



Te Piki Oranga

MĀORI WELLNESS SERVICES



Strategic Plan

October 2018 – July 2023



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Mihi

Te Mahere Rautaki ā Te Piki Oranga

E ngā mana, e aku rangatira, e te iwi whānui
Nei anō te mihi kau atu ki a koutou,
E rere tonu ngā roimata mo rātou kua mahue mai i ā tātou
No reira, a waiho ko te pō ko te hunga wairua huakina ko te aō ō tātou e mahue
pani iho i muri nei, kia tangi tīkapa ana i te aotūroa
Tihei mauri ora!

Tēnei te reo maioha o Te Piki Oranga e rere atu ki a koutou i runga i ngā
whaakaro o tēnei kauwenga taumaha o te tau.

Acknowledgements

Greetings to the people who have contributed to the success of Te Piki Oranga - to those who have moved on, to the leaders and Te Piki Oranga Board, to the workers and the wider whānau of Te Tau Ihu and the surrounding community. We are grateful to you all for your commitment and passion to serve Te Tau Ihu O Te Waka a Maui, striving to improve Māori health across the rohe.

This is our second Strategic Plan following on from the initial 3-year Strategic Plan, which was concerned with establishment and consolidation. Te Piki Oranga Board, along with the management team and kaimahi have collaborated on the development of this plan. Whānau has given us feedback along the way that has also informed the strategic direction. Thank you to everyone for their time and commitment. This plan incorporates the new model of working, Te Puna Hauora, that moves away from a navigator led model to a multi-disciplinary model and signals areas for new growth.

Te Tiriti o Waitangi (*Treaty of Waitangi*)

Te Piki Oranga recognise Te Tiriti o Waitangi as New Zealand's founding document. Te Tiriti is an agreement between the British Crown and 540 Rangatira (*chiefs*) in 1840. Under the Treaty Māori have the right to monitor the Crown and to evaluate Crown action and inaction (P. Reid, Bridget Robson, 2007) to achieve equity, particularly for Māori. This includes ensuring the wellbeing of all people in our territories and identifying any disparities in health outcomes between Māori and non-Māori.

There have been longstanding disparities in health outcomes for Māori and Te Tau Ihu is no exception. Exposure to the determinants of ill health such as inadequate income and housing, imprisonment, poor health system responsiveness and too few Māori in the health workforce are but some of the determinants. Our plan is focused on reducing inequalities by increasing our understanding of the causes of ill health for Māori, providing a competent culturally appropriate workforce and supporting whanau to improve their access to the types of services that will benefit them.



Kitenga *(Vision Statement)*

“*Me whakahaumanu
te Mana o te
whānau, a ka haere
whakamua*”

Revitalise whānau for their future



Whakatakanga *Mission Statement*



“*Ma te huruhuru
ka rere te manu*”

*A bird is adorned with its plumage
in order that it may take flight*

Ngā Uara Kaupapa (*Values*)

Manaakitanga (*Hospitality/Kindness*)

This is an act of caring for a person's mana through generosity, caring and compassion in all you do. It helps you to maintain relationships.



Whanaungatanga (*Family Relationships*)

Our connections both physically and spiritually are what brings us together as a whanau and community. Relationships are developed through shared experiences and working together to make decisions that are good for all. It is not just focused on whakapapa.



Kaitiakitanga (*Stewardship*)

This is responsible stewardship. It is about people pulling the right people together, in the right places, with the right responsibilities to get a job done in the best way possible.



Ngā Uara Kaupapa (*Values*)



Rangatiratanga (*Leadership*)

The notion of independence asserts and reinforces the goal of empowerment allowing Māori to control their own aspirations.

Wairuatanga (*Spirituality*)

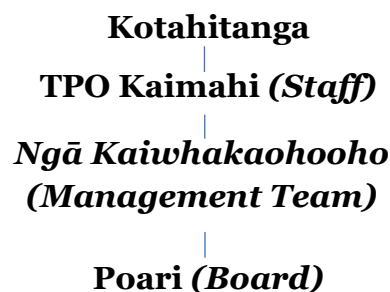
Spirituality is our sense of connection between the human element and environment around us. It is entwined with all the realms of Māori.



Kotahitanga (*Unity*)

Is working together as one to achieve Mauri Ora, the pursuit of wellbeing for whānau.

Te Manu Aute – Te Tohu o Te Piki Oranga *(The Kite – The Logo of Te Piki Oranga)*



Kakariki / Green – reflects health and growth

Ma / White – reflects peace & purity

Kikorangi / Blue – reflects strength and dependability

The whānau is at the centre of our service (Manu Aute). The tohu is a symbol of Kaupapa Māori and how it translates into the practice of kaimahi with whānau. The intention is that whānau will be able to engage with Te Piki Oranga in a way that builds understanding and confidence through kaimahi practising tikanga Māori that incorporates these values/Kaupapa to empower whānau to improve all aspects of their wellbeing.

Executive Summary

This plan follows on from the initial Organisation Development Plan and 3-year Strategic Plan that guided our development in the first years of operation. These were challenging times with a focus on establishment and consolidating quality systems. Through research, lessons learnt and feedback from whānau we have adapted and refined our model of practice into the model we now refer to as **Te Puna Hauora**. We have moved from a Pūkenga Manaaki (*navigator*) led model to a multidisciplinary model. This better reflects the complex challenges that many of our whānau face and better support Pūkenga in their roles. In addition, we are extending this model to incorporate working more seamlessly with other providers. The model is showing good results and whānau are receiving improved access to some services, although we still have a long way to go to achieve equity.

Te Piki Oranga became a full member of the Top of the South Health Alliance, commonly known as TOSHA. The other partners are the Nelson Marlborough Health and the two PHOs, Marlborough Primary Health and Nelson Bays Health. This is a collaborative approach to decision making and service integration. Being involved at this level allows us to advocate for equity as a core competency. Māori are still dying earlier than non-Māori and suffering an unacceptably high burden of illness. Equity is a priority from the Minister of Health and is included in the national system-level measures and the Nelson Marlborough Health Strategic Plan.

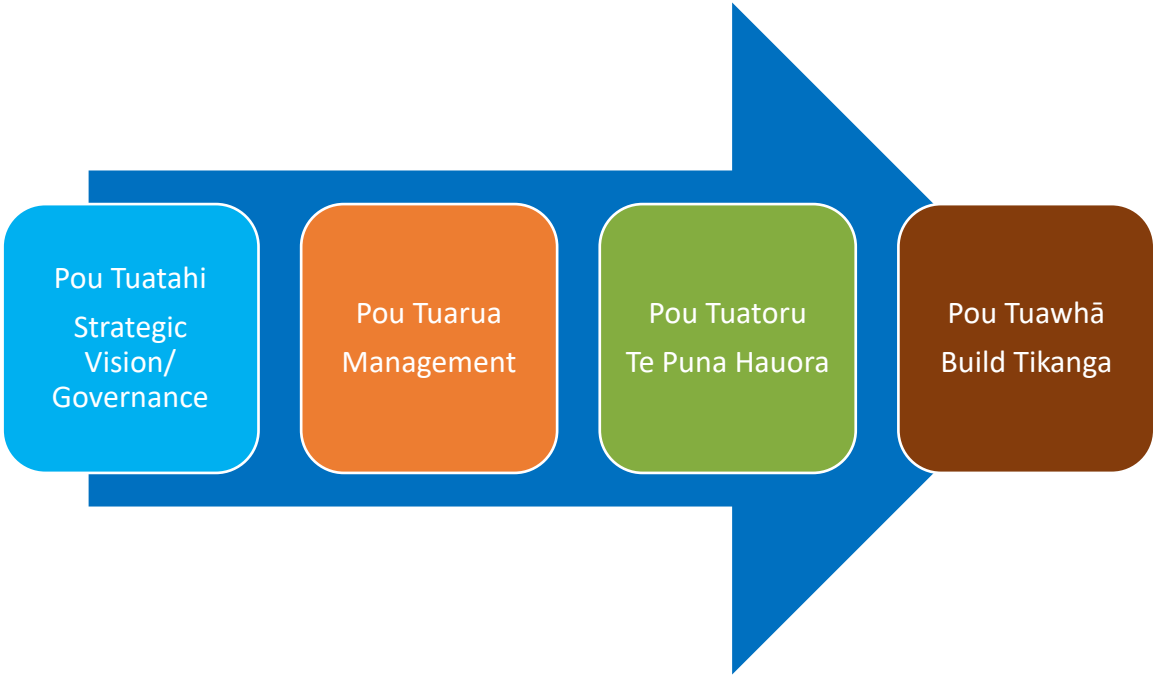
Te Piki Oranga has taken the *tohu* (Te Manu Aute p.9) and used it as a representation of our values. Our vision and mission (p.5 and 6) have changed to reflect better these values and our desire to walk alongside whānau to achieve their goals. “**Ma te huruhuru ka rere te manu**” is an empowering statement.

As health is more than just the absence of disease, Te Piki Oranga needs to address the determinants of health where these can bring achievable health gains. Cultural alienation, poverty, unemployment, poor housing and over-

representation in the justice system are just some of the identified threats to health. This is more widely recognized, and intersectoral groups that work across government agencies are becoming more the norm. We need to recognize that health will be delivered in less traditional settings in the future as it promises greater gains and meets the needs of whānau.

To reflect this development, we have changed our logo from Māori Health Services to **Māori Wellness Services**. This acknowledges that health is more than just the absence of disease with wellness, including everything that impacts on whānau.

We have retained four Pou and built upon them to reflect our next stage of growth.



The Pou will also be monitored by whānau, hapū and iwi who are the users of our service and to whom we are all ultimately responsible.



Te Puna Hauora Model

The Te Tau Ihu framework is a mixed service model. That is, it utilises clinical staff (nurses, counsellors and allied health professionals), navigators, and community social workers to deliver a range of interventions/ supports to whānau. The framework will assist Māori and their whānau to become more self-managing and develop increased capacity, literacy and access not only within health but in other areas of their lives where barriers to wellbeing exist. Kaimahi will support whānau to clear obstacles using a strong organisational framework, with non-negotiable principles that have the safety and self-development of the whānau at the centre.

Te Puna Hauora is based on the concept that treatment of a health concern in a Māori individual requires the support and involvement of that individual's whānau as well. Most assessment and interventions occur in homes unless whānau choose otherwise. Clinics have become more popular for specific conditions e.g. podiatry, heart disease, as there is a social element to these. Te Puna Hauora recognizes that a health concern is usually not present in isolation and that there will be social determinant factors that also need attention. Our social workers have been in great demand from whānau who cannot afford the basics of daily living and the housing shortage that has hit our people hard.

Ngā Tohu o Te Ora, the determinants of life satisfaction for Māori 2013 (Statistics New Zealand) found 70% of Māori surveyed said culture was important. Choosing a Māori health provider gives whānau the opportunity to become more informed and connected with their culture. In the short time that Te Piki Oranga has been operating, tikanga programmes have developed as a means of healing, especially in mental health, alcohol and other drugs and justice. Being able to offer such services alongside medical interventions is invaluable.

Service Delivery Model

Ngā Pūkenga (Our Services)

Adult Mental Health – Non Clinical
Alcohol and Other Drugs
Child and Adolescent Mental Health
Cervical Screening Invitation and Recall
Lactation Consultation
Koroua me Kuia
Mental Health and Addiction
Outreach Immunisation (Wairau)
Te Matapihi
Te Hā Aukati Kaipapa/Stop smoking
Te Pae Oranga
Te Puna Hauora
Well Child Tamariki Ora



Ngā Kaimahi (Our Staff)

Pūkenga Atawhai/Community Nurse
Pūkenga Manaaki/Whānau Navigator
Kaimahi-a-Iwi/Social Worker
Te Hononga/Counsellors and Clinicians

Ngā Tangata (Population)

(Māori/Pasifika/Vulnerable population)
Tamariki, Rangatahi, Pakeke, Koroua
me Kuia, Wāhine, Whānau

Key Service Areas

1. Management of chronic diseases such as diabetes, cardiovascular disease and coronary pulmonary obstructive disease/asthma that improve the determinants of health
2. Access to GP and specialist services
3. Cancer including prevention, screening and treatment
4. Tamariki Ora/Rangatahi Ora, e.g. well-child checks, oral health, immunisation
5. Koroua me Kuia day activity programmes
6. Mental health
7. Alcohol and other drugs
8. Tikanga programmes
9. Te Pae Oranga, Iwi Community Panels preventing reoffending

In 2017 we undertook a management review to ensure that we had the correct management structure to take us into the future. One recommendation from this work was that each age band, Kaumatua (*elderly*), Pākeke (*adult*), Rangatahi (*youth*) and Tamariki (*children*) have a Pou Tangata (*champion*), to ensure that we do not become so dominated by contractual requirements that



we lose sight of our people. Ngā Pou Tangata encourages us to look outside the square and identify gaps in service delivery to their population.

Pou - Goals and Key Actions	Year				
	2018/19	2019/20	2020/21	2021/22	2022/23
Pou Tuatahi: Strategic Vision/Governance					
Business growth doubled over the next 5 years.	•	•	•	•	•
Build and strengthen relationships with iwi of Te Tau Ihu.	•	•	•	•	•
Reduce inequity of access for Māori to primary and secondary health services.	•	•	•	•	•
Strengthen positive relationships; meet with DHB Maori representatives.	•	•	•	•	•
Identify areas for growth, diversification and innovation to ensure TPO has a comprehensive range of services that meets the needs of whānau.	•	•	•		
Governance, management and kaimahi move forward together with fully transparent processes to achieve the strategic direction.	•	•	•	•	•
Conduct a facility review to ensure that facilities are fit for purpose in the future.	•	•	•	•	•
Monitor sustainability, performance and compliance regularly, e.g. Health and safety, reporting to funders.	•	•	•	•	•
Carry out an environmental scan annually.	•	•	•	•	•
All Te Piki Oranga is Smokefree by 2025.	•	•	•	•	•
Commitment to Māori Workforce development; retention is good.	•	•			

Notes / comments



Pou - Goals and Key Actions	Year				
	2018/19	2019/20	2020/21	2021/22	2022/23
Pou Tuarua: Management					
Identify and develop innovations that improve service delivery and Māori wellbeing.	•	•	•		
Expand the range of practitioners across the organisation, i.e. doctors, nurse practitioners, midwife, social workers, counsellors, rongoa, dietician.	•	•	•	•	
Obtain Public Health funding for prevention initiatives, i.e. sexual health, oral health.	•	•			
Achieve consistency of practice across the organisation through the development of a quality improvement programme, i.e. health and social service accreditation, clinical governance.	•	•	•		
Utilise technology and social media to improve communication and enhance TPO profile.	•	•	•	•	•
Conduct a review of services to ensure the model meets the needs of whānau and that we achieve best practice, e.g. Tamariki Ora.	•	•	•		
Report against Annual Business Plan developed from the Strategic Plan.	•	•	•	•	•
Operate a client management system that works across health providers and other sectors for the benefit of whānau.	•	•	•		
Build workforce capability and resilience by implementing TPO's workforce development plan and/by attracting and retaining highly skilled Kaupapa Māori workforce, i.e. rangatahi.	•	•	•	•	•
Build/develop human resources capability across the organization.	•	•			
Look for research opportunities that will improve and inform service delivery and outcomes for whanau.			•	•	•

Notes / comments



Pou - Goals and Key Actions	Year				
	2018/19	2019/20	2020/21	2021/22	2022/23
Pou Tuatoru: Te Puna Hauora					
Identify potential service gaps, joint ventures/collaboration with social services, justice etc. to increase access for whānau.	•	•	•		
Develop additional whānau centred services to support parents and their children, i.e. antenatal, oral health, contraception and sexual health, perinatal depression, suicide prevention, counselling and support.	•	•	•		
Work with shareholders/stakeholders/whānau to improve services.	•	•	•	•	•
Implement and develop professional leadership for positive whānau outcomes; consistency of standards and understanding of practices, i.e. family violence.	•	•			
Ensure Kaupapa Māori service delivery by culturally competent kaimahi.	•	•	•	•	•
Develop and build a continuum of mental health, AOD services (including methamphetamine) that increases consumer and whānau participation.	•	•	•		
Identify projects to improve service delivery for each age band; Kaumātua, Pākeke, Rangatahi and Tamariki.	•	•			
Develop annual plans for each contract line and review.	•	•	•	•	•
Improve access for whānau through the development of; a mobile clinic, a nurse practitioner, additional GP services, etc. to achieve equitable health outcomes.		•	•	•	
Improve whānau health literacy in Te Tau Ihu.	•	•	•	•	•

Notes / comments



Pou - Goals and Key Actions	Year				
	2018/19	2019/20	2020/21	2021/22	2022/23
Pou Tuawhā: Build Tikanga					
Fundamental to the delivery of service is Kaupapa Māori.	•	•	•	•	•
Review cultural framework annually.	•	•			
Implement cultural competencies and utilise cultural competency levels to develop a cultural competency training plan.	•	•			
75% of staff are culturally competent.			•	•	•
Increase the cultural competency levels amongst staff by providing training opportunities that incorporate Tikanga into service delivery.	•	•	•		
Support whānau to receive culturally appropriate services from external organisations.		•	•		
Deliver cultural competency training packages for external organisations and services.		•	•		
A commitment to support local marae as part of tikanga development.	•	•	•	•	•
Increase the opportunity for Te Piki Oranga whānau to participate in cultural activities by developing and delivering tikanga programmes for specific audiences.	•	•	•	•	•

Notes / comments







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