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## Leadership, governance, and policy

To start, reflect on your available resources and governance structures in order to enact change. You may use the **Reflection Worksheet** to help you. Please use **1c Checklist** to guide you through possible action items described below.

### Develop common agenda and policies

Leadership within the integrated care space involves a commitment of managers, to a clear, common agenda communicated across different services, with a focus on shared outcomes and deliverables. This agenda should communicate how integration will be achieved and/or improved. The agenda should be encompassed in shared policy between within and between services, so there is an additional form of connected governance with each service subscribing to the same guiding principles of delivering high quality mental health care.

If an agenda and policy already exists, you may consider revising it or continue using if it has been working for your network of services.

After establishing the agenda and policies, it should be effectively communicated within and across services. This may mean clearly defining them in the planning meetings and enshrining it in vision/mission statements and memorandums. Furthermore, during the implementation stage, all staff should be educated on the agenda and policy, developing a comprehensive understanding of it through training and education. To assist with this training, you may consider creating frameworks and resources that are shared across the network.

### Embrace joint service level agreements and strategy activities

Joint or distributive leadership and activities have been found to be a facilitator of service and system-level integration. It has also facilitated efforts to achieving young people's optimised access to care.

There should be partnerships between different health payers and service providers, including:

- Different levels of government (e.g., federal, State or regional)
- Non-governmental organisations
- Private organisations (e.g., health insurers).

Furthermore, consider establishing differing levels of partnerships. This may include:

- Formal partnerships
- Informal alliances and networks (e.g., community groups, academia, research partners)



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- Alliances between different organisations (e.g., joint working groups and steering committees)

Effective collaboration between services can take a long time to establish and a lot of effort to maintain. It can take 2 – 5 years to establish strong trusting partnerships with other services. Partnering requires ongoing oversight and maintenance at senior level. Some level of formal governance between partners, with service level agreements, should be established and maintained by organisational leaders and staff.

- Appropriate senior management representation at governance meetings
- Agreed ways of working between services including (but not limited to) frequency of meetings/communication and referral processes
- Processes to manage issues and/or conflict, including when and how issues should be escalated to senior levels
- Processes to assess the effectiveness of the partnership and make changes if needed
- Opportunities for shared activities (e.g. client care, training, staff wellbeing, team building) between services
- Agreement on how we identify, communicate and respond to external influences on our collaboration that might affect how we work together
- Willingness to try new things, learn from our shared stumbles and celebrate our shared achievements

### Embed values into service

Consider if there is a common agenda and policies shared within and across services. Shared policies help to embed values into services in a tangible way. Some policies that help to drive effective youth mental health practice include:

- [Youth engagement](#)
- [Family and carer engagement](#)
- [Trauma informed care](#)
- [Recovery oriented practice](#)
- [Priority populations](#)
- [Staged/stepped care](#)
- [No wrong door](#)

Furthermore, it is important to consider how these values will be executed by differing stakeholder groups (e.g., young people, carers, organisations, government, managers, clinicians) and reflected at different levels of the integrated system.



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### Involve young people throughout implementation

Person-centred care is a core value of YMH service delivery and integrated care models. Hence, it is important to actively involve young people, carers, etc to ensure services are responsive to local needs. Some suggestions on how to do this include:

- Establish a youth reference group or committee
- Co-design models of service delivery with young people and/or their carers & acquiring their consistent feedback
- Collect data from young people and family members. Ensure consent processes are in place.
- Design ways to share information across service providers, facilitating person centred care that is seamless. See [Service Delivery](#) for more information on this.

### Useful links

The Partnering Initiative

<https://thepartneringinitiative.org/>

Orygen guideline for co-designing with young people

<https://www.orygen.org.au/Training/Resources/Service-knowledge-and-development/Guidelines/Co-designing-with-young-people-The-fundamentals>

SNAICC – National Voice for our Children Partnership Book

[https://www.snaicc.org.au/wp-content/uploads/2020/02/1148\\_SNAICC\\_PartnershipBook\\_LR-Final.pdf](https://www.snaicc.org.au/wp-content/uploads/2020/02/1148_SNAICC_PartnershipBook_LR-Final.pdf)

The Centre for Community Child Health at The Royal Children's Hospital Melbourne

<https://www.communityhubs.org.au/wp-content/uploads/2017/10/evaluating-community-partnerships-ccch.pdf>

Community Tool Box

<https://ctb.ku.edu/en/creating-and-maintaining-coalitions-and-partnerships>

Partnership self-assessment tools

<https://toolkit2collaborate.ca/partnership-self-assessment-tool-psat/>

[https://www.chcs.org/media/Partnership-Assessment-Tool-for-Health\\_-FINAL.pdf](https://www.chcs.org/media/Partnership-Assessment-Tool-for-Health_-FINAL.pdf)

<https://www.incept.org.au/shared-measurement/partnership-assessment-tools>