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10. CONCLUSION

This report provides details of a study regarding 'copmi' systems change in Australia involving government, non-government and consumer/carer organisations at the national and jurisdictional levels.

Following a literature review including examination of policies, frameworks and other materials, a brief summary of 'copmi' history development nationally and in states and territories is provided. Respondents within interview and focus group consultations outlined enablers for systems change, barriers and future directions.

Five key themes emerged for the consultation and focus group collated information:

- Big Picture Context and Leadership
- Policy and Strategy
- People, Culture and Management
- Structures, Systems and Processes
- Resources.

Appendix C provides details in summary table format. These themes and their associated sub-themes can be linked to systems change literature concerning strategic change approaches and evolutionary approaches which are all relevant within the context of sustainability. The key message is that evolutionary and ongoing processes for change which occur through individual efforts at all levels, team and as individual organisations on a daily basis and within interactions with other organisations and groups, are all an important part of change happening over time.

These evolutionary approaches can be highly influential as individual people and teams experiment on a daily basis within their work, sharing new ideas with others and influencing networks and organisations, including those in leadership roles. Over time within the big picture context and with organisational leaders shaping particular directions, new ideas can be built into strategic change management approaches for organisations. Policies and frameworks are developed and strategic planning and processes are devised, with funding and resources for key positions provided and accountability occurring, also including the training and motivating of people to carry out new directions.

In this report, one view of a 'copmi' change management and sustainability matrix has been provided which recognises the big picture context and policies, strategies, resources, and people aspects. Various phases of organisational change and sustainability are outlined in terms of Immature, Early Maturity, Defined, Managed and Integrated/Sustainable.

Many 'Copmi' organisations seem to be currently working towards sustainability and are probably operating at the Early Maturing or Defined stage, with planning occurring towards more mature stages although with implementation still happening in a fairly haphazard way. Despite the ongoing passion and leadership by individuals across consumer/carer and various government and non-government services, the need for a real commitment from government at the jurisdictional level for provision of recurrent funding for some key 'copmi' coordination roles is certainly an issue in terms of building sustainability.

While individual champions have networked and built informal links across organisations to really provide integrated 'copmi' services, the formalisation of systems and structures are reliant on high level leadership and commitment. This involves developing policies, frameworks and cross-sector protocols and accountability mechanisms to provide ongoing staffing and to establish sustainability beyond individual efforts.

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It is suggested that organisations and jurisdictions use the 'copmi' change management and sustainability matrix or a modified alternative version which they devise as a checklist to determine their current progress in terms of sustainability across various aspects such as big picture context, policy and strategy, structures, people and resources. After 'mapping' their current situation, they can formulate a vision for the future at different time periods and begin to devise a plan of action towards achieving this. In terms of timing this needs to be realistic because reaching optimisation/sustainability takes time and will perhaps require a mapping of the stepwise actions required to work towards this over a number of years. While this process could occur within individual organisations, it would certainly be interesting for government, non-government and consumer/carer organisations within each jurisdiction to come together or to work within their cross-sector committees to plot the overall current situation and to map future action for systematically achieving sustainability. This would also be a useful future step for national groups related to children of parents with a mental illness.

The 'mapping' by organisations and across organisations and planning for future action using a sustainability checklist represents a first step in a self-audit and empowering process within the control of individual groups.

An additional future action involves continuing the sharing which occurred through this research study through organisations including representatives from government, non-government and consumers/carer groups coming together within a workshop session to document their 'copmi' systems change stories in a collaborative process. This could be done within the context of the 'copmi' change management and sustainability matrix. Perhaps some initial case studies could be written to provide examples and this process could be replicated with a workshop day happening involving a wider group of participants who bring their policies, frameworks and materials and work collaboratively in small groups to share their achievements while supporting each other to document their current situation and achievements. Other sustainability matrix models for reflective practice may be an outcome from this process.

Over time and with the support of collaborative workshops and documentation and dissemination of examples of various processes and case studies representative of phases of maturity of sustainability, national mapping of 'copmi' groups may occur. National and jurisdictional 'copmi' organisations and groups including government, non-government and consumer/carer services could be included, the purpose being in working towards greater 'copmi' sustainability within a national context for the future.

Recommendation: That national COPMI provides opportunities through collaborative workshops for documentation of 'copmi' systems change case studies reflecting differing phases within a sustainability matrix to provide support towards more ongoing and sustainable interconnections for the future within a national context.

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