



Building a Culture of Competence



Ngā Purei Whakataa Ruamano

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Intention

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

Matua Raki

National Addiction Workforce Development

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Journey

- Why
- What
- Findings and themes
- Implications?

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The Takarangi Competency Framework evolved from the voices, dreams and aspirations of many.....



He Tangata







He Tangata

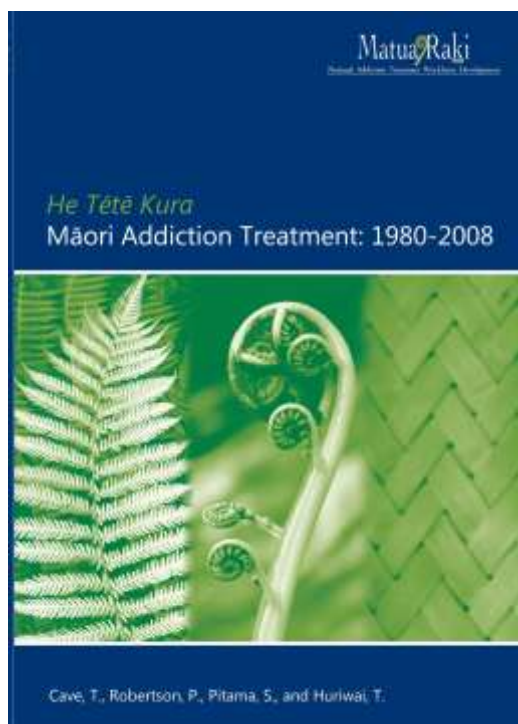






He tangata





This presentation is an accountability to the voices, dreams and aspirations of those who have gone before as well as an accountability to the courage of those who have invested in making a difference,



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E te Rangatira,
 E te manu tīoriori,
 E te hoa,
 Moe mai,
 Takoto mai.



The Takarangi Competency Framework
 has also been shaped by the demands and
 expectations of policy and informed
 practice.....



Policy and Practice Drivers...

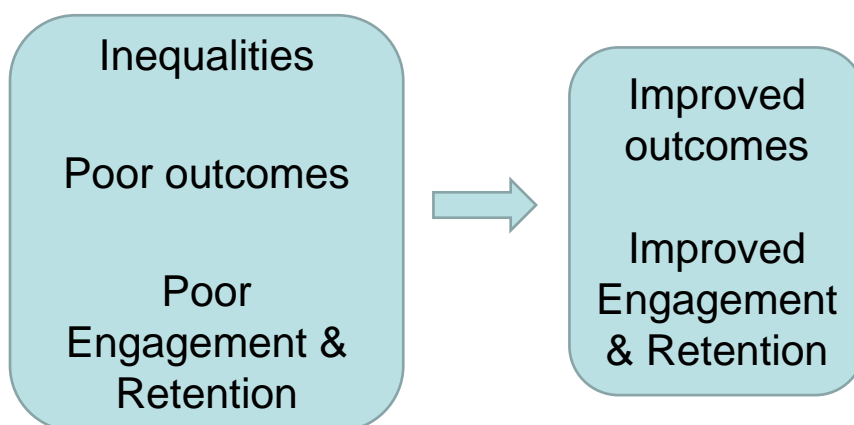


- New Zealand Health Strategy
- Te Kōkiri
- Midland Strategic Plan
- HPCA
- Dapaanz



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





Being Māori isn't enough!



Innovation by Collaboration –

Initiated by

Ngā Purei Whakataa Ruamano



cultural fluency

Workforce



Quality

transmits 'culture'





Innovation by Collaboration –

Midland Mental Health & Addiction Regional Network





- **Authenticity**
- **Accountability**
- **Improved outcomes**

TCF

Midland
District Health Boards

MENTAL HEALTH & ADDICTION REGIONAL NETWORK

Skills Development • Workforce Development • Partnerships & Relationships

❁ **Focuses on evidenced practice**

❁ **Focuses on reflective practice**

❁ **Aligns to registration needs**

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Evaluation Methodology



Matua Raki Team



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Banko Development • Institute Development • Partnerships & Relationships



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Regional Team



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Formative evaluation utilising ROI frame

Quantitative and qualitative

Participant – Observer

Thematic analysis



**Building a Culture of
Success**



Findings and themes



Deliverables



4 introductory workshops

4 Evaluation and Champions workshops

1 Regional Assessors workshop

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Cohort



- Mostly working from Kaupapa Māori paradigm
- Mostly working in NGO settings
- Mainly of Māori by descent
- Mainly working in services holding AOD and or mental health contracts

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Cohort



Phase 1 (Introductory and C&E) Attendance

Bay of Plenty	Taranaki	Tairāwhiti	Waikato	Total
33	48	41	33	155

Some participants from Taranaki and Tairāwhiti had attended earlier 2010 roll-out workshops

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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.”



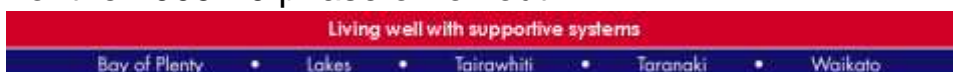
Cohort



Phase 2 (assessors) Attendance

Bay of Plenty	Taranaki	Tairāwhiti	Waikato	Total
1	5	5	3	14

Note that over half of the participants were graduates of the 2009-10 phase of roll-out





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The cover of the Mana Tiaki report features a close-up, macro photograph of green leaves with water droplets. The background is a vibrant green. In the upper right, there is a white box containing the Kotahitanga logo, which depicts a stylized bird or figure in green and blue. Below the logo, the text 'KOTAHITANGA' is written in a bold, sans-serif font, with 'Te Pūnaha ki Manaha' in a smaller font underneath. Below this, the title 'MANA TIAKI' is written in large, bold, yellow capital letters. Underneath the title, the subtitle 'Ngā Pūkenga Ahurea' is written in white, followed by 'A culture of competence' in a smaller white font. A thin yellow horizontal line is positioned below the subtitle.

MANAAKI

	Whakaatu	Mōhio	Mātau	Mārama
Papatahi	Acknowledges the significance of support and hospitality as core cultural considerations in the care and support of whānau.	Demonstrates knowledge and understanding of Manaaki and is able to articulate the significance of Manaaki to the well-being processes for whānau.	Takes on a regular role of responsibility in regards to the Manaaki expressed by the service when hosting manuhiri and whānau. Demonstrates an advanced understanding of Manaaki including: Tuku Atu, Tuku Mai; tukana / teina; mana tangata; kaiakāhanga; awhi.	Practices the values and attributes of Manaaki at an advanced level with whānau and within the service. This includes acknowledging and integrating different hapū nuances and practices.
Papatuaua	Demonstrates core values of Manaaki in the care and support processes for whānau. These may include but are not necessarily limited to: <ul style="list-style-type: none">• Hospitality, Stewardship• Partnership with whānau in care plan development;• Hosting whānau with respect and dignity.	Consistently practices the principles of Manaaki with whānau. Demonstrates how to receive and give manaaki	Actively supports learning and gives support to other kaimahi to further their understanding and practice of Manaaki and whakamana for whānau.	Takes a leadership role in the supporting of others to demonstrate and develop the core values and attributes of Manaaki in practice with whānau.
Taumata	Demonstrates core values of Manaaki in day to day interactions within the service. These may include but are not necessarily limited to: <ul style="list-style-type: none">• Support and assistance to colleagues• Developing a role within the team when hosting whānau or manuhiri.	Supports other kaimahi to increase their understanding and awareness of Manaaki and the significance of Manaaki in the well-being processes of whānau. <i>Demonstrates Mana - a - ki in practice</i>	Actively supports learning and professional development for other kaimahi to further their understanding and practice of Manaaki as it applies in a practice setting in relation to well-being processes.	Takes a leadership role in the supporting of others to demonstrate and develop the core values and attributes of Manaaki within the service. This includes creating an environment where education opportunities with fellow kaimahi are utilised effectively.



Return on Investment...



- ❁ Expectations of training met or exceeded
- ❁ Content relevant to role and service
- ❁ Knowledge and awareness changed

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“Through practitioner reflection and a willingness to stretch, the process of knowledge transfer occurs within the TCF. Through the guided process of self assessment, peer and group activities the actualisation of learning outcomes occurred.”

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Return on Investment...



- ❁ Practice changes identified
- ❁ Collaboration and linkages made within and across services and sectors
- ❁ Māori perspectives of practice validated

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Return on Investment...



- ❁ Assessors for all areas but Bay of Plenty
- ❁ Means to articulate responsiveness
- ❁ Strengthening of Māori workforce

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Midland Cost



Excluding indirect costs, approximately:

\$113 per head

Includes workshop resources, travel, accommodation, venue and catering.



Return on Investment...



ROI (%) = Benefit-Cost x100/Cost

To build a ROI we need to quantify the benefits including markers of effect



Return on Investment...Benefits



Change in knowledge and attitudes
Changes in practice
Development of hubs of support
Building competence
Sustainability
Contributes to improved outcome

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Competence is a habit
Not
a single event!

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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
- ❁ Enhanced relationship with the regional team



Other themes of interest...



- ❁ disconnect in language between policy and practice – TCF provides a bridge for managers
- ❁ Build assessors and trainers in the region
- ❁ Build exemplars



Risks to Return on Investment...



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

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Enhancing Return on Investment...



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

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Recommendations...



- ✿ Read the report!!!
- ✿ Invest in Summative evaluation/ ROI.
- ✿ Workshops to cater for broader needs of the workforce
- ✿ Develop a programme of consolidation – booster sessions, local critical mass etc.

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Recommendations...



- ✿ Negotiate demand with Matua Rāki early
- ✿ Clarify our expectations and markers of achievement (are we there yet?)
- ✿ Work collaboratively across the region to sustain gains across services and sectors

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Recommendations...



- ✿ Build approved assessor capacity
- ✿ Build training capacity
- ✿ Build greater manager and leader 'buy-in'

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Where to from here?

To be work-shopped

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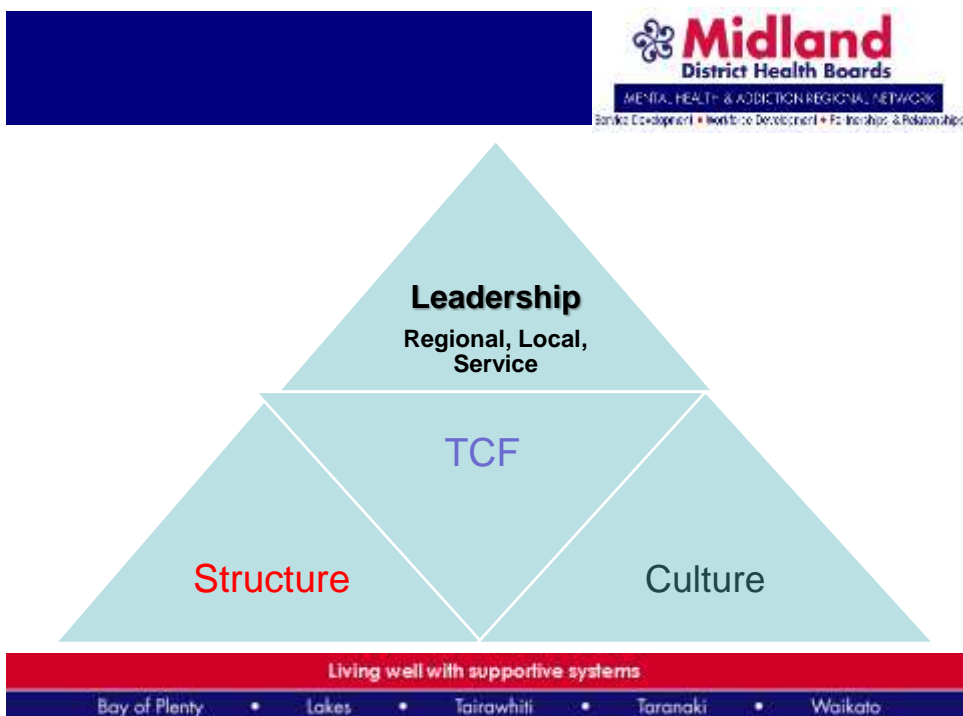


“Get over yourselves. It’s about those to come. Find solutions not reasons why not”.



“In terms of your accountability (as a practitioner, team and or service) for the investment into this training what have you done and what can you do differently tomorrow?”





“What can we do to consolidate the gains made so far – locally and as a region”



Conclusion



Acknowledge again the voices, aims and aspirations of the many for their innovation and courage

The evaluation is accountability to those voices and for the investment made in this courageous journey



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Conclusion...



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



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Mauri Ora



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