Introduction

E hara tako toa i te toa takitahi, engari he toa takitini.

My successes are not mine alone, they are ours, the greatest successes we will have are from working together.

One of the biggest challenges of a Collective Impact (CI) initiative is to bring together its strengths to translate its shared vision to action.

A key strength of our Whānau Centre CI initiative, #tātou, is its workforce and the talent and expertise they bring.

Progressing our two pronged Common Agenda;

1. to support whānau to improve their health and wellbeing with a focus on obesity,

2. to improve collaboration and health literacy in the Whānau Centre,

requires a fundamental shift in our workforces’ thinking and way they work.

As a workforce we constantly need to think about our work as part of a larger context and consider how our contribution fits into the larger puzzle of activities. We must make an intentional effort to build trust across the different stakeholders, getting them to understand others’ motivations, interests, concerns and leadership styles.

Working across the different stakeholders –whānau, partners and community, to address and support the needs and vision, as the CI evolves, is a priority to moving forward.

Within #tātou, meaningful and genuine engagement with whānau is pivotal to supporting them progress their individual plans and connect them to relevant services and resources.

It is also crucial to build robust relationships with our #tātou partners and facilitate connections with other West Auckland Community initiatives. Together this has enabled #tātou to grow a stronger collective platform to support our #tātou whānau.

#tātou has three kaiārahi (navigators) who engage with 264 whānau and link with the partners and community. This demands #tātou kaiārahi be adaptable, and evolve with the CI.
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One of the most important functions of #tātou kaiārahi is to support whānau to live healthier lifestyles—going beyond logistical choices and schedules. They help whānau develop and commit to an overall vision of a healthier lifestyle by identifying short and medium term goals and working alongside them to achieve these. Whānau develop plans and are referred to different services and resources to help achieve their goals. This involves a diverse set of functions by #tātou kaiārahi which are outlined below.

**Whanaungatanga**

Meaningful and genuine relationship leading to:

- **Positive attitude** ➔ **Willingness to engage** ➔ **Improved communication** ➔ **Increased motivation**

### Examples
- Weekly texting—sharing knowledge, introducing #tātou, encouraging/motivating and organising health challenges

### Examples Continued
- Home visits to introduce and meet whānau
- Facebook page

### Tai Hiringa

Determining with whānau, whānau - centric approach

- Whānau—Whānau were listened to
- Story told once
- Whānau—Whānau were—Whānau were—Whānau were—Whānau were
- Driven goals and milestones
- #tātou Snapshot and planning tool

### Examples
- #tātouTalks
- #tātouWalks
- #tātouCooks
- Texts and email

### Mātau

Sharing knowledge around health, wellbeing, fitness and community

- #tātou Talks
- #tātou Walks
- #tātou Cooks
- #tātoufacebook page is a successful forum to motivate and interact, share knowledge and promote services to #tātou whānau.

### Examples
- #tātou facebook page
- Home visits to introduce and meet whānau
- Communication strategies aligned to levels of engagement by whānau
- Events to encourage participation

### Kimi Whāinga

Navigating whānau to services and resources across Whānau Centre and community

- Linking whānau with Whānau Centre services to support their goals
- Making whānau feel comfortable to attend services

### Examples
- Going with whānau to services for the first time
- Participating with whānau at Trust Stadium exercise classes

### Aronga Whanokē

Innovative and evolving #tātou to meet whānau needs

- #tātou facebook page
- Face to face communication - home visits on a regular basis
- Using data to inform practice to capture efforts, coding in Whānau Tahi Navigator system - developing and integrating #tātou kaiārahi dashboards in our outcomes management system, Whānau Tahi
One of the key outcomes from a year of engagement with whānau, is the observation that each whānau are at a different stage of readiness to engage. Therefore, based on their engagement with kaiārahi, whānau were drawn into four categories. Analysis of the #tātou baseline generated four whānau readiness categories – Hīnātore (Under the Radar) 35%, Aro (In the Zone) 37%, Reia (Flying) 25% and Hoka (Soaring) 3%; allowing to pilot a tailored strategy for each category.

**#tātou Navigation**

**Evolving our Key Navigation Tool**

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**Hīnātore**

Agreed to initial referral typically from a third party eg Aro. May have completed one or more of the initial assessments but yet to respond to any communication from kaiārahi.

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**Aro**

Responds to kaiārahi initiated communication and is starting to focus on their plan, goals and be connected to services.

Appointments are a combination of in-house and at their home. Requires regular check-ins with kaiārahi.

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**Reia**

Responds to and initiates communication with kaiārahi and comes into Whānau Centre for appointments. Sets and completes goals and progresses towards outcomes.

Becoming more independent requiring kaiārahi to check-in less frequently.

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**Hoka**

Kaiārahi move into a mentoring role as whānau become proactive and independently set their own achievable goals and outcomes. They begin to take on whānau champion role, leading, encouraging and influencing others.

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#tātou Referrals
Whānau can have multiple referrals to different services and resources depending on their specific requirements.

117 whānau on #tātou had 321 referrals from their kaiārahi to a number of resources and internal and external services

There were 321 referrals to 29 unique services

Out of these services

21 were external services
and 8 were internal services

Referrals per Outcome Area

<table>
<thead>
<tr>
<th>Service</th>
<th>Referrals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase physical activity</td>
<td>152</td>
</tr>
<tr>
<td>Reduce weight</td>
<td>60</td>
</tr>
<tr>
<td>Improve diet</td>
<td>51</td>
</tr>
<tr>
<td>Increase knowledge - health and wellbeing</td>
<td>16</td>
</tr>
<tr>
<td>Participation in activities</td>
<td>16</td>
</tr>
<tr>
<td>Better management of health conditions</td>
<td>12</td>
</tr>
<tr>
<td>Improve knowledge - services available</td>
<td>10</td>
</tr>
<tr>
<td>Improve leadership skills</td>
<td>2</td>
</tr>
<tr>
<td>Improve mental health</td>
<td>2</td>
</tr>
<tr>
<td>Become smoke-free</td>
<td>1</td>
</tr>
<tr>
<td>Participation in activities</td>
<td>14</td>
</tr>
<tr>
<td>Improve physical activity</td>
<td>410</td>
</tr>
<tr>
<td>Reduce weight</td>
<td>87</td>
</tr>
<tr>
<td>Improve diet</td>
<td>41</td>
</tr>
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<td>51</td>
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<td>21</td>
</tr>
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<td>Improve knowledge - services available</td>
<td>25</td>
</tr>
<tr>
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<td>1</td>
</tr>
<tr>
<td>Improve mental health</td>
<td>1</td>
</tr>
<tr>
<td>Become smoke-free</td>
<td>1</td>
</tr>
<tr>
<td>Participation in activities</td>
<td>6</td>
</tr>
</tbody>
</table>

Outcome Area

66% referrals were made in relation to whānau personal health

- Reduction of weight (19%)
- Increased physical activity (48%)
- Improved diet (16%)

Whānau Survey

117 responses
97% said their kaiārahi had helped them identify and work on their health priorities and needs

175 responses
92% said #tātou had improved their ability to plan and achieve goals

In conjunction with working with whānau, #tātou kaiārahi also navigate across the partners and communities to help gain a holistic perspective of the initiative and further develop their networks of existing services and support for whānau. Working across these different lenses helps develop a comprehensive approach to the mission of our evolving CI initiative - #tātou.
#tātou Partners

"Collective Impact moves at the speed of trust" – Greg Hills

Building trust is an ongoing process that is integrated into our work, and key to developing it is our workforce. In #tātou, our kaiārahi are pivotal in establishing robust relationships with and between partners. They translate the partners long term vision of full utilisation of Whānau Centre services, while linking opportunities and services across partners that arise and are of benefit to #tātou.

This also creates an environment where feedback on the effectiveness of services enables them to be tailored to meet the needs of whānau.

A brief description of the activities of #tātou kaiārahi with the partners follows:

**Whanaungatanga**
Robust relationships with Partners at frontline and operational level leading to:

- Improved relationships with frontline staff across Whānau Centre
- Willingness to work with #tātou and share expertise
- Improved referrals between services across Whānau Centre
- Understanding of services across Whānau Centre

**Tai Hiringa**
Looking for mutual opportunities to work together:

- Commitment to improve Health Literacy
- Better understanding of whānau needs

**Kimi Whāinga**
Cohesion – navigating the common ground

- Recognising the strength within Whānau Centre
- Cross clinical practitioners meeting with representatives from across Whānau Centre and community

**Mātau**
Sharing knowledge and resources around health, fitness and community for whānau across Partners.

- Attend partner staff meetings
- Video interviews introducing services and kaimahi
- Workplace challenges such as “Steptober”
- #tātou special at Columbus cafe – healthy food

**Examples**
- Shared Whānau Centre workforce development opportunities i.e. Health Coach Navigating, Social Return on Investment (SROI), Advocacy etc.
- Invitations to events and inclusion of #tātou whānau
- Key messages drawing on Partner’s expertise

"Usually you get your Zumba people, gym junkie, runner etc. with this challenge, it is the one thing that your average person was able to come on board together. I’ve talked to people I haven’t talked to before, someone said the word ‘step’ and we were away. A lot of whanaungatanga all around Whānau Centre, it has sparked us to have that conversation and now we are thinking about it." – Waipareira Kaimahi
Communicating the vision of #tātou to the community is another key role for #tātou kaārahi as they interact with and develop their wider networks. Strengthening these community relationships facilitates a two-way sharing of knowledge and resources, which in turn leads to better informed practices to support whānau.

**Whanaungatanga**
Connections with West Auckland Community initiatives leading to:

- **Better understanding of #tātou whānau needs**
- Improved relationships with community and understanding of organisations within
  - Whānau Centre
- **Access to services available outside Whānau Centre**
- **Better understanding of services in the community**
  - (growing networks)

**Tai Hiringa**
Programs that better meet needs of whānau

- Liaising with Green Prescription to ensure #tātou whānau understand services and opportunities better
- Implementing low impact exercise classes as a response to whānau needs

**Mātau**
Sharing knowledge and resources around health, fitness and community for whānau and services

- Showcased via #tātou Talks, #tātou Walks, #tātou Cooks
- Invitations to community events
- Interviews with Radio Waatea

**Kimi Whāinga**
Improved understanding of community resources

- #tātou Walks showcasing community parks
- Whānau Centre
  - Service Matrix developed

Nga Hau e Tūwhio - Kōreroahi Report
Collective Impact efforts coordinate the actions of many organisations, requiring an intentional structure and adaptive approach. Reflecting on our CI journey so far, #tātou kaiārahi have been an instrumental part of our structure. Their role in developing relationships across Whānau, Partners and Community has been critical in building frontline momentum while the Steering Committee supports its management and ongoing strategy.

- #tātou kaiārahi work with three lenses – Whānau, Partners and Community and thereby adjust their approaches for each.
- #tātou kaiārahi utilise different planning, communication, engagement and reporting strategies for each lens.
- Relationships, networks, understanding and willingness to collaborate are developed through #tātou kaiārahi initiatives and whānau voice.
- Key to effective case management and reporting to Partners is utilising the Whānau Tahi Navigator system to capture their overall efforts and learning to use the data to inform and refine their practice.

I understand CI now. #tātou is a small portion of the bigger picture but still an important part. So it’s been about whānau, Partners and data.