



**Te Hiku
Hauora**

Strategic plan

1 July 2024 to
30 December 2025





PART 1

Introduction

Welcome to the summary strategic plan for the 18 month period from the 1st of July 2024 to the 30th December 2025 for Te Hiku Hauora. This strategic plan has been developed in consultation with the Trustees and Senior Managers, and informed by whānau outcome data from the 2023 – 2024 year which helped us to build upon the strategic directives of 2023-2024. In this summary we take you through our Framework, our objectives and priorities for the 18 month period and its milestones.

We acknowledge that we enter into an uncertain climate of reversed health system reforms with health targets used to drive performance and its new policies. We remain strong in maintaining the efforts and innovating health care to address the persistent disproportionate health outcomes for Māori and our rural communities in Muriwhenua.

We commenced work on strengthening our organisational systems in early 2024 and we intend on making efficiencies so that we can move forward as a stronger and sustainable Hauora Māori organisation in terms of the services we provide, to whānau, hapū, Iwi and diverse communities we serve, whilst preserving and continually advancing our valuable workforces.

I look forward to working with the Trustees, our various partners, and all our staff on the successful delivery of our plan and in ensuring that we provide quality Hauora services for local people.

Dr Maria Baker (PhD)
CEO

Te Hiku Hauora



PART 2

Our Framework



In 2023, the Trustees agreed on a new Strategic Framework for Te Hiku Hauora, we continue to build upon this framework to describe our strategic objectives and how we aim to achieve them.

Te Hiku Hauora Vision

Āwhinatia he kaupapa Māori hei oranga mō ngā tangata katoa

A holistic Māori approach for all people to live well and to thrive

Te Hiku Hauora Mission

Ngā ratonga Hauora katoa ki ngā whānau, hapū, Iwi me hāpori o te Hiku o te Ika

Our mission is to provide and support Holistic Health Services to whānau, hapū, iwi and communities in Te Hiku o te Ika.

Our Statement For A Healthy Life

Whakawhanakehia me te tuku ratonga Hauora kia whakamanahia e matou katoa

We will develop and deliver Holistic Hauora services ensuring we value everyone.

We view health in a holistic context, and believe a Kaupapa Māori approach will value all peoples as it recognises physical, mental, social, environmental and spiritual wellbeing of individuals, whānau, hapū, Iwi and communities through the entire life course.



Our Strategic Objectives

Te Hikutanga

Growing our own Hauora Workforce

Improving the Health System

Strong Governance

Maintaining our Relationships

Creating Healthy Environments

Health Promotion & Whānau Capacity

Research, Development & Innovation

Our Teams

TE HIKUTANGA

HAUORA CLINICAL
LEADERSHIP

PEOPLE &
PERFORMANCE
(WORKFORCE
DEVELOPMENT)

COMMUNICATIONS

STRATEGY

OPERATIONS

INFORMATION
TECHNOLOGY

FINANCES

WHAKAPIRI ORA

WHARE TAUTOKO
HOME SUPPORT &
COMMUNITY CARE

PHARMACY

GENERAL
PRACTICES &
DENTAL

Our Values

Tika

Pono

Aroha

Wairua

Oranga
Hou

Poipoia



PART 3

Te Hiku Hauora Strategic Plan



3.1 Te Hikutanga

Te Hikutanga represents our special location in Aotearoa, where Five Iwi: Ngāti Kuri, Te Aupōuri, Ngāi Takoto, Ngāti Kahu and Te Rarawa, not only provide a rich whakapapa and knowledge base for ways of knowing, being and doing in the Far North. Te Hikutanga encompasses a holistic Te Hiku o te Ika - Muriwhenua understanding of health and wellbeing.

Ma te Hiku o te Ika, Mo te Hiku o te Ika

Te Hikutanga approach affirms our celebrating and connecting to our five Iwi, our language, culture, and whenua in building resilience and creating a buffer that mitigates exposure to negative risks.

Embedding Te Hikutanga means recognising:

- Our whakapapa, our language, cultural practices and our pūrākau ki te kainga
- The direct protective and strengthening impact that practising culture has on health and wellbeing
- The impact of cultural determinants on the social determinants of health
- Aspirations set in Te Tiriti o Waitangi (Māori version) as signed by ngā Rangatira o te Tai Tokerau
- The changes needed in policies and practices that continue to oppress Māori and are leading to disparities in health outcomes and opportunities (such as racism, reduced housing, education and employment options, disconnection from whānau and culture).



Priority 1: Te Hikutanga

TE HIKUTANGA

DELIVERABLES

- Kuia & Kaumatua Taumata
- Te Reo me ona Tikanga normalised in Te Hiku Hauora
- Te Reo Māori Signage
- Te Hiku Hauora Resources foster Te Reo, Waiata, Pūrākau, Kōrero and Hauora.
- Kaimahi and Whānau Wānanga
- Ngā Pūrākau: Ngā rima o ngā Iwi o Te Hiku o te Ika.
- Kia Piki te Ora

OUTCOMES

- Employment of Kuia & Kaumatua in Te Hiku Hauora
- Muriwhenua Kuia and Kaumatua Taumata
- Muriwhenua Kuia and Kaumatua – feedback loops into Te Hiku Hauora
- Employment of Matauranga Māori expertise
- Te Reo me ona Tikanga
- Impact in Te Hiku Hauora Orientation and Recruitment processes.
- Te Hiku Hauora Series of Wānanga.
- Support for Kaimahi and whānau to access wānanga
- Pūrākau, waiata me ngā korero ki te kainga
- Te Reo Māori signage.
- Te Hiku Hauora matauranga Māori rauemi.
- Kia Piki te Ora will be integrated into Te Hikutanga.



3.2 Growing our Hauora Workforce

Our Hauora workforce represents our greatest asset and is the largest portion of investment by Te Hiku Hauora. Ensuring our workforce reflects the community and serves the community health needs efficiently requires having the right people with the right skills in the right places. Over the last year, we have been implementing and expanding the workforce development plan for Te Hiku Hauora to support our workforce priorities including training, wananga, and access to new professional development opportunities. It is our intent to create an attractive organisation to work for, that has access to up to date and ongoing professional development. Whilst leading and driving locally led workforce development opportunities to resolve the ongoing health and disability workforce shortage and pressures in Northland.



Priority 2: Growing Our Hauora Workforce

GROWING OUR HAUORA WORKFORCE

DELIVERABLES

- Te Hiku Hauora Grow our own Workforce Development Strategy
- Hauora Academy (Rangatahi, Interns)
- Local Initiatives build Hauora Māori Workforce & Pipeline
- Increased variety of workforce development initiatives & kaupapa

OUTCOMES

- Te Hiku Hauora Workforce Development Hub that supports kaimahi, rangatahi and whānau with health workforce development education, resources and support
- Initiatives tailored to Te Hiku Hauora workforce needs.
- Hauora workforce training and professional development opportunities in the workplace and locally.

DELIVERABLES

- Career development, mentorship, ongoing appointment and retention of employees.
- Te Hikutanga training, wananga opportunities for all employees.
- Strengthen Rangatahi Hauora Academy in development
- Establish partnerships with local schools to increase Hauora as a stable career pathway and option.
- Create relationships with key vocational and tertiary education providers to connect Rangatahi and employees to training, professional development opportunities.
- Present business plan to establish Kura Hauora to the Board.

- Strengthen relationships with vocational and tertiary education providers and Funders to support formal training pathways for employees
- Explore and support student placements where there is capacity and capability.

OUTCOMES

- All employees have a career plan or professional development plan that is regularly monitored.
- Annual staff engagement survey is completed, findings from the survey inform of strengths and areas for improvement.
- Development and delivery of flexible models of Te Hikutanga learning options provided to employees
- Cultural awareness training routinely provided to all employees
- Te Hiku Hauora Rangatahi Hauora Academy
- Kura Hauora in development.

- Confirmed relationships with various education providers.





3.3 Improving the Health System

As a Hauora Māori Organisation, we are well positioned to understand the impact of the current health system upon the communities we serve, and the infrastructure that is required to make a difference to their wellbeing.

Resetting our brand, and increasing the investment in communications, with it an engagement with our communities has been purposeful and integral to the delivery of primary, community, Hauora Māori and population health services.

We currently have a physical and digital infrastructure that has had significant under investment, but we are not deterred from the need to innovate, modernise and improve the health system to ensure that the people and whānau we serve receive timely and quality health care.

Te Hiku Hauora appreciates the ongoing challenges faced by Māori, Pacific, and whānau living in Muriwhenua, in both service access and health outcomes.

Health service delivery will be increasingly supported by Whānau Voice to ensure that the people we serve are indeed shaping the services they need. In addition to providing information about the steady improvements in health outcomes.

There will be a focus on enhancing our quality improvement initiatives and creating better back office infrastructural systems and efficiencies for Te Hiku Hauora (e.g., IT, people and performance and financial systems).



Priority 3: Improving The Health System

INNOVATE AND MODERNISE HEALTH SERVICES

DELIVERABLES

- Strengthen health services and programmes to address health needs across the life course and health conditions.
- Build synergies across Hauora and clinical services.

OUTCOMES

- Health services on offer are well aligned with community health needs.
- Review implementation of new programmes and initiatives
- Integrated and seamless care.

IMPROVING THE HEALTH SYSTEM

DELIVERABLES

- Te Hiku Hauora Oral Health Plan
- Sustainable Pharmacy
- Maintain capacity of General Practices
- Build Home Help and Community Care
- Easier whānau access to Primary Health Care services (accessible & affordable)
- Innovative primary health care and outreach options for whānau.
- Precision in Oranga Wahine and Oranga Tane responses.
- Elimination of health inequities.
- Expanded capacity of Immunisations.

OUTCOMES

- The improvement of Te Hiku Hauora systems, health programs and services through improved integration, hauora and clinical excellence - harmonisation, and alignment with the health needs and aspirations of whānau, hapū, Iwi and communities resident in Muriwhenua.
- Increased Immunisation rates in Muriwhenua.

WHĀNAU VOICE

DELIVERABLES

- Develop and implement consultation and feedback mechanisms and processes that seek out an understanding of service experiences, service and health preferences and aspirations.

OUTCOMES

- Patient and Whānau Engagement
- Insight reports of whānau and community consultations and feedback.

BUILD STRONG COMMUNICATIONS TEAM AND STRATEGIES TO ENGAGE, INFORM, INSPIRE AND EDUCATE INTERNAL AND EXTERNAL AUDIENCES

DELIVERABLES

- The development and implementation of vibrant Te Hiku Hauora led communications eco system.

OUTCOMES

- Increased Public presence of Te Hiku Hauora and its various kaupapa
- Increased formal communication channels and mechanisms
- Te Hiku Hauora Communication strategies implemented.

ENHANCE QUALITY IMPROVEMENT

DELIVERABLES

- Develop Outcomes Framework
- Establish standards of care and quality indicators.

OUTCOMES

- Outcomes Framework developed and operationalised
- Standards of care and quality indicators defined and implemented

ENHANCE PEOPLE AND PERFORMANCE ACROSS TE HIKU HAUORA

DELIVERABLES

- Build a tailored People and Performance Infrastructure in Te Hiku Hauora.

OUTCOMES

- New HRIS system
- Current position descriptions
- Up to date HR practices, policies and approaches.
- People and Performance Culture fostered in Te Hiku Hauora.

STRENGTHEN FINANCIAL SYSTEMS

DELIVERABLES

- Introduce new FMIS and capacity in financial team.

OUTCOMES

- FMIS upgraded with increased capacity in the financial team and policies.

3.4 Strong Governance

To ensure Te Hiku Hauora services meet the needs of whānau, hapū, Iwi and people in our communities requires good governance and local leadership to ensure accountability for service delivery.

With leadership roles across Te Hiku Hauora, key decisions are made to ensure service continuity against current contracts whilst working on changes and innovations to improve health outcomes. Hauora Māori services are supported by national standards, health priorities and advise on hauora service access and hauora outcomes.



Priority 4: Strong Governance

HAVING STRONG LEADERSHIP AND GOVERNANCE.

DELIVERABLES

- Continue to strengthen the Governance - Trustees
 - Continue to strengthen Hauora Clinical Governance Group
 - Build emerging and senior leadership in organisation.
 - Support continual development of Hauora Clinical Leadership Team.
 - Build the confidence of leadership by ensuring clear direction, commitment
 - Promote leadership development opportunities amongst Te Hiku Hauora workforces.
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- Develop accountability framework to define accountability requirements at all levels (who is accountable for what)
 - Develop work programme to define expectations and accountabilities across Te Hiku Hauora services
 - Develop annual performance report
 - Utilise monthly / quarterly reporting as management tools.

OUTCOMES

- Trustees Framework and Annual work plan
 - Hauora Clinical Governance work plan and key milestones established
 - Senior leadership indicators developed and monitored
 - Organisational culture and leadership actions are consistent with Te Hiku Hauora vision, values and strategy.
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- Te Hiku Hauora Accountability Framework developed and accountability monitored.
 - Te Hiku Hauora Annual Work Programme
 - Te Hiku Hauora Annual Report Feedback is provided on internal reports.



3.5 Maintaining our Relationships

Partnerships, relationships and collaboration are important to Te Hiku Hauora to contribute to improved health and wellbeing outcomes for whānau, hapū, Iwi, hapori and our communities and for an appropriate system of care. By working together, we have the opportunity to push the parameters to raise the awareness about and help to address social and health issues our people experience. By advocating for system change we also have the ability to strengthen and create new partnerships at wider levels to create new opportunities in our communities that improve health outcomes.



Priority 5: Maintaining Our Relationships

RELATIONSHIPS	
DELIVERABLES	OUTCOMES
<ul style="list-style-type: none"> • Complete Te Hiku Hauora legacy project • Increase opportunities for whānau and service users of Te Hiku Hauora to share their views about the services and their needs. • Increase opportunities for whanaungatanga amongst kaimahi • Enhance relationships with current and potential funders. 	<ul style="list-style-type: none"> • (2025) 30th Year Celebration - Te Hiku Hauora. • Regular opportunities to engage whānau voice and points of view about Te Hiku Hauora services. • Increased whānau satisfaction to improved outcomes. • Regular engagement with kaimahi of Te Hiku Hauora.
<ul style="list-style-type: none"> • Strengthen relationships with the Five Iwi Entities of Muriwhenua. • Create collaborative initiatives with Iwi Leaders. 	<ul style="list-style-type: none"> • Regular liaison with Five Iwi Entities of Muriwhenua that strengthen relationships and roles in support of Te Hiku Hauora. • Strong relationships and collaborations with funders, Iwi and key stakeholders.
<ul style="list-style-type: none"> • Strengthen existing partnerships and form new partnerships to strengthen Te Hiku Hauora. 	<ul style="list-style-type: none"> • Increased support and investment into Te Hiku Hauora.
<ul style="list-style-type: none"> • Work in partnership, network and connect with organisations and groups improving health and wellbeing of residents in Muriwhenua and aligned to Te Hiku Hauora values. 	<ul style="list-style-type: none"> • Collaborative relationships and projects working together for the improved wellbeing of residents in Muriwhenua.



3.6 Creating Healthy Environments

Ensuring access to high-quality, effective, and culturally safe health and wellbeing services is an ongoing commitment that requires a strong and sustainable infrastructure, systems and resources based on community needs, to help increase access for people to primary care and other health and wellbeing services.

Priority 6: Creating Healthy Environments

RESILIENT, SAFE & FIT FOR PURPOSE HEALTH INFRASTRUCTURE

DELIVERABLES

- An inventory of Infrastructure and facilities master list
- Infrastructure and Equipment Maintenance Plan
- Assess infrastructure for fire, flooding, hazards and risks
- Develop and implement accreditation standards for health infrastructure

OUTCOMES

- Real time inventory of infrastructure available
- Maintenance plan developed and implemented
- Preventative maintenance conducted in line with the maintenance plan
- Fire risk assessment of all health facilities conducted
- All facilities have a fire evacuation plan in place
- Regular fire drills conducted
- Facility specific risk assessment conducted.
- Accreditation standards developed and implemented
- Accreditation cycle anchored in current legislation / standards.

HEALTHY ENVIRONMENTS

DELIVERABLES

- Feasibility Plan for Te Hiku Hauora Infrastructure (Facilities & Capital)
- More available spaces and places for the delivery of hauora services.
- Te Hiku Hauora Systems Transformation (includes IT, Finances, People & Performance)
- Strong Hauora Clinical Governance.
- Strong Occupational Health and Safety.

OUTCOMES

- Confirmed and sustainable Hauora Infrastructure (health facilities and capital program) for Te Hiku Hauora.
- Sustainable and future fit Hauora Infrastructure.

IMPROVED IT INFRASTRUCTURE

DELIVERABLES

- Enhance the IT environment
- Use of IT to improve health care

OUTCOMES

- All facilities have reliable internet access
- Virtual solutions are available in health facilities
- All facilities have access to a range of digital devices appropriate for health care delivery
- IT solutions to support health care and treatment adherence in use.
- Facilitate ongoing learning amongst staff.
- Provide information and decision support to health professionals at point of care
- Support for new delivery models
- Institutionalise telehealth options to be widely available.



3.7 Increasing Māori Health Promotion and Building Whānau Capacity

Promoting Te Hiku Hauora brand and model of Hauora will communicate an increased awareness about the determinants of health and strategies toward holistic wellbeing. We will communicate the range of services that are provided, their availability and access whilst promoting the narrative that recognises our local strengths, through success stories, impacts and achievements in innovative and mana enhancing methods. We will be a strong advocate for whānau led strategies and community involvement in the design of hauora services and their self- determination toward wellbeing.



Priority 7: Health Promotion

MĀORI HEALTH PROMOTION

DELIVERABLES

- Hauora planning program to increase capacity of whānau, hapū, Iwi and communities to engage in and design the delivery of health programs and services.
- Te Hiku Hauora led initiatives that build the brand of Te Hiku Hauora in Muriwhenua centred on whānau wellbeing.
- Increase in Te Ao Māori solutions to contribute to the wellbeing of whānau, hapū, Iwi and hapori.

OUTCOMES

- Greater community input into Te Hiku Hauora services.
- Te Hiku Hauora Communications and Hauora Initiatives increase engagement, awareness, knowledge and confidence in a range of health issues by self -help and whānau centred strategies.
- Innovative and creative Hauora Māori promoting activities.

BUILDING WHĀNAU CAPACITY

DELIVERABLES

- Health promotion activities target key communities
- Building on success and doing more of what works.

OUTCOMES

- **Population health approaches that deliver on focus areas:**
- Promoting healthy eating and active living
- Tobacco cessation and prevention of uptake
- Increasing access to oral hygiene products and dental cares
- Immunisations include childhood and influenza vaccination
- Promoting mental health and wellbeing
- Encouraging participation in Cancer screening programs (breast, cervical screening)
- Long term conditions
- Rangatahi Ora
- Te Kahu Taurima – targeted support through pregnancy and during infant years (first 2000 days)
- Kaumatua and Kuia Wellbeing
- Whānau Ora
- Increased community awareness of Te Hiku Hauora Services.

3.8 Building Aromatawai, Research Development and Innovation

There is value in establishing an evaluation, research and innovation program in order to inform and improve the delivery of high-quality and effective healthcare services. We will actively seek out and contribute to evidence to demonstrate effective Hauora services and seek to apply this evidence to our practice. We will support the development and extension of evaluation and research skills of our staff and will engage whānau meaningfully to help guide the decisions for evaluative activity in Te Hiku Hauora.



Priority Eight: Research, Development & Innovation

BUILD OUR OWN EVIDENCE BASE, & INNOVATIONS

DELIVERABLES

- Enhance Te Hiku Hauora capacity to evaluate its health programs and services.
- Build capacity and capability in Te Hiku Hauora – evaluation, research, development and innovation.

OUTCOMES

- Establishment of Te Hiku Hauora – Outcomes Framework
- Engagement in health evaluation and research.
- Partner activities which support the overall objectives of Te Hiku Hauora.
- Special projects to increase knowledge and confidence with evaluation, research, development and innovation.

STRENGTHEN AROMATAWAI EVALUATION & RESEARCH CAPACITY

DELIVERABLES

- Strengthen Ethics Committee
- Develop evaluation and research culture in Te Hiku Hauora
- Develop policy to guide evaluation and research in Te Hiku Hauora
- Identify priority areas for evaluation and research.

OUTCOMES

- Ethics committee
- Health professionals engaged in evaluation and research
- Policy developed
- Evaluation and research agenda set



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