

Open Letter to Te Ara Maioha Whānau
January 17 2019

Tēnā koutou Te Ara Maioha Whānau

Follow up to Hei Oranga Ngākau Review

This is a summary follow up to the review completed by Glenis Philip-Barber into the issues raised in the PSA letter to me in April of last year.

The review outcomes were presented to you by Glenis at the House of Breakthrough on 28 November. There was an accompanying proposed set of actions from me in relation to the 6 recommendations contained in the report. Copies of the report were provided and you were asked to provide feedback on the report, conclusions, and the actions, [REDACTED]

I acknowledge that some staff have felt that an opportunity to specifically address the hurt felt by many, and to apologise for that, was missed at the meeting. I apologise for this as it is certainly recognised as an important factor, as being felt by many over the past year.

The submissions were duly circulated [REDACTED], in an anonymised format, to the members of the review Steering Group: [REDACTED]

The Steering Group and I met on 11 December to discuss the feedback, review the responses to the draft recommendations and plan a way forward.

At the outset of the specific agreed actions from the Steering Group meeting, I want to raise one of the most important actions, one that was not included in Glenis's report, but which was promoted by the PSA members of the group and readily accepted by the full group, and me. This is that given the extent of the issues, hurt, mamae, there should be a marae based wānanga for Te Ara Maioha staff in order to use a marae process to seek resolution of these matters, and to rebuild the trust that is essential to support staff in their work, to therefore achieve recovery for whānau.

On further discussion with Te Kāhui Pakeke, the idea has been supported by that roopu, with expert leadership for the process and not left at one such wānanga. I accept this advice and the first wānanga will be planned for early March 2019.

Turning to the recommendations and next steps, the following is the agreed position of the Steering Group.

Recommendation 1

Urgently strengthen the Governance capabilities within Te Kūwatawata

It was agreed that this is a task for the governance of Te Kūwatawata itself which comprises representatives from Hauora Tairāwhiti, Pinnacle, Te Kupenga and Te Kurahuna. This has been progressed and needs to be more visible to Te Ara Maioha staff.

Recommendation 2

Urgently clarify the scope and focus of Te Kūwatawata for all stakeholders

This is another action that has already received some attention. The Steering Group are aware of the work carried out by a wider group of stakeholders, including primary care, that has addressed many of the friction points and established agreed pathways. However, Te Ara Maioha staff have limited visibility of this. It was agreed to re-start the working groups that had been in place earlier last year and which were making good progress when put in abeyance at the time of the letter. The working

groups will need reviewed membership and leadership for each. They will ensure the development of policies, procedures and pathways. They will link with the wider sector work done. They will be under the direction and oversight of the Change Management Team.

Recommendation 3

Appoint an experienced change team

The team composition has been agreed and its purpose to oversee the work groups, guide the dissemination of information to staff and receive feedback, plan out the change processes required and move the service forward. There will be an agreed terms of reference for the team.

The team will have joint Hauora Tairāwhiti and PSA representation. It was also agreed to add an NZNO representative.

[REDACTED]

Recommendation 4

Establish a WAKA values taskforce

This has been agreed as an organisation wide approach to re-invigorating the WAKA values. As previously advised, Hauora Tairāwhiti, supported by site unions, has engaged the Cognitive Institute to run the Speaking Up for Safety and the Promoting Professional Accountability Programmes at Hauora Tairāwhiti.

Speaking Up for Safety has been launched and a call has gone out for people to apply to be trainers. We have agreed to link the training to the WAKA values and for there to be a steering group over the roll out, including union representation.

This will not be the only part of the WAKA values re-fresh work in 2019.

Recommendation 5

Strengthen training and development to complement & support Te Kura Huna - Grow and sustain a range of indigenous approaches.

Work has begun on this in two ways. The first is the kawa group which has developed the processes in Tawhirimatea between the Cultural Therapy and the Psychiatrist Assessment Teams. The second is a pakeke led group to provide input to Te Kūwatawata.

Recommendation 6

Aligning capability to our core demographic – achieving a strategic shift

The Steering Group felt this recommendation linked back to the prior five and that no specific action was required on it at this stage. It will however be monitored by the Change Management Team to ensure any opportunities are not missed.

It also relates to the wider work across the organisation in approaches to improve equity. These do not have a high profile and visibility needs increasing for Hauora Tairāwhiti staff in general.

Thank you for your responses to the review and to the input provided to planning the next steps. I am very confident that the change team put forward will apply their efforts to ensure the next steps meet the needs of all. I look forward to hearing the results of this, especially the wānanga. There is a lot of work to do in 2019.

Ngā mihi

A handwritten signature in black ink, appearing to be the name 'Jim', followed by a period.

Jim