Hokianga Health Enterprise Trust

Draft Strategic Plan 2022-2025

For consultation

April 2022

Draft Strategic Plan 2022-2025

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Te Whakataukī

E tere e ngā waka
i ngā tai o Tangaroa
i roto i te awa tapu o Hokianga,
ki a Niwa rāua ko Arai-te-Uru,
ngā taniwha tiaki i te wahapū.
Huri whakaripo ki a Pouahi rāua ko Mapuna,
Ngā toka whakaora o Hokianga Whakapau Karakia.

Whakarongo ki ngā hau o te hauāuru
ki ngā wai māturuturu o ngā maunga whakahī
ki a Papatūānuku, te herenga o te mana, te ihi, me te tapu o te tangata, te
whakaritenga o ngā wawata
o te Hauora o Hokianga.

Tihe Mauri Ora!

The tides of Tangaroa carry the canoes
Swiftly on the sacred river of Hokianga,
Towards Niwa and Arai-te-Uru,
The guardians of the river mouth.
They turn to Pouahi and Mapuna,
At the heart of Hokianga.

Listen to the wind from the West
And to the trickling waters of the beloved mountains
Flowing through Papatūānuku, binding together the people
For whom the aspirations of Hauora Hokianga are fulfilled.

Behold the sneeze of life!
Joe Topia (*former Trust Chair 1999-2008*)

Introduction [Placeholder only]

The Hokianga Health Enterprise Trust (and Hauora Hokianga as the health provider) have a strong commitment to delivering high-quality, integrated health and wellbeing services, to providing equitable access to health and wellbeing services, and free-at-point-of-need care for the people of the Hokianga. These are 'owned' by the communities and run for the communities, and reflect the unique nature of the Hokianga, the strong sense of place, identity, and connection the communities have, Hokiangatanga, with a kaupapa Māori approach.

An evidence-based model of medicine and primary health care is provided by Hauora Hokianga within a holistic framework informed by a Māori worldview related to the interconnectedness of organic life as articulated by Te Whare Tapa Whā:[1] that incorporates spiritual (taha wairua), psychological (taha hinengaro), physical (taha tinana), social (taha whānau) and environmental health (taha whenua) dimensions.

Hauora Hokianga has established connections and relationships with people within the diverse communities of the region it serves and is recognised nationally as a Māori health organisation, a factor that is critical to its success. The organisation aspires to be a centre of excellence, both in the provision of Māori and rural health services, and in the provision of teaching and research opportunities in these areas of health care.

To achieve pae ora/healthy futures for all the people of Hokianga, the aspirations, the priority areas and strategies/actions contained in this plan reflect the direction, outcomes, key elements and enablers of the newly reformed health and disability system in Aotearoa New Zealand (as summarised in Appendix A). It is now imperative that there is a concerted focus on innovative approaches to service design and delivery that reflect the changing health and wellbeing needs of the Hokianga population within the framework of a dynamic and changing health and disability sector.

To grow a contemporary, sustainable, culturally responsive health service, the organisation will need to embrace new opportunities to secure health improvements for individuals, whānau, and the community. This Draft Strategic Plan 2022-2025 seeks to be innovative, creative, pro-active, adaptive, resilient, and holistic in its approach.

One key objective is to grow a sustainable model of primary healthcare through efficient ways of working, improving access, experience, and outcomes for patients and their whānau. This can be achieved by providing services and supports that respond to the psychological, social and economic determinants of ill health and wellbeing and by reducing barriers to access.

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[1] "Whaiora: Māori Health Development", Oxford University Press. Mason Durie (1998).

Vision

Whānau Oranga

Achieved through collaboration and service excellence.

Guiding Principles

To achieve this vision, we are committed to:

➢ Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand.
➢ Equitable health and wellbeing outcomes
➢ Provision of high-quality, integrated, and holistic health and wellbeing services.
➢ Te Rarangahia Mai Te Takapau Taonga framework (cultural safety).[2]
➢ Offering a service with no cost at the point of need.

Values

These values reflect the culture of the organisation and how we act and work towards the vision.

Rangatiratanga - leadership, excellence, having autonomy, self-determination over one's health and wellbeing.

Manaakitanga - respect, integrity, humility, kindness, generosity, being tika, pono and having aroha.

Whanaungatanga - unity, belonging, cohesion, relationships, and collaboration.

Wairuatanga - identity, uniqueness, essence, culture, holistic wellbeing.

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[2] This programme seeks to interweave Hokianga Taha Māori, Wairua Māori, Tikanga Māori, Kaupapa Māori and Rongoā Māori throughout the organisational environment and services (refer also to Appendix B).

Key Priorities & Strategies/Actions

He tangata, he tangata, he tangata - People and Partnerships

1. Te Tiriti o Waitangi

1.1 Establish and maintain effective relationships with Iwi to ensure a collaborative approach to meeting the needs of whānau in the Hokianga.

1.2 Implement Te Tiriti across services and throughout the organisation.

1.3 Complete implementation of the Rarangahia mai te Takapau Taonga framework to promote and support culturally safe practice.

1.4 Encourage the use of te reo throughout the organisation.

2. Mana Taurite - Equity and access

2.1 Pursue equity of access to services for the people of Hokianga.

2.2 Pursue equity of funding and resources for the people of the Hokianga.

2.3 Pursue equity of outcomes for the people of the Hokianga.

2.4 Identify areas where Hauora Hokianga might lead health and wellbeing developments based in the communities.

2.5 Explore the establishment of a funding role to seek additional finance for some of the strategic priorities and actions (as a pilot for the period of the Strategic Plan).

Hei oranga mo te iwi - Health and Wellbeing

3. Mana whānau, Mana ratonga - Service design and delivery[3]

3.1 Utilise an evidence-based, best practice approach to service delivery and align care in the community based on data collected, and gaps identified in consultation with the community and staff.

3.2 Develop and promote innovative and transformational approaches that enable mana motuhake.

3.3 Develop innovative, holistic, interagency approaches to address social determinants and create real impact and change by communities working together with health, disability, and other social sector organisations.

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[3] Refer also to Appendix C for further detail related to the clinical health service priorities and aims.

3.4 Pro-actively improve access and patient experience by integrating rongoa, mātauranga, and kaupapa Māori models across services.

3.5 Adopt the 'Better Primary Health Care' headline measures[4] to ensure a shift towards community and consumer-led priorities and a detailed analysis of the experience of people accessing services.

3.6 Focus on a renewal and integration of mental health and wellbeing services. Publish at the end of year one a service description, referral pathways and documentation to enable integration and ease of access to mental health and social support. [This will include outcome measures for the remainder of the period of the Strategic Plan.]

3.7 Provide care to our communities across the course of their lives - mokopuna and tamariki ora, whānau ora, kaumatua ora.

3.8 Pro-actively promote, provide, and support preventative health promotion programmes and initiatives and accessible screening (including breast, cervical, bowel screening).

3.9 Ensure those with long-term conditions have appropriate services to enable them to participate and lead the management of their condition within a culturally responsive context.

3.10 Practice to and beyond the standards required by external assessments and accreditations including the RNZCGP Cornerstone Programme, DRHM Rural Hospital accreditation programmes, the MSD provider accreditation, the 'Baby Friendly Hospital Initiative', the annual Food control plan audit by The Far North District Council, and the MOH Health & Disability surveillance audit.

3.11 Ensure organisational readiness for and resilience to unexpected adverse events, including identifying areas where Hauora Hokianga might support and empower others' (community-led) initiatives.

4. Kai manaaki - Workforce sustainability and development

4.1 Develop a comprehensive Workforce Sustainability Strategy to address the critical and long-term issues faced by Hauora Hokianga.

4.2 Undertake an urgent review of the clinical service provision with a view to the long-term role of the community clinics/teams, approaches to supporting patient and whānau wellbeing, screening and self-care of long-term conditions versus accessing acute care.

4.3 Strengthen a community-based workforce and career pathways, that seek to provide employment and development for the Hokianga people, and to retain their skills and experience.

4.4 Strengthen and develop innovative approaches to the workforce and professional development.

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[4] Measures reported within the Adult Primary Care Survey as part of the Ministry of Health's national NZ Health Patient Experience Report.

4.5 Seek in all aspects of service provision and employment of staff to implement approaches and actions that improve the health and wellbeing of staff.

4.6 Recognise and celebrate staff and organisational achievements and success.

4.7 Ensure the induction/on-boarding and further professional development opportunities provided to staff are consistent, comprehensive, relevant, and coordinated.

4.8 Seek to embed business continuity and succession planning into all roles within the organisation.

4.9 Ensure recruitment activities reflect the innovative and exciting approaches within Hauora Hokianga's services, as well as the uniqueness of Hokianga as a whole.

5. Akoranga, rangahau - Teaching, Learning and Research

5.1 Establish Hauora Hokianga as a leader in and centre of excellence of Teaching, Learning and Research with strengths in innovative approaches to Māori and rural health, and the *Rarangahia mai te Takapau Taonga* programme.

5.2 Implement the recommendations of the *Synopsis Workforce Development Report (2021)* as detailed in Appendix D, including the appointment of a role to manage the teaching, learning and research portfolio.

5.3 Develop an education framework/plan that itemises the delivery of all mandatory education required and where necessary links it to contractual requirements for ease of reporting.

Tino rangatiratanga - Autonomy and Effectiveness

6. Key infrastructure/enablers

6.1 Information technology and information management

6.1.1 Develop an Information Technology and Information Management Plan to reflect and support the priority actions identified in the Strategic Plan 2022-2025.

6.1.2 Implement a coordinated suite of information technologies that provide and promote effective tele-health opportunities to improve access to services and information (including an integrated patient portal), and to promote virtual care and remote patient monitoring.

6.1.3 Invest in the technology required at all clinics to underpin innovations in service provision and community connectivity. [This includes the rollout of fibre connectivity and stable power sources as well as increasing remote access capabilities and reducing isolation through IT as a point of access to services. Exploring options for funding this in partnership with other providers/agencies or, for instance, as an educational provider, may provide partial funding.]

6.1.4 Seek digital platforms for key pan-organisation business processes (e.g., timesheets, rosters, records management), to address risk and compliance with relevant legislation, improve data accuracy and business continuity, and increase staff skill levels.

6.1.5 Utilise the functionality of the current IT systems more effectively (e.g., XERO, MyPractice, SharePoint).

6.1.6 Explore the need for additional capacity to ensure the IT team can undertake professional development and/or provide services/training.

6.2 Facilities Management

6.2.1 Undertake the deferred maintenance, refreshes, and compliance work to ensure compliant, safe and whānau-friendly facilities.

6.2.2 Move the logging and monitoring of faults/incidents to the available digital platform (BMS) to ensure an increased ability to plan maintenance or urgent responses.

6.2.3 Invest in standard and clinical equipment at the clinics (e.g., solar power units, water supply, air conditioning, ECGs). [Perhaps in conjunction with a community or business sponsor.]

6.2.4 Enhance the transport options facilitated by Hauora Hokianga.

6.2.5 Monitor and evaluate the security needs of staff and patients at all facilities.

6.2.6 Ensure Hauora Hokianga has fit-for-purpose facilities through a coherent building programme.

6.2.7 Consider utilisation of other assets owned by the Trust to accommodate the growing workforce and innovative approaches implemented.

6.3 Business process continuity

6.3.1 Review pan-organisation and unit business processes to identify opportunities to reduce workload, duplication, and risk (e.g., data inaccuracies, privacy breaches, ACC funding), to maximise utilisation of the available digital functionality, and to provide staff with consistent, sustainable processes.

6.4 Environmental ethics and considerations

6.4.1 Reduce the carbon footprint of Hauora Hokianga.

6.4.2 Integrate Te Ao Māori into the design of services and facilities, and the organisation's sustainability approach.

6.4.3 Support communities to anticipate climate risks and action so as to reduce the impact on their health and wellbeing (e.g., active travel, reduced air pollution, clean water, food sovereignty and security, healthy homes, regenerative land use, a local economy).

7. Communication and Engagement

7.1 Develop Communication and Engagement Plan to reflect and support the priority workstreams identified in the Strategic Plan 2022-2025.

7.2 Build and enhance relationships and connections with the (smaller) communities, hapū, iwi, and marae within the Hokianga to ensure their voices and needs are included in the design and provision of services.

7.3 Encourage and support activities that enhance resilience, independence and mental wellbeing by communities, marae, hapū and iwi [such as those developed during the pandemic response].

7.4 Enhance linkages with health and social service agencies to ensure ease of access to all (secondary) services critical to the success of our key priorities. [These might include, e.g., discussions about the co-location of the pharmacy at Hokianga Hospital; other social service agencies offering services and information at the community hubs/clinics.]

7.5 Develop brand awareness - tell our stories through diverse channels to profile achievements, innovative approaches, and the uniqueness of Hauora Hokianga.

7.6 Consider the need for dedicated public relations, communications, and engagement resource (as a pilot for the period of the Strategic Plan).

8. Role of the Trust Board - Governance

8.1 Review the structure and rules of the Trust Board to ensure that its governance is 'fit for purpose' and effective now and into the future, including succession planning, delegations' policy and procedures, and training/professional development provided.

8.2 Define the Advocacy role of the Trust and develop an Advocacy Plan that includes the community engagement to be Undertaken by Trustees. [Significant issues include exploring opportunities to address housing issues (availability and quality), transportation, economic (dis)advantage, employment/training opportunities for youth, improving access and affordability of oral health services, addressing isolation (physical and psychological), improved community connectivity, and the impact of diverse determinants on health and wellbeing (e.g. the impact of non-communicable diseases, illicit drugs, smoking, alcohol abuse, family violence and harm).]

8.3 Leverage the combined networks, skills, and experiences of Trustees to enhance the advocacy and engagement work of the Trust.

8.4 Form and foster relationships and collaborate with health and social services (e.g., Te Rarara, Habitat for Humanity in key areas of need, such as (but not limited to) housing, dental health, addiction support, mental health, to address these social determinants where appropriate.

Acknowledgements and References

In preparing the Draft Strategic Plan 2022-2025, several hui (primarily online) were held with the Trust Board and Hauora Hokianga Executive Group, as well as with a cross section of staff (teams and individuals) within the organisation. Some individual Trustees provided contributions from their respective communities and whānau. The author would like to acknowledge these contributions during what is an extremely pressured time for all those involved in the provision of health and wellness services.

Documents that have informed the Draft Strategic Plan 2022-2025 include past Hokianga Health Enterprise Trust/Hauora Hokianga Annual Business plans, Annual Reports, Strategic plans, the Trust Deed and Rules of the Hokianga Health Enterprise Trust. References also include:

- ➢ *Rarangahia Mai Te Takapau Taonga Hauora Hokianga Interweaving the Cultural Landscape (Presentation)*
- ➢ *Hauora Hokianga Synopsis Workforce Development (October 2021)*
- ➢ *Te Ara Hou – The New Pathway Hauora Hokianga Pathway Proposal Discussion Paper (November 2019)*
- ➢ *Te Tai Tokerau Northland Health Strategy 2040 (Draft 17).*

This document seeks to be the Strategic Plan for both the governance and operations of the organisation (as compared with previous Strategic Plans).

Appendix A: Outcomes the new health system must work toward:[5]

Equity: tackling the gaps in health outcomes and access between different populations and areas of New Zealand, with a particular focus on Māori, Pacific peoples and people with disabilities.

Sustainability: embedding population health as the driver for promoting good health, preventing and reducing health need, and promoting effective and efficient care.

Person- and whānau-centred care: empowering all people to manage their own health and wellbeing, have meaningful control over the services they receive, and treating people, their carers and whānau as experts in care.

Partnership: ensuring partnership with Māori in leading the design and delivery of services at all levels of the system and empowering all consumers of care to design services which work for them.

Excellence: ensuring consistent, high-quality care in all areas, and harnessing clinical leadership, innovation, digital and new technologies to continuously improve services.

Key elements and enablers of reformed health system:

Kaupapa Māori Hauora: the health system will reinforce Te Tiriti o Waitangi articles and Whakamaua[6] principles.

Community services: services will be co-designed with people, and they will be able to access a comprehensive range of support in their local communities to help them stay well.

Hospital services: emergency and specialist health care will be accessible and high quality for all.

Technology and information: access to health care will be enhanced by technology and health information will be shared across the system and with the people it serves.

Workforce: long term planning will ensure sufficient workers for the future, organisations will share an understanding of where and how skills should be best deployed, and workers and professional groups will focus on the health and wellbeing of the population and the system as a whole.

Healthy futures: the health system will look upstream to promote health and prevent ill health, establish partnerships with those in other sectors to address social and economic drivers of health, and ensure environmental sustainability and thriving, climate resilient communities.

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[5] As summarised in *Te Tai Tokerau Northland Health Strategy 2040* (Draft 17).
[6] The Ministry of Health's Māori Health Action Plan: https://www.health.govt.nz/our-work/populations/maori-health/whakamaua-maori-health-action-plan-2020-2025

Appendix B: Rarangahia mai te Takapau Taonga – Interweaving the Cultural Landscape[7]

Components of Rarangahia mai te Takapau Taonga include:

- Tikanga Whakatau – Entry pathway, overview to the programme for all new staff
- Kaupapa o te Kāinga – Local/Hokianga concepts and rituals
- Te Wakaputanga me Te Tiriti o Waitangi – Foundational relationships
- Rongoā – Traditional beliefs, healing, customs and practices
- Whare Tapa Whā – National Māori Framework
- Dynamics of Whanuangatanga – Power of relationships
- Te Reo me ngā Tikanga – Local/Hokianga Reo and customs
- Huihuinga – Creating learning opportunities by developing partnerships with other Kaupapa Māori learning institutions, such as Ringa Atawhai Mātauranga, and Wānanga o Aotearoa.

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[7] Refer to *Rarangahia Mai Te Takapau Taonga Hauora Hokianga Interweaving the Cultural Landscape (Presentation)* and *Hauora Hokianga Synopsis Workforce Development (October 2021)* for further details.

Appendix C: Clinical health service priorities and aims[8]

The key priority area 'Health and Wellbeing for the peoples of Hokianga' of the Strategic plan includes the proposed broad areas of work priorities for the clinical teams, overseen by the Clinical Governance Group. These are high level key priorities guiding the development of a broad array of services provided to the community. They are not intended to identify every service, but to guide actions and areas of development that will provide measurable outcomes over the next five years. Beneath these priorities lie programmes of work that will have more detailed performance measure development, audit, and quality improvement cycles.

Over the past 2 years the attention and a substantial proportion of the clinical and leadership resource has been diverted to responding to the pandemic and as a result focus has been diverted away from other clinical priorities. This is likely to continue in the short term with significant resources invested and clinical staff constraints, however, it is hoped that within the next year the pandemic response will start to reduce and be absorbed into the 'business as usual' of the organisation.

There is a shift at a national and regional level away from disease specific health targets and towards patient experience, and this is reflected in the clinical priorities identified. It is also anticipated that the Health System Reforms, with the disestablishment of existing DHBs, the establishment of Health NZ with four regional offices, and the establishment of the new Māori Health Authority, Te Mana Hauora Māori, around July 2022 will all have a significant impact of the development of services and priorities. This is an area of significant uncertainty, but it is anticipated that localities will be established that will have a role in directing and prioritising the development of Tier 1 community-based services.

The priority areas identified are complimentary to, and enabled by, other areas of organisational development identified in other parts of the Strategic Plan, particularly the evolution of the IT capacity and clinical services to enable new and enhanced and ways for the communities to interact with the services provided. Of note is that Hauora Hokianga's services are and will continue to be subject to a wide variety of external assessments and accreditation including the RNZCGP Cornerstone Programme, Rural Hospital accreditation programmes, newly established MSD provider accreditation, as a "Baby Friendly Hospital", and ARC programmes.

Better Primary Health Care

In line with the MoH Health System Indicator Framework we will adopt the 'Better Primary Health Care' headline measures:

> (1) Percentage of people who say they can get primary care from a GP or nurse when they need it
>
> (2) Percentage of people who say they felt involved in their own care and treatment with their GP or nurse.

These measures are a small part of the measures reported within the Adult Primary Care Survey as part of the national NZ Health Patient Experience Report which also provides a wide range of more detailed analysis of the experience of people accessing our services. The focus on patient experience rather than specific clinical measures is a deliberate shift toward a response to community and consumer led priorities rather than professional and service led priorities.

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[8] As provided by the Clinical Governance Group (March 2022).

In adopting these measures, and in seeking to improve and address our performance against these measures, we will undertake a range of activities to improve access and patient experience, including looking at innovative ways of interacting with the service, including the integration of kaupapa Māori approaches to health interventions.

Mental Health and Wellbeing services

There is a widely documented increase in dissatisfaction with and demand for services aimed at addressing social and mental health distress, including substance misuse services and youth mental health services both locally and nationally. This has to some extent been matched by increasing investment within aspects of primary social and community services aimed at these needs. However, this has also been accompanied by changes in services organisation and persisting challenges in accessing specialist services and integrating these services at a local level.

Over the first year covered by this strategic plan we will undertake a service development project, focusing on a renewal and integration of the services coordinated and, in part, delivered through Te Whare Awhina in partnership with other providers, both externally such as the Mid-North Community Mental Health service and the Whanau Ora collective, and other parts of our primary health services such as the Health Improvement Practitioner (HIP), Health Coach and our community nursing and GP teams.

The outcomes of this review will result, at the end of year one, with the publication of service description, referral pathways and documentation to enable integration and ease of access to mental health and social support for youth and adults and will also include outcome measures for the remainder of the period covered by this strategic report.

It is envisaged that these outcome measures will incorporate the high-level system measures included in the MoH System Indicator Improving Mental Wellbeing framework:

(1) Percentage of child and youth (under 25) accessing mental health services within three weeks of referral
(2) Access to primary mental health and addiction services (measure in development).

Improvement in the Health of Children

Although we will retain some specific targets related to child health and wellbeing as below, again we will again shift out focus from specific clinical activities to the overall wellbeing and health such that every child in the Hokianga grows up in an environment that maximises their wellbeing and minimises their risk of adverse outcomes, particularly including rheumatic fever and Rheumatic Heart Disease.

To this aim, and with an emphasis on minimising exposure to risk, we will aim that every child undergoes Well child and before school checks within the Tamariki Ora programme and where needs or risks are identified referrals are made to appropriate support services such as Whanau Ora, Family Support services or others.

In addition, we will, in keeping with the health system indicators retain our focus on immunisations and specific targets include percentage of children who have all their age-appropriate schedule vaccinations by the time they are two years old.

We will also monitor and seek to reduce hospital admissions for children under five for an illness that might have been prevented or better managed in the community.

Hokianga Health midwifery service endeavours to have breastfeeding fully established on leaving hospital following delivery and achieves close to 100% success rate in this and we will continue to report against this measure. Encouragement and support to maintain breastfeeding post-discharge is an important component of ante-natal and post-natal visits and Hauora Hokianga will maintain it's accreditation by the NZ Breastfeeding Alliance as a "Baby Friendly Hospital."

Long term condition management

In the past we have reported directly on specific health activities related to named health conditions. While this activity will continue within the work of the Clinical Governance group, with individual cycles of quality improvement relating to specific conditions continuing, we will move the focus within this high-level document to a focus on the experience of people with any long-term condition.

Thus, our aims for inclusion in this plan are that anyone with a long-term condition is that they will have appropriate reviews and monitoring and access to support services to enable them to participate and lead the management of their condition with access to treatment recommended in current guidelines set within a culturally responsive context. We will also monitor and seek to reduce hospital admissions for people aged 45–64 for an illness that might have been prevented or better managed in the community.

We will report against both overall achievement of these targets, and also to specific conditions as programmes are developed. These conditions will include, but are not exclusive to:

- Diabetes
- Cardiovascular disease
- Congestive heart failure
- Chronic Obstructive Pulmonary disease
- Gout
- Chronic renal disease.

Improving wellbeing through prevention

Although the specific smoking cessation contract has been unstable over the past two years, we continue to consider this a key determinant of ill health in our community and a disproportionate number of our community continuing to smoke. We will therefore continue to report against smoking rates, smoking status recording rates, smoking advice and support offered rates. We will undertake programmes to improve these rates.

We will continue to work closely with Breast Screening NZ to ensure that the uptake of screening for eligible women in Hokianga is as high as possible and will report against these rates.

We seek to increase the number of women participating in the cervical screening programme and as the new self-administered HPV screening programme is introduced, we will continue to report against the rates of participation and screening and hope to see an increase in our historically low levels of participation.

We will monitor and report against participation in the newly established bowel screening programme.

Appendix D: Extract from Synopsis Workforce Development Report (2021)

"Recommendations

The **overarching recommendation** of the report is to establish the strategic direction of all education activity delivered by and for Hauora Hokianga. In doing this consider developing Hauora Hokianga as a centre of excellence for research and education provision both internally and externally. This will require a collaborative approach with several providers and exploration of adequate funding streams.

The strategic direction informs the implementation of the following recommendations which are:

1. Appoint a person to manage the education portfolio
2. Implement the full Rarangahia mai te Takapau Taonga programme as this is a point of significant difference to the essence of Hauora Hokianga
3. Develop an education framework/plan that itemises the delivery of all mandatory education required and where necessary links it to contractual requirements for ease of reporting
4. Develop criteria for financial support of staff development
5. Ensure performance reviews support/inform individual development
6. Invest in those in lower wage roles who are committed to the organisation and community and want to advance."

Consultation Questions and Feedback?

In preparing the Draft Strategic Plan 2022-2025, several hui (primarily online) were held with the Trust Board and Hauora Hokianga Executive Group, as well as with a cross section of staff within the organisation. Some Trustees provided contributions from their respective communities and whānau.

The overarching questions below were asked of all those involved, and we are seeking your input on these as well as on the document itself through this consultation process.

The questions related to sections of the document below are intended to spark innovative ideas, feedback and comment, and are indicative only of the kinds of things you might wish to consider.

Please submit all feedback to **consult@hokiangahealth.org.nz**

Ngā Pātai/Overarching questions:

- ✓ What does health care in the Hokianga look like in five/ten/25 years' time?
- ✓ What are the needs of the peoples/communities of the Hokianga?
- ✓ What would have the greatest impact for you as an end user of health services, as a team member/part of the organisation, as a member of the community?
- ✓ What might be required to support and or achieve innovative approaches to service delivery?
- ✓ Does this capture the essence of Hauora Hokianga as an organisation, and as a health and social services provider?

Vision [page 6]:

- ✓ Does this vision statement capture what we seek to achieve for the peoples of the Hokianga?
- ✓ Does the vision statement express our unique qualities and the impact we aspire to (continue) to have in the Hokianga?

Guiding Principles [page 6]:

- ✓ Are these principles reflective of the organisation, the ways it works within the communities?
- ✓ What other guiding principles might help us all to achieve the stated vision?

Values [page 6]:

- ✓ Are these values reflective of us as an organisation, and as a health and social services provider?
- ✓ What would you consider the core values that reflect the (future) culture of the organisation?

Key Priorities/objectives and Strategies/Actions [page 7]

- ✓ This section identifies the key priority areas and key strategies/actions underpinning these. How would you 'package' these priorities as a model, how would you do that?
- ✓ Do the key priority areas and strategies/actions adequately cover/reflect the future work/culture/aspirations of Hauora Hokianga and the Hokianga Health Enterprise Trust?
- ✓ What other opportunities or innovations might be available to the organisation?
- ✓ How do we future-proof Hauora Hokianga (operations) and the Trust (governance)?

Format of published version:

- ✓ What formatting features would you like to see in the final published version? (Images, colour palette, etc.?)