

# WHĀRIKI



He Huarahi Ki Mua:  
A Way Forward



**Hauora**  
Tairāwhiti



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# Mihimihi

Hauora Tairāwhiti is proud to introduce **Whāriki**; a framework to anchor our collective efforts towards a future focussed and aspirational vision in Mental Health and Addictions – **Whānau First 2040.**

**Whāriki** is the result of the contributions of the Mental Health and Addiction sector, communities, and whānau to better respond to whānau seeking help and to focus our efforts on what matters most to whānau *“a meaningful life where everyone feels connected and worthy, where everyone has a purpose to get up in the morning”*. The purpose is to ensure whānau experience one system of care and ‘consistent standards of behaviour’ irrespective of who is providing support.

In 2021, we presented Whāriki to the broader public sector and communities. The response has strengthened our confidence and resolve that we are on the right track. It reinforced a call for dedicated focus on whānau and communities at risk, in distress, who need help. This includes a number of whānau who do not access support for new or existing conditions until they have escalated to crisis levels. Some feedback suggests an incorrect view is present, in different parts of the sector and communities, that improving response to under-served communities will take away from other communities who currently receive quality health care services. This is a concern. We have a shared responsibility to address the fact that we have whānau and communities in Te Tairāwhiti who are not receiving quality health care and have limited choices.

Whāriki is not the sole solution – but offers a platform to leverage off each other’s strengths to invest in local solutions. The shared aim is to give effect to strength-based practice and positively influence the conditions that contribute to whānau and community wellbeing. We now have the key components outlining a shared vision, purpose, and parameters for engagement to work more effectively together on behalf of the whānau and communities we serve. Whāriki will shape what, how, by and for who, services are available. It is an enormous task and one we cannot do alone. We know it will take time and special effort to get all the moving parts to work as one and we have begun.

Ngā mihi maioha



Jim Green

*Mā whero mā pango,  
ka oti ai te mahi*

*With red and black the work will be  
done (when we work together,  
the work will be completed)*

# He Huarahi Ki Mua: A Way Forward

**Whāriki**<sup>1</sup> is a framework (Systems Model of Care) that outlines a new way of working together to better organise and deliver mental health and addiction support in Te Tairāwhiti.

It has been designed in partnership with hard working and dedicated people who provide clinical, community, NGO<sup>2</sup>, and Kaupapa Māori services and support. Most importantly, in response to whānau who shared, with courage and honesty, their experiences of mental ill health and addictions.

Whānau told us where services and support are working very well - where and when whānau access quality, timely and empathetic support. We also heard that many whānau are not getting the support they need, find the system daunting, disconnected and hard to access. They do not know where to go to get help, and have experienced inconsistent treatment, discrimination and racism across different parts of the service system.

We heard of:

- **Complexity** - disconnection between different parts of the service system hinders access to timely and relevant support including help with inter-related issues such as family violence
- **Inconsistent treatment and response**
- **Social and environmental stressors** such as housing stress, lack of transport, unemployment and food insecurity, further compounding whānau distress, isolation, and ill health
- **A workforce feeling ill-equipped**, under-resourced and unsupported to effectively respond to the levels of need and distress that are presenting in the community
- **The prevalence of racism and discrimination** at all levels and/or entry points of the system hinders whānau uptake of and/or access to safe, relevant and quality health care and support.

*Nā tō rourou, nā taku  
rourou, ka ora ai te iwi*

*With your basket and my basket the  
people will thrive*

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<sup>1</sup> A framework

<sup>2</sup> Non-Government Organisations

The call from whānau, communities, and the workforce, is for whānau-centred<sup>3</sup> community led and developed services and facilities; dedicated addiction services; more Kaupapa Māori services; and increased support to outlying rural communities. Especially, increased investment in preventative and early intervention initiatives. To achieve this we need to act as one service so that whānau experience 'One System of Care' at every touch point of the service system no matter who is providing it.

We know that our strengths begin with whānau and communities; to provide clear direction for our partnership relationships with Iwi and the NGO sector; to reprioritise and mobilise valuable resource; and extend reach to diverse communities in need. We are building on these strengths to anchor our collective efforts - a new way of working together and future focus for change - to better respond to complex mental health and addiction issues that whānau are grappling with.

*Kī mai ki ahau, he aha te mea nui o te ao?  
Māku e kī atu, he tāngata,  
he tāngata, he tāngata.*

*If you asked me, what is the most important thing in the world?  
I would say, it is people, it is people, it is people.*

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<sup>3</sup> Te Puni Kōkiri (Ministry for Māori Development) define whānau-centred as a 'culturally grounded, holistic approach focused on improving the well being of whānau and addressing individual needs within a whānau context'

# Shared Vision: Whānau-First 2040

To be of value to multiple stakeholders, a new way of working needs to:

**A** have relevance first and foremost to whānau – the users of services at every level and/or entry point of the service system,

**B** support service providers and decision makers to negotiate and navigate complexity in a changing environment, and

**C** support decision makers to manage resource constraints.

Whāriki provides the *parameters for engagement and decision-making* without detracting from services and communities unique characteristics and professional practice standards. It will support those working in mental health and addiction to work in partnership with communities, to develop local solutions to local issues. It is values-based to enable the delivery of a seamless system of care for Mental Health and Addictions that delivers equitable health outcomes to all whānau in Te Tairāwhiti.

Whānau have told us that 'Health and Happiness is a meaningful life where everyone feels connected and worthy, where everyone has a purpose to get up in the morning'. A powerful statement that encompasses our shared humanity, aspirations, and belonging. Whāriki outlines how we create a Whānau First 2040 future today. A future focussed in recognition of the 200-year anniversary of Te Tiriti o Waitangi and our commitment to genuine partnership with Iwi. A partnership that places whānau wellbeing at the very heart and forefront of everything we do – at every level – from policy, to planning, to delivery.



# Standards of Behaviour – Values and Principles

Whānau have emphasised the importance of caring, partnership, respect, lack of judgement, empathy, trust, flexibility and kindness.

A values-based framework will help a service system made up of many providers and professionals to offer diverse but equally valuable contribution to whānau wellbeing. The aim is to establish the standards of behaviour we expect of each other and ourselves.

We have anchored Whāriki in Hauora Tairāwhiti **WAKA** values to give effect to a uniquely Te Tairāwhiti relationship between people, spaces and places. To do this justice, we have drawn directly from whānau feedback to determine the principles that will govern how we give effect to our values, the way we work with each other, and more importantly, how we treat the whānau and communities we serve.

*He aroha whakatō,  
he aroha puta mai.*

*If kindness is sown, then kindness  
will grow and be returned.*

## Values





# Building Strong Foundations

A strong foundation will enable us to access and utilise the tools, skills, and talent we need to work more effectively together. We have identified **3 Pou** that will enable all those working in mental health and addiction to contribute to change with confidence in a complex and changing environment.

*Ka whāngaia, ka tupu,  
ka puāwai*

*– that which is nurtured grows, then blossoms.*

## Te Tiriti o Waitangi



Co-leadership with our Iwi partners including Māori providers – a partnership that reflects the shared history, communities, and aspirations of Te Tairāwhiti.

## Stewardship



Fair and Transparent decision making that is relevant and responsive to all population groups living in Te Tairāwhiti.

## Equity: Whānau-centred



'In Aotearoa New Zealand, people have differences in health that are not only avoidable but unfair and unjust'<sup>4</sup>. Whānau and communities experiencing inequitable health outcomes are treated with respect, and are fully supported to access quality health care.

<sup>4</sup> Taken from Whakamaua: Māori Health Action Plan

# Ways of Working

An explicit commitment to the approaches outlined below will further strengthen and assist the way we work with each other to plan, resource, and deliver equitable whānau-centred care.

▶ **Partnering with communities:** to ensure whānau broader needs are identified and addressed

▶ **Workforce:** supporting a strong, supportive and skilled workforce so that they are equipped to effectively respond to whānau in need at any and every entry point into the system

▶ **Local Leadership/Local Solutions:** the solutions are found in Te Tairāwhiti beginning with our strengths and what we have

▶ **Lived Experience:** whānau experiencing ill health and/or distress 'know best' what works or doesn't work for them – are the experts in their own recovery journey.

▶ **Flexibility:** services are agile and responsive to diversity. We are not all the same - have different needs, resources, and aspirations.

*Tē tōia, tē haumatia.*

*Nothing can be achieved without a plan, a workforce, a way of doing things.*

# Current & Future State

We have identified 7 key areas to monitor progress from the current state towards a future that reflects our shared vision and purpose.

This will help us stay focused on what we are seeking to change and what we are working towards. They are inter-related and cannot be addressed in isolation of each other. The intent is to foster transparency, collective ownership, and shared accountability for improvements across the system as a whole.

*Titiro whakamuri,  
kōkiri whakamua*

*Looking back to reflect so that we  
can move forward*

## Current State

**Disconnected** – whānau are expected to adapt to multiple service criteria and systems

**Treats individual symptoms** without addressing the causes or contributing stressors to ill health

**Individualistic** – works with individuals without their whānau or community supports

**Discriminatory and racist** – treats people differently based on ethnicity, gender, age, economic status, sexuality, and health status (mental illness)

**Inconsistent treatment and response**

**Inequitable** – different health provision (resource, treatment, priorities) to different communities contributes to disparate health outcomes

**Clinicians 'know best'** – services and their specialist staff are the 'experts' that know best what whānau need for their health

## Future State

**Line of Sight** – Joined-up health services with clear and easy access to skilled health professionals, information and support

**Holistic** – Supports whole well-being

**Whānau-centred** – focussed on addressing individual needs within a whānau and community context

**Culturally inclusive and safe** – responsive to all whānau respectful of diversity and difference

**Shared standards of behaviour** – whānau experience timely, appropriate, and empathetic treatment at every access point of the service system

**Equitable** – Explicit commitment, time and resource to ensure communities experiencing poor health outcomes have unhindered access to timely, appropriate and good quality health care and support.

**Whānau 'know best'** – services including their specialist staff are respectful and responsive to whānau experience, needs and aspirations



# Whānau have emphasised the importance of...

## ▶ Whānau

▶ **Social belonging** and participation in community

▶ **Identity** (ethnicity, culture, age, gender, sexual orientation, religion, ability and capability)

▶ **Being treated with respect**, understanding and empathy

▶ **Access** to affordable health care, to skilled workers when you need them, to housing, employment, educational and vocational opportunities

▶ **Joined up services** (not having to tell your story to different services and agencies over and over again)

▶ **Culture** (language, safety and belonging)

*He oranga ngākau,  
he pikinga waiora*

*Positive feelings in your heart  
enhance wellbeing*



# Measuring Success

To measure effectiveness we have identified six whānau level indicators to maintain focus on service responsibilities to whānau and communities.

- 1 **Whānau** access timely and relevant support
- 2 **Whānau** broader needs are identified and addressed
- 3 **Whānau** make well informed choices and decisions
- 4 **Whānau** access culturally safe and competent health care
- 5 **Whānau Lived Experience** is valued and respected
- 6 **Whānau know best** – are the experts in their own recovery journey

*He iti te kopara kai takiri ana kei runga  
rawa o te kahikatea.*

*The little bellbird is plucking berries from the topmost branches of  
the kahikatea tree – No matter how humble our beginnings we  
can achieve success if we strive.*





# Our Priorities

We have heard what is working and is not working for whānau in mental health and addiction. This has helped to identify where and when we are working well, and where we need to improve. The following priorities will help focus our efforts for sustained improvements.

1

**Equity** – All whānau and communities experiencing inequitable health outcomes are treated with respect; are fully supported to access quality health care when and where it is needed.

2

**Cultural Safety and Competency** – All whānau and communities can confidently uptake services and support without fear of discrimination or racism.

3

**Cross-Sector Relationships** – Working cross-sector with social service agencies to assist whānau to access the full range of supports available to them.

4

**Workforce Development** – Strategies to ensure the workforce is fit for purpose, feels supported and is well informed. Most especially, front line staff working directly with whānau in communities.

5

**Measuring Success and Accountability** – A shared monitoring framework to ensure all contributing partners and stakeholders including Hauora Tairāwhiti are clear of our responsibilities to whānau and communities and can measure progress.

*Ehara taku toa i te toa takitahi,  
ko taku toa he toa takitini.*

*My strength does not come from within me alone.  
My strength comes from the multitudes that  
surround me.*

# Whāriki – Systems Framework

## SHARED VISION

**Whānau First 2040**

**Vision Statement:** *Health and happiness is 'a meaningful life where everyone feels connected and worthy, where everyone has a purpose to get up in the morning'*

## SHARED PURPOSE

**A seamless system of care for Mental Health and Addictions that delivers equitable health outcomes to all whānau in Te Tairāwhiti**

## INDICATORS OF SUCCESS

Whānau access timely and relevant support

Whānau broader needs are identified and addressed

Whānau make well informed choices and decisions

Whānau access culturally safe and competent health care

Whānau lived experience is valued and respected

Whānau know best – are the experts in their recovery journey

## PRINCIPLES

**Whānau-centred**

**Empathetic**

**Flexible**

**Trustworthy**

## VALUES

**WHAKARANGATIRA**

Enriching the health of our community by doing our very best

**AWHI**

Supporting our tūroro/ patients, their whānau/ families, our community partners and each other

**KOTAHITANGA**

Together we can achieve more

**AROHA**

Empathy – we care for people and people want to be cared for by us

## CURRENT STATE/BARRIERS

- Complexity - fragmented and siloed services
- Provider/clinician-led services- 'clinicians know best'
- Systemic racism and discrimination

## POU/ENABLERS

- Te Tiriti o Waitangi: Co-leadership with our Iwi partners including Māori providers
- Equity: Whānau-centred: Whānau and communities are treated with respect, and are fully supported to access quality health care.
- Stewardship: fair, transparent, relevant and responsive

## FUTURE STATE

- Local Leadership-Local Solutions
- A strong and supportive workforce
- Partnering communities
- Consumer & whānau-led services 'whānau know best'
- Agile and responsive

**PRIORITIES**

**EQUITY**

**CULTURAL SAFETY & COMPETENCY**

**CROSS SECTOR RELATIONSHIPS**

**WORKFORCE DEVELOPMENT**

**MEASURING SUCCESS & ACCOUNTABILITY**

