

Otara Health Charitable Trust Strategic Plan 2014 – 2018



Building a Family Centred Community

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Message from the Board

This is an exciting and ambitious four year strategy that will take Otago Health through to 2018. The plan sets out the direction for the Trust over the next four years and re-affirms the values and principles that will underpin our future work.

It builds on the success of past strategies implemented by our organisation while also focusing on a more collaborative approach to bring about sustainable and positive change for the Otago community.

This core strategic document will act as a touchstone for Board decisions and will provide the basis for our staff to continue to develop community-led and innovative services and programmes. It will also serve to inform our partners and other interested stakeholders of our future plans and aspirations.

Our five underlying principles first adopted in 1998 are just as relevant to our organisation today.

We are keen to develop further strategic partnerships with key organisations where there is a shared vision and greater gains to be achieved through collaboration

Otago Health will continue to work and collaborate with our communities and strategic partners to achieve greater social change through the improved health and well-being of Otago families.

Commitment to Te Tiriti o Waitangi

Te Tiriti o Waitangi, as the founding document of Aotearoa New Zealand establishes a partnership between Maori and the Crown to work together.

Otara Health considers Te Tiriti o Waitangi principles of partnership, participation and protection as central to improving Maori health and well-being.

We demonstrate our commitment to Te Tiriti o Waitangi through involving mana whenua and local Maori in planning, developing and implementing services.

Anchored in our Strategic Foundations

Vision

Together: vibrant and strong.

We Exist To

- Build a strong family-focused community
- Improve the health and well-being of Otago
- Represent and serve Otago

Our Philosophy

Our sole purpose is to improve the health and well-being of Otago families. We define health in all its dimensions – mind, body and spirit. We are committed to co-creating and co-leading end to end evidenced-based solutions.

We will continue to strengthen our connections across Otago to ensure we understand the ever-changing and ever-evolving environment. We will stay relevant and well informed.

Otago Health as an organisation is representative of our community and because we are from the community we can serve our communities with greater understanding. We are trusted to work collaboratively, to enable the community voice to be heard and acted upon. We practice effective community consultation and community engagement practices because the knowledge and expertise to create effective solutions needs community champions.

Guiding Principles

When Otara Health was first formed it adopted five underlying principles and these continue to be relevant today. These are:

1. Have community involvement at all levels
2. Have a workforce from within the community and that represents the ethnicities and speaks the languages of the community
3. Work collaboratively and in partnership with a wide range of stakeholders
4. Develop services in response to community need and be responsive to community feedback
5. Have transparent and accountable business and financial practices

Values

Empowering others – we encourage, inspire and support families and staff to excel. We co-create an inclusive environment whereby communities have a voice and can influence positive change. We ensure their voice is heard to achieve positive action and outcomes. We tell our compelling story with passion so others are inspired to make a difference. We are willing to lead by example.

Integrity – we are reliable and trustworthy. We are genuine in our commitment to serve Otago families. We look for the best solutions. We are open and honest about what we do well and where we can do better. A continuous improvement process is in place so our partners' investment is spent wisely. We are dedicated to making an impact. We honour our word.

Collaboration – we believe in meaningful community consultation and a collective approach. We will connect, link to, join up and partner with those who are committed to creating traction. We will stand alongside those with similar values, dedicated to improving the lives and opportunities for Otago families. We are open and transparent and willing to adapt to a new way of working. We create meaningful relationships. We build high levels of trust and have an acknowledged understanding of the Otago community.

Innovation and Excellence – we choose to be a high performing team so our ability to bring about change is enhanced. We are well-informed. We use our community knowledge and evidence to inspire creativity. We are willing to try new things and adapt our plans to improve outcomes for Otago families. We celebrate and reward success. We embrace innovative or new thinking, and we strive for excellence in our service delivery.

Respect – we relish in the diversity and capability of Otago people. We listen to and admire our communities. We engage and consult regularly and value our partnerships. We acknowledge and support those working alongside families. We respect each other and value the contribution and expertise each team member brings to the job. We are culturally competent and relevant to the families we serve.

Context – Our Horizon

Otago Health has a strong legacy of consultation and collaboration. We will share the role of governance, leadership and service provider. We are one piece of the jigsaw and we believe the whole is greater than the sum of the parts.

Partners and stakeholder groups agree working more collaboratively is critical if real traction is to be made. There is a trend to connect up programmes of work so solutions and services are not isolated. Otago families will benefit from collective initiatives because engaging the right services will result in better outcomes for everyone.

Our role in collaboration is inclusive of the community. We believe sustainable change requires an all of community approach. Community-led development creates greater chance for positive social change and more lasting outcomes for families. We will work together with community, local business, service providers and agencies to direct our focus, resources and expertise into linked-up solutions for families.

Otago Health will also assist families to solve complex issues by strengthening our relationships with policy, infrastructure and funding decision-makers to increase our understanding of new priorities and processes. We will facilitate community connectedness, deliver effective programmes and advocate for strategic conversations about the future of Otago communities.

Thriving Communities – Our Role

There are three distinct roles for Otago Health:

1. **Service Delivery** – to co-design meaningful, relevant and effective community development programmes whereby Otago Health can make a real difference
2. **Facilitator** – to broker, coordinate and facilitate community and multi-sector collaboration for addressing priority social issues
3. **Advocate** – to advocate for the community

Background to Strategic Priorities

Looking forward to the next few years, we are focusing on activities that will strengthen the community's voice and involvement in solution design, expanding our reach into the networks, and enhancing our service delivery programmes based on a strong understanding of community needs. Whilst we look at the broader health and well-being of Otago communities, the family is at the centre of all our decision-making.

Otago Health will need to achieve the following in order to ensure our service to Otago communities remains effective and enable further positive change to occur.

1. Engagement of all stakeholders and communities in a relevant and meaningful way
2. Adoption of an outcomes-focused approach so change and success can be recognised and celebrated
3. Creation of a sustainable future for our organisation
4. Establishment of Otago Health as a trusted, well-connected voice for Otago
5. Strengthening of our existing service delivery model, while broadening our scope to facilitate new innovative solutions

Strategic Priority One – Improved health and well-being outcomes for families

Our intention for the next four years is to ensure our programmes are targeted towards the health and well-being of families:

1. Communities will be included in the decision-making of programme development to ensure our services meet community needs.
2. Existing programmes will be reviewed to ensure they align to the new direction of *families at the centre* of our work.
3. The organisation will become outcomes-focused, therefore every programme, current and new, will be developed to improve outcomes for family.
4. Staff will monitor and evaluate programme effectiveness so the organisation can produce evidence to show how our services affect positive change for families.
5. We value the community voice so programme participants will contribute to the evaluation process, and the common feedback themes incorporated into future decision-making.
6. As health and social support systems become increasingly complicated we will help families get the best results from these services.

Strategic Priority Two – Otara has safe, strong and interconnected communities

Otara Health will implement a neighbourhood development strategy building on existing initiatives and partnering with relevant community development and safety services so our efforts to influence safe, strong and interconnected communities is maximised.

1. We will measure the effectiveness and outcomes of our current neighbourhood safety programmes.
2. We will develop and implement a neighbourhood development strategy with the primary focus of co-creating safer, stronger and more interconnected communities. We will work with community and appropriate partners to co-design our approach.
3. We will identify local and regional strategies that address community safety, community development and community connectedness, and where aligned with community needs, we will engage the lead providers to partner with Otara communities.
4. We will prioritise our focus to where there is the most need and where the organisation can create the greatest benefit and change for families.

Strategic Priority Three – Otago families live, learn, work and play in healthy sustainable environments

In the next four years Otago Health’s environmental focus will be about providing healthy sustainable communities for Otago families.

1. The organisation will identify the priority issues and concerns communities have about the areas, in which they live, learn, work and play.
2. We will facilitate, advocate and/or deliver initiatives that improve healthy sustainable housing for Otago families.
3. We will understand local government development strategies, and where applicable ensure a coordinated approach for community participation in future decision-making.
4. We will connect with, link up and join organisations developing improved healthy sustainable environmental solutions for Otago including a revitalised Town Centre.

Strategic Priority Four – Otago's increase in economic well-being is driven by social enterprise and innovation

Otago Health will encourage and participate with communities in social enterprise and innovative solutions that create economic benefits for Otago families.

1. We will identify social enterprise and economic innovation opportunities for Otago.
2. We will facilitate/assist communities to develop and lead initiatives that create economic benefits for Otago families.
3. We will coordinate community access to appropriate learning resources and expertise that supports individual and family growth, social enterprise and economic innovation
4. We will engage youth and their families in enterprises that create sustainable employment, pathways to education and training, and/or technical skills

Strategic Priority Five – Otago Health is a sustainable, vibrant and innovative organisation that is accountable to its communities

Otago Health's new direction focuses on improving outcomes for families, adopting a collective impact approach to address social change and partnering with communities to inform service design. The organisation will ensure it has the appropriate capability, infrastructure and policies in place to support this approach.

1. We will grow and develop our people
2. We will deliver quality services required by the client and partners
3. We will make an actual difference – create traction and measure outcomes
4. We will strengthen our ability to gather quality insights and evidence
5. We will improve communication so we can help to tell the community's and Otago Health's compelling success stories
6. We will implement a financial and business sustainability plan
7. We will implement a culture of continuous improvement
8. We will strengthen business and technology processes