

# Tracking Whānau Ora Outcomes

Information Collection Trial – 1<sup>st</sup> Phase Results – 30 Pipiri / June 2012



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## Executive Summary

Data on whānau and service transformation was collected from seven Whānau Ora collectives, as part of an information collection trial and to measure early results linked with Whānau Ora.

Data comes from two sources within these collectives. Firstly three collectives administered a ‘whānau satisfaction survey’ on whānau-centred services to 50 whānau. Secondly all seven collectives completed a report template about whānau results and service based on activity during the quarter ending 30 June 2012.

Results are presented against high-level Whānau Ora outcomes for these seven collectives. Following are key findings:

### Whānau are actively engaged in Whānau Ora

During the quarter ending 30 June 2012, 333 whānau, representing 1301 individuals, were engaged with ‘Whānau Ora’ services directly funded by Te Puni Kōkiri. During the quarter, 72.9% of the 1301 individuals engaged with Whānau Ora services were Māori, 12.6% Pacific and 14.5% were other ethnicities. Over 50% of the 1301 individuals were under 20 years old, and 30% between 5 and 14 years. 498 whānau plans were developed and 791 plans were progressed during the quarter.

### OUTCOME 1: Whānau have the collective capacity and strength to pursue their aspirations

**Whānau collective capacity is about whānau having the connections, relationships, leadership and skills to become more self-managed and able to pursue their aspirations.**

Whānau Ora collectives provided a range of support to enhance whānau capacity: facilitating whānau planning, identifying and supporting leaders within whānau, initiating programmes to enhance skills and leadership, and providing whānau access to social/community/cultural services.



**Whānau hui and whānau planning are particularly important mechanisms for strengthening capacity.** Hui enable whānau to re-establish whānau connections, and allow whānau to speak about their whānau, their marae and their whakapapa.

**Strengthening whānau collective capacity is a priority for whānau and appears critical to social, economic or cultural improvements.** Almost 40% of whānau goals during whānau planning related to their collective capacity (24% around whakawhanaungatanga, 8% around life/personal skills, and 7% around ngā manukura). And many whānau case studies highlight restoration of broken down relationships as a precursor to other positive changes.

**There are indications that improvements for whānau are occurring.** In the whānau satisfaction survey, 85% of respondents agreed/strongly agreed that whānau planning brought their whānau closer together.

In addition, 19% of whānau plans progressed during the past quarter are described as ‘self managed’ by collectives, in that whānau no longer require support from services to implement the plan.

## **OUTCOME 2: Whānau experience positive cultural, social and economic outcomes**

Whānau identified a range of social, cultural and economic aspirations through whānau planning. In the last quarter, the most common of these aspirations was around health/disability (18% of all goals), followed by manaakitanga (12% of all goals) and housing (9% of all goals).

**Many of these aspirations are inter-connected, as are the barriers to achieving these aspirations.** Collectives emphasised the importance being able to recognise this inter-connectedness and work holistically with all whānau members in achieving aspirations.

**The whānau satisfaction survey results suggest improvements to whānau through engagement with Whānau Ora:** 78% agreed/strongly agreed that as a result of their work with collectives, their whānau had improved the amount or regularity of exercise they do, 54% agreed/strongly agreed that their whānau had a reduced rate of smoking, 84% agreed/strongly agreed that they have more confidence in parenting/caregiving, 77% agreed/strongly agreed that their whānau has an improved housing situation, 71% agreed/strongly agreed that their whānau has improved income and 83% agreed/strongly agreed that they have improved confidence in tikanga.

**Collectives also identified that Whānau Ora services enhanced outcomes in the Key Result Areas,** including around: immunisation, early childhood education attendance, parenting programmes, whānau relationships, employment, and rangatahi school attendance and achievement. Enhanced outcomes occurred through identified goals in whānau plans, overcoming multiple barriers to

outcomes, working with the whole whānau on issues, initiating new programmes, improved identification and referral on issues, and creating employment opportunities.

### **OUTCOME 3: Navigators engage whānau and support them to develop plans and access services**

In the quarter ending June 2012, 206 staff members across the 7 collectives played a navigational role with whānau.

**The navigational role is important for building whānau capacity** because navigators identify strengths within whānau, facilitate and mentor whānau to identify aspirations and provide ‘wrap around’ support and skills building for all whānau members to progress towards aspirations.

A breakdown of type of navigational support that collectives provided to whānau showed that facilitation within whānau, skills building and information/advice made up 60% of all types of support. Referrals to services and brokering/advocacy around service utilisation were identified as less common (22% of all types of support provided to whānau).

In the whānau satisfaction survey, 96% of respondents agreed/strongly agreed that staff members supported their whānau in achieving goals, 95% agreed/strongly agreed that staff members provided their whānau with information and support needed to make decisions, and 88% agreed/strongly that they have improved knowledge about how to access services.

### **OUTCOME 4: Holistic service design and strengths-based service delivery leads to measurable Whānau Ora gains**

This outcome is about collectives’ transformation to whānau-centred service delivery.

**Whānau-centred service delivery is based on six principles: integrated, comprehensive, operates within te ao Māori (or culturally appropriate), focuses on the whānau as a whole, builds on whānau strengths and increases whānau capacity.** However ‘best practice’ of whānau-centred service delivery has not been articulated.

In addition to the navigational role played by collectives, collectives have taken visible steps to becoming ‘whānau-centred’:

- **Collectives are referring whānau to navigators**, who provide whānau- and strength-based service delivery. In the June 2012 quarter, 687 referrals were made to navigators across the 7 collectives.

- **Collectives are making services more accessible for whānau**, including changing the location of services; co-locating medical, financial, educational and social services; visiting whānau in their own environment; and standardising entry to multiple services within a collective.
- **Collectives are introducing new programmes or services in response to whānau need** (including for those outside their client population). Examples include: drivers licensing, rongoa production, young mothers' support, or pre-entry nursing programmes.
- **They are holding skills building sessions** to build whānau capacity, on topics such as problem solving or conflict resolution, anger management, auahi kore, fitness and cooking. In the past quarter, the 7 collectives held over 250 skills building sessions with whānau.
- **They are increasing communication and relationships with iwi/hapu and agencies to strengthen service provision**, for example with Work and Income, Budgeting Advice, and Women's Refuge.
- **Collectives are operating with cultural competency** by providing access to kaumatua/marae and resources on te ao Māori, ensuring they run whānau hui and support aspirations in te ao Māori, and requiring it as a core practitioner competency.
- **They are working with the whole whānau** through whānau planning, whānau-based assessment forms, awareness of and referrals for whānau among practitioners (eg Well Child nurses), and more coordination across the collective to address a range of issues for whānau.

**The whānau satisfaction survey results indicate progress around aspects of whānau-centred service delivery:** 98% of whānau satisfaction survey respondents agreed/strongly agreed that staff members respected their cultural beliefs and preferences, 100% agreed/strongly agreed that staff members helped their whānau identify their needs, and 84% agreed/strongly agreed that they have developed new skills to achieve goals.

# Tracking Whānau Ora Outcomes

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Information Collection Project – 1<sup>st</sup> Phase Results – 30 Pipiri / June 2012

This paper presents the whānau and service transformation results for seven collectives that were part of an information collection trial.



The trial was initiated to test how best to measure and collect data to capture collectives' progress towards Whānau Ora outcomes. Seven collectives were involved in the trial:

- **Kotahitanga (Tāmaki Makaurau – Auckland):** Turuki Healthcare Trust; Huakina Development Trust; Papakura Marae; Te Kaha o Te Rangatahi Trust
- **NUMA Whānau Ora Collective (Tāmaki Makaurau – Auckland):** National Urban Māori Authority (NUMA); Manukau Urban Māori Authority Incorporated (MUMA); Te Kōhao Health Limited; Te Rūnanga o Kirikiriroa; Te Rūnanga o Ngā Maata Waaka Incorporated; Te Whānau o Waipareira Trust
- **Pacific Islands Safety And Prevention Project (Tāmaki Makaurau – Auckland)**
- **Ngāti Whātua O Ōrākei Māori Trust Board (Tāmaki Makaurau – Auckland):** Ngāti Whātua o Ōrākei Corporate Limited; Ngāti Whātua o Ōrākei Health Services; Ngāti Whātua o Ōrākei Marae Committee; Ōrākei Marae Social and Health Services; Ngāti Whātua o Ōrākei Social Needs Limited
- **Ngā Mataapuna Oranga Kaupapa Māori Primary Health Organisation (Pho) (Te Moana ā Toi – Bay of Plenty):** Ngā Mataapuna Oranga PHO; Kimioranga Primary Health Care Services; Pirirākau Hauora; Te Manu Toroa Trust; Te Puna Hauora ki Uta ki Tai; Te Rūnanga o Ngāi Tamawhariua Incorporated; Waitaha Hauoranga Trust; Whaioranga Trust
- **Te Oranganui Iwi Health Authority (Te Tai Hauāuru – Whanganui/Taranaki)**

- **Te Whare Maire O Tapuwae (Te Tairāwhiti – East Coast):** Te Whare Maire o Tapuwae: Kahungunu Executive ki Te Wairoa Charitable Trust; Ngāti Pāhauwera Incorporated; Ngā Kaitiaki Hauora o Waikaremoana; Rongomaiwahine Iwi Trust Incorporated; Wairoa Waikaremoana Māori Trust Board

These collectives vary in size, rural/urban spread, population coverage, type of provider and stage of implementation. Over time, all collectives will have to report against standardised measures of transformation.

## **Information gathered**

Data in the trial comes from two sources. Firstly, three collectives (Kōtahitanga, Ngā Mataapuna Oranga and NUMA) rolled out a whānau satisfaction survey to 50 whānau to determine satisfaction with Whānau Ora services and perceived improvements for whānau through using these services<sup>1</sup>.

Secondly, all seven collectives were required to complete a report on whānau- and service-transformation for the quarter ending 30 June 2012<sup>2</sup>. The report asked for demographic data on whānau engagement, as well as numerative and narrative data on whānau results and progress towards whānau-centred service delivery.

## **What the information is measuring**

The data gathered informs progress towards high-level Whānau Ora outcomes around whānau and service transformation (Appendix 1).

To measure whānau transformation, Te Puni Kōkiri focused on results achieved through whānau planning – namely whānau skills and knowledge acquisition, the building of whānau capacity, and improved social, cultural and economic outcomes.

To measure service transformation, Te Puni Kōkiri focused on collectives’ navigational approach, which supports whānau in progressing towards their aspirations, because most collectives already have this initiative in place.

Te Puni Kōkiri also sought information about collectives’ whānau-centred service delivery and Whānau Ora’s impact on Better Public Services. However, this latter information provides challenges because: each collective has a different service delivery model;

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<sup>1</sup> This survey was developed by Te Puni Kōkiri but was based on a survey developed by Kōtahitanga. Special thanks to Kōtahitanga Roopu for their work on this.

<sup>2</sup> Quantitative data from NUMA comes from Te Whānau o Waipareira Trust only.

transformation is in its early stages so not all services can be considered 'whānau-centred'; and data on the impact of this transformation is not easily collected.

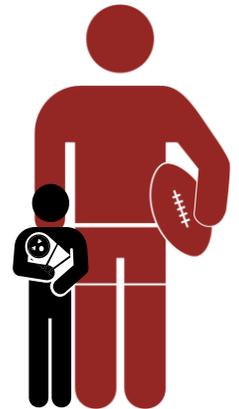


**Figure 1. Collectives' Whānau Ora transformation**

Over time, increasing components of collectives' services will become whānau-centred, and the number of whānau engaged in Whānau Ora will increase.

After an introductory section describing the number and type of whānau engaged in Whānau Ora, results are presented against four primary Whānau Ora outcomes<sup>3</sup>:

1. Whānau have the collective capacity and strength to pursue their aspirations.
2. Whānau experience positive social, cultural and economic outcomes.
3. Navigators engage whānau and support them to develop plans and access services.
4. Holistic service design and strengths-based service delivery leads to Whānau Ora gains.



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## 1. Overview of Whānau engagement

Collectives were asked to provide Te Puni Kōkiri with two whānau and individual counts to measure the number of whānau/individuals engaged with Whānau Ora.

The first was a count of those engaged with planning and navigational services directly funded through Whānau Ora appropriation. The second was a count of those whānau/individuals receiving other services that collectives can demonstrate are becoming 'whānau-centred'.

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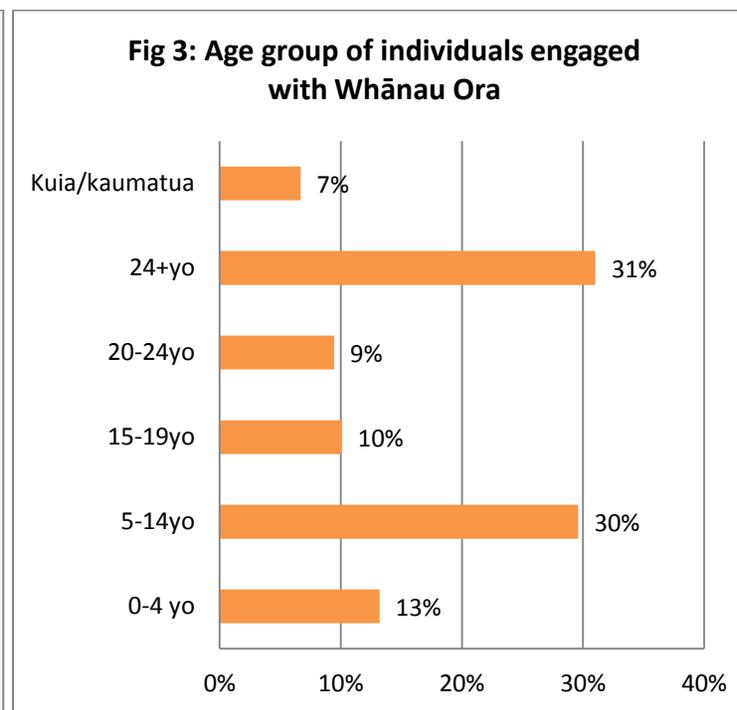
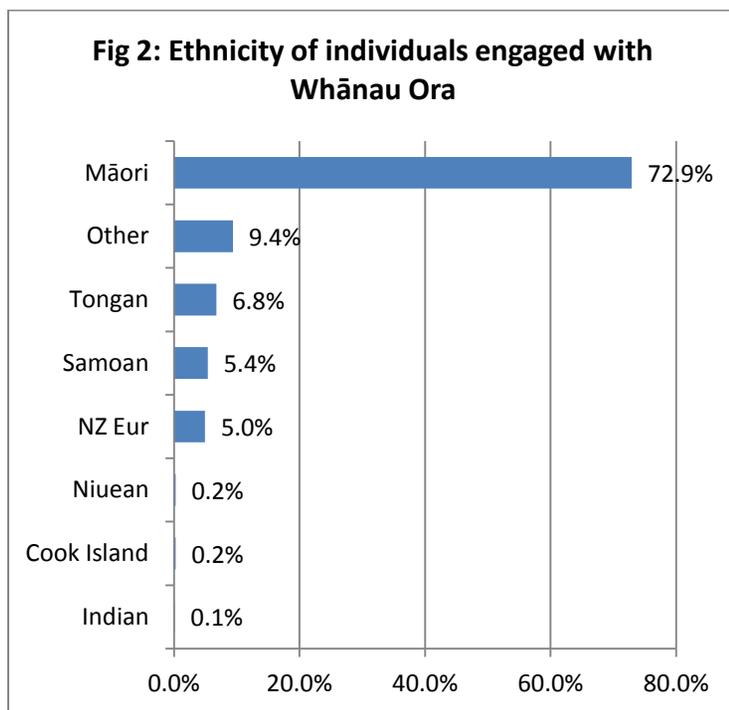
<sup>3</sup> Data collected informs all high-level outcomes, but are only presented against these four to avoid duplicating results.

In the quarter ending 30 June 2012, the seven collectives **engaged with 333 whānau (representing 1301 individuals) in whānau planning and navigational services** that were directly linked to Whānau Ora.<sup>4</sup>

The seven collectives noted that a further **28,000 individuals are experiencing the beginnings of whānau-centred service delivery.**<sup>5</sup>

The majority of the 1301 individuals directly engaged with Whānau Ora are Māori (72.9%) or Pacific (12.6%) in ethnicity (Figure 2).

They are spread across all ages, but 53% of individuals are under 20 years old and 30% between 5 and 14 years old (Figure 3).



**Note:** ‘Other’ ethnicities include: Pacific Island not elsewhere classified, Middle Eastern, South African, Asian, Spanish, Australian/aboriginal, Russian, German, Australian, Burmese and Iraqi.

<sup>4</sup> This number represents the whānau and individuals engaged with TPK-funded WIIE fund or navigator contracts.

<sup>5</sup> This number comes from an agreed definition between TPK and each collective that reflects the number of individuals exposed to a transforming aspect of the collectives’ service provision. It is an approximate number of engagement and so should be interpreted with caution.

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## 2. Whānau have the collective capacity and strength to pursue their aspirations

Strengthening whānau collective capacity is critical to self-management and to any social, economic or cultural improvements for whānau. One provider collective described,

*'The majority of whānau have some form of disconnection within their whānau. This is at varying extremes and some do not identify this as an issue until actually progressing through to setting and achieving their goals. ... we work to put things back together within whānau. Whānau Ora empowers whānau to re-establish whakapapa connections and strengthen relationships so that whānau can become self supported, self sustainable and self managed so they no longer require support services.'*



Through whānau planning and other aspects of collectives' service delivery, whānau are taking steps to strengthen their capacity. Collectives emphasised the importance of whānau hui as an important time to re-establish these connections, and allow whānau to speak about their whānau, their marae and their whakapapa.

In the whānau satisfaction survey, **85% of respondents agreed or strongly agreed that whānau planning brought their whānau closer together**. Collectives noticed other important changes around collective capacity:

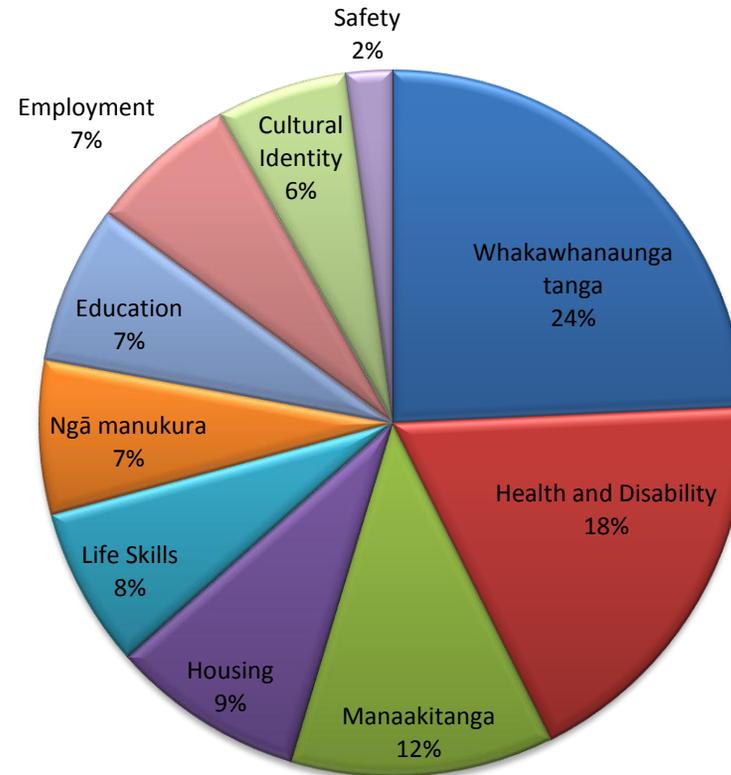
- Whānau are functioning as units more than they did before Whānau Ora.
- Whānau are attending more events at marae.
- More community hui / fono are being held to discuss serious (and previously unspoken) matters.

Whānau aspirations occurring through whānau planning relate to both whānau collective capacity and to cultural, social and economic outcomes. The aspirations are intricately inter-connected.

For whānau, the most common aspiration in whānau planning is whakawhanaungatanga (24% of all goals), which is an important aspect of collective capacity. Two other elements of collective capacity, ngā manukura and life skills, are also common aspirations (7% and 8% of all goals) (Figure 4).

Whānau planning across 7 collectives <sup>6</sup> Quarter ending 30 June 2012	
Number whānau plans developed	498
Number whānau plans progressed	791
Number short-term goals achieved	483
Number medium-term goals achieved	172
Number long-term goals achieved	208
% whānau now self-managing their plans (without assistance from services)	19%

Figure 4. Goal domains occurring in whānau planning



<sup>6</sup> This includes whānau plans occurring from WIIE funding, navigational resources, Kaitoko whānau and other funding sources.

## Types of whānau capacity building occurring through whānau planning

The following tables detail common types of aspirations and challenges for each ‘goal domain’ around whānau collective capacity. The tables also highlight ways that collectives have supported whānau to achieve aspirations.

### ***Whakawhanaungatanga (24% of all whānau goals)***

Includes aspirations around building or maintaining whānau relationships, strengthening whānau consensus, connectedness, and planning.

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Whakapapa connections</li> <li>▪ Turangawaewae</li> <li>▪ Connected whānau with good and supportive relationships</li> <li>▪ Kinship at whānau, hapu, iwi level</li> <li>▪ Rekindle estranged relationships</li> <li>▪ Regain custody of tamariki</li> <li>▪ Healthy and successful whānau</li> </ul>	<ul style="list-style-type: none"> <li>▪ Distance of whānau to have regular hui</li> <li>▪ Loss of identity, connectedness and leaders in whānau</li> <li>▪ Low esteem and confidence</li> <li>▪ Relationship barriers (grievances, violence)</li> <li>▪ Skills barriers (not recognising strengths within whānau)</li> <li>▪ Stress</li> <li>▪ Health issues (mental health, alcohol/drug addiction)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning a motivation, creates facilitation process for whānau</li> <li>▪ Planning allows whānau to progress a vision</li> <li>▪ Hui allows connections to be made, relationships to strengthen so whānau can take responsibility for their health</li> <li>▪ Get in touch with kuia/kaumatua</li> <li>▪ Access to internal/external services</li> <li>▪ Financial and cultural support to enhance connections</li> </ul>

### ***Life/personal skills (8% of all whānau goals)***

Includes aspirations around developing skills in confidence building, goal setting, communicating with others and other ‘life skills’.

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Build confidence and self esteem</li> <li>▪ Independence, decision making</li> <li>▪ Overcome procrastination</li> <li>▪ Goal setting</li> <li>▪ Healthy relationships</li> <li>▪ Knowledge how to access services</li> <li>▪ Happiness and fulfilment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of self knowledge, self esteem, self awareness</li> <li>▪ Limited community engagement</li> <li>▪ Limited knowledge of how to navigate services</li> <li>▪ Fear of change or denial</li> <li>▪ Unrealistic expectations, ignorance</li> <li>▪ Developing life/personal skills often precursors to broader outcomes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support families to become more aware of community events, services</li> <li>▪ Upskill whānau in planning, communication, problem solving and decision making</li> <li>▪ Provide life skill workshops (leadership skills, tikanga, communication, conflict resolution, whakawhanaungatanga)</li> <li>▪ Referral to skilled relationship counsellors</li> <li>▪ Ensure whānau planning is realistic to needs</li> </ul>

**Ngā manukura (7% of all whānau goals)**

Includes aspirations around strengthening or using leadership within the whānau to achieve particular goals.

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Involvement in communities</li> <li>▪ Leadership within own whānau and with goal achievement</li> <li>▪ Identify leaders and role models in whānau, hapu, iwi</li> <li>▪ Whānau to facilitate planning</li> <li>▪ Improved parenting/caregiver skills</li> <li>▪ Develop positive role modelling</li> <li>▪ Promote opportunities for cultural and spiritual leadership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leaders out of town</li> <li>▪ Whānau members don't believe they are leaders</li> <li>▪ Lack of role models (intergenerational)</li> <li>▪ Whānau don't know where to begin to make changes</li> <li>▪ Kuia/kaumatua not alive/nearby</li> <li>▪ Dislocation from iwi, hapu</li> </ul>	<ul style="list-style-type: none"> <li>▪ Initiate process of identifying leaders</li> <li>▪ Re-establish whakapapa connections and history so recognise Māori as leaders</li> <li>▪ Identify leaders in whānau</li> <li>▪ Empower whānau to take responsibility and ownership for their health</li> <li>▪ Rangatahi leadership programme for rangatahi from at-risk homes</li> <li>▪ Involve family in local events</li> <li>▪ Act as role models for whānau</li> <li>▪ Provide access to services</li> </ul>

**Case study of whānau strengthening their collective capacity**

*This whānau has an elderly Nan and Koro who are living in a rurally isolated area. They both have deteriorating health. The whānau tries to visit them but cannot afford travel and/or have work and other commitments. The couple's daughter goes to GP visits with Nan, but both are anxious when visiting clinicians and do not want to question or seek clarity from them.*

*The whānau becomes engaged with a Whānau Ora collective. A hui is held with six whānau members and four support services, who agree that Nan needs home-based care, but Nan does not want a stranger as her caregiver. The collective have a disability support service, which decides to employ Nan's daughter as the preferred caregiver for six weeks following hospital discharge.*

*Since her employment, the daughter has become more confident, including when talking to health/social sector professionals. She is becoming informed about available services and entitlements for Nan and Koro. She is more financially able to care for them, supporting them with GP visits, blood tests, medication pickups, Work and Income appointments, grocery shopping, and whānau activities to prevent isolation. And she has plans to work with whānau members so she can obtain a drivers' license.*

*The whānau is 'safe proofing' their house for Koro, who has fallen from blackouts. Koro is receiving specialist care for memory loss. And up to seven other whānau members are actively participating in whānau planning with regular hui and goals set.*

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### 3. Whānau experience positive cultural, social and economic outcomes

Whānau identified a range of positive social, cultural and economic aspirations through whānau planning. Many of these aspirations are inter-connected, and collectives emphasised the importance of navigators recognising this inter-connectedness when working with whānau.

In the last quarter, the most common social, cultural and economic aspirations were health/disability (18% of all goals), followed by manaakitanga (12% of all goals) and housing (9% of all goals).

It is not yet known how many goal achievements occurred in each of these domains but the whānau satisfaction survey indicates some consistent improvements in many areas.

The results also show some action taken to address social, cultural and economic needs outside collectives' client populations, and to make improvements in some of the Better Public Service Key Result Areas.

#### Types of cultural, social and economic outcomes occurring through whānau planning

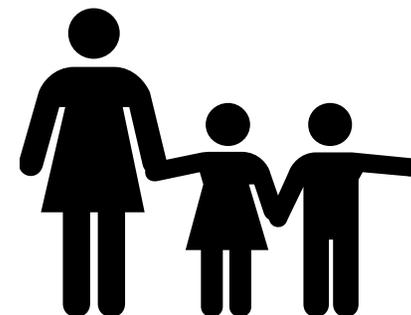
The following tables detail common types of aspirations and challenges for each 'goal domain' related to social, cultural and economic outcomes. The tables also highlight ways that collectives have supported whānau in achieving aspirations.

##### Health and disability (18% of all goals)

Aspirations around physical or mental health, or physical and intellectual disability. Examples are prevention or management of health issues or disabilities, as well as enrolment/access to health and disability services.

78% of whānau satisfaction survey respondents agreed or strongly agreed that their whānau had **improved the amount or regularity of exercise they do.**

54% of whānau satisfaction survey respondents agreed or strongly agreed that their whānau had a **reduced rate of smoking.**



Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Healthier lifestyles (nutrition, exercise, sports, auahi kore)</li> <li>▪ Management of long-term conditions (eg asthma, diabetes, heart disease)</li> <li>▪ Mental health counselling</li> <li>▪ Dealing with gambling/drug issues</li> <li>▪ Care for kaumatua (home or in respite care)</li> <li>▪ Tamariki health checks and wellbeing</li> <li>▪ Registering for GP, attending specialist appointments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Many whānau suffer from one or more long-term condition</li> <li>▪ Lack of money for travel, appointments</li> <li>▪ Difficult to reach services</li> <li>▪ Competing priorities means health isn't always on top</li> <li>▪ Lack of confidence in engaging well with services</li> <li>▪ Poor health literacy, knowledge</li> <li>▪ Lack of coordinated care for services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support whānau to identify their own solutions</li> <li>▪ Provide whānau with info about or referrals to health services</li> <li>▪ Protect family members of individuals with drug / alcohol / mental health issues</li> <li>▪ Work with clinicians to support whānau in addressing issues</li> <li>▪ Put support in place for risk factors to health issues (eg finances, housing)</li> <li>▪ Provide low /no-cost services</li> <li>▪ Co-locate services</li> <li>▪ Expand network of 'friendly services' to support whānau</li> </ul>

**Manaakitanga (12% of all goals)**

Aspirations that support caregiving within the whānau. Examples are actions around caregiving for young children, support for kaumatua/kuia within a whānau, participation in voluntary/community activities, and action to stop violence, abuse or neglect.

87% of whānau satisfaction survey respondents agreed or strongly agreed that their whānau **treats each other with more respect.**

84% of whānau satisfaction survey respondents agreed or strongly agreed that they have more **confidence in parenting/caregiving.**

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ The 'minimum': Roof over head, 3 meals a day, safe and loving home environment</li> <li>▪ Security, stability, respect</li> <li>▪ Positive parental involvement</li> <li>▪ Skills to improve parenting (gardening, cooking, stress mgt)</li> <li>▪ Enrol tamariki in ECE, Well Child checks, immunisations</li> <li>▪ Regain custody of children Celebrate whānau achievement</li> <li>▪ Stop violence in home</li> <li>▪ Caring for kaumatua</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stressful family conditions</li> <li>▪ Whānau in 'survival mode'</li> <li>▪ No guidance, support to give manaaki</li> <li>▪ Lack of confidence, skills or opportunities to access resources to give manaaki</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide support/upskilling in parenting</li> <li>▪ Support access to anger management, parenting programmes etc</li> <li>▪ Support full whānau participation in planning, incl individuals to set goals, members to celebrate achievements</li> <li>▪ Support caregivers to attend appointments, and meet their needs</li> </ul>

### Housing (9% of all goals)

Aspirations to improve housing situation for whānau. Examples are actions to address housing affordability, move towards home ownership, improve housing quality and suitability, and support turangawaewae, papakainga, and kaumatua housing.

77% of whānau satisfaction survey respondents agreed or strongly agreed that their whānau has an **improved housing situation**

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Gain private rental housing</li> <li>▪ Own a home</li> <li>▪ Improve housing conditions</li> <li>▪ Reduce residential divides of whānau</li> <li>▪ Build papakainga on whānau land</li> </ul>	<ul style="list-style-type: none"> <li>▪ Substandard, cold, damp or unsafe housing is common</li> <li>▪ Rental housing is lowest quality</li> <li>▪ Housing-related health problems predominant</li> <li>▪ Lack of money to own home or improve housing situation</li> <li>▪ Overcrowded housing</li> <li>▪ Lack of proximity of whānau</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocacy on behalf of whānau with HNZC, landlords</li> <li>▪ Improve whānau relationships with HNZC</li> <li>▪ Support whānau to improve income, employment, budgeting</li> <li>▪ Facilitate tenancy agreement imprvts with landlords, HNZC</li> <li>▪ Support whānau to access Accom. Supplement</li> <li>▪ Support whānau to find larger accommodation</li> <li>▪ Obtain letters from GPs around housing-related health issues</li> </ul>

## Education/training (7% of all goals)

Aspirations around various types of education or training. Examples are improving secondary school achievement and results, obtaining support for special educational needs, improving school attendance, enrolment and achievement in tertiary study, enrolment in other training, and obtaining drivers' licenses.

67% of whānau satisfaction survey respondents agreed or strongly agreed that they had improvements in **attendance at early childhood education**.

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Tamariki to achieve at school</li> <li>▪ Rangatahi school attendance, participation in extracurricular activities</li> <li>▪ Educational progression as a way to 'get ahead'</li> <li>▪ Improve literacy and numeracy</li> <li>▪ Other educational opportunities (eg certificates)</li> <li>▪ Link Māoritanga to educational involvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Little access to educational opportunities</li> <li>▪ Early school leavers, poor numeracy and literacy</li> <li>▪ Little confidence to return to study</li> <li>▪ Slow to complete applications for enrolment</li> <li>▪ Funding for training/education not available</li> <li>▪ Reluctance to take out loans</li> <li>▪ Lack of educational role models</li> </ul>	<ul style="list-style-type: none"> <li>▪ Encourage to return to study, work, volunteer</li> <li>▪ Korero between pakeke and rangatahi</li> <li>▪ Link to literacy/numeracy courses</li> <li>▪ Identify strengths/ transferable skills within whānau</li> <li>▪ Support clients in completing registration forms</li> <li>▪ Provide info on career-oriented training, courses</li> </ul>

## Employment/finances (7% of all goals)

Aspirations to improve employment situation or finances within whānau. This can include whānau members obtaining employment, moving off the benefit, changing jobs, gaining financial literacy, receiving appropriate benefit entitlements, and other financial support (transport, school fees, childcare, medication, food security).

71% of whānau satisfaction survey respondents agreed or strongly agreed that their whānau has **improved income**.

55% of whānau satisfaction survey respondents agreed or strongly agreed that their whānau has **improved employment**.

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Study/training to gain qualifications for work</li> <li>▪ Save money (better budgeting, become debt free)</li> <li>▪ Own home</li> <li>▪ Start whānau business</li> <li>▪ Improve employment situation</li> <li>▪ Move off DPB and into work</li> <li>▪ Afford basic amenities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low skills, education for work</li> <li>▪ Lack of money to begin business</li> <li>▪ Rural isolation means difficult to reach job prospects</li> <li>▪ Lack of motivation, courage</li> <li>▪ Inconsistent work history, no referees</li> <li>▪ Lack of available financial literacy courses</li> <li>▪ Exploitation of 'loan sharks' in low socio-ec areas</li> <li>▪ Macro-economic factors affecting low socio-ec families</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitation for whānau to develop own solutions</li> <li>▪ Skills building in CVs, job interviewing</li> <li>▪ Facilitate access to budgeting advice/financial literacy, literacy/numeracy progs</li> <li>▪ Support with benefit entitlements and grants for businesses, fixing car for travel</li> <li>▪ Support with job applications, skill development opps, job vacancies</li> <li>▪ Receive job updates from WINZ</li> <li>▪ Support whānau to get drivers' license</li> </ul>

### Cultural identity (6% of all goals)

Cultural identity includes aspirations to strengthen cultural identity within the whānau. This can include knowledge of tikanga, reo, whakapapa, iwi/hapu links.

83% of whānau satisfaction survey respondents agreed/strongly agreed that they have **improved confidence in tikanga**.

72% of whānau satisfaction survey respondents agreed/strongly agreed that they have greater **knowledge about their whakapapa**.

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Learn about whakapapa and tikanga</li> <li>▪ Knowledge transfer to tamariki</li> <li>▪ Te reo</li> <li>▪ Improve whakapapa connections</li> <li>▪ Revive whānau line</li> <li>▪ Confidently express themselves in cultural contexts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited access to knowledge, support, te ao Māori resources</li> <li>▪ Physical isolation from whānau and hapu</li> <li>▪ Limited engagement with whānau, marae, and cultural opportunities</li> <li>▪ Relationship breakdowns</li> <li>▪ Loss of role models to pass on knowledge</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support access to networks on cultural identity</li> <li>▪ Sharing knowledge and relationships, support whakapapa research</li> <li>▪ Facilitate connections to marae and/or whakapapa linkages</li> <li>▪ Engage whānau more in cultural events</li> <li>▪ Use reo and tikanga to empower whānau</li> <li>▪ Support whānau to keep motivated, confident</li> <li>▪ Provide access to te ao Māori resources</li> </ul>

### Safety (2% of all goals)

Safety includes aspirations to improve safety within the whānau. This can include actions to reduce crime within or associated with the whānau, support for reintegration into the whānau/community for those released from prison, or actions to improve physical safety within or near homes.

Common aspirations	Common challenges	Support provided through Whānau Ora collectives
<ul style="list-style-type: none"> <li>▪ Crime-free life</li> <li>▪ Violent-free homes</li> <li>▪ Gang-free whānau</li> <li>▪ Safe neighbourhoods</li> <li>▪ Safe children</li> <li>▪ Teach children to swim</li> <li>▪ Car safety (licensing, sober driving)</li> <li>▪ Clean water</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drug, alcohol issues</li> <li>▪ High involvement in justice system</li> <li>▪ Lack of trust</li> <li>▪ Domestic violence</li> <li>▪ Lack of public utilities in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitation for whānau to develop own solutions</li> <li>▪ Facilitation to specialist child health/support services</li> <li>▪ Support whānau with networks to move away from crime</li> <li>▪ High-intensity support for whānau with criminal involvement</li> <li>▪ Build trust, rapport and conflict resolution for whānau with criminal involvement</li> </ul>

### ***Case study of a whānau improving cultural, social and economic outcomes***

*This whānau is a young couple, of Maori descent, with a small tamariki aged 2. Their relationship and engagement with each other was stressed. Finances were a major stressor, and to help manage their financial situation, they lived with whānau who provided additional support. The father was perceived as lacking motivation to participate in any activity to do with improving the family's situation, which caused additional stress amongst the whānau.*

*A Whānau Ora navigator invited this family to participate in planning process. They accepted this offer and worked with the navigator to self-identify their barriers, goals and aspirations. At the planning hui, the father expressed he was keen to secure employment in the construction/building/earthmoving industries. The navigator found that his perceived lack of motivation was more to do with not knowing how to overcome barriers linked to fulfilling his goals and aspirations.*

*The father was supported get multiple licences to drive a roller, truck and forklift. As a result of this intervention, he now has a job and has recently received a pay rise. He is earning more money than he has ever earned before, and he feels like he has a significant role to play in terms of the overall betterment and success of his whānau.*

*The family were provided access to a Financial Advisor, which helped them to achieve their financial goals. As part of this, old debt was reviewed by the Advisor, and he was able to assist this whānau to secure a better payment plan so they could pay their outstanding debt off faster and at a better interest rate.*

*Today, their relationship is stronger and the couple were married early this year. They have moved into their own rental property and have an active savings plan.*

## **Whānau Ora contribution to community cultural, social and economic outcomes**

While it may be too early to see widespread changes occurring outside collectives' client populations, collectives are meeting social, cultural and economic needs in a range of community initiatives, including:

- Initiating drivers licensing, pre-entry nursing and hair dressing programmes, swimming lessons, fitness classes, cooking classes, rongoa teaching and production in response to whānau-identified needs
- Linking with local industry to place people into employment (eg the building industry to take on trainees), or to employers who will champion the Whānau Ora approach
- Trainings for communities on issues such as family violence
- Whānau workshops on problem solving, conflict resolution, stress management
- Kaumatua forums to support kaumatua from feeling isolated
- Comprehensive young mothers' support programmes
- Education on recycling, composting, energy efficiency
- Increased communication with local iwi, hapu and kaumatua
- Supporting introduction of culturally specific programmes in mainstream services.

## Delivering Better Public Services

While whānau identify their own aspirations, some of these aspirations are linked to the Government’s Key Result Areas of supporting vulnerable children, reducing welfare dependency and boosting skills and employment. Across the 7 collectives, Whānau Ora has contributed to the Key Result Areas in a range of ways.

<b>Supporting Vulnerable Children Quarter ending 30 June 2012</b>	
Immunisations provided through Whānau Ora	1917*
Immunisation referrals through Whānau Ora	41
Number of tamariki enrolled in ECE through Whānau Ora	171*
Caregivers attending parenting programmes through Whānau Ora	580*
Number of whānau supported to improve relationships in the home	97
<b>Reducing Welfare Dependency Boosting Skills/Employment Quarter ending 30 June 2012</b>	
Number individuals supported to move off benefit & to work / study	97
Number of rangatahi achieving NCEA Level 2	31*
Number of rangatahi supported to increase school attendance	26

**\*Note:** some collectives reported their total immunisations, ECE enrolments, parenting programme attendees and NCEA Level 2 achievers for the quarter, noting that Whānau Ora enhanced each number. Other collectives only reported the numbers directly linked to Whānau Ora.

### **How Whānau Ora has contributed to the Key Result Areas**

- **Identified goals** in whānau plans (eg Well Child checks, applying for courses or jobs)
- Navigator provides support in **overcoming multiple barriers** to achieving these (eg transport with applying for job, school fees with attending/achieving at school)
- **Working with whole whānau on issues** (eg relationship counselling for whole whānau rather than individual members)
- **Collective initiating or facilitating programmes** on parenting, anti-violence, anger management, rangatahi leadership, young mums’ support
- **Liaising with schools and agencies** to support whānau
- **Identifying issues in comprehensive assessments** (eg immunisations) that previously wouldn’t be picked up
- **Improved and more timely referral** to parenting programmes / immunsations etc through more holistic assessment
- **Services across the collective identifying broader socio-ec issues** and referring to address them (eg Tamariki Ora referrals to navigators for support with rangatahi school attendance)
- **Creating employment opportunities** through projects.



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#### 4. Navigators engage whānau and support them to develop plans and access services



Collectives have taken different approaches to their navigational support. Some have a small core of kaimahi who support whānau planning and goal achievement across a range of social, cultural and economic domains. Doctors, nurses, social workers and other practitioners across the collective refer whānau to these navigators when appropriate. Other collectives are working to build the capability of their whole workforce to provide navigational support and whānau planning through existing services.

In the quarter ending June 2012, **206 staff members across the 7 collectives facilitated whānau planning. Almost 500 (498) new whānau plans were generated, and 781 whānau plans were progressed.** These include whānau plans funded by both TPK and non-TPK sources.

Independent of the service delivery model, collectives reflected a common set of elements that were essential for navigators to build whānau capacity.

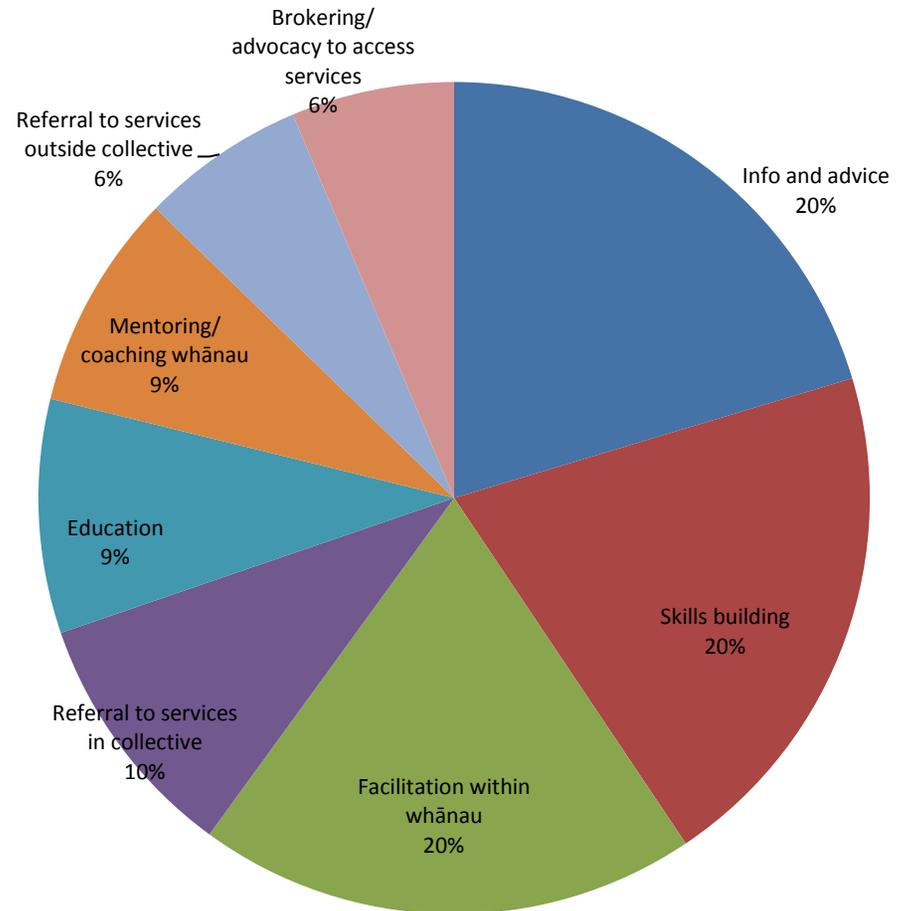
Navigators noted that with their ultimate focus on building whānau capacity, whānau have the lead in deciding what they want to achieve and how they want to work with the navigator. The navigator's role has been to identify strengths within whānau, facilitate and mentor whānau to identify aspirations, and provide 'wrap around' or multi-disciplinary support by drawing on a range of approaches to support whānau in achieving their aspirations. Navigators reflected the importance of working with all whānau members, of providing advocacy and support in accessing services, and helping whānau learn new skills so they can transition from dependency to tino rangatiratanga, or as self managed as possible.

Of the type of navigational support provided to whānau, navigators reflected that facilitation, information and advice, and skills building were the most commonly used types of support (Figure 5).

**Satisfaction with navigational support  
(through whānau satisfaction survey)**

- 96% agreed / strongly agreed that the **staff member was able to answer their questions**
- 96% agreed / strongly agreed that the **staff member supported their whānau in achieving their goals**
- 95% agreed / strongly agreed that the **staff member supported their whānau to make appointments and access services**
- 95% agreed / strongly agreed that the **staff member provided their whānau with information and support needed to make decisions**
- 88% agreed / strongly agreed that they have **improved knowledge about how to access services.**

**Figure 5. Type of navigational support provided to whānau**



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## 5. Holistic service design and strengths-based service delivery leads to measurable Whānau Ora gains



This outcome is about collectives' transformation to whānau-centred service delivery. While whānau-centred service delivery is widely interpreted, Te Puni Kōkiri has based measures of whānau-centred service delivery on the principles outlined in the 'Report of the Taskforce on Whānau-centred Initiatives':

- Integrated
- Comprehensive
- Operates within te ao Māori (or culturally appropriate)
- Focuses on the whānau as a whole
- Builds on whānau strengths
- Increases whānau capacity.

### Integrated

Integrated services ensure that whānau are receiving 'wrap-around', multidisciplinary services or that service delivery is joined up in a way that is easier/more accessible for whānau.

In the early stages of service transformation, this principle can be measured by the number of referrals to navigators (who provide integrated services), and the number of whānau receiving integrated services across the collective.

Number referrals to navigators	687
Number whānau provided integrated/'wrap around services'	2,735*
Percent of survey respondents that agreed or strongly the <b>staff member took all whānau needs into account</b>	100%

\* **Note:** this number has been reported differently by each collective, so should be interpreted with caution.

Collectives also identified ways they are changing their services so they are more accessible for whānau. Changes that are occurring include:

- Visiting whānau more frequently in their own environment (eg home, marae, church clinic)
- Attending appointments with whānau
- Co-locating services so whānau can visit multiple services at once
- Changing location of services so more easier for whānau to reach
- Standardising the process of entry to multiple services within a collective so not disjointed
- Integrated contracting of services so fewer restrictions on service delivery.

***One collective's activities to improve service integration and comprehensiveness***

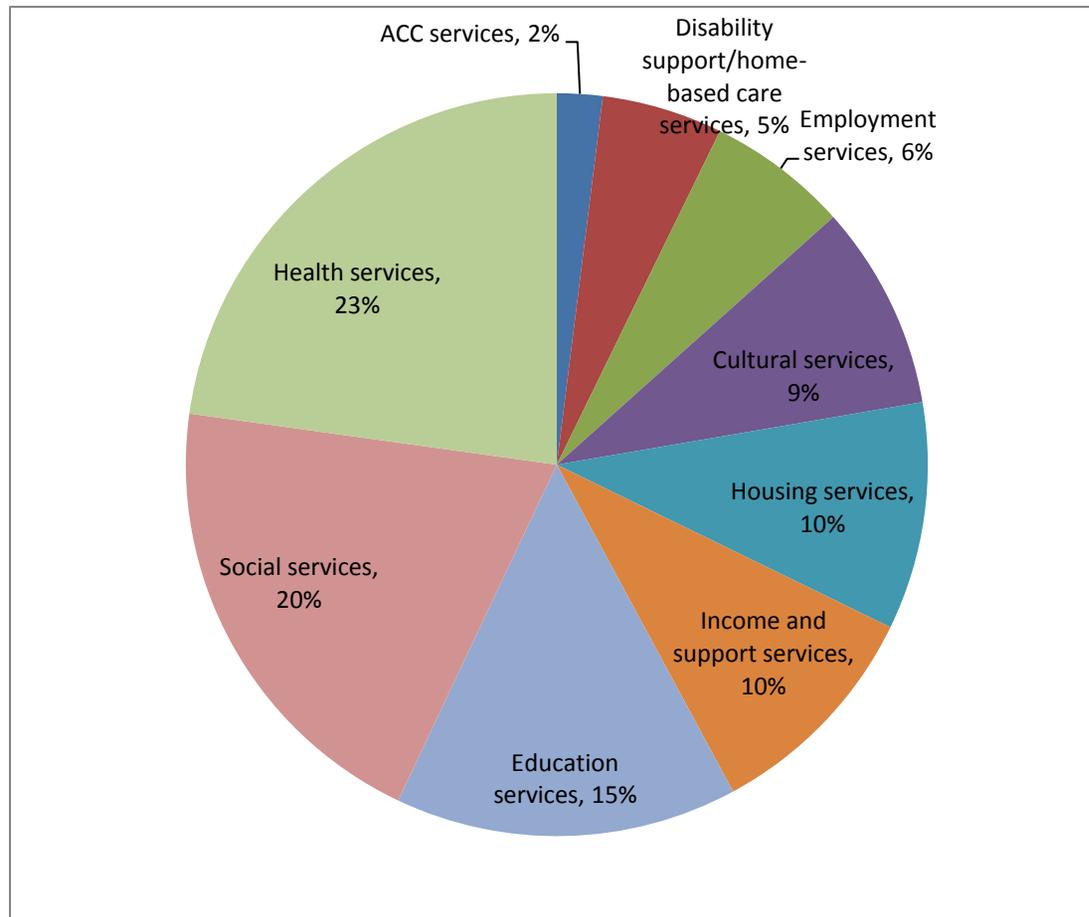
*Kōtahitanga has made a number of changes to its location and type of services to enable an integrated approach to service delivery:*

- *One provider has co-located secondary-level DHB Alcohol and Drug, and mental health services*
- *One provider has hosted a PHO psychologist (rather than whānau travelling to Auckland City), employed a Maori psychologist, and worked with Relationships Aotearoa to offer counselling services*
- *They have developed relationships with Aotearoa Credit Union and Mangere Budgeting Services so they will deliver financial security programmes at one provider*
- *Two providers are hosting on-site pharmacies*
- *One provider is hosting a social service programme*
- *One provider has expanded to service scope to include the Incredible Years Parenting Programme, dedicated to improving rangatahi parenting skills*
- *One provider is working more closely with Manukau Institute of Technology around NCEA achievement.*

## Comprehensive

Similar to integrated service delivery, comprehensive service delivery is about ensuring whānau can access a full range of services or support. The whānau satisfaction survey indicated that whānau are receiving a range of services (see Figure 6), with 76% receiving more than three types of services when interacting with a collective.

**Figure 6. Services utilised by whānau satisfaction survey respondents**



Collectives are also making services more comprehensive by strengthening relationships with services outside their collectives. They remarked on the noticeable change in their approach to relationships with other agencies. Their focus is on establishing relationships for the betterment of whānau, and in many instances the relationships have arisen through an identified whānau need.

Examples of MOUs or more established relationships include:

- Communication Trust (to get computers in the home)
- Incredible Years
- Budgeting Advice Services
- Women’s Refuge
- Family Start
- Work and Income
- University of Auckland (free hearing tests)

### ***An example of agency relationship building to benefit whānau***

*Whānau often say they have left WINZ feeling disempowered and judged. The Whānau Ora Team sought to address this issue by strengthening its relationship with Work and Income staff, and learning about services available to whānau. As a result of this relationship:*

- *the collective receives monthly updates of all available employment opportunities*
- *the collective receives help from WINZ kaimahi to support whānau in applying for vacancies, “start to work” grants or receiving entitlements*
- *WINZ provides the collective with the most current entitlement costs, grants and benefit types and criteria available so staff can inform whānau*
- *Whānau Ora Practitioners attend WINZ appointments with whānau and provide support in completing relevant forms etc prior to attending, which simplifies the work conducted by WINZ kaimahi and supports the appointment to run smoothly*
- *Māori WINZ kaimahi and Whānau Ora Practitioners are beginning to know each other by face and by name. Both parties phone each other directly if they have a query about a shared whānau while the whānau is attending an appointment with either party.*

## Operates within te ao Māori /culturally appropriate

Most collectives are kaupapa Māori organisations so naturally operate within te ao Māori and have organisational values around te ao Māori. Similarly Pacific collectives operate with cultural competency when working with their clients.

In the whānau satisfaction survey, 98% agreed or strongly agreed that the **staff member respected their cultural beliefs and preferences**, and 83% agreed or strongly agreed that they have **improved confidence in tikanga**.

Examples of how collectives ensure they operate within te ao Māori or with cultural competency are:

- Emphasising importance of te reo, tikanga, karakia and whakawhanaungatanga in appointments, introductions
- Ensuring access to kaumatua or marae if desired
- Providing resources on te ao Māori
- Delivering services to meet specific cultural needs of clients and in the right language (eg Samoan, Tongan for Pacific)
- Applying a Pacific conceptual framework in Practice
- Ensuring employees complete 'kaupapa ake' training and put principles into practice when working with whānau
- Ensuring practitioners create opportunities for whānau to put te ao Māori into practice
- Having te reo, tikanga, whakawhanaungatanga as core competencies of practitioners' role
- Assessment forms that integrate te ao Māori.

### ***An illustration of te ao Māori in Whānau Ora practice (Te Oranganui Iwi Health Authority)***

*All Whānau Ora kaimahi are expected to practice principles of te ao Māori in their everyday work life and create opportunities for whānau to utilise these same principles within their own whānau. An example of this in practice is when a whānau is in conflict and a hui is called. A Whānau Ora practitioner will facilitate this hui and begin by offering karakia or prayer. Before moving into resolving the conflict, the practitioner will ask whānau to set tikanga for the hui. This is to provide a safe and open environment for all whānau members throughout the process of the hui. When or if whānau do not follow the tikanga that was set at the beginning of the hui, the practitioner will bring them back to the tikanga and keep them on track to resolving the conflict.*

## **Focuses on the whānau as a whole**

Whānau-centred service delivery involves collectives working with and supporting whānau as a whole, rather than individuals alone.

Some described that they have always worked with the whole whānau even though they are only able to report individuals. Others explained ways they are shifting to more whānau-based practice:

- Whānau planning is focused on the whole whānau.
- Delivering specific services to whānau units (eg PATHS, Kaitoko Whānau navigators).
- Health practitioners (eg Tamariki Ora nurses) deal with whole whānau issues when visiting to do a Well Child check. For example, the practitioner will make referrals for the rest of the whānau.
- Strengthening relationships between navigators and the rest of collectives' services so whānau issues are dealt with more comprehensively by navigators and/ or practitioners
- Integrated assessment forms that will work with either individuals or families. When working with individuals, families are invited to participate
- Databases that link individuals to whānau and help develop/record whānau long-term plans.

## **Builds on whānau strengths**

The premise of whānau planning and navigational support described earlier is to build whānau strengths. In the whānau satisfaction survey, 100% agreed or strongly agreed that the **staff member helped their whānau identify their needs.**

## **Increases whānau capacity**

Just as navigators work to build on whānau strengths, a focus of whānau planning is to increase whānau capacity and support whānau to transition to independence.

As part of this, collectives **held over 250 skills building sessions with whānau** in the last quarter. In the whānau satisfaction survey, 84% agreed or strongly agreed that they have **developed new skills to achieve goals**.

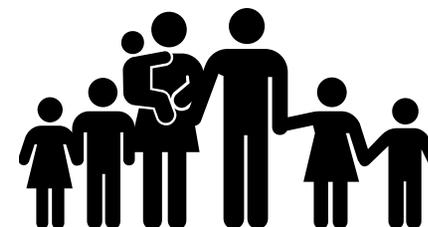
Specific sessions have been initiated in response to whānau need. Many of these have already been described but include:

- Drivers' license programmes
- Anger management
- Parenting programmes
- Budgeting programmes
- Employment programmes (CVs, job interviews)
- Strengthening young mothers (including linking with marae programmes that staircase mothers into accredited courses and give career guidance)
- Reviewing plans with whānau and going through goal achievement
- Auahi kore
- Relationship counselling
- Health and fitness
- Confidence and independence building
- Long-term conditions management.

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## 6. Discussion

The results point to a number of key points to consider for both Whānau Ora policy and implementation.



### Whānau transformation

#### 1. Whānau are actively engaged in Whānau Ora

The manner by which collectives are working with whānau seems to be effectively engaging them. In one quarter alone, 333 whānau were directly engaged with seven provider collectives, and almost 500 and 800 plans were developed and progressed, respectively. There is high whānau satisfaction with the services they are receiving and an improvement as a result.

#### 2. Rangatahi and tamariki make up the majority of individuals engaged in Whānau Ora

Over 50% of whānau members engaged with Whānau Ora collectives are under 20 years of age, with 30% of whānau members between 5 and 14 years of age. This reflects the national age distribution of Māori and also suggests that Whānau Ora collectives should cater to their specific needs.

#### 3. There are indications that Whānau Ora is leading to improvements for whānau

The whānau satisfaction survey, combined with collectives' description of goal achievement and whānau case studies, indicate that Whānau Ora collectives are effective in supporting whānau to achieve their aspirations, build skills, and improve access to services. Consideration must be given to how to monitor long-term goal achievement and whānau transformation. Key questions include: whether whānau are returning to collectives' services in a similar level of crisis or need from months prior; and how long it will realistically take for whānau capacity to be strengthened so that the majority can self manage.

#### 4. Whānau planning is an effective mechanism for engaging whānau and strengthening capacity

The process of whānau coming together to engage in planning appears effective for building whānau capacity, even before whānau begin progressing towards their goals. Collectives described the importance of hui to reconnect whānau, identify leaders, set tikanga, and establishing whakapapa links. These elements appear critical to social, economic and cultural improvements.

## **5. Whānau aspirations are inter-related but there are often multiple barriers to achieving aspirations**

The lives of whānau are complex and multi-dimensional. So too are whānau aspirations and the barriers to achieving these aspirations. It appears that the Whānau Ora approach supports whānau to progress towards aspirations holistically by building whānau capacity, removing multiple barriers to aspirations, and initiating new programmes/services where there are gaps. The role of navigators in working with all whānau members appears particularly effective. Navigators are able to address multiple barriers (such as drivers' licensing, confidence and problem solving skills as steps to employment) while also building skills and strengths.

## **6. Almost half of whānau aspirations focus on achieving elements of tikanga Māori**

The breakdown of whānau aspirations highlights that a majority of aspirations are based in te ao Māori, including whakawhanaungatanga, ngā manukura, cultural identity, and manaakitanga. Collectives described how navigators support whānau in te ao Māori. As part of Whānau Ora implementation, collectives need to consider how to connect with experts in this area and what other resources are needed to support whānau aspirations in tikanga Māori.

## **7. A high number of whānau aspirations relate to housing**

Almost 10% of whānau aspirations are in housing, yet most of the collectives do not provide housing services. It is important to explore the full barriers to housing aspirations, and how both collectives and agencies can support whānau in this area.

## **Service transformation**

### **1. The navigational role is an important vehicle for supporting a holistic approach to whānau aspirations**

As described, the navigational role involves a combination of aspects that appear effective in building whānau capacity – identifying whānau strengths, supporting whānau skills building, facilitating and mentoring whānau to progress towards goals, accessing services and advocating on behalf of whānau. The sustainability of the navigation role across collectives will need to be explored further.

### **2. There are indications that services across collectives are becoming whānau-centred**

While implementation of service transformation is in its early stages, collectives are demonstrating ways that they are becoming more whānau-centred. The signs of whānau-centred service delivery are: changes made to service locations, processes put in place by collectives for a whānau-centred approach (eg holistic needs assessment, workforce development), some practitioners acting more holistically in looking at whole whānau (versus individual) needs, and collectives strengthening relationships with agencies for whānau benefit.

**3. Whānau Ora activity is naturally contributing to Better Public Service Key Result Areas**

Results show there is a clear link between a range of Whānau Ora activities and Key Result Area indicators. It will be beneficial to track collectives' performance in these areas over time, to show that whānau-centred services can be an effective mechanism for delivery of Better Public Services.

**4. 'Best practice' of whānau-centred service delivery across collectives has not been articulated**

Whānau-centred service delivery is based on the six principles articulated in the Taskforce report. Collectives are applying these principles differently to their services and practice, and as transformation occurs, they will need to demonstrate *how* they are applying these six elements in their practice. To aid quality assurance of this transformation, 'best practice' guidelines of whānau-centred service delivery should be developed.

**5. Data on whānau and service transformation is not easily measurable or currently captured**

Whānau-level data is not currently captured by all collectives or by all providers within a collective. In addition, there are no clear measures of 'effective' versus 'ineffective' service transformation. It will be resource intensive to report on these measures over time, and to develop a process for readily capturing this data through information systems.

## Appendix 1. Whānau Ora impact measurement against agreed inter-agency outcomes

Draft, October 2012

Agreed inter-agency outcomes		Impact	Indicator	Data source
<p><b>Whānau are self-managing and empowered</b></p>	<p>Whānau and whānau members experience positive cultural, social and economic outcomes</p>	<p>Whānau achieve social, cultural and economic gains through whānau planning</p> <p><b>Assumption for whānau impacts:</b></p> <p><i>With the support of Whānau Ora providers, whānau are able to achieve positive outcomes by identifying their own needs and through setting and achieving goals.</i></p>	<p><b>General whānau transformation</b></p> <p>Number whānau taking steps to improve the wellbeing of its members</p> <p>Number (%) whānau goals across the following domains:</p> <ul style="list-style-type: none"> <li>• Cultural identity</li> <li>• Manaakitanga</li> <li>• Housing</li> <li>• Safety</li> <li>• Employment/finances</li> <li>• Education/training</li> <li>• Health and disability.</li> </ul> <p><b>Health-related gain (including Better Public Services priority)</b></p> <p>Number whānau supported to access immunisations</p> <p>Number whānau supported to access Rheumatic Fever services</p> <p><b>Social-related gain (including Better Public Services priority)</b></p> <p>Number of caregivers supported to access parenting programmes or other formal support</p> <p>Number whānau supported to address relationships in the home</p> <p>Number individuals supported to move off the benefit and</p>	<p>Whānau Ora Information Collection Project</p> <p>WIIE fund Category 2 reporting</p> <p>WIIE fund Developmental Evaluation</p> <p>WIIE fund whānau impact stories</p>

			<p>into work or study</p> <p><b>Education-related gain (including Better Public Services priority)</b></p> <p>Number whānau supported to access early childhood education</p> <p>Number rangatahi supported to stop truancy through whānau planning (or other similar)</p> <p>Number tamariki enrolled in ECE through whānau planning (or other similar)</p> <p><b>Note:</b> All indicators are supported by narrative on whānau gains and the contribution of Whānau Ora to these gains.</p>	
Whānau have the collective capacity and strength to pursue their aspirations	Whānau strengthen leadership and connectedness through whānau planning	<p><b>Transformation of whānau capacity</b></p> <p>Number whānau strengthening whānau connections</p> <p>Number (%) whānau gains across the following domains:</p> <ul style="list-style-type: none"> <li>• Whakawhanaungatanga</li> <li>• Ngā manukura (leadership)</li> <li>• Life/personal skills</li> </ul> <p>Number (%) whānau self-reporting strengthened whānau capacity</p> <p><i>Narrative on gains in whānau capacity and the contribution of Whānau Ora to these gains.</i></p>	<p>Whānau Ora Information Collection Project</p> <p>WIIE fund Developmental Evaluation</p> <p>WIIE fund Whānau Impact Stories</p>	
Whānau have goals and plans and are skilled in accessing social support	Whānau gain knowledge and tools to access social support through whānau planning	<p>Number (%) whānau self-reporting increase in knowledge/tools through navigator support</p> <p>Number (%) whānau gains in life/personal skills through whānau planning</p> <p><i>Narrative on tools/approach collectives use to support and facilitate whānau planning and capacity building</i></p>	<p>Whānau satisfaction survey</p> <p>Action research</p> <p>Whānau Ora Information Collection Project</p>	

Outcome		Impact	Indicator	Data source
<b>Providers are effective in delivering Whānau Ora</b>	Holistic service design leads to measurable Whānau Ora gains	<p>Shared governance and management increases a coordinated approach to service design and delivery</p> <p>Collectives are more aware of whānau needs/priorities and build this into their service planning</p> <p>Whānau report improved access to services through holistic service design</p> <p><b>Assumption for provider impacts:</b> <i>Provider service transformation leads to better outcomes for whānau.</i></p>	<p>Number/description of collectives with transformed governance and management infrastructure</p> <p>Number relationships built with external services</p> <p><i>Narrative on changes to service design as result of transformed infrastructure</i></p> <p><i>Narrative on collectives' whānau profiling and impact on service planning</i></p> <p>Self-reported increase in service accessibility</p>	<p>Action research</p> <p>Whānau satisfaction survey</p> <p>Whānau Ora Information Collection Project</p> <p>Provider quarterly reporting</p>
	Strengths-based service delivery leads to measurable Whānau Ora gains	<p>The collective nature of whānau is demonstrated in service delivery</p> <p>Strengths-based approach enables an</p>	<p>Number whānau provided integrated/'wrap around' services within a single collective</p> <p>Number referrals inside/outside of the collective</p> <p>Number referrals to navigators (or other similar) from</p>	<p>Whānau Ora Information Collection Project</p> <p>Whānau Satisfaction Survey</p> <p>Action research</p>

	<p>increasing number of whānau to identify their needs and aspirations</p> <p>The majority of whānau are satisfied with service delivery</p>	<p>other parts of the collective</p> <p>Number skills building sessions to build whānau capacity</p> <p>Number of different types of navigational support provided (see below)</p> <p>Self-reported satisfaction with service delivery</p> <p>Self-reported satisfaction with whānau engagement</p> <p><i>Narrative on transformation to whānau-centred service delivery.</i></p>	
<p>Whānau Ora navigators engage whānau and support them to develop plans and access appropriate services</p>	<p>Whānau report positive relationships with and trust of navigators</p> <p>Navigators support whānau to identify and progress towards aspirations (as above)</p> <p>Navigators improve whānau access to appropriate services in a timely way</p>	<p>Number (%) whānau self-reporting satisfaction with navigational support</p> <p>Number whānau plans generated and progressed</p> <p>Number (%) short-, medium-, long-term goals achieved</p> <p>Number of the following types of navigational support provided:</p> <ul style="list-style-type: none"> <li>• Skills building</li> <li>• Information and advice</li> <li>• Brokering/advocacy to access services</li> <li>• Facilitation (within whānau around planning, relationships etc)</li> <li>• Mentoring/coaching whānau</li> <li>• Referrals inside/outside collective</li> </ul> <p><i>Narrative on goal progression and transformation to a navigational approach</i></p>	<p>Whānau Ora Information Collection Project</p> <p>Action research</p> <p>Project quarterly reporting</p>

	<p>Providers have adequate service delivery capability</p>	<p>Collectives' infrastructure increase coordinated approach to management and operations</p> <p>Increasing number of providers are trained in whānau-centred service delivery</p> <p>IT solutions implemented to support whānau-centred service delivery</p>	<p>Number collectives with transformed governance and management (as above)</p> <p>Number collectives with completed workforce development activities</p> <p>Number collective staff implementing a 'Whānau Ora service delivery model'</p> <p>Number collectives with approved and implemented IT investment plans</p> <p><i>Narrative on provider transformation and workforce capability undertaken to roll out Whānau Ora service delivery model</i></p>	<p>Action research</p> <p>Whānau Ora Information Collection Project</p> <p>Quarterly reporting</p>
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