

Hokianga Health Enterprise Trust

Whakapapa Te Oranga

2022 – 2025 ki tua

Strategic Plan 2022 – 2025 and beyond



Whakatauki

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 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*)



Reo Whakatau - Introduction

He toka tumoana a Hauora Hokianga, tu te po, tu te ao - Hokianga Health stands the test of time

The Hokianga Health Enterprise Trust is a community organisation, owned and governed by the people of the Hokianga. Hauora Hokianga is the service provider of the Trust that provides a comprehensive range of health, social and wellbeing services to enrolled people who reside within and around the Hokianga area of Northland, New Zealand.

Hauora Hokianga has long established connections and relationships with 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.

2023 will be thirty years since the establishment of the Hokianga Health Enterprise Trust, and with that comes the time to acknowledge those who have contributed to the organisation in the intervening years, to celebrate the achievements of the organisation, and to focus on the future and transforming the health and wellbeing outcomes for the people of the Hokianga.

Ao Hurihuri - The changing landscape

The past two years of responding to the Covid-19 pandemic have created the opportunity for change, even if this was not expected nor desirable. In some instances, long awaited positive changes have occurred as a result, including increased funding, Māori provider leadership and closer working relationships between Te Tai Tokerau health and social services.

2022 is earmarked for significant change in the health sector with the implementation of the health and disability system reforms. The transition from 20 district health boards to Health NZ, changes to the functionality of the Ministry of Health and public health units, the establishment of the Māori Health Authority, the Iwi Māori Partnership Boards and locality development will have an impact on the Hokianga.

The aspirations and outcomes of this plan will need to reflect the direction of the newly forming health and disability system in Aotearoa New Zealand. Growing a contemporary, sustainable, culturally responsive health, social and wellbeing service and achieving Pae Ora (healthy futures) for the people of the Hokianga is the long-term goal.

To achieve this the organisation (at both governance and operational levels) must embrace new opportunities to secure key improvements for individuals, whānau, and the community. It is imperative 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.

The *Strategic Plan 2022-2025 and beyond* seeks to be innovative, creative, pro-active, adaptive, resilient, and holistic in its approach.

It is acknowledged there are challenges, unknowns and limiting factors to achieving these aspirations (including the changing sector, the lack of infrastructure, geographical distances, poverty/social deprivation indicators, workforce challenges, the current and ongoing pandemic response), however, it is time to innovate and transform.

The Hokianga Health Enterprise Trust and Hauora Hokianga have a role to embed hope through leadership, having a can-do attitude and looking for innovative and creative solutions. This inspirational and resilient model will help to provide stability and support to counter the seemingly overwhelming scale of challenges currently faced by people in our communities.

Tirohanga Matua – Vision

Whānau Oranga

Kia eke rawa te taumata manaaki tāngata, manaaki whānau, manaaki kainga
achieved through collaboration and service excellence

Ngā Pou Matua - Guiding Principles

To achieve this vision, we are committed to:

- Te Tiriti o Waitangi, the founding covenant of Aotearoa New Zealand,
- Equitable health and wellbeing outcomes,
- Provision of high-quality, integrated, and holistic health and wellbeing services,
- Offering a service with no cost at the point of need.

Te Tiriti o Waitangi

Te Tiriti o Waitangi is acknowledged as the founding covenant of Aotearoa, New Zealand which underpins the governance and operational functions of the Trust and Hauora Hokianga. The principles of Te Tiriti inform the kaupapa Māori approach to health and wellbeing across the services provided and throughout the organisation. These are realised via *Rārangahia mai te Takapau Taonga* cultural framework unique to Hauora Hokianga. Effective relations with Iwi ensure a collaborative approach to meeting the health and wellbeing needs of the Hokianga.

Nga Whaingā Matua - Values

These values reflect who we are, what we do and how we act as the Hokianga Health Enterprise Trust and Hauora Hokianga.

- **Rangatiratanga** – leadership role modelled at all levels that supports self-determination over one's health and wellbeing.
- **Manaakitanga** – expressed by extending respect, humility, kindness and honesty
- **Whanaungatanga** – created through shared experiences and working together, demonstrated by mutually enhanced relationships and collaboration
- **Wairuatanga** - enhanced by celebrating identity and uniqueness that promotes a culture of holistic wellbeing



Hauora
Hokianga

Hokianga
Health

Hokianga Health Enterprise Trust

Whakapapa Te Oranga 2022-2025 ki tua

Strategic Plan 2022-2025 and beyond

Tirohanga Matua – Vision

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Ngā Pou Matua - Guiding Principles

Te Tiriti o Waitangi

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Whakapapa Te Oranga 2022-2025 ki tua

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He whakapapa, he tāngata, he whānau, he kainga – People and Partnerships

1. Mana Taurite - Equity and access

The people of the Hokianga have access to the health and social services required across their lifetime, and these are equitably funded and resourced.

2. Kāhui Tangata - Workforce sustainability and development

Hauora Hokianga is known as a rural, environmentally sustainable and tikanga-based Māori healthcare provider leading the way in innovative and transformational models of healthcare. Staff are attracted to the professional, innovative and supportive organisation that invests in its people.

Hei Oranga mo te Iwi – Health and Wellbeing

3. Mana Waihanga, Mana Kokiri - Service design and delivery

The people of Hokianga have excellent health and wellbeing. Patients experience a high level of health care informed by a kaupapa Māori approach to healing and wellness. Taumata Rongoa is an accessible and thriving complementary approach that supports the health and wellbeing of Hokianga.

4. Wānanga - Teaching, Learning and Research

Hauora Hokianga is known as a centre of excellence for teaching, research and education provision regionally, nationally and internationally.

Tino Rangatiratanga – Autonomy and Effectiveness

5. Poutokomanawa - Key infrastructure/enablers:

- Information technology & information management
- Facilities management
- Business process continuity
- Environmental ethics and considerations

Hauora Hokianga has effective, sustainable corporate service provision, 'fit for purpose' physical assets that effectively underpin the innovative health care approaches, and a pathway to carbon neutrality.

6. Paiheretanga - Communication and Engagement

Hauora Hokianga's profile, mana and presence is proactively profiled through a range of platforms. The clear and consistent information provided enables patients and whānau to access the range of available health and wellbeing services. The organisation has strong relationships with other health and social service organisations, marae, hapu, iwi Runanga boards, community, educational and training providers, funding and government agencies.

7. Runanga Kawana - Structure, voice and role of the Trust Board – Governance

The Hokianga Enterprise Trust Board is skilled, professional, innovative, highly motivated and reflects the people of Hokianga.

He whakapapa, he tangata, he whānau, he kainga – People and Partnerships

<p>1. Mana Taurite - Equity and access The people of the Hokianga have access to the health and social services required across their lifetime, and these are equitably funded and resourced.</p>	<p>2. Kaahui Tangata- Workforce sustainability and development Hauora Hokianga is known as a rural, environmentally sustainable and tikanga-based Māori healthcare provider leading the way in innovative and transformational models of healthcare. Staff are attracted to the professional, innovative and supportive organisation that invests in its people.</p>
<p><i>1.1 Pursue equity of access to services.</i> <i>1.2 Pursue equity of funding and resources.</i> <i>1.3 Pursue equity of outcomes for the people of the Hokianga.</i></p>	<p><i>2.1 Develop a comprehensive Workforce Sustainability Strategy to address critical and long-term issues faced by Hauora Hokianga.</i> <i>2.2 Undertake a review of the organisation’s structure (in conjunction with 3.2.) to ensure sustainability and resilience.</i> <i>2.3 Strengthen and develop innovative approaches to a community-based workforce, career pathways and professional development, that seek to provide employment and development for the Hokianga people, and to retain their skills and experience.</i></p>

Hei Oranga mo te Iwi – Health and Wellbeing

<p>3. Mana Waihanga, Mana Kokiri - Service design and delivery The people of Hokianga have excellent health and wellbeing. Patients experience a high level of health care informed by a kaupapa Māori approach to healing and wellness. Taumata Rongoa is an accessible and thriving complementary approach that supports the health and wellbeing of Hokianga.</p>	<p>4. Wananga - Teaching, Learning and Research Hauora Hokianga is known as a centre of excellence for teaching, research and education provision regionally, nationally and internationally.</p>
<p><i>3.1 Maintain, expand and diversify the health and wellbeing services provided by Hauora Hokianga to meet the needs of the communities, including (but not limited to) integrated mental health services, oral health services, dialysis services, emergency/acute care services (at clinics/in North Hokianga) and supported living care.</i> <i>3.2 Undertake an urgent review of the clinical service provision with a view to growth in the services, 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.</i> <i>3.3 Pro-actively improve access and patient experience by integrating rongoa, mātauranga, and kaupapa Māori models across services.</i> <i>3.4 Develop innovative, holistic, transformational interagency approaches to address social determinants, enable mana motuhake, and create real impact and change by communities working together with health, disability, and other social sector organisations.</i> <i>3.5 Provide care to our communities across the course of their lives – mokopuna ora and tamariki ora, whānau ora, kaumatua ora.</i> <i>3.6 Practice beyond the standards required by external assessments and accreditations, such as the RNZCGP Cornerstone Programme, DRHM Rural Hospital accreditation programmes, the MSD provider accreditation, and the ‘Baby Friendly Hospital Initiative’.</i></p>	<p><i>4.1 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 cultural framework.</i> <i>4.2 Implement the recommendations of the Synopsis Workforce Development Report (2021) - see Key Actions column.</i> <i>4.3 Become an integral part of a training facility for rural health work force by 2025.</i></p>

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

5.2 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.

5.3 Invest in the technology required at all clinics to underpin innovations in service provision and community connectivity.

5.4 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.

5.5 Ensure all physical assets are fit for purpose by 2025 or as defined in the asset plan

5.6 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.

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

5.8 Aspire to be carbon neutral by 2030.

6. Paiheretanga - Communication and Engagement

Hauora Hokianga's profile, mana and presence is proactively profiled through a range of platforms. The clear and consistent information provided enables patients and whānau to access the range of available health and wellbeing services. The organisation has strong relationships with other health and social service organisations, iwi Runanga boards, hapu, community, educational and training providers, funding and government agencies.

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

6.2 Build and enhance relationships and connections with the communities, hapū, iwi Runanga boards, and marae within the Hokianga to ensure their voices and needs are included in the design and provision of services

6.3 Promote and profile the Hauora Hokianga model - tell our stories through diverse channels to create presence/awareness, and to profile achievements, innovative approaches, and the uniqueness of Hauora Hokianga.

6.4 Develop and enhance strong linkages with health and social service agencies to ensure ease of access to all (secondary) services critical to the success of our key priorities.

7. Runanga Kawana - Structure, voice and role of the Trust Board – Governance

The Hokianga Health Enterprise Trust Board is skilled, professional, innovative, highly motivated and reflects the people of Hokianga.

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

7.2 Define the Advocacy role of the Trust and develop an Advocacy Plan that includes the community engagement to be undertaken by Trustees.

7.3 Form and foster relationships, and collaborate with health and social services, including those provided by Te Rarawa, Te Roroa, and Ngāpuhi in key areas of need to address these.

HAUORA HOKIANGA WAIATA

He reo aroha tenei
Na te roopu e tu mai nei
Ko te Hauora o Hokianga
Kua tautoko i nga mihi
Me nga mahi o te ra nei
Tena koutou katoa huihui mai nei

(Chorus)

E karekare ana te moana
Ki te riu o Hokianga
Ohaki tupuna, tuturu e

He kaupapa i oti
I nga wa o nga matua
Kia kua e utu e, kia ora ai
I heke mai ki a matou
Ka kokiritia te take
I waenga i te iwi. Ka u tonu (Chorus)