

MEMORANDUM TO THE BOARD

12 MAY 2010

AGENDA ITEM 10

HE HUARAHİ ORANGA 2010/2013 (DRAFT)

Waikato District Health Board's (DHB) Māori Health Plan, He Huarahi Oranga 2010-2013 (draft) is forwarded to the Waikato DHB Board for comment and sign-off.

He Huarahi Oranga 2010-2013 (draft) is the third revised version of the Waikato DHB's Māori Health Plan which is refreshed every three years.

The plan has been developed in conjunction with Iwi/Māori Council and has been supported via consultation hui with Iwi/Māori across the Waikato DHB district.

The vision, guiding values and principles were adopted from the original 2003 plan and involved extensive consultation with Iwi/Māori across the Waikato DHB district.

The five key strategic directions that form the foundation of He Huarahi Oranga 2010-2013 (draft) are listed below:

1. Effective Relationships
2. Culturally Responsive Services
3. Māori Health Workforce Capacity Development
4. Māori Provider Capacity Development
5. Iwi/Māori Community Capacity Development.

These five strategic directions and their associated action plans collectively seek to reduce health inequalities between Māori and the rest of the population within the Waikato DHB district.

Recommendation

THAT

The Board endorses He Huarahi Oranga 2010-2013 to guide the direction for Waikato DHB in regard to improving Māori health.

DITRE TAMATEA

ACTING GENERAL MANAGER: MĀORI HEALTH

DRAFT

He Huarahi Oranga 2010-2013

He Huarahi Oranga literally means “the pathway or road to wellness” and is the Waikato District Health Board’s Māori Health Plan 2010-2013.

Waikato District Health Board Vision

The Waikato DHB’s vision is detailed in the Waikato DHB District Strategic Plan (DSP) 2006-2015 and is about “Building Healthy Communities” by improving the health, independence and quality of life for the communities it serves by addressing the needs of the population and reducing health disparities.

He Huarahi Oranga, Waikato DHB’s Māori Health Plan’s vision is:

“Supporting the attainment of Whānau Ora maximum health and wellbeing for whānau, hapu, Iwi and Māori Communities”¹

He Huarahi Oranga Waikato DHB’s Māori Health Plan 2010-2013

1. Strategic Alignment

This plan will guide the direction for Waikato DHB in regard to improving Māori health status through to 2013. The plan aligns to:

- *He Korowai Oranga* the National Māori Health Strategy 2002
- Raranga Tupuake: Māori Health Workforce Development Plan 2006
- Waikato DHB Māori Health Workforce Development Plan 2009-2012
- Waikato DHB Sector-wide Workforce Development Plan 2009-2019
- Waikato DHB District Strategic Plan 2006-2015

¹ Aligns to He Korowai Oranga, National Māori Health Strategy 2002 (MOH)

2. The key drivers of Māori Health

The impetus given to Māori Health by Waikato DHB after consultation with Iwi/ Māori is based upon five key drivers:

1. Te Tiriti o Waitangi the founding document of our nation
2. A commitment to support Iwi development in the area of health
3. The size, projected growth and changing composition of the Māori population
4. A disproportionate health need for Māori relative to the rest of the population
5. A commitment within Waikato DHB to reduce health inequalities for Māori

3. Principles and Priorities

Several hui with Iwi/ Maori held across Waikato DHB district have identified priorities and principles that underpin the strategic and operational activity of Waikato DHB in relation to Māori health.²

Waikato DHB Priorities	Treaty of Waitangi Principles
<ul style="list-style-type: none"> ▪ Financials ▪ Quality Improvement ▪ Workforce ▪ Chronic Conditions ▪ Redevelopment ▪ Rural services 	<ul style="list-style-type: none"> ▪ Partnership ▪ Participation ▪ Active Protection
	<p style="text-align: center;">Māori Health Guiding Principles</p> <ul style="list-style-type: none"> ▪ Tino Rangatiratanga – Iwi Māori participation in health planning, development and delivery at all levels and in all areas ▪ Whiriwhiringa – recognising alternative pathways to well-being and that one size does not fit all. A targeted rather than generic approach is required ▪ Kotahitanga – Māori health is everyone’s responsibility ▪ Tūhonotanga – Consistent and co-ordinated approach ▪ Hauora – holistic well-being

² Aligns to Waikato DHB Māori Health Strategy He Huarahi Oranga 2006-2009

3. Five Strategic Directions

He Huarahi Oranga Waikato DHB's Māori Health Plan 2010-2013 comprises of five key strategic directions. These five strategic directions were developed in consultation with Iwi/ Māori across the Waikato DHB district and seek to work towards reducing health inequalities for Maori relative to the rest of the population:

1. Effective Relationships
2. Culturally Responsive Services
3. Māori Health Workforce Capacity Development
4. Māori Provider Capacity Development
5. Iwi/ Māori Community Capacity Development

Collectively these five strategic directions and their associated actions seek to provide a practical way forward for Waikato DHB to work towards the attainment of "Whānau Ora" maximum health and wellbeing for whānau, hapu, iwi and Māori communities.

1: Effective Relationships

Objective

To build effective working relationships with those sectors outside of health that involve the wider determinants of health and to build effective working relationship across the health sector to support opportunity for Māori health gain.

Task	Measure	Timeframe / Reporting	Responsibility
Ensure as appropriate Iwi/ Māori representation on major health initiatives and projects within Waikato DHB, Waikato DHB district and Midland region	100% of all high level Waikato DHB strategies, plans, ³ projects and decisions relating to prioritisation of funding support opportunity for Maori health gain	Six monthly	All Waikato DHB services/Midland Regional Networks
	100% participation by Iwi/ Māori evidenced in the development of all high level planning/ strategies and prioritisation of health funding within Waikato DHB.	Annual	
	100% of Midland Region plans & strategies ⁴ can evidence they have been developed in conjunction with Iwi/Maori and all plans have Māori health gain key performance indicators (KPIs) as performance measures	Annual	
Participate in intersectorial projects that promote Māori health gain	Te Puna Oranga participate in and complete two intersectorial projects/ initiatives per annum that support opportunity for Maori health gain	Annual	Te Puna Oranga/Ministry of Education/Te Puni Kokiri/Ministry of Social Development
Develop relationships with agencies external to the health sector to support intersectorial initiatives	Relationships are established and maintained with: <ul style="list-style-type: none"> • Ministry of Social Development • Housing NZ • Ministry of Justice • Ministry of Education • NGO sector 	June 2012	Te Puna Oranga/ & other related sectors

³ Note high level strategies and plans refers to regional plans or strategies or district wide plans or strategies such as Waikato DHB's District Strategic Plan (DSP), Waikato DHB District Annual Plan (DAP) or the Health Waikato Operating Plan

Task	Measure	Timeframe / Reporting	Responsibility
Develop relationships with agencies external to the health sector to support intersectorial initiatives	<ul style="list-style-type: none"> • Te Puni Kokiri • Hamilton City Council 		Te Puna Oranga/ & other related sectors
	Two projects developed per annum as a result of these relationships that support opportunity for Maori health gain through cross sectors co-operation.	June 2013	
Ensure that key strategic documents that relate to Māori health are developed in conjunction with Iwi/ Māori	Waikato DHB's DAP has an integrated Maori health component that supports working towards Maori health gain	Annual	Te Puna Oranga / Planning and Funding
Support the Board and Waikato DHB Executive to gain a greater understanding of Māori tikanga and communities	Six bicultural training sessions held with the Waikato DHB Board per annum	Annual	Te Puna Oranga
	Number of Board and Waikato DHB executive attending key Māori events ⁵ reported	Annual	
Develop relationships with and network meetings with Iwi within Te Rohe o Tainui (Hauraki, Waikato, Raukawa, Maniapoto)	Four meetings held between Waikato DHB and Iwi within Te Rohe o Tainui per annum	Six monthly	Te Puna Oranga
	Report on the development of relationships between Waikato DHB and Iwi.	Six monthly	
Further develop and maintain relationships with Midland DHB Māori Health Services to increase information sharing and consistency of care for Māori patients across the Midland region	Total number of referrals received from Midland DHB region to Te Puna Oranga frontline services recorded	Annual	Te Puna Oranga
	Four annual hui held between Midland DHB Māori health services	Annual	Midland GM Māori Forum (Tumu Whakarae)

⁵ Attendance at traditional Tainui gatherings i.e. poukai and koroneihana

2: Culturally Responsive Services

Objective

To ensure that mainstream services are responsive to the cultural values and beliefs of Māori and work towards becoming equitable services through organisational culture change.

Task	Measure	Timeframe / Reporting	Responsibility
Iwi/ Māori actively participate in strategy, planning, prioritisation of funding and decision making within Waikato DHB	100% participation by Iwi/ Māori evidenced in the development of all high level planning/ strategies and prioritisation of health funding within Waikato DHB.	Annual	Waikato DHB/Midland Regional Networks
	Iwi/Māori representatives participate in the prioritisation of funding forum.	Annual	Te Puna Oranga / Planning and Funding
	100% of all high level Waikato DHB strategies, plans, projects and decisions relating to prioritisation of funding support opportunity for Maori health gain	Annual	Waikato DHB/Midland Regional Networks
Develop meaningful key performance indicators (KPI's) which monitor progress on Māori health gain/ reducing inequalities across health priority areas	100% of Waikato DHB District and Regional plans reflect Māori health gain across health priority areas.	Annual	Te Puna Oranga / Planning and Funding/Midland Regional Networks
Maintain the provision of a traditional welcome, whakatau/ powhiri to all new Waikato DHB staff	100% of all new Waikato DHB staff members are provided with a traditional welcome (whakatau/ powhiri) via the Waikato DHB orientation process	Monthly	Te Puna Oranga / Human Resources
All Waikato DHB staff are encouraged to practise in alignment with Tikanga Best Practise Guidelines	100% of Waikato DHB staff have access to Te Ara Tika Tuatahi and Te Ara Tika Tuarua learning and development programmes.	Six monthly	Te Puna Oranga /Human Resources / Health Waikato

Task	Measure	Timeframe / Reporting	Responsibility
All Waikato DHB staff are encouraged to practise in alignment with Tikanga Best Practise Guidelines	Number of staff attending Te Ara Tika Tuatahi and Te Ara Tika Tuarua bicultural programmes reported	Six monthly	Te Puna Oranga /Human Resources / Health Waikato
	Staff evaluation of Te Ara Tika Tuatahi and Te Ara Tika Tuarua programme(s) completed monthly by participants.	Six monthly	
Māori specific positions work alongside other professions as part of the multidisciplinary team	Evidence provided of Māori specific positions working within a multidisciplinary team (MDT) i.e. contribution at MDT meetings).	Six monthly	Te Puna Oranga / Health Waikato
	100% of Māori patients referred to Te Puna Oranga frontline services are offered the option of a Whānau Ora Assessment.	Six monthly	
Māori model of care implemented across the Waikato DHB provider division	Training guide and resources are developed to support the implementation of a Māori model of care across Waikato DHB provider division.	June 2010	Te Puna Oranga / Health Waikato
Explore joint ventures between Waikato DHB and Māori providers	One joint venture/ project between Māori providers and Waikato DHB services established within one of the following targeted areas per annum: <ul style="list-style-type: none"> • Cancer • Cardiovascular • Diabetes • COPD • Mental Health and Addictions 	Annual	Te Puna Oranga / Health Waikato/NGO sector
Develop a Māori model of care with mainstream NGO sector	Māori model of care developed for mainstream community providers.	June 2010	Te Puna Oranga/ NGO sector
	Integrate model of care into mainstream community providers.	June 2011	Te Puna Oranga/ NGO sector

Task	Measure	Timeframe / Reporting			Responsibility
Ensure 100% of all Primary Health Organisations (PHOs) have a Māori Health Plan in place	100% of Primary Health Organisations have developed and are implementing their Māori Health Plan.	Six monthly			Te Puna Oranga/ PHO's
He Ritenga Cultural Audit tool applied both within Waikato DHB provider division and within mainstream community providers	Corporate Māori specific staff trained to apply the He Ritenga Cultural Audit Tool across Waikato DHB provider division service areas.	June 2010			Te Puna Oranga
	Four He Ritenga Cultural Audits completed annually across Waikato DHB provider division.	Annual			Te Puna Oranga / Health Waikato
Bicultural Education Curriculum workshops and online training options provided to all Waikato DHB Staff	<ul style="list-style-type: none"> 85 % of all new clinical staff who commence employment with Waikato DHB access Te Ara Tika Tuatahi programme 70% of all new clinical staff who commence employment with the Waikato DHB access Te Ara Tika Tuarua programme 	2011	2012	2013	Te Puna Oranga /Human Resources/ Health Waikato
		65%	75%	85%	
		50%	60%	70%	
	100% of Te Ara Tika Tuatahi and Te Ara Tika Tuarua programmes evaluated	Six monthly			
Online training options are investigated as a viable training option for bi-cultural education.	June 2011				
Waikato DHB staff are provided access to Culture Flow Māori language development training	100% of Waikato DHB staff have access to Culture Flow Māori language training	Six monthly			Te Puna Oranga / Human Resources/ Culture Flow
	Number of Waikato DHB staff accessing Culture Flow Maori language training reported				

Task	Measure	Timeframe / Reporting	Responsibility
Waikato DHB reports and monitors Māori health gain against Ministry of Health, Health Targets	Immunisation: Annual targets attained that progress towards 95% of Māori two year olds being fully immunised	Quarterly	Population Health Services/Primary Health Care
	Cancer waiting times: Māori needing radiation treatment will have this within six weeks by the end of July 2010 and within four weeks by December 2010	Quarterly	Health Waikato/Midland Cancer Network
	Better diabetes & cardiovascular disease services: Establish and attain annual targets to increase the percentage of Māori within the Māori population: <ul style="list-style-type: none"> • Estimated to have diabetes to have free annual checks • On the diabetes register who have good diabetes management • Risk assessment measures 	Quarterly	Primary Health Care
	Better help for smokers to quit: 90% of hospitalised smokers who are Māori are provided with advice and help to quit	Quarterly	Health Waikato/ Population Health Services

3: Māori Health Workforce Capacity Development

Objective

To build the number, knowledge and skills of the Māori health workforce across the Waikato DHB organisation and district.

Task	Measure	Timeframe	Responsibility
Ensure Iwi/ Māori actively shape the development of health workforce development strategy and planning within Waikato DHB district	100% of all high level workforce- development strategies and plans with Waikato DHB are developed in participation with Iwi/ Māori.	Annual	Te Puna Oranga / Human Resources
	100% of Waikato DHB health workforce development strategy, planning and decision making reflects the interest and aspirations of Iwi/ Māori.	Annual	
	Implementation of Waikato DHB Māori Workforce Development Plan 2009-2012 reported to Iwi/Māori Council.	Six monthly	Te Puna Oranga (Māori Health Service)
Implement and report against Waikato DHB Māori Health Workforce Development Plan 2009-2012	Outputs monitored against the Waikato DHB Māori Health Workforce Development Plan 2009-2012.	Six monthly	Te Puna Oranga (Māori Health Service)
Ensure Waikato DHB district Māori health workforce data is captured and utilised to inform Māori health workforce planning/ development	Total number and composition (by professional group) of the Māori health workforce within Waikato DHB reported.	Six monthly	Human Resources
	The total number of Māori working in health shows an improving trend across the Waikato DHB district over the next three years.	Six monthly	

Task	Measure	Timeframe	Responsibility
Support the implementation of the Kiaora Hauora ⁶ initiative at a local level within the Waikato DHB district	Regional Kiaora Hauora initiative implemented in the Waikato DHB district.	June 2013	Te Puna Oranga / Human Resources
Provide education and training to up-skill our Māori health workforce in te reo me ona tikanga Māori ⁷	Māori health workforce pathway of access to Te Reo me ona Tikanga Māori in place.	June 2011	Te Puna Oranga / Human Resources
Allocate Clinical Training Agency (CTA) Hauora Māori Funding to the non-regulated Māori health workforce	100% of CTA Hauora Maori funding received is allocated to non-regulated Māori health workforce	Annual	Te Puna Oranga/ Ministry of Health
	Number of applications received and funded reported	Annual	Te Puna Oranga
Foster Māori health workforce Leadership via a Māori leadership development programme	Māori leadership programme for Māori employed within the health sector developed.	June 2013	Te Puna Oranga / Human Resources
Establish clinical and cultural supervision for Māori nurses in NGO sector	85% of Maori nurses are offered clinical and cultural supervision on a monthly basis	Six monthly	Te Puna Oranga / Nursing Directorate
Coordinate promotion of scholarships and grants	One annual scholarships and grants day held.	Annual	Te Puna Oranga
Hold Waikato DHB district Kaimahi ⁸ Awards ceremony	Bi-annual Kaimahi awards ceremony held.	Bi-annual	Te Puna Oranga
	Number of Māori health staff awarded scholarships and/or grants captured and reported	Annual	Human Resources

⁶ The “Kia ora Hauora” programme seeks to increase the number of Maori working in Health. The programme is a MoH sponsored programme that is governed by the Tumū Whakarae workforce champions group. Within Midland’s a number of initiatives have been progressed to build Maori health workforce capacity

⁷ Te reo me ona Tikanga Māori translates as Māori language and protocols

⁸ Kaimahi translates as Māori workers or staff

Task	Measure	Timeframe	Responsibility
Foster relationships with other sectors such as education, welfare sectors to support the implementation of the Māori Health Workforce Development Plan	Number of relationships developed across sectors	Annual	Te Puna Oranga Te Puna Oranga
	Narrative report to highlight how these relationships support the implementation of targets in Māori Health Workforce Development Plan reported.	Annual	
Market the health sector as a career option to Māori	Four high Maori, low decile communities are targeted to promote health as a career option per annum	Annual	Te Puna Oranga / Human Resources
	The % of Māori employed within clinical professions shows an improving trend over the next three years.	June 2013 / Six monthly	
Support/ mentor tamariki/ rangatahi to take up a career in health	Pilot mentoring project to support rangatahi ⁹ and pakeke ¹⁰ who wish to take up a career in a targeted health area.	June 2013	Te Puna Oranga / Human Resources/ Ministry of Education/ Ministry of Welfare
	Memorandums of Understanding drawn up between selected secondary schools and tertiary institutions for the establishment of work placements and pathway into the foundation programmes for health	June 2012	
	Mentoring in place for Māori rangatahi and pakeke who wish to take up a career in	July 2014	

⁹ Rangatahi translates as Youth

¹⁰ Pakeke translates as Adults

Task	Measure	Timeframe	Responsibility
Support/ mentor tamariki/ rangatahi to take up a career in health	health across all professions.		Te Puna Oranga / Human Resources
	Six career expos in Waikato attended by Te Puna Oranga staff	Six monthly	
	Whakapiki Ake ¹¹ programme is offered to all Waikato secondary schools who have a high Maori enrolment rate	Annual	

¹¹ The Whakapiki Ake scheme is a Ministry of Health initiative, and is operated as a partnership scheme between The University of Auckland and selected secondary schools and seeks to promote health as a career option to high school children

4: Māori Provider/ Māori PHO Capacity Development

To encourage and facilitate Māori provider/ Māori PHO capacity development within the Waikato DHB district.

Task	Measure	Timeframe	Responsibility
Develop a Māori Provider Capacity Development Plan 2011-2014	100% of iwi/Maori providers are consulted in the development of the Māori provider Capacity Development Plan 2011 – 2014.	July 2011	Te Puna Oranga/ Te Puni Kokiri
	Māori Provider Capacity Development Plan 2011 – 2014 developed.	July 2011	
	Māori Provider Capacity Development Plan implemented.	2014	
Facilitate opportunity for Māori provider development through the Devolution of Primary Health Services	100% of Māori providers/PHOs are involved in primary health service devolution discussions at national, regional and local levels.	Six monthly	Te Puna Oranga / Planning and Funding / Ministry of Health
	A number of primary health services are devolved to Māori providers/PHOs in the Waikato region.	July 2013	
Allocate Māori Provider Development Funding (MPDS) to support capacity development	MPDS funding allocated across Māori providers in the Waikato district.	Annual	Te Puna Oranga/ Ministry of Health
	Total amount of MPDS funding within priority areas reported	Annual	Te Puna Oranga/ Ministry of Health

Task	Measure	Timeframe	Responsibility
Allocate Healthy Hapu funds to Māori providers	100% of Health Hapu funding awarded to Māori providers via contestable process	Annual	Te Puna Oranga/Planning and Funding
	100% of funded initiatives provide evaluations to Waikato DHB evidencing Maori health gain	Annual	
Support the development of shared services or joint ventures either across Māori providers/ PHOs and/ or with the Waikato DHB provider division	Two joint ventures between Waikato DHB provider division and Māori providers/ Māori PHOs per annum	Annual	Te Puna Oranga / Planning and Funding / Māori providers
Establish targets in Waikato DHB District Annual Plan (DAP) that measures an increase in the total amount of funding to Māori providers relative to previous DAP funding targets	Targets documented in the Waikato DHB District Annual Plan (DAP).	Annual	Te Puna Oranga
	Report the % of Waikato DHB revenue allocated to Waikato DHB relative to Māori providers	Annual	Te Puna Oranga / Planning and Funding
	An increase in the total amount of funding distributed to Māori providers	Six monthly	
	Funding levels to Māori providers are at a minimum sustained.	Annual	
Support the placement of Te Puna Oranga (Māori Health Service) Waikato DHB staff to support Māori provider capacity development	Two Waikato DHB placements provided to support Māori provider capacity development per annum	Annual	Te Puna Oranga

Task	Measure	Timeframe	Responsibility
Support the capacity of Māori providers to develop innovative and sustainable services	One annual workshop held by Waikato DHB with Māori providers to provide information regarding the development of innovative and sustainable initiatives	Annual	Te Puna Oranga/Service Development Unit
Support Whanau Ora development and the Midland PHO Network (EOI) and the National Māori Coalition PHO (EOI) within the Waikato DHB district	While specific details on the implementation of the National Whanau Ora programme and the Midland PHO Network (EOI) and the National Māori Coalition (EOI) have yet to be detailed in planning, Waikato DHB will support the implementation of such initiatives as appropriate. And subsequent action plans will be developed to support implementation as required.	Annual	Te Puna Oranga/ Waikato DHB
Allocate the \$1m Waikato DHB Māori Health Fund to build frontline service capacity in kaupapa Maori providers	Māori Health Fund allocated for 2010-2011 year. Frontline services improve Māori health status and providers deliver upon contractual obligations.	Annual	Te Puna Oranga/ Planning and Funding

5: Māori Community/ Iwi Capacity Development

To undertake initiatives that enhance Māori communities to identify and respond to their local health needs and exercise rangatiratanga over their health

Task	Measures	Timeline	Responsibility
Ensure that Iwi/ Māori participate in organisational strategy, planning, initiatives decision making and the prioritisation of health monies	100% of major organisational strategy, planning, projects and decisions relating to funding reflect the aspirations of Iwi/Māori.	Annual	Te Puna Oranga/ Iwi Maori Council/ planning and Funding
Allocate Healthy Hapu funds to Māori providers	100 % of Healthy Hapu funding awarded to Māori providers via contestable process	Annual	Te Puna Oranga/ Planning and Funding
	100% of funded initiatives provide evaluations to Waikato DHB	Annual	
Support secondments of Waikato DHB staff to support the development of Iwi Health Plans / Strategies	Two Waikato DHB secondments provided to support Māori provider capacity development per annum	Annual	Te Puna Oranga/ Maori providers
Ensure that Te Puna Oranga Waikato DHB's Māori Health Services reports against key issues facing Māori patients and their whānau whom access provider division services	Monitor the effectiveness of service delivery to Māori in a way which is responsive to the needs of Māori (kanohi ki te kanohi).	July 2010	Te Puna Oranga / Health Waikato
	Key issues or trends for Māori patients and whānau accessing Health Waikato services is reported	Annual	

Task	Measures	Timeline	Responsibility
Ensure the provision of focus groups with Whānau/ Māori community informs organisational planning/ strategy and service delivery	Two Māori community/patients focus groups facilitated per annum for Health Waikato	Annual	Te Puna Oranga / Planning and Funding/Health Waikato
	100% of organisational plans and strategies reflect the needs and recommendations of Māori community/patients	Annual	
Build the health research development of iwi within Te Rohe o Tainui	100% of research projects administered by Waikato DHB services are reviewed by the Kaumātua Kaunihera research subcommittee	Annual	Kaumātua Kaunihera research committee
	One annual hui to disseminate findings of key research projects run through Waikato DHB that have a significant impact on Māori health gains	Annual	Te Puna Oranga
	Establish relationships between Waikato Clinical School and Māori research units operating within Waikato DHB	June 2012	Te Puna Oranga/Waikato Clinical School

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