



As nurses at CM Health we all share a common purpose

When we come together with this common purpose, and we all commit to bringing the best of ourselves, we can achieve amazing things for the people we care for, our patients, their whaanau, our local communities, our colleagues and ourselves.

We are very proud of being nurses here at CM Health. We are a values-led organisation which is lived in practice. We have a strong connection to our community, as many of us have spent much of our lives here, and we want to make a difference for the people of South Auckland.

Our DHB strategy is to support healthy communities, healthy people, whaanau and families, and to deliver healthy services. As nurses at Counties Manukau Health, we have a unique opportunity to help create a healthier South Auckland.

Our external environment is ever changing and this provides us with opportunities to take the lead.

We provide incredible opportunities for learning, practice, and personal development.

Since November 2018 we have worked together to develop this nursing strategy in workshops, videos and team discussions. This nursing strategy was created with and for the nursing community of CM Health. It is important as it provides a whaariki or platform for us to work together for a common purpose. We have already started and there is much yet to do.

Or Jenny Parr Chief Nurse & Director of Patient and Whaanau Experience, Counties Manukau DHB

I look forward to working with you to deliver it.

As nurses at CM Health we recognise and respect **Te Tiriti o** Waitangi as the founding document of Aotearoa New Zealand

Te Tiriti o Waitangi establishes a partnership between the Crown and Iwi and provides a framework for Maaori health development, health and wellbeing.

The Counties Manukau Health nursing workforce is committed to ensuring that the principles and articles of Te Tiriti o Waitangi are embedded throughout the delivery of its nursing care and services. The Nursing Strategy 2020/25 provides a platform to guide and direct nursing so that equity in health is achieved.

We recognise that the Te Tiriti o Waitangi provides four domains under which the strategic themes for our nursing strategy can be established:

Article 1 - Kawanatanga (governance) We will build active partnerships and relationships with our Maaori community, whaanau and workforce that drive the improvements needed to facilitate Maaori health

Article 2 - Tino Rangatiratanga (self-

determination) We will provide opportunities for Maaori leadership, engagement, and participation in relation to all of our work. We will build our workforce to meet the needs of Maaori and ensure that whaanau remain at the centre of their care

Article 3 - Oritetanga (equity) Achieving Maaori health equity is a priority for us. We will ensure equity is at the forefront of everything we do.

Article 4 - Te Ritenga (right to beliefs and values) We will honour the beliefs, values and aspirations of Maaori patients, staff and communities so that we deliver care that is safe as determined by Maaori.

Te Tiriti o Waitangi

Our **nursing** strategy

"EQUITY

is the foundation of our care."

We prioritise physical. spiritual and emotional

SAFETY for all

- Fundamentals of safety
- Speak up
- Safe staffing
- Cultural safety

As nurses at CM Health

Te Tiriti o Waitangi is the founding document of New Zealand

We are all partners in CARE

- Fundamentals of care
- Care for each other
- Care for ourselves
- Care to build equity

We all **IMPROVE**

- Equity in our workforce

We are all **LEADERS**

- Fundamentals of leadership
- Grow new leaders
- Lead across community
- Lead for equity

This helps us deliver our DHB strategy

Underpinned by our values and our commitment to equity



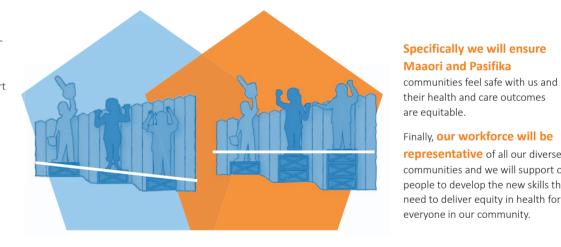
Equity is the foundation of our care

At the heart of our purpose is equity. As nurses at CM Health we all believe that everyone deserves the best opportunity for a healthy life and great healthcare.

Equity is different to equality -

where everyone gets the same. To achieve equity across our diverse communities we will need to support different people in different ways.

We will eliminate conscious and unconscious bias - in both ourselves and our systems. We will ensure there is **equity in** everything we do across our four strategic themes of safety, care, improvement and leadership.



Equality

Finally, our workforce will be representative of all our diverse

communities and we will support our people to develop the new skills they need to deliver equity in health for everyone in our community.

Equity



Our strategies to support us all to

Prioritise physical, spiritual and emotional **SAFETY** for all

We apply the fundamentals of safety

Our consistent use of evidence-based safe practice reduces harm. By setting clear goals and measuring our outcomes in all areas of our work, we deliver and are accountable for, we can be certain they are the highest standards of quality, practice and care.

We speak up to maintain safety

We are all open to giving and receiving feedback about our care, our practice, our behaviours and the way we work together.

We achieve and maintain safe staffing

Through workforce planning, recruitment and retention of the right skill mix of staff, we will develop a workforce that's capable and fit for the future. We will achieve safe staffing levels by achieving the commitments in the ACCORD.

We deliver cultural safety

We will create an environment that is spiritually, socially and emotionally safe, as well as physically safe for all people; where there is no assault, challenge or denial of their identity, of who they are and what they need from us — institutionally or individually.



Our strategies to support us all to Be partners in CARE

Everyday we all deliver the fundamentals of care

We put people at the centre of their care, valuing their experience, views, beliefs and their time. We establish relationships with people, making a connection to support the physical, psycho-social and relational needs at the same time. We are present in the moment with each person, ensuring they are treated with dignity

We care for ourselves

We recognise we can only care for people if we also care for our own wellbeing. We take our breaks. We look out for each other, and act if people are struggling.

We care for each other

We work as teams, we collaborate, we recognise each others' strength and unique contributions, we offer help and support when it's needed and break down silos. We will value each other. And create a kinder team working environment without bullying.

The way we care builds equity

We understand what our diverse communities want from their care, respect their beliefs, and adapt our approach and pathways to suit them.



Our strategies to support us all to

IMPROVE

Everyday we all apply the *fundamentals* of improvement

We will listen to people, our patients, whaanau, communities, and what's mportant through their health journey, and act on what we hear every day, to improve their experience

Research-based practice

making it easy (and expected) for people to take part in, publish and celebrate research to improve what we do for our patients and communities

Continuous improvement

seeking continuous improvement will be a part of everyone's everyday practice; we will make informed decisions, combining data with knowledge, celebrating and sharing good practice, delivering measurable



Equity in our workforce

e will drive real improvement by suring our workforce is presentative of our diverse munities. We will develop thways for Maaori and Pasifika ff to roles at all levels. We commit the employment and training of NZ nursing graduates, to retaining rexisting workforce and employment of those who leave tworkforce.



Our strategies to support us all to

Be **LEADERS** of care

Everyday we all apply the fundamentals of leadership

In the CM Health Nursing Team everyone is a leader. All of us are role models of our values, competent, visible to patients, whaanau and colleagues, brave and compassionate.

We lead across our communities

We enable nurses to achieve their potential and maximise their contribution to shape and deliver innovative models of care.

We grow new leaders

We enable people to move into leadership positions, by helping them to learn to lead before promotion, to continue to lead through their careers.

We lead for equity

We will ensure our workforce – at all levels – is representative of our community (in gender, culture and other characteristics). We work with schools and universities to build pathways to leadership to make this happen. Through health promotion campaigns and equity of access to care we ensure all communities have equity in their health outcomes.

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Our core principle

As nurses at CM Health we...

Situation today

Fewer falls, reducing restrictive interventions in mental health preventing pressure injuries and CRE. Focus on safer staffing

and developing a

workforce that reflects our

population.

Embedding Fundamentals of

Care and measurement of

different experiences by

ifferent ethnicities. Speak-Up

Need to focus on effective

team-working. Wellbeing

initiatives in some teams.

Building on Health Literacy,

AL2DET, and local

"EQUITY

is the foundation of our care."

IMPROVE

prioritise physical, spiritual and emotional

> **SAFETY** for all

We believe

everyone deserves the best chance for a healthy life and great healthcare.

That doesn't mean equality. where everyone gets the same, but equity, where we support different people in different ways to achieve equity of outcomes.

are all **LEADERS** of care

are all CARE

partners in

Curiosity Campaign underway Values in place, with

team-based compacts. Leadership programs available Need to focus on leadership as an attitude not a role. School-based initiatives in place.

Our Values Valuing everyone . Whakawhanaungatanga

Kind. Manaakitanga

What we plan to do

Our vision for 2025



- Everyone skilled / confident to give and receive feedback
- Achieve safe staffing by meeting commitments in the ACCORD
- Cultural safety for all our patients, communities and staff
- Fundamentals of care: customer service approach
- Improve teamwork, valuing each other, tackling bullying
- Support the health and wellbeing of nursing staff
- · Adapt our approaches and pathways for better health equity
- Fundamentals of improvement: listen / learn / act everyday
- Developing QI skills, data-led decisions, celebrate improvem
- Make nursing research practice easy and fun to access
- · Achieve workforce equity, recruit and train NZ nursing grads
- Fundamentals of leadership: everyone role model of values
- · Grow new leaders at every level: mentoring, development
- · Lead new models of care to address issues of population growth
- · Leadership equity at all levels: job shadow, interview training



Every nurse at CM Health leads. We have grown new leaders from within our communities to reflect our communities.

Our workforce is able and fit for the future, using consistently evidence-based safe practice, to deliver health equity.

Each person we care for is at the center of their care, with an experience that respects their views, beliefs and expertise.

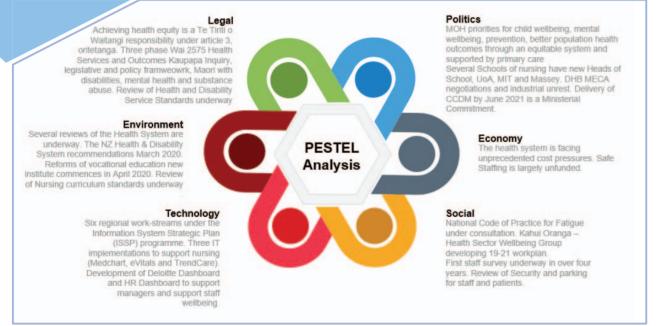
Our diverse teams use curiosity and structured approaches to drive continuous improvement in quality and equity.

Together . Kotahitanga **Excellent** . Rangatiritanga

"The **EXTERNAL**context."

The Political, Economic, Social, Technological, Environmental, Legal context

has been considered in the development of the nursing strategy. Our external environment is currently highly volatile, with the potential for significant system change across all areas. Nurses and nursing will need to lift its gaze to see the opportunities, seize emerging leadership openings and be agile to capitalize on these.



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Our Nursing Strategy 2020-2025