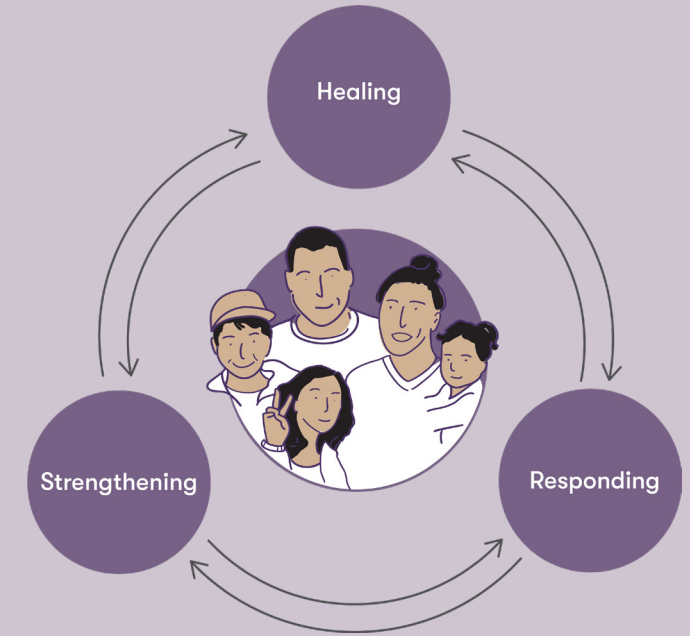


TE TOKOTORU CASE STUDY

This is one of a series of case studies sharing how Te Tokotoru is being used by government agencies to rebalance action and investment to what makes the difference for whānau.



Using Te Tokotoru to design locally led health solutions with iwi/Māori: ACC Māori Health Partnerships Team.

A case study developed in conversation with Eldon Paea from ACC.



Introduction

About this case study

This case study shares how Te Tokotoru is being used by ACC's Māori Health Partnerships team to engage more holistically and appropriately with iwi, hapū and whānau, to improve equity and hauora (health) for Māori across Aotearoa.



Te Tokotoru is an evidence-based approach to investment that increases the long term impact of public sector funding through a more balanced and effective allocation of resources.

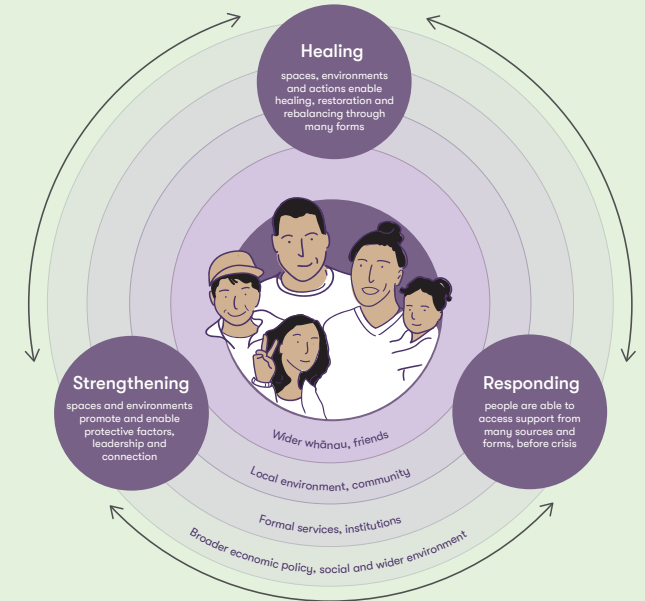
Te Tokotoru reflects seven years of learning from The Southern Initiative and Auckland Co-Design Lab, working alongside whānau in south Auckland on what supports wellbeing. It reflects practice-based evidence and research about what matters and makes the difference to whānau.

Te Tokotoru moves the public sector from a deficit focused, service-led, crisis response cycle, to focus on what matters to communities in place. It recognises the importance of supporting the knowledge and networks that are already in communities, investing in locally led responses, and in what strengthens, heals and restores long term.

Our current service systems are not delivering for families, and Te Tokotoru provides an alternative investment approach, to achieve better outcomes over time.

Te Tokotoru can be used on the ground with whānau to identify what would make the difference for them, including how to enhance existing strengths, support restoration and address root causes of harm.

It can be used by government systems and service settings to rebalance action and investment to what matters to whānau, and to work in more joined up ways across the three connected domains of strengthening, healing and responding:



Te Tokotoru (Unbreakable Three)
A systems approach to wellbeing.

Joined up government engagement

"What we're trying to do with Te Tokotoru is create an environment where we bring our whole organisation to each iwi or group."*

The Accident Compensation Corporation (ACC) delivers injury prevention initiatives and no-fault personal injury cover for everyone in Aotearoa, New Zealand. There are three business units within ACC which reflect Te Tokotoru:

- a healing business unit, which focuses on providing pathways of care for Māori that are appropriate and culturally safe;
- a strengthening or injury prevention business unit that works on preventing injuries and accidents; and;
- a service delivery business unit that responds when there has been an accident or injury.

ACC's Māori Health Partnerships team is focused on improving access, experience and health outcomes for whānau Māori who are injured and need ACC's support.

In developing kaupapa Māori solutions, the team has started to engage across the motu (country) using regional boundaries that are meaningful to Māori, to ensure they see the environment through Māori eyes.

The approach requires three ACC teams to engage as one in the community:

"An iwi leader asked us to challenge our way of thinking in setting out to design hauora services. He asked, 'What about stopping these injuries from happening in the first place?'

We said, 'Prevention doesn't fall into our business unit'. We realised then, that it's pointless talking just about healing because our Māori approaches don't work like that, we take a holistic, end to end approach. It was about making sure that all three pieces are connected – strengthening, responding and healing. We had many discussions with our Injury Prevention team and they jumped on board."

Next the teams brought in the responding component, the team of kaihāpai (advocates) that support kiritaki (clients) and whānau to access ACC services.

"Going forward, we now have all three teams together to engage with iwi, hapū and hapori. There is still a lot to do but the theory has become a reality, and it's now a matter of maturing and growing it. We're working with leaders across all three areas to continually ensure that how we operate enables whānau voice to be heard and considered."

The Māori Health Partnerships team was introduced to Te Tokotoru by colleagues who saw how their three teams fit naturally with the healing, strengthening and responding framework. They liked the way that it centres whānau voice and mātauranga, which is essential to the team:

"We weave mātauranga Māori and Western knowledge together so we can have a better way forward. This way, we benefit from the best of both worlds."



Bringing the two worlds together isn't always straight forward:

"We can design in a kaupapa Māori way but as we join it into the ACC system there's some renovation we need to do internally. For example, when we stood up rongoā Māori in June 2020, it was a leap of faith done for the right reasons.

Now we have evidence to demonstrate that it works and not just Māori are embracing it - 40% of our rongoā kiritaki are non-Māori, and the service is growing month by month. Rongoā Māori is now embedded in our portfolio of services."

Te Tokotoru was useful to help the teams join up at the community level, present a united front and connect better internally. A key learning was understanding the difference between how communities think and how government systems are set up:

"When you work in organisations, from a client or whānau perspective they see you as a representative of that whole organisation. It's important we are aware of that and take a joined-up approach."

The approach allows ACC to take action in response to iwi, whānau and community voices:

"Having a joined-up approach enables us to take coordinated action based on what we've heard. Te Tokotoru has helped us get into a space of delivering for whānau and has helped build trust."

Capabilities needed to work in this way include being creative, having a growth mindset, thinking and acting holistically, knowing the strengths of kaimahi (staff), putting whānau needs first and being willing to collaborate. It is important to involve people who are open and innovative in the development of the approach.

Working in this more joined up way needs to be agreed rangatira ki te rangatira by senior leaders and communicated well to their teams, taking time to bring everyone on board and ensure the teams work well together.

"This approach takes a bit of time but it is worth investing in. The goal is always delivering for whānau and that's the priority. For some, it may feel like a lot of work to get leaders on board, but it's worth the effort."

The Māori Health Partnerships team is now widening this connection and collaboration to other government agencies, to try to package up more support and opportunities for hapori (communities).



While their use of the Te Tokotoru framework was never explicitly communicated in their external engagement, it has been useful internally in ACC. Instead of the linear 'prevention to treatment' continuum, Te Tokotoru presents a more holistic way of thinking that works better for communities.

"I like it because the arrow goes both ways, because in reality it's not really a pathway – it feels more natural and resonates with whānau. A circular linking is how we should be thinking and operating."

The three teams are embedding the approach by ensuring that evaluation and learning occur along the way. This helps recognise and continue what is working and stopping what is not. Ultimately, the aim for this team is to respond holistically to the communities it serves:

"What we're trying to do is create an environment where we're all working together at the same table. We need to recognise that we may only represent one part of what our hapori need from our organisation. Removing the silos and operating as one benefits us all."

Acknowledgements

We acknowledge all who have contributed to the development of Te Tokotoru. We continue to develop and learn with Te Tokotoru and how it can support us to work differently in service of equity and intergenerational wellbeing.

If Te Tokotoru is informing your mahi and you would like to share what you are learning please contact penny.hagen@aucklandcouncil.govt.nz

Our special thanks to Rachael Trotman and Deane-Rose Ngatai-Tua for developing the Te Tokotoru case study series.

