SUICIDE RISK ASSESSMENT AUSTRALIA ™

WSPD WEBINAR SERIES 2020

Establishing systems that facilitate collaborative care

Presented by Tegan Cotterill

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Why focus on care frameworks?

Care frameworks are particularly important when considering the trajectories of a person that may be experiencing complex health needs, in addition to how we may understand the services available to a person at any given point in their service use/recovery.
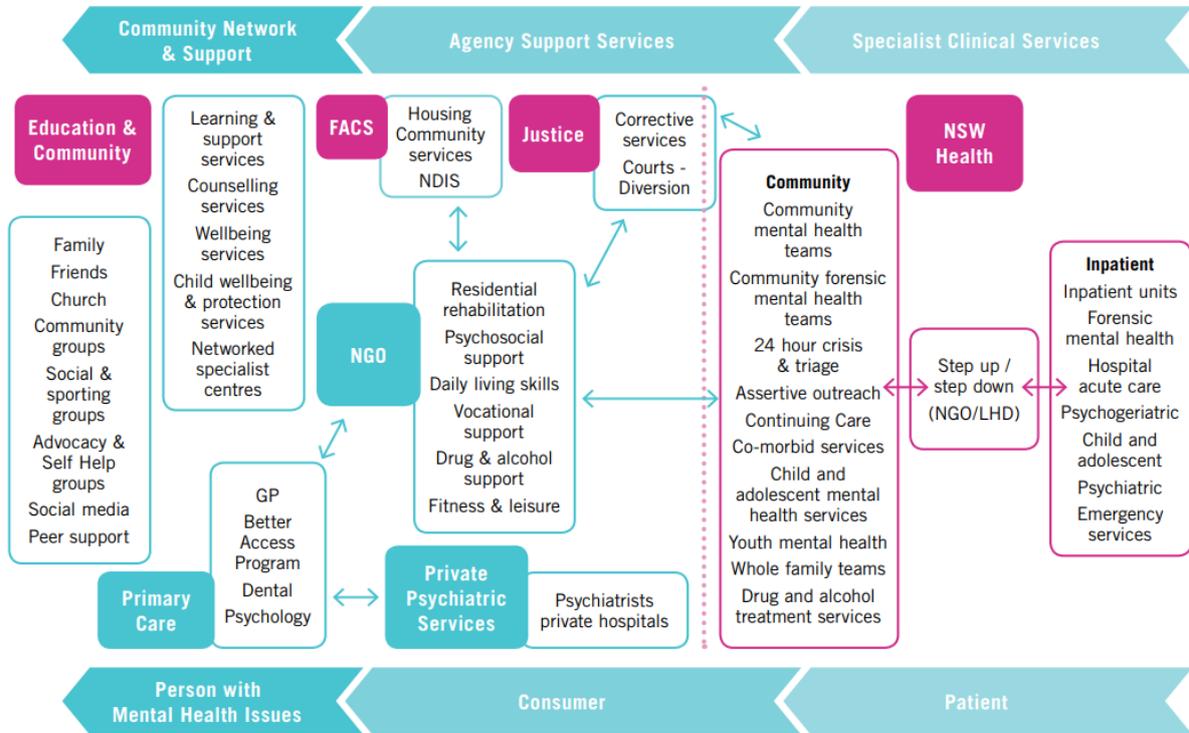
Figure 1: New South Wales continuum of care

Figure 1 – Mental Health Service Framework, (NSW Health, 2018)[1]

This is a map of the NSW continuum of care for mental health services from social supports to systems that impact on mental health to acute inpatient units developed by the NSW MHC. What is evident is that the availability of services may not reflect what is accessible for you, but it reflects what the continuum of care and the service system may look like. Although there may be differences across jurisdictions, the NSW framework has many commonalities with other health service frameworks.

Importantly, the framework seeks to outline an integrated approach to care that is effective and efficient.

Taking this approach avoids providers operating in silos, resulting in fragmented care, which too often focuses on one aspect of a client's life and is therefore less effective than a collaborative approach

Systems and culture are the framework and reference points for sound service provision. They can include any range of strategies that are identified as evidence-based practice for key deliverables, and who is responsible, in addition to supporting consistent service delivery approaches. Leadership is therefore critical, in facilitating learning and development as well as the safe environment that facilitates staff delivering the suicide prevention strategies that are needed to ensure the workforce is sustainable.

We are certainly conscious that when service failures occur, the clients experience this as inequitable access, poor quality service delivery and the absence or 'gaps' in what is received.

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1   NSW Health (2018). *Review of the Mental Health Commission of NSW. Report to Parliament 2018.* https://www.health.nsw.gov.au/mentalhealth/reviews/commission/Publications/review-mhc-report.pdf

SWOT analysis of Systems of Care

In Webinar 3, Terrena described a SWOT analysis of collaborative approaches to care, where in this webinar, we examine how the system can operate with the strengths, weaknesses, opportunities and threats in service delivery.

Strengths

- When strategies and systems work effectively, we see that clinical & non-clinical workforce integrate seamlessly to deliver exceptional client outcomes.

- Person-centred strategies can be established and delivered in a consistent way.

- Research is promoted and integrated to ensure interventions are effective and in line with what is needed.

Weaknesses

- Unfortunately, the environment, systems and context for service delivery can be unstable.

- Unique needs will continue to be at the periphery of standard service provision and in suicide prevention, people experiencing unique and complex needs may need support across the framework.

- Consistent with the aforementioned point, intensive supports will continue to be expensive which will likely limit those without access to financial support will be disadvantaged.

- Intervention is never as good as prevention.

Opportunities

- Formalising agreements between service providers can strengthen relationships and ways of working, consolidating consistency and understanding of roles and responsibility

- Training new service providers and workers in best practice (evidence-based) interventions is a critical opportunity to consistently deliver great care, as part of routine processes

- Establish solid culture ideals through leadership and design, with written statements, demonstrated and referenced regularly, and revisited to build and maintain a positive work place culture

Threats

- Goal posts can change as the climate and political environment shifts, whereby being agile and working in a continually changing environment can cause fatigue, often takes time and energy, and requires revision.

- Toxic workforce culture will contaminate even the best system of care, with a range of potential negative outcomes, not least, the loss of strong, knowledgeable and skilled workers seeking better opportunities elsewhere.

Integrating clinical and non-clinical approaches
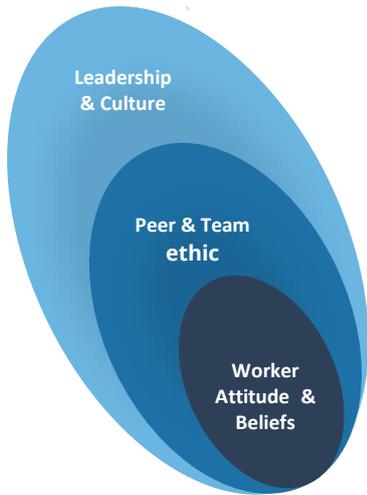
Leadership & Culture

- Leading by example in following processes
- Set expectations to learn from errors & evidence vulnerability in learning with team
- Listen & care about people

Peer & Team Ethic

- Clinical & non-clinical teams must collaborate
- Engage private practitioners to eliminate treatment silos
- Suicidality (people!) is complex & requires a 'team' approach

Worker Attitude and Beliefs

- Fear, anxiety and burnout are not helpful in suicide prevention
- The client is expert and we facilitate opportunity for change
- We must carry hope & challenge toxic beliefs

Diagram labels: Leadership & Culture / Peer & Team ethic / Worker Attitude & Beliefs

Reflection – What are the opportunities to strengthen the care framework for your practice?

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Suicide Prevention Interventions & Strategies

In line with Webinar 1, Kaine outlined the treatment approaches that reflected evidence based interventions. With knowledge and capabilities to deliver treatment, we also need to establish firm referral pathways, as per Terrena's comments in Webinar 3.

Reflection – How to find who works with suicide in your area

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5 tips to establish systems that facilitate collaborative care

1. At a service level - culture and attitude frame behaviour and expectations

    - Culture is leadership driven - a learning culture of improvement and support is ideal.

    - Provide a safe environment, encourages providers to undertake self-care, supervision and professional development.

    - Values suicide prevention work and acknowledges impact on providers.

2. Care frameworks support consistent care provision

    - Develop frameworks that are in line with best practice, facilitating better outcomes for clients

    - Ensure they are holistic, person-centred and in line with best practice.

    - Create frameworks that are tailored to your practice and local area e.g. awareness of service gaps.

    - Ensure that how you develop your approach and service, leads to care provision not being dependent on individual providers knowledge and work style.

3. Transparent communication in line a care framework

    - This is about what you do and don't provide as a service – it is critical for clients and other services.

    - Ensure how and when this is communicated to client and when collaborating with other providers is clear and accessible on any mode of communication.

    - It may require that you become more micro level in detailing information about roles and responsibilities, as well as some 'bigger picture' type information.

4. Name and own your own capability and gaps (and agitate for better, if needed)

    - Be aware of the gaps of the service system you work within.

    - Be aware of your personal knowledge, skills and limitations.

    - Collaborate with other providers to meet clients' needs.

    - Prioritise professional development to increase your knowledge, skills and confidence in line with best practice.

    - Agitate for service improvements to reduce gaps and increase consistency and quality of care provided.

5. Establish great networks

    - Formalise relationships with other providers, to support referrals and collaborative relationships.

    - Peer networks for support and professional development.

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