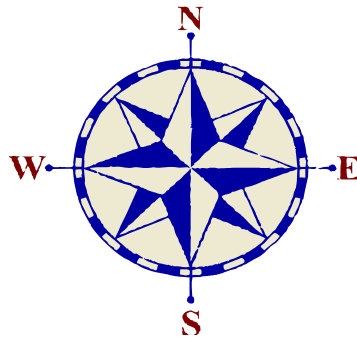
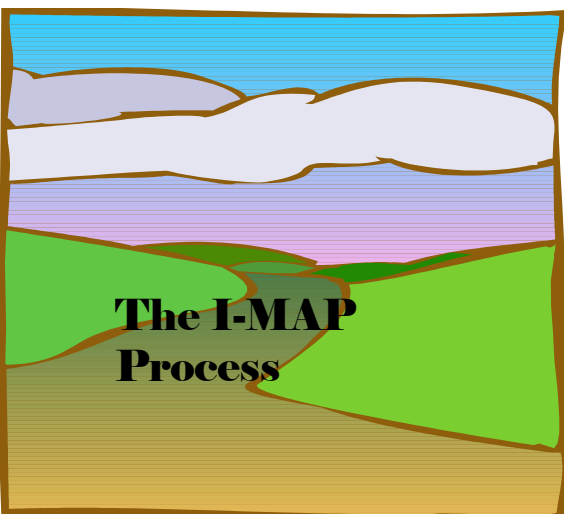


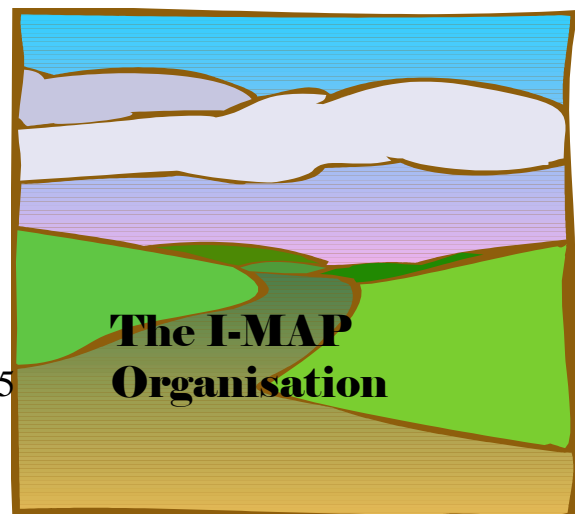
## ***Te Puna Hauora o Te Raki Paewhenua***

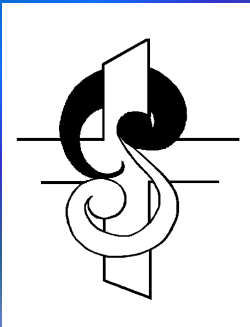


## ***A Best Practice Model for Hauora Maori***



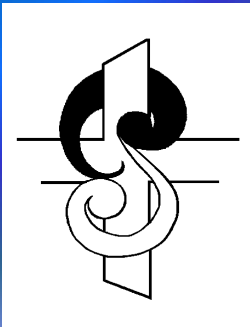
TPH Kaupapa 2005  
Revised





# **Our Journey**

TPH Kaupapa 2018  
Revised



# Kaupapa

TPH Kaupapa 2005  
Revised

## **Our Vision Statement:**

**Our vision is to make  
New Zealand a better place.  
For our children and our  
children's children. To  
strive for equality and  
fairness, working in  
partnership with friends  
and allies who share our  
values. Creating our own  
success, with skill and  
passion. Celebrating  
difference, nourishing  
opportunities for action,  
And being leaders in  
everything we do.**

TPH Kaupapa 2005

Revised



## **Our Whakatauki:**

**He aha te mea nui – he tangata,  
he tangata, he tangata**

***What is important – it is people,  
it is people, it is people***

**He aha te huarahi – I runga, I te  
TIKA, te PONO, me te AROHA**

***What is the pathway – it is  
Doing what is RIGHT  
with INTEGRITY  
and COMPASSION***

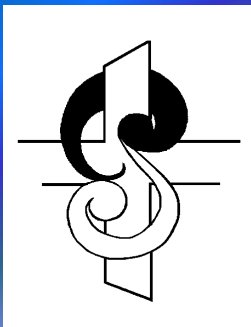
**These whakatauki underpin the kaupapa Maori component of our model. The attitude of practice must reflect the spirit contained in this whakatauki, entwined throughout delivery at every level.**

**The restoration of Mana of people cannot take place unless the other three parts of the corner stone of Maori health are underpinned by the fourth, which is Taha Wairua (spiritual component) drawn from the Whare Tapa Wha model as articulated by Professor Mason Durie.**

**TAHA TINANA – *Physical***  
**TAHA HINENGARO – *Mental***  
**TAHA WHANAU – *Whanau***  
**TAHA WAIRUA – *Spiritual***

**Our Kaupapa Maori model of delivery is encapsulated in our Harakeke-IMAP model. This model when practiced within it's true spirit, both generic and kaupapa Maori, is the korowai which encompasses the individual, whanau, hapu and iwi.**

**It focuses and brings alive the whakatauki which we have heard mai rano. It is the heartbeat of Maori development when practiced in partnership with different groups biculturally, multiculturally, intersectorally, intra-sectorally, intra-physically.**



# **The Dynamics of Whanaungatanga**



Te Puna Hauora *kaupapa, tikanga and kawa* are embodied in the traditional concept of whanaungatanga.

We pay tribute to Pa Henare Tate, who is the author and teacher of this inspirational concept.

Whanaungatanga encapsulates the *tikanga* of *tapu, mana*, and their expression through the principles of *tika, pono* and *aroha*.

The following explanations for *tapu, mana, tika, pono* and *aroha*, are scribed from a 1999 hui conducted by Pa Henare Tate in *whanaungatanga*:



***Tapu* can be broken down into three perspectives.**

- **Firstly there is the intrinsic *tapu* or sacredness of being, for instance:**

***`te tapu i te atua'* (the *tapu*/sacredness of god/s),**

***`te tapu i te tangata'* (the *tapu*/sacredness of people),**

***`te tapu i te whenua'* (the *tapu*/sacredness of earth).**

- **The underlying principle here is that all living things (birds, rocks, trees etc) have an intrinsic sacredness.**





**Secondly, there is the *tapu*/sacredness of relationships between *atua*, *tangata* and *whenua*. Therefore the intrinsic sacredness of both a person and the earth must be acknowledged and respected in any relationship between them.**

**Many believe that the relationship between people and earth is validated through the relationship between people and god/s. A person breaching the relationship with the earth via abuse i.e. burying toxic waste, is in effect also breaching their relationship with *atua* as well as *whenua*.**



Thirdly there are *tapu* or sacredness as relating to *tapu*/restrictions. These restrictions support and enforce the intrinsic *tapu* and relationship *tapu*. An example of this kind of *tapu* would be '*rahui*'.

*Rahui* is a limit or ban on use of a particular resource which is put in place either to protect the resource or people.



*Mana* is the spiritual power that creates, produces and restores *tapu*. It can be expressed in a number of ways including:

*Mana-whakahaere* is the spiritual power and authority of people to order and determine their own lives according to *tika, pono and aroha*.

*Mana-tuku* is the spiritual power and authority of those with *tapu* and *mana* to share of themselves and their resources with others. *Aroha* is the principle under-pinning *mana-tuku*.

*Manaaki* is the act of sharing.

*Mana* is also authority, prestige, honour bestowed by *atua* of people upon individuals or representatives.



***Tika*** can be defined as the principle concerned with the right ordering of relationships, among *atua*, *tangata* and *whenua*, the right response to those relationships and the right exercise of *mana*.

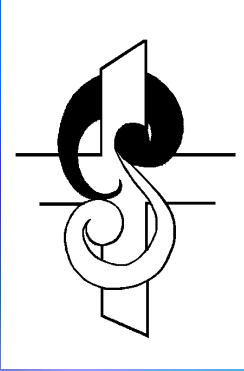
In other words the right way to do things.

***Pono*** is the principle that seeks to reveal reality and to achieve integrity of relationships. In other words it calls for honesty and integrity in all that we do.



***Aroha*** is the principle of expressing empathy, compassion and joy for others in all that we do.

***Tika, pono*** and ***aroha*** are the principles of action by which we exercise ***tapu*** and ***mana***. If one wants to have ***mana***, one must first seek after ***tapu***. To possess ***tapu*** one must exercise ***tika, pono, aroha***.



# The Journey



- The first Maori Health Provider service on the North Shore was established in 1995 at Awataha Marae under the management of the Marae committee. The practice was focussed on primary healthcare and consisted of a GP, a nurse, a community services worker and receptionist.
- By 1997 the community had become very involved in the development of the health provider, so an Incorporated Charitable Society was set up which gave the community control of the provider.

- The organisation was renamed Te Puna Hauora o te Raki Paewhenua and a board of 10 consisting of 5 staff and 5 community members was appointed, with the Chairperson always chosen from the community and having a casting vote.
- Most importantly, from a Kaupapa Maori perspective, a Kaumatua and Kuia advisory group was established to support the board and organisation. This has now evolved into kaumatua and kuia being both part of the board and part of the organisation.

**Community Operations  
& Clinical  
Social Workers  
Community Support  
Workers  
Mental Health Workers**

**GPs  
Nurses  
Mobile Nurses  
Specialist Clinics**

**Home Based  
Care**

**Children Services  
Tamariki Ora  
Daycare Centre  
Parenting  
Programme**

**Frontline Receptionists  
Drivers,  
Vehicles etc  
Site Maintenance**

**Human  
Resources  
Finances  
contracts**

**Te Puna Hauora Management Team  
Clinic & Community  
Team Coordinator  
Business & Frontline  
Team Leaders**

**General Manager**

**TE PUNA HAUORA BOARD**

**5 Community Members**

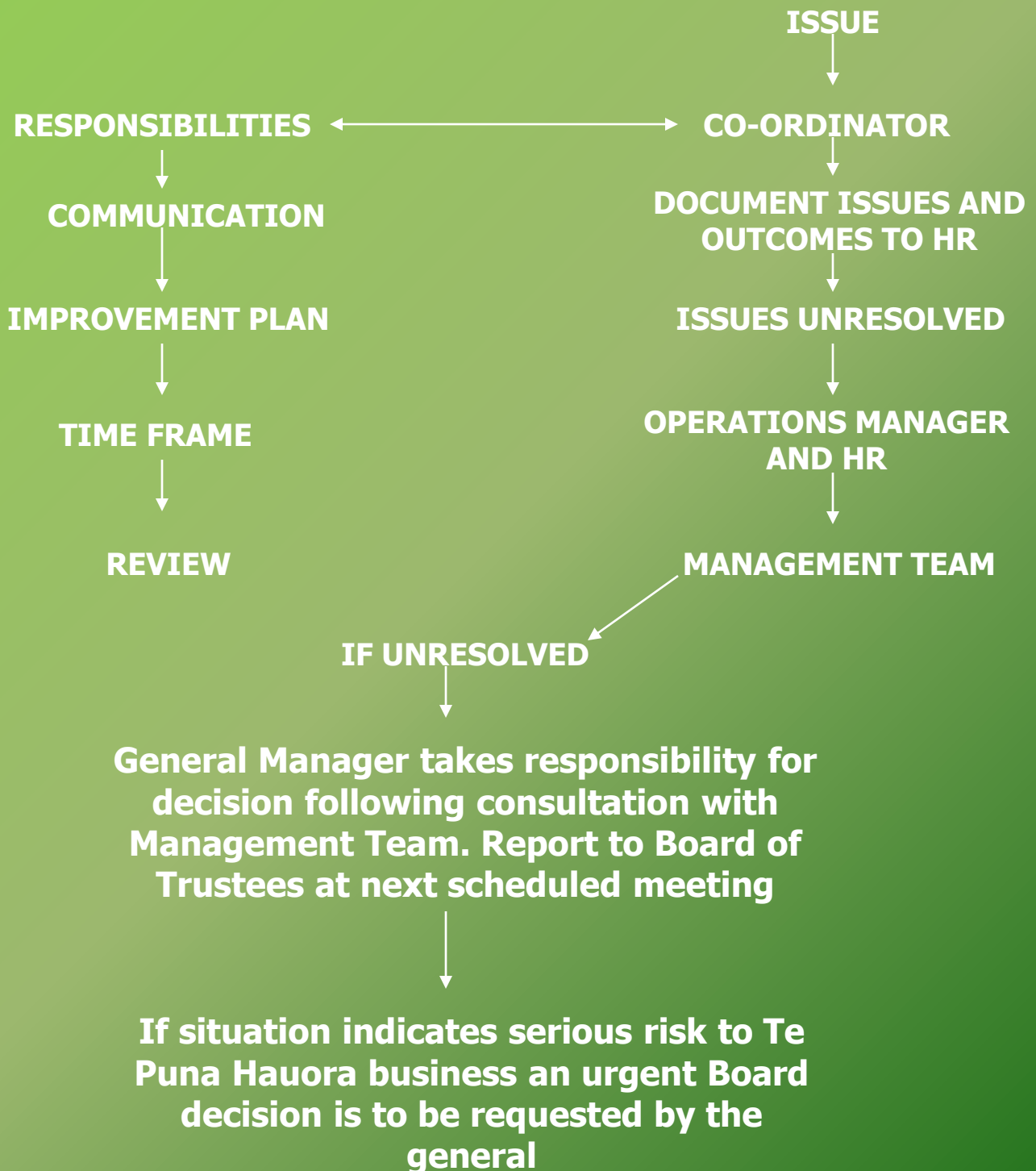
**5 Staff Members**

**Chairman & Treasurer elected from community Board Members**

**Meetings open to public**

# TE PUNA HAUORA ORGANISATION & STAFF

## ISSUES PROCESS



- In 2000 the government enacted the New Zealand Public Health & Disability Act, changing the health funding and contracting environment from one Health Funding Authority to twenty one District Health Boards.
- In 2001 the Ministry of Health released the Primary Health Care Strategy (February 2001) and He Korowai Oranga: Maori Health Strategy Discussion Document (April 2001).
- These documents formed the basis for Te Puna Hauora, in conjunction with Comprehensive Healthcare Services, an Independent Practitioners Association on the North Shore creating a Primary Health Organisation.
- This is named the North Harbour PHO Trust and was created on the 25th of June 2002.



- In May 2001 the organisation moved into new premises which consists of a large building donated by the Lady Allum Home on the North Shore. This was placed on land leased from the Awataha Marae, on the marae grounds.
- Funding was secured from both the Lotteries Commission and the ASB Trust to build a conference room, kitchen and carparks. Further funding was obtained from the Ministry of Education, ASB Trust, and Lotteries Commission to build an early childhood centre for 50 children on site



- In December 2003, Te Puna Hauora achieved ISO 9001 accreditation.
- In October 2004 Te Puna Hauora won the Ministry of Health Whanau Supreme Innovation Award for the Harakeke I-MAP model and was joint Supreme winner with Ngati Porou Hauora of Te Matarau Maori Health Provider Award.
- In 2004 approximately \$2.3m of funding was received from the Ministry of Health, Waitemata District Health Board, Ministry of Education and Child, Youth and Family Services.
- In 2005 services were offered from 166 Birkdale Road, a building which was purchased by Te Puna Hauora to service the Birkdale and Beach haven whanau/client who prefer to access services closer to home.

- The contracted services grew in the period to 2004 to include:
  - General practitioners & Nursing service
  - mobile nursing service
  - mobile mental health service
  - mobile community worker service
  - mobile homecare support services
  - tamariki ora (well child) services
  - health and social services networking and training
  - student placements for health, social work and childcare education
  - work placements for GP trainee interns, house surgeons and registrars
  - a Certificate in Community Work joint venture with AUT
  - a community conference room for community hui
  - and an early childhood centre for 50 children.
- In line with this development phase, a number of relationships with external agencies, service providers and individuals were developed to deliver services that were requested by the local community.

## Te Puna Hauora 2005

- Services delivered on Te Puna Hauora premises by external agencies, providers and individuals include:
  - paediatrician
  - midwifery service
  - nutritionist
  - three psychotherapists
  - a physiotherapist
  - nurse ear specialist
  - diabetes clinics
  - legal services
  - alcohol and drug counselling
  - retinal screening
  - podiatry for diabetes
  - meningococcal trials and a broad range of other services and specialists.

# 2012 Te Puna Hauora

## **Clinical Services**

- Doctors Clinic
- Nurses Clinic
- · Cardiovascular Risk Assessment
- · Diabetes Get Checked
- · Care Plus
- · Free Cervical Smears
- · Immunisations
- · Immigration Medicals
- 
- Tamariki Ora/Well Child service
- Family/Whanau Support
- Mobile nursing service
- Healthy Lifestyles Service
- Podiatry Service
- Transport (Criteria applies)
- 
- **Allied Services**
- Pharmacy Service
- Dental Service
- Midwifery Service
- Physiotherapy
- Retinal Screening – Provided by WDHB
- 
- **Community Services**
- Social Worker
- Community Support Workers
- Adult Mental Health Support Services
- Budgeting Service
- Youth Worker

# 2012 Te Puna Hauora

- As of September 2018
  - 7894 Registered Population
  - 7857 Funded Population
  - 3.0 FTE GP
  - 7.4 FTE Nurses

# Te Puna PHO Ltd



# Te Puna PHO



**2005**

↘ *April* NHPHO dissolved

↘ *July* Te Puna PHO established as a charitable company with Te Puna Hauora as its sole beneficiary

↘ *October* Windsor Medical Centre joined Te Puna PHO

↘ At establishment there were no funds.

↘ The financial set up of the PHO was funded solely by Te Puna Hauora

# The Waka

The concept is based on the Whanaungatanga Principles of sharing opportunities and resources. GM PHO is Clinical Director in designing and managing new concepts in the Primary Care Team in exchange for sharing the Human resources in the business arm including contracting, financial control, HR and Quality Assurance.

All staff in the clinical arm are interviewed and chosen by GM PHO and employment pathway managed by GM Te Puna Hauora.

All health mainstream contracting arrangements and funding streams are responsibilities of the GM PHO. The continued management including financial is the responsibility of the GM Te Puna Hauora. The PHO is the post-box for unfettered money to flow through to Te Puna Hauora

# Te Puna PHO

## Te Puna Primary Health Organisation

~11,000 enrolled patients



~7000  
enrolled  
patients  
(Northcote  
& Birkdale  
Clinics)

Te Puna  
Hauora

Windsor  
Medical  
Centre

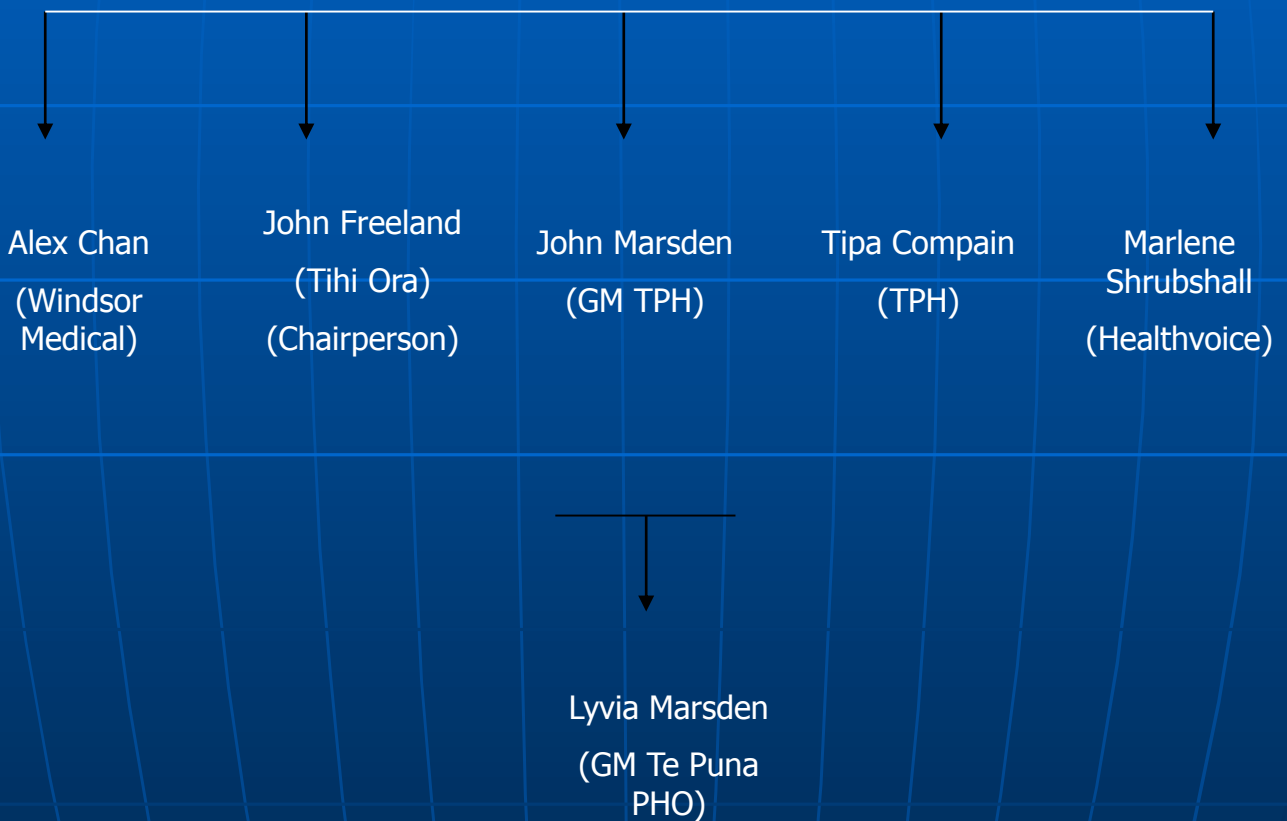
~4000  
enrolled  
patients



# Te Puna PHO Board of Directors

## BOARD MEMBER CHART Te Puna PHO

### BOARD OF DIRECTORS



# Te Puna Hauora Board of Trustees

## BOARD MEMBER CHART Te Puna Hauora o te Raki Paewhenua

### BOARD OF TRUSTEES

#### *COMMUNITY BOARD MEMBERS*

```
graph TD; CM[COMMUNITY BOARD MEMBERS] --> LM["Lyvia Marsden  
(GM Te Puna PHO)"]; CM --> LH["Lillian Hei Hei  
(Kuia)"]; CM --> KY["Keith Young"]; CM --> HG["Hine Grindlay"]; CM --> JB["Jon Benefield  
(Chairperson)"]; TH[TE PUNA HAUORA BOARD MEMBERS] --> DAS["Dr Aubai Said  
(GP TPH)"]; TH --> THH["Teri Hei Hei  
(Kaumatua)"]; TH --> CG["Cliff Gregory  
(Kaumatua)"]; TH --> GC["Gai Cassidy  
(Board Secretary)"]; TH --> AB["Atawhai Benefield  
(Children's Services)"]; CG --> JM["John Marsden  
(GM TPH)"];
```

Lyvia Marsden  
(GM Te Puna PHO)

Lillian Hei Hei  
(Kuia)

Keith Young

Hine Grindlay

Jon Benefield  
(Chairperson)

#### *TE PUNA HAUORA BOARD MEMBERS*

Dr Aubai Said  
(GP TPH)

Teri Hei Hei  
(Kaumatua)

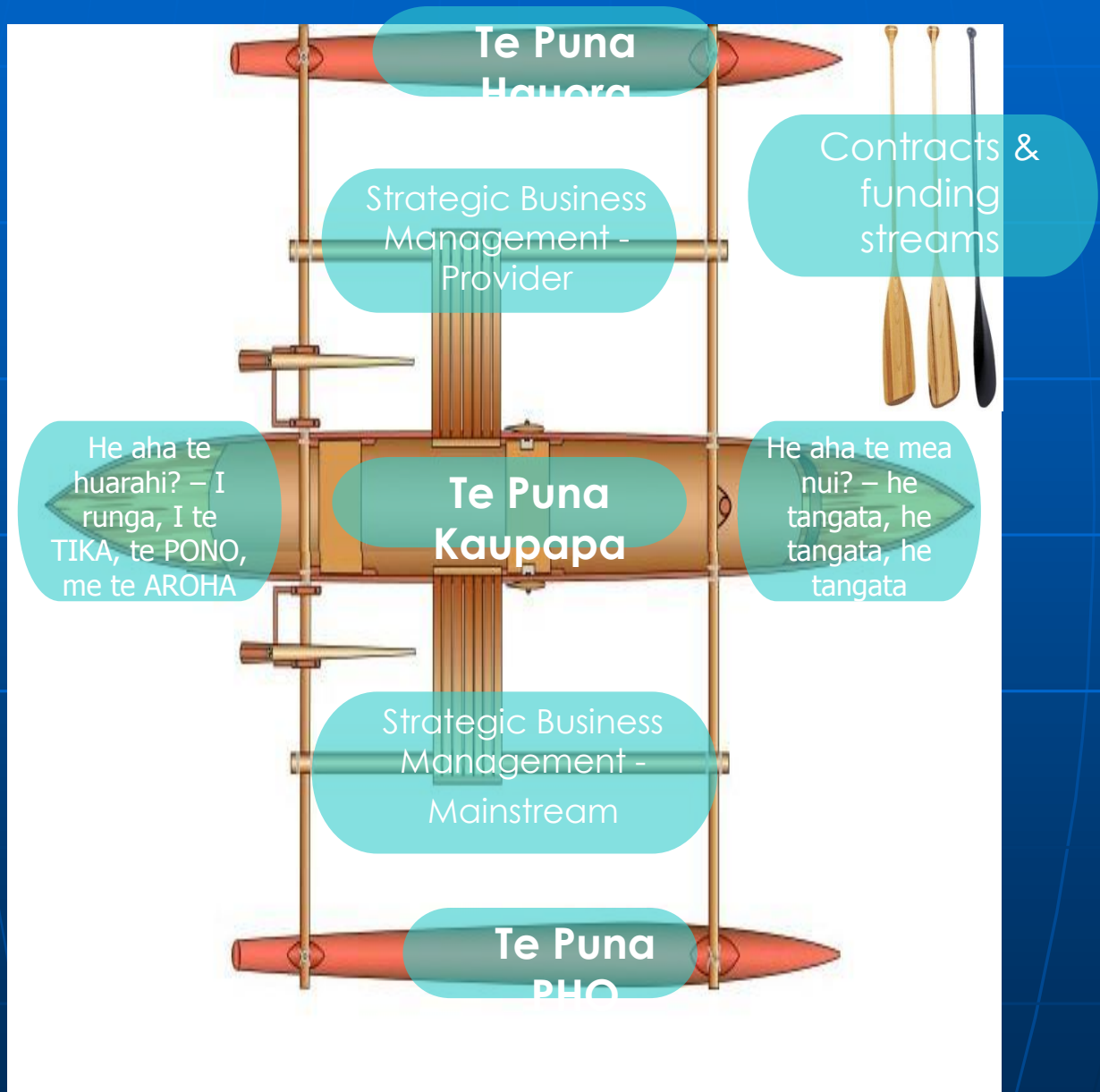
Cliff Gregory  
(Kaumatua)

Gai Cassidy  
(Board Secretary)

Atawhai Benefield  
(Children's Services)

John Marsden  
(GM TPH)

# The Waka and the way forward...



# Te Puna Whanau Ora Network Alliance Ltd



# Te Puna Whanau Ora Network Alliance

- June 2008 – November 2010
- Te Puna PHO became a member of the National Maori PHO Coalition.
  
- 29 March 2011
- Commenced official MOU relationship with ProCare Ltd
  
- May 2011
- Te Puna Whānau Ora Network Alliance Ltd was established. It is a subsidiary company of Te Puna Hauora o Te Raki Paewhenua set up to replace the dis-established Te Puna PHO
  
- The TWONA focus has been expanded
  1. A) Maintenance of PHO functions in partnership with ProCare Network Ltd
  2. B) Whanau Ora Values Based Best Practice implementation
  
- July 2011
- Auahatanga contract under MoH directorate innovation funding commenced. Facilitation and training of selected Whanau Ora providers in preparation for implementation
  
- In April 2012 journey of development of IMAP Values Based best practice model from paper-based to website completed
- Concentration on Values Based Alliance models with shared opportunities developed

## ■ **August 2012-March 2013**

- TWONA conveyed in an open letter to the Minister for Whānau Ora a vision regarding a structure and pathway for whānau ora nationally. The TWONA vision was to have Whānau Ora NA&WC's that would be broadened to include comprehensive assessments across votes: health, social development, justice, and education sectors, etc.
- Subsequent concept development hui have been held with the MOH [specifically, the Sector Capabilities and Innovations Directorate]. These have helped shape the development of this business case and the future direction and role for TWONA.
- Included in this series of hui has been a combined one involving WDHB Senior Management in which it was agreed that WDHB would work with TWONA on setting up a pilot for Whanau Ora development along the lines proposed to the Minister.
- TWONA has also been working with the GM Maori in the Nelson and Marlborough DHB re their possible involvement in a second pilot in their Rohe. This is very timely given the new direction NMDHB and its seven Maori Provider organisations are developing for Whanau Ora delivery

- In parallel TWONA management attended a workforce partnership Summit in Wellington with Te Rau Matatini, J Tamehana from Whanganui, and contributions from each entity were identified: ; **TWONA** – offers provider, enabling and enhancement tools and Change Management; **Te Rau Matatini** – offers policy, research, training, and National Conference and Hui Facilitation; **J Tamehana, Whanganui** – offers indigenous curriculum, training and education at NZQA Level 6 equivalent.
- To further strengthen its multi sector reach TWONA has also been working with NZ Corrections to pilot the use of The Harakeke I-MAP for pre release prisoners.
- All this activity has positioned TWONA well to be an active and enabling partner in the further development of the full Whanau Ora proposal. TWONA sees a continuation of this alliance and partnership building as a strategic priority.

# Alliances

## **ProCare Regional Networks Ltd (Mainstream Medical)**

Values based relationship (MOU) with shared opportunities, medical and Values Based Best Practice across Primary Care Sector. ProCare leading medical, Te Puna Whanau Ora Network Alliance leading Whanau Ora

## **NSCSS (Community Development)**

Values based relationship (MOU) with shared opportunities attempting to integrate local NGO providers delivering services to greater community

## **Tech Management (Maori Company)**

Values based relationship (MOU) with shared opportunities with Maori owned and managed IT company to host TWONA website and data collection from alliance providers

# MOU – Procare Health Ltd – Mainstream Relationship **Memorandum of Understanding Between ProCare Health Ltd and Te Puna Whanau Ora Network Alliance Ltd**

PARALLEL JOURNEYS,  
SHARED  
OPPORTUNITIES



# Procare – The Relationship

- An important component of the alliance will be the retention of the sovereignty of each organisation.
- The Parties share the key values of; Tika [shared vision and pathway]; Pono [integrity]; and Aroha [compassion] and these will be the foundations supporting the relationship.
- The parties see this as an enduring relationship that will grow and mature without ever losing sight of its founding Kaupapa
- Te Puna is seeking a 'post box' type arrangement with ProCare .
- Te Puna has also offered to be ProCare's 'post box' for Whānau Ora funding flows
- It is important to note that there is a total alignment between the ProCare clinical delivery and governance model and the Te Puna Whānau Ora delivery and governance model. They are parallel systems that interface where required to meet the best interests of the individual client and or Whānau grouping. [A classic one plus one equals three scenario]

# Governance

## Clinical Governance

*Guardians of Clinical Quality  
Standards and Best Practice*

### Clinical Based Medical Model

For: Drs, Nurses, HCA, Allied Health  
Practitioners

Example Roles: reduce and eliminate  
clinical barriers across primary,  
secondary, tertiary services; and  
whanau ora programmes

Ensure member primary care services  
have clinically safe and effective clinical  
and business plans

Are committed to learn and  
understand the Dynamics of  
Whanaungatanga and whanau  
centred/cultural practice.

Development of the clinical workforce

Health & Wellbeing from a clinical  
perspective

## Whānau Ora Governance

*Taumata Guardians of Cultural Quality  
Standards and Best Practice*

### Values Based Cultural Model

For: Genealogists, Tohunga, Rongoa  
Practitioners, Mirimiri, Kaumatua & Kuia  
The Whanau ora workforce  
CSW trained as Whanau Ora Practitioners

**Example Roles:** reduce and eliminate  
cultural barriers across primary,  
secondary, tertiary services; and whanau  
ora programmes  
Maintain the mauri, mana and cultural  
integrity of whanau ora

Ensure whanau ora programmes and  
member primary care services have  
culturally safe and effective whanau ora  
and business plans

Are committed to support mainstream  
learning of Values based Whanau centred  
Model, connection between whanau ora  
and clinical workforces

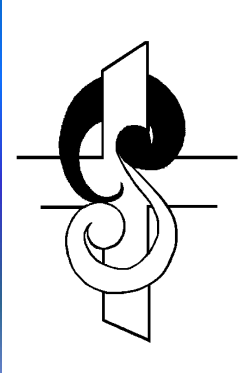
Development of Whanau Ora  
workforce

Health & Wellbeing from a cultural  
perspective

## WHANAU

Working together  
to provide  
services to meet  
needs and  
encourage  
whanau driven  
solutions to  
achieve  
Rangatiratanga





# **The Harakeke I-MAP Concept**



INTELLECTUAL  
PROPERTY  
OFFICE

## Certificate of Trade Mark Registration

Trade Mark Registration Number: 849885

The above trade mark was entered on the register of trade marks under section 51(a) of the Trade Marks Act 2002 on **28 April 2012**, with a deemed registration date of **29 September 2011**.

The details of registration are as follows:

**IMAP**

Registered in the name of Te Puna Whanau Ora Network Alliance Limited, 166 Birkdale Rd, Birkdale, North Shore City, New Zealand, New Zealand.  
Contact address: SMITH & PARTNERS, PO Box 104-065, Lincoln North, Waitakere City 0654, New Zealand.

In respect of the goods and services that follow.

Neville Harris  
Commissioner of Patents, Trade Marks and Designs

Issued on 28 April 2012



Number: 849885

1 of 2

# THE HARAKEKE



**Hutia I te rito o te harakeke,  
Kei hea te tauranga o te komoko e ko  
Pluck or damage the centre of the flax  
Where can the bellbird settle to sing**

**The proverb is:**

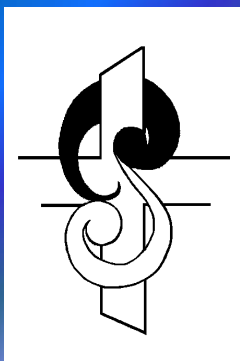
**Likening the flax bush to the whanau  
and community structure.**

**The centre (rito) is the child, our hope  
for the future. The proverb warns that if  
you damage or pluck the rito (child)  
where can the bellbird settle and sing?**

**The leaves next to those are the  
Grandparents**

**The outer leaves are the extended  
whanau and community.**

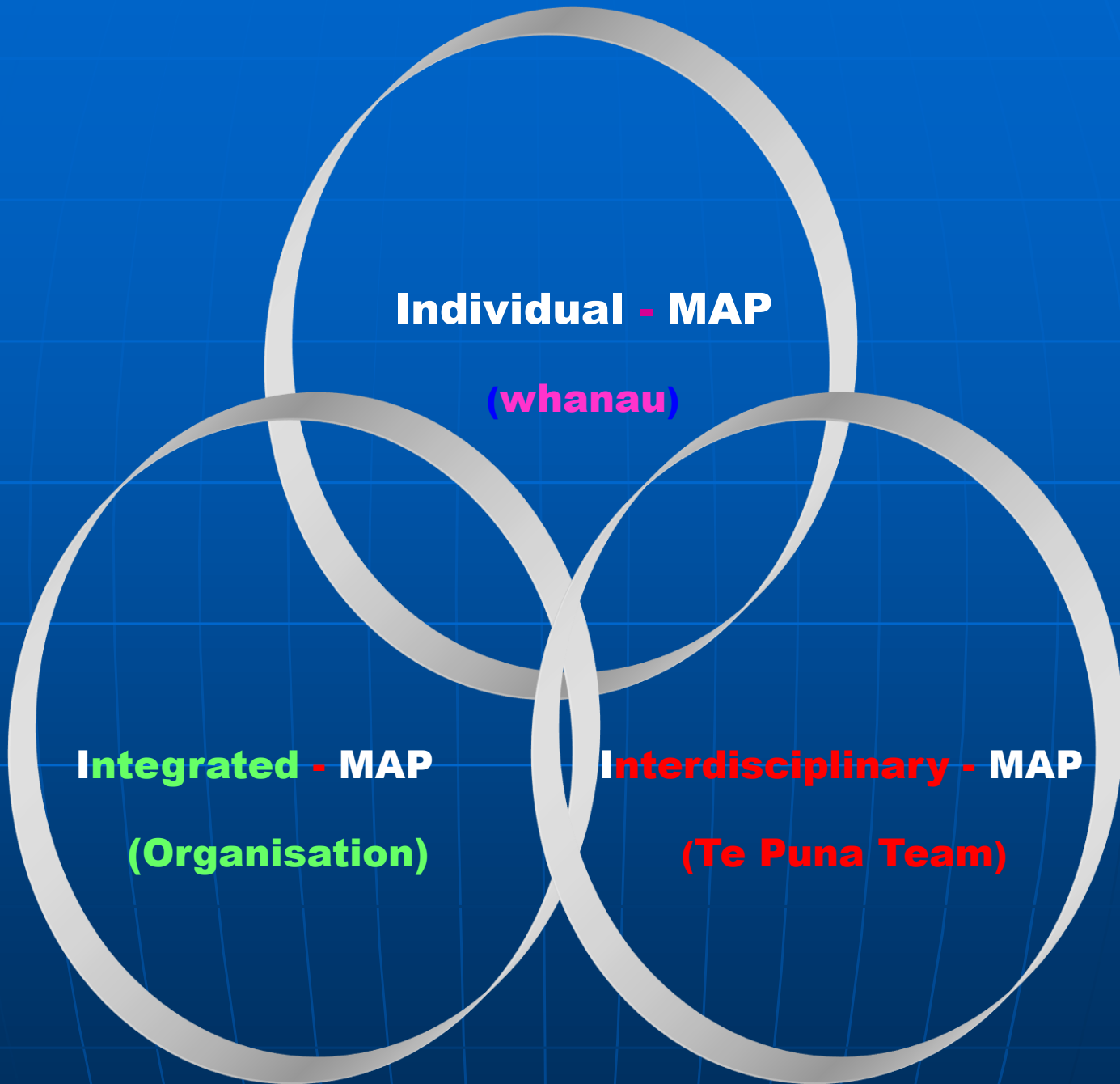
- This is ideologically aligned with the weaver weaving the flax into the shape they want. In the Te Puna Hauora process the weaver is the whanau/client and Te Puna Hauora provides guidance on the weaving process.



# **The Harakeke I-MAP Model**

# The Harakeke I- MAP management model is three dimensional.

# *The I-MAP Process and the Three Dimensions*





Paramount is the **Individual** 'I-MAP' Management Action Plan in which the whanau/client, with total support, is confident that s/he can map their way through complex issues.

**Step 1:  
Assessment with  
Individual and  
whanau**

**Step 2:  
Case conference with  
Te Puna I-MAP team  
and assign Community  
Support worker**

## **WHANAU/CLIENT:**

### **THE INDIVIDUAL**

#### **MANAGEMENT ACTION PLAN**

##### **(RESTORATION OF MANA)**

**Individual and whanau/client driven processes including prioritization with guidance in mentoring by skilled interdisciplinary clinicians and community support workers from a plan developed between whanau/client and Te Puna teams. The plan is based on comprehensive assessment of health and social needs and case management.**

**Step 3:  
Identification of  
appropriate agencies  
and liaise with  
communities to  
provide choices for  
whanau/client  
to meet goals**

**Step 4:  
Plan and  
Implementation  
accomplished by  
whanau/client**

- The second is the **Interdisciplinary** Management Action Plan where the Community Support Worker, whose sole purpose is to mentor the whanau/client, internally has clinical support from Doctors, Nurses and Social Workers as well as the availability of all Te Puna Hauora services.
- External agencies and community allied services are included in case management and family group consultations facilitated by the Community Support Worker and the whanau/client together.

- ✓Ethics
- ✓Protocols
- ✓Standards
- ✓Processes

- ✓Privacy
- ✓Confidentiality
- ✓Case management
- ✓Liaison with other services

**TE PUNA I-MAP TEAM:**  
**INTERDISCIPLINARY**  
**MANAGEMENT ACTION PLAN**  
**(RESTORATION OF MANA)**  
**Workforce Development**

**Developing processes of interdisciplinary practice across  
The organisation, sharing each individuals skills in a  
Structured plan which empowers client/whanau through  
Processes to gain “confident self management”.**

- ✓Supervision
- ✓Clinical guidelines
- ✓Competencies

- ✓Ongoing training
- ✓Strengthening of values
- ✓Continual upskilling

- The third component is the organisation itself and is underpinned by the **Integrated** Management Action Plan emphasising strong business practices, policies and values based external relationships focused on favourable outcomes for the individual/whanau.

### **Step 1:**

**Identify and build  
relationships with  
other organisations  
Attract shared  
service relationships  
Attract funding**

### **Step 2:**

**Strong business plan  
practices  
Strategic direction.  
Financial control  
Human Resources**

## **ORGANISATION**

### **INTEGRATED MANAGEMENT ACTION PLAN**

#### **(RESTORATION OF MANA)**

**The Integrated Management Action Plan is the  
business base of the organisation emphasising  
strong business practice, values based practice  
which embed organisation culture policies and  
processes focused on favourable outcome for  
whanau client.**

### **Step 3:**

**Maintain & enhance ISO  
accreditation  
Continual training &  
up-skilling across  
organisation  
Risk management**

### **Step 4:**

**Strengthen Community  
Development  
Influence change to  
Benefit the community**



# **The I-MAP**

**Whole organisation focus on building and maintaining  
Concept, vision, design, culture and quality  
practices.**



**Individual Management Action Plan  
(I can MAP my way out of this with help)**

**Interdisciplinary Management Action Plan  
(Workforce Development/  
Organisational Practice)**

**Integrated Management Action Plan  
(Strengthen external relationships,  
community development)**