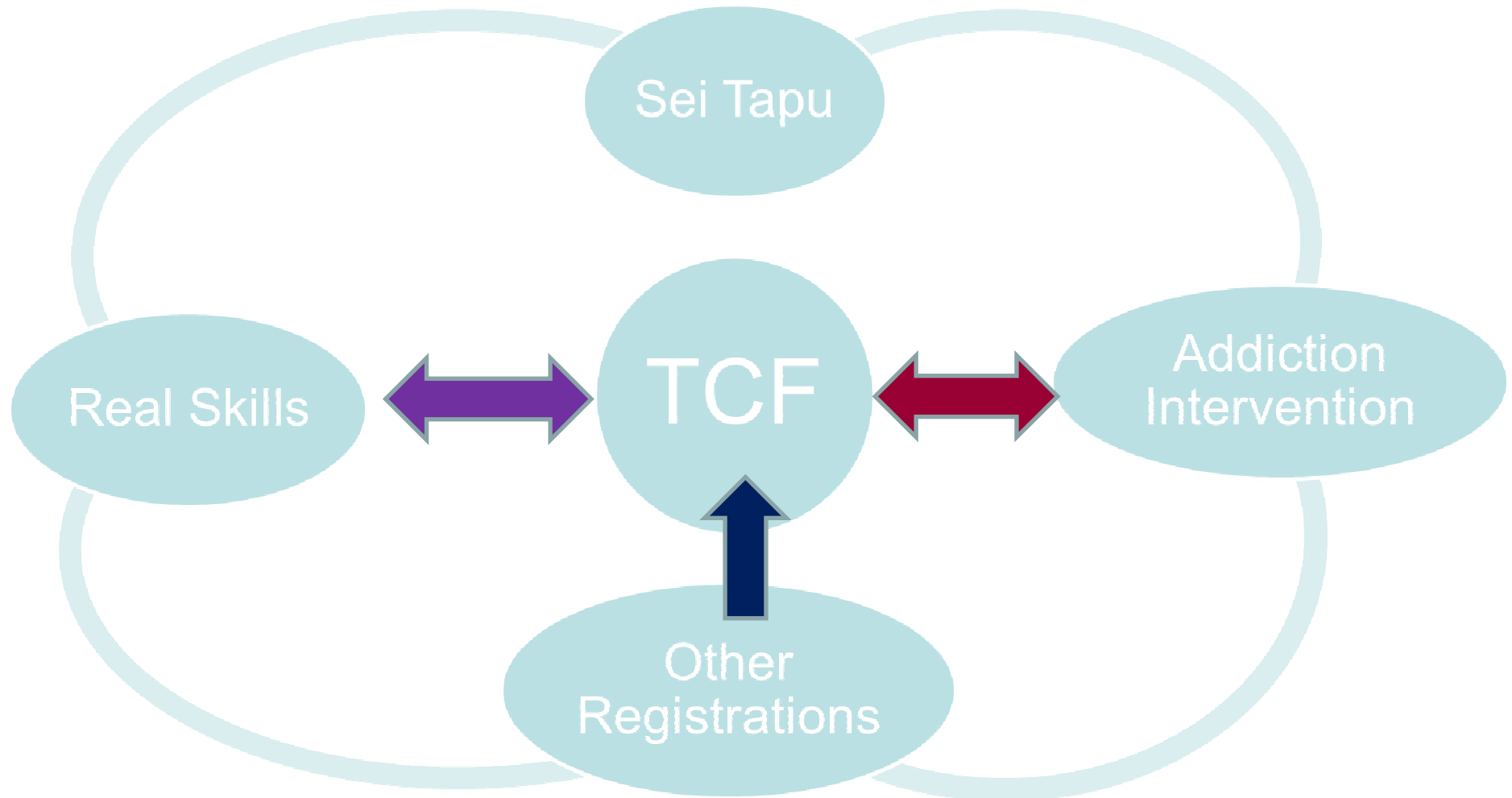


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- ❁ **Social Work**
- ❁ **Nursing**
- ❁ **OT**
- ❁ **Counselling**
- ❁ **Real Skills**
- ❁ **Whānau ora navigator**
- ❁ **Support work**



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# Evaluation Methodology



# Matua Raki Team



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# Regional Team



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# Formative evaluation utilising ROI frame

Quantitative and qualitative

Participant – Observer

Thematic analysis

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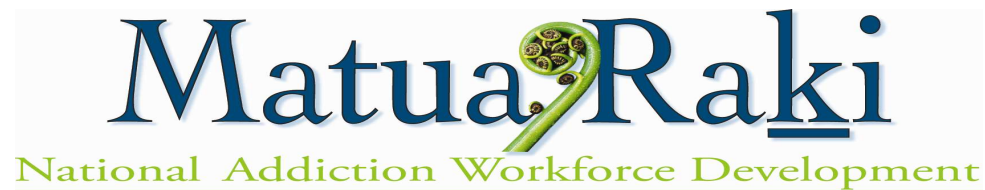
# Building a Culture of Success



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## Findings and themes



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# Deliverables



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4 introductory workshops

4 Evaluation and Champions workshops

1 Regional Assessors workshop

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# Cohort

- Targeted at those working from Kaupapa Māori paradigm
- Most were working in NGO settings
- Mainly Māori by descent and many working clinically in the AOD sector

“The impetus for attendance was a desire ‘to enhance Māori responsiveness in my practice’. The engagement with the TCF served to provide a conceptual framework to align experience, practice and perception, while capitalising on new understandings shared.”

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“The multiple tensions continuously negotiated through the course of everyday practice, drew breath in the engagement of the TFC space.”

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“The engagement with TCF moved practitioners beyond simple manifestations of culture. They were asked to examine ‘shared concepts’ but move beyond ritual and action to inform ‘the doing’ and making a difference in the context of whaiora, families and whānau.”

# Return on Investment...



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- ❁ Expectations met or exceeded
- ❁ Content relevant
- ❁ Delivery helpful
- ❁ Knowledge and awareness changed



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*“It has provided us with a document that says what we can be doing and provides a framework from which we can build and develop.”*

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# Return on Investment...



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- ❁ Practice for change identified
- ❁ Collaboration and linkages made within and across services and sectors
- ❁ Validates and confirms informed practice



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“Through practitioner reflection and a willingness to stretch, the process of knowledge transfer occurs within the TCF. Both the practitioners and the trainer are responsible for the learning space created but through the guided process of self assessment, peer and group activities the actualisation of learning outcomes occurred.”

# Other themes of interest...

- ❁ Erosion of achievements in the work-place
- ❁ Need for a lead in workshop that introduces the concepts and language of competence and fluency
- ❁ Sustainability of gains



# Risks to Return on Investment...



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- ❁ Lack of Leadership
- ❁ Lack of structural support
- ❁ Non-supportive culture
- ❁ Matua Raki



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# Enhancing Return on Investment...



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- ❁ Cohesive and coordinated planning
- ❁ Systemic embedding and accountability for the outcome not the outputs (workshops)
- ❁ Mentoring and supervision



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**Competence is a habit**  
***Not***  
***a single event!***

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# Conclusion...



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- ❁ Deliverables Delivered
- ❁ Positive contribution to enhancing cultural capability and Māori responsiveness
- ❁ The workshops are part of a process not the end but give markers of effect



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# Recommendations...

- ❁ Summative evaluation/ ROI. Potentially pilots?
- ❁ Workshops to cater for broader needs of the workforces
- ❁ Foster greater collaboration between services and sectors

# Recommendations...

- ❁ Negotiate demand with Matua Raki early
- ❁ Clarify our expectations and markers of achievement
- ❁ Work collaboratively across the region to sustain gains across services and sectors

# Where to from here?

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