



Plunket

Plunket Strategy 2016 – 2021

The journey towards
generational change

Our Vision

In the first 1000 days we make the difference of a lifetime.

Underpinned by three overarching goals

Healthy tamariki – We make sure every child/tamariki has the opportunity to be as healthy and well as they can be.

Confident whānau – We build the confidence and knowledge of whānau and families across New Zealand.

Connected communities – We make sure no family/whānau is left isolated, disconnected or unable to cope.

Supported by our Māori Principles

Mana Atua - Mana Atua is the most important foundation pillar, enabling Māori to re-connect to the source of creation, based on their realities as tangata whenua. The disconnection of tangata whenua from their Mana Atua (resulting in a state of Wairua Matangaro) is a source of 'haumate' (unwellness).

Mana Tūpuna - Acknowledging the ancestral dimension, a person's connection to their ancestry through whakapapa (genealogy).

Mana Whenua - Mana Whenua recognises the physical, spiritual and emotional connection to the land. This includes forests, swamps, pa sites, rivers and other geographical entities, elements each in their own right able to define a person's Tūrangawaewae (place of identity).

Mana Tangata - Acknowledges the realities of whānau, hapū, iwi, marae, waka, from whom tangata whenua inherit their natural qualities, gifts, skills and abilities through one's ancestry. Mana tangata acknowledges the self, and those connected to the self through whakapapa.



Introduction

Plunket is committed to giving every New Zealand child the best possible start. The best available evidence acknowledges that getting things right for children in their first 1000 days ensures better outcomes later in their lives.

We are not alone in focusing on the first 1000 days of a child's life, but we are unique in having front line staff who are trusted experts in primary care with ready access to families and whānau to meaningfully make a difference for their children. We see over 90% of all new-born babies and deliver services into communities all over the country. Our 109 year history demonstrates our importance to New Zealand families, and we fully intend to be an integral part of raising New Zealand's children in the next 100 years.

But for this to be possible, we need to adapt, collaborate and innovate. A strategy that focuses our intent on the first 1000 days of a child's life, and that builds on our unique strengths, and our strong and credible workforce – will create a positive benefit to New Zealand families and whānau into the future. We know that to truly make the difference of a lifetime we need to work towards generational change.

Our aim is to become a cohesive and great national organisation grounded in evidence and best practice, with the needs of New Zealand families and whānau at the very centre of everything we do. Underpinning this will be a deep respect for the principles of the Treaty of Waitangi and a commitment to supporting Māori to participate in and benefit from the services we deliver.

This is our strategy to support generational change for New Zealand.

The need for change

New Zealand communities are changing and evolving. The mix of cultures, family structures and child care is changing. Family and whānau expectations are changing too, and they are looking to organisations like Plunket to meet their specific needs in ways and times that suits them.

Our funders have greater expectations too. Increasingly they are looking for measurable outcomes, and a greater return on their investment. Government is also adopting a social investment approach which uses data and evidence to redirect social and health services funding to where it can make the greatest difference. Other organisations will be looking to compete with Plunket for this funding.

This document sets out Plunket's five year strategy to become a modern, relevant and responsive organisation that will be at the heart of supporting the next generation of New Zealanders.

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Challenges

Societal Change

The gap between the 'haves and have nots' in New Zealand is growing. The 2015 Child Poverty Monitor showed as many as 24% of NZ children are living in poverty. Overcrowding, poor housing and poverty have contributed to the re-emergence of meningococcal disease, acute rheumatic fever and TB among children. The frequency of residential mobility is also impacting the way in which services are traditionally delivered. The Growing up in New Zealand study found that in the first two years of life 45% of their children had moved at least once and 38% of these children had moved twice or more.



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Population changes

Population changes will challenge the way we develop and deliver our services. The New Zealand population is estimated to reach 5 million by the mid-2020s with Auckland predicted to contain 38% of the population by 2031. Māori, Pacific and Asian populations are growing at a faster rate than the NZ population overall. It is projected by 2038, Māori will make up 33% of all children, Asian 22% and Pacific 20%. The level of ethnic overlap (multiple ethnicities) is also most significant amongst children – 30% of children born in 2012-14 had more than one ethnicity.

Measuring impact and outcomes

The government is focused on a social investment approach to funding health and social services – where evidence of effectiveness, data and investment techniques are used to target funding where it can make the biggest long term impacts.

In line with this approach, government funders are introducing outcomes based contracting, with the Ministry of Health adopting a 'results based accountability' framework for the well child contract with Plunket.

Similarly, philanthropic organisations are seeking a stronger return on their investment and support for NGOs. Measuring and reporting on our impact will be a 'must –do' in any future funding model.

Competition

Plunket's preferred supplier status for well-child services is not guaranteed. PHOs and DHBs are pressuring the government for the opportunity to tender for this contract and others.

The NGO sector is increasingly competitive and vulnerable. Several NGOs have folded as the result of changes in priorities or due to flat lined funding. Many others are reporting constrained balance sheets.

Digital access and engagement

The way families and whānau use digital channels to access services is also changing and we need to be able to respond to these changes or we risk becoming obsolete.

Modern organisations are expected to use data and information to inform service design and delivery, and Plunket needs to build capability and capacity to collect, collate and analyse our data and to cross reference it with other data sets to better inform our decisions.

Our ePHR is not the only application of its sort on the landscape. Many primary care organisations are developing their own electronic health records, and Plunket needs to be smarter at collaborating and working with these organisations to ensure compatibility and intra-operability.

Inconsistent and poorly integrated service offering

Our community and clinical services are not well integrated or consistent. We are not delivering a seamless service to families, whānau and communities. The federated nature of our governance structure and the financial status of some area boards means that the delivery and availability of our community services across NZ is inconsistent.

In many cases, we cannot be certain that the families and whānau that need our services the most are even able to access those services.

Involving staff in transformation

In the past change has been driven by our leaders and our results have been varied. Our people have told us they understand the need to change and become a more modern and relevant organisation– but that we need to change the way we change.

We need to adopt a more collaborative approach to creating and implementing change.



The Opportunity

A trusted brand...

Plunket is uniquely placed to respond to the challenges facing New Zealand families. Trusted by New Zealand parents, we help the most vulnerable – often at their most vulnerable time and we are welcomed when the door is often shut to others.

Our history, expertise and knowledge, combined with our trusted relationship with families and funders gives us the perfect opportunity to become the leading provider of integrated, community- connected primary care for families and whānau, and to truly work towards generational change. But we must adapt, collaborate and innovate to meet this opportunity.

A unique opportunity to deliver equitable outcomes...

We must enhance our ability to understand and respond to the needs of families and whānau and develop services that they can access in ways appropriate to them.

Māori will make up 30% of children by 2038 and it is important that we ensure our services are more effective for Māori.

We must also harness the knowledge and expertise of our people to deliver equitable outcomes for all families, regardless of postcode. Over half of all families contacted by Plunket in 2015 were in deprivation 6-10 households and we have an obligation to ensure our services are actually making a difference for these families and whānau. It is not acceptable for families and whānau to 'slip through the cracks'.

Our unique experience in delivering a universal well child service that can also be tailored and enhanced where required for some families and whānau so that they enjoy the same outcomes as others is an advantage for us in any future

contracting opportunities – but we cannot be complacent.

A history of early intervention...

Since our very inception, Plunket has been committed to early intervention. More recent research and evidence has sparked a national conversation on the importance of early interventions in preventing some health conditions later in life.

A commitment to collaboration....

The NZ Health Strategy describes a health system which is 'people powered, provides services closer to home, performs highly and works collaboratively in a smart way'. Plunket has the opportunity to show leadership through our collaborations, design and delivery of our services. We can capitalise on our unique role and access to families and whānau to ensure we are competitive and relevant for the future.

Our access to government is the envy of many NGOs and we must build on this to cement our position as an advocacy and sector leader. If we capitalise on our data, knowledge and experience we can provide insights and recommendations to policy makers and funders. These insights can also inform our commercial decisions and our response to competition from other agencies.

A passionate team...

Finally, our new vision provides an opportunity to rally our people. Uniting our staff, volunteers, donors and funders behind their shared desire to make a difference to the lives of children, families and whānau will make Plunket a powerful force.

It's a challenge modernising an organisation steeped in tradition while remaining true to its soul, but it is time for Plunket to renew itself.

Strategic Themes

Five strategic themes have been identified from feedback from our people, families and whānau, donors and our funders, to guide Plunket's direction for the next three to five years. These themes guide our programme of work each year.

Strategic Theme One: Tamariki, their families, whānau and communities are at the heart of everything we do.

This is about:

- Ensuring that families and whānau are at the centre of the design of those services.
- Understanding and respecting Māori as partners under the principles of Te Tiriti o Waitangi.
- Integrating our clinical and community services into a seamless experience for our families and whānau.
- Tailoring our approach to service delivery to ensure all whānau and families can access equitable outcomes.
- Using available and future technologies to deliver more relevant, accessible services and support to whānau and families and to enable them to easily access information.

Why is this important?

Our services need to work for tamariki and whānau. Our services must meet their needs – not ours, and this means we need to rethink how we design and deliver them. We know vulnerable families may not be able to access our services as easily as other families and whānau, and we should be asking ourselves is it the families who are hard to reach – or is it our services that are hard to access?

We need to maintain a strong universal community based service, and also innovate to increase access to our services. Access to our services in the early years of a child's life

will help them thrive and contribute positively to their communities.

What will great look like?

- Whānau, families and communities are engaged with Plunket and feel informed about the services available to them and in control of their experience.
- We have people-centred, integrated services and we will be a customer magnet with a reputation as an organisation families, whānau and communities use and trust.
- We are the government's preferred provider of universal well child services with a reputation for being able to target additional primary care and community services to communities that need them. We will be a focal point for home-delivered services for children and young families.
- Families and whānau are accessing our services and support in ways that meet their needs, whether that be face-to-face, online, in groups, one-to-one, over the phone or via technology.
- Māori tamariki and whānau are empowered as treaty partners and are accessing our services in greater numbers with a lift in life and health outcomes.
- Pacific, Asian and other ethnic families and whānau are accessing Plunket services and support in greater numbers and in ways that suit their needs and respect their cultural practices.
- All New Zealand tamariki are able to access the Plunket services and support they need to thrive and grow.

Strategic Theme Two: High performing Plunket people

This is about:

- Helping our people make the difference of a lifetime for New Zealand families and whānau
- Engaging Plunket people in determining the direction of the organisation.
- Understanding what gets in the way of our people doing their job and removing the roadblocks.
- Measuring the quality of the outcomes of what we do not just the outputs.
- Providing a safe cultural environment for our staff and volunteers with a particular focus on the importance of the principles of Te Tiriti o Waitangi at Plunket.
- Growing and nurturing the next generation of Plunket volunteers.

Why is this important?

Plunket is its people – if our people do not love their job then they cannot make a difference to the lives of New Zealand families and whānau.

Volunteers have long been a part of the Plunket story – but the nature of volunteering is changing and as an organisation we need to recognise that and find new ways to engage and support our volunteers. We also need to provide opportunities for today's volunteers to give their time in ways and at times that suit them.

Our nurses are postgraduate qualified professionals, our volunteers are passionate supporters and our people tell us they work for Plunket because they want to make a difference – we need to unite them behind our vision for the future.

What will great look like?

- Our people are energised and exhilarated by the opportunity to make a difference for families and whānau.
- Our people feel supported to develop and deliver solutions for families and whānau and for Plunket.
- We are recognised for the way in which

we develop our people in professional and personal ways.

- We are a magnet organisation that attracts, develops and retains great people. Our people will want to stay with us.
- Our people know and understand the importance of Te Tiriti o Waitangi in our organisation and across New Zealand.
- It's easy for people to do their jobs – and get on with making a difference to families and whānau.
- It's easy for volunteers to get involved and support Plunket in ways that work for them and for our whānau and families.
- We are making the difference of a lifetime to a new generation of New Zealanders.

Strategic Theme Three: Integrated, collaborative and connected approach.

This is about:

- Collaborating with others and recognising that no one organisation can provide everything.
- Delivering Plunket services with other primary care and social service providers to meet the needs of whānau and families.
- Using our strengths and working with other organisations to coordinate service provision to communities
- Connecting communities, whānau and families with service providers that can help meet their needs without having to deliver all of the services ourselves.
- Understanding the landscape in which we work and building positive relationships across it.

Why is this important?

We cannot be all things to all people. Our new vision refines the organisational focus on the first 1000 days and recognises the importance of interventions within that time frame. Plunket may not be the best agency to deliver all interventions but we are best placed to identify the needs of families and whānau and work together with families and other providers to address those needs. Collaborative relationships will be essential to our survival.

What will great look like?

- We are seen as a collaborator/connector across all sectors leveraging our primary care and community service expertise for the benefit of New Zealand families and whānau.
- We are plugged-in to other primary care and NGO providers working in the 0-5 space and are recognised for our collaborative approach.
- Government and other organisations recognise our importance as a connector and collaborator and invest in this capability within Plunket.
- We are part of the fabric of local communities and the first place all communities look to for support about child health and raising children.
- Other community service and primary care providers see value in Plunket and actively promote our services to families and whānau with children 0-5.
- Our partnerships are diverse and meaningful.

Strategic Theme Four: Plunket is a learning organisation fuelled by knowledge, data and insights

This is about

- Measuring our performance well and using the information to learn and adapt to deliver better outcomes for whānau and families.
- Being able to identify and assess which of our interventions make the biggest difference – particularly for populations that are not experiencing positive health and life outcomes.
- Bringing data, evidence, insights and the voices of families and whānau together with the professional experience of our people to inform decision making.
- Developing a learning and development culture within Plunket.
- Using our insights to reclaim our advocacy and sector leadership role.
- Working alongside New Zealand's best researchers to measure our success and deliver innovative practice.

Why is this important?

Evidence based services are a requirement in the provision of publicly funded services. Plunket wants to deliver the most effective services for families and whānau. The government has signalled a social investment approach to funding services and we need to show that our services are making a difference to the families, whānau and communities we serve. Better use of data and evidence means we can pour our insights back into improving the quality and effectiveness of our services, demonstrate the return on investment for funders and our contribution to better outcomes for New Zealand's children their families and whānau.

What will great look like?

- We use data/knowledge and evidence to continually review and innovate, and are renowned as a go-to agency for insights into the lives of families and whānau with children aged 0-5.
- We have maintained our unique and original role as a social change and advocacy organisation.
- Learning and development is embedded across all of Plunket and is aligned to our strategic goals.
- We are recognised as a learning organisation embracing performance and outcomes measurement in a transparent way.
- Government and other health organisations look to Plunket to inform policy processes as a trusted expert on the experiences of families and whānau, child health and wellbeing, and parenting interventions that make a difference.
- We are a sought after research partner.
- We are supported by an advisory panel of highly respected experts in child wellbeing and development.
- We develop and deliver technology based systems through the use of approved technology, leveraging local and global partnerships.

Strategic Theme Five: A bright financial future

This is about:

- Ensuring we have a sustainable revenue structure to support the work we do to make the difference of a lifetime.
- Being better at understanding the reality of the cost associated with technology systems.
- Leveraging key technology supplier relationships.
- Thinking differently about how we are structured.
- Being clear about the services we offer that will make the biggest difference – focusing our efforts.
- Diversifying our sources of revenue
- Making our property work for us.
- Galvanising New Zealand to get behind Plunket.
- Generating revenue in new ways.

Why is this important?

We are reliant on funding to deliver services to families and whānau. Demonstrating that we are the most effective organisation to deliver the well child service is an essential part of our financial sustainability. But we cannot rely on this alone – our community services must be also be underpinned by a sustainable revenue stream. On top of this we must understand where our community services can make the biggest difference – so we can target and fund them accordingly.

Diversifying our revenue streams is an essential element of Plunket's strategy and it is important that we develop fundraising programmes that are sustainable and compelling as well as investigate commercial opportunities that can deliver profit for reinvesting into our community services.

What will great look like?

- Plunket is a single, national organisation with one governing body.
- We are a social enterprise – generating revenue/profit from new activities to reinvest into our services for families/whānau
- We are delivering a number of contracts across government agencies on a long-term basis
- Our fundraising campaigns are successful and innovative with strong and sustainable engagement across New Zealand.
- We are leveraging property to invest in community services.
- The Plunket Foundation has a capital endowment fund of over \$20m and is investing in our services and innovation.

Future Plunket

Through the implementation of this strategy we will be a renewed organisation. We will have modernised, whilst staying true to our kaupapa and heritage and we will be in a strong position to support generational change in New Zealand.

In summary a renewed Plunket will:

- Be full of people who are **energised and exhilarated** by the opportunity to make a difference for families and whānau.
- Be **empowering families and whānau** to be more involved in shaping the services they receive and in how they access information.
- Be a **magnet organisation** that attracts, develops and retains great people.
- Know and understand the importance of **Te Tiriti o Waitangi** in our organisation and across New Zealand.
- Be a **sector leader** - in health, social services child health and parenting.
- Be a **social enterprise** – generating revenue/profit from new activities to reinvest into our services for families/whānau.
- Have a **people-centred integrated** approach to service design and delivery with a trusted reputation amongst families, whānau and communities.
- Be the **government's preferred provider of** universal well child services with a reputation for being able to target additional primary care and community services to communities that need them. We will be a focal point for home-delivered services for children and young families.
- Use **data/knowledge and evidence** to continually review and innovate, and be renowned as a go-to agency for insights into the lives of families and whānau with children aged 0-5.
- Be a **collaborator/connector** across all sectors leveraging our primary care and community service expertise for the benefit of New Zealand families and whānau.
- Be a **social change and advocacy organisation**.

