Transforming leadership culture to promote health and enable recovery

"Without mental health there can be no true physical health"

Dr. Brock Chisholm, 1953

the first Director-General of the World Health Organization, Psychiatrist

「復元」觀點 (Recovery Approach)

復元是有關**一個人**在態度、價值觀、感受、目標、技巧、甚至角色上的一個深層而獨特的轉變過程。這是在受到疾病的限制下，依然能夠活出生命中富有滿足、希望和貢獻的一種生活方式。復元亦包括在生命中發展新的意義和目的。**(Anthony, 1993, p.15 cited in Tse, 2004)**

- 已經累積了超過30年以上的研究經驗 和 討論
- 不是一套治療方法，而是一副眼鏡，一個看服務的角度，一個理念
    1. 那人可以為自己做什麼？
    2. 服務如何能夠促進這復元的過程 (結果) ？

Braslow, J.T. (2013). The manufacture of recovery. *Annual Review of Clinical Psychology, 9*, 781-809.

Slade, M., Oades, L., & Jarden, A. (Eds.). (2017). *Wellbeing, recovery and mental health.* Cambridge University Press.

Slade, M., Amering, M., Farkas, M., Hamilton, B., O'Hagan, M., Panther, G., Perkins, R., Shepherd, G., Tse, S., & Whitley, R. (2014). Uses and abuses of recovery: implementing recovery-oriented practices in mental health systems. *World Psychiatry, 13*(1), 12-20.

Tse, S. (2004). Use of the recovery approach to support Chinese immigrants recovering from mental illness: A New Zealand perspective. *American Journal of Psychiatric Rehabilitation, 7*(1), 53-68.

Tse, S., Kan, A., & Siu, B.W.M. (2013). Can recovery oriented mental health services be created in Hong Kong: Struggles and strategies. *Administration and Policy in Mental Health and Mental Health Services Research, 40*(3), 155-158.

Tse, S. (2017). Shared decision making in mental health care settings: perspective, purpose and practice. *World Psychiatry, 16*(2), 158-160.

- **Strengths model case management**
- **Peer support services**
- **Advance directives**
- **Wellness Recovery Action Planning (WRAP)**
- **Illness Management and Recovery (IMR)**
- **Shared decision making**
- **REFOCUS**
- **Recovery Colleges / Recovery Education Programs**
- **Individual Placement and Support (IPS)**
- **Supported housing**
- **Mental health trialogues**

Shared leadership:

- "Leader-plus"- <u>collective</u> contribution of all actors

- "Practice"- involves dynamic interactions among <u>leaders</u>, <u>followers</u> and the <u>context</u> in question

(Spillane & Diamond, 2007)

Spillane, J. P., & Diamond, J. B. (2007). *Distributed leadership in practice.* New York: Teachers College Press

DEFINE
(Recovery is characterised by…)

Service users, **caregivers** **community**

General public

Anthony, W. A. (1993). Recovery from mental illness: The guiding vision of the mental health service system in the 1990s. *Psychosocial Rehabilitation Journal*, *16*(4), 11-23.

Barry, M. M. (2001). Promoting Positive Mental Health: Theoretical Frameworks for Practice. *International Journal of Mental Health Promotion*, *3*(1), 25-34.

Kidd, S. A., Davidson, L., & McKenzie, K. (2017). Common factors in community mental health intervention: a scoping review. *Community Mental Health Journal,* 1-11 (first online).

Slade, M. et al. (2014). Uses and abuses of recovery: implementing recovery-oriented practices in mental health systems. *World Psychiatry, 13*(1), 12-20.

DEFEND

(Mixed methods; Evidence-based practice vs Practice-based evidence*)

Service users,
practitioners
community

Recovery Approach

Bellamy, C., Schmutte, T., & Davidson, L. (2017). An update on the growing evidence base for peer support. *Mental Health and Social Inclusion, 21*(3), 161-167. (If interested, there are other <u>four reviews </u>on the topic of peer support services)

*Collins, P., & Crowe, S. (2017). Recovery and practice-based evidence: reconnecting the diverging discourses in mental health. Mental *Health and Social Inclusion, 21*(1), 34-42.

<u>D</u>ETERMINE

1. Business as usual
2. Not transferrable across sectors
3. "Soil is NOT ready yet…"
4. Cultural/ contextual factors

Davidson, L., & Tse, S. (2014). What will it take for recovery to flourish in Hong Kong?. *East Asian Archives of Psychiatry, 24*(3), 110-116.

Tse, S., Kan, A., & Siu, B.W.M. (2013). Can recovery oriented mental health services be created in Hong Kong: Struggles and strategies. *Administration and Policy in Mental Health and Mental Health Services Research, 40*(3), 155-158.