

Briefing

Leadership as a mental wellbeing system enabler: Insights on progress toward Kia Manawanui

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To:	Hon Matt Doocey, Minister for Mental Health		
Copy to:	[REDACTED]		

Contact for Telephone Discussion

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Minister's Office to Complete

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|--|------------------------------------|---|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Decline | <input type="checkbox"/> Noted |
| <input type="checkbox"/> Needs change | <input type="checkbox"/> Seen | <input type="checkbox"/> Overtaken by event |
| <input type="checkbox"/> See Minister's note | <input type="checkbox"/> Withdrawn | |

Comment:

Leadership as a mental wellbeing system enabler: Insights on progress toward Kia Manawanui

Security level: UNCLASSIFIED Date: 31/05/2024

To: Hon Matt Doocey, Minister for Mental Health

Purpose of report

1. This briefing introduces ‘Leadership as a mental wellbeing system enabler: Insights on progress toward Kia Manawanui’ (the Insights Paper) in advance of publication on 13 June 2024.

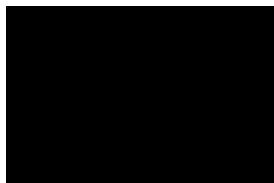
Summary

2. This Insights Paper is the first independent assessment of progress toward Kia Manawanui Aotearoa, the current 10-year strategy or long-term pathway to transform approaches to mental health and wellbeing. It focuses on leadership as one of six system enablers and specifically the short-term actions to deliver by 2023.
3. The Insights Paper is grounded in qualitative data from tāngata whaiora Māori and lived experience leaders and uses Housing First as a case study for understanding collaboration between national, regional, and local leadership.
4. Our findings shows that progress towards Kia Manawanui’s short-term actions for system leadership is mixed.
 - a. Lived experience system leadership is showing some promise in terms of influence in decision making, but greater independence and resourcing is needed to enable leaders to self-determine.
 - b. Actions for supporting tāngata whaiora Māori at a system level are less visible.
 - c. The Housing First initiative shows how collaborative approaches can make a powerful impact on the lives of tāngata whaiora, if supported by the right system settings.
5. Our calls to action stress the importance of investing in lived experience and tāngata whaiora Māori communities who guide, lead, and deliver the mental health and wellbeing systems of Aotearoa. We also call for greater collaboration across government and with lived experience and tāngata whaiora Māori communities to support transformation and drive improved outcomes.
6. We note the progress of the Pae Ora (Healthy Futures) (Improving Mental health outcomes) amendment bill. Findings from this work may contribute to the development of the proposed Mental Health and Wellbeing strategy.

Recommendations

We recommend you:

- a) **note** Te Hiringa Mahara intends to publish '*Leadership as a mental wellbeing system enabler: Insights on progress toward Kia Manawanui*' on 13 June 2023. **Yes / No**
- b) **note** we intend to release this briefing under our proactive release policy. **Yes / No**



Karen Orsborn
Chief Executive
Date: 31/05/2024

Hon Matt Doocey
Minister for Mental Health
Date:



Leadership as a mental wellbeing system enabler: Insights on progress toward Kia Manawanui

Background

7. It has been six years since *He Ara Oranga, Report of the Government Inquiry into Mental Health and Addiction* laid out a vision for transformed mental health and wellbeing systems in Aotearoa. The Inquiry showed how some communities in Aotearoa face greater challenges and barriers to mental health and wellbeing and called for transformation and improvement.
8. Building on the findings of the Inquiry, *Kia Manawanui Aotearoa*, was published in 2021 to articulate the all-of-government plan to transform Aotearoa's approach to mental health and wellbeing. *Kia Manawanui* sets out a cross-government 10-year pathway to transformation by laying out a broad range of short-, medium-, and long-term actions, against each of six key system enablers: Leadership, Policy, Investment, Information, Technology, and Workforce.
9. In 2023, Manatū Hauora released an update report on implementation of *Kia Manawanui*, providing a snapshot of progress on the short-term actions (2021-2023), across all six system enablers. *Kia Manawanui* has now moved into the medium-term set of actions (2023-2027).
10. It is timely, for us to consider if the right foundations have been put in place to deliver the medium- and long-term changes that will be coming, and to achieve the desired improvements to mental health and wellbeing outcomes. The Insights Paper provided with this briefing is the first independent report with insights on progress toward short term actions in *Kia Manawanui Aotearoa*.

Our approach

11. To develop this Insights Paper, we focussed on the 'Leadership' enabler as the foundation of transformational change. We considered the short-term activities within the three *Kia Manawanui* Leadership actions. Briefly, these included the commitments to:
 - a. uphold Te Tiriti o Waitangi, and support equity of mental wellbeing outcomes for Māori.
 - b. amplify the voices and leadership of Māori, people with lived experience, whānau and populations with specific cultures and needs.
 - c. strengthen national, regional and local leadership for mental wellbeing.
12. Without a concrete implementation plan, measures, and indicators to comprehensively assess the government's pathway, we gathered qualitative insights from tāngata whaiora Māori, lived experience leaders and stakeholders involved in Housing First for this report.



13. The key research questions we asked were:
 - a. Have government agencies and entities done what they committed to doing in the short term to transform mental wellbeing leadership, and if so, how well?
 - b. Have they laid solid foundations (in processes, relationships, and strategy) in order to achieve what they said they would do in the medium and long term?
 - c. What have people's experiences been of the changes so far?
 - d. Are there exemplars of good practice that can be learnt from or scaled up?
 - e. What are the barriers to the implementation, speed or scale of required change?
14. We heard from 33 key stakeholders in leadership roles. We interviewed 13 lived experience leaders, 8 tāngata whaiora Māori leaders and 12 Housing First stakeholders. The voices captured in this report reflect a specific moment in time in terms of wider health system reforms and restructuring, which influenced the perspectives represented in the Insights Paper.

Discussion

15. Concerns were consistently raised by tāngata whaiora Māori and lived experience leaders about the impact of policy decisions on Māori system leadership and what this means for government's ability to meet the needs of Māori.
16. Implementation of leadership actions in Kia Manawanui has been slow. There is a lack of visibility about how agencies are working together to deliver Kia Manawanui now and in the future. Kia Manawanui envisions strengthening cross-agency support and involvement.
17. Te Hiringa Mahara will continue monitoring system performance and demonstrate how our He Ara Oranga wellbeing outcomes framework can support the implementation of Kia Manawanui across government through clear demonstration of mental health and wellbeing outcome achievement.

Calls to action

18. There is immediate need to:
 - a. Ensure Māori lived experience leaders are prioritised in the changes to health system structures following the disestablishment of Te Aka Whai Ora.
 - b. Resource and support an independent lived experience infrastructure, co-designed with the lived experience community.
 - c. Update Kia Manawanui or any new strategy or implementation plan with clear and measurable mechanisms to drive cross-government collaboration on the determinants of mental wellbeing prioritising people with high and unmet needs.
19. While investing in the future to:
 - a. Make destigmatisation training and education on the role and value of lived experience widely available for the health workforce and other agencies.



- b. Invest in tāngata whaiora Māori to decide, design and deliver solutions across the system and develop pathways to grow the lived experience workforce.
 - c. Increase resourcing of Kaupapa Māori organisations and approaches across the mental health and wellbeing systems. Prioritise community partnerships to design and deliver projects which address the intersection of housing and health needs.
 - d. Develop and publish mental health and wellbeing system performance measures which are designed by lived experience communities, informed in part by the voices of lived experience leaders in this report, and aligned to He Ara Oranga.
20. We note the progress of the Pae Ora (Healthy Futures) (Improving Mental health outcomes) amendment bill. The key findings and calls to action from our monitoring of Kia Manawanui may inform the development of the proposed Mental Health and Wellbeing strategy.

Communications approach

21. Our key audience for influence is government and other agencies. The findings will be of particular interest to Manatū Hauora, who are responsible for Kia Manawanui, as well as the wider health system and the lived experience community.
22. Our key communications outputs are a webinar to share our findings with stakeholders.

Next Steps

23. The final publication-ready report will be shared with your office before the publication date.
24. Subject to minor editorial and design changes, on 13 June we will release the documents on our website, with communications activity as outlined above.
25. After the release week, we expect to hold a webinar with interested parties, to share our findings, and will consider additional opportunities for sharing the report and findings in due course.

ENDS

