



STRATEGIC PLAN

2022 – 2027

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Chairperson's Overview

Talofa lava, Malo e lelei, Ni sa bula vinaka, Namaste, Kia orana, Taloha ni, la orana, Fakaalofa lahi atu, 'Alii, Malo ni, Halo Olaketa, Mauri, Aloha mai e and warm Pacific Greetings.

On behalf of the Board of Pacific Health Service Hutt Valley, I am pleased to present our Strategic Plan 2021-2026. It is an aspirational plan that aims to improve the overall wellbeing of our Pacific families and communities. At the core of our plan are our organisational values, which guide the manner in which we work with our families, communities and partners. We believe that our work is based on incorporating traditional Pacific cultural values and our faith-based principles within a western context to support our diverse Pacific communities to prosper. These values provide a lens which determines the way we do our work and the way in which we work with others.

The Board prides itself on delivering best practice governance to lead the organisation through the next five years, continually building capacity and capability and demonstrating our ability to impact positively on outcomes for our Pacific families. We will continue to support our CEO and staff to ensure they are well equipped to deliver on the strategic goals and activities outlined in this plan.

On behalf of the Board, I would like to encourage you to join with us to achieve our vision of a Pacific People in the Hutt Valley who enjoy and reap the benefits of positive and healthy Wellbeing.

Soifua ma la Manuia.

Reverend Vaegaau (Au) Liko
Board Chairperson

Executive Summary

Pacific Health Service Hutt Valley has proven itself to be an effective Pasifika-led service over 21 years. We have built community awareness and support for the services we provide. Our community relationships are close and high trust. We have experienced staff, knowledgeable in working in a Pacific space. We have developed our out-reach capability across ethnic groups, with churches, young mothers, youth, grandparents, and others. We have built our technology to support two-way community engagement and to improve our service delivery. These things have enabled us to increase the effectiveness of our services by taking them out into the community, into family homes and into churches and other trusted settings with better results than through non-Pasifika services.

The pandemic challenged us but has also proven the benefits that our approach offers – we were able to communicate quickly with our communities, share quality information and provide fast response to COVID checks and vaccinations.

This strategic plan focuses on how we build on our achievements and experience and work to improve the wellbeing of our communities in all aspects not only health. We want to extend our services and build new services that address our communities' wellbeing needs. We want to be active across all seven dimensions of wellbeing and build wider partnerships with Government agencies and stakeholders who have a role to play in these dimensions.

Our staff are ready and willing to develop our service and increase our impact. Workforce development is a core part of this plan. We want to build staff capability and leadership and attract and develop the next generation of the Pasifika wellbeing workforce.

Pacific Health Service Hutt Valley will continue to build its role as the 'go to' agency for Pasifika wellbeing in the Hutt Valley. Our communities expect us to take leadership on this and we are ready for this challenge.

Six goals have been set for the next five years to 2026 with one of these goals (sustainability) extending to a ten-year horizon. Each goal includes a number of activities required to deliver the goal. The activities are measurable and can be used to assess progress.

- **Goal 1: Increase our communities' access to services they need** – Be the best source of knowledge about our communities' wellbeing needs, how people and families access services and what actions offer the best improvement in wellbeing. Partner with others to drive improvement.
- **Goal 2: Continue to deliver quality Pacific services** – Lead provision of quality, culturally appropriate and safe services through our own by Pacific for Pacific services and by influencing other providers.
- **Goal 3: Support and develop our people** – Our staff are well engaged and supported in their work and workforce development (staff and board) is part of our usual business.
- **Goal 4: Engage our environment** – Assess opportunities and risks, develop relationships, gather stakeholder feedback, and learn from others.

- **Goal 5: Develop our governance** – Our governance is fit for purpose and enables delivery of our vision.
- **Goal 6: A sustainable organisation (10 year)** – Maximise the effectiveness of our services over time.

About Pacific Health Services Hutt Valley

Pacific Health Services Hutt Valley is an independent health service working closely with our Pasifika community of 12,000 people in the Hutt Valley north of Wellington. We provide community engagement, development, support, health services and social services. Since 1999, we have delivered value to our Pasifika communities in the Hutt Valley, focused on overall health and wellbeing.

Our Pasifika family-centred approach works closely with the Aiga (family) to reinforce family strengths, provide appropriate support and empower families to live well with greater control over their lives. We are very well connected as a core part of our community and our approach is based on socio-cultural evidence about what works. This includes working through established community networks and a focus on faith-led approaches to service delivery. The nine explicit premises from the Family Centre Report (2011) offer a good description of our Pasifika family-centred approach.

Our close connection and working relationships with the Aiga and with the community enables us to build high trust and achieve better service engagement and outcomes.

Our services are very well regarded and we achieve highly on client satisfaction and quality measures. We have built up a range of health and social services in response to community need. We work with Hutt Valley DHB, Te Awakairangi Health Network (PHO), Hutt Valley general practices, Plunket, Tamariki Ora, Wellchild providers, Kokiri Marae, local churches and the Church Ministers Forum, the Wellington region pacific provider network and national pacific provider networks.

Our services and projects include:

- Outreach Mobile Nursing – HVDHB
- Thrivingcores Well Child Tamariki Ora – MOH/HVDHB
- Family Wellbeing Social Service – MSD
- Anofale Faatupuola Ante Natal Pasifika – MOH
- Toloa Primary Mental Health Service – MOH
- Breast & Cervical Screening – MOH
- Pasifika Wellbeing Service – MOH
- Whanau Resilience Pasifika – MSD; and
- Capacity and Capability Development.

We are particularly proud of the following achievements in the last few years:

- Enhanced community engagement and trust through continued community events and boosted web and social media platforms;
- Pacific Touch tournament to bring people together around the healthy lifestyles message.
- Mobile Nurse-led clinics as a better and more accessible way to provide services. This has been enhanced by our Mobile Wellness Service;
- Family Against Obesity / Pasifika choice resulted in increased awareness and encouraged our people to take action.
- Our innovative Faith-led Project has shown its value and has been funded on an ongoing basis as the Pasifika Wellbeing Service.
- Toloa Mental Health Service established as a new service funded by the Ministry of Health.
- Preferred provider status with the Ministry of Social Development (the only Pacific provider in the Hutt Valley with tier two status); and
- Positive service evaluations and extensions of funder contracts.

Our funding partners include Hutt Valley DHB; Ministry of Health; Ministry of Social Development; and Oranga Tamariki. We will continue to deepen our relationships and add new partnerships in line with our wider focus on wellbeing. Developing our service offering around wellbeing will also allow us to develop partnerships with charitable and philanthropic organisations with an interest in progressing our vision for our Pasifika community in the Hutt Valley.

Our governing Board is made up of representatives from each Pasifika ethnic group plus the ability to co-opt other representatives (such as youth). There is also the ability for independent directors as required to meet required skills and experience. Current board members represent the following communities: Fijian; Niuean; Tongan; Samoan; Tokelauan; and Cook Islanders.

Our staff are passionate about our community and bring the skills and experience needed to deliver value. We will continue to develop our service and leadership skills and invest in technology to assist staff in their work. Our current staffing is 15 full time.

Over the next five years, we will continue to consolidate our existing services and develop a wider range of services aligned with our focus on overall wellbeing. This is about advocating for our people to ensure that the needed services are available, accessible, and culturally appropriate.

We want to fill current gaps in the services we offer and deepen our quality and evaluation processes. We will work with our partners to maximise the benefit to our people from available funding and ensure that the services we provide also meet this test.

Our purpose and vision

WELLBEING, Mo'ui lelei (Tonga), Soifua laulelei (Samoa), Fakatupuolamoui (Niue), Ola manuia (Tokelau), Tiko Vinaka (Fiji), Te Mwauuraoi (Kiribati), Te ola lelei (Tuvalu), and Ora'anga meitake (Cook Islands).

Te Tiriti o Waitangi

We recognise Te Tiriti o Waitangi as the founding document of New Zealand. We reference our historical Tuākana - Tēina relationship with Maori.

Mission

To achieve our purpose and vision, we will:

Lead and influence service range and access.

Provide services that are effective, culturally relevant, efficient and professional.

Be a sustainable organisation.

Values

We will be guided by the following values:

'Ofa – love (Tonga)

Fa'a'aloalo – respect (Samoa)

Oronga ia mai – reciprocity (Cook Islands)

Va Whealoaki – relationships (Tokelau)

Fekafekau – service (Niue)

Veiliutaki – leadership (Fiji)

Onimaki – trust (Kiribati)

Fakatuanaki – faith (Tuvaluan)

Delivering for our Community

We connect with our community through Aiga (family) and faith to build relationships on trust. Our communities have many expectations of us. We must set goals that deliver value for our people and be clear about what we can deliver, what we can influence and what is outside of our control.

Community connection and trust are the foundations of our service. Strong community connection will enable us to advocate for Pasifika people in the Hutt Valley. Our aspirations for strong connection with our community are that:

- We know our community leaders and they provide us with input;
- We gather feedback from our consumers;
- We evaluate our services in a culturally appropriate way;
- We regularly engage with our communities to communicate what we do;
- Communities know our Board Members and invite them in to promote and share information on what we offer;
- We are seen as a 'one stop shop' for Pasifika in the Hutt Valley;
- Our community supports our leadership is a strong and important voice for Pasifika people and this is recognised by our funders.

Pacific Health Service Hutt Valley has always been focused on wider wellbeing and not limited to health services. We have worked to add wider health services and social services that contribute to wellbeing. This includes advocating more strongly for our people's wellbeing needs. A wellbeing focus is the right focus aligned with Pasifika culture and values. This strategic plan embraces this focus on wellbeing by updating our purpose (vision) to be about wellbeing in all Pasifika cultures.

Our people expect us to know them well and this includes knowing what other services they receive and how the services fit and work together. We need to know more about their journey so we can assist with improvements to achieve the best outcomes and benefits.

We want to be the best source for information on wellbeing needs and evidence for Pasifika people in the Hutt Valley. This is a key goal of this plan. We want to collaborate more closely with health and across Government on wellbeing needs assessment and evidence.

We will build stronger relationships and partnerships to develop our role and influence. We want to be considered as the first port of call for discussion on improving the health and wellbeing of Pasifika in the Hutt Valley.

Our prime focus must be to provide quality, culturally appropriate services. We need to ensure that we have the quality systems, processes, staffing and facilities/technology required to achieve this and that we measure and evaluate our performance.

We also need to continue to influence other services providers to ensure that the services they provide are accessible to Pasifika people. This includes but is not limited to ensuring that the services are delivered in a culturally appropriate way.

All services provided to Pasifika need to be regularly evaluated and adjustments made to ensure that all services are accessible and delivering the best wellbeing outcomes possible.

We want our funders to see our leadership, to hear our advocacy and to invest in us on an ongoing basis.

We will continue to develop our governance capability to take us forward and deliver on our purpose. This includes reviewing the governance structure to ensure that it is fit for purpose going forward.

Pasifika in the Hutt Valley

Demographics

The Hutt Valley has a larger population of Pasifika peoples than many parts of New Zealand, making up 8 percent of the total Hutt Valley population. The percentage is expected to continue to increase with 450 more people (3.8 percent) by 2025. Age groups 15 to 29 years, 29 to 44 years and over 65 years will show the largest growth.

People from almost all Pasifika nations live in the Hutt Valley. Samoans are the most numerous (2/3) followed by Cook Islands Maori (16 percent), Tongan and Tokelauan (each 10 percent), Niuean (4 percent), Fijian (3 percent) and Tuvaluan 0.5 percent. Other Pasifika groups are 2 percent.

Similar to other Pasifika populations in New Zealand, our population is youthful, with 30 percent aged under 15 years, 50 percent aged under 30 years and 7 percent over 65 years (twice what it was in 2013). Of particular interest is how relationships with culture are changing as the proportion of New Zealand born grows and as technology changes.

Service providers need to understand this age profile and the implications it has for the design and delivery of effective services. Pacific Health Service Hutt Valley has first-hand knowledge on this through our close and trusted relationships with our communities.

Health concerns for Pasifika people

Our Pasifika community experiences significant health inequalities. Health data shows that Pasifika peoples face the following risks:

- higher rates for long-term (chronic) conditions, the leading cause of morbidity in New Zealand;
- increased risk from diabetes and cardiovascular disease;
- higher (and increasing) cardiovascular mortality rates;
- lowest relative survival rates for female breast and cervical cancers;
- more likely to be obese (at least 2.5 times);
- more likely to be smokers (31 percent compared with 21 percent for the total population);
- ASH (ambulatory sensitive hospitalisation) rates remain much higher than rates for European people;
- mental health issues are not being properly addressed;

- high prevalence and severity of oral health disease at both school entry (at age five) and at school exit (Year 8).

Our contracts with funders reflect these health concerns and include:

- immunisation coverage; increased number of infants breastfed; number of before school checks;
- breast cancer screening coverage;
- increased number of oral health examinations;
- reduced avoidable hospitalisations; elective services standardised intervention rate;
- better help for smokers to quit;
- diabetes/CVD management;
- wellbeing assessments; and
- primary mental health outcomes (the new toloa service).

Social and wellbeing concerns for Pasifika people

Our Pasifika community experiences social issues and challenges. Deprivation has a significant impact on wellbeing. In the 2013 census showed 40 percent of Pacific adults living in the highest deprivation areas, with a higher rate (47 percent) for over 65 years. A third of children 0-5 years were living in the highest deprivation areas (17 percent for the Hutt population). There are many factors driving this including low home ownership. Social data shows that the main social and wellbeing concerns for Pasifika peoples in the Hutt Valley are:

- Housing – poor conditions, overcrowding, unaffordable;
- Poverty – low paid jobs and below living wage, beneficiaries;
- Unemployment – high amongst youth;
- Youth – high level of Pasifika young people leaving school or tertiary level without formal qualifications;
- Alcohol – young people with binge drinking problems;
- Loss of sense of belonging – Cultural identity crisis.

The strategic plan includes a goal to significantly boost our knowledge about overall wellbeing and to quantify specific wellbeing issues so that investments can be made to address them.

Partnership for health and wellbeing

We are ready to increase our local leadership and build new partnerships to improve wellbeing outcomes for our people.

There is valuable analysis of health and social need in the 3 DHB Pacific Health and Wellbeing Strategic Plan 2020-25 (October 2020). The goals and initiatives in the plan align very well with our focus on overall wellbeing and recognise the importance of wider engagement and new partnerships.

Goals for the next five years

Six goals have been set for the next five years to 2026 with one of these goals (sustainability) extending to a ten year horizon. Each goal includes a number activities required to deliver the goal. The activities are measurable and can be used to assess progress.

Goal 1: Increase our communities' access to services they need

Be the best source of knowledge about our communities' wellbeing needs, how people and families access services and what actions offer the best improvement in wellbeing. Partner with others to drive improvement.

1. Community engagement – Regularly engage our people and communities to maintain our high trust relationship. Our information on wellbeing and services must be easy for our communities to access and use. Review how we do this and develop a plan for how we will present our information and communicate with all our communities / ethnic groups. Set targets for awareness of available services. Gather regular feedback on how we are doing.
2. Needs and access – Use our community engagement to build our knowledge of the wellbeing needs of people and families and how they access services. Develop a range of ways to do this so we connect with all our diverse communities. Include work on how Pacific people's relationships with culture are changing and on longer term (multi-generational) trends. Consider how to respond to non-Pacific wanting to access our services. Do our own research to build the evidence base to inform our priorities. Partner with research agencies.
3. Wellbeing services – Build a picture of the range of services and access required to meet our people's wellbeing needs and what service improvements offer the best gains in wellbeing (for the investment required).
4. Partnerships – Develop partnerships that enable improved wellbeing. This includes engagement across wider Government, cultural and church leaders, and service providers. Take opportunities to deliver improved wellbeing.
5. Future direction – Hold fono twice a year with staff, Board and community representatives to review progress and discuss direction, services and improvements.

Goal 2: Continue to deliver quality Pacific services

Lead provision of quality, culturally appropriate and safe services through our own by Pacific for Pacific services and by influencing other providers.

1. Culturally appropriate – Develop a range of actions to ensure that the best culturally appropriate services are available. This includes reviewing our own service provision as well as how we influence, train and audit other services for cultural competence.

2. Improved wellbeing – Set out a pathway for service development and new services to deliver improved wellbeing. Continue to focus on prevention through early engagement and information shared through trusted channels. Improve our understanding of referral patterns and build the best possible relationships with our referrers. Describe the steps required to deliver the improvements, including partnerships with communities, funders and other service providers.
3. Continuity – Our services rely on building trust, and this is enabled by continuous, ongoing relationships with people and families. The gap between WellChild services and Before School Checks is an example. Develop ways to maintain continuity and include these in service design.
4. Quality and safety – Regularly evaluate each service (and significant events) on quality, safety and effectiveness, and identify lessons and improvements. This includes cultural quality and safety (as appropriate across diverse Pacific ethnicities). There should be easy ways for participants to provide feedback on our services and events. Evaluation should include how and where the service is provided and use of information technology. Make the required changes.
5. Setting and image – Address known service issues and suggestions. These include facility/location requirements for effective service delivery (clinical space, multi-use spaces), how our facilities look (street appeal, signage, furniture), and how staff present themselves in the community (approach, uniforms, vehicles).

Goal 3: Support and develop our people

Our staff are well engaged and supported in their work and workforce development (staff and board) is part of our usual business.

1. Staff wellbeing – Regularly assess staff wellbeing and run a programme of activities to maintain staff wellbeing. This is good practice and shows the community that we are leading by example.
2. Staff feedback – Provide easy ways for staff to provide feedback on any issue at any time (including directly to the Board) and get a clear response. For example, staff have a list of facility issues and suggested improvements.
3. IT support – Review how the IT system can better support staff to do their job. This must be its primary function, with reporting to funders and other external parties its secondary function. Include the consent process and security protocols for patient notes, simple referral processes, training and upskilling staff, and monitoring compliance.
4. Team-building – Regular team-building fono to engage staff and maintain a supportive environment focused on culture and wellbeing. Ensuring this is in place for staff models how we want staff to provide services for our community.
5. Staff development – All staff are participating in professional development with an agreed plan and back-fill arrangements. Include external peer support arrangements. Develop our overall approach and framework for 'people capability' to guide individual plans and inform development of our Pacific workforce (see Goal 6)

6. Management structure – Review and develop the management structure to ensure that teams are well led and that the organisation is working efficiently. Delegate work to enrich and develop staff and to free senior managers' time for strategic work to grow and develop the organisation.

Goal 4: Engage our environment

Assess opportunities and risks, develop relationships, gather stakeholder feedback and learn from others.

1. Environment scan – Regularly look at what is changing in our environment and identify opportunities, threats, risks, and the actions required for each.
2. Maori and Iwi – Develop our engagement and relationships with Maori and Iwi.
3. Relationships – Manage our external relationships to help us achieve our goals. This includes wider engagement with local agencies and with Government to progress wellbeing, partnerships with service providers, and relationships with Pacific providers in other areas.
4. Health reforms – Position ourselves within the wider health system changes, consistent with our vision and values. Develop relationships and opportunities.
5. Stakeholder views – Find regular and systematic ways to understand each stakeholder's views of us and how they think we could improve and better deliver our vision.

Goal 5: Develop our governance

Our governance is fit for purpose and enables delivery of our vision.

1. Risks – The Board regularly reviews the organisation's risks and makes decisions on how to manage them. This includes health and safety, pandemics, natural disasters and cyberattacks. The Management Report will include a section on risk and mitigation.
2. Performance review – The Board regularly reviews its performance and implements improvements. This includes using a skills matrix to review required skills and experience and addressing any gaps.
3. Structure and composition – Review the Board structure for balance of community representation and required skills. Include roles, required skills mix and the ability to co-opt. Implement changes to ensure that the Board is working effectively.
4. Development – Complete Board development and upskilling training/events at least once a year. Each Board member has an individual governance development plan.
5. Entity – Explore options for legal structure and recommend to the 2021 Annual General Meeting. Review the constitution annually to ensure that it reflects the direction of the organisation.

Goal 6: A sustainable organisation (10 year)

Maximise the effectiveness of our services over time. We need to set forward plans for the foundations of our business: Wellbeing; Brand; Workforce; Research; Facilities; and Information.

1. Wellbeing services – Describe our ‘desired future state’ for the wellbeing of our communities and the services required to achieve this. This includes community connectedness and resilience. Present this in easy compelling ways and use it to drive funder attention and investment. Find ways to show our community, funders and stakeholders the value we are adding over time.
2. Brand – Periodically review our name and brand to ensure it is recognised and fits our wellbeing focus, range of services and future direction. Include whether to offer services to non-pacific people interested in our cultural approach.
3. Pacific workforce – Develop a long-term plan (10 years plus) for workforce development, growth and succession. Include processes and pathways to develop, attract and retain the skilled staff we need. Be the first choice for Pacific graduates and develop our role in training.
4. Research and evaluation – Develop a research and evaluation strategy covering community need, service provision, outcomes and added value. The purpose is to ensure that everything we do is evidence-based, our services are regularly evaluated and we can show the value we are adding over time. Parts of the picture are already in place and there is a lot of information and knowledge available in Pacific communities. The strategy will set out an overall approach, priorities and an investment schedule to include in annual budgets.
5. Pacific facilities – We need to plan now for how we will deliver services in the future in a range of different locations/settings that are culturally appropriate and maximise access. This includes innovative use of community facilities, schools, sports venues and local businesses. We need to set out a clear plan and timetable to show everyone how we will have enough space to deliver our services over time. This includes the option of building a culturally significant Pacific building to provide a place and identity for our services.
6. Best information systems – Develop an information strategy to set the path for data, technology, systems and analytical capability over the next 5-10 years. Include delivering better value to staff, use of digital communication and online platforms, simplified referral, supporting research and development, cyber risk, and an investment schedule that can be included in annual budgets.

Business Plan

The business plan sets out the operational activity and budget for the year to deliver on the six strategic goals and activities listed above. The Business Plan also needs to ensure that quality services are provided and that funder contracts are met.

In setting the business plan, the Board needs to consider what is operationally possible within available resources and set appropriate deliverables, timeframes, and budgets. Available funding is a key constraint, particularly funding for capability and capacity development (such as the Pacific Provider Development Fund).

The Board will oversee delivery of the business plan through regular progress reports, discussion of issues, and active risk management. The Board will also have a Board Workplan to manage delivery of its activities.

Keeping the Strategy fresh

It is expected that this Strategic Plan will need to be refreshed every two to three years to remain relevant and to effectively guide business planning. Each year around March, the Board will assess whether the overall direction and goals remain relevant or need to be updated for 1 July.

Approved by the Board

Approved by the Board on 1 July 2021.