

TE HONONGA



TE HONONGA O TĀMAKI ME HOTUROA
STRATEGIC PLAN 2020-30



WHAKATAUKI

“Kua tawhiti kē to
hāerenga mai, kia kore e
hāere tonu. He nui rawa
o mahi, kia kore e mahi
tonu.”

“You have come too far
not to go further, you
have done too much not
to do more”

*Ta Himi Henare (Sir James Henare)
Ngati Hine elder and leader*

OUR FOCUS

Welcome to the Strategic Plan 2020 to 2030 for Te Hononga ki Tāmaki o Hoturoa.

Providing health and well-being services is our core role; however the scale of health and social challenges facing our people combined with the impacts of Covid-19 means we need to be thinking about our scope and our role and how we best meet these challenges now and long-term.

Our strategic plan sets out who we are, what we do and our four stepup goals to respond to the challenges we face and achieve our vision of 'Tino Ranagatiratanga for our community'.

"That we footnote wellbeing as Hauora - a Māori philosophy of wellbeing that includes the dimensions taha wairua, taha hinengaro, taha tinana, and taha whanau, each one influencing and supporting the others."

Dr Mason Durie



Anne Kendall

Anne Kendall QSM
Board Chair
Heamana Poari



Marion Hakaraia

Marion Hakaraia
Chief Executive
Tumu Whakarae

The Trust Boards Strategic Plan follows a changing environment that has been further impacted by the Covid-19 in 2020. The strategic plan has been re-written and re-visited to measure its successes and challenges, and, to take stock of the opportunities that exist in the future for Te Hononga o Tāmaki me Hoturoa. As the CEO, I whole heartedly support, the vision, the mission, and then the implementation of this strategy.

I look forward to sharing the strategic vision and mission to all stakeholders over the next few months and years to come. Thank you for your continued support and together we will successfully navigate our waka of service delivery.

OUR GOVERNANCE



Anne Marie Kendall QSM

Born in Mokai (Raukawa Ki Waikato), Papakura resident for forty years.

Anne is the Chair for Te Hononga me Hotorua o Tamaki Trust, Chair of Whaitiaki Charitable Trust, Director Kotahitanga Limited and a Director of Otara Whanau Medical Centre.

Anne has a comprehensive range of experience in community local and central government and uses her life experiences and patience to make a success of challenges that comes her way. Anne has years of varied community and political experience promoting women, Māori and working class policy issues.

For the tireless commitment to Iwi, Anne was deservedly awarded the Queens Service Medal for her services to Māori and the Community in 2017.



Brian Emery

Brian Emery, MA Bus Admin, has 20+ years senior management roles with College for the Blind, PTE Te Kotahitanga Kokiri Inc, Manager of Hato Paora Hostel, Tuia Services Māori Mental Health Middlemore Hospital, Group Manager Māori Health Counties Manukau DHB, board member of Te Kupenga o Hotorua, founding board member Te Roopu Taurima, then Quality and Risk Manager and later GM Support Services.

A management consultant with MoH and Children's Health Camps. As an auditor, surveyor, team leader for Quality Health NZ, and HDANZ he has audited 170 health organisations for quality and risk standards. Currently he is involved with two Waitangi Tribunal claims, one as a named claimant.



Aroha Hudson

CEO and Director, HealthWEST

Aroha Hudson, ACA, MBA (Ngati Whatua, Nga Puhī) is the CEO of Te Puna Manawa HealthWEST (Est in 1993). Te Puna Manawa HealthWEST has Māori Provider Trust Status and operates as a Not For Profit Charitable Trust. Te Puna Manawa HealthWEST provides free health, social, whānau ora and community support services especially to vulnerable communities of including Māori, Pasifika, children, young people, families and other high needs groups.

Aroha has been a Board Member of Te Hononga o Tamaki Me Hotorua, since it's inception and is Chair, Auckland PHO and Board Member, Spectrum Care Ltd and Heart Foundation. Past governance roles include Health Research Council, Waitemata District Health Board and National Māori PHO Coalition.



Dr Semisi (James) Prescott

CPA, COP, Cert Tertiary Teaching, B.Com., M.Com (Hons), PhD

Dr Semisi Prescott is a senior lecturer in accounting and finance at the School of Applied Business, Unitec Institute of Technology.

Semisi is a qualified accountant and specialises in teaching financial accounting, Management accounting and Business Finance. Semisi is Tongan and an active member of his community. He has served on numerous community boards and government organisations and brings a financial and pacific perspective to many of the boards he serves on.

As an academic, Semisi's research area is small business sustainability with a particular focus on Pacific operated businesses. He is a dedicated Christian and community leader with a passion for promoting positive social change.



Chrisandra Itirana Joyce (Iti)

BLS, GradDip Tchg. MEdLd (1st class honours)

Ko Whakarongorua te maunga,
Ko Utakura te wai ora,
Ko Mataitaua te marae,
Kō Ngāti Toro te mana rangatira,
Nei a Ngāpuhi e tū atu nei.

Iti has been involved in the education sector for the past 20 years. She has worked with the University of Waikato in research and professional development delivering professional development to school leaders including Boards of Trustees to ensure they are aware of their Te Tiriti partnerships and responsibilities. She has been involved with Waikato Tainui in ensuring their education strategic plan is disseminated and activated across schools in the Tainui rohe. She is passionate in ensuring we deliver socially just communities that reflect equity, equality and social justice.

WHERE ARE WE TODAY

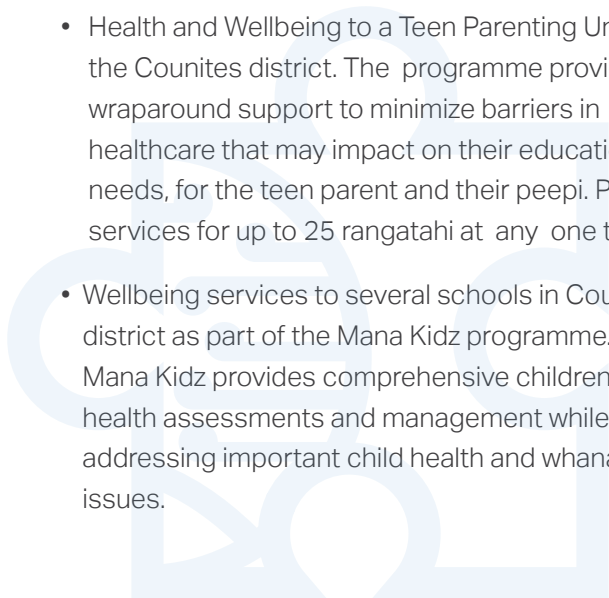
WE PARTNER WITH OUR COMMUNITY AND FUNDERS TO DELIVER MĀORI LEAD WELLBEING SERVICES TO AUCKLAND METRO.

WE WILL TAKE STOCK OF CURRENT SERVICES, EXPAND OUR FUNDER PARTNERSHIPS, EXPLORE NEW OPPORTUNITIES, INCREASE OUR CAPACITY AND WIDEN OUR CATCHMENT BOUNDARIES.



ABOUT OUR CLIENTS / WHANAU AND SERVICES

- Wellbeing services for Pakeke (adult) health care through the Oranga ki Tua and Whanau Ora services in the Auckland and Counties districts. Promoting Healthy lifestyles and self management of their conditions. Provide services for up to 300 whanau per year.
- Wellbeing services for the Toitu Kidz programme for tamariki 0-17 years in the Auckland district. Service works with the Paeditricians at Starship Hospital to manage care for whanau in their homes. Provide services for up to 100 whanau per year.
- Health and Wellbeing to a Teen Parenting Unit in the Counties district. The programme provides wraparound support to minimize barriers in healthcare that may impact on their educational needs, for the teen parent and their peepi. Provide services for up to 25 rangatahi at any one time.
- Wellbeing services to several schools in Counties district as part of the Mana Kidz programme. Mana Kidz provides comprehensive childrens health assessments and management while also addressing important child health and whanau issues.
- Wellbeing services to provide the Auckland Wide Housing Initiative (AWHI) to whanau in the Counties district. The programme also works with whānau to develop housing literacy so they have the skills and knowledge to take control of their housing needs. Provide services for up to 300 whanau per year.
- Wellbeing services to provide the Housing solution programme with Te Puni Kokiri in the Counties district. The service is for Māori own their homes and support with some repairs where the health and safety of kaumatua Kuia and or peepi is impacted. Provide services for up to 60 whanau per year.



WHAKAPAPA

Te Hononga o Tamaki Me Hoturoa (Te Hononga) was formally constituted as a Charitable Trust in July 2010 as a result of a decision by the Boards of Te Kupenga o Hoturoa and Tāmaki Healthcare Primary Health Organisations to merge their entities into a single organisation.

Like its predecessor organisations, Te Hononga was a unique Māori-led PHO expected to service predominantly Māori and other 'vulnerable' populations. The uniqueness and philosophical intention behind the establishment of Te Hononga was to continue its commitment to innovation in health and to not replicate other mainstream PHO's.

From December 2011, Te Hononga maintained a number of service contracts with Counties-Manukau, Auckland DHBs and the Ministry of Health to provide health services directly to patients domiciled in these DHB catchment areas.

As a result, Te Hononga's 'journey' (along with its predecessor organisations, Te Kupenga O Hoturoa and Tāmaki Healthcare) has seen the organisation transform from two entities into one, and re-focus its operations from being a PHO to a Non-Government Organisation (NGO) Māori Health service provider.

The commitment to servicing Māori and other underserved communities has not wavered nor changed and continues to be a central tenet of the organisation.

Te Hononga is established as a Non Government Organisation (NGO) Charitable Trust with a governing trust board.



WHAT WE DO

WE ARE A NON-GOVERNMENT ORGANISATION [NGO] RESPONSIBLE FOR THE DELIVERY OF A RANGE OF MĀORI LEAD HEALTH AND WELLBEING SERVICES IN AUCKLAND.

Oranga Ki Tua and Whanau Ora support – Pakeke

60 / month

Toitu Kidz – Tamariki

50 / month

Mana Kidz – Tamariki

800 / month

Teen Parenting – Rangitahi & Tamariki

20 / month

Housing Initiatives – Pakeke

50 / month



CHARTING OUR COURSE

WE MUST THINK AND OPERATE IN NEW
WAYS TO MEET THE GROWING CHALLENGES
FACED BY OUR COMMUNITY.

OUR VISION AND MISSION GUIDE
EVERYTHING WE DO.

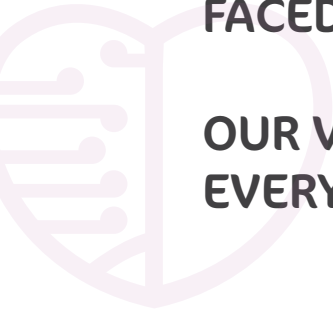
TOWARDS
2030

OUR
VISION

OUR
MISSION

TINO
RANGATIRATANGA
MO TE IWI

TO EFFECT
CHANGE





Te Hononga
O TĀMAKI ME HOTUROA

OUR VISION

Tino Rangatiratanga mo te Iwi

Our mission is to effect change

Governance

Pou Ārahi

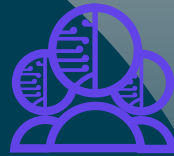
WE HAVE GOOD
GOVERNANCE
AND QUALITY
DECISION
MAKING



Leadership

Pou Tangata

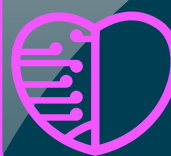
WE VALUE
AND EMPOWER
OUR PEOPLE



Capability

Pou Whenua

WE ARE A
TRUSTED AND
PREFERRED
SERVICE
PROVIDER



Pou Hihiko

WE MAKE THE
MOST OF
TECHNOLOGY



Our Values

SERVE • INNOVATE • LEAD • ACCOUNTABLE • INTEGRITY • DELIVER

How we measure success

PAI ĀRAHI • PAI ORANGA • PAI WHĀNAU • PAI TANGATA



Te Hononga
O TĀMAKI ME HOTUROA

KO TŌ TĀTOU TIROHANGA

Ko te Tino Rangatiratanga mo te Iwi
Ko tatou mihana Kia whakarereketia

Mana Ārahi

Pou Ārahi

HE MANA ĀRAHI
PAI TŌ TĀTOU,
HE WHAI KOUNGA
HOKI TĀ TĀTOU
WHAKATAU
WHAKAARO



Mahi Rangatira

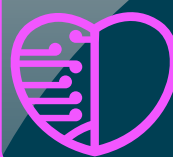
Pou Tangata

KA WHAI UARA,
KA WHAKAMANA
HOKI TĀTOU
I Ō TĀTOU
TĀNGATA



Pou Whenua

HE PONO,
HE MARIU HOKI
TĀTOU
HEI KAITUKU
RATONGA



Āheitanga

Pou Hihiko

KA TINO
WHAKAMAHI
HANGARAU
TĀTOU



Ko ō Tātou Uara

KIA RATO • KIA AUAHA • KIA ĀRAHI • KIA TIKA • KIA PONO • KIA TUKU

Ko ngā tohu o te angitu

PAI ĀRAHI • PAI ORANGA • PAI WHĀNAU • PAI TANGATA

OUR COMMITTMENT

SUCCESSFULLY NAVIGATING
OUR WAKA OF SERVICE
DELIVERY IN A SEA OF
PERPETUAL CHANGE.



OUR VALUES AND BELIEFS

SERVE

INNOVATE

LEAD

ACCOUNTABLE

INTEGRITY

DELIVER



Te Hononga
O TĀMAKI ME HOTUROA



POU ĀRAHI

**WE HAVE GOOD
GOVERNANCE
& QUALITY
DECISION
MAKING**

We will:

**REVIEW OUR GOVERNANCE
TO ENSURE ACCOUNTABILITY,
CONNECTEDNESS,
REPRESENTATION AND
PROFESSIONAL CAPACITY
WITHIN A FRAMEWORK OF
CONTINUOUS IMPROVEMENT.**



POU TANGATA

**WE VALUE &
EMPOWER OUR
PEOPLE**

We will:

**PROVIDE OUR PEOPLE WITH
THE TOOLS AND SUPPORT
NEEDED TO DELIVER ON OUR
VISION.**

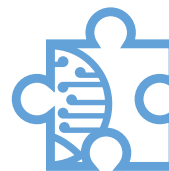


POU WHENUA

**WE ARE A
TRUSTED &
PREFERRED
SERVICE
PROVIDER**

We will:

**GROW AN ORGANISATION
THAT IS COMMITTED TO
EXCELLENCE IN SERVICE
DELIVERY, RESPONSIVE,
RELEVANT AND WHĀNAU
CENTRED.**



POU HIHIKO

**WE MAKE
THE MOST OF
TECHNOLOGY**

We will:

**EMBRACE INNOVATION AND
FOCUS ON TECHNOLOGY
AS A VEHICLE FOR
COMMUNICATION,
ENGAGEMENT AND SERVICE
DELIVERY.**



ENABLING OUR STRATEGY

ENABLING OUR STRATEGY – BUSINESS PLANS

GOVERNANCE

GOVERNANCE CAPABILITY & SUCCESSION

Develop a plan that identifies capability gaps, improvements and succession

LEADERSHIP

LEADERSHIP CAPABILITY & SUCCESSION

Develop a plan that identifies capability gaps, improvements and succession

COMPELLING STORY

Develop a communication plan to support and enable our strategy

Develop annual event for Te Hononga whānau and community

QUALITY & RISK

Independent audit review and gap analysis and improvement plan

CAPABILITY

TALENT & DEVELOPMENT

Develop a capability investment plan for ongoing staff development and planning

Develop research and development opportunities

NEW SERVICE OPPORTUNITIES

Develop new and innovative service opportunities plan



HOW WE MEASURE OUR SUCCESS

**ME PEHEA TE MANAAKI HOKI
KUA KAI.**

**DEMONSTRATING OUR
SUCCESS WILL INCORPORATE
MEASURING THE
EFFECTIVENESS OF OUR
ACTIVITIES AND DETERMINING
THE IMPACT THAT IT HAS
HAD ON OUR COMMUNITY.
EVIDENCE WILL BE GATHERED
THROUGH FEEDBACK FROM
OUR COMMUNITY, OUR STAFF
AND OUR FUNDERS.**

OUR STRATEGY IN ACTION

LEADING OUR GROWTH AND MEASURING OUR SUCCESS

Implementation of our strategic plan needs good planning, disciplined implementation and rigorous measurement to ensure timelines are met and outcomes are delivered.

Good governance, an engaged and capable workforce, effective partnerships and communication with all stakeholders, particularly our valued kaimahi and community, is critical to our success.

A performance of excellence framework combined with a robust strategic and business planning cycle ensures the right actions will be taken, at the right time, in the right order and to budget.

Our performance will be tracked to enable us to be agile to the environmental social and economic challenges we face. By doing so we will ensure our services remain appropriate for the needs of our community we serve.





Te Hononga
O TĀMAKI ME HOTUROA

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