

MIHI

Greeting

▣ Aku nui, e aku wehi, e aku whakatamarahi ki te rangi
Tēnā koutou, tēnā koutou, tēnā koutou katoa
Tēnā anō hoki ō tātou tini aitua, rātou kua huri ki tua o te ārai
E ngā mate huhua, haere, haere, haere oti atu
Tātou te urupā o rātou mā, tēnā huihui mai tātou
Nei rā te mihi a te waiora ki ngā manatapu, ki ngā reo, huri noa
He mahi taumaha, he mahi whakapau ngoi, te whakatinana i ngā tini
āhuetanga e ū ai te hā o te ora
Engari he mahi hei oranga ake mō tātou
Kua takoto te mānuka
Nā reira ko tā tātou he hiki ake te wero
ka kawea atu ai ki ngā tihi o te ao waiora
Ko aua tihi rā
ko te oranga tinana
ko te oranga wairua
ko te oranga hinengaro
ko te oranga whānau
Arā he oranga tangata tērā kei te whāia nuitia
Kāti ake i konei
ki konā mai rā koutou i roto i ngā mihi
Mā Rongo, mā Tāne koutou katoa e whakaruruhau



Rangatiratanga



Whanaungatanga



Manaakitanga



Kotahitanga



Kaitiakitanga

WHAT'S INSIDE?

He aha kei roto

TAHI

Timatanga

RUA

Where It Stands / Kei he e tu ana

TORU

What we know currently / Nationally

WHA

Current NZ health System

RIMU

Comcare Strategic Aims

ONO

What does it mean / he aha te tikanga

WHETU

Te Hihi ata - Māori Strategic aims

WARU

Deliverable / Outcomes - Putanga

IWA

Equitability / Te Taurite

TE KAU

In Summary - Hei Whakarangapoto



TIMATANGA

Introduction

☞ Te Hihi Ata, “The Dawning Divine”, is the first spark of the morning to energise, give sustenance, give life, create a beginning, and give breath. That moment is when the first light meets the day and activates potential.

The development of new Strategic Aims for the organisation delivered a renewed focus on Comcare Charitable Trusts (Comcare) role as a Te Tiriti o Waitangi partner and the role we play in progressing equitable health outcomes with and for Māori.

This renewed focus reflects the direction of reforms of the health and housing systems in Aotearoa, articulated in The Health Reform White Paper (Our health and disability system - Building a stronger health and disability system that delivers for all New Zealanders) April 2021, articulating a vision to build a system which achieves pae ora | healthy futures for all New Zealanders. This includes a focus on delivering:

Equity - tackling the gap in access and outcomes between New Zealanders, particularly for Māori, Pacific peoples, disabled people, and vulnerable groups, and;

Partnership with Māori in how healthcare is designed and delivered, and empowering everyone to help design systems which works for them.

In developing new Strategic Aims, Comcare canvassed feedback from the Housing and Mental Health and Addiction sectors and while perceptions about Comcare were positive, it was clear that our relationships with and responses for Māori, were only seen as adequate within the context of being a ‘mainstream’ provider; we could be doing better, particularly in our engagement with Mana Whenua.

With this in mind, a foundation to our strategic aims has been laid with Te Tiriti o Waitangi/The Treaty of Waitangi being foundational to our work and Comcare recognises the status of Māori as Tangata Whenua of Aotearoa.

We will also strive to ensure everything we do supports the achievement of equitable health outcomes for Māori, strengthening relationships with Mana Whenua and being guided by the tikaka and kawa of the rohe of Tuahuriri Ngāi Tahu.

Te Hihi Ata further articulates our commitment to ensuring this foundation is solid and the framework we build upon it prevails.

We will do this by undertaking initiatives that improve our organisation’s cultural safety and cultural competency and accountability as a Tiriti partner. This will support targeted change needed to improve Māori health outcomes and challenge inequity.

**“Ehara taku toa | te toa takitahi,
engari kē he toa takitini”**

(My success should not be bestowed onto me alone; it was not individual success but the success of a collective.)



KEI HE E TU ANA

Where It Stands

“Ko te whakaora, he hiko whakāmarama, Māna anō tōna ake ara whakaora e whakarau”

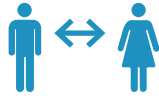
A journey of discovery where an individual leads their own unique process of moving forwards....



The above vision statement/whakatauki talks about the individuals discovery of a journey that compels them in a forward motion, living well. Comcare Charitable Trust aims to assist people who experience mental illness and addictions to live well in the community.



Since its founding, Comcare has developed and grown to support over 4000 people. In 2021/22, we employed 114 staff, owned 102 homes for social housing, leased 70 houses to provide emergency housing and operated across Canterbury. In the same year, our statistics show we had 428 identified as being Māori engaged within our services, as indicated below.



- 240 Male
- 188 Female



- 119 Housing Facilitation
- 27 Transitional Housing



- Schizophrenia / Schizoaffective 54 (12.6%)
- Psychosis 31 (7.2%)

[Both approx. 20% of Māori clients have a Psychotic Diagnosis]

- Bipolar 24 (5.6%)
- Depression 74 (7.3%)
- Not Stated 101 (23.6%)



- 42 identified as Kai Tahu
- 13 identified as Ngā Puhī
- 22 Ngāti Porou
- 13 Tainui
- 85 Other Iwi
- 253 Not stated

Evidence tells us we are needing to re-assess our approach for Māori to support better engagement with our services. We need to strengthen relationships with Iwi, Kaupapa Māori Services, communities and whanau to be better Te Tiriti partners and to begin addressing the causes and impacts of health and housing inequities.

Please note that in December 2022, Comcare began developing services in Dunedin in conjunction with Te Whatu Ora Southern. It is anticipated that we will support 20-30 people to find accommodation with flexible intensive mental health and addiction support available.

THE DATA SHOWS US...



Our Māori population is comparatively now younger.



We need to adjust what we are doing to achieve health equity for Māori and be an effective Tiriti partner.



There are a number of positive aspects related to the well-being of Māori.



The Māori unemployment rate is more than double that of non-Māori: Māori 2.9%, non-Māori 6.6%



The socioeconomic status of Māori results in disproportionate impacts. The median income for Māori is several thousand dollars less than non-Māori \$26,900 (Māori) \$30,800 (non-Māori).



Increase of mental health and addiction issues for Māori within our community.



At March 2021, The most commonly reported ethnicity on the Housing Register continued to be Māori, who made up 49 percent (11,699 applicants)



Māori are 2.5 times more likely to die early from heart disease or stroke than non-Māori.



CURRENT NZ HEALTH SYSTEM

Pae Ora (Healthy Futures) Act 2022 took effect on 1st July 2022, establishing three new entities.

- A** A new Public Health Agency within the Ministry of Health to lead and strengthen public health.
- B** Whatu Ora Health New Zealand is the national organisation to lead and coordinates health service delivery across the country.
- C** Te Aka Whai Ora, the Māori Health Authority, as an independent statutory authority to drive improvement in Hauora Māori.

The act establishes Iwi-Māori Partnership Boards to represent local Māori perspectives on the needs and aspirations of Māori concerning planning and decision-making for health on a local level.

The Government Policy Statement on health has made clear its expectations, what funding and support are available and how success will be measured, monitored, and reported; the six main aims of focus:

- 1** Achieving equity in health outcomes - **Working towards equity and well-being, recognising rights and obligations of under-served communities.**
- 2** Embedding Te Tiriti o Waitangi across the health sector - **Strengthened Māori leadership and decision-making, increased access to Kaupapa Māori and whanau-centred services.**
- 3** Keeping people well in their communities - **Improve service delivery, including responsiveness and hospital networks, addressing unjustified variation in healthcare.**
- 4** Developing the health workforce of the future - **Culturally appropriate services, grounded in and framed by matauranga Māori and Pacific well-being approaches, the impact on the health workforce is minimised, and staff are supported through the reform.**
- 5** Ensuring a financially sustainable health system - **Meet the crown's Te Tiriti o Waitangi obligations, target resources to achieve equity across groups, and support whanau to stay well within communities.**
- 6** Laying the foundations for the success of the future health system - **Working collectively and in partnership, consumer whanau and community voice.**

COMCARE STRATEGIC AIMS

The Board and Senior Management Team have agreed upon a direction for the organisation for the next three to five years. Four core strategic goals have been approved, and a foundational Pou will inform and underpin the ethos, priorities, and processes of the Strategic Aims.

1 Anticipate and lead the provision of future Mental Health services innovation and development and deliver responsive and informed services that improve Māori health equity and support Tangata Whai-ora to reach their potential.

2 Grow Comcare housing assets and services in the broader region to respond to emerging sector needs.

3 Broaden and strengthen community partnerships and alliances networks locally and regionally.

4 Promote and enhance Comcare's reputation at a national and regional level.

*Ngā Pukenga/Te mahi hou
te whanaketanga*

To Develop/
Specialise
Innovation

*Te Hanga Whare/
Te Tipu Whare*

Abundance/
To Grow
many

Te Kotahitanga

Working/
collaboratively

Whakanuia

Standing in
one's mana

Te Tiriti o Waitangi is foundational to our work, and Comcare recognises the status of Māori as Tangata Whenua of Aotearoa. We strive to ensure everything we do supports the achievement of equitable health outcomes for Māori.

HE AHA TE TIKANGA

What Does It Mean

Foundational Pou Tiriti O Waitangi

With the Strategic aims set, the Senior Management Team developed deliverables, actions, outcomes and timeframes to achieve the intended aims. To help support and guide the organisation, the role of the Kaiarahi Māori Strategic Manger was established focussed on improving Comcaresrole as Te Tiriti partners and pro equity.

It aims to proactively help Māori – in their dual identity as tangata whenua and citizens – succeed and realise their aspirations. It will do this by providing opportunities that enable Māori to achieve their aspirations in housing, employment, education and training. It will also stabilise mauri ora and re-connection to whanau, hapu iwi.

The Action Plan seeks to work in partnership with iwi, hapū and Hapori to:

- Enable Māori to their rangatiratanga over their resources and goals, and the services they use.
- Co-design services that recognise differing Māori needs and strive to achieve equity of outcomes and alignment to Te Tiriti O Waitangi.
- Provide Māori with options to participate appropriately for their needs and circumstances.

The Foundational Pou is likened to the Poutokomanawa of the Whare Tupuna; it sets the Tikaka; it holds the mana; it creates space for you to be guided and to stand knowing you are being held (Turangawaewae). Therefore, an essential facet in implementing a cultural shift and embedding it are three key threads which will permeate through a way of being and whanaungatanga.



TIKA

The principle seeks to address, acknowledge, respect and enhance what exists and everything about their existence, including the relationship with people, whenua and Atua.

PONO

Pono – reality, truth, honesty, integrity, revealing reality calls for honesty in everything we do; Pono motivates people to act, places a standard in terms of being tika in everything that is done, and reminds people to be consistent in what they do.

AROHA

Aroha – compassion, empathy, consistent breathing, well-being to self and others to enhance, give of self, Tika mea te Pono I te Aroha. This will give width and breadth to Te Hihi Ata and provide guidance, correctness, safety, consistency and direction, “te ara haerenga” pathway will focus and deliver on five streams.

Service
Delivery

Policies &
procedures

Learning &
Development

Recruitment &
Induction

Initiatives &
Relationships

TE HIHI ATA

Māori Strategic Aims



Service Delivery/ Ratonga Tukunga

- Service Delivery aligns with Tiriti Waitangi standards and contractual obligations.
- Cultural Supervision is to be provided as a function of practice and leadership.
- Meihana Model/Hui process framework overarching service delivery, clinical and cultural needs



Policies and Procedures/Tikanga Kaupapa

- Policies and Procedures need to reflect and underpin principles from the Māori Action Plan 2020-2025 (Whakamaua).
- Tino Rangatiratanga, Equity, Active Protection, Options, Partnership throughout all functions.
- They must demonstrate an equal partnership implementing Māori and Whanau from Governance to SMT to Kaimahi.



Learning and Development / Ako mea Whanaketanga

- Cultural Competency baseline survey
- Foundational - Te Tiriti o Waitangi training parts 1&2
- Whanau Inclusive Practice training
- Meihana Model/Hui Process Framework training
- Internal Cultural Supervision training package
- Biannually Marae Wananga training
- Basic TR/T training
- Implement two principles/values



Recruitment/Induction/ Te Whakauru

- Increase Māori workforce/leadership
- Māori representation on interview panels
- All relevant documentation align to Te Tiriti o Waitangi
- Induction package consisting Māori model of practice and processes, Tikanga/kawa
- Māori affirming environment



Initiatives/Relationships

- Kaumatua Support / Pou
- Iwi Focused Maori Housing Hub
- Collaboration with Iwi / Service Providers, MHA, HNZ , Locally Nationally
- Level 4 Maori Tikanga Certificates Te Wananga o Aotearoa
- Values Refresh /Implementation
- Branding/Promotional Refresh
- Te Tiriti o Waitangi Training commitment Trust Board

PUTANGA

Deliverable /Outcomes

Key Strategic Aims	Actions	Deliverables
<p>Policies / Procedures</p> <p>Tikanga Kaupapa</p>	<ul style="list-style-type: none"> • Policies need to reflect and underpin principles from the Māori Action Plan 2020-2025 (Whakamaua) • Tino Rangatiratanga, Equity, Active Protection, Options, Partnership throughout all functions • They need to demonstrate an equal partnership involving Māori and Whanau. 	<ul style="list-style-type: none"> • Review organisational Policies to be responsive and adaptive to Māori • Reviewed by internal/external Māori Advisory • Review and adapt structures to improve equity for Māori
<p>Learning & Development</p> <p>Ako mea Whanaketanga</p>	<ul style="list-style-type: none"> • Cultural Competency baseline survey • Foundational - Te Tiriti o Waitangi training • Whanau Inclusive Practice training • Meihana Model/Hui Process Framework training • Internal Cultural training package • Yearly Marae Wananga training • Basic Te Reo 	<ul style="list-style-type: none"> • Survey of Cultural Competency baseline • Te Tiriti Waitangi training will be completed in 2022 • Establish a Cultural Supervision training package • Continue implementation of Meihana Model • Establish external training providers for Te Reo.
<p>Recruitment & Induction</p> <p>Te Whakauru</p>	<ul style="list-style-type: none"> • Increase Māori workforce/leadership • Māori representation on the interview panel • Induction package consisting of the Māori model of practice and processes, Tikanga/kawa • Māori affirming environment 	<ul style="list-style-type: none"> • Change language in advertising /Roles • Incorporate Māori Participation • Establish package Tiriti o Waitangi guidelines/Service framework/Values/Waiata, karakia etc • Incorporate in Policies Māori representation
<p>Service Delivery</p> <p>Ratonga Tukunga</p>	<ul style="list-style-type: none"> • Service Delivery aligns with Tiriti o Waitangi, Standards, and Contractual obligations. • Cultural Supervision is to be provided as a function of practice and leadership. • Service Delivery Framework/Meihana Model • Guide and direct service and support Tikanga • Values Refresh 	<ul style="list-style-type: none"> • Establish of Service Delivery Model Meihana Model, Cultural/ Clinical aspect • Cultural Supervision & Tikanga package
<p>Initiatives / Relationships</p>	<ul style="list-style-type: none"> • Kaumatua/Support • Iwi Focused Maori Housing • Building Capacity • Strengthening Relationships with Iwi and Māori Community • Level 4 Māori Tikanga Certificate Te Wananga o Aotearoa • Community Gardens/Waiora trust • Align Tiriti principles with Governance • New funding streams 	

Milestones	Evaluation	Expected Outcomes
<ul style="list-style-type: none"> • Education/Training filtered from Managers, Team Leaders to Kaimahi • Ratified final changes by SMT • Progress Review with Team Leaders and Kaimahi • Te Roopu Manaaki 	<ul style="list-style-type: none"> • To be developed 	<ul style="list-style-type: none"> • Services are seen as appropriate, responsive and effective for Māori katoa
<ul style="list-style-type: none"> • Implement a cultural competency survey. • Te Tiriti Training completed • Ongoing monthly Cultural Supervision • Training aligned to the model framework. • Select external Te Reo Kaiako 	<ul style="list-style-type: none"> • Time-framed Cultural Competency baseline survey/ outcomes adapted to L&D. • Record base data - Supervision evaluation 	<ul style="list-style-type: none"> • Working more towards equality • Services are seen as safe, appropriate and effective for Tangata Whai Ora and Whanau • Positive cultural integration
<ul style="list-style-type: none"> • Increase in Māori applying for roles • Alignment to Te Tiriti o Waitangi • Increase of Māori referrals 	<ul style="list-style-type: none"> • Increase number of Māori employees 	<ul style="list-style-type: none"> • Kaimahi retention
<ul style="list-style-type: none"> • Detailed action plan on analysis, evaluation, implementation training • Present SMT/ Te Roopu Manaaki of framework • Detailed Tikanga training package 	<ul style="list-style-type: none"> • Audit framework 	<ul style="list-style-type: none"> • Values inform and guide all strategic aims delivery of Culture • Align Practice to Tiriti o Waitangi

EQUITABILITY / TE TAURITE

(As the absence of avoidable or remediable differences among groups of people)

What does this mean for Comcare?

Partnership

- Relationship between Comcare and Māori (Mana Whenua)
- The relationship must be balanced, and Maori control over their resources and affairs
- Establish relationships with Iwi, Hapu, Whanau
- Both parties need to be part of all decision making



Protection

- Responsibility to actively protect Maori tino rangatiratanga
- Attempt to close inequitable gaps in health services
- Māori have at least the same level of opportunities as non-Māori whether being service users or employees.
- Safeguarding Māori cultural concepts, values and practices



Tino Rangatiratanga

- Māori self-determining with design, delivery, and monitoring of mental health and addiction services

Equity

- Service is equitably accessible and equitably funded
- Balancing leadership opportunities and training
- Building a culturally competent, positive, safe, inclusive workplace.
- Identifying, valuing, and developing overlooked skills and experience within kaimahi, including cultural knowledge
- Policies and practices to reflect tikanga values
- Recruiting more Māori
- Remuneration to reflect cultural knowledge and expertise



Options

- Providing suitable cultural training which outlines and aligns with Te Tiriti o Waitangi and principles
- Opportunities to attend Culturally influenced conferences which align to service delivery
- Service delivery that supports and expresses Hauora Models of Care as an alternative



STRATEGIC ROAD MAPPING

Mahere huarahi Rautaki

TE HIHI ATA
2023 -2026

Ongoing projects and
Community Relationships

**Initiatives &
Relationships**

Service Delivery reviewed Meihana Model to be researched
ans presented to SMT Dec 2202


Training Packag/ Plan/Consultation

Service Implementation March 2023

**Service
Delivery**

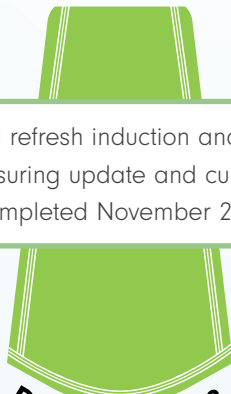
Review of Policies to commence January to align with Te Tiriti
o Waitangi also to be viewed by Internal Te Roopu Manaaki
group to be completed November 2023

**Policies &
Procedures**



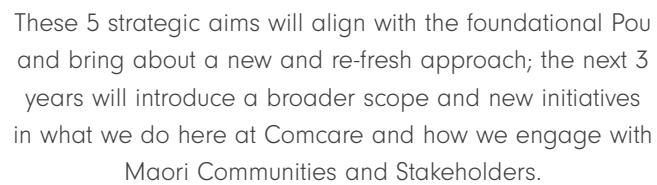
Learning and Development aligned to Te Hihi Ata and Cultural Competence and Māori Responsiveness
Baseline Survey Delivered September 2023

**Learning &
Development**



Review and refresh induction and orientation package ensuring update and cultural safety -
Completed November 2023

**Recruitment &
Induction**



These 5 strategic aims will align with the foundational Pou and bring about a new and re-fresh approach; the next 3 years will introduce a broader scope and new initiatives in what we do here at Comcare and how we engage with Maori Communities and Stakeholders.



HEI WHAKARAPOPOTO

In Summary

Te Hihi Ata - 2023 / 2026

“Me te reo ka rongu, me hinengaro kua tau, me te whanau kua whakaruruhau Puta mai te oho o te ara hou”

“With a voice that is heard, with a mind that is settled, with a whanau that is sheltered, come forth the awakening of a new pathway.”

Foundational Principle and the guiding Pou



Development & Māori Health Equity

Nga Pukenga/Te mahi hou me te Whanaketanga



Sustainability Housing Growth

Te Hanga Whare / Te Tipu Whare



Working collaboratively

Kotahitanga



Standing in one's mana brand & reputation

Whakanuia



TE TIRITI O WAITANGI

Foundation to everything we do

Ideal Future

- Equity guided strategies
- Total Partnership and Collaboration
- Māori led solution
- Capable and resourced
- Consistent, accountability, alignment, systems



Current State

- Limited Cultural Understanding,
- No alignment to Tiriti o Waitangi or Principles
- Need to improve internal systems and processes / data gathering
- Need to improve team culture
- Motivation for change



Five Key Shifts to achieve Equity for Māori

Service Delivery

We will improve our delivery of practice, aligning with Tiriti o Waitangi principles, standards and contractual obligations with ongoing maintenance and upgrading in support for Māori positive outcomes and service excellence.

Policies & Procedures

Improve our systems and processes, creating consistency and measuring accuracy and alignment.

Recruitment/Induction

We will improve our recruitment methods and invest in people to make it more inviting for Māori and create job satisfaction and retention.

Learning & Development

We will create opportunities for Māori also as a service to develop to become leaders for the betterment of the people we serve

Initiatives

Māori Led solutions, Whanau Voice, Opportunities Improve Outcomes, Strengthened Partnerships

