

NGĀ MANGA PŪRIRI

STRATEGIC PLAN
2020 - 2025

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**"TŪNGIA TE URUROA KIA
TUPU WHAKARITORITO
TE TUHU O TE
HARAKEKE"**

**"CLEAR AWAY THAT
WHICH HINDERS SO THAT
PROSPERITY WILL FINISH"**

MESSAGE FROM THE CHAIR

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NGĀ POU E RIMA





MESSAGE FROM THE CHAIR

Through combined efforts Ngā Manga Puriri aims to support sustainable growth and development for whānau and hāpori so that they may determine their own goals and prosper.

This strategic plan builds on the previous 3 years work associated with our five Action Themes.

We acknowledge the Mental Health Foundation for the five themes of wellbeing which we adopted in 2014. We will continue to work diligently to plan for the future and to focus our efforts on actions, innovation and investment today to build a future which is more sustainable and supportive of whanau rangatiratanga.

Theme One – Taa Koha- Be Giving

Theme Two –Tatari me te Whakaaroaro – Take notice

Theme Three –Whai Matauranga – Keep Learning

Theme Four –Whakapakari – Be active

Theme Five –Whakawhanaungatanga – Be connected

It is our responsibility, along with our associates, to transform our systems and practice so that we have increased capability and capacity to support best outcomes for our whanau and communities in the rohe of Te Tai Tokerau.

We acknowledge the MOH as our key funder, together with DIA who we have a fundholding relationship with. The process has added value to our development and this plan is a roadmap for our development over the next three years.

With dedication, skill and hard work of our workforce and in the spirit of collaboration we plan to make further improvements in this 2020-2025 period. Work awaits us, in the short, medium and long-term.

Mare Clarke

Chairman, Ngā Manga Pūiri

HE KUPU ARATAKI

Introduction



This key document is the strategic plan charting the future direction of Ngā Manga Pūriri (NMP) with a focus on five key outcomes. It is based on the vision and the mission of NMP.

HIKOI TE KORERO - CHAMPIONS FOR CHANGE

Ma Ma te kotahitanga e arahi atu I te paporitanga, I te tikanga me te tupu whai hua mo nga whānau, kia hua ai ki te katoa o nga whānau, te mana motuhake me te ora tonu.

Ngā Manga Pūriri has provided public health and treatment services to support individuals, whānau and communities affected by problem gambling for over 13 years. Ngā Manga Pūriri is the regional specialist provider of Problem Gambling services for Te Tai Tokerau. Other service supports commencing in 2021 include support for primary mental health and for whānau affected by methamphetamine and other drugs.

The NMP strategic plan sets out a clear blueprint for the direction ahead and seeks to reconfigure our service design and delivery to align with thinking and practice that places whānau at the centre of everything we do, that encourages whānau leadership and that in a systemic context and in the long-term is driving to 'Whānau Ora'

Without a long-term plan there can be no certainty that the enablers: an appropriately trained workforce; buildings and facilities that are suitably equipped and fit for purpose; and data and digital systems that enhance integration, client /whānau safety, efficiency and effectiveness, can be in place in a timely manner to produce an effective system.

NZ Health and Disability System Review 2020

The NMP purpose statement relates to three service outcomes

1. **Strengthening connection**
2. **Supporting resilience**
3. **Promoting recovery**

This strategic plan encompasses a number of key themes which include but are not limited to the following:

- Cultural responsiveness
- High quality care and support
- Flexibility to meet whanau needs
- Well-informed, trained kaimahi
- Whānau inclusivity
- Good, robust, quality systems
- Service Enhancements.

This is supported by five core qualities to guide practice - Ngā pou e rima

- Kia tau – Be grounded
- Kia mārama – Be clear
- Kia hono – Be connected
- Kia hauora – Be healthy
- Kia mātau – Be informed

These 'pou e rima', (five qualities) point to leadership for all, and show that each one of us can develop these qualities for the many ways we take up a leadership role, be it in the whānau, at a community hui, or in any kind of formal or informal position. We can wish for others to change, or we can each take up personal responsibility, be the leader in our own lives and be the change.

The plan builds on five interconnected outcomes:

1. Mātauranga Māori knowledge system - Enhanced rangatiratanga
2. Mana Enhancing Practice –High quality care and support
3. Whānau Ora – Whānau inclusivity
4. A Valued Workforce – Competent, Confident and Consistent
5. Integrated systems and service enhancements

ALIGNMENT WITH THE MINISTRY OF HEALTH'S PROBLEM GAMBLING STRATEGIC GOALS

Government, gambling industry, communities and families/whānau working together to prevent the harm caused by problem gambling and to reduce health inequities associated with problem gambling.

The 11 Strategic PG Objectives are outlined below and reflected in the Ngā Manga Pūriri annual workplan.

Objective 1: There is a reduction in gambling-harm-related inequities between population groups (particularly Māori, Pacific and Asian peoples, as the populations that are most vulnerable to gambling harm).

Objective 2: Māori have healthier futures, through the prevention and minimisation of gambling harm.

Objective 3: People participate in decision-making about activities in their communities that prevent and minimise gambling harm.

Objective 4: Healthy policy at the national, regional and local level prevents and minimises gambling harm.

Objective 5: People understand and acknowledge the range of gambling harms that affect individuals, families/whānau and communities.

Objective 6: A skilled workforce is developed to deliver effective services to prevent and minimise gambling harm.

Objective 7: Services enhance people's mana and build life skills and resiliency to improve healthy choices that prevent and minimise gambling harm.

Objective 8: Gambling environments are designed to prevent and minimise gambling harm.

Objective 9: Services raise awareness about the signs and range of gambling harms that affect individuals, families/whānau and communities, and how to respond.

Objective 10: People access effective treatment and support services at the right time and place.

Objective 11: A programme of research and evaluation establishes an evidence base that underpins all activities to prevent and minimises gambling harm.

OUTCOME 1

Mātauranga Māori knowledge system - Enhance rangatiratanga

A system which does not reflect mātauranga Māori or enhance rangatiratanga will not be effective at improving health and wellbeing for Māori. While improvements in all key areas of our organisational development will assist Māori, perhaps our most immediate concern is to ensure the next generation of Māori have better lives and health outcomes.

NZ Health and Disability System Review
2020

As Māori are indigenous to Aotearoa, there is a responsibility to incorporate Māori kaupapa, tikanga, values and principles into any Ora or Wellbeing approach. Not only does sector best practice confirm that we

need a 'Māori focused framework and a culturally informed environment' to support recovery services, we also need to recognize the value of cultural practices as a core part of achieving wellbeing.

A key programme delivered by NMP is 'Hīkoia te Kōrero' based on the kaupapa of the Dynamics of Whanaungatanga.

NMP upholds a culturally derived philosophy based on Whānau Ora that underlies and is woven into all aspects of service delivery and which assumes that wellness in its totality for Māori is the end goal.

OBJECTIVES

1.1 Ngā pou e rima

1.1.1 Embedding values based practice

1.2 Hīkoia te Kōrero

1.2.1 Implementation of the 'Hikoi te korero' programme

1.3 Whānau Ora

1.3.1 Integration of Whānau ora and utilization of whānau ora tools

OUTCOME 1

Mātauranga Māori knowledge system - Enhance rangatiratanga

Without changes to enhance rangatiratanga and embed mātauranga Māori, the health and disability system will never fulfil the promise of Te Tiriti.

NZ Health and Disability System Review
2020

**ANNUAL PRIORITIES:
EMBED MĀTAURANGA
MĀORI KNOWLEDGE
SYSTEM- ENHANCE
RANGATIRATANGA**

ANNUAL QUARTERLY MEASURES

Q1 (July- Sept) Te Rapunga

Frame and Engage

Q2 (Oct- Dec) Te Kitenga

Explore and Connect

Q3 (Jan- March) Te Whaingā

Create and Evidence

Q4 (April - June) Te Whiwhinga

Reflect and Evaluate

TE RAWENGA - CELEBRATE THE SUCCESSES

OUTCOME 1

Mātauranga Māori knowledge system - Enhance rangatiratanga

Q1 BASELINE COMPETENCIES AND GUIDELINES DEVELOPED FOR:

- Ngā Pou e Rima - Values based practice
- Hīkoia te Kōrero programme
- Whānau Ora integration

Q2 ROLLOUT:

- Training schedule
- Kaimahi competencies framework
- Cultural mentorship, Dynamics of Whanaungatanga

Q3 EVIDENCE BASED PRACTICE:

- Competency portfolio
- Dashboards

Q4 REFLECTION/ EVALUATION

- RBA - How much did we do, How well did we do, Is anyone better off?

OUTCOME 2

Mana Enhancing Practice – High quality care and support

Values-based practice has become increasingly utilised in the mental health and addiction sector over the last decade. It recognises that values are both pervasive and powerful and influence service delivery at all levels. This practice results in better outcomes for service users and a culture where staff feel valued and supported in their work

Get Real Skills

OBJECTIVES

2.1 Increased Focus on strengthening Connection Resilience and Transformation in the Recovery Journey

2.1.1 Become more useful to whānau, simple to access and easy to navigate. Move away from relying on diagnosis for initiating eligibility for assistance, towards providing assistance to live well, according to an whānau need.

2.2 Embed a non-disabling approach to service delivery.

2.2.1 Enable Good Lives principles as the basis for decisions and actions

2.2.2 Streamline assessment and reassessment processes so that those who require more service

coordination support receive this in a timely manner, the need for regular reassessment is reduced, and whānau gain more freedom to manage their own support.

2.3 Improve efficiency and consumer access

2.3.1 Flexible hours to improve efficiency and whānau access including virtual access to supports



OUTCOME 2

Mana Enhancing Practice – High quality care and support

GOOD LIFE PRINCIPLES

Self-determination	Whānau are in control of their lives.
Beginning early	Invest early in families and whānau to support them; to be aspirational for their tamariki; to build community and natural supports; and to support whānau to become independent, rather than waiting for a crisis before support is available.
Person-centred	Whānau have supports that are tailored to their individual needs and goals, and that take a whole life approach rather than being split across programmes.
Ordinary life outcomes	Whānau are supported to live an everyday life in everyday places. They are regarded as citizens with opportunities for learning, employment, having a home and family, and social participation - like others at similar stages of life.
Mainstream first	Whānau are supported to access mainstream services before specialist disability services.

OUTCOME 2

Mana Enhancing Practice – High quality care and support

GOOD LIFE PRINCIPLES

Mana enhancing	The abilities and contributions of whānau and their families are recognised and respected.
Easy to use	Whānau have supports that are simple to use and flexible.
Relationship building	Supports build and strengthen relationships between people, their whānau and community.

**ANNUAL PRIORITIES: -
MANA ENHANCING
PRACTICE - HIGH
QUALITY CARE AND
SUPPORT**

OUTCOME 2

Mana Enhancing Practice – High quality care and support

Q1 BASELINE MEASURES AND GUIDELINES DEVELOPED FOR SUPPORTING: CONNECTEDNESS; RESILIENCE AND RECOVERY

- Clear pathways outline pre entry, entry, exit and follow up
- Service specifications communicated to all kaimahi

Q2 ROLLOUT:

- Processes reflected in CMS/CLIC

Q3 EVIDENCE BASED PRACTICE:

- Supervision; PDP; Teamwork;
- Collaborative Linkages;
- Dashboards; Checklists;
- Peer reviews.

Q4 REFLECTION/ EVALUATION

- RBA – How much did we do, How well did we do, Is anyone better off?

OUTCOME 3

Whānau Ora – Whānau inclusivity

Be inclusive, listen well, look to whānau, build community, and walk in many worlds but stay connected

Effective Māori Leadership and Decision Making for prosperous economies of wellbeing 2020

Whānau are considered critical to an individual's successful recovery. Whānau will be identified by participants with support from the service and engagement to respond appropriately to their specific needs including maintaining contact and communication. Whānau can include biological relatives, extended family, friends, peer supports and other pro-social supports. There are significant clinical, social and economic advantages to providing addiction and mental health services in a whānau inclusive way. The service encourages the strengthening of whānau relationships and recognises that this can present extra complexity and sensitivities.

Whānau Ora is an innovative approach to improving whānau wellbeing that puts whānau at the centre of decision making. The Whānau Ora approach is a culturally-grounded, holistic approach to improving the wellbeing of whānau as a whole, and addressing individual needs within the context of whānau.

Whānau Ora Outcomes Framework

The Outcomes Framework confirms that Whānau Ora is achieved when whānau are:

- self-managing
- living healthy lifestyles
- participating fully in society
- confidently participating in Te Ao Māori
- economically secure and successfully involved in wealth creation
- cohesive, resilient and nurturing
- responsible stewards of their natural and living environments.

The framework recognises the long-term and progressive change required for whānau to achieve these aspirational goals by including short, medium and long-term outcomes.

OUTCOME 3

*Whānau Ora –
Whānau inclusivity*

Whānau sit at the complex nexus between the social configuration of whānau, hapū and iwi, and the philosophical tradition articulated through Māori cultural knowledge, methods and practice. At this nexus 'being Māori' is a lived reality in which whānau negotiate authentic pathways to new futures.

The Whānau Rangatiratanga Frameworks

**ANNUAL PRIORITIES:
WHĀNAU ORA -
WHĀNAU
INCLUSIVITY**

OBJECTIVES

- 3.1 Embed Whānau Ora characteristics in service delivery
- 3.2 Build whānau capability to support whānau self-management, independence and autonomy
- 3.3 Put whānau needs and aspirations at the centre. NMP services will be more integrated and accessible
- 3.4 Build trusting relationships with other service providers, whānau, government agencies, iwi and other stakeholders
- 3.5 Develop a culturally competent and technically skilled workforce able to adopt a holistic, whānau centred approach to supporting whānau aspirations
- 3.6 Contracting and policy arrangements should reflect whānau Ora principles / framework
- 3.7 Effective leadership (rangatiratanga) to support whānau aspirations

OUTCOME 3

*Whānau Ora –
Whānau inclusivity*

Q1 WHĀNAU ORA PRINCIPLES INFORM PRACTICE.

- Whānau are supported to be self managing
- Every door is the right door (information and navigation); whānau have an opportunity to develop a whānau Ora plan,
- whānau are supported to identify and strengthen connections (eco map);
- collaboration based on trust is key to relationships

Q2 ROLLOUT:

- Eco maps, Whānau Ora Plans;
- Integration in practice;
- Relationship MOU's

Q3 EVIDENCE BASED PRACTICE:

- Internal audits;
- Dashboards

Q4 REFLECTION/ EVALUATION

- RBA – How much did we do, How well did we do, Is anyone better off?

OUTCOME 4

*Valued workforce - Competent,
confident and consistent*

No health service can be delivered, no person cared for, no health outcome achieved without the input from a large group of workers whether they are kaiāwhina, surgeons, nurses, lab technicians, cleaners, managers or any of the other workers employed throughout the health and disability system. The future system will not be successful unless the workforce is planned and managed more effectively than has been the case in the past.

NZ Health and Disability System Review
March 2020

Workforce development is a key constraint in our current health and disability system. In line with worldwide trends New Zealand is experiencing growing clinical workforce shortages. Our system will not be sustainable unless we change models of care and use the workforce differently. We will provide more inhouse opportunities to kaimahi; offer more online training courses; deliver more training opportunities; support more Māori, and lived experience students with placements; and develop more learn-as-you-earn pathways.

**ANNUAL PRIORITIES:
A VALUED WORKFORCE
-COMPETENT,
CONFIDENT AND
CONSISTENT**

OUTCOME 4

*Valued workforce - Competent,
confident and consistent*

OBJECTIVES

4.1 We will move towards a more interdisciplinary, flexible, whānau ora-focused and competency-based approach

4.2 Our workforce will reflect the community we are serving, and all parts of our system will be accountable for implementing specific Māori, and PG workforce strategies.

4.3 Our system will become disability confident, drawing lived experience people into a wider variety of roles and supporting them to thrive.

4.4 We will focus on best-practice kaimahi recruitment, onboarding, development and retention practices, including more flexible learning options and developing kaimahi in leadership roles via ngā pou e rima values

OUTCOME 4

*Valued workforce - Competent,
confident and consistent*

Q1 WORKFORCE DEVELOPMENT PLAN

- (Pathways to DAPAANZ);
- PG Competency framework;
- Consistent practice

Q2 ROLLOUT:

- Team building, Team reviews, training schedules;
- PDP reviews; Supervision support;
- Self-care; Resources; Talent management

Q3 EVIDENCE BASED PRACTICE:

- Standard operating procedures
- Ngā Pou e Rima values

Q4 REFLECTION/ EVALUATION

- RBA - How much did we do, How well did we do, Is anyone better off?



OUTCOME 5

Integrated systems and service enhancements

More effort must go in to identifying unmet needs across the board, but especially for Māori communities. Health outcomes will not improve if the health and disability system waits for whānau to turn up to be ‘treated’. The system has to reach out with the explicit aim of preventing illness. For example, providing more flexibility to ensure services meet whānau needs, rather than always expecting the community to adjust to the ‘rules’.

NZ Health and Disability System Review
March 2020

OBJECTIVES

5.1 Consumers, whānau and communities are engaged

5.1.1 Local communities, iwi partners, consumers and whānau, clinical experts and other stakeholders should have meaningful opportunities to influence planning, and be engaged throughout the life of strategic plans to understand priorities, implications for services and outcomes achieved.

5.2 Accessing support services is an improved and easier process for whānau

5.2.1 Implement a consistent needs assessment framework

5.2.2 Assessment and reassessment processes will be streamlined so that those who require more service coordination support receive this in a timely manner, the need for regular reassessment is reduced, and people gain more freedom to manage their own support

5.2.3 Service coordination – we will work more closely with other agencies to ensure whānau receive more joined-up services

OUTCOME 5

Integrated systems and service enhancements

OBJECTIVES

5.3 The effective use of data and digital technologies means moving from an ecosystem of systems that do not easily connect, to a system that routinely shares data and more effectively supports all those working in or using the system

5.3.1 Our digital systems will support more delivery of virtual care and this will be prioritised to serve our rural communities with access challenges

5.3.2 Increased capability and use of data analytics will ensure better disability data collection and sharing will underpin planning and services delivery.

5.4 Build improved data and digital literacy and capability

5.4.1 Our workforce will be supported to build the capability, and have the tools and resources needed to effectively transition to and deliver modern models of care.

5.4.2 Whānau will have trusted, flexible access to a range of services via accessible, inclusive digital channels

OBJECTIVES

5.4.3 We must plan for modern ways of working with data and digital technologies as core to enabling a sustainable, adaptable, future-proof health and disability system.

5.5 Growth – Grow the organisation

5.5.1 Expand services to include MH /AOD and other supports

5.5.2 Work collaboratively on related issues

**ANNUAL PRIORITIES:
INTEGRATED SYSTEMS
AND SERVICE
ENHANCEMENTS**

OUTCOME 5

Integrated systems and service enhancements

Q1 ENGAGED CONSUMERS, WHĀNAU AND COMMUNITIES

- MOU's and MoA's

Accessing support services is an improved and easier process for whanau

- Consistent assessment and planning processes appropriate to Kaupapa Māori

The effective use of data and digital technologies

- CMS / CLIC . Improved website and intranet. Virtual digital platform

Building improved data and digital literacy and capability

- Training in digital literacy. Data trends inform decisions, Dashboard reporting

Growth

- Expand services and collaborations

Q2 ROLLOUT:

- Expanded services

Q3 EVIDENCE BASED PRACTICE:

- Standards Audit (Internal and External)
- Feedback loops

Q4 REFLECTION/ EVALUATION

- RBA - How much did we do, How well did we do, Is anyone better off?

NGĀ POU E RIMA

**Kia tau - Be grounded,
Kia mārama - Be clear,
Kia hono - Be connected,
Kia hauora - Be healthy,
Kia mātau - Be informed**

Adapted from: Effective Māori Leadership
and Decision Making for prosperous
economies of wellbeing 2020



KIA TAU - BE GROUNDED,

Grounded leaders:

- are culturally grounded and have a sound knowledge of tikanga, values and te ao Māori
- live their values, especially kaitiakitanga, manaakitanga, pono, and tika
- are humble, respectful, trustworthy, unifying and courageous
- keep the culture and its manifestations alive, such as mahinga kai, Te Reo and the arts
- are connected to a source of ahi kaa
- strengthen Māori identities

KIA MĀRAMA - BE CLEAR

Clear leaders:

- are effective communicators who deliver clear messages
- explain things well
- are honest, open and transparent
- are a wellspring of resilience
- are thoughtful, incisive problem solvers
- have a clear long-term vision
- are succession-oriented
- are dedicated to the kaupapa
- can be flexible and adaptive

KIA HONO - BE CONNECTED

Connected leaders:

- are of service to their community
- build whanaungatanga
- are team oriented
- model inclusiveness
- engage whānau
- are supported by the people
- are good listeners to all kinds of people
- can walk in many worlds.

KIA HAUORA - BE HEALTHY

Healthy leaders:

- make good decisions
- grow others
- provide a positive influence
- are healthy role models physically, mentally, emotionally and spiritually
- are kind, generous and mana enhancing
- are calm and steadfast under pressure

KIA MĀTAU - BE INFORMED

Informed leaders:

- have relevant experience
- are analytical, strategic, consistent and methodical
- are financially literate
- have governance skills
- consider long-term consequences
- champion Māori mātauranga
- ability to influence positively influence
- possess a willingness to develop their skill sets





NGĀ MANGA PŪRIRI

STRATEGIC PLAN
2020 - 2025