The Whānau Ora Tool

The Whānau Ora T

The aim of the Whānau Ora Tool

The Whānau Ora Tool is a practical guide to developing health programmes where whānau, hapū, iwi and Māori communities play a leading role in achieving whānau ora. It places Māori at the centre of programme planning, implementation and evaluation. Its aim is for Māori families to be supported to achieve fullness of health and wellbeing, as defined by them, within te ao Māori and New Zealand society as a whole.

Whānau ora is a whole of organisation responsibility, not just that of Māori staff. For this to succeed, commitment from the most senior levels of management is critical. The outcome sought is well developed, co-ordinated and supported Māori leadership assisting the organisation to achieve whānau ora through careful programme design and service delivery.

Who will use this tool?

The tool is primarily aimed at enhancing the effectiveness of health and disability services to positively contribute towards improving Māori health outcomes. Alongside the work of Māori providers, an ongoing focus is on healthcare providers like DHBs, NGOs and PHUs to ensure greater effectiveness of the resources and initiatives aimed at improving Māori health outcomes.

A high proportion of Māori continue to access general services and an overwhelming proportion of health and disability funding goes to general providers. Therefore, these providers have a critical role in improving Māori health.

It is essential that healthcare providers respond effectively to improve the health status of Māori. This includes recognising and building on the integral strengths and assets of whānau and Māori communities and assessing proposed interventions from a whānau, hapū, iwi and Māori communities perspective. While this may also contribute to equity goals, whānau ora is a distinct principle in its own right in terms of improving Māori health and wellbeing. This tool has been developed to assist providers to develop and sustain quality services to improve whānau ora.

It is intended to complement other resources aimed at promoting Māori health and reducing inequalities. These include the Health Equity Assessment Tool (the HEAT tool), the Whānau Ora Health Impact Assessment tool, and the Intervention Framework, which are available on the Ministry of Health website (www.moh.govt.nz)
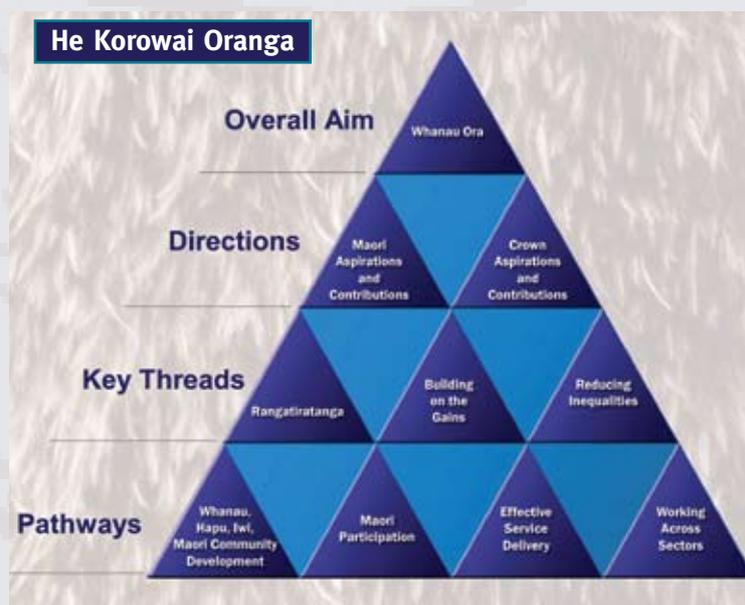
The Whānau Ora Tool in the context of other strategy and planning documents

Macro variables impacting on health outcomes are recognised in a number of policy and strategy documents that have informed the development of this Tool.

The Whānau Ora Tool is designed to assist organisations to give effect to the policies and strategic pathways woven into He Korowai Oranga: Māori Health Strategy 2002. It can be applied at national, regional and local programme or project levels to enhance the effectiveness of health programmes for Māori.

The actions identified in the tool support the four pathways for achieving whānau ora described in He Korowai Oranga. The pathways that guide the activity in this tool are as follows:

He Korowai Oranga

Overall Aim — Whanau Ora

Directions — Maori Aspirations and Contributions / Crown Aspirations and Contributions

Key Threads — Rangatiratanga / Building on the Gains / Reducing Inequalities

Pathways — Whanau, Hapu, Iwi, Maori Community Development / Maori Participation / Effective Service Delivery / Working Across Sectors

PATHWAY ONE Development of whānau, hapū, iwi and Māori communities	The Crown will work collaboratively with whānau, hapū and iwi and Māori communities to identify what is needed to encourage health as well as prevent or treat disease. This includes supporting whānau development and participation in both te ao Māori and wider New Zealand society, to improve health and wellbeing.
PATHWAY TWO Māori participation in the health and disability sector	The goal is active participation by Māori at all levels of the health and disability sector in decision-making, planning, development and delivery of health and disability services. This pathway supports Māori provider and workforce development.
PATHWAY THREE Effective health and disability services	This pathway aims to ensure that whānau receive timely, high-quality, effective and culturally appropriate health and disability services to improve whānau ora and reduce inequalities.
PATHWAY FOUR Working across sectors	This pathway directs the health and disability sectors to take a leadership role across the whole of government and its agencies to achieve the aim of whānau ora by addressing the broad determinants of health.

Improving Māori health and reducing inequalities in health is a key priority for the Government. The causes of unequal health outcomes are complex and are generally linked to the uneven distribution of the determinants of health, such as income, housing, education and employment. For organisations this means having measures that reach the structure, strategies, systems, management, staff and culture of their organisation that effectively accounts for the needs and aspirations of Māori.

There are different ways to achieve health and this tool recognises the validity of Māori approaches to achieving whānau ora. It suggests that approaches which arise from an appropriate cultural base will be the ones which will most effectively ensure health for the people of that culture. For Māori, individual health is inextricably linked to the health of the whānau.

Principles underpinning the Whānau Ora Tool

The following principles underpin this Tool and reflect factors that contribute to the development of successful programmes that achieve Māori aspirations for whānau ora.

- Whānau ora is a priority for reducing inequalities between the health outcomes of Māori and other New Zealanders.
- Māori will be fully involved in the design, delivery and evaluation of services.
- Māori providers will be identified and resourced to work with services to design, deliver and evaluate programmes.

- Māori will be supported to implement Māori models of health.
- Building Māori staff capacity and capability to improve the uptake of services is a long term commitment.
- There is a commitment to building the non-Māori staff capacity and capability to improve the uptake of services by Māori.

- Proposed programmes increase whānau ora by fostering Māori community development and utilising assets already present in the community.
- Proposed programmes improve access to general services for Māori.
- Proposed programmes utilise accurate ethnicity data to ensure effective service delivery for Māori.

Actions for achieving whānau ora are aimed at the systems that promote or hinder the achievement of good health. There are several levels at which this tool is aimed.

- The organisation level
- The programme level
- The project level
- The service delivery level

Achieving whānau ora is a journey and many things that keep us healthy or increase the likelihood of us becoming unwell lie outside the influence of this Tool. However, it is a starting point for initiating a process whereby greater attention is paid to the needs and realities of Māori health during planning and decision-making.

MINISTRY OF HEALTH
MANATŪ HAUORA

Organisational commitment to Whānau Ora

Organisational commitment to Whānau Ora	Guide

1 **How are Māori empowered to participate at all levels of the organisation?**	Mandated Māori representatives are fully involved at governance/board level.
	
	Processes are established that encourage Māori participation
	eg, briefings before meetings
	    meetings begin and end with a karakia
	    tangata whenua protocols are acknowledged
	    understand who is being welcomed onto your board/group.
	
	Māori have an equal voice on senior management teams.
	
	Māori workforce development initiatives are in place to build the capability and capacity of Māori staff.

2 **What level of resourcing is applied to achieving Whānau Ora?**	Resources applied to achieving Māori health gain are equitable and sufficient for reducing health inequalities and achieving whānau ora. The funding should meet the health need as directed in Whakatātaka Tuarua. Māori have an equal voice in determining needs and resource allocation. Contract negotiations with funders reflect the prioritisation of whānau ora.
3 **What workplace structures support staff to achieve whānau ora in the services and programmes designed and delivered by the organisation?**	Systems that guide programme development prioritise whānau ora eg, planning templates specify Māori involvement from the very beginning of the project. Tangata whenua advice is sought in developing these tools. Māori staff are involved in developing and improving systems so that whānau ora becomes a focus of the organisation. Robust ethnicity data collection mechanisms are in place.
4 **How is senior management commitment to whānau ora demonstrated?**	Senior management actively communicates support for whānau ora. Senior management is seen to prioritise whānau ora in programme planning and resourcing. Senior management allocates sufficient budget for initiatives expressly designed to achieve whānau ora. Senior managers' KPIs have a whānau ora component.
5 **How do Māori influence organisational and programme planning?**	Appropriate Māori staff are effectively engaged right from the outset ie, at the earliest planning stage. Internal Māori staff can provide advice on appropriate external Māori advisors/mentors that may be needed to support this function.
6 **How are the needs of the Māori workforce specifically catered for in the organisation's workforce development plans?**	Systems are in place to explicitly support Māori staff eg, peer support groups, mentoring, educational opportunities are promoted. Active recruitment and retention initiatives are in place to attract and retain Māori staff. Consider adapting performance review systems to make them more appropriate for Māori, including: – staff are involved in setting goals and KPIs – staff are involved in establishing review criteria and processes – provision is made for whānau support at performance reviews – remuneration acknowledges Māori competencies. See the *Public Health Workforce Development Plan* (Ministry of Health 2007) for workforce development planning.
7 **How are Māori staff supported within the organisation?**	The use of Māori language and tikanga ie, Māori processes, concepts and protocols are encouraged and supported. Support for Māori tikanga is evident in organisational policies (includes provision for koha, manaakitanga (hospitality including food), tangi leave, waiata, karakia).
8 **How is the organisation improving the cultural competencies of its Māori and non-Māori workforce?**	Include training programmes for developing cultural competencies in professional development plans. Support staff to learn and use te reo Māori. Implement internal mechanisms to improve cultural competencies. Prioritise the development of cultural competencies in workforce development plans (see Ministry of Health Māori Competencies document).
9 **How does the organisation support Māori leadership development?**	Māori staff are developed into management/leadership positions. Māori staff are supported to fulfill their leadership responsibilities within their whānau, hapū and iwi.
10 **How is the organisation perceived by tangata whenua and Māori communities?**	How does your organisation measure community views? How do you evaluate your service from a Māori community perspective?

Programme level commitment to Whānau Ora

Programme level commitment to Whānau Ora	Guide
1 **Describe the project goal for Māori and how Māori were involved in setting the goal.**	Māori need to establish the overall programme goal so that it aligns with the overarching aim of whānau ora. This will involve a combination of the following: – Māori programme staff – Māori service providers – Māori community leaders – Māori community health workers – Māori sector agencies eg, Te Puni Kōkiri, Māori Women's Welfare League – mana whenua – taura here groups – runanga – community groups – mātā waka – people for whom the programme is intended and their whānau. This is not an exhaustive list.
2 **Describe the proposed programme and how it will benefit Māori.**	Determine the needs of Māori in the programme. This will be informed by any available ethnicity data or related research. Include qualitative and quantitative data. Acknowledge and affirm Māori ways of identifying their needs in the programme.
3 **Summarise the objectives for Māori and how they were arrived at.**	Use available research to inform the objectives. Involve Māori in setting programme objectives. Involve those who did the goal setting above.
4 **What research approaches will be used to inform programme development?**	Your organisation should include kaupapa Māori research methodologies which will help inform Māori programme design. All research methodologies used by the organisation should develop an evidence base for need.
5 **What are the key issues for Māori in this programme?** **How do Māori perceive the programme that is being proposed?** **Ensure that the programme will not increase inequalities.**	Determine the barriers Māori face in relation to the programme that is being proposed. Demonstrate how you will remove these barriers to improve the effectiveness, accessibility, affordability and acceptability of the programme for Māori and ensure the programme is culturally appropriate. Community research may be necessary to fully explore the barriers.
6 **What are the strategies for managing these issues?**	Māori will have strong insights into ways of resolving the issues identified above. Develop ways of involving local people in developing their own solutions. Partner with Māori providers who have strong local networks to assist you. Be prepared to re-orient the service to meet the needs of whānau, hapū and iwi in the programme.
7 **Have Māori models of health been promoted as a framework for the programme?** **Are these models well understood?**	Present a choice of available models of health to ensure that Māori programme participants are empowered to determine what will work best for them. Be familiar with Māori models including Te Wheke, Te Pae Mahutonga, Te Whare Tapa Whā. Programmes that use Māori models of health are more likely to be successful with Māori communities as they comprise holistic themes that are central to Māori wellbeing.
8 **What are the key messages associated with this programme?**	Include messages that reflect a Māori world view. Use Māori language where appropriate. Use Māori literary forms including whakatauki, kiwaha, metaphor. Pre-test messages with the intended external audiences to avoid unintended consequences arising from your messages.
9 **Who are the priority audience and how are they segmented (eg, rangatahi, women aged 45–69, parents)?** **Describe how the programme recognises the role of whānau, hapū and iwi in the health of the individual.**	Remember that while the programme you are promoting may have a defined audience, the whānau is the tāhuhu or backbone of Māori health and messages need to reflect the roles and responsibility of the wider whānau, hapū and iwi in achieving and maintaining personal health.
10 **Who are the key influencers for Māori in this programme?**	Who are the people most likely to influence opinion for participants in this programme? Consider the influence of doctors, kaimirimiri, hip-hop artists, church leaders, koroua/kuia, sporting heroes. Think about how you might engage them in promoting the programme.
11 **Does the programme have potential partners from other sector agencies?**	Consider who else is engaged in similar programmes and the benefits of a joint venture approach. Sector agencies with a Public Health aspect include government agencies, NGOs, TLAs and others. Check alignment with existing programmes underway in sector organisations.
12 **What monitoring processes are in place during the programme roll-out?**	Make sure your programme can change to meet needs identified during the monitoring processes.

Programme implementation

Programme implementation	Guide
1 **Develop programme resources including communication tools that are appropriate for the intended audiences.** **Ensure they use the key messages developed above.** **Describe how the communication resources will reach their intended audiences.**	Resource development should not be done in isolation from the communities for whom they are intended. Involve communities in needs analysis. Māori communities need to be involved in prioritising resource development and use. Consider adapting existing resources if there is evidence of their effectiveness. Seek approvals for use of Māori visual images. Ensure te reo resources are developed by competent Māori speakers. Do not assume Māori staff have this expertise. Where possible, resources should be appropriate to the hapū and iwi residing within the region. Communication is most effective when it is delivered in a variety of ways. Be creative and involve Māori in resource development. Consider a range of the following: – general and/or Māori media (TV, radio, print) – advertising – waiata – promotional items like t-shirts, pens, balloons – information kiosks at events like waka ama, kapa haka – demonstrations – viral marketing (text strategy) – kānohi ki te kānohi – via community groups already active in the community like Plunket, Meals-on-Wheels, Public Health nurses, – pānui – marae based workshops – storytelling – posters – school-based programmes (kohanga, kura kaupapa) etc – hui – wananga. Consider using humour, facts, role plays, Māori designs, metaphor, Māori myths, whakatauki. See www.moh.govt.nz for the publication *He Tatai i te Ara*, which is a guide for developing Māori health education resources. Remember to cater for a range of literacy levels.
2 **Who is kaitiaki of Māori information and how it will be used?**	Resources represent knowledge. Think about whose knowledge is being presented – how it will be developed, valued, protected.
3 **Identify Māori networks that can assist in the implementation of this programme.**	Develop Māori networks in your programme area and discuss with them mechanisms for communicating about the programme. Consider opportunities for both formal and informal mechanisms for consolidating partnerships with iwi providers and Māori communities. Māori providers in your community will be able to assist in the identification of appropriate Māori networks and help you access them in an appropriate way. Be prepared to adequately resource communities and providers to undertake this role. Networks might include runanga, kohanga, kura kaupapa, Māori Women's Welfare League, marae committees. Māori staff should actively lead initiatives to develop and maintain relationships.
4 **Demonstrate how you will build and maintain good community relationships.**	*Te kanohi ngaro; whākorekore noa rā koi ngaro ana* (the unseen face is thought not to exist) The proverb above demonstrates the importance of being seen and known in the community as the basis for relationship building. Visibility is an important part of developing trust and increasing understanding of your organisation and the programmes you are promoting. Reciprocity is a cornerstone of relationship building. If you are taking from a community, (information, expertise, cultural guidance) make sure you are giving something in return (koha, capacity building, information sharing, upskilling, expertise)
5 **Determine key spokespeople for the programme and describe how they will be supported.**	When choosing spokespeople it is essential that Māori define what and who is appropriate. eg, consideration of those who have the requisite mana, capability, skill, experience and community mandate to advocate for the programme. You may need to provide technical information associated with the programme. Brief them fully and provide as much support as possible. (accompany them when required, provide transport, compensate them for their time).
6 **How are Māori staff involved and supported in the implementation activities?**	Building capacity and capability among Māori staff is an important aspect of workforce development. Māori staff should be enabled to lead the programmes.

Programme evaluation

Programme evaluation		Guide
1	Who will evaluate the programme? How and why were they selected?	Māori researchers (kairangahau) should be used wherever possible in addition to other Māori knowledge, expertise and experience as relevant to the programme.
2	What evaluation methods will be used (process, formative, impact, kaupapa Māori)?	A range of evaluation methods is preferable so that as many aspects of the programme as possible are evaluated and able to inform future programme development. Kaupapa Māori research should form the basis of programme evaluation.
3	Set evaluation criteria.	Māori should lead the setting of evaluation criteria at the programme planning stage.
4	How will this evaluation inform other programmes?	Information gathered in the evaluation stage will be a valuable source of information for developing future programmes.

Glossary

Hapū	sub-tribe
Iwi	tribe
kaitiaki	guardian, steward
kanohi ki te kanohi	face-to-face
karakia	prayer, incantation
kaupapa Māori research	"Kaupapa Māori research is related to "being Māori", is connected to Māori philosophy and principles; takes for granted the validity and legitimacy of Māori, the importance of Māori language and culture; and is concerned with 'the struggle' for autonomy over our own cultural well being" (Smith, 1992)
kiwaha	colloquialism
koha	gift, contribution
manaakitanga	nurturing, support
mātāwaka	kinsfolk from ancestral canoe
tangata whenua	people of the land. In this document it includes local whānau, hapū and iwi
taura here	Māori from other tribes who have ancestral associations with an area
tikanga	custom, correct process in a given situation
whakatauki	proverb
whānau	Whānau, or extended family, is recognised as the foundation of Māori society. As a principal source of strength, support, security and identity, whānau plays a central role in the wellbeing of Māori individually and collectively.
whānau ora	Māori families supported to achieve their maximum health and wellbeing
waiata	song, lament