

Waikato District Health Board: Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua

“Mehemea ka moemoeā ahau
Ko au anake
Mehemea ka moemoeā e tātou, Ka taea e tātou”

“If I am to dream
I dream alone
If we all dream together
Then we will achieve”

Gil Sewell, Executive Director HR & OD
February 2019

Executive summary

Our Waikato DHB Strategy sets a clear intent, indicating the changes needed in how we work and support our people to “enable us all to manage our health and wellbeing, and provide excellent care through smarter, innovative delivery.” Our people are, uniquely, compared to most sectors, also our community. The intent of the Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua is to turn the organisational strategy inwards and identify initiatives that will empower our people to achieve our vision.

It was developed through a process of co-design with organisational leaders and HR. There is much to do and this Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua outlines the pou, or key priorities (see sidebar, right) to enable targeted focus and channelling of resources.

Analysis was needed to inform us on our key areas of improvement. We conducted current state analysis on our HR operations relative to the requirements of our leaders and people, and then compared this against leading practice in other HR teams across different industries. The maturity of the current HR function was assessed and found to be at Level 1 (the lowest of four levels). Four strategic priorities were identified, which will have the greatest impact on increasing the effectiveness of the HR function and supporting achievement of the DHB Strategy. Each priority has supporting initiatives that are outlined in the body of the strategy.

We identified key barriers and risks to bring this strategy to life and make it a reality, and developed an implementation roadmap. Given the criticality of technology in modern HR operations, we have also identified a number of technology requirements. This strategy will now be shared and built on as we work together to enhance our HR function and operations to support our people as they serve our communities and patients.



know who we need, who we want, and bring them here

OUR PEOPLE



make sure our people build the right skills, at the right time, and in the right way

OUR DEVELOPMENT



build an inclusive, supportive and safe place to work

OUR CULTURE



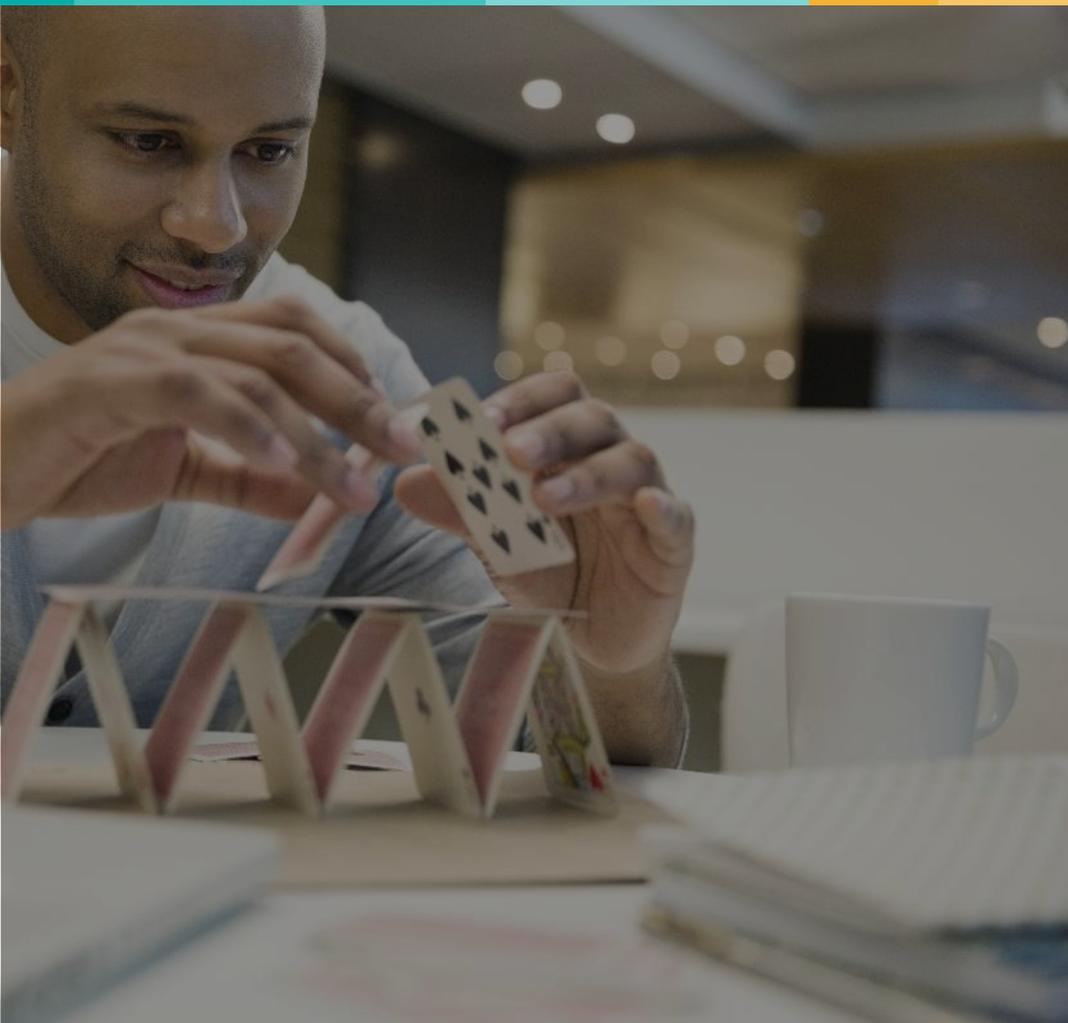
create processes and information that are easy to access and use, and enable collaboration

ENABLE US

Purpose

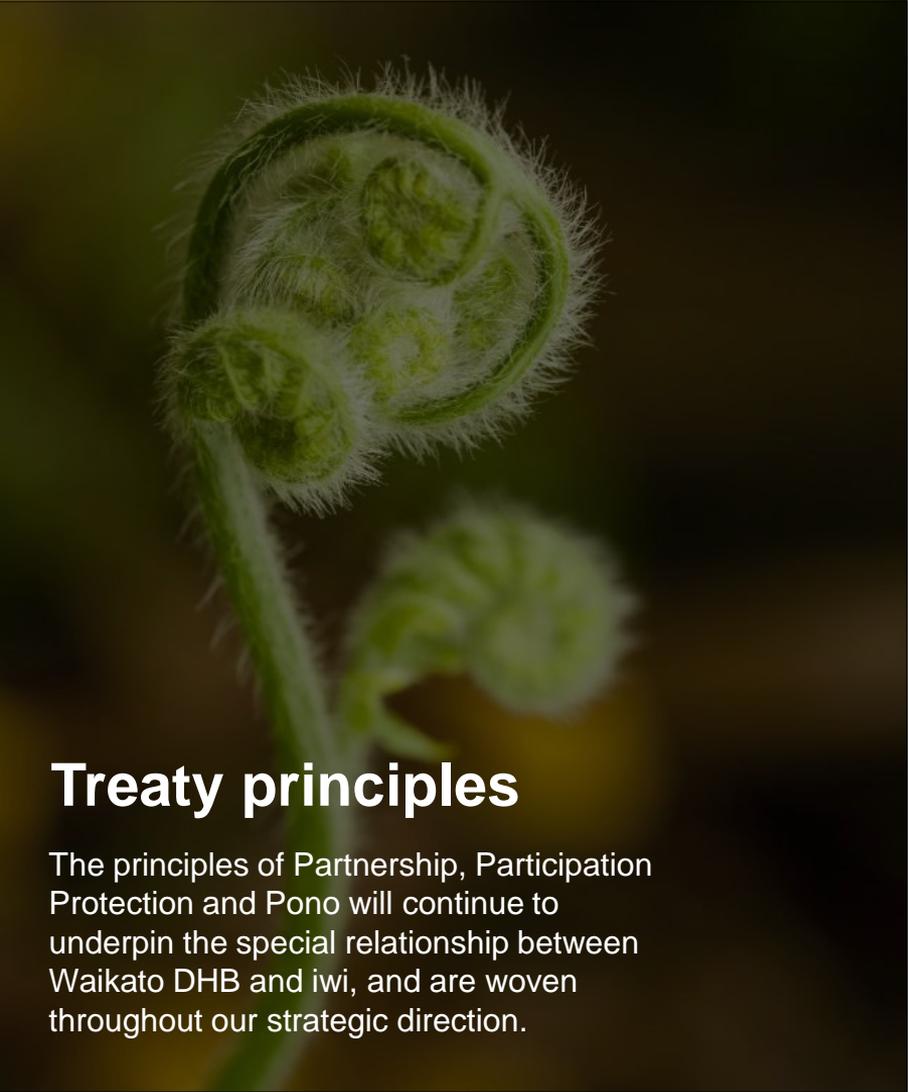
Waikato DHB is on a mission to **“enable us all to manage our health and wellbeing, and provide excellent care through smarter, innovative delivery.”**

The Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua was developed to determine how we develop as an organisation as well as where and how our HR function should focus to enable our workforce to achieve this mission.



Strategy context:

Our Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua was guided by the ambition set by the overarching **Waikato DHB Strategy** and understanding our current **HR maturity**.



Treaty principles

The principles of Partnership, Participation Protection and Pono will continue to underpin the special relationship between Waikato DHB and iwi, and are woven throughout our strategic direction.



Partnership

This is about governance and decision-making involving an active and diverse Māori voice. This requires more than just a single token Māori be invited, but rather key strategic leaders who can encourage robust discussion of the topic and aren't asked to stand on their own against a group of non-Māori peers.



Participation

This is about both workforce and consumer voices. Our workforce must reflect our population, with 23% Māori in all role types and at all levels within our organisation to ensure Māori experiences and expertise can be found everywhere. With regard to customers, this is about the way we ask for and value whānau inclusion in the wellness journey and how we empower consumers to make choices that are best for their whānau.



Protection

This is about our (the Waikato DHB's) role in improving Māori equity for our patients and our staff through the elimination of institutional racism and through targeted approaches for Māori. It is also about acknowledging that Māori patients and staff face additional barriers to accessing the determinants of health (e.g. income, education, housing, etc.) and that we play a role in alleviating these barriers.



Pono

This means "faith" or "belief" and is about traditional Māori culture and language being upheld and valued. This means that karakia, waiata, whakawhanaungatanga, powhiri, and Te Reo Māori must be embedded into all our practices to better support Māori patients and staff.

HR maturity

The maturity of the Waikato DHB's current HR function was assessed to ensure the Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua is sufficiently ambitious yet realistic for where we are starting from.



- Bersin by Deloitte's Human Resource Maturity Model was used to benchmark Waikato DHB's level of sophistication in HR areas and to identify the best practices that are most relevant to improving business outcomes.
- Through the Discover and Develop Phases, the current level of maturity for Waikato DHB's HR function was recognised as predominantly sitting in Level 1.
- This Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua was developed against the current level of HR maturity and the HR function has set an aspiration to lift its level of maturity to Levels 2 and 3 within the next three years.

..... **Indicators that the HR function currently sits at Level 1 maturity include:**



Reactive – the HR function predominantly works in a reactive manner. Activities are not driven by an overarching Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua nor are they informed by data analytics.



Traditional – the HR services focus on traditional models in HR, for example a 'post and pray' approach in recruitment and classroom based training in L&D.



Disconnected – the HR function is disconnected from the organisation. Organisation leaders indicated a lack of visibility around HR activities and little to no partnering with the organisation to address their specific HR needs.



Siloed – The HR functions are siloed. There is a lack of alignment across HR managers, resulting in a minimal cross-functional collaboration between the teams.



The Strategic Direction for
Our People - Te Rautaki Mā
Tātou Ki Mua:

Our Strategic Direction for
Our People - Te Rautaki Mā
Tātou Ki Mua is about
**putting our people at the
heart** of everything we do.

Our Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua is about putting our people at the heart of everything we do.

This means putting our people at the centre of how we shape what it's like to work here, how we develop our people's capability, and build a workplace to best serve our patients and communities.

To achieve this, we are going to concentrate on four pou, or strategic priorities:
Together, we will...

TE IWI NGAKAUNUI



know who we need, who we want, and bring them here

Mā Tātou

OUR PEOPLE



make sure our people build the right skills, at the right time, and in the right way

Whakatinana Tātou

OUR DEVELOPMENT



build an inclusive, supportive and safe place to work

He Iwi Ahurea

OUR CULTURE



create processes and information that are easy to access and use, and enable collaboration

Āhei mā Tātou

ENABLE US

PEOPLE AT HEART

What will it look like when we accomplish these strategic priorities?

Together, we will...



know who we need, who we want, and bring them here

OUR PEOPLE



We have a compelling Employee Value Proposition (EVP) that attracts the calibre of people we need to deliver the services our patients and communities need.



HR is viewed as a valued partner in anticipating workforce requirements with the organisation.



We acquire the best talent through targeted and dynamic approaches.



make sure our people build the right skills, at the right time, and in the right way

OUR DEVELOPMENT



Our people proactively and continuously seek and complete learning.



Our learning environment supports performance outcomes.



Our learning environment is recognised as part of our EVP.



build an inclusive, supportive and safe place to work

OUR CULTURE



Our leaders role model and reinforce our values.



The Treaty of Waitangi and Tikanga principles are woven throughout our culture.



Diversity is embraced in our organisational culture.



create processes and information that are easy to access and use, and enable collaboration

ENABLE US



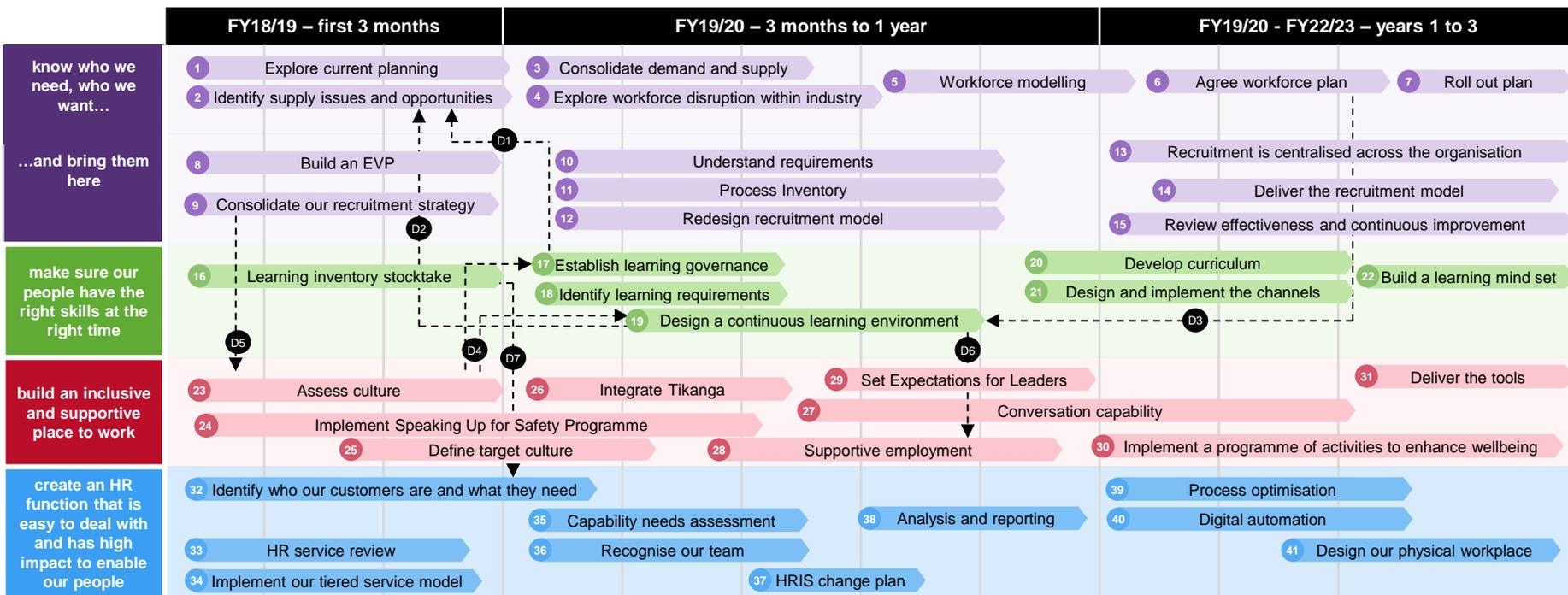
We provide consistent, modern, easy to access HR information and advice.



The barriers and frustrations with HR advice and information about leading and managing people are reduced or eliminated.

Roadmap

The following roadmap plans the initiatives across the next three years and shows key dependencies between them. Explanation of the following dependencies are given on the following page



This Strategic Direction for Our People - Te Rautaki Mā Tātou Ki Mua is a dynamic document. As work progresses, the Strategy and this Roadmap will be regularly reviewed to ensure the content and timing stay relevant for the organisation's needs.

