

Workforce Leadership Initiatives Report

The Werry Centre
for Child and Adolescent Mental Health
Workforce Development

www.werrycentre.org.nz



EXECUTIVE SUMMARY

Good leadership is essential to build successful child and adolescent mental health services in New Zealand. This report examines some of the literature on leadership development. As well as the literature search, over fifty fieldwork interviews with various child and adolescent mental health leaders have taken place. The sector interviews included DHB, NGO and AOD leaders as well as those in clinical, managerial, academic, consumer advisory and cultural advisory roles. An analysis of the data from these interviews supported the development of the recommendations regarding several leadership initiatives that the Werry Centre hopes to implement from July 2008. Analysis of the interview data highlights that the interviewees have similar views on leadership within the sector. This feedback is documented in the report.

The report supports four main recommendations. These are:

1. A mentoring infrastructure is developed to support mentoring across the sector, inclusive of an evaluation process.

The Werry Centre could support the development of mentoring for identified emerging leaders in CAMH/AOD sector by supporting the development of a mentoring infrastructure for the sector. This would involve identifying a pool of potential mentors, developing and providing a training programme, and resourcing these people to provide mentoring for identified emerging leaders in the CAMH/AOD sector. This would be supported through the Werry Centre contracting the services of the New Zealand Mentoring Centre.

Ideally a pilot would be undertaken as a first step before establishing mentoring more widely. It is suggested that a pilot site be established in Auckland. Having direct access to The Werry Centre's staff resource and the New Zealand Mentoring Centre expertise support the suggestion that the pilot be based in the Auckland area. The pilot would be fully evaluated prior to being rolled out to the sector. An evaluation process could be made available from the New Zealand Mentoring Centre.

2. Financial support towards leadership initiatives is offered twice yearly.

The Werry Centre could fund scholarships to support leadership development in the CAMH/AOD sector. This would involve an individual attending a relevant post-graduate programme; attending courses such as ELMP; participating in options such as 'job swaps' (exchanges); or participating in the IIMHL programme. Funding could potentially be made available twice each calendar year in November and May.

The Werry Centre could potentially offer leadership development forums to the sector. There is an opportunity to explore how these forums could be offered intersectorally in line with current initiatives that support a collaborative intersectoral environment.

There will be a commitment from the Werry Centre to work with the other workforce programmes to prioritise specific roles for support in their leadership development. These include Youth Consumer Advisory, and Māori and Pacific leadership roles within the CAMH/AOD sector. A web based list of leadership courses is developed and kept up to date with web links to existing scholarships.

3. Development of a web-based resource providing information on leadership programmes

The Werry Centre has a responsibility to disseminate knowledge and information on potential opportunities for leadership development to the CAMH/AOD sector. This can be achieved by making sure that information on the range of leadership programmes currently available can be easily accessed on the Werry Centre's website. Links could be developed to the various scholarships that are described on the web-sites of other organisations such as the other three workforce development programmes: Te Pou, Matua Raki and Te Rau Matatini.

These resources could also be linked to the Werry Centre's 'Real Jobs' project, a web-based resource promoting and profiling careers in child and adolescent mental health.

4. A web-based discussion forum is developed to provide a networking forum for leaders

The findings from this project support the idea that the Werry Centre could facilitate a closed discussion group on email. This could be available to a variety of our sector leaders. Information sharing, research dissemination and highlighting innovative practice could all be achieved through this forum. For smaller rural areas of New Zealand, this form of communication can reduce isolation. It would be important that the forum be 'closed' and closely monitored. A web-based discussion forum would complement the quarterly 'Sector Days' facilitated by the Werry Centre.

These recommendations will be evaluated after twelve months to assess how effective the interventions/initiatives have been. It is anticipated that the Werry Centre will support leadership in CAMH/AOD services over the coming years.