

Te Wana Quality Programme

Health Care Aotearoa (HCA) is a national network of not for profit, community governed, community and health care providers, providing services to low income/high need populations. Many organisations in HCA also work in areas other than health.

HCA recognised the need for a quality programme. It looked at different programmes and chose the Community and Health Accreditation and Standards Programme (CHASP), an Australian programme with easily understood standards with community values important to HCA.

Why Te Wana?

“...to challenge ourselves to achieve things, and to challenge our organisations to achieve the standards of highest quality”

At an HCA Kaumatua Kaunihera at Omaha Marae in 1999, the organisation agreed

Te Wana provides organisations with the opportunity of improving the outcomes for the people who are involved and using it by :

- taking a fresh look at the overall organisation and at individual practice
- getting some external perspectives on what you are doing and thoughts on new direction
- improving your community focus
- improving the areas you know need tackling
- building integrated teams
- working together with a common vision
- validating your strengths
- raising issues to senior management or funders
- having organisation wide staff development
- uniting staff about service wide issues
- increasing your sense of control over your day to day work
- being accountable to your community and your funders
- taking stock when your service is in a state of change

What is Te Wana?

- **A quality programme that is part of the Quality Improvement Council (QIC) accreditation system.** This system is Australian based but has the advantage of being developed within and by the community sector. Te Wana is the Aotearoa/New Zealand based arm of QIC.

- **A set of standards and a process to measure an organisation's performance against**

Te Wana has developed - in consultation with the community using it, a set of standards. The standards are outcomes based. They are regularly reviewed every three years enabling new participants in Te Wana to contribute to their modification and enhancement. The work of an organisation is measured against the standards but rather than have an outside agency do this, Te Wana involves self assessment, coupled with peer review.

(Note: The word "service" is used frequently because the programme has been developed initially around a service based sector. However by substituting the word "activity" for "service" Te Wana relates to a larger range of organisations within the sector)

- **A systematic way to look at what you do and decide on ways to improve things**

By tackling different aspects of an organisation's work, step by step Te Wana encourages a process of incremental improvement in all aspects of the organisation's work. It provides a space for reflection within the organisation and any programme of improvement is more likely to succeed because it is owned by the stakeholders in the organisation.

- **A safety net for the people using the service and the service itself.**

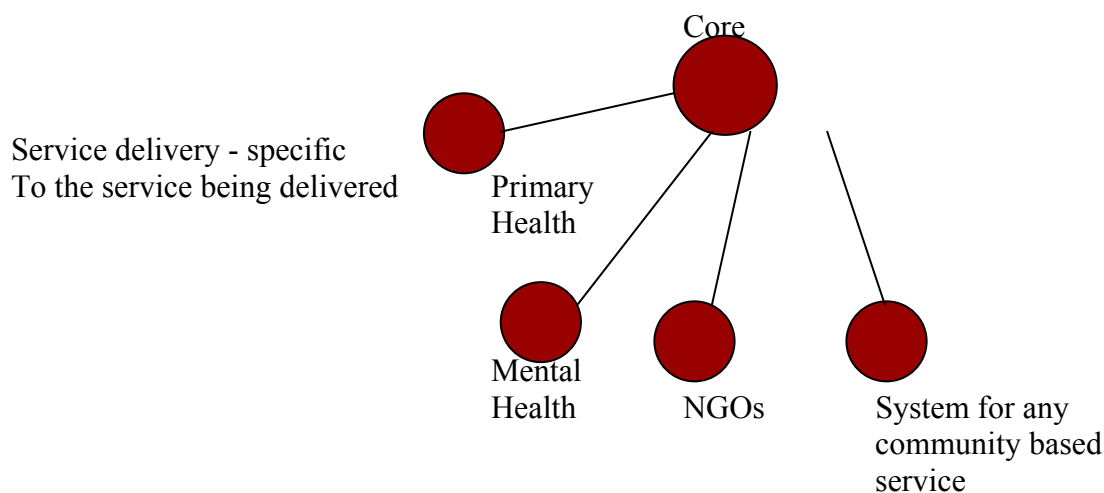
Many organisations do not have any way of measuring the effectiveness of the work they do. Neither the staff involved in the day to day work of the organisation, nor the people who participate in, or benefit from, that work may be clear if the organisation is making the most of its organisational capacity. By engaging in Te Wana all of those involved can agree on what should be achieved over a period of time and can be reassured that the organisation is meeting agreed broadly recognised standards of operation which can be measured.

Te Wana Core Values

Te Wana has identified a set of core values which underpin the way all organisations involved in Te Wana operate:

- Te Tiriti o Waitangi
- Continuous quality improvement
- Collaborative team work
- Community governance and participation
- Health promotion*
- Social justice

Te Wana is a Modular System



The core module is for all organisations using the programme. (The standards on clinical health currently in the core module are being removed). It focusses on infrastructure. Organisations will then pick up other modules relevant to the work they do.

How Te Wana Works

The key to Te Wana is process, process, process. Te Wana is a continuous set of actions which allow an organisation to assess themselves against a set of standards, identify gaps in their organisational performance, set in place a plan to reduce the gaps, implement the plan and then re-assess and move forward.

Standards

Each section within a module starts with a consumer principle and a service principle.

Example:

Planning, Quality Improvement and Evaluation

Consumer Principle

"There are opportunities to contribute to planning, prioritising, quality improvement and evaluation."

Service Principle

"A service plans its activities with consumer and community feedback, data analysis and needs assessment. It evaluates and continuously improves its services and other activities in partnership with the community."

Key Outcomes:

- *"The service has met the identified needs of its population*
- *There is a planning framework based on needs assessment and consumer and staff input*
- *The service has a continuous quality improvement plan and framework*
- *Service delivery and internal processes are based on best practice and benchmarking*
- *Consumers are satisfied with their involvement in planning and evaluation"*

The standards are then set out with followed by indicators of how that standard will be achieved:

Standard:

The service's planning process includes everyone involved with the service and uses needs assessment of its population to plan change

Indicators

There are 12 listed for this standard some of which are:

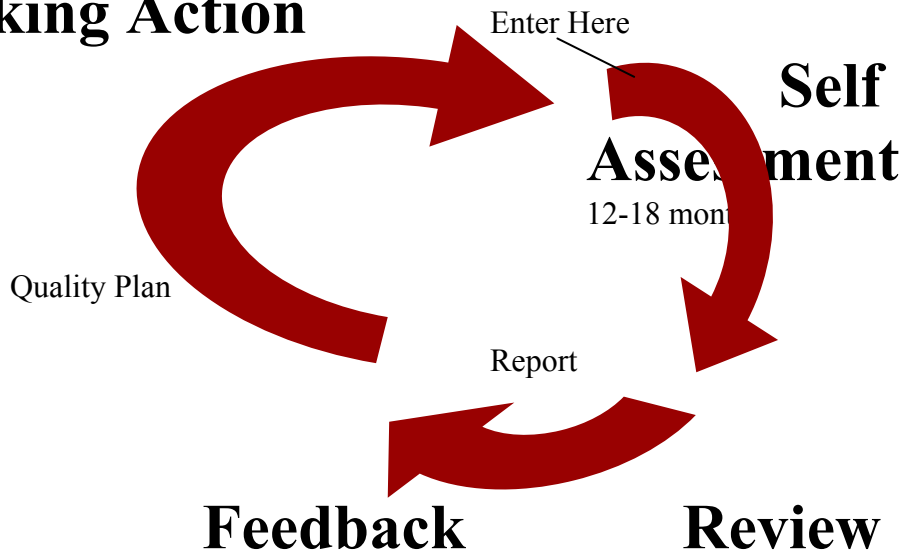
- *The service analyses and uses up to date information about its defined population for planning*
- *There is a strategic plan based on identified community needs*
- *The service has negotiated agreed outcomes with funding bodies*

- *There are networks and links with other services so that there is coordination and integration and duplication is reduced.*

Extensive notes and examples are included to assist and as a further educational tool.

The Te Wana Cycle

Taking Action



The Self Assessment Process - Year One

- **Presentation**
Te Wana will provide someone to speak about what is involved in the process, to as many people involved with the organisation as possible and training is available through a one day 'Reviewing for Quality' workshop
- **Internal Contact**
Ideally, this person is chosen by a collaborative, transparent process. They need to be reasonably senior, have the respect of staff, and be committed to CQI. Their role is to motivate, coordinate, educate, guide, organise consumer and stakeholder involvement, organise the onsite review, provide information for the review team about the service, and find documents for them. This person advocates for the organisation during the process. They distribute the report, gather feedback and work on improvements. Two days of reviewer training are provided for this person.
- **Reflection**
Within the organisation carry out a process to look at each standard and indicator and reflect on where the organisation is in relation to it.
- **Documentation**
Record your assessment in a workbook provided.

Review - Year Two

- **Review team**

A team of people (number depends on the size of the organisation), made up of trained and experienced peers, drawn from similar organisations also involved in the Te Wana process, and from Te Wana, make up the external review team

The review team receive workbooks and develop relevant questions to validate evidence and probe gaps (6 weeks prior to review)

- **On site evaluation**

The external review team spend one week in the organisation conducting interviews, looking at documents and assessing against standards. Prior to leaving the review team give feedback and go over their recommendations and comments so that there are no surprises in the subsequent report.

- **Written report**

The External Review team then prepare a written report for the organisation (containing what?)

- **Internal audit**

The report is sent to the organisation for a response and any changes are negotiated between the organisation and the review team. This is an important part of the process because at this stage all parties must reach a stage where they can agree on what the issues for the organisation are.

Quality Plan and Implementation - Year Three

The organisation must then develop a plan and timeline to address the issues raised in the report in the timeframe available - 18-24 months. Te Wana will monitor the progress of implementation

Core module

The current core module has the following sections:

- Te Tiriti o Waitangi: Maori perspective and tauwiwi perspective
- Consumer and Community Participation
- Consumer Rights
- Clinical Care (to be removed from core)
- Management and Leadership
- Planning, Quality Improvement and Evaluation
- Training and Development
- Work and its environment

Treaty Based Practice

Health Care Aotearoa, the host organisation for Te Wana, is a Treaty based organisation. This is reflected in its constitution, the existence of a Kaumatua Kaunihera, its caucusing and consultation processes, its observation of Tikanga and the balance of its staff.

Te Wana addresses Treaty issues through the make up and policies of the Te Wana executive. It is Co-managed and has Kaumatua support and has appropriate consultation processes in development and change. Maori specific standards are threaded throughout Te Wana PLUS the Treaty standard which is written in two

perspectives: MAORI and TAUIWI. In the review process Kaumatua attend if the Maori perspective of the Treaty standard is chosen. Te Wana has close links with the Kaumatua Kaunihera.

New Module

NGO Standards

These are being developed for Te Wana members but will also make te Wana more useful for the general NGO community. The standards which te wana has identified for development are:

Some organisations are developing their own internal standards systems. It is hoped that the development of these standards can be done in harmony with other similar processes in the New Zealand community. At some point we may wish to move forward together on the question of accreditation within New Zealand.

- **Working with Volunteers**

Currently Volunteering New Zealand is engaging on the development of a set of standards for this community. It is hoped that the Working with Volunteers can be developed in conjunction with this process to ensure as far as possible the community is working with similar standards across the systems.

- **Advocacy**
- **Research**
- **Telephone Helpline and Counselling**
- **Education and Training**
- **Fundraising**

Te Wana is interested in hearing from other organisations who are working on standards, particularly in these areas. The next stage of the project is the establishment of a reference group and we would appreciate the involvement of people within the sector who have specific expertise in one or more of the above areas.

Accreditation

The accrediting organisation is currently the Quality Improvement Council in Australia, of which HCA is a member. All organisations have a non-accreditation review first. For accreditation the service must meet the essential requirements which are outlined in the core modules

The Te Wana Core Module is on the HCA website:

www.hca.org.nz

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