

PROJECTS

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TE RAU MATATINI
MĀORI MENTAL HEALTH WORKFORCE DEVELOPMENT

CONTENTS PAGE

1. Introduction	3
1.1 Organisaional Structure	3
1.2 Te Rau Matatini Board	3
1.3 Organisational Arrangements	4
2. Workforce Expansion	6
2.1 Te Rau Piataata	6
2.2 Te Rau Whakamaru	8
2.3 Te Rau Arataki	10
3. Workforce Extension	12
3.1 Te Rau Ararau	13
3.2 Te Rau Whakawhānui	16
4. Workforce Excellence	18
4.1 Te Rau Whakaemi	18
5. Workforce Navigation	20
5.1 Te Rau Māherehere	21
5.2 Te Rau Tukutuku	22
6. Project Summary	24
References	28

1. Introduction

1.1 Organisational Structure

Te Rau Matatini is a charitable trust, established to strengthen the Māori mental health workforce by:

- contributing to Māori mental health workforce policy at national and regional levels
- contributing to a Māori mental health workforce that subscribes to excellence in clinical and cultural practice
- expanding and extending the Māori mental health workforce, and
- promoting rewarding career opportunities for Māori in mental health.

1.2 Te Rau Matatini Board

A governing Board oversees the operations of Te Rau Matatini. Current Board members have been purposefully selected for their experience, knowledge and networks within Māori mental health, and are therefore largely representative of the Māori mental health sector. The functions of the Board are to:

- ensure the policies adopted by Te Rau Matatini are consistent with the overall aim of enhancing the Māori mental health workforce
- promote the kaupapa of Te Rau Matatini within the health sector, and especially within the Māori mental health sector
- ensure Te Rau Matatini is properly accountable
- facilitate interaction between Te Rau Matatini and key stakeholders
- enter into a contractual agreement with the Ministry of Health to promote Māori mental health workforce development
- reach agreement with Massey University for services related to meeting the goals of Te Rau Matatini
- approve contractual agreements between Te Rau Matatini and other agencies
- approve performance-monitoring reports from Te Rau Matatini to the Ministry of Health
- appoint Te Rau Matatini representatives to other boards and key stakeholder organisations

- arrange for Board participation in projects undertaken by Te Rau Matatini as required by the Board, and
- investigate the establishment of a Māori mental health electoral college to ensure fair representation of the sector.

1.3 Organisational Arrangements

An implementation team of 3.5 staff progress the projects, informed and guided by the Board. The team are employed by Massey University and seconded to the following Te Rau Matatini positions:

- Director (.5)
- Programme Manager (fulltime)
- Clinical Coordinator (fulltime), and
- IT and Administration Coordinator (fulltime).

As Te Rau Matatini is located at Massey University, a Memorandum of Understanding (MOU) and Service Agreement have been established between Te Rau Matatini and Massey University. The agreements ensure Te Rau Matatini's independence while simultaneously maintaining the close relationship with Massey University as the host institution (see below).

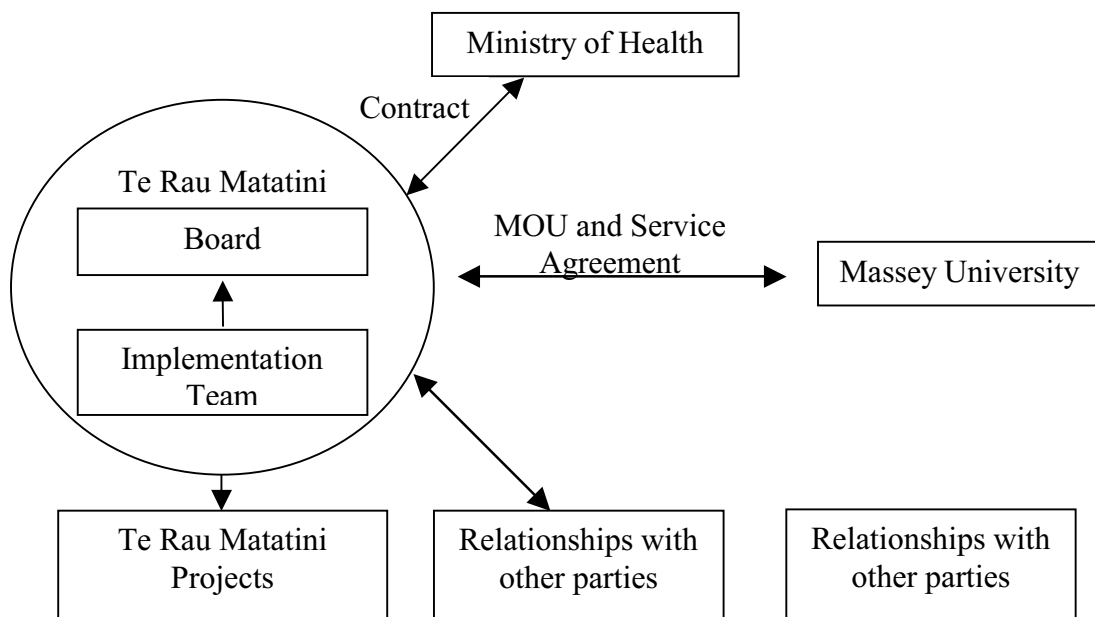


Figure 1. Te Rau Matatini organisational arrangements

The aims of Te Rau Matatini will be principally achieved through the progression of eight projects, largely underpinned by *Tuutahitia te wero: Meeting the challenges. Mental Health Workforce Development Plan 2000–2005* (Health Funding Authority 2000, p 11). The culmination of these projects contributes to four areas of Māori mental health workforce development: expansion, extension, excellence, and navigation. Together they constitute the major methodology that will lead to a comprehensive strategy for Māori mental health workforce development. The current paper outlines the rationale, description and anticipated outputs for each project.

2. Workforce Expansion

The goal of workforce expansion is to increase the capacity of the Māori mental health workforce through recruitment and retention across all disciplines, professions and occupations. The aim is to ensure the skills and qualifications of the workforce will meet the mental health needs of Māori communities. Workforce expansion will be undertaken through a multi-faceted recruitment strategy designed to:

- raise the profile and appeal of Māori mental health careers through accessible information on the diversity of occupational roles and career opportunities
- promote effective staff as role models
- further develop training pathways, and
- augment professional and comprehensive orientation experiences of new Māori staff and graduates.

2.1 Te Rau Piataata: Māori Mental Health Recruitment Promotional Videos

Māori are under-represented across the range of health disciplines. A report released by the Health Workforce Advisory Committee (2002a) revealed that while Māori comprised 15% of all mental health workers, only 1.3% of clinical psychologists, 6% of registered nurses, 0.6% of occupational therapists, and less than 2% of psychiatrists were Māori. These figures highlight both the existing discrepancy between the number of Māori mental health workers and the proportion of tāngata whaiora (Māori consumers) as well as the reality that Māori tend to be employed in support roles rather than professional positions.

This workforce under-representation, together with the increasing demand for Māori health providers, the growing expectation of Māori communities for a clinically and culturally competent Māori workforce (Health Workforce Advisory Committee, 2002b), and the reality that many do not view mental health as an attractive work destination (National Mental Health Workforce Development Co-ordinating Committee, 1999), mean that efforts to raise the profile and attractiveness of careers in mental health for Māori are urgently needed.

As an initial step, two videos have been developed to promote the range of appealing and challenging career options that exist within Māori mental health. The Māori mental health career promotional video resource is the first stage of Te Rau Matatini's multi-faceted recruitment and promotion strategy. They have been professionally produced, use actual Māori health workers to enforce the key messages, and build on Māori communication preferences.

The videos aim to:

- increase the recognition of Māori mental health need in the community as a national health priority imperative to Māori development
- reduce the mystery and stigma around working in mental health services
- raise awareness about the diversity in Māori mental health career roles and environments by featuring a range of staff and providers, and
- highlight the link between Māori world views, culture, and careers in mental health.

The videos are intended for career advisors, teachers, employment promotion agencies, whānau, as well as Māori youth and adults seeking more information about employment opportunities within Māori mental health. After being launched by the Hon. Tariana Turia in November 2002, the videos were distributed to all public libraries, tertiary institutions and career services, rūnanga, resource centres and secondary schools that indicated an interest.

One concise and compact 15-minute video is designed to convey mental health career opportunities to rangatahi Māori (Māori youth); the second provides a detailed 35-minute coverage, intended for Māori who have work experience in a related sector and are seeking a career change. Each video features six Māori staff talking about their roles, their training and how they came to work in Māori mental health. The roles featured include:

- community support work
- tāngata whaiora (consumer) advocacy
- social work
- psychiatry

- alcohol and drug counselling
- mental health nursing, and
- psychology.

The long-term expected outcome is increased numbers of Māori mental health professionals including:

- senior secondary Māori students entering appropriate training that would lead to a Māori mental health career
- greater numbers of tertiary students entering Māori mental health upon graduation, and
- increased Māori mental health professionals entering the workforce from a Māori health background.

2.2 Te Rau Whakamaru: Student Placements in Māori Mental Health Services

The second strategy to enhance recruitment is the improvement of training pathways leading to Māori mental health careers. Barriers to progression and purposeful participation in psychology by Māori have been well documented and include the reliance on western paradigms, models of practice, research and literature (Levy, 2002; Glover & Robertson, 1997; Lawson-Te Aho, 1994; Brady, 1992). This practice has led to a questioning of both the readiness and competence of graduate psychologists to deliver effective services in the Māori community (e.g., Levy, 2002). One opportunity for addressing the existing situation lies in Māori mental health placements and internships.

The aim of tertiary training placements is to provide students with a realistic job preview, greater insight into the demands of the occupation and occupational environment, as well as the opportunity to gain, and be examined on role-related competencies and work readiness in a practical setting. It is also through psychology placements that the education and health sectors are able to contribute jointly to the clinical learning of a student. While placements present many opportunities for growth, the potential for undue pressure and conflict is also evident if the western-based competencies and models of practice expected by psychology trainers are not endorsed and practised by the mental health providers. Conversely, if provider culture and practice protocols have not been considered by psychology trainers,

students may not be able to reconcile the demands of the workplace with theoretical paradigms. An example of this tension was affirmed in a recent report commissioned by the New Zealand Psychologists Board: “Māori students undertaking internships with Kaupapa Māori services are being required to ignore the processes they had been gaining familiarity with over the year and focus on narrowly focussed mainstream applications of psychology” (Levy, 2002, p. 34).

Te Rau Whakamaru intends to generate collaboration and communication through the facilitation of a joint working party and, in so doing, to create a forum for Māori mental health service providers, trainers and professional bodies to strengthen the quality of:

- *training outputs* through ensuring providers and professional bodies are able to feedback to trainers on the type of knowledge, skills and competencies required to encourage effective practice
- *tertiary placement options* through ensuring trainers are able to access suitable placements and work together to ensure these placements are mutually beneficial, and
- *graduate competence and work-readiness* through the enhanced coordination and improvement of training, recruitment and retention strategies.

The working party, to be formally established in March 2003, will include representatives from clinical training and placement sites as well as current or recently qualified Māori students. The working party will track the placements and internships of Māori clinical psychology students and work together to resolve issues that might compromise the student placement and learning experience. Guidelines to identify key barriers to positive placement experience and improve shortcomings for Māori participants in clinical psychology training will also be developed (e.g., Abbot & Durie, 1987).

Prior to the establishment of the working party, a consultation exercise was undertaken with practising Māori clinical psychologists and current Māori clinical psychology students. Feedback from current or recent Māori students regarding their impressions and experience of participating in the training endeavour provided an

important starting point for the project. A report detailing findings from the consultation will be a key resource to guide the working party.

The overall expected outcome of the working party is increased quality, coordination and improved working relationships between trainers, providers and professional bodies in the New Zealand mental health sector. More specifically, the pilot is expected to:

- increase access to relevant quality placements
- improve the quality of graduates by ensuring they have the skills, knowledge and competencies required as identified by providers and professional bodies
- increase recruitment options by improved communication and networking
- increase positive, professional exposure to Māori mental health career options
- develop a template for other Māori mental health professions in the establishment of similar collaborations, and
- provide guidelines for the identification of workplaces where theory and practice can be integrated in a coherent way.

2.3 Te Rau Arataki: Preceptorships for New Māori Staff

First impressions of a role or an organisation can have a lasting impact. The rationale for this project is based on the need to explore strategies to improve retention of staff entering a mental health role or organisation for the first time. Inadequate orientation programmes in the New Zealand health sector have been highlighted as contributing to substandard health care, staff attrition and staff grievances (Mason Report, 1996; Mental Health Commission, 1998; Mitchell, 1999). Research concurs that while deficient orientations can lead to loss of staff morale, staff turnover and greater operational costs (Wallis, 1998), the benefits of comprehensive orientation programmes include increased job satisfaction, decreased staff turnover, employee enthusiasm, and effectiveness (Felon, Pepermans & Rolan, 1998; Wallis, 1998).

Te Rau Arataki is designed to increase the recruitment and job satisfaction of new Māori mental health workers and Māori nearing the end of relevant training by ensuring they receive positive, professional and comprehensive introductions to their professional role in the Māori mental health sector.

Te Rau Arataki therefore aims to:

- pilot an orientation model responsive to the needs of new Māori recruits, and
- explore the feasibility of mental health preceptorships.

In August and September 2002, Te Rau Matatini undertook a national survey of orientation needs and experiences, as part of the training needs analysis. A literature review of preceptorship and mentorship programmes both in New Zealand and overseas is also nearing completion. These will form the basis for the development in 2003 of a flexible needs-based orientation model, together with a thorough examination of the concept of preceptorships and mentorships in mental health.

The overall expected outcome of Te Rau Arataki is greater job satisfaction among new Māori mental health staff and a greater number of new graduates seeking careers in Māori mental health. The project is expected to:

- increase the likelihood of a positive and satisfactory introductory work experience
- provide greater understanding of relevant practice models and multidisciplinary frameworks
- strengthen the quality of service delivery to tāngata whaiora Māori
- raise the awareness of current staff to the needs of new staff
- increase the efficiency and effectiveness of orientation policies and procedures within Māori mental health
- demonstrate the link between service effectiveness and improved retention rates of Māori mental health staff
- provide a model for the development of a comprehensive preceptorship and/or orientation programme suitable for use by DHBs and NGOs.

3. Workforce Extension

Workforce extension refers to increasing the capacity of the Māori mental health workforce by strengthening the expertise of workers who are already employed in mental health services, and adding mental health skills to workers employed in related fields. In both cases the aim is to extend the reach of mental health interventions.

The lack of investment in the workforce development of mental health staff, during the 1970s and 1980s, the lengthy duration of training (National Mental Health Workforce Development Coordinating Committee, 1999), and the under-representation of Māori at all levels within the mental health sector (Ministry of Health, 2002) have led to an imperative need for multiple, comprehensive retention strategies.

Low staff morale and job satisfaction within the mental health workforce has been well documented (Mental Health Commission, 1998; National Mental Health Workforce Development Coordinating Committee, 1999). Research consistently indicates the influence of job satisfaction on staff leaving intentions, turnover and therefore the capacity of organisations to attract and retain staff (Coile, 2001; Shields & Ward, 2001; Buchan, 1999). While increased remuneration is a frequently suggested strategy for recruitment and retention, it is only one of a number of aspects that help strengthen retention of existing staff. Other influential factors include role clarity, the opportunity to contribute and make a difference, collaboration with colleagues, recognition, and future development opportunities (Young, 1999).

Developing a personally and professionally satisfied workforce will contribute to increased retention of Māori mental health staff. A satisfied workforce is also likely to improve the quality of health care (Coile, 2001). Continuity of care, for example, ensures continuity of staff and maintenance of established relationships not only between tāngata whaiora and staff but also between the staff themselves. Coupled with this would be salary savings; it has been estimated to cost between one to two times an annual salary when employees leave the organisation (Wines, 2001).

Retention strategies that build opportunities for personal and professional satisfaction can have a significant impact.

The second focus within workforce extension is growing the capacity of other sectors to address mental health needs. Mental health is the primary health concern for Māori (Durie, 1997). Over the last 30 years, Māori admission and re-admission rates to psychiatric facilities have dramatically increased while rates for non-Maori have remained static or declined. Māori also enter the mental health system at a later stage and often through law enforcement and welfare avenues (Te Puni Kokiri, 1996). It appears that professional assistance through community-based interventions at an early stage is not available or accessible (Durie, 2001). In turn, there is insufficient recognition of the opportunities for early mental health interventions in other health and social service sectors such as primary health care, midwifery, accident and emergency departments, corrections, social services and community aid centres.

This focus is consistent with the goal of *Te Puāwaitanga Māori Mental Health National Strategic Framework* (Ministry of Health, 2002a) to maximise opportunities for strong intra- and intersectoral cooperation in Māori mental health care. The framework outlines the need of the primary health workforce to increase its capacity to use mental health guidelines, improve the provision of primary health care to tāngata whaiora, and develop collaborations with other sectors and agencies such as housing, employment, education, whānau development and Māori development. The projects under workforce extension are therefore twofold. They centre on the development and implementation of retention strategies for the current Māori mental health workforce, as well as on the development of mental health expertise outside mental health services.

3.1 Te Rau Ararau: Career Pathways for Māori Registered Nurses with Mental Health Experience

The purpose of Te Rau Ararau is to increase the quality of practice in Māori mental health through the development of Māori mental health core competencies and the identification of multiple career pathways. Clarification of roles, expectations and opportunities for personal and professional development has encouraged loyalty and greater staff retention (Young, 1999). To incorporate these essentials into a retention

strategy, the identification of core competencies can help define roles and associated expectations as well as form the basis for career pathways to further develop the role.

Core competencies are a combination of attributes including knowledge, skill, experience and attitude benchmarks that enable a staff member to perform and complete tasks to a proficient standard within an area of practice. Various New Zealand health bodies have identified core competencies in the disciplines of Nursing, Alcohol and Drug, Mental Health, Occupational Therapy, Psychology, Health Promotion and Social Work. There remain, however, no specific core competencies for Māori mental health. As a result, mental health providers vary considerably in their utilisation of core competencies. While some make use of mainstream or occupationally specific competencies, others develop their own competencies or do not use competencies at all.

Core competencies can be utilised in many ways: not only do they define and make transparent proficient practice at an individual staff level but they can also add value to the development of education and training programmes, assist in professional registration and accreditation procedures, and inform performance appraisals, recruitment strategies and career pathways. The first phase of Te Rau Ararau therefore involves identifying Māori mental health core competencies and speciality Māori mental health nursing competencies. The competencies will then, in phase two, form the foundation of a career pathway for Māori registered nurses with mental health experience to work in community settings.

Career pathways, and more specifically clinical career pathways, are role-specific frameworks that recognise levels of knowledge and expertise within a profession or role. The foundations of the framework are based on the skills, experience and knowledge required to be effective in a particular role, with specific emphasis on how to develop advanced expertise and the associated recognition for acquisition of professional extension (Trim, 1994).

In 2004, it is anticipated the focus of the career pathways will broaden to incorporate other roles within the Māori mental health sector. The expected long-term outcomes of this project include enhanced recruitment and performance review processes, better

matching of training needs to training programmes and greater understanding of the value of core competencies within the Māori mental health sector through a set of purposely developed core competencies. The consequent development of career pathways is expected to increase career advancement, retention and promotion of Māori staff to Māori mental health.

3.2 Te Rau Tipu: Māori Child and Adolescent Mental Health Workforce Development

The aim of Te Rau Tipu is to increase networking and collaboration opportunities within the Māori child and adolescent mental health workforce to enhance the sharing of best practice. While strengthening of child and adolescent mental health services continues to be a priority for the Government and the mental health sector, historically these services have not received high priority funding and the development of services throughout the country has occurred in an ad hoc manner (Mental Health Commission, 1999).

Reliable data on the number of young Māori and whānau accessing mental health services *and* the size of the Māori child and adolescent mental health workforce employed to support this client group, is not currently available. However anecdotal feedback from child and adolescent mental health providers suggests access patterns of Māori youth, to mental health services, are similar to that of Māori adults, where they often engage at a later stage by which time their mental health needs have advanced or reached crisis point. Furthermore feedback from providers consistently indicates one of the most serious staff shortages, in child and youth mental health, to be Māori clinicians (Mental Health Commission, 1999).

In July 1999 the first Māori child, adolescent and family mental health services hui was held “to provide an opportunity for Māori to come together and network, identify training needs, exchange information and resources, discuss current issues, look at how workers can continue to network and develop a cultural assessment tool/process” (Amor, 1999, p. 4). The hui highlighted the shared existent issue of isolation and associated need to meet regularly to discuss concerns, future directions, strengthen networks and the promotion of solution-focussed systems.

To continue to enhance the opportunity for collaboration and sharing of best practices, Te Rau Matatini will coordinate and host a Māori child and adolescent mental health workforce hui in early 2004. Preliminary arrangements are currently underway to identify the types of workshops and agenda items that will be of most benefit.

3.3 Te Rau Whakawhānui: Māori Primary Health Care Workforce Development

The overall purpose of the Māori primary workforce development pilot project is to increase the capacity of Māori primary health workers to provide early detection and intervention in mental illnesses. Primary health services provided by Māori are developing throughout New Zealand and are a key point of referral to secondary mental health services. It is therefore important that these services employ skilled and experienced staff, including registered nurses and community health workers who are able to assess, screen, detect, refer and/or possibly treat people with mental illness. They must also establish consultation and liaison relationships with specialist mental health services. Underlying the project are the twin concerns about late interventions for Māori, and the ability of mental health services to treat only a fraction of people who have mental health problems or disorders.

A literature review of existing international training materials, national guidelines and tool kits has been completed to form part of the foundation of the project. From this basis and an ongoing literature review, appropriate standardised psychometric screening tools have been identified, and guidelines for training are underway.

Two provincial primary healthcare sites (including one general practitioner provider) have agreed to participate in the pilot training, and a metropolitan site has also expressed an interest. An assessment of training needs is currently being conducted in the sites, and development of training packages for delivery to the pilot sites will begin early in 2003. In 2004 the focus will be expected to extend to midwifery and accident & emergency departments.

The overall expected outcome of the Māori primary workforce development pilot will be to meet the expressed professional development needs identified by Māori primary health care workers at the pilot sites, and up-skill pilot services in their capacity to

recognise and intervene effectively in mental disorders at early onset. The pilot is expected to:

- increase the capacity to identify and recognise mental illness among Māori health workers in primary care settings
- increase the capacity for timely and appropriate consultation, or liaison with, or referral to specialist mental health services
- establish a national training standard as a baseline for future professional development of Māori primary health care services
- identify and clarify key areas of need for future development of mental health expertise among Māori primary health care services, and
- enable recommendations to be made for future primary care training.

4. Workforce Excellence

While each of the projects within Te Rau Matatini will contribute to workforce excellence, the seminal training-associated activities of Te Rau Matatini promote excellence in the Māori mental health workforce through the development of both cultural *and* clinical expertise. While some Māori mental health services tend to be strong in clinical delivery and others are strong in cultural models of practice, the aim is to promote dual competency within the Māori mental health workforce, and to integrate both into best practice. Training that enhances and reinforces the attainment of dual competency is the primary focus. The emphasis on dual competency is based on the rationale that good outcomes depend not only on the use of evidence-based clinical interventions but also on the cultural context within which the interventions are delivered.

This is synonymous with the Highest Quality Service prescriptive in the Māori Health Strategy, *He Korowai Oranga*, that the health and disability support sector must “take account of the need for cultural as well as clinical safety” (Ministry of Health, 2002b, p. 22). Furthermore the Māori Mental Health National Strategic Framework, *Te Puāwaitanga* highlights the incorporation of cultural identity as an imperative component to health care (Ministry of Health, 2002a, p. 4). To be able to achieve these goals, mental health services must continue to develop a workforce that is culturally *and* clinically competent.

4.1 Te Rau Whakaemi: Māori Mental Health Service Training

The overall purpose of Te Rau Whakaemi is to coordinate training in critical areas of enhancement for current Māori mental health workers. Emphasis will be placed on extending existing skills and expertise in both clinical and cultural aspects of Māori mental health service delivery and, where possible, integrating these into practice.

A literature review focussing on indigenous clinical and counselling mental health services, evaluation research, evidence and evaluation of training enhancement, and training needs assessments of professional cultural groups (such as Māori and Native American) was completed in October 2002 to form part of the foundation of the

project. The foundation is also being strengthened by networking with key stakeholders and gaining input from the Māori mental health workforce through a national training-needs analysis. The survey, conducted throughout August and September 2002, generated 586 responses, capturing past training, perceived adequacy of prior training, and current self-perceived training priorities. The survey emphasised training assessment of both clinical and cultural needs.

During 2003, training packages will be developed, based primarily on input from key stakeholders and the survey. The packages will be trialled, and information gleaned from the pilot will strengthen the training with the long-term aim of developing a national training package.

The overall expected outcome of Te Rau Whakaemi is therefore to meet the expressed professional development needs identified by the Māori mental health sector. The training pilot is expected to:

- increase the clinical and cultural expertise of Māori working in the mental health sector
- establish a national training standard as a baseline for future professional development of kaupapa Māori services, effectively integrating clinical and cultural expertise for practice
- identify key areas of need for future development in Māori mental health staff preparation.

5. Workforce Navigation

Workforce navigation encompasses clear and purposeful direction, strategic planning and inter- and intrasectoral cooperation. As Māori mental health gains need to coordinate with the broader arenas of cultural advancement and socio-economic development (Durie, 2001), Te Rau Matatini recognises the importance of the wider Māori workforce development and Māori health contexts within which Te Rau Matatini operates. Te Rau Matatini consequently aims to contribute to the development of a coordinated approach across a range of workforce development endeavours, both within the health sector and more widely across the broader arena of Māori workforce development. To do this effectively, the programme must help facilitate synergies within both arenas.

Within the Māori mental health sector, Te Rau Matatini is working on the development of a national Māori mental health workforce development strategic plan. *Te Puāwaitanga, the Māori Mental Health National Strategic Framework* released by the Ministry of Health (2002a), captures the progression to date as it relates to Māori mental health and also provides “a nationally consistent framework for planning and delivery of services for tāngata whaiora and their whānau” (p. 2). The national strategic plan will complement *Te Puāwaitanga* through a focus on supporting and further building the workforce and providing sector coordination and advocacy through strategic policy.

Sector coordination requires inter- and intrasectoral communication and information. The development of an accessible Māori mental health workforce information resource is under construction. It includes improving the ability of NGOs, DHBs, individual staff, prospective staff and related sectors to access information necessary for informed decision making and planning, as well as fostering opportunities for collaboration. Among these information resources are a national list of providers, a national list of training opportunities for staff, and a national list of funding options to assist in relevant training. Limited common access, and the reality that researching information can be extremely time consuming, has presented challenges in the

establishment and maintenance of synergies within and between the Māori mental health and other related sectors. Te Rau Matatini has utilised the world wide web as a contemporary medium to promote access to relevant information and mutually beneficial communication pathways.

5.1 Te Rau Māherehere: Māori Mental Health Workforce Development Strategic Plan

In 2002 the Ministry of Health released the Māori Health Strategy and Māori Mental Health National Strategic Framework. Building on these seminal documents, a national Strategic Plan for Māori mental health will extend the key goals and measures identified for the sector over the next 5 years. The strategic plan intends to identify pathways for enhancing the Māori mental health workforce, and also to provide sector coordination and advocacy for the workforce through strategic policy.

The strategic planning process consists of a ten-issue publication series addressing various facets of workforce development within the mental health sector. The culmination will inform a synopsis, addressing how each issue contributes at a macro-level, to a national strategic plan.

The plan aims to:

- promote national and regional policies that contribute to Māori mental health workforce development
- provide for the expansion of the Māori mental health workforce
- contribute to the enhancement of mental health services so they become appealing work destinations for Māori, and
- bridge the cultural-clinical interface through considered preparation and promotion of staff with sound professional skills and equally sound cultural skills.

The first five issues, to be released during 2003, include the Te Rau Matatini framework and project composition, a profile of the Māori mental health workforce, exploration of preceptorships, core competencies, and mental health detection in primary health care. The long-term expected outcomes of the strategic plan include:

- adoption of the plan at a national level to provide Māori mental health workforce development direction
- identification of how to fund the plan to implementation, and
- consistency with other relevant strategies and policies.

5.2 Te Rau Tukutuku: Māori Mental Health Workforce Information

As the world wide web continues to provide greater access to information gathering, sharing and networking through e-learning and e-communication, Te Rau Matatini has designed a website to provide information on employment, training and workforce development avenues and issues relevant for the current and future Māori mental health workforce (www.matatini.co.nz). The website will assist access to relevant information helpful to strategic planning and development of workplace policies, while also promoting mental health careers, supports and vacancies.

More specifically, through the website, Te Rau Tukutuku aims to:

- reduce ambiguity by increasing accessibility to Māori mental health training and career information for providers, prospective staff and students
- promote Māori mental health career options, and
- increase coordination and networking of existing providers, trainers, job seekers and professional bodies through a centralised national site that facilitates access to service and training contact information.

The site provides general information and regular updates on Te Rau Matatini, a national Māori mental health and alcohol and drug provider database of over 500 providers, a national directory of relevant training and course information, scholarships and funding avenues for training, career information, staff profiles of 13 occupational roles, job vacancies, a preview of the career promotional videos, relevant links, and a feedback section.

The overall expected outcome of the website is greater access to Māori mental health workforce-related information and contacts in order to:

- increase the attractiveness of Māori mental health as a career prospect through the ease of access to relevant information
- reduce the ambiguity surrounding career options within Māori mental health

- increase avenues to promote Māori mental health as a career option, and
- increase coordination and networking of existing providers, trainers, job seekers and professional bodies through the communication medium of e-communication and greater access to service and contact information.

6. Project Summary

Combining recruitment, promotion, training enhancement, retention and collaboration with related sectors provides a multi-faceted approach to enhancing the Māori mental health workforce. A healthy workforce, however, also requires purposeful direction, leadership and a strategic approach to future planning.

Te Rau Matatini is working towards strengthening the Māori mental health workforce by engaging in a multi-faceted strategic approach aimed at attracting, retaining and extending mental health services for Māori in a coordinated and strategic manner (see Figure 2). Expansion of the workforce, through direct promotion of mental health as an attractive professional destination and through enhancing training pathways leading to mental health careers, would be of limited effect if implemented in isolation. Without considering and addressing the need to retain the expertise, skills, knowledge and networks of the existing workforce, and examining how to work collaboratively with other sectors for more efficient detection and referral mechanisms, such expansions would not be possible. The extension efforts are therefore designed to create a buffer to reduce the high number of staff leaving the mental health sector and ensure positive results in the area of Māori mental health workforce development. Table 1 provides a summation of the projects described in this report.

Table 1 Te Rau Matatini Projects

Project	Broad Aim	Timeframe		Key Outcomes
		Commencement	Completion	
Te Rau Arataki	Workforce Expansion	August 2002	June 2004	<ul style="list-style-type: none"> • Orientation survey • Develop orientation package • Pilot orientation package • Evaluate pilot • Report to Ministry of Health on workforce transfers
Te Rau Piatata	Workforce Expansion	March 2002	November 2002	<ul style="list-style-type: none"> • Produce Māori mental health career videos • Launch videos • Distribute videos nationwide
Te Rau Whakamaru	Workforce Expansion	August 2002	June 2004	<ul style="list-style-type: none"> • Form a joint working party • Critique professional standards as they relate to Māori • Monitor and strengthen placements • Develop guidelines
Te Rau Ararau	Workforce Extension	June 2002	May 2004	<ul style="list-style-type: none"> • Identify Māori mental health core competencies • Investigate and develop career pathways for Māori registered nurses • Report to Ministry of Health
Te Rau Whakawhānui	Workforce Extension	June 2002	June 2004	<ul style="list-style-type: none"> • Identify psychometric screening tools • Develop guidelines for training • Assess mental health training needs • Develop training package • Pilot training • Evaluate pilot

Project	Broad Aim	Timeframe		Key Outcomes
		Commencement	Completion	
Te Rau Tipu	Workforce Expansion	January 2003	June 2004	<ul style="list-style-type: none"> • Coordinate and host a hui designed to assist in meeting the networking and workforce development needs of the Māori child and adolescent mental health workforce.
Te Rau Whakaemi	Workforce Excellence	April 2002	May 2004	<ul style="list-style-type: none"> • Survey national training • Develop training package • Pilot training • Evaluate pilot • Develop national package
Te Rau Maherehere	Workforce Navigation	April 2002	June 2004	<ul style="list-style-type: none"> • Publication series • Plan national strategy
Te Rau Tukutuku	Workforce Navigation	March 2003	November 2003	<ul style="list-style-type: none"> • Design website • Develop on-line databases • Launch website • Expand website based on workforce feedback

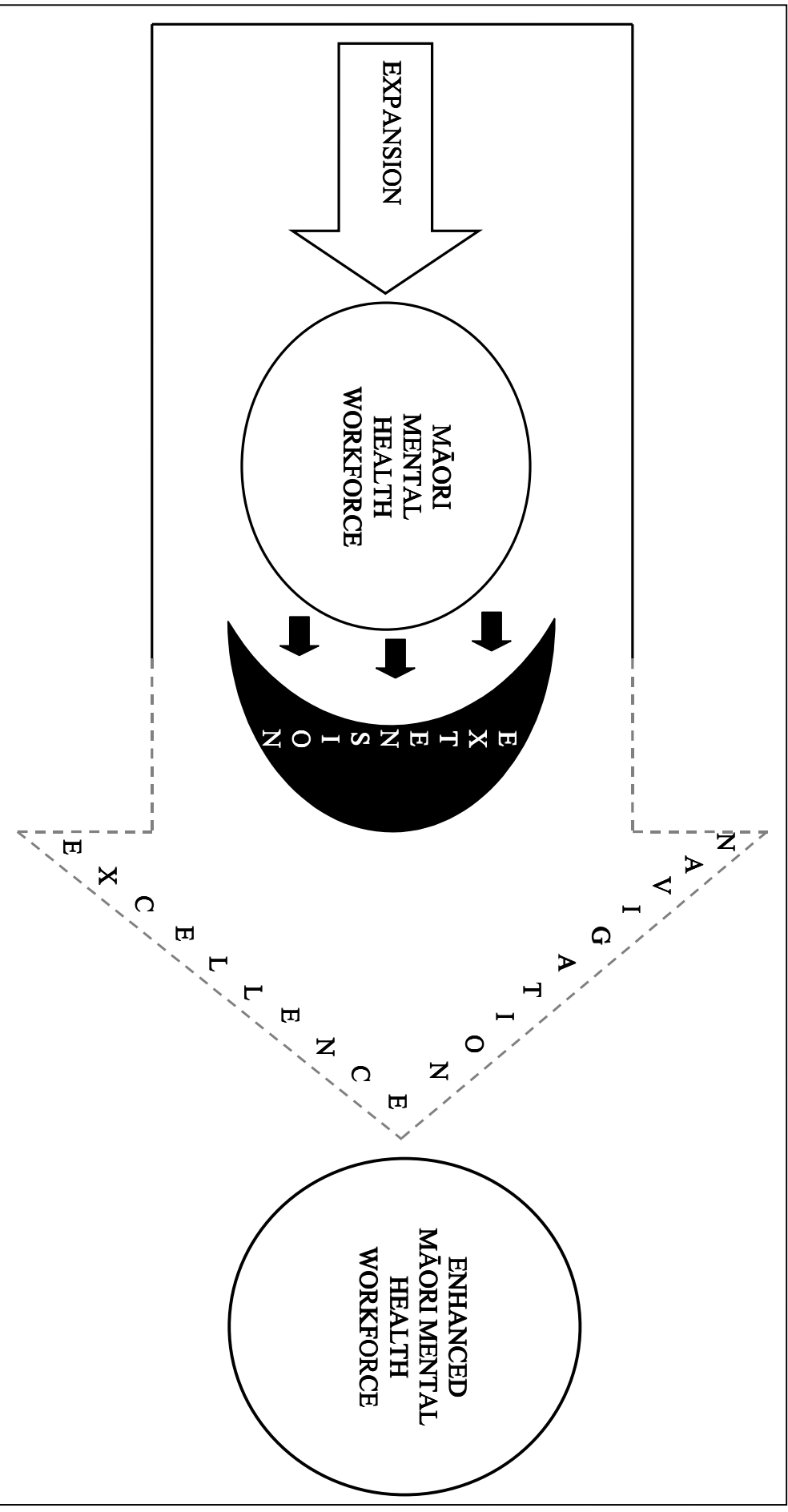


Figure 2. Integration of Te Rau Matatini project themes in strengthening the Māori mental health workforce

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