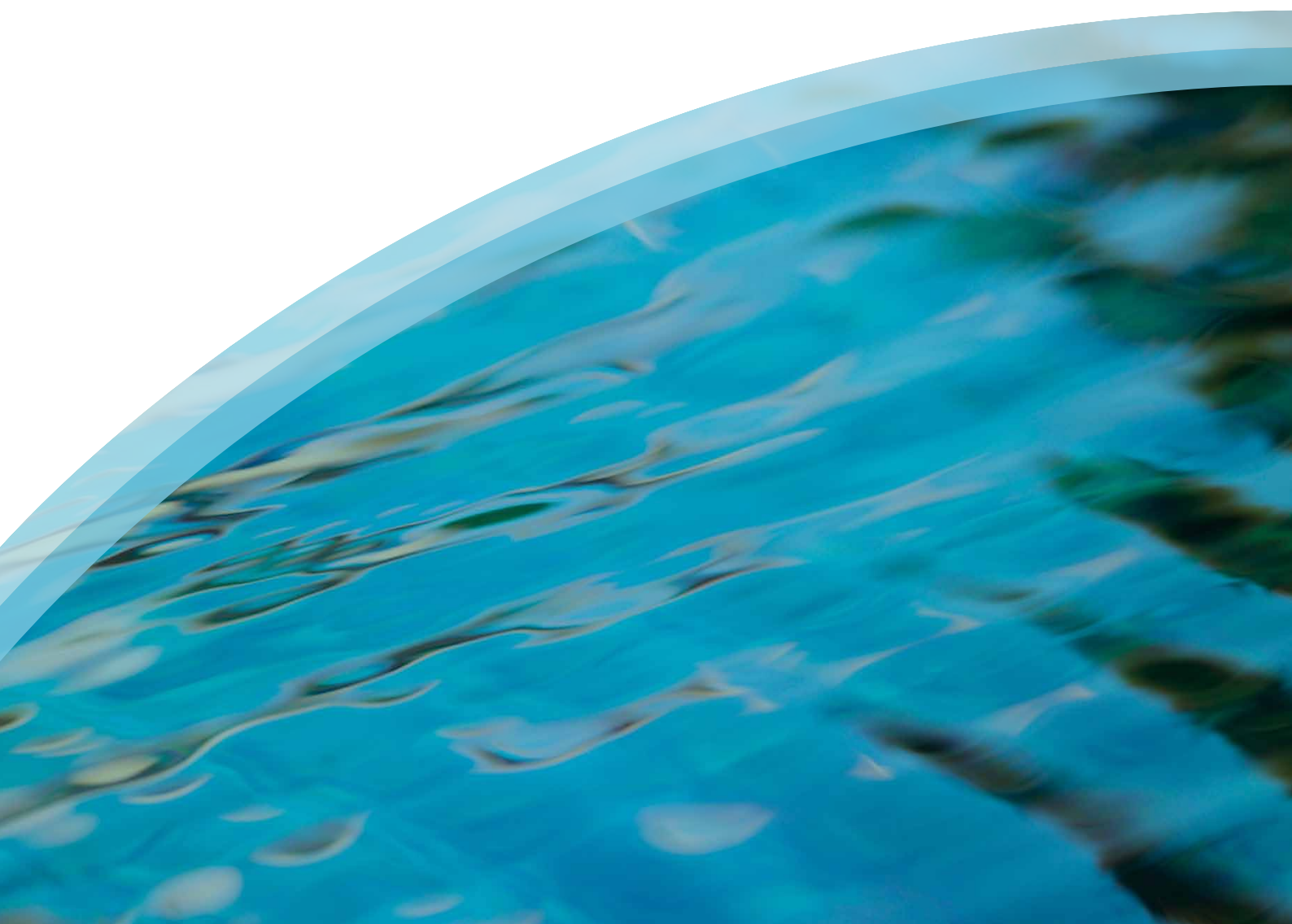


Let's get real   
REAL SKILLS FOR PEOPLE WORKING IN MENTAL HEALTH & ADDICTION

# *Let's get real* Overview



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- participating in the *Let's get real* steering group
- designing the tools and learning modules
- conducting the pilots and focus groups
- providing feedback on the adapted tools and learning modules.

Participating organisations include:

- Bay of Plenty District Health Board alcohol and drug services
- Blueprint Centre for Learning
- Brora Ltd
- Canterbury District Health Board mental health services
- Capital and Coast District Health Board corporate human resources and organisational development team, and mental health services
- Connect Supporting Recovery Inc
- Counties Manukau District Health Board, kaupapa Māori mental health services
- Inclusion Solutions
- Klub Ngaru
- Nelson Marlborough District Health Board mental health services
- Otago Polytechnic, school of nursing
- Otago Polytechnic, school of occupational therapy
- PACT, Otago
- Progress to Health
- Raukura Hauora o Tainui
- Richmond New Zealand Inc
- Te Utuhina Manaakitanga Trust
- University of Auckland
- Waiariki Institute of Technology
- Waikato District Health Board mental health services management and human resources teams
- Waitemata District Health Board Isa Lei (Pacific Island community mental health services)
- Wellink Trust
- Wellsprings Unlimited Trust
- West Coast District Health Board mental health services.

# 1. Background and aims of *Let's get real*

*Let's get real* is a framework that describes the essential knowledge, skills and attitudes required to deliver effective mental health and addiction services. Addiction services include alcohol and other drugs, and problem gambling.

*Let's get real* sets out the expectations for people working in services, irrespective of their role, discipline, the type of organisation they work for, or population group that their service works with. *Let's get real* aims to create a shared language and common understandings for providing effective services for service users.

*Let's get real* supports us all to achieve the workforce and culture for recovery challenge of *Te Tāhuhu: Improving Mental Health 2005-2015: The second New Zealand mental health and addiction plan* (Minister of Health, 2005), building a workforce that is recovery focused, person centred, culturally capable and has an ongoing commitment to improving the quality of services. *Let's get real* is also a key action from *Tauawhitia te Wero - Embracing the Challenge: National mental health and addiction workforce development plan 2006-2009* (Ministry of Health, 2005).

*Let's get real* aims to achieve the following.

- Strengthen shared understandings - everyone, including service users, families and whānau, support workers, professionals, managers, planners and funders, people working in district health boards and people working in non-government organisations, will understand the shared work that each person is engaged in.
- Affirm best practice - appropriate knowledge, skills and attitudes will be better recognised and valued by services, through human resource, performance management and professional development processes.
- Complement the Health Practitioners Competence Assurance Act 2003 - the *Let's get real* framework brings together the essential knowledge, skills and attitudes required of all professions working in mental health and addiction services, and complements the different competency frameworks developed by each of the registered professions whose members work in these services.
- Improve transferability - other services around New Zealand will be able to recognise and value workers' knowledge, skills and attitudes.
- Enhance effective workforce development - all mental health and addiction workforce development activities, including education and training, human resource strategies, organisational development, and research and evaluation, will link back to the *Let's get real* framework.
- Increase accountability - by documenting the essential knowledge, skills and attitudes needed, people working in services can be measured against them and be more accountable to service users.

*Let's get real* is made up of seven Real Skills.

1. Working with service users.
2. Working with Māori.
3. Working with families/whānau.
4. Working within communities.
5. Challenging stigma and discrimination.
6. Law, policy and practice.
7. Professional and personal development.

These skills are interrelated and cannot be read in isolation. For example, the Working with Māori Real Skill relates to all the Real Skills, reflecting the fact that Working with Māori is relevant to everyone who works in mental health and addiction services.

The development of *Let's get real* and the seven Real Skills drew on all of the current and emerging competency frameworks for mental health and addiction treatment services in New Zealand. These include the:

- *Recovery Competencies for New Zealand Mental Health Workers* (Mental Health Commission, 2001)
- competencies developed for professionals regulated by the Health Practitioners Competence Assurance Act 2003
- Social Work Registration Act 2003
- Te Ao Maramatanga (New Zealand College of Mental Health Nurses) *Standards of practice for mental health nursing in New Zealand* (2004)
- mental health frameworks for particular professional groups
- *Practitioner competencies for alcohol and drug workers in Aotearoa-New Zealand* (Alcohol and Drug Treatment Workforce Development Advisory Group, 2001)
- Midland Region Mental Health Network's common capabilities project.

In addition, Te Rau Matatini: Aotearoa Māori Mental Health Workforce Development and Matua Raki: National Addiction Treatment Workforce Development Programme drew on their involvement in, and knowledge of, developing Māori competency frameworks to develop what was initially known as the Focusing on Māori Real Skill and is now called the Working with Māori Real Skill.

## 1.1 Implementation of *Let's get real* and the National Service Framework

Service specifications from the Nationwide Service Specification framework are an essential component of the contracting process, stating the types of contracted services both mandatory and recommended, and the lines of accountability for service delivery. Revised service specifications from the first phase of the National Service Framework (NSF) project were made available for use in the non-government organisation (NGO) sector from 1 July 2009 and will be in place in district health board (DHB) Provider Arms from 1 July 2010.

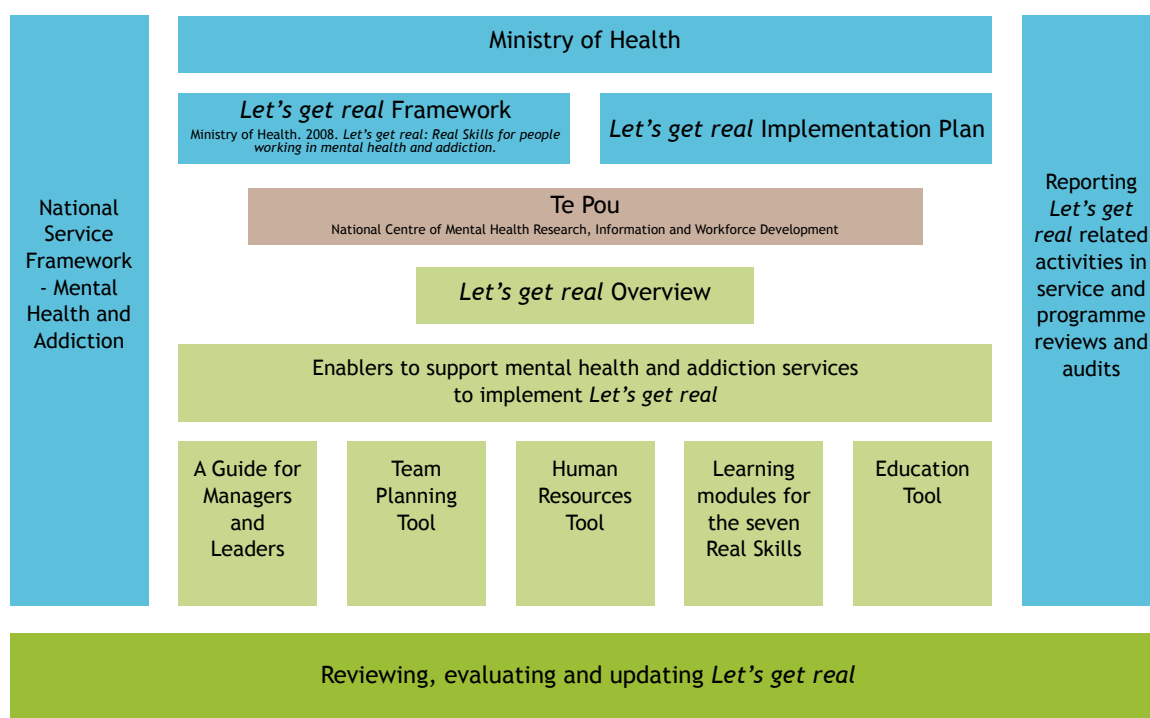


It is expected that DHBs will be transitioning to the revised service specifications (all three phases) over the next 2-3 years and embracing the service objectives that are outlined. The Tier One service specification, a mandatory document (available on the Ministry of Health website, [www.moh.govt.nz](http://www.moh.govt.nz)), includes reference to *Let's get real*. Developing workforce is one of the Tier one service specification objectives and *Let's get real* is a framework that will assist DHBs to achieve the objective.

Over the next two years mental health and addiction services and education/training providers will be implementing *Let's get real* into their organisations and courses/programmes. Implementation is focused on bringing the Real Skills and values and attitudes into organisational systems, processes and training. Implementation is being supported by the Ministry of Health and the national mental health and addiction workforce development centres. An audit tool is being developed by the Ministry of Health that will allow DHBs and NGOs to assess their progress implementing the revised service specifications and their objectives, such as developing workforce.

## 1.2 *Let's get real* in context

The following diagram identifies and illustrates the relationship between the components of *Let's get real*, and key documents of the Ministry of Health.



**Figure 1 - The relationship between the components of *Let's get real* and key documents of the Ministry of Health**

## 2. Values, attitudes and the seven Real Skills

*Let's get real* is underpinned by essential values and attitudes that run throughout the seven Real Skills. These values and attitudes are detailed in *Let's get real: Real Skills for people working in mental health and addiction* (Ministry of Health, 2008), and are listed below.

Values	Attitudes	
<ul style="list-style-type: none"><li>• Respect</li><li>• Human rights</li><li>• Service</li><li>• Recovery</li><li>• Communities</li><li>• Relationships</li></ul>	<ul style="list-style-type: none"><li>• Compassionate and caring</li><li>• Genuine</li><li>• Honest</li><li>• Non-judgemental</li><li>• Open-minded</li><li>• Optimistic</li></ul>	<ul style="list-style-type: none"><li>• Patient</li><li>• Professional</li><li>• Resilient</li><li>• Supportive</li><li>• Understanding</li></ul>

These values and attitudes are expressed in action through each of the seven Real Skill sets that make up *Let's get real*. The seven Real Skills describe the essential knowledge, skills and attitudes required to deliver effective mental health and addiction treatment services in Aotearoa, New Zealand.

The seven Real Skills are as follows.

1. **Working with service users** - every person working in a mental health and addiction treatment service utilises strategies to engage meaningfully and work in partnership with service users, and focuses on service users' strengths to support recovery.
2. **Working with Māori** - every person working in a mental health and addiction treatment service contributes to whānau ora for Māori.
3. **Working with families/whānau** - every person working in a mental health and addiction treatment service encourages and supports families/whānau to participate in the recovery of service users and ensures that families/whānau, including the children of service users, have access to information, education and support.
4. **Working within communities** - every person working in a mental health and addiction treatment service recognises that service users and their families/whānau are part of a wider community.
5. **Challenging stigma and discrimination** - every person working in a mental health and addiction treatment service uses strategies to challenge stigma and discrimination, and provides and promotes a valued place for service users.
6. **Law, policy and practice** - every person working in a mental health and addiction treatment service implements legislation, regulations, standards, codes and policies relevant to their role in a way that supports service users and their families/whānau.
7. **Professional and personal development** - every person working in a mental health and addiction treatment service actively reflects on their work and practice and works in ways that enhance the team to support the recovery of service users.

The seven Real Skills of *Let's get real* are shared by everyone working in mental health and addiction treatment services, whether administrative staff, psychiatrists or team leaders. Each Real Skill cannot be read in isolation. It is important to read across all of the Real Skills to see how they inter-relate and connect with one another. Work in mental health and addiction services is complex and involves using more than one Real Skill at any one time.

Each of the seven Real Skills has a broad definition and three sets of performance indicators for the following three levels:

- essential (intended for all people working in mental health and addiction services)
- practitioner (intended for clinical staff who have worked in a service for at least two years)
- leader (intended for leaders, managers, planners and funders and team leaders).

The levels have been structured to recognise the requirements of different roles at the different times a person may enter the workforce. The levels can be cumulative (in other words, a person could aim to progress from essential to practitioner and then to leader), but they can also be used in other ways. For example, while all leaders will be expected to demonstrate both essential and leader level performance indicators, only some leaders will also be required to demonstrate the practitioner level indicators. Likewise, some support workers may demonstrate essential and leader levels, in recognition of the fact that not everyone in a leadership role has a clinical background.

### 3. Relationship between *Let's get real* and other specialty area competency frameworks

The Ministry of Health has mandated *Let's get real* and the seven Real Skills as the foundation framework to support the delivery of mental health and addiction services.

*Let's get real's* implementation will align with a range of national initiatives.

- Real Skills plus series: the Real Skills of *Let's get real* are complemented by specialist skill sets, known as the Real Skills plus series, which are aimed at people working in specialist areas.
  - *Real Skills Plus CAMHS: A competency framework for the infant, child and youth mental health and alcohol and other drug workforce* (The Werry Centre, 2008)
  - *Real Skills plus Seitapu: working with Pacific peoples* - competencies for anyone who may work with Pacific people, which aim to infuse Pasifika throughout the mental health and addiction sector. These were developed by Le Va, Pasifika workforce development within Te Pou (2009).
- Other specialist competency frameworks: these frameworks are aimed at people working in specific areas of mental health and addiction. Some were in existence before *Let's get real*, while others are at different stages of development. *Let's get real* sits as a foundational framework for the specialist competencies, as it is intended for all people working in mental health and addiction services. Specialist competency frameworks include those:
  - *Practitioner competencies for alcohol and drug workers in Aotearoa-New Zealand* (Alcohol and Drug Treatment Workforce Development Advisory Group, 2001)
  - for kaupapa Māori services, for example Takarangi
  - for mental health services for older people (being developed by the Northern District Health Board Support Agency, on behalf of the northern region district health boards).
- National Training Plan: this plan sets out the training and development opportunities that support *Let's get real* in practice.
- Skills Matter programme at Te Pou: the primary function of Skills Matter is to fund education providers to deliver mental health and addiction postgraduate clinical training for people new to mental health. These programmes will all support *Let's get real* implementation.

The relationship between *Let's get real* and other speciality competency frameworks is shown in the diagram below.



**Figure 2 - The relationship between *Let's get real* and other speciality area competency frameworks**

Given that *Let's get real* is a national framework, the alignment with other mandated national frameworks is important. However, several other frameworks are either already in use or are being developed, and it is important that these frameworks also align with *Let's get real*.

## 4. Key stakeholder involvement

At present, many services aim to include key stakeholder groups (such as service users, family and whānau, and communities) in planning and evaluation processes, in order to meet their contractual and organisational requirements.

In future, in order to meet the requirements of the *Let's get real* framework, it will be of paramount importance that representation from the following groups is included in key planning activities:

- service user, tangata whaiora, client and consumer
- family and whānau
- Māori (with an understanding of mental health and addiction services)
- Pasifika (with an understanding of mental health and addiction services).

Involving these key stakeholders should increase information sharing, enhance mutual understanding and create new networking opportunities. These factors alone form the foundation for quality service delivery in mental health and addiction services. They will help ensure a robust, current and recovery-focused workforce that supports positive outcomes for people who experience mental illness.

The inclusion of stakeholder groups provides evidence to funding bodies and quality assurance bodies of how stakeholder engagement occurs. Furthermore, including key stakeholders reflects and models the principles of *Let's get real*, and demonstrates participation, a requirement of the New Zealand Health and Disability Standards (see [www.moh.govt.nz/moh.nsf/indexmh/quality-consumerinformation#standards](http://www.moh.govt.nz/moh.nsf/indexmh/quality-consumerinformation#standards)).

## 5. *Let's get real* implementation

Implementation of the Real Skills commenced in late 2008. The first (transition) phase of implementation, from 2008 to 2011, will:

- raise awareness and understanding of *Let's get real* for everyone working in services
- identify and provide opportunities for workers to improve their skills
- assist managers to work with and implement *Let's get real*
- support organisations and teams to work with and implement *Let's get real*
- support education and training providers to review and develop course content to align more closely with *Let's get real*, with a focus on undergraduate training.

It is intended that *Let's get real* has a practical focus, and is easy to understand and use in different contexts.

### 5.1 Enablers

Five enablers have been developed to support organisations and mental health services to implement *Let's get real*. These resources are intended to help services and education providers meet the implementation aims of the transition phase.

#### The five enablers

1. A Guide for Managers and Leaders.
2. Team Planning Tool.
3. Human Resources Tool.
4. Learning modules for the seven Real Skills.
5. Education Tool.

The first four of these enablers are intended for mental health and addiction service providers. These are a set of tools (processes and systems) to support organisations to implement the *Let's get real* framework. The learning modules include:

- Getting Started
- Values and Attitudes
- seven sets of learning modules addressing the essential, practitioner and leader level skills needed for each of the Real Skills.

The fifth enabler is intended specifically for education and training providers. The Education Tool supports education providers to integrate *Let's get real* into their courses for new graduates and industry training organisation trainees who either will, or could, go on to work in mental health services.

The diagram below outlines the relationship between the seven Real Skills, and the five enablers.



Figure 3 - The relationship between the seven Real Skills and the five enablers

## 6. Using the *Let's get real* enablers

The tools and learning modules can be used concurrently by mental health and addiction services. While all of them support the aims of *Let's get real* in a general sense, the table below identifies more specific links. The Education Tool is intended specifically to support education and training providers.

<i>Let's get real</i> aim	Enabler
Raise awareness and understanding of <i>Let's get real</i> for everyone working in services	<ul style="list-style-type: none"><li>• All</li></ul>
Identify opportunities for current and new workers to improve their skills	<ul style="list-style-type: none"><li>• Human Resources Tool</li><li>• Team Planning Tool</li><li>• Learning modules for the seven Real Skills</li></ul>
Assist managers to work with and implement <i>Let's get real</i>	<ul style="list-style-type: none"><li>• A Guide for Managers and Leaders</li><li>• Human Resources Tool</li><li>• Learning modules for the seven Real Skills</li></ul>
Support teams to work with and implement <i>Let's get real</i>	<ul style="list-style-type: none"><li>• All</li></ul>
Review and develop course content of undergraduate education providers and training by industry training organisations	<ul style="list-style-type: none"><li>• Education Tool</li><li>• Learning modules for the seven Real Skills</li></ul>

### 6.1 Intention and purpose of each enabler

#### 6.1.1 A Guide for Managers and Leaders

The Guide for Managers and Leaders provides guidance for managers on using the other enablers to support implementation of *Let's get real* into their organisations.

#### 6.1.2 Team Planning Tool

The objective of the Team Planning Tool is to help services to:

- include and use *Let's get real* in service planning
- develop a team profile and a workforce plan to up-skill team members in the seven Real Skills.

### 6.1.3 Human Resources Tool

In recognition of the variation amongst organisations and mental health services in terms of their human resources capacity, the Human Resources Tool contains two aspects:

- a high-level guide that assists organisations to understand *Let's get real*, and identify gaps and ways that *Let's get real* can be introduced and integrated into existing human resources systems and processes
- comprehensive templates that can be downloaded and adapted for immediate use.

### 6.1.4 Learning modules for the seven Real Skills

The learning modules provide mental health and addiction services with training packages for each of the three levels (essential, practitioner and leader) in all of the seven Real Skills, as well as the *Let's get real* values and attitudes.

The modules are designed for self-directed learning, although they can also be used for group training sessions. They can be downloaded from the *Let's get real* website, [www.tepou.co.nz/letsgetreal](http://www.tepou.co.nz/letsgetreal).

### 6.1.5 Education Tool

The Education Tool has a two-fold purpose of developing a:

- process for incorporating *Let's get real* into existing review processes
- process or guideline for integrating *Let's get real* into curricula.

In addition, the Education Tool can support professional bodies (such as boards and councils) to audit the education and training programmes and courses provided to students and trainees of their particular profession.

The following diagram outlines how the enablers can be used to support the implementation of *Let's get real*.

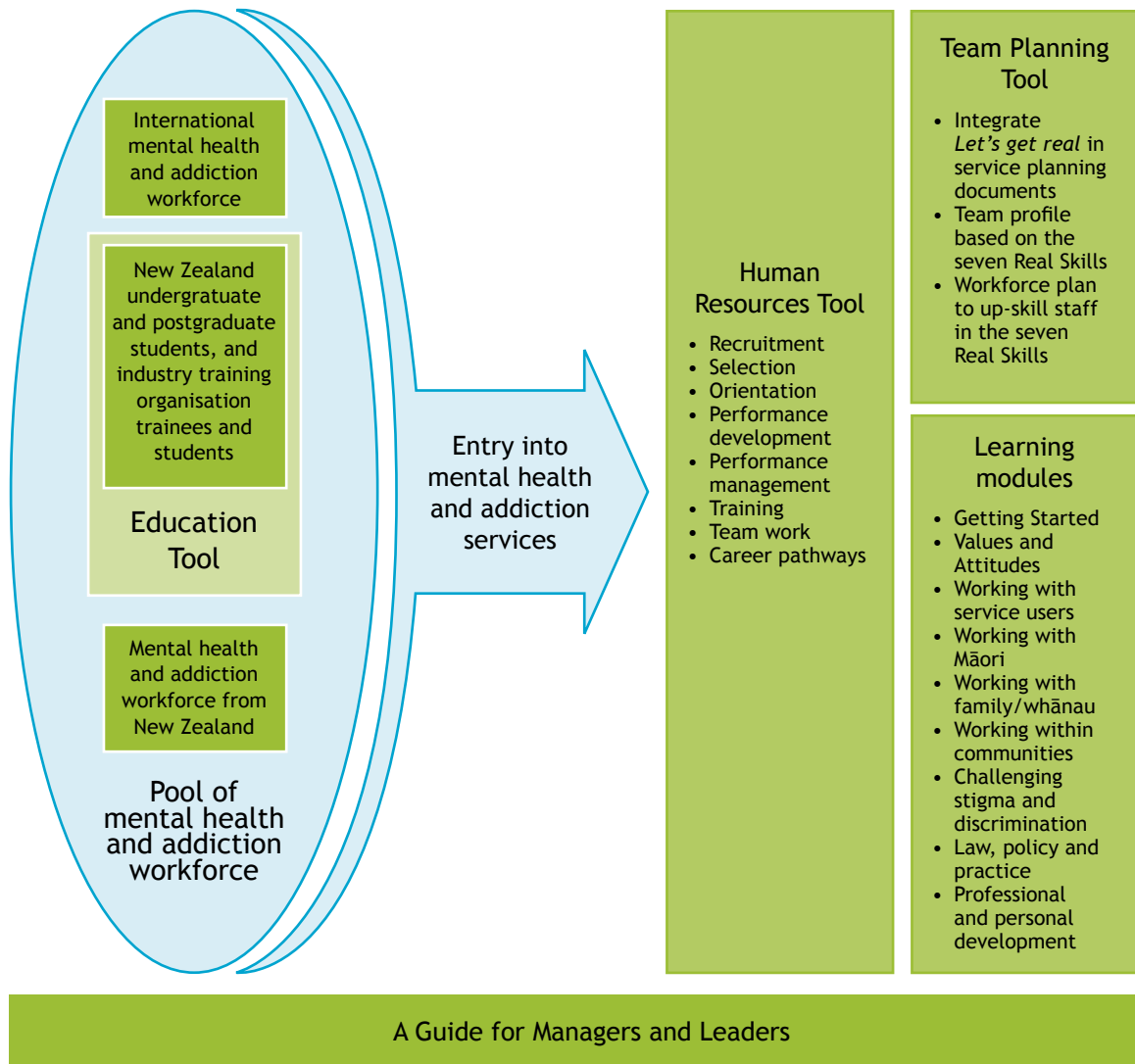


Figure 4 - Using enablers to support *Let's get real* implementation

## 7. Reporting

*Let's get real* is part of the Nationwide Service Framework, which sets out the service specifications that will be included in the contracts of all publicly funded mental health and addiction services. Reporting on *Let's get real* will occur through this mechanism.

## 8. Evaluating and updating the *Let's get real* enablers

Te Pou will monitor the uptake of the *Let's get real* resources by tracking downloads from the Te Pou website, and will ask individuals to indicate their interest in participating in evaluation of the enablers.

Information in the five enablers will require regular updating in order to keep the content accurate, current and relevant.

As services use the *Let's get real* enablers, feedback and examples of implementation will be available on Te Pou's website.

Te Pou will lead an evaluation of the *Let's get real* implementation enablers during the 2008-2011 transition phase.

## 9. Further information and support

### For more information

- *Let's get real: Real Skills for people working in mental health and addiction* (Ministry of Health, 2008). This document is available from the Ministry of Health's website, [www.moh.govt.nz](http://www.moh.govt.nz). Please note this is referred to as the *Let's get real* framework throughout this document.
- The *Let's get real* video which provides information on the background of, and vision for, *Let's get real*. This can be viewed on Te Pou's *Let's get real* website, [www.tepou.co.nz/letsgetreal](http://www.tepou.co.nz/letsgetreal). DVD copies have also been sent to services and education providers.
- To access the *Let's get real* enablers visit Te Pou's *Let's get real* website, [www.tepou.co.nz/letsgetreal](http://www.tepou.co.nz/letsgetreal).

### For support

- The four mental health and addiction workforce development centres are all supporting implementation of *Let's get real*:
  - Matua Raki, [www.matuaraki.org.nz](http://www.matuaraki.org.nz)
  - Te Pou, [www.tepou.co.nz](http://www.tepou.co.nz)
  - Te Rau Matatini, [www.matatini.co.nz](http://www.matatini.co.nz)
  - The Werry Centre, [www.werrycentre.org.nz](http://www.werrycentre.org.nz).
- Regional workforce development coordinators are supporting services and education providers with implementation at a regional level. Refer to the regional workforce development coordinator information on Te Pou's website, [www.tepou.co.nz](http://www.tepou.co.nz).
- Contact Te Pou on [letsgetreal@tepou.co.nz](mailto:letsgetreal@tepou.co.nz) or 09 373 2125.

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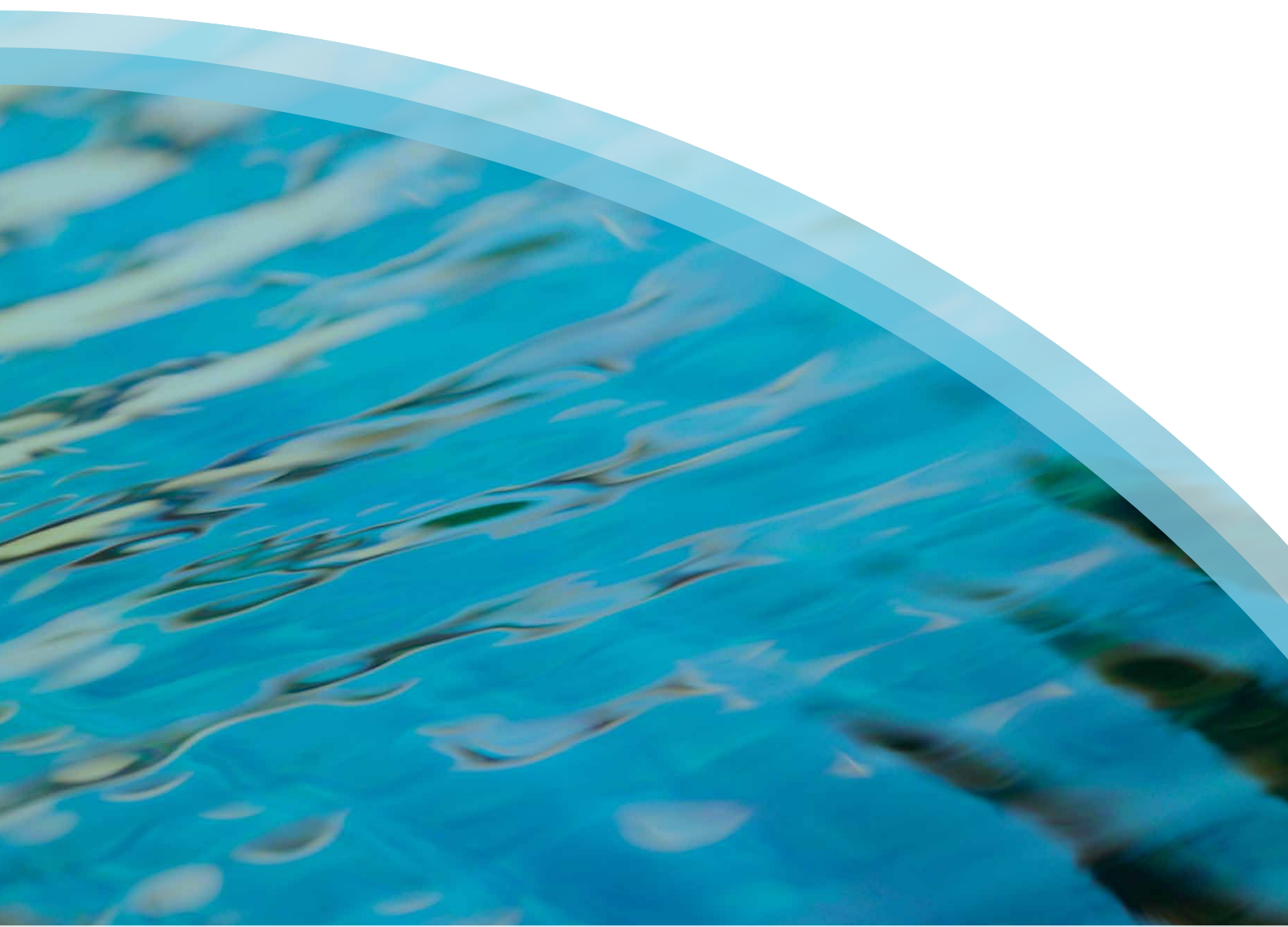
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# Notes

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