



Strategic Plan 2018- 2023: Te Tohu o Te Ora o Ngāti Awa

August 2, 2018

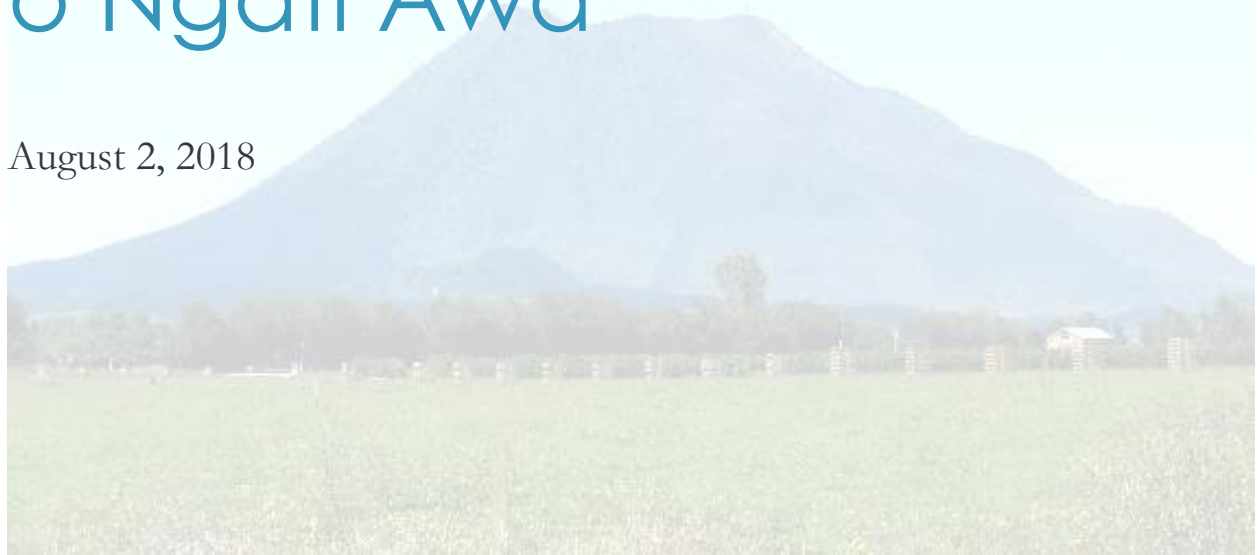


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OUR VISION

Te Pou Mataaho

OPTIMUM
HEALTH&WELLBEING



II. Integrated Strategic Plan

Our Vision

Te Pou Mataaho – Optimum Health and Wellbeing



Our Mission

To achieve prosperity and wellbeing for our whanau and our communities we serve through a high performing organisation

Our Strategic Goals; People, Financial, Customers, Internal operations

- i. Build and invest in our people capability
- ii. Strengthen and enhance our infrastructure and systems capability
- iii. Achieve long term financial sustainability
- iv. Embed Te Pou Mataaho to provide whanau centred care
- v. Build and consolidate strategic alliances and partnerships



Annual Organisational Objectives

Annual Plan objectives to cascade from Strategic Plan Goals

Service Plan

Action Plans by Division or Service



Individual Action Plans

Annual individual performance development plans

Monitoring and Evaluation

Monthly, quarterly, six monthly and annual reporting. Audit and/or evaluation of services

III. Tikanga and Values

| TIKANGA & VALUES What's important to us | BEHAVIOURS What you will see |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Whakapapa Our identity and heritage are paramount | <ul style="list-style-type: none"> Ko au, ko koe, Ko Ngāti Awa Commit to Te Pou Mataaho wānanga & noho marae |
| Kaitiakitanga The protection of our taonga | <ul style="list-style-type: none"> Daily practice of Ngāti Awatanga, tikanga, kawa, reo, karakia, pātere and waiata. |
| Kotahitanga United in purpose | <ul style="list-style-type: none"> Working collaboratively within and across teams Rowing together in the one direction |
| Puāwaitanga Growth and achievement | <ul style="list-style-type: none"> Prioritise professional development Working smarter Acknowledging and celebrating achievements |
| Taumatatanga The pursuit of excellence | <ul style="list-style-type: none"> Not just meeting but exceeding KPIs Stepping up and taking ownership and accountability and leading by example |
| Manaakitanga Caring for people | <ul style="list-style-type: none"> Whakarongo, whakarongo, whakarongo Caring for whānau by demonstrating empathy and understanding |
| Whanaungatanga Strong respectful relationships | <ul style="list-style-type: none"> Respecting tuākana and tēina roles in our relationships. Caring for ourselves and our whanau Deepening our relationships and connections through the daily practice of our tikanga |
| Aroha Love and respect for people | <ul style="list-style-type: none"> Whakaiti, demonstrating humility and compassion in both attitude and actions |
| Tumanako Aspire and hope for a promising future | <ul style="list-style-type: none"> Collaborate and work in partnership with others to make a difference in the outcomes for our whanau and communities |
| Whakapono Enduring faith in our beliefs | <ul style="list-style-type: none"> Keeping the faith to ensure our attitude and actions enhance the mana of others. |
| Rangimārie Peaceful and mindful of each other | <ul style="list-style-type: none"> Respectful and mindful of each other's roles and workloads Share knowledge and information openly and honestly |

IV. Te Pou Mataaho

The Te Pou Mataaho framework provides a model of service delivery that is distinctly Ngāti Awa and distinguishes Te Tohu o te Ora o Ngāti Awa from a mainstream organisation. This Maori paradigm and iwi philosophy underpins the management and delivery of its services

Te Pou Mataaho Pou

Te Pou Hineahuone: Te Pou Tātaiwhakaheke o Hineahuone provides us with the knowledge of the connection between ourselves and others through our kinship ties and whakapapa.

Te Pou o Hinefītama: Tūrangawaewae is the place you call home, your connection through the whenua

Te Pou Ihorangi: Te Pou Ihorangi represents the spiritual and cultural beginnings of whānau originating from the spiritual creator know as io Matuakore

Te Pou Aotūroa: Te Aotūroa recognises the world around us and all the different influences both the negative and positive that contribute to our development



Karakia and Waiata with staff

Te Pou Mataaho Kaiarahi Des



V. SWOT Analysis¹



¹ SWOT Analysis December 2017 workshop

VI. Whakatāne Profile 2013 Census

Total population

32,691 people usually live in Whakatāne District. This is a decrease of 606 people, or 1.8 percent, since the 2006 Census.

Its population ranks 31st in size out of the 67 districts in New Zealand.

Whakatāne District has less than one percent of New Zealand's population.

Population of Whakatāne District and New Zealand 2013 Census

| Sex | Whakatāne District | New Zealand |
|--------------|--------------------|-------------|
| Male | 15,792 | 2,064,015 |
| Female | 16,899 | 2,178,033 |
| Total people | 32,691 | 4,242,051 |

Source: Statistics New Zealand

Māori population

13,032 Māori usually live in Whakatāne District. This is a decrease of 171 people, or 1.3 percent, since the 2006 Census.

Its Māori population ranks 13th in size out of the 67 districts in New Zealand.

2.2 percent of New Zealand's Māori population usually live in Whakatāne District

Māori population of Whakatāne District and New Zealand

| Sex | Whakatāne District | New Zealand |
|--------|--------------------|-------------|
| Male | 6,246 | 288,639 |
| Female | 6,783 | 309,966 |
| Total | 13,032 | 598,602 |

Source: Statistics New Zealand

Note: Total population figures are for the census usually resident population count.

The Māori population is the Māori ethnic group usually resident population count. It includes those people who stated Māori as being either their only ethnic group or one of several ethnic groups.

Number of dwellings counted

- There are 12,195 occupied dwellings and 1,599 unoccupied dwellings in Whakatāne District.
- For New Zealand as a whole, there are 1,570,695 occupied dwellings and 185,448 unoccupied dwellings.
- There are 36 dwellings under construction in Whakatāne District, and 9,756 under construction in New Zealand

Dwellings in Whakatāne District and New Zealand 2013 Census

| Occupancy Status | Whakatāne District | New Zealand |
|-------------------------|--------------------|-------------|
| Occupied | | |
| Private dwelling | 12,141 | 1,561,956 |
| Non-private dwelling | 54 | 8,739 |
| Total occupied dwelling | 12,195 | 1,570,695 |
| Unoccupied | 1,599 | 185,448 |
| Under construction | 36 | 9,756 |
| Total dwellings | 13,827 | 1,765,896 |

Source: Statistics New Zealand

Note: This time series is irregular. Because the 2011 Census was cancelled after the Canterbury earthquake on 22 February 2011, the gap between this census and the last one is seven years. The change in the data between 2006 and 2013 may be greater than in the usual five-year gap between censuses.

VII. Organisational Overview

Te Tohu o Te Ora o Ngāti Awa is one of the largest integrated Māori providers in the Eastern Bay of Plenty. Established in 1989 to provide Mātua Whāngai services to Iwi, the organisation grew from a small Level 1 Care & Family Support Service, to an approved Iwi Provider of Social Services.

The need to merge our health policy arm formally known as Te Tohunga Ora Mo Ngāti Awa, with the Social Service arm of Te Runanga o Ngāti Awa, was recognised by the Iwi and in 1997, Te Tohu o Te Ora o Ngāti Awa was constituted and mandated to provide all social and health services to Ngāti Awa.

Today, Te Tohu o Te Ora o Ngāti Awa is continuing to develop its social and health initiatives. Te Tohu o Te Ora o Ngāti Awa intends to provide a comprehensive and seamless suite of health and social related services, which will benefit both Iwi and the wider community.

In general terms, Te Tohu o Te Ora o Ngāti Awa has set itself objectives where it will:

Achieve the highest standards of administration and delivery of social and health services. These standards will be consistent with;

- i. recognised professional practices in health care services
 - ii. New Zealand's regulatory requirements
 - iii. effective use of the Trust's resources
- Carry out statutory functions and other obligations in an effective and caring manner consistent with the interest of Iwi and the community.
 - Focus on prudent management to provide ongoing flexibility and the ability to meet the requirements of service users.
 - Maintain ongoing, close and consultative relationships between Te Tohu o Te Ora o Ngāti Awa, Iwi, the community and regulatory and associated administrative organisation's.
 - Provide a professional working environment ensuring that employees are properly trained and motivated.²

² 2017 Annual Report

VIII. Annual Business Plan

Annual Business Plan Builds on Strategic Plan Goals

| Build and Invest in our people capacity and capability | | | | |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------------|-----------|
| Annual Objectives | Action | Lead | Timeframe | Reporting |
| Develop staff capability through upskilling and training | <ul style="list-style-type: none"> Identify staff training needs through annual professional development plans Source training and associated costs | Division Managers in conjunction with HR support | Annual Staff anniversary dates | |
| Train and develop a workforce fit for purpose | <ul style="list-style-type: none"> Needs analysis of training across services completed | Division Managers in conjunction with HR support | June 2019 | |
| Build a culture of high performance through effective succession planning | <ul style="list-style-type: none"> Establish annual KPIs in individual staff PDPs Complete annual performance and remuneration reviews Identify leaders and champions for internal advancement | Division Managers in conjunction with HR support | Annual Staff anniversary dates | |
| Actively manage staff recruitment and retention levels within each service | <ul style="list-style-type: none"> Establish retention targets | Division Managers in conjunction with HR support | Ongoing | |
| Develop a communications strategy and plan | <ul style="list-style-type: none"> Develop Communication Plan to support organisational objectives | CEO and Division Managers | March 2019 | |

IX. Annual Business Plan continued

| Strengthen and enhance our infrastructure and systems capability | | | | |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------|--|
| Implement a robust quality and risk management system to support the business | <ul style="list-style-type: none"> • Develop a quality & risk management manual signed off by the board • Review of quality and risk policies • Establish an annual audit schedule & conduct internal audits | Policy and Audit Controller | June 2019 | |
| Implement Smarter Systems | <ul style="list-style-type: none"> • Needs analysis completed of IT needs for each service • IT infrastructure model signed off • Implement a centralised quality system | IT support in conjunction with Division managers Policy and Audit Controller | December 2018 June 2019 | |
| Data, information and technology that supports innovation, monitoring and management of the business | <ul style="list-style-type: none"> • IT support systems in place for each service including training • Review Exess data and information support to ensure compliance with Board and Funder reporting and performance requirements | IT Support Exess Support | June 2019 | |
| Establish a Robust Health & Safety programme | <ul style="list-style-type: none"> • Develop and implement an annual Health & Safety | Health & Safety Coordinator | December 2019 | |

| | manual and training plan for the organisation | | | |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|--|
| Market and Promote the Business | <ul style="list-style-type: none"> Develop and establish a website Prepare business proposal for CEO & Board approval | IT Support | June 2019 | |



X. Annual Business Plan continued

| Achieve Long Term Financial Sustainability | | | | |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------|--|
| Reporting requirements support the business | <ul style="list-style-type: none"> Monthly financial reports to the board Quarterly, six monthly and annual reporting requirements to Funders met Quality reports and narratives submitted | Division Managers | Monthly Six monthly & Annually | |
| Retention of existing service agreements and securing new business | <ul style="list-style-type: none"> 100% roll over of contracts 5% revenue growth by service through securing new business, MPDS funding and identified growth opportunities | Division Managers | Annual June 2019 | |
| Alignment with funder and government policy direction | <ul style="list-style-type: none"> Achieve government policy imperatives and funder targets & KPIs 6 monthly meetings with funders to discuss new service and business opportunities | Division Managers | July 2018 | |
| Achieve an annual surplus | <ul style="list-style-type: none"> Annual financial statements to the board Annual surplus achieved Five -year financial projection plan signed off | CEO | February 2019 | |

XI. Annual Business Plan continued

| Embed Te Pou Mataaho to Provide Whanau Centred Care | | | | |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------|--|
| Living and embodying Te Pou Mataaho | <ul style="list-style-type: none"> Quarterly Te Pou Mataaho wananga and noho marae with all staff | Division Managers | Quarterly | |
| | <ul style="list-style-type: none"> Annual CQI review of Te Pou Mataaho model Te Po Mataaho objectives incorporated into annual PDPs for staff | CEO Division Managers | Annual June 2019 | |
| Foster and promote whanau centred care | <ul style="list-style-type: none"> Develop a standardised client satisfaction survey tool for the business Implement a bi-annual client/whanau satisfaction survey Bi-annual client/whanau survey feedback to inform the annual business and service planning processes | Policy and Audit Controller | December 2018 June 2019 | |
| Whanau Centred Care Plans | <ul style="list-style-type: none"> All Care Plans to embed the 'the transfer of information, knowledge and skills to whanau to self-manage' principle | Division Managers | July 2018 | |
| Te Pou Mataaho Champions | <ul style="list-style-type: none"> Establish Te Pou Mataaho service champions to drive Te Pou Mataaho initiatives within each service | Division Managers | October 2018 | |

XII. Annual Business Plan continued

| Build and Consolidate Strategic Alliances and Partnerships | | | | |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------|--|
| Strategic Alliances and Partnerships | <ul style="list-style-type: none"> Increase in MOUs with partnering organisation's | Division Managers | June 2019 | |
| | <ul style="list-style-type: none"> Annual stakeholder impact analysis completed | Division Managers | | |
| Eastern Bay Iwi Health Provider Alliance | <ul style="list-style-type: none"> Leverage collective voice in negotiations with funders and Ministers to secure sub regional contracts Sub regional contracts to be allocated equitably and/or agree Iwi Health Provider lead for sub regional services | CEO | June 2019 | |
| Establish a Partnership with the DHB specialists | <ul style="list-style-type: none"> Scoping plan for the establishment of out -patient clinics for NASH | Division Manager | June 2019 | |
| Primary Care, establish and build strategic relationships with the PHOs | <ul style="list-style-type: none"> Establish MOU and or Service Level Agreements with WBPHO and NMO Leverage relationship to establish formal arrangements with General Practice to support Nurse Practitioners | CEO and Division Manager | March 2019 | |
| Whanau Ora, establish and build strategic relationship with NMO and Te Pou Matakana | <ul style="list-style-type: none"> Formalise arrangements with NMO and Te Pou Matakana | CEO and Division Manager | March 2019 | |

I. Strategic Planning Workshops

Staff October 2017



Board November 2017



Management October 2017



Staff October 2017

