

# He Mana Tangata

Growing Our People  
by Living Our Values



**OUR PEOPLE**  
He Mana Tangata



# WHAKATAUKĪ

## A WAY OF THINKING

*Harakeke [flax] is often compared with the whanau unit. This is because the structure of harakeke can be organised in to three generations. The outer leaves are the tūpuna (grandparents), the inner leaves are the mātua (parents), and the innermost leaves are the tamariki (children).*

*In this whakataukī the author uses flax as a metaphor for people. When Māori go to cut harakeke, after their karakia, they only cut the outer leaves or the tūpuna for use. If you were to cut the inner flax or the tamariki for use, then the harakeke would not grow and the future of the plant would be in jeopardy.*

*This whakataukī depicts the importance of looking after our young for they are our future, and are responsible for the continuance of whakapapa [lineage], and the preservation of Mātauranga Māori (Māori understanding).*

*For HBDHB this symbolises the need for us to look after our staff to preserve our future.*

*Hūtia te rito o te harakeke, kei whea to korimako e kō?  
Ka rere ki uta, ka rere ki tai  
Kī mai koe ki au, he aha te mea nui o te ao?  
Māku e kī atu,  
**He tangata, he tangata, he tangata!***

*If you pluck out the centre shoot of the flax,  
where will the bellbird sing?  
It will fly inland, it will fly seawards  
If you ask me, what if the most important  
thing in the world?  
I will reply,  
**It is people, it is people, it is people!***

*“The people who work for us are our greatest asset. To make sure we meet our people’s expectations of what it means to feel supported and engaged, we are committed to working together so we can provide high quality care to our community.*

*We undertook The Big Listen, a series of staff engagement workshops to understand what it was like to work here, and what mattered the most to you. This plan responds to your feedback.*

*We know a well-skilled, supported and engaged workforce supports high quality care. Therefore our endeavours must be person and whānau centred through a values-based culture where behaviours and values are at the heart and centre of everything we do.*

*However, for this to have any meaning, our actions must deliver on our words – that is our commitment to you.”*

## **He aha te mea nui o te ao?**

*What is the most important thing in the world?*

## **He tangata, he tangata, he tangata.**

*It is the people, it is the people, it is the people.*



**DR KEVIN SNEE**  
CEO

A handwritten signature in black ink, appearing to read 'K Snee'.



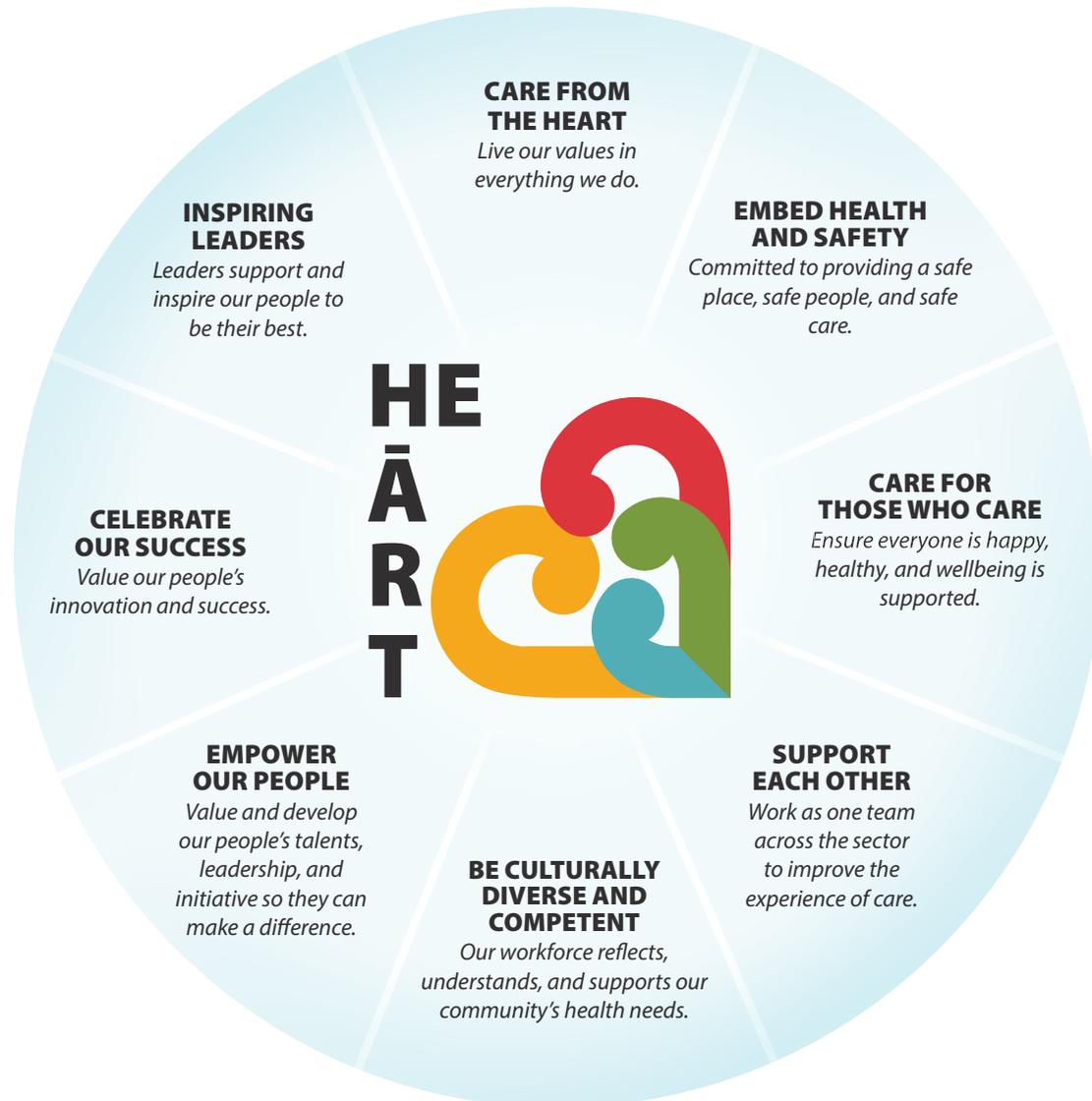
**KEVIN ATKINSON**  
CHAIRMAN

A handwritten signature in black ink, appearing to read 'K Atkinson'.



**NGAHIWI TOMOANA**  
HBDHB BOARD

A handwritten signature in black ink, appearing to read 'Ngahiwi Tomoana'.



**HE KAUANUANU  
RESPECT**

Show *respect* for each other, our staff, patients and consumers.



**ĀKINA  
IMPROVEMENT**

Continually *improve* everything we do.



**RARANGA TE TIRA  
PARTNERSHIP**

Work together in *partnership* across the community.



**TAUWHIRO  
CARE**

Deliver high quality *care* to patients and consumers.







## HE KAUANUANU RESPECT

### KEY INTENTIONS

*Live our values and speak up without fear when they are not being demonstrated.*

*Work together to build and develop our cultural competence and responsiveness.*

*Ensure our leaders engage and listen to our staff, they recognise, appreciate and celebrate success.*

*Recruit highly capable individuals who share and commit to our values.*

### Empower you to challenge unacceptable behaviours

*Our values and behaviours are at the core of everything we do. However, there are times when these values are not demonstrated and we need to challenge those unacceptable behaviours. Key to this will be to grow the skills and capabilities of our staff to use B.U.I.L.D (Behaviour, Understand, Impact, Listen, Differently) and other tools to feel confident and safe to challenge those behaviours.*

*The impact of bullying on our staff, whether as a manager, a victim, a witness or as an individual who is bullying can be destructive. The DHB is committed to ensuring there are supports, with both an informal and formal approach to dealing with bullying behaviour in an effective and sustainable way.*

### Embed behaviours

*As an organisation we need to make sure our current staff are living our values, but we also need to attract and recruit highly skilled individuals who share and commit to our values. This will require us to change some of our recruitment processes to ensure they are based around our values, and are culturally appropriate.*

### Leadership

*Our leaders play a key role in delivering our successes. We need to adequately invest in building their capabilities so they are able to grow the skills of their teams, engage consumers in their care and promote professional cultures that support teamwork. Most importantly we must role model values and behaviours. We will also need to identify leaders of the future from across our workforce, so effective career pathways can be developed.*

CARE  
FROM THE  
HEART

EMBED  
HEALTH AND  
SAFETY

CARE FOR  
THOSE WHO  
CARE

SUPPORT  
EACH  
OTHER

BE CULTURALLY  
DIVERSE AND  
COMPETENT

EMPOWER  
OUR  
PEOPLE

CELEBRATE  
OUR  
SUCCESS

INSPIRE  
OUR  
LEADERS





# ĀKINA IMPROVEMENT

## KEY INTENTIONS

*Clearly communicate both the big picture and the things that matter to our staff.*

*Encourage everyone to develop skills and have a great career in Hawke's Bay.*

*Continue to provide opportunities for everyone to get involved in co-designing our services and our workplace.*

*Ensure our processes are lean. We utilise technology and we do the basics brilliantly.*

### Professional development

*Growing skills and capabilities is key to ensuring our staff feel valued and well supported in delivering high quality care to our consumers. By establishing a sector-wide workforce development plan, including pre-vocational and vocational strategies, and delivering a wide variety of both clinical and non-clinical education programmes we will ensure everyone has the skills they need right now and for the future.*

### Career pathways

*Each individual should have regular conversations with their manager/supervisor to ensure they have all the support they need to deliver the key aspects of their role. This will include the development of a simple personal development plan and performance review process that doesn't get in the way of everyone growing in their role, developing career pathways and achieving both their personal and professional goals, whilst contributing to the organisation's vision.*

### Systems and processes

*Sometimes the systems and processes in place within the DHB create waste and increase frustrations for our staff. We need to make sure we review our processes across the organisation so we reduce barriers, and bureaucracy. We need to make the best use of everyone's time and prioritise improvements and innovations in the way we do things every day.*

### Empower

*Our staff need to be empowered to design service improvement changes and have the necessary skills to implement these changes as quickly as possible. We will need to invest in building the capabilities of our teams in relation to improvement methods, consumer engagement, co-design and project management, ensuring any improvements positively impact on staff and consumer experience, and they are sustained and embedded.*





# RARANGA TE TIRA PARTNERSHIP

## KEY INTENTIONS

*Ensure our workforce reflects, understands and supports the health needs of our communities.*

*Use workforce planning to ensure we have the right level of resources giving our staff the time to do their job well.*

*Continuously and actively engage with our consumers to ensure we make health easy to understand, and we deliver on what they need.*

*Work together to develop effective and strength-based teams across the organisation and the wider sector.*

### Diversity

*We value and acknowledge the ethnic diversity of our community and our workforce. We aim to ensure our staff and organisation reflect the community which we serve, in particular the growing Māori and Pacific populations. Our Māori and Pacific Workforce Action Plans aim to improve the ethnic diversity of our workforce and the cultural competency of our staff and organisation. A key component of a broader diversity plan will also consider gender, disability and age.*

### Capacity

*Our staff have told us they feel under too much pressure, their working life is impacting on their wellbeing and they are concerned about safety of care. It is our responsibility to resolve issues, not purely around numbers of staff, but around models of care, the aging workforce and the increasing needs for flexibility. We need to ensure we look after the health and wellbeing of our staff. We also need to look at how we can match the skills of our staff to the current and future demands of our community.*

### Consumer centric

*Our consumers are a key part of the team. We need to work more closely with them, building positive relationships when they access our services, making health easy for them to understand, and we engage with them as partners when considering any changes to services. We need to make sure the consumer voice is heard across the sector and we respond by using their feedback to make improvements to the way we deliver services.*

### One team

*Our organisation's success relies heavily on us all having the skills and capabilities to do our job, and working together across the sector as one team. We need to ensure our teams have the leadership, skills and attributes to breakdown silos and barriers to improve consumers care.*





# TAUWHIRO CARE

## KEY INTENTIONS

Create environments that are safe for our staff and consumers so this is a great place to work in and be cared for.

Provide support and opportunities for our staff to improve their health and wellbeing.

Make sure everyone feels connected and everyone is appreciated for their contribution.

Strive to develop and maintain kind, caring relationships with our colleagues and consumers.

Operate in a way that meets our present needs without compromising the social community, the economy or the natural environment.

### Health and safety

We are in the business of 'supporting people to be well'. We need to treat the health and safety of our staff as a priority. The health and safety plan's philosophy of 'safe place, safe people, safe care' means we will manage risks fully and ensure as far as is reasonably practicable the workplace is safe; our staff are given the support and education to understand their role in health and safety; and as leaders we are committed to the health and safety of our staff. This, in turn, protects our consumers and the care they receive.

### Wellbeing

The quality of care consumers receive depends first and foremost on the care that we provide to our staff. Working in the DHB should actively contribute to health and wellbeing (both physical and psychological) so that we feel less drained and more energised. We need to ensure we develop a well-being programme so our staff are happy, healthy and supported within a kind and caring environment.

### Celebrate success

Key to making sure everyone has more good days is to find ways to appreciate and value the contribution everyone makes in their jobs. This will mean that leaders, colleagues and staff celebrate both individual and team successes, use the ABC of appreciation and as an organisation we look at multiple ways of valuing and recognising everyone.

### Environmental Sustainability

As an organisation we believe that a healthy environment is a key foundation for the health and wellbeing of people, and thus environmental sustainability is core to health. We recognise climate change affects the social and environmental determinants of health and the DHB intends to implement a strong response to climate change. This means we will foster a culture of environmental sustainability and encourage leadership in sustainability throughout the organisation.

CARE FROM THE HEART

EMBED HEALTH AND SAFETY

CARE FOR THOSE WHO CARE

SUPPORT EACH OTHER

BE CULTURALLY DIVERSE AND COMPETENT

EMPOWER OUR PEOPLE

CELEBRATE OUR SUCCESS

INSPIRE OUR LEADERS

# Our Five Year Programme of Work

(High level)



## HE KAUANUANU RESPECT

Show **respect** for each other,  
our staff, patients and consumers.

### Programmes/initiatives for the next 5 years:

- *Implementation of approach to dealing with Unacceptable and Bullying Behaviours*
- *Use of B.U.I.L.D (Behaviour, Understand, Impact, Listen, Differently)*
- *Implementation of Speaking up for Safety and Promoting Professional Accountabilities programme*
- *Refresh current recruitment processes to be both Values Based and culturally appropriate*
- *Refining current Transformational Leadership Programme*
- *Development of a Frontline Leaders programme*
- *Development of an Emerging/Aspiring leaders programme*
- *Continue to provide coaching to leaders*
- *Ongoing Annual Engagement Surveys and Pulse surveys*
- *360 and Employee Value Proposition assessments*



## ĀKINA IMPROVEMENT

Continually **improve**  
in everything we do.

### Programmes/initiatives for the next 5 years:

- *Development of a sector-wide workforce development programme and framework*
- *Complete review of current Performance Appraisal System*
- *Implementation of strength-based personal development conversations*
- *Rolling programme of building capability in improvement methods and techniques*
- *Agreement and implementation of organisation-wide mandatory training programme*
- *Development of a rolling annual education programme*
- *Review all systems and processes to reduce bureaucracy and barriers*
- *Orientation refresh*



## RARANGA TE TIRA PARTNERSHIP

Work together in *partnership*  
across the community.

### Programmes/initiatives for the next 5 years:

- *Implementation and embedding of the 'Making Health Easy to Understand' (Health Literacy) programme and initiatives*
- *Implementation of the Consumer Engagement Strategy*
- *Utilisation of Consumer Experience Feedback to deliver service and quality improvements*
- *Development of strength-based team training*
- *Establishment of a working group to assess resource requirements across the DHB (including CCDM)*
- *Development of an overarching Diversity plan*
- *Implementation of the Māori and Pacific Workforce Development Action plans*
- *Talent mapping, career development and succession planning for critical roles*
- *Coaching, mentoring and clinical/cultural supervision programmes*
- *Establishing effective and collaborative partnerships with all unions*



## TAUWHIRO CARE

Deliver high quality *care*  
to patients and consumers.

### Programmes/initiatives for the next 5 years:

- *Wellbeing programme and support initiatives developed*
- *Health and Safety plan implemented*
- *Increase use of ABC to recognise individuals and teams*
- *Appreciation and recognition programme designed*
- *Continue with Long Service Awards*
- *Staff benefits programme*
- *Build on-site gym accessible for staff*
- *Development of staff volunteer programmes giving back to our community*
- *Annual leave planning ensuring staff can take breaks and annual leave regularly*
- *Domestic Violence Support programme for staff*
- *Develop a comprehensive environmental sustainability and climate change strategy*
- *Establish emissions reduction targets in line with the national net zero emissions target*
- *Establish a sustainability working group to ensure the DHB implements a strong response to climate change, in an equitable manner*



# DID YOU KNOW THAT EVERY DAY...



**3**  
children will receive one of their vaccinations



**6**  
babies will be born



**10**  
fragile babies will be cared for in the special care baby unit



an orderly can walk on average of 15km



**16**  
people will get their free annual diabetes check



**22**  
women will have a mammogram and a further 29 a cervical smear test



**35**  
operations will be completed in one of Hawke's Bay Hospital's theatres



**85**  
people will be admitted to Hawke's Bay Hospital



**200**  
visits/appointments will be made to support people with mental health issues



**209**  
visits will be made by district nurses and home service nurses



**245**  
children will be seen for their free dental health check



**350**  
meals on wheels will be delivered

# DID YOU KNOW OUR WORKFORCE IS MADE UP OF...



**2,920**  
people  
*As at 30 April 2018*



**84.2%**  
of our workforce are women



**15%**  
of our workforce are Māori



51% Nursing  
18% Allied Health  
15% Management & Admin  
6% Support  
5% SMO  
5% RMO

# Our Shared Values and Behaviours



## HE KĀWANUANU RESPECT

Show **respect** for each other, our staff, patients and consumers.

✓ **Does**

✗ **Doesn't**

### Welcoming

*Is polite, welcoming, friendly, smiles, introduce themselves*  
*Acknowledges people, makes eye contact, smiles*

*Is closed, cold, makes people feel a nuisance*  
*Ignores people, doesn't look up, rolls their eyes*

### Respectful

*Values people as individuals; is culturally aware / safe*  
*Respects and protects privacy and dignity*

*Lacks respect or discriminates against people*  
*Lacks privacy, gossips, talks behind other people's backs*

### Kind

*Shows kindness, empathy and compassion for others*  
*Enhances people's mana*

*Is rude, aggressive, shouts, snaps, intimidates, bullies*  
*Is abrupt, belittling, or creates stress and anxiety*

### Helpful

*Attentive to people's needs, will go the extra mile*  
*Reliable, keeps their promises; advocates for others*

*Unhelpful, begrudging, lazy, 'not my job' attitude*  
*Doesn't keep promises, unresponsive*



## ĀKINA IMPROVEMENT

Continually **improve** in everything we do.

✓ **Does**

✗ **Doesn't**

### Positive

*Has a positive attitude, optimistic, happy*  
*Encourages and enables others; looks for solutions*

*Grumpy, moaning, moody, has a negative attitude*  
*Complains but doesn't act to change things*

### Learning

*Always learning and developing themselves or others*  
*Seeks out training and development; 'growth mindset'*

*Not interested in learning or development; apathy*  
*Fixed mindset, 'that's just how I am', OK with just OK*

### Innovating

*Always looking for better ways to do things*  
*Is curious and courageous, embracing change*

*Resistant to change, new ideas; 'we've always done it this way'; looks for reasons why things can't be done*

### Appreciative

*Shares and celebrates success and achievements*  
*Says 'thank you', recognises people's contributions*

*Nit picks, criticises, undermines or passes blame*  
*Makes people feel undervalued or inadequate*



## RARANGA TE TIRA PARTNERSHIP

Work together in *partnership* across the community.

✓ **Does**

✗ **Doesn't**

<b>Listens</b>	<p><i>Listens to people, hears and values their views</i></p> <p><i>Takes time to answer questions and to clarify</i></p>	<p><i>'Tells', dictates to others and dismisses their views</i></p> <p><i>Judgmental, assumes, ignores people's views</i></p>
<b>Communicates</b>	<p><i>Explains clearly in ways people can understand</i></p> <p><i>Shares information, is open, honest and transparent</i></p>	<p><i>Uses language / jargon people don't understand</i></p> <p><i>Leaves people in the dark</i></p>
<b>Involves</b>	<p><i>Involves colleagues, partners, patients and whānau</i></p> <p><i>Trusts people; helps people play an active part</i></p>	<p><i>Excludes people, withholds info, micromanages</i></p> <p><i>Makes people feel excluded or isolated</i></p>
<b>Connects</b>	<p><i>Pro-actively joins up services, teams, communities</i></p> <p><i>Builds understanding and teamwork</i></p>	<p><i>Promotes or maintains silo-working</i></p> <p><i>'Us and them' attitude, shows favouritism</i></p>



## TAUWHIRO CARE

Deliver high quality *care* to patients and consumers.

✓ **Does**

✗ **Doesn't**

<b>Professional</b>	<p><i>Calm, patient, reassuring, makes people feel safe</i></p> <p><i>Has high standards, takes responsibility, is accountable</i></p>	<p><i>Rushes, 'too busy', looks / sounds unprofessional</i></p> <p><i>Unrealistic expectations, takes on too much</i></p>
<b>Safe</b>	<p><i>Consistently follows agreed safe practice</i></p> <p><i>Knows the safest care is supporting people to stay well</i></p>	<p><i>Inconsistent practice, slow to follow latest evidence</i></p> <p><i>Not thinking about health of our whole community</i></p>
<b>Efficient</b>	<p><i>Makes best use of resources and time</i></p> <p><i>Respects the value of other people's time, prompt</i></p>	<p><i>Not interested in effective user of resources</i></p> <p><i>Keeps people waiting unnecessarily, often late</i></p>
<b>Speaks up</b>	<p><i>Seeks out, welcomes and gives feedback to others</i></p> <p><i>Speaks up whenever they have a concern</i></p>	<p><i>Rejects feedback from others, give a 'telling off'</i></p> <p><i>'Walks past' safety concerns or poor behaviour</i></p>



## Our commitment to you

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*To live our values by making sure our working culture is supportive, kind and caring.*

*We commit to:*

- Care from the heart,*
- Embed health and safety in all the work we do*
- Care for those who care*
- Support each other*
- Be culturally diverse and competent,*
- Empower our people*
- Celebrate success*
- Inspire our leaders*

## What we all need to do

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- Show respect and kindness for each other and our consumers, valuing everyone's contribution, going the extra mile to help others to have a good day*
  - Have a positive and appreciative attitude, always looking for better ways to do things*
  - Listen and work together with your colleagues and consumers and involve them as part of one team*
- Being professional, looking out for yourself and your colleagues, supporting each other to continue delivering high quality care to our community*