Kei Mua, Kei Muri
Walking Backwards into the Future

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Overview

- Beginnings
- Development over time
  - Theory and practice
- Challenges
- Moving Forward

Beginnings

Adolescence Depressed Troubled
Justice Antisocial Disrespectful
Crime JUVENILE Teenager
Youth courts
DELINQUENCY
Misdemeanor Guilty laws Courts Behavior
Zero Tolerance Aggressive
Arrest Legal System Punishment
Police Minors Non-Violent Therapy
Attitude Male School Detention Centers
Criminal
Offense illegal Society remorse sorrow Jail

GETTING TOUGH on JUVENILE CRIME...
INCREASING the POLICE
STRENGTHENING the LAWS
TIGHTENING CONTROLS
ADDRESSING the CAUSE
BAIL CONDITIONS
THAT'S THE REALLY TOUGH PART
YOUTH CRIME ISSUE

Aggressive Attitude Crime
Legal Tolerance Jail Guilty
Zero JUVENILE Male
DELINQUENCY
Antisocial Adolescence
Remorse Detention Laws
Punishment Non-Violent Courts
Disrespectful Police Offense
Teenager Depressed Youth Behavior Troubled

YOUTH & ALCOHOL
A survey monkey of Central Otago youths between 18 and 24 years old foundthat in a sitting....
27% drink 2-3 times a week in a sitting...
46% drink a bottle of wine
60% drink between 6 & 10 RTD bottles
40% drink between 11 and 15 stubbies of beer
31% drink more than a bottle of wine
60% drink between 30 & 50% of a bottle of spirits

death medicine alcohol abuse frustration needles money hospital
drinking help addicted stoned forbidden at-risk narcotics
peer pressure lifestyle teen bad choices smoke substance abuse
illness drunk drug injection overdose broken
high recovery pills depression home treatment
survivor marijuana abuse habit addiction
overdose crime
smoking meth addict experimentation perscription
punishment problems dependence cocaine alone suicide painkiller pills despair

Young People’s Perception

- In contrast to the words on the previous screen young people conceptualised their needs as including:
  - Recreational and social
  - Vocational
  - Educational
  - Health
  - Advocacy
  - Protection

Beginnings

- Otago Youth Wellness Trust emerged from this background of concern
- A key factor in this emergence was a person willing to be a champion:
  - Promoting a positive response to these concerns that
  - Honoured the views of the young people
- Otago Youth Wellness came into being in 1996
- Strong commitment to being community based and responsive to the multiple needs of young people
- That commitment was reflected in the choice of Board members and in the people employed to do the work
  - Multi-disciplinary/cross sector
  - Culturally inclusive

Priorities

- Health needs:
  - Improve physical and mental health
  - Improve sexual health
  - Reduce teen pregnancies
  - Reduce drug and alcohol abuse
- Education needs:
  - Improve school attendance
  - Address truancy
- Address Offending issues
- Improve Family functioning
- Foster healthy community relationships

Vision

"We believe in the intrinsic tapu of young people, and the right to equal opportunity, well being, and participation, within their community and society."

- The vision encapsulates values and beliefs that are easily overlooked:
  - Fundamental and absolute belief in the capacity of young people
  - A focus on the whole young person
  - A commitment to young people as citizens in their own right
  - A willingness to advocate on their behalf

Practice

- From the very beginning the importance of comprehensive assessment was recognized
  - HHEADSS
- Work was undertaken in partnership with young people
- Strengths-based
- Flexible time frames
- Responsive to need
  - Mentoring
  - Learning Centre
  - Attendance Service
  - Evolve
  - Supported living

Theoretical Foundations

- Relational
  - Attachment
- Resilience
- Crisis intervention
- Strengths-based
- Trauma-informed
- Space for practitioners to incorporate a range of strategies
  - Narrative
  - Indigenous models
- Wraparound Model

Wraparound: Principles

- Family voice and choice
- Individualised – customised set of strategies to achieve goals
- Strength based
- Natural supports
- Collaboration
- Persistence
- Community based
- Culturally competent – can incorporate cultural models of wellbeing
- Team based
- Outcome-based – goals and strategies are linked to observable or measurable indicators of success

Wraparound Model

- Phase 1
  - Engagement and support
  - Team preparation
- Phase 2: Initial plan development
- Phase 3: Implementation
  - includes monitoring and review of goal
    adjustment of the plan if needed
- Phase 4: Transition
  - Includes ensuring that natural supports are embedded
- Underpinned by a theory of change

Evaluation

- Comprehensive evaluation undertaken in 2010
  - Young people
  - Families and whānau
  - Caseworkers
  - Governance and Management
  - Community Stakeholders
  - Government co-funder stakeholders
  - Policy stakeholders
- Service highly valued by young people, families and whānau and stakeholders
  - “Holding Hope”
  - ”We know their names”

Challenges

- Funding
  - Continual battle – failure to grasp the concept of integrated service delivery
  - In the beginning multiple accountabilities to multiple funders
  - Even with integrated contracts there have been challenges
  - Demand for evidence of success but reluctance to embrace evaluation methodologies that measure process and outcomes rather than outputs
  - Obsession with national strategies and programmes that do not take account of the value of community-based and community-responsive services
  - Continual policy changes reflecting different government priorities
- Achieving multi-agency engagement
  - Silos
  - Competition for funding
  - Distrust

Lessons learned

- Clarity of vision and purpose
  - OYWT has resisted the temptation to chase funding contracts that were not compatible with holistic service delivery
  - Although the work with young people has highlighted a range of other needs they have chosen to highlight these needs within inter-agency forums rather than try to be “all things to all people”
- Importance of being community based
  - Engagement with schools
  - Engagement with Police and Judiciary
  - Accessible for families and young people

Challenges for the future

- Multi-agency service delivery is still not well understood
  - Individual and compartmentalized focus of the dominant culture underpins silos and individualized practice in response to specific needs
  - Wraparound does not mean one agency doing everything
  - It relies on wrapping a range of services around young people
  - Government and non-government services must be active participants in the team needed to support a young person
- Accelerator project developed as a response to this challenge
  - Developing workforce capability
  - Enabling people to embrace the challenges of multi-agency service delivery

Challenges for the future

- Decolonising service delivery
  - Embracing the challenge of making our Treaty-based partnership a reality
  - Understanding what this means in the context of OYWT
- Does not mean turning our back on the positive learning about what works
- Does mean being open to continual critical reflection on how partnership is honoured in practice to ensure that tino rangatiratanga is facilitated in the context of our engagement with rangatahi
- Also means being mindful of, and responsive to, the needs of other cultural groups within our community
- These are not comfortable conversations and the dominant culture tends to avoid conflict – avoidance is a luxury we can no longer afford
- Need to learn from tangata whenua that robust AND respectful conversation is possible

Going Forward

- Research evidence clearly demonstrates the importance of prevention and early intervention
- We are not yet in a place where that is embedded
- Until it is, we will continue to face the challenge of responding to multiple and complex needs across health, education, justice and social service sectors
- There are no on-size-fits-all solutions
- The challenge going forward will be to respond with services that have the flexibility to engage with individuals, families and whānau, undertake comprehensive assessments and develop plans that allow people to achieve short, medium and long-term goals that facilitate healing and recovery

Going Forward

- The key is integrated and multi-agency service delivery
- Different agencies have the capacity to respond in different ways
  - Some, like OYWT, will step into the space of providing caseworkers who facilitate intensive wraparound
  - Others offer specialist services that become part of plans that are facilitated outside the agency
  - Mandated services will need to recognize that some needs can be better met in the community and build the relationships needed to ensure they facilitate access to intensive wraparound services and are active contributors to plans
- A range of forums will be needed to facilitate discussion to ensure that pathways are created for individuals and whānau
  - Strengthening Families
  - Community Panel
  - Youth Intervention Team
  - Whangaia Nga Pa Harakeke

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- Innovation does not happen without catalysts – Champions are important
- Clarity of vision and purpose underpins effective service delivery
- There are no one-size-fits all solutions and no agency or service can be "all things to all people"
- Funders and policy makers need to listen to community and be willing to respond to their diverse perspectives of what works
- Challenge for the future is to embrace complexity, diversity and uncertainty
  - Learn from what works
  - Be willing to adapt and change
  - Be willing to advocate for what is needed
- Dreams can be realised