



Leadership in the NSW Community Mental Health sector

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Overview



- Impetus for leadership – national context
- Community Mental Health – NSW Context
- Growing leadership in the Community Mental Health sector
- Customisation for the NSW Community Mental Health sector
- Outcomes to date



Impetus for Leadership: National Context



- The community services and health industries (CS&H) employ almost 1.1 million workers or 10.4% of the workforce
- In 2007 CS&H replaced manufacturing as the third largest Australian employer
- 24% of all new workforce growth will be from community services and health to 2012, growing at a rate of 3% per year or 170,000 jobs.
- 46% of workers in the community services and health industries are over the age of 45, which is 9% above the all industry average and therefore likely to retire in the next 10-15 years.



Impetus for Leadership: National Drivers



Drivers affecting demand and supply of skills:

- Ageing of the population
- Demography of the workforce
- Changing technology
- Increased consumer expectations

(CS&H Industry Skills Council (ISC) in 2005)

Key priority CS&H sector - Increased middle management, mentoring, supervision and coaching skills



Insufficient career paths



The Mental Health Council of Australia believes that insufficient career path options are making it more difficult to recruit and retain workers in mental health



Community Mental Health - NSW context



- MHCC's NGO Development Strategy (2004/07) had a key focus on sector/workforce development
- Outcomes included:
 - 2006 Training Needs Analysis (TNA)
 - 66% of respondents required training in management and governance
 - Business Plan for MHCC to become a Registered Training Organisation
 - Establishment of Mental Health Training Working Group



Challenges



- Availability of relevant training within an appropriate geographical location
- Prohibitive cost of attending training – transport / accommodation / backfill
- Management practiced everyday but skills not recognised
- Accessing training that is relevant and customised to a community services/mental health focus
- No current shared sector understanding of best practice



MHCC Response



- In 2007 MHCC became a Registered Training Organisation and established the Learning and Development Unit to:
 - Provide agreed minimum standard qualification - Certificate IV in Mental Health Work (non-clinical)
 - 2009 MHCC commenced the Leadership in Action Program (Advanced Diploma of Community Sector Management)



Growing leadership in the community mental health sector



MHCC aims:

- Build leadership that encourages the uptake of evidence based work practices that directly relate to recovery based outcomes for consumers
- Consider succession planning to replace retiring managers over the next 10-15 years
- Provide cost effective and innovative management and leadership opportunities for the sector
- Provide qualification and career pathways for new and existing managers



Leadership in Action (LIA)



- Explores ‘what makes a great leader and manager’
- The underpinning philosophy of LIA is to grow emotionally intelligent leaders and based on the Emotional Intelligence work of Daniel Goleman
 - Self awareness
 - Self regulation- Managing emotions
 - Motivation
 - Empathy and reading emotions



Customisation for the sector



- Leadership in Action – New or aspiring Managers
- Leadership in Action ‘Express’ for experienced Managers (currently managing and have minimum 2 yrs experience)

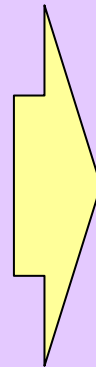


Customisation for the sector



Leadership in Action for New Managers

**8 days
face to
face
training**



**12 months
of
mentoring**

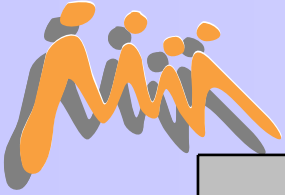


**A range of
workplace
projects**



Innovative Recognition Process

- December 2008 MHCC received COAG Skills Express funding to develop a recognition pathway for very experienced workers
- MHCC chose to develop this for 5 units from the Advanced Diploma of Community Sector Management (technical skills)
- The brief of the project was to be innovative and move away from traditional recognition models such as the evidence portfolio



Historical Recognition Model	Current Recognition Model
Action plan established for the candidate to gather evidence	Self Assessment and Supervisor Report completed
Candidate compiles a portfolio of evidence	Candidates attend a one-day workshop and completes activities
Candidate submits portfolio for assessment	Through workshop activities candidates produces evidence
Competency demonstrated or further action for the candidate to take to bridge gaps	Competency demonstrated or action plan established



Participant Feedback



- *Great workshop can't wait for the rest of the Diploma course. I will recommend this process to the Manager Network.*
- *I really appreciate the opportunity to participate and gain Recognition. The price was fabulous but I would gladly have paid to participate!*
- *Excellent delivery and best process model for gaining recognition.*



Leadership in Action 'Express' for Experienced Managers



This is an accelerated pathway

**One day
Skills
Recognition
Workshop**



**6 days
Face to
face
training**



**Some
mentoring
and
workplace
projects**



The way forward



- 40 people enrolled in general Leadership in Action
- 52 people have successfully completed the 1 day skills recognition workshop
- Leadership in Action 'Express' will commence in July 2009
- Innovative skills recognition 1 day workshop model will be considered other qualifications including:
 - Certificate IV Mental Health
 - Diploma of Community Services (Mental Health)



Conclusion



- It is essential there is a pool of suitably trained managers for expanding program and service requirements over the next 10 – 15 years.
- Sector needs to explore a variety of options for identifying and supporting new and existing managers
- Organisational commitment to attract and retain managers of the future