



**AAIMHI**

**Australian Association for Infant Mental Health  
West Australian Branch Incorporated**

**Strategic Plan 2016 – 2020**



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## Introduction

The emerging field of infant mental health is an inter-disciplinary area of research, clinical practice, education and public policy concerned with the social and emotional development of infants, young children and their families from pregnancy to 5 years old.

The Australian Association for Infant Mental Health West Australian Branch Incorporated (AAIMHI WA) is a not-for-profit professional organisation which is a separately incorporated association in WA. The Association also operates as a branch of the Australian Association for Infant Mental Health Inc. (AAIMHI). AAIMHI WA and the national association are both affiliated with the World Association for Infant Mental Health (WAIMH).

The Association recognises the need to assist families to build nurturing and strong relationships with their infants and young children. Our role is also to give voice to the experiences of infants and young children.

This Strategic Plan provides the five-year strategic direction for AAIMHI WA.

The plan provides strategies across four Key Areas:

- Membership;
- Professional Development;
- Advocacy and Promotion; and
- Organisational Capacity and Sustainability.

The plan also recognises the opportunities emerging from our major project (unique to AAIMHI WA) to adapt, develop and implement the Michigan Association for Infant Mental Health's (Mi-AIMH) Framework for Infant Mental Health competencies and associated reflective supervision and endorsement processes.

Our Management Committee and Competency Guidelines Working Group came together with energy, passion and commitment to develop this Strategic Plan. We recognise the urgency to have an impact for today's infants and young children and we are confident that with the support of our members, AAIMHI WA will be successful in implementing our Strategic Plan.

Rochelle Matacz  
President  
AAIMHI WA



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## **Our Vision**

The Western Australian community nurtures and delights in all infants and young children, respecting and safeguarding them while valuing and supporting their families.

## **Our Mission**

The Australian Association for Infant Mental Health West Australian Branch Incorporated (AAIMHI WA) is an interdisciplinary community with a mission:

To champion the social and emotional wellbeing of infants and young children and their families through professional development, education and advocacy.



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## Our Principles

At AAIMHI WA, we uphold the following principles:

### **Welcoming**

We are inclusive, collaborative and supportive

### **Shared Responsibility**

We work together with collegiality, creativity, courage and commitment

### **Reflective**

We are thoughtful and curious and value research, learning and evidence-based practice

### **Integrity**

We act professionally and are true to our vision and mission



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## Our Strategic Direction

This Strategic Plan is developed at a time when AAIMHI WA is embarking on a new and exciting strategic direction. Based on analysis of workforce capacity requirements<sup>1</sup>, AAIMHI WA purchased in 2014 the Michigan Association for Infant Mental Health Competency Guidelines®, a successful evidence-based approach to build workforce capacity in Infant Mental Health. AAIMHI WA adapted these guidelines to the Western Australian context and will implement them across the State. This initiative brings a wide range of opportunities for AAIMHI WA to:

- Bring increased visibility to the mental health needs and social and emotional wellbeing of infants and young children;
- Provide the competency framework for all professionals involved with infants, young children and families;
- Achieve a profile and recognition for AAIMHI WA which, in turn, will enable our work in community awareness, professional education and advocacy; and
- Grow as an association and interdisciplinary community.

Building on these opportunities our strategic direction focuses on:

- Developing our **membership** and providing opportunities for members to learn, share knowledge, support each other and contribute to AAIMHI WA projects for the benefits of infants and young children;
- Being leaders in **professional development** in Infant Mental Health, meeting the needs of our members and building workforce capacity;
- **Advocating** for infants and young children, especially those most vulnerable, and **promoting** community understanding of the critical importance of the early years for emotional and social development; and
- Ensuring we have the **organisational capacity and sustainability** for AAIMHI WA to grow as a respected professional organisation making a difference for infants, young children and their families.

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<sup>1</sup> AAIMHI WA (2015). *Building the Mental Health of Infants and Young Children in WA: Workforce Competency Based Training Project*. Perth, Western Australia: Australian Association for Infant Mental Health West Australian Branch Incorporated.



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## Key Area 1 Membership

### Outcomes

We aim to achieve the following outcomes:

- A strong representation of many different disciplines, across all levels of service and all sectors that work with infants, young children and families.
- Members are welcomed, supported and valued and have a strong sense of ownership and responsibility for the work of AAIMHI WA.
- Membership growth and development.

### Measures

The following information will help us to understand our progress:

- Number of members of AAIMHI WA and member profile
- Number of members participating in our membership events
- Number of members actively contributing to AAIMHI WA projects and initiatives
- Level of member satisfaction with AAIMHI WA

Strategies	Timeframe	Responsibility
1.1 Further develop the member survey to identify expectations, level of satisfaction, skills, interests and suggestions for new initiatives.	May 2016	Membership Team
1.2 Introduce a membership exit survey.	June 2016	Membership Team
1.3 Further develop membership profile data for use in presentations / advocacy and to map changes and trends.	Aug 2016	Membership Team
1.4 Further develop ways to engage with members and enable involvement in our projects.	2017	Membership Team
1.5 Introduce a targeted, interdisciplinary membership growth strategy, including a specific focus on the following sectors: <ul style="list-style-type: none"> <li>• Child care / early learning</li> <li>• Rural</li> <li>• Indigenous</li> </ul>	2017/18	Membership Team
1.6 Explore membership for organisations.	2017	Membership Team
1.7 Identify ways to further develop networking opportunities for members, face-to-face and online, including: <ul style="list-style-type: none"> <li>• Interest groups</li> <li>• Smaller group sessions on key topics.</li> </ul>	2017/18	Membership Team



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## Key Area 2 Professional Development

### Outcomes

We aim to achieve the following outcomes:

- Dynamic engagement with people and organisations working with infants and young children across all levels – building awareness, skills, knowledge and capacity.
- Recognition of our leadership in professional development in Infant Mental Health by government, community and all sectors involved with infants, young children and their families
- Leading-edge competency based endorsement that is recognised, respected and sought after.

### Measures

The following information will help us to understand our progress:

- Number of people and organisations formally engaged with our competency based endorsement process.
- Number of Competency Guidelines booklets sold.
- Number of completed competency based endorsements.
- Number of professional development seminars and events offered:
  - Level of participation.
  - Level of participant satisfaction.
  - Medium term impact achieved (translation of learning into practice).
- Number of invitations to present at professional development events.

Strategies	Timeframe	Responsibility
2.1 Develop the AAIMHI WA Competency Guidelines for the WA workforce across promotion, prevention, intervention and treatment levels of service. <i>(See attached Terms of Reference)</i> Progress next steps, i.e.: a) Achieve endorsement for the 11 members of the Competency Guidelines Working Group to be formally recognised as Infant Mental Health Practitioners. b) To support implementation of the Competency Guidelines by developing Project Plans covering: <ul style="list-style-type: none"> <li>• Reflective Supervision</li> <li>• Training</li> <li>• Communication</li> <li>• Fiscal Sustainability</li> <li>• Aboriginal &amp; Torres Straits Islander Consultation.</li> </ul>	2016 - 2020  Dec 2016 Dec 2016	Competency Guidelines Working Group
2.2 Identify topics and deliver a series of high quality seminars that meet the needs of our members and link to AAIMHI WA Competency Guidelines.	Identify topics annually in November	Seminar Team



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**Professional Development (cont.)**

<b>Strategies</b>	<b>Timeframe</b>	<b>Responsibility</b>
2.3 Identify the professional learning needs of AAIMHI WA members and wider Western Australian community and develop initiatives to respond.	Each Committee meeting	Management Committee
2.4 Evaluate professional development initiatives to identify the extent to which learning is translated into practice.	2017	Seminar Team
2.5 Further develop research partnerships and develop a Research Strategy focusing on: <ul style="list-style-type: none"><li>• Identifying research priorities for AAIMHI WA, with member input.</li><li>• Sharing latest research with members.</li><li>• Partnering to have research undertaken, being a conduit to other researchers, contributing to research initiatives and collaborating with national AAIMHI research projects.</li><li>• Carrying out evaluation of AAIMHI WA Competency Guidelines strategy and other key initiatives.</li></ul>	2017	Research Team
2.6 Work collaboratively with national AAIMHI to support a biannual national AAIMHI professional development (conferences, speaker tours) as well as support AAIMHI bid for WAIMH 2020.	2016/2017	Management Committee
2.7 Identify and promote online professional development opportunities that members and the community can access. Information about this PD can be placed on national AAIMHI website.		Management Committee



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### Key Area 3 Advocacy and Promotion

#### Outcomes

AAIMHI WA aims to achieve the following outcomes:

- Enhance professional knowledge about the emotional and social development of infants, young children and their families.
- Be a recognised voice in improving the wellbeing and mental health of infants, young children and their families, especially those who are most vulnerable.
- Provide advice and influence government and peak bodies.
- Anticipate and respond promptly and strategically to advocacy opportunities.

#### Measures

The following information will help us to understand our progress:

- Number of invitations to participate in key strategic advisory bodies.
- Impact of our advocacy and advisory roles that leads to policy improvement.
- Extent of our involvement in community education.
- Consumer and member feedback related to AAIMHI WA advocacy and promotion.
- Number of invitations to engage with the Media

Strategies	Timeframe	Responsibility
3.1 Develop a comprehensive Partnerships and Relationships Strategy, including: <ul style="list-style-type: none"> <li>• Mapping current partnerships and relationships, locally, nationally and internationally.</li> <li>• Developing new relationships to meet the needs of our Strategic Plan, including the Competency Guidelines implementation.</li> <li>• Maintaining and further developing existing relationships.</li> <li>• Formalising key relationships with Memorandums of Understanding.</li> </ul>	2016/17	Communication Team
3.2 Identify priorities and create advocacy strategies focusing on key vulnerable groups, working with national AAIMHI and other partners. Consider the needs of infants, young children and their families in the following areas: <ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islander families</li> <li>• Alcohol and substance abuse in pregnancy</li> <li>• Children with disabilities and illnesses</li> <li>• Children in immigration detention</li> <li>• Culturally and linguistically diverse</li> <li>• Domestic violence</li> <li>• Homeless families</li> <li>• Out-of-home care</li> <li>• Parenting with mental illness</li> <li>• Separation, loss and trauma</li> </ul>	2017 Planning Stage	Research Group



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**Advocacy & Promotion (cont.)**

<b>Strategies</b>	<b>Timeframe</b>	<b>Responsibility</b>
3.3 Develop a Community Awareness Strategy, including: <ul style="list-style-type: none"><li>• Developing partnerships to raise community awareness.</li><li>• Promoting tools for families.</li><li>• Developing a media presence in partnership with the national AAIMHI.</li><li>• Promoting the AAIMHI position statements and guidelines</li><li>• Providing information in the form of links to videos or articles on the AAIMHI website promoting the importance of fostering healthy social and emotional development in infants and young children.</li></ul>	2016	Communication Team
3.4 Develop a plan to advise and influence government, including: <ul style="list-style-type: none"><li>• Identifying existing relationships and positions on Advisory Boards.</li><li>• Seeking new opportunities for involvement.</li><li>• Monitoring government policy initiatives.</li></ul>	2017	Communication Team



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## Key Area 4

### Organisational Capacity and Sustainability

#### Outcomes

We aim to achieve the following outcomes:

- A vibrant, dynamic organisation with the capacity to implement the Strategic Plan.
- A robust, passionate membership that enjoys being actively involved.

#### Measures

The following information will help us to understand our progress:

- Sustainable income streams.
- A high reputation locally, nationally and internationally.
- Capacity to respond in a flexible and timely way to emerging issues and opportunities.

Strategies	Timeframe	Responsibility
4.1 Develop a structure of Project Teams with clear responsibilities and reporting, incorporating the implementation tasks of the Competency Guidelines Working Group.	April 2016 with annual review.	Management Committee
4.2 Develop a Communication Strategy, incorporating Competency Guidelines requirements and linking to the AAIMHI National Communication Plan.	2016	Communication Team
4.3 Develop strategies to achieve sustainable income streams, including: a) Developing policy and protocols in relation to income streams from endorsed infant mental health supervisors. b) Identifying and developing the overall income streams, including income from our Competency Guidelines and associated Reflective Supervision and Endorsement Processes. c) Seeking funding for a project person for 6 months to assist with development of income streams, grants and funding sources.	2016	Fiscal Sustainability Team and Management Committee
4.4 Model good governance with clear processes, regular reviews of the Constitution, committee succession planning and active engagement of members to participate in the association's working groups.	Ongoing, review every 12 months	



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## Attachment

### AAIMHI WA Competency Guidelines Working Group TERMS OF REFERENCE

1. NAME

The group shall be known as the AAIMHI WA Competency Guidelines Working Group.

2. BACKGROUND

In collaboration with Mental Health Commission (MHC), WA, AAIMHI WA completed a project on building workforce capacity in Infant Mental Health (IMH) and investigating competency based models of training and skill development in the field. In line with findings from the report AAIMHI WA purchased the Michigan Association for Infant Mental Health (MI-AIMH) Competency Guidelines. MI-AIMH have developed a set of competencies that have been identified by service providers and professionals as crucial for effective, culturally sensitive, relationship-based practice promoting infant mental health. Following purchase of the MI-AIMH Competency Guidelines AAIMHI WA established a working group in September 2014.

3. PURPOSE

The purpose of this working group is to support the implementation of the MI-AIMH Competency Guidelines into the WA workforce across promotion, prevention, intervention and treatment levels of service. Being a member of this group also requires a minimum two year commitment to work towards achieving MI-AIMH Endorsement at level 2, 3 & 4.

4. ACCOUNTABILITY

The AAIMHI WA Competency Guidelines Working Group will report back to the AAIMHI WA Committee with minutes of meetings and abide by the AAIMHI WA Constitution.

5. RESPONSIBILITIES

- a) In collaboration with MI-AIMH and consultation with key stakeholders develop an IMH competency framework (which is based on the MI-AIMH Competency Guidelines) that is appropriate for the West Australian (WA) context
- b) Specifically develop an IMH competency framework that is appropriate for Aboriginal and Torres Strait Islanders
- c) Implement the AAIMHI WA Competency Guidelines in WA in collaboration with stakeholders and develop partnerships for working collaboratively across services and agencies to build workforce capacity in IMH in WA
- d) Provide advice and links to people and information on the AAIMHI WA Competency Guidelines and how they can guide training and building IMH Competencies across all levels of service provision



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- e) Share and disseminate information on events, announcements and initiatives that relate to the AAIMHI WA Competency Guidelines and building workforce capacity in IMH in WA;
- f) Members to work towards achieving MI-AIMH Endorsement over the next two to three years which includes committing to group based reflective supervision in IMH, participating in relevant trainings and working with infant, young children and their families using a relationship based IMH model of practice. In achieving Endorsement, members of the working group will be able to implement the Endorsement system in WA. They will also have a qualification that recognises their capacity to provide reflective practice supervision to practitioners in WA working in the field of IMH across disciplines and levels of service.
- g) Develop a training model for the AAIMHI WA seminar series and other trainings offered by AAIMHI WA that is developmental and meets specific competencies within the AAIMHI WA Competency Guidelines.
- h) Identify ways of ensuring sustainability.

6. CHAIR

The role of Chair is the President of AAIMHI WA.