

4 April 2012

Te Whānau o Waipareira Trust – Waitakere

- 1 Te Whānau o Waipareira Trust's Family Start funding for 2011/2012 is \$1,417,024.80 for 270 families. It is a Whānau Ora provider.
- 2 The performance of all Family Start Providers has been formed by looking at:
 - key performance indicators (KPI's)
 - quality of social work practice
 - implementation of key programme components
 - viability and capability of the organisation.
- 3 Overall, KPIs are consistently not achieved. In addition, a large proportion of clients are low need and the quality of practice is very poor.

Key performance indicators

- 4 Overall, there are 13 KPI's. However, we have focused on the three KPI's (below) which we consider to be the minimum performance requirements.

KPIs	July %	Aug %	Sept %	Oct %	Nov %	Dec %	Jan %	Feb %
Contracted volume	100	86	84	82	77	67	65	65
Supervision	NA	NA	89	100	87	28	90	100
AM/BTL (parenting)	93	75	66	78	81	70	57	96

- a. Percentage of contracted volumes delivered. Expected standard is 95%. Green light at 95% or above; Yellow light at 90%-95%; Red light at <90%.
- b. Percentage of workers who receive at least one hour of one-on-one supervision by a qualified supervisor each week. Expected standard is 95%. Green light at 95% or above; Yellow light at 90%-95%; Red light at <90%.
- c. Percentage of active families receiving at least one hour of Ahuru Mowai/Born To Learn per month. Expected standard is 95%. Green light at 95% or above; Yellow light at 90%-95%; Red light at <90%.

Practice

- 5 Unsafe practice and poor quality service delivery have been identified at this site – both current and historically. Examples include:
 - a lack of child focus in work, inadequate actions taken to ensure child safety, not delivering core components of Family Start, poor administration of client files, inadequate quality and frequency of supervision
 - the recording of, and evidence used in, Strengths and Needs assessment and Individual Family Plans is inadequate, with no clear link between the child's needs assessed and the interventions in the Individual Family Plans
 - agencies have reported that it is difficult to refer to this provider, and that they lack confidence in the service delivered. As a result, there is a high proportion of "low needs" families engaged with the service
 - there appears to be a "dependency culture" as staff do not manage the beginning and ending of professional relationships appropriately.

Provider engagement

- 6 There is a lack of leadership and management to improve performance. For example:
despite the appointment of a Senior Manager in October 2011, specifically employed to improve Family Start, there has been a lack of engagement, communication and action
correspondence from the MSD Family Start Directorate related to practice deficits and a serious care and protection issue have not been responded to
the MSD Family Start Directorate has been clear that performance needs to improve, yet the agreed tasks in the Service Improvement Plan have not been sufficiently implemented
requests for involvement and engagement with the Trust Board have not been forthcoming.
- 7 The Supervisors have shown a willingness to work with the MSD Practice Advisor and MSD RAF and put in changes which may address concerns. It appears that this lower level of management in the organisation has been tasked to manage change and improvement themselves. Despite the positive changes they have made, reliance on only this level in the organisation is inadequate for the level of investment and unsustainable for the long-term performance of the organisation.
- 8 The MSD Practice Advisor began working with this site in November 2011 and the Service Improvement Plan was drafted then. The MSD Practice Advisor has had 7 visits to date. Clear measures were given to the site about the actions, leadership and changes that were needed to lift the programme to meet expectations. This was reinforced by the MSD Director to senior management within Te Whānau o Waipareira.
- 9 The MSD Family Start Director met with Te Whānau o Waipareira's CE on the 5th July. Within this meeting the Director advised the CE that Waipareira was the worse performing Family Start provider and that they had six months to improve. The MSD Family Start Director then wrote to Waipareira's CE, Programme Manager and Chair of the Board in December. This letter covered Waipareira's performance from July - September. The letter highlighted that Waipareira continued to be one of the worse performing Family Start providers.

10 not in scope

11

MSD engagement

- 12 MSD's interaction with Te Whānau o Waipareira Trust since July 2011 is as follows:
- 2 letters from MSD Family Start Director to the CE of Te Whānau o Waipareira Trust (July 2011 & Dec 2011)
 - 1 meeting with the MSD Family Start Director
 - 7 RAF monitoring visits
 - 7 Practice advisor visits
 - 1 meeting with the MSD Family Start Programme Manager
 - 1 meeting with the MSD Family Start Practice Leader
 - attended 1 regional child safety workshop
 - attended 3 National Hui.

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