



Te Piki Oranga Ltd
MĀORI HEALTH SERVICES



Strategic Plan

NOV 2015 - JUNE 2018

Mihi

E ngā mana e ngā reo e ngā karangamaha i tautoko nei te āhuatanga o te wā tēnā koutou.

Ki te hunga kua moe, nā raatou i whakatōkia mai ai ki te ngākau ko te reo me ōna tikanga, ka tangi. Ki a koutou moe mai okioki ai.

Ki a koutou te hunga ora tēnā koutou katoa.

Te ao hurihuri te ao huri ai ki tona tauranga: Te ao rapu; ko te huripoki e huri nei i runga i te taumata o te kaha.

Ko tēnei te mahere ki whakawhanake ai ngā mahi o Te Piki Oranga ki te ahū whakamua.

Mauri ora!



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Acknowledgements

Greetings to the people who have contributed to the success of Te Piki Oranga Limited - to those who have moved on, to the leaders and board, to the workers and the wider whānau of Te Tau Ihu and the surrounding community. It is acknowledged the long and at times divisive establishment of the entity in this last year, as well as the trauma and change people have endured.

We are grateful to you all for your commitment and passion to serve the local community, striving to improve Māori health across the rohe.

We live in a dynamic environment that is moving fast like a wheel that turns on an axle of strength.

This is the Strategic Plan that follows on from the Organisational Development Plan (ODP) to guide the work of Te Piki Oranga moving forward.



Vision

Kia korowaitia āku mokopuna ki te korowaitanga hauora.

Mission Statement

Hei oranga ki te whānau o Te Tau Ihu o te Waka a Māui.



Executive Summary

This plan falls out of the ODP that was facilitated by Susan Pickett and Scott Williamson (Barbican) and finalised by the Board. The ODP is at a high strategic level and has four key priority areas (Pou):

Pou Tuatahi: Consolidation - Focus on cementing the organisational structures and leadership as a flexible, professional and high achieving organisation.

Pou Tuarua: Governance - Build exemplary governance that has the right mix of skills and can build strategic relationships.

Pou Tuatoru: Strategic vision and direction - Implement the shared strategic vision that includes diversification, where this fits with Te Piki Oranga values and the Whānau Ora model.

Pou Tuawhā: Embedding tikanga - Build, consolidate and enhance tikanga.

Consolidation and governance has been the focus of the first year, and while this will continue, the Board has supported that TPO pursue all four development strategies concurrently over the two next years.

Te Piki Oranga is committed to addressing these priorities and as part of the process develop a strategic plan that provides a framework for the vision and supports us to achieve consolidation and diversification, consistent with our Whānau Ora model. The key performance indicators from the Organisational Development Plan, the Strategic Plan and Business Plan will be monitored by the Board and senior staff. They will also be monitored by whānau, hapu and iwi who are the users of our service and to whom we are all ultimately responsible.

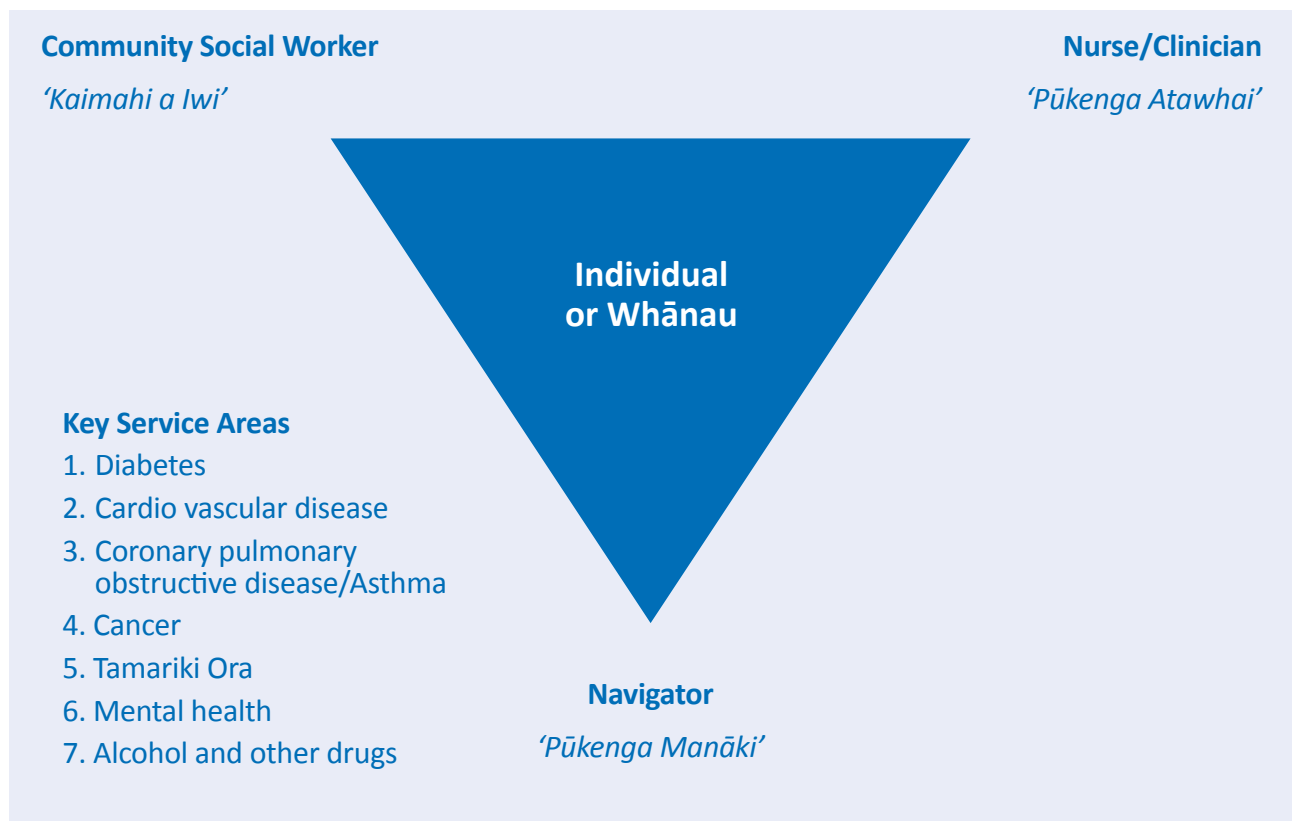


Whānau Ora model

The Te Tau Ihu framework is a mixed service / navigator model. That is, it utilises clinical staff (nurses, counsellors and allied health professionals), navigators, and community social workers to deliver clinical service as well as support (navigation) services. 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 also the other social needs. 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.

The Whānau Ora model 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. It also recognises that a health concern is usually not present in isolation and that there will be social determinant factors that also need attention. The Whānau Ora kaimahi will focus on providing individuals and whānau with the tools and services to help them help themselves.

Pukenga Manaaki (navigators) will facilitate access for more Māori to either TPO clinical staff, or to primary or secondary mainstream clinicians. The key roles of this framework are to help Māori help themselves, and to unlock barriers to services. All kaimahi will take opportunities presented to give health information to whānau.



Development Area	Pou - Goals and Key Actions	Year		
		2015/16	2016/17	2017/18
Governance/ manager	Pou Tuatahi: To consolidate business structures			
	Sustain financial viability through financial planning, robust finance systems, monthly monitoring and annual audit.	●	●	●
	Commence a continuous quality improvement programme with DAA and become an accredited health and social service provider.		●	●
	Develop quality management practices that achieve consistency across the organisation.	●	●	●
	Kaimahi ideas and aspirations will be captured in the planning process by 2017.		●	●
	Build strong positive relationships with the NMDHB and other potential funders.		●	●
	Develop a highly skilled Māori workforce where all kaimahi have an individual development plans and hold (or are working towards) the required qualifications.	●	●	●
	Adopt a deliberate strategy of over employment to build capacity and reduce vacancies.		●	●
	Ensure robust human resource and health and safety policies and procedures that result in TPO being the employer of choice for kaimahi.	●	●	
	Develop a communication plan to ensure all key stakeholders, whānau hapu and iwi know the services Te Piki Oranga offers and how to access them.		●	
	Develop a process to obtain feedback from key stakeholders on our service provision.		●	
Kaimahi understand the TPO priority health service delivery areas, the model of service delivery and have the necessary tools to carry out their work.		●		

Notes / comments

Development Area	Pou - Goals and Key Actions	Year		
		2015/16	2016/17	2017/18
Strategic direction	Pou Tuarua: Governance			
	To transition the board from an establishment to development footing while maintaining exemplary governance.	●	●	
	Include independent directors and/or board chair and bring in outside expertise as required.	●	●	●
	Undertake a skills gap analysis of the Board to assist moving from the establishment and consolidation phase to a developmental phase.	●	●	●
	Facilitate a TPO hui annually to ensure that staff and management are clear on the strategic direction and are moving forward together.	●	●	●
	Meet all service delivery and reporting requirements of the funder(s) by maintaining good contract management systems.	●	●	●
	Identify areas for growth that are complimentary to the Whānau Ora contract and provide opportunities for collaboration and/or joint ventures.		●	●
	Build relationships with iwi of Te Tau Ihu.	●	●	●
	Meet with the NMDHB Iwi Health Board at least annually.	●	●	●

Notes / comments

Development Area	Pou - Goals and Key Actions	Year		
		2015/16	2016/17	2017/18
Manager / kaimahi	Pou Tuatoru: Strategic vision and direction			
	Implementation of the shared strategic vision.		●	
	Develop a work force development plan that includes opportunities to bring rangatahi into the organisation.		●	●
	Support the development of a data base/client management system that will record all whānau information, facilitate reporting and provide data for research.	●	●	●
	Obtain whānau feedback that can be utilised to improve services, assist service design and inform proposals.		●	●
	Diversification of services by identifying gaps in service and entering into joint ventures.			●
	Achieve consistency of practice across the organisation through the development of a quality improvement programme, i.e. accreditation.		●	●
	Develop an in-service education programme.		●	●
	Review the present Whānau Ora model of care.		●	

Notes / comments

Development Area	Pou - Goals and Key Actions	Year		
		2015/16	2016/17	2017/18
Strategic direction	Pou Tuawhā: Develop, consolidate and enhance the tikanga of TPO			
	Consult with staff, kaumatua and stakeholders over appropriate tikanga for TPO and incorporate into the TPO tikanga policy document.	●	●	●
	Support the development of Te Pou Taki position to ensure that 'te reo me ona tikanga' is upheld throughout the organisation. TPO has a knowledge, understanding and respect for the tikanga of local iwi.	●	●	●
	Enhance and deepen connections with local iwi, marae and other Māori organisations.	●	●	●
	Facilitate powhiri, wananga and noho marae that utilise local marae with the aim of increasing kaimahi/whānau knowledge of these marae.	●	●	●

Notes / comments



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