KŌRURE WHĀNAU: INTEGRATED CARE IN THE COMMUNITY – THE EVER-EVOLVING FRAMEWORK OF CHANGE

Awerangi Tamihere and Josephine O’Neill

Ko Tainui te waka
Ko Te Ahu o Turanga te maunga
Ko Oroua te awa
Ko Ngāti Kauwhata te iwi
Ko Tahuriwakanui te hapū
Ko Awerangi Tamihere tōku ingoa.

Ko Hikurangi tōku maunga
Ko Kaimamaku tōku awa
Ko Ngapuhi tōku iwi
Nō Whakapara tōku pāpā
Nō Kaeo tōku māmā
Ko Josephine O'Neill tōku ingoa.
‘He Waka Eke Noa’  
‘We are all in this together’

The key to successful frontline delivery is having a model which constantly adapts and changes in response to the needs of whānau and the community. Understanding the needs of key stakeholders and responding in a manner that aligns to the vision and strategy of Te Whānau o Waipareira is key. Wai-Atamai, the Social Innovation Hub for Whānau Waipareira, works alongside the frontline, co-designing and implementing an integrated service delivery model that continually aims to meet the aspirations of whanau, while also aligning to the broader vision and strategy of Whānau Waipareira.

Awerangi Tahihere, Director Wai-Atamai and Wai-Atamai Project Manager Josephine O’Neill work closely with the frontline to support organisational refinement and share insights into what has underpinned successful change management within Whānau Waipareira.

‘Waiho i te toipoto, kaua i te toiroa’  
Let us keep close together, not far apart

The early 1990s saw Te Whānau o Waipareira alongside other newly emerging Māori providers, Raukura Hauora o Tainui and Hokianga Health Trust, undertake a New Zealand road show which highlighted how ‘for Māori, by Māori providers’ can make a significant contribution to positive wellbeing outcomes for Māori. Te Whānau o Waipareira shared how they evolved from a social services provider (1989) to becoming a provider of health services (1991) to undertaking MACCESS (Māori employment scheme) programmes (1993). These formed the basis of the Whānau Waipareira integrated delivery model that continues to shape the frontline service delivery today.

Realigning service delivery in response to changing needs and being agile enough to quickly respond lies at the heart of Te Whānau o Waipareira being a relevant multi-service organisation today.

While the early 1990s saw many service providers establish separate corporate entities for delivery of services by sector, Waipareira developed a model in which services across sectors come together to wrap around whānau. This whānau-centric approach brought together services across social services, education and health to meet multiple and complex needs of whānau that could not be solved by one service or one sector on its own.

**Insight One:**

A strong whānau focused vision over the last three decades has been the base for front line services to be able to adapt and readily change while still not losing sight of the vision for whānau.
‘he tētēkura, aramai he tētēkura’
‘As one frond perishes another grows in its place’

The organisational response to management of an integrated model has continued to evolve. Originally services were managed by divisional managers who oversaw services by sector. This saw multiple services from one sector being integrated into a sector approach. This was to become an important milestone in order for an integrated care model across sectors that later was to become fully operational in Waipareira.

The late 1990s saw the organisational structure change from a top down to a flat structure with a General Manager of Operations and two senior leads overseeing two groups: Tuakana (adults and kaumātua) and Teina (rangatahi, tamariki and pepi). Staff were based in either of these groups, depending on who the service was targeted to.

This was to become the second milestone in Waipareira’s integrated service delivery model as services moved from being integrated within sectors to being organised according to the populations Whānau Waipareira served. More importantly, Whānau Waipareira was evidencing a shift in thinking that saw structures move from traditional funder-centric and provider-centric structures to whānau-centric structures.
Insight Two:

An organisational structure that is aligned to the client groups it serves is a prerequisite for a genuine client-centric approach.

The continued refinement of the organisational structure from the late 1980s through to the late 1990s aligns with the culture of Te Whānau o Waipareira being one which constantly changes and adjusts the way it does things so as to better meet the needs of whānau. Prototyping, incubating, scaling up and scaling deep solutions that work for whānau are deeply wired into the DNA of Waipareira.

It is no surprise, therefore, that in the early 2000s, Waipareira would once again rethink its frontline structure. While moving to a whānau-focused frontline organisational model aligned to the vision and strategy, there was a need to still focus on bringing together very different operating styles and cultures amongst health, social services and educational professional groups. This coupled with moving to a completely flat, bottom-up organisational structure meant the frontline structure would require further refinement.

A rethink of the frontline also occurred as to how Whānau Waipareira would focus on reporting against outcomes achieved for whānau. To date Te Whānau o Waipareira reported against funder contracts that included inputs, activities and outputs. However, the question that was still unanswered was “what are the outcomes whānau achieve as a result of integrated services?”

The resulting change saw the Tuakana and Teina Rōpū move into three clusters: Tamariki, Rangatahi and Mātua. Within each cluster staff and services that met the outcomes of their respective clusters were aligned. While this supported a client-orientated structure there still needed to be consideration of the management support model. As a result, team leaders became a new management tier at middle management level for day-to-day support. Team leaders – while holding traditional management functions – also became the glue for embedding a new cultural shift for working collectively to achieve common agreed outcomes for whānau. This culture shift was also supported by the Wai-Atamai team working alongside the frontline embedding ‘Te Huka Tai’, the Waipareira ‘Managing to Outcomes School of Change’.
Insight Three:

Successful organisational change requires less top down and bottom up approaches. Instead: more ‘inside out’ and middle-led approaches.

This change was to become the third significant milestone in the Waipareira integrated services model: embedding a cohesive culture across professionals from different disciplines, through developing a common shared agenda for whānau outcomes and measuring collective progress. This culture change was also held as a best-practice example by Social Venture Australia in their SVA Quarterly ‘How Culture Grows Effective Outcomes’ www.socialventures.com.au/sva-quarterly/how-culture-grows-effective-outcomes.

Insight Four:

People acting together, unified by a common cause, harnessing the power and influence of the group and building mutual trust pushes the boundaries to make the mindshift change.

‘He rangi tā matawhaiti, he rangi tā matawhānui’
‘A person with a narrow vision sees a narrow horizon, a person with a wide vision sees plentiful opportunities’

Moving forward to 2018, the Waipareira vision remains the same, the Waipareira 25-year generational strategy continues to be in place, and wrapping services around outcomes whānau aspire to remains the key objective: so what, if anything, needs to change?

From the perspective of Waipareira, constantly realigning and adjusting services to align with community and whānau priorities is at the heart of being grounded in the community. Hence there is always a need for a refresh, a time for reconnecting to the purpose and a refinement of processes based on shared learnings that support whānau navigating to outcomes they aspire to. With that in mind, 2018 saw the Waipareira frontline continue to evolve across four platforms: skillsets, structure, mindset and attitude.

Skillsets and Structure

Leadership has moved from a ‘top down’ to a collaborative management style. This collaborative leadership has senior management leads across the frontline who oversee operations, as well as holding strategic portfolios. It is important to Waipareira to ensure that both short-term and long-term thinking is in place, so that it enables a shared collective view of the Waipareira 25-year strategy that is also manifested in day-to-day actions.

There has also been an increasing need for professional clinical support for integrated service delivery teams. As a result, a frontline specialist rōpū was established to provide high-level support to our integrated service teams, as well as deliver its own specialist services to whānau. It also becomes another milestone in the provision of seamless integrated care to whānau – a milestone that sits alongside integrating other specialist services provided by government agencies based in
Whānau Centre three years earlier. A recognition that achieving outcomes for whānau also requires collaboration with other like-minded organisations. The specialist rōpū is in an incubator phase and will continue to develop over the next 12 months.

**Mindset and Attitude**

Whānau Ora, the Māori wellbeing model, enables whānau to be meaningfully engaged and navigated to support their wellbeing journey. In 2018 this became the anchor for whānau practice guidelines across all staff professional groupings, ranging from community workers through to doctors. ‘Core-competencies’ have been co-designed with staff and are the Whānau Ora competencies for the workforce operating in the frontline. Whānau Ora is viewed by Waipareira as a model for wellbeing that underpins all of its frontline services, rather than just a model for only Whānau Ora funded services.

*Insight Five:*

*To continue to remain relevant to the community we serve requires constant shifts – the way we view the world, adapting our skillsets, shifting our behaviour and rethinking how our organisation operates.*

*‘Me taipari whakarewa waka ō tātou whakaaro’*

*‘Let us elevate our thinking’*

Reflecting on the last three decades, six building blocks have emerged to form the basis of Waipareira’s capacity to adapt to change:

1. Vision and Purpose – clarity of vision and purpose which is the backbone for centering change.
2. Leadership – developing a pool of collaborative leaders who are able to hold the whole system to account.
3. Integrated Care – collaborative and integrated service delivery models that align to the multiple needs and complex challenges facing whānau and the community.
4. Outcomes and Accountability – accountability through measuring shared outcomes across the frontline for what really matters for whānau.
5. Culture Change and People Development – building adaptability and collaboration to actively engage in continuous change.
6. Communication and Engagement – feedback loops vertically (top down, bottom up) and horizontally (across groups) enable real time collaboration and adaptive delivery.

*Insight Six:*

*The ultimate test for the success of any strategy or change programme is best answered by the question: Do you have community support, and how does that community support evidence itself in the day-to-day operations of your organisation?*
Change is wired into the DNA of Te Whānau o Waipareira. Realigning and integrating service delivery, underpinned by collaboration, lies at the heart of services meeting outcomes that whānau and the community prioritise. We look forward to the next chapter of change.

*Mehemea ka moemoeā ahau, ko ahau anake.
*Mehemea ka moemoeā tātou, ka taea e tātou.

*If I am to dream, I dream alone. If we all dream together, then we shall achieve.

-Te Puea Herangi