

Ngā Manukura o Āpōpō



Evaluation of Tomorrow's Clinical Leaders training programme

Success Stories

30 September 2014

Prepared for: Northland District Health Board



Kinnect
group

Judy Oakden Consultancy • Research Evaluation Consultancy
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Prepared for: Northland District Health Board

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1 Introduction

Ngā Manukura o Āpōpō aims to:

- Increase access to leadership training to support emerging and current clinical leaders in nursing and midwifery
- Contribute to increasing the size and skill base of the Māori nursing and midwifery workforce
- Expand our knowledge about the effectiveness of specific Māori health workforce development initiatives.

A core component of Ngā Manukura o Āpōpō, *Tomorrow's Clinical Leaders* is a Māori clinical leadership training programme that has trained 161 Māori registered nurses and midwives since October 2010.

The training programme, delivered by Digital Indigenous.com Ltd, provides trainees with practical tools, theoretical background and opportunities to gain the relevant skills and knowledge to undertake clinical leadership roles within their own workplaces.

This report highlights the success stories of six graduates from the programme. It accompanies a separate evaluation report on the design, content, delivery and outcomes from *Tomorrow's Clinical Leaders*.

The six stories provided here exemplify the experiences of the many trainees and graduates who we met during the course of the evaluation.

Ko tēnei te mihi atu ki a koutou katoa mō ngā kōrero kua puta hei te mutunga o te kaupapa nei. Kei roto – ngā hua o te wānanga!

Whāia te iti kahurangi Seek ye the treasures of your heart

Ki te tūohu koe Should you bow your head

Me he maunga teitei Let it be to a lofty mountain

We thank all participants who shared their success stories and we celebrate your achievements – may they inspire and motivate others!

2 Ngā Manukura o Āpōpō: Maranga mai: Making a difference

Context

Sonya graduated from Ngā Manukura o Āpōpō in November 2011. She has over 20 years' experience of nursing and has a special interest in rural settings. Over this period, she has had intermittent time off to raise three children.

Sonya currently works for Hawkes Bay DHB as a Nursing Director (Māori Health) and Nurse Advisor. It is a complex role in which she functions as a conduit between executives and nurses, undertakes project management, oversees change management processes, and provides policy advice and nursing support with a Māori lens. She works within an integrated service delivery approach, and liaises with NGOs to help them connect with DHB supports that already exist.

Sonya is Wairoa born and bred. Her mother is Māori, Ngāti Rākaipaaka Rongomaiwahine and father Pākehā.

Before the training

At the time of the training, Sonya had recently come out of doing independent contracting work that fitted around raising her three children. With a shortage of nurses at the time, she started work as a casual community nurse, and then moved on to be part of the HBDHB Smoke free team based in Wairoa. She also started the Nurse Advisor role, where she was offered to go on the training.

While Sonya had been an active member of her marae for some time (e.g., trustee) she did not speak te reo fluently. With a high rate of te reo being spoken in Wairoa, she lacked confidence in some work related situations such as hui, policy development, and management spaces.

During the training

A number of things stand out for Sonya when she thinks back to the training. Firstly, she highlights the authenticity of the programme as a whole, how it challenged and set high expectations on participants.

They challenged each and every one of us... recognised us individually, and so opting out was not an option. There's an authenticity about that, you take more away with you. It's set in concrete that you do what is expected of you... which is leadership. You can't be a wall flower. That is challenging because they might find a weakness or sore spot. But then they work with that in a supportive way. It's not about who you are but what you are faced with. They do that very, very well. They've got to be authentic to be able to do that.

Secondly, Sonya recalls two guest speakers who influenced an internal shift for her. Amster Reedy, who talked about how to incorporate wairua

in their practice and Mānuka Henare, who conceptualised leadership in relation to Te ao Māori. Sonya also recalls the high calibre of her fellow trainees, and how this motivated her to do more study.

Just the cohort, they had a depth of critical inquiry that I didn't have at that time. Realised there's a whole heap of stuff I didn't know.

For Sonya the opportunity to undertake a project as part of the course was timely. She had just started a new role as a Nurse Advisor, her first experience of leadership within a DHB, and used her project work to frame how she intended to develop Smoke Free in Wairoa, as a Māori and for Māori.

After the training

Ngā Manukura o Āpōpō has contributed to significant positive change at many different levels for Sonya. In the first instance, she felt more confident personally, professionally, and as Māori. This influenced where she is in her career today.

It was a part of own identity that stood up and said I'm Māori and I'm a Māori nurse. This is the lens I come with [...] There is no way when I started out on the journey that I thought that I could be a nurse director. And Māori Nurse Director. I don't believe that I could be doing this job or contemplating doing this position without the training. Probably had the potential but didn't know that at the time.

Sonya has always been a firm believer that if you understand your community well, you can attract what you need to address any issues that present. She knew what her community needed but she did not know how to articulate that, so that it could be elevated to another level. Through Ngā Manukura o Āpōpō she gained the skills, knowledge and support to progress this further. As a result she successfully applied for \$150,000 worth of funding for an innovative Smoke Free project in Wairoa.

The Ngā Manukura o Āpōpō journey supported me in taking big advice and how you bring that down to service a community. A two year project that is having really good outcomes.

Ngā Manukura o Āpōpō also influenced Sonya's decision to move into postgraduate study, something she had always resisted. She has now started a Masters in Public Health and has completed Māori development and health policy papers.

Working in rural Wairoa, Sonya knows what it is like to be isolated as Māori in the work place, and geographically. The Ngā Manukura o Āpōpō graduate network has provided them with a place to stay connected, to progress Māori health. She now chairs a Hawkes Bay arm (Manutahi ki te Tairāwhiti) of that network.

It's not just a training that starts and ends... there is ongoing commitment from Tania and Grant to build and strengthen networks and relationships... so the training lives on.

3 Ngā Manukura o Āpōpō: Te Hau Āwhiowhio - A Whirlwind Journey

Context

Rangi has spent 9 years nursing, in both community and tertiary settings, and graduated from Ngā Manukura o Āpōpō in November 2011. She currently works for Waikato DHB as a registered nurse where she also holds a mentoring and preceptor role. At the time that she did the course, she worked for a Māori health care provider. Rangi hails from the Raglan/Kawhia area and whakapapa to Waikato Tainui.

Before the training

Rangi has always felt confident in her professional role, has had a strong sense of whanaungatanga and a good understanding of tikanga. While she has always felt strongly about Māori health however, she was not someone who was actively addressing the issues that pertain to Māori health prior to taking part in the course.

I was aware of things happening but didn't make it my problem.... I was like an ostrich with my head in the sand. Just wanted to keep going. It was ok because someone else was doing something about it.

During the training

Rangi was highly satisfied with the training. The calibre of the speakers was something that stood out for her, with their vast knowledge and experience and ability to motivate and inspire.

Rangi believes the content of the course covered "all angles" of Māori health, enabling anybody who participated to benefit – no matter their background and experience. She also liked the practical and hands on approach, actually having to undertake project management as part of the course.

The project that Rangi undertook was cardiovascular disease (CVD) risk assessment in a GP clinic together with another course participant. They used an assessment tool developed by Auckland University which estimates the risk of a CVD event in the next five years.

Rangi says that at times, peoples' different mind sets were challenged during the course. But she points out that it was a safe place for this to happen – and that it allowed for personal growth.

For some it might feel challenging inside. But you kind of have to go through that. That's the beauty of it. Without the challenge you don't get that growth.

After the training

The most significant positive change that Ngā Manukura o Āpōpō brought Rangi was a mind shift. She now has a different lens to apply to her personal and professional life. This lens shows her the opportunities rather than the barriers, and the positive incremental steps that are being taken to improve Māori health.

Now when I see those statistics I don't accept them as they are but look at the little incremental steps that people are taking – makes it more positive to me. Before the training I would still be milling things rather than looking at positive ways that we're contributing.

In terms of her personal life for example, she has always been an active member of her marae. However, the course motivated her to do more – based on the underlying concept that... if you want to make a difference it has to start at home. Rangi is now the treasurer, and is involved in a major building project, a treaty claim, has gathered data and held several presentations.

I'm taking on a bigger role at the marae... I've been reluctant to take on an executive position before... with my old head on I thought it would be ok, someone else will do that. I'll just do this. That was my mind-set.

Professionally, Rangi feels more confident. The course provided her with new tools that she has been able to apply to the preceptor role (e.g., conflict resolution, communication skills), she considers herself to be more reflective, and she feels she is a stronger advocate for Māori.

It's [the training] taught me different strategies, how we communicate what we are trying to say. How to reframe things. Not to take everything as it is, but being able to explore that a bit more [...] A lot of time around Māori care, someone will make a judgement about someone before meeting them – now I can deal with that instead of walking away.

After the course Rangi wrote a set of clinical practice guidelines for the Māori health provider she was working for. She had wanted to write a policy on the subject for some time, but had been halted by the challenges involved (e.g., heavy research base necessary). The course however, changed her way of thinking around it (e.g., that she could achieve a similar outcome through applying a different process), gave her the confidence to do it, and the knowledge of how to get it done.

Rangi is very grateful for the opportunity to take part in Ngā Manukura o Āpōpō, and has promoted it to colleagues and friends.

I've told everybody imaginable to do the course, they'll find it enlightening. I can't tell people enough about it.

Rangi describes Ngā Manukura o Āpōpō as... *totally motivating, totally inspiring*. She also describes it as her 'journey back', in that she is still where she was before but with different eyes... *I've come back to myself*. Ultimately, she hopes that one day, this journey will take her all the way back to Raglan/Kāwhia, and the West Coast.