

Ka anga atu au
ki te anamata,
ka titiro ki tua
ki te pitomata,
he ao anō kei
mua i te aroaro –
he reanga hou,
he reanga reo! ¹

*As I set my sights on
the future, promising
prospects yonder,
a new direction ahead
– the proclamation
of a revolutionary
transformation!*

2023 - 2033



10 YEAR STRATEGIC PLAN

10 OCTOBER 2023

¹ This whakatauaāki was gifted to Te Pae Oranga o Ruahine o Tararua by Tawhiti Kunaiti and Materoa Mar

Haka ²

E tū e te iwi Māori e!
Whakamana,
ki – ngā kupu
i kōrerotia,
i a rātou e!
Kia mau ki tō tatou
tikanga motuhake hei
painga mō te
ao hurihuri nei
Ka puta, ka ora,
hei tikitiki
Mō te iwi Māori e!
Ana....ana...
Tau ana e! Hi!

² This haka was composed by the inaugural members of Te Pae Oranga during our wananga series focused on developing our strategic approach.

Waiata ³

Te Pae Oranga o
Ruahine o Tararua

Piki mai kake mai
Piki mai kake mai
Homai te waiora
Ka whawhai tonu
Mo whānau ora
Nō ngā matauranga
O tātou tūpuna

Tika, pono,
tino rangatiratanga
e mana motuhake
auē

Tika, pono,
tino rangatiratanga
e mana motuhake
auē

Piki mai kake mai
Piki mai kake mai
Homai te oranga
Ka tipu rea ngā
mokopuna o te ao
Tuakiri ngā moemoeā
mokopuna e

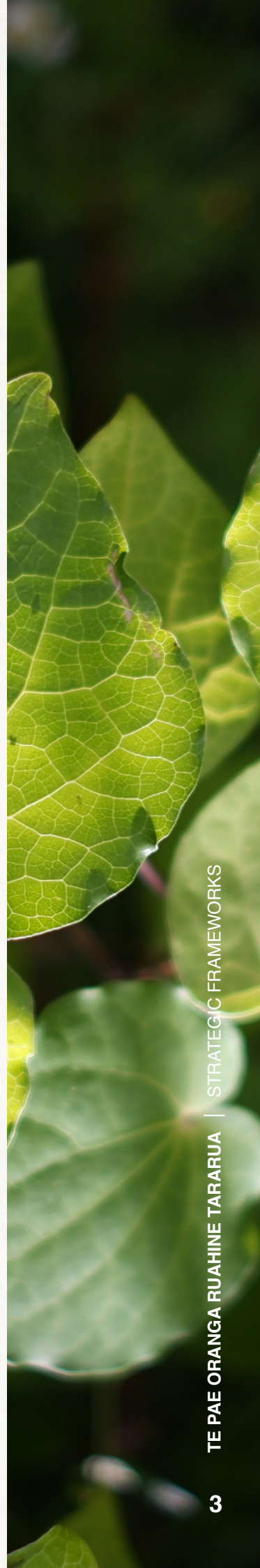
³ This waiata was composed by inaugural members of Te Pae Oranga during our wananga series focused on developing our strategic approach.

Vision

To support whānau control of their own hauora outcomes by acknowledging their lived experiences and supporting them with the tools and opportunities to participate and be successful.

Mission

To influence and advance hauora Māori planning, commissioning, monitoring and success across our rohe's wellbeing sector through a mātauranga Māori lens underpinned by whānau voice.



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Source Image: noah buscher_unsplash

Ngā Uara

Core Values

RANGATIRATANGA

(Chieftainship)

Te Pae Oranga upholds the leadership, self-determination, sovereignty, independence, and autonomy of each other, and whānau.

KAITIAKITANGA

(Guardianship)

Te Pae Oranga serves its whānau by serving as guardians for equal and better wellbeing outcomes for whānau.

MANAAKITANGA

(Generosity)

Te Pae Oranga demonstrates its support and kindness, generosity and respect for each other, and whānau.

WHANAUNGATANGA

(Family)

Te Pae Oranga acknowledges the importance of unity and cohesion in all we do with each other and others.

WHAKAPAPA

(Genealogy)

Te Pae Oranga understands that as iwi we have a connection to each other that is more than a mutual understanding but is by blood ties and tikanga.

ŪKAIPŌTANGA

(Home)

Te Pae Oranga recognises the power of belonging and its importance to ensuring the success of achieving our vision.

PŪKENGATANGA

(Knowledge)

Te Pae Oranga will strive to ensure there are opportunities for the organisation and whānau to develop the skills and knowledge to live fulfilling and healthy lifestyles.

WAIRUATANGA

(Spirituality)

Te Pae Oranga upholds the sanctity of our spiritual connections as a people and to the places we live.

TE REO MĀORI

(Māori language)

Te Pae Oranga acknowledges and upholds te reo Māori as our key identity and what makes Māori so unique as tangata whenua of Aotearoa.



Source Image: renee thyne_pexels



Ngā Whāinga Matua

Our strategic priorities in context with Pae Tū⁴

WHĀNAU VOICE:

We place whānau at the heart of our IMPB by providing opportunities for whānau voice to be embedded across the health sector and will elevate whānau voice across all aspects of service planning, design, delivery, review and change in our rohe.

***Pae Tū Hauora** – Priority 1: Enabling whānau, hapū, iwi and Māori community leadership, decision-making and governance at all levels.*

TE TIRITI O WAITANGI:

Exercising a Te Tiriti based relationship that honours the mana motuhake of iwi, hapū and whānau in our relationship with the Crown and ensuring those we work with do the same in accordance with our expectations for what such a relationship means in action.

***Pae Tū Hauora** – Priority 2: Strengthening whole-of-government commitment to Māori health.*

ACCOUNTABILITY:

Making all parts of the system accountable on behalf of our iwi, hapū, whānau and communities.

***Pae Tū Hauora** – Priority 5: Ensuring accountability for system performance for Māori health.*

PLANNING:

Providing and participating in key health and social services planning locally, regionally and nationally, focusing on the priorities identified through the locality planning processes and whānau voices across our rohe.

***Pae Tū Hauora** – Priority 3: Growing the Māori health workforce and sector to match community needs.*

DATA COLLECTION AND ANALYSIS:

Developing greater use of digital services by gathering, collating, analysing and reporting on whānau outcomes.

***Pae Tu Hauora** – Priority 5: Ensuring accountability for system performance for Māori health.*

MONITORING AND IMPROVING:

Monitoring the system and contributing to its improvement to address inequities in health and wellbeing outcomes for Māori.

***Pae Tū Hauora** – Priority 5: Ensuring accountability for system performance for Māori health.*

COMMISSIONING AND CONTRACTING:

Working in partnership with funders and investors for the commissioning of health and wellbeing across our rohe focusing on addressing issues of access, racism and discrimination for whānau.

***Pae Tū Hauora** – Priority 4: Enabling culturally safe, whānau-centred and preventative primary health care.*



Source Image: duskfall-crew_unsplashed

Ko wai mātou

Who we are

Te Pae Oranga o Ruahine o Tararua Charitable Trust (Te Pae Oranga) was formally recognised under the Pae Ora (Healthy Futures) Act 2022 together with 14 other Iwi Māori Partnership Boards (IMPBs).

Te Pae Oranga covers the same area as the previous MidCentralDHB rohe i.e. Horowhenua, Manawatū, Papaioea, Ōtaki and Tararua. The IMPB represents over 44,000 Māori.

Te Pae Oranga is comprised of a representative from each of the seven iwi that are tangata whenua in the rohe, two mātāwaka representatives and a mana whaikaha representative.

This strategic plan is grounded in the statutory requirements of the Pae Ora (Healthy Futures) Act 2022, the Trust Deed establishing Te Pae Oranga and our core values.

This map of the rohe shows the area we serve:



Te Horopaki

Context of the organisation in the national māori health landscape

THE 5 MARKERS OF THE NEW PAE ORA HEALTH SYSTEM

The health reforms introduced by the Pae Ora (Healthy Futures) Act 2022 can be viewed from several perspectives but there are the following five distinctive markers that characterise the new system:

1. Kawenata o Waitangi	Commitment to Te Tiriti o Waitangi
2. Kotahitanga	Collaboration
3. Kainga Tuturu	Community voice
4. Kāhui Mātauranga	Collective workforce
5. Kia Piki te Ora	Celebration of health and wellbeing

As an IMPB we will lead by example and direction to guide and influence our rohe having regard to these markers. We will do this in line with the National Strategic imperatives by ensuring; first, the new system recognises Te Kawenata o Waitangi, the Treaty of Waitangi, in a more overt way than any previous health reform. By establishing Te Aka Whai Ora (Māori Health Authority) as a distinct but connected entity, it gives substance to Māori concerns and aspirations at a high level.

Unlike previous Health Committees, Te Aka Whai Ora is not accountable to a government ministry but rather directly to the Minister of Health. The Treaty principle of partnership between Te Aka Whai Ora and Te Whatu Ora (Health NZ) also enables Māori health concerns and aspirations to be reflected across the whole system. Further, at local levels

the establishment of IMPBs provides Māori across Aotearoa with local levels of influence. Importantly also, Te Aka Whai Ora will provide support as well as opportunities for innovation to kaupapa Māori organisations that deliver health services to Māori.

The second key marker of Pae Ora is an emphasis on Kotahitanga – Collaboration. Collaboration will be critical. Collaboration between Te Whatu Ora, Te Aka Whai Ora and the Public Health Agency; collaboration between the IMPBs and locality authorities; collaboration between primary and secondary care services, between treatment services and public health services; and collaboration between community health services and hospital services; as well as between kaupapa Māori services and other NGO health services.

Beyond the health systems, collaboration between the health sector and other sectors will also be important. Collaboration with housing, education, social development, environment and employment recognises that the health sector will not be able to effect major change alone.

A third marker of the reforms is the emphasis given to Kainga Tūturū - community voice. IMPBs will be at the forefront for many Māori communities and be strong voices for their people. Communities know which priorities are most urgent for them; they know where services for health are lacking; and they know where there are opportunities for innovative approaches. Communities are diverse – marae communities, Pasifika communities, rural communities, urban and city communities, community-based organisations such as local branches of the Māori Womens Welfare League and our many school communities. In the reformed system community voices will be strong and focused; their ambitions will add shape to priorities and direction for both Te Whatu Ora and Te Aka Whai Ora.

The fourth marker is Kāhui Mātauranga – a collective workforce. The health workforce needs to be skilled, well informed, able to apply learning to real situations, and to be in touch with their communities and localities. For workers in kaupapa Māori organisations (KMOs), engagement with Māori and knowledge of te ao Māori, including te reo Māori, will be crucial. For medical specialists, international practices alongside practical Aotearoa learning will be equally important. Increasingly a collective health workforce will include people with lived experience, community workers, whānau ora providers, nurses, doctors, social workers, psychologists, pharmacists, physiotherapists, counsellors, technicians – and more.

Their full strength will come not from disciplinary parameters alone but from a collectivity that recognises the multiple factors associated with health, sickness, and wellbeing. Workforce collectivity will enable more authentic responses to the multi-dimensional nature of health and wellbeing.

A fifth and over-riding marker of the reform is a common goal, Kia Piki te Ora – celebrating health and wellbeing. Kia Piki te Ora is about a more comprehensive agenda. There will be an expansion – from a main focus on ill health, to a greater focus on wellbeing. Timely access to services for injuries, sickness, medical emergencies and disabilities will continue to have high priority. But in addition Pae Ora will extend the focus to include prevention of illness as well as the promotion of good health and wellbeing. It will recognise the importance of housing, and engagement with te ao Māori, and physical fitness, and societal inclusion, and educational opportunities, and greater attention to the regulation of harmful products and the rejuvenation of lands, waters and the sky.

The expansion of the health agenda recognises that alleviating illness or pain is not the endpoint. Fostering wellness, mauri ora, is a giant step further. It builds on lifting the spirit, enhancing the mind, strengthening the body, endorsing ongoing family connections, and protecting the natural environment.

Kia Piki te Ora is about oranga whānau. It is the overall goal of all interventions in the new health system.

Ultimately, the impact of Pae Ora will be reflected in the wellbeing of all our people. While there will be different pathways, all Pae Ora pathways will share a common overall goal – Kia Piki te Ora, health and wellbeing.

Te Tiriti o Waitangi and its principles

To give effect to Te Tiriti o Waitangi in the context of health

(as identified in Whakamaua: Māori Health Action Plan 2020–2025), the Minister of Health, Manatū Hauora and all health entities, including ourselves as an IMPB, are guided by a series of principles recommended in the Waitangi Tribunal’s Hauora report (Waitangi Tribunal 2019). These are reflected in the ‘Health sector principles’ set out in section 7 of the Pae Ora Act.

The Te Tiriti principles are aimed at improving the health system for Māori and improving hauora Māori outcomes. They are:

Tino Rangatiratanga:

Providing for Māori self-determination and mana motuhake in the design, delivery and monitoring of health services

Equity:

Being committed to achieving equitable health outcomes for Māori; active protection: acting to the fullest extent practicable to achieve equitable health outcomes for Māori. This includes ensuring that the Crown, its agents and its Treaty partner under Te Tiriti are well informed on the extent and nature of both Māori health outcomes and efforts to achieve Māori health equity

Options:

Providing for and properly resourcing kaupapa Māori health services. Furthermore, the Crown is obliged to ensure that all health services are provided in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care

Partnership:

Working in partnership with Māori in the governance, design, delivery and monitoring of health services – Māori must be co-designers, with the Crown, of the health system for Māori ⁵

⁵ Minister of Health. 2023. Pae Tū: Hauora Māori Strategy. Wellington: Ministry of Health

Pae Tū Hauora

In July 2023 the Ministry of Health released their Māori Health Strategy called Pae Tū Hauora. This strategy provides the background context from which Te Pae Oranga has formulated our key strategic imperatives and focus areas in the coming years.

Pae Tū is a key part of the Government's health system reforms required by the Pae Ora (Healthy Futures) Act 2022.

The development of Pae Tū has been a joint initiative between Manatū Hauora (the Ministry of Health) and Te Aka Whai Ora (the Māori Health Authority).

Pae Tū enhances and builds on the momentum of both He Korowai Oranga: Māori Health Strategy and Whakamaua: Māori Health Action Plan 2020–2025. It reaffirms the vision of 'pae ora – healthy futures for Māori', and the four outcomes set out in Whakamaua (2020), which provide an important focus for collective action:

Outcome 1:

Whānau, hapū, iwi and Māori communities can exercise their authority to improve their health and wellbeing

Outcome 2:

The health system is fair and sustainable, and delivers more equitable outcomes for Māori

Outcome 3:

The health system addresses racism and discrimination in all its forms

Outcome 4:

The inclusion and protection of mātauranga throughout the health system

To make this a reality, Pae Tū sets out five strategic priorities that build on the health reforms and will accelerate action through innovation, collaboration and learning. These priorities are interconnected and interdependent, and represent the critical areas where action is most needed in the short-term to enable change and continue building changes for the future:

Priority 1:

Enabling whānau, hapū, iwi and Māori community leadership, decision-making and governance at all levels

Priority 2:

Strengthening whole-of-government commitment to Māori health

Priority 3:

Growing the Māori health workforce and sector to match community needs

Priority 4:

Enabling culturally safe, whānau-centred and preventative primary health care

Priority 5:

Ensuring accountability for system performance for Māori health

Alongside the New Zealand Health Strategy, Pae Tū drives action across 4 other population-specific strategies, acknowledging the diversity of Māori communities and reinforcing the whole-of-system approach needed to improve hauora Māori. Each strategy has an important role to play in ensuring all Māori, whoever and wherever they are, can experience good health and wellbeing. Our role as an IMPB is to ensure purview over these strategies and ensure the inequity for Māori currently experienced in health is addressed through deliberate focus and change so whānau Māori experience the same or better level of health outcomes as non-Māori.

Te Pae Oranga o Ruahine o Tararua has aligned our strategic priority areas across these focus areas in a way that is relevant and achievable for our rohe. Drawing on our strong relationships across the rohe between iwi, Māori providers and key partners our key activities are focussed on achieving the best health outcomes possible for whānau and ensuring proper accountability across the different parts of the system.

Our Accountability Framework that sits behind this Strategic Plan, creates the links with the data and focus points to undertake our statutory functions under section 30 of the Pae Ora (Healthy Futures) Act. The Accountability Framework creates the monitoring and performance system that will track our movement against our strategic objectives.

As the health system continues to evolve through these reforms, it will be necessary for us to remain constantly vigilant ensuring an agile and focussed position and approach to respond to developments as they occur and translate any changes into our programme of work.



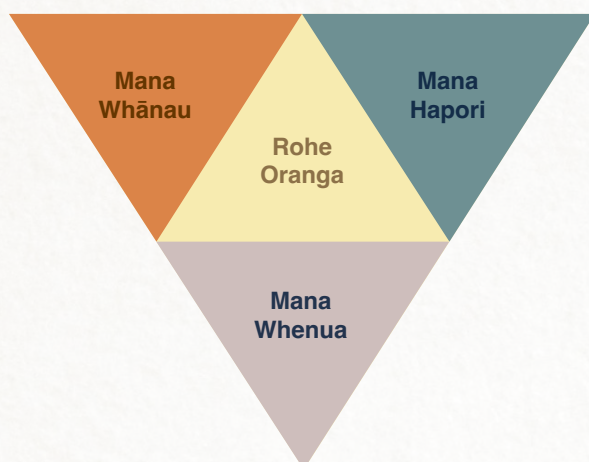
Source Image: Wayne: <https://www.pexels.com>

Ngā Whainga kei mua - Tapatoru Strategic Activities

This section identifies what strategic activities Te Pae Oranga will undertake to achieve the strategic priorities, deliver on our statutory functions, achieve the provisions of our Trust Deed and support our whānau in their journey to whānau ora.

Our Accountability Framework – Tapatoru provides the next level of detail around the mechanisms, tools and approaches Te Pae Oranga will utilise to measure, monitor and evaluate success. From this strategic plan, Tāhū Ora, Te Pae Oranga operational backbone, will generate an operational plan that will create the work plan and focus areas for Tāhū Ora.

Rangatiratanga



Rangatiratanga – (Chieftainship)

Te Pae Oranga upholds the leadership, self-determination, sovereignty, independence and autonomy of each other, and whānau.

Ūkaipōtanga – (Home)

Te Pae Oranga recognises the power of belonging and its importance to ensuring the success of achieving our vision.

Strategic Activities

Exercise an unapologetic Te Tiriti grounded partnership with the Crown to ensure the rangatiratanga of iwi, hapū and whānau is honoured and implemented in health planning, design, commissioning and review across the rohe.

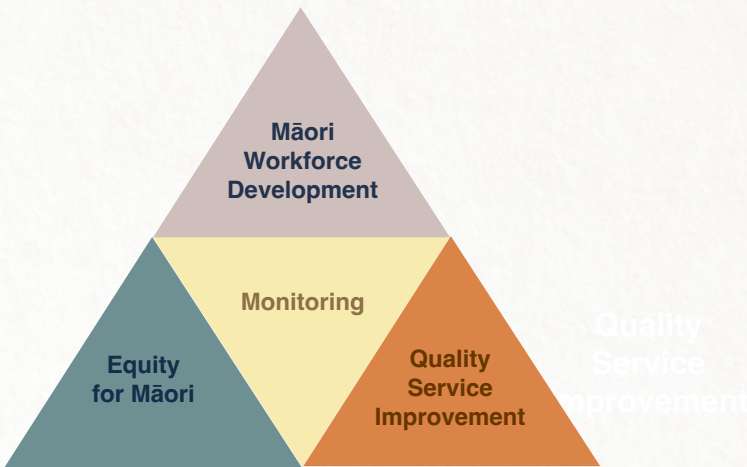
Establish hapū and whānau communication practices, mechanisms and tools that consistently capture hapū and whānau aspirations across the health and wellbeing of the rohe. We must ensure that whānau voice is used to develop systems that work for them.

Support the development, implementation and monitoring of locality plans across the rohe, advocating and lobbying across the system for the priorities captured in the locality plans, with a deliberate focus on hapū and whānau aspirations.

Pae Tū Hauora:

OUTCOME 1: Whānau, hapū, iwi and Māori communities can exercise their authority to improve their health and wellbeing

Mauri Ora



Pūkengatanga – (Knowledge)

Te Pae Oranga will strive to ensure there are opportunities for the organisation and whānau to develop the skills and knowledge to live fulfilling and healthy lifestyles.

Wairuatanga – (Spirituality)

Te Pae Oranga upholds the sanctity of our spiritual connections as a people and to the places we live in.

Strategic Activities

Use our statutory functions in the Pae Ora (Healthy Futures) Act 2022 to actively challenge racism and discrimination experienced by our whānau.

Prioritise investment in services and kaupapa to address inequity for Māori particularly in the areas of access, choice and kaupapa service development and delivery.

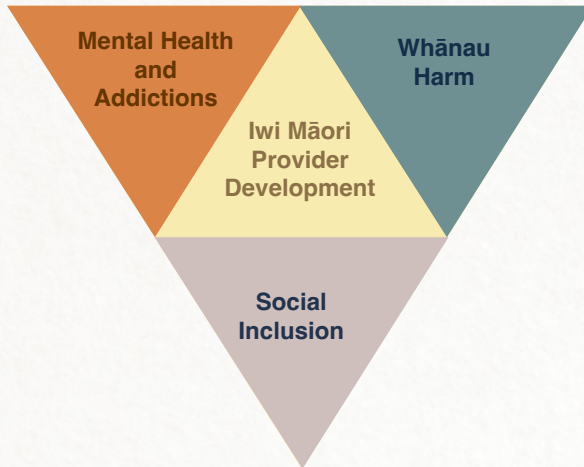
Be active contributors and influencers in the development, recruitment and retention of our Māori health and wellbeing workforce across the rohe.

Have 360 degree vision across all service provision, performance and accountability of providers in delivering care, support and treatment in the rohe for whānau.

Unapologetically hold service providers accountable for quality and delivery of equitable services for whānau through our statutory monitoring functions, elevating our concerns to Te Whatu Ora or Te Aka Whai Ora for action.

OUTCOME 3: The health system addresses racism and discrimination in all its forms

Whānau Ora



Manaakitanga – (Generosity)

Te Pae Oranga demonstrates its support and kindness, generosity and respect for each other, and whānau.

Whakapapa – (Genealogy)

Te Pae Oranga understands that as iwi we have a connection to each other that is more than a common understanding but is by blood ties and tikanga.

Strategic Activities

Unapologetically use our Te Tiriti partnership with the Crown to create an environment in our rohe where iwi and Māori providers are recognised for their contribution and supported to grow and consolidate a range of both service provision and back-office support to enable whānau to achieve whānau ora.

Actively focus on WAIORA as an identified priority by whānau, advocating and supporting a cohesive and responsive range of solutions with whānau from promotion to inpatient care in context with Realising WAIORA.

Unapologetically use our te Tiriti partnership to advance cohesive Whānau Harm approaches across our rohe. Drawing on the strengths from our communities and advocating across sectors for joined up approaches to support whānau cohesion and resilience. We shall challenge those systems that are not making systemic changes in this area.

Use our monitoring and accountability tools to ensure social inclusion is a basic service principle.

Ensure tangata whaikaha are actively included and focussed on as a part of overall equity and access to health and wellbeing services across the rohe.

Wai Ora



Whanaungatanga – (Family)

Te Pae Oranga acknowledges the importance of unity and cohesion in all we do with each other and others.

Te Reo Māori – (Māori language)

Te Pae Oranga acknowledges and upholds te reo Māori as our key identity and what makes Māori so unique as tangata whenua of Aotearoa.

Strategic Activities

Hold Hospital and Specialist Services to account in the provision of services to whānau through our statutory mechanisms and shall actively use those mechanisms to make changes where there is lack of accountability.

Focus on Primary Care as a key strategy to achieving equity of health outcomes for whānau. Focussing on access, barriers and continuity of care from primary through secondary for whānau.

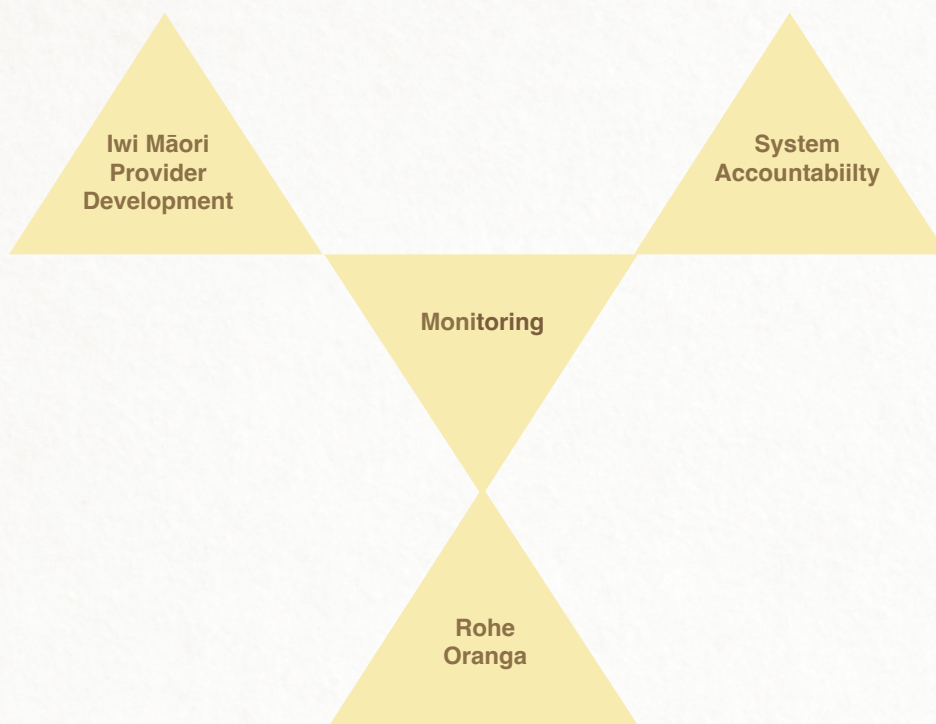
Use data insights and Te Ao Māori analysis to understand the situation for whānau from a systems analysis with a particular focus on equity for Māori. From this mahi we shall be containers of change.

Use data informed insights such as Te Ara Angitū and whānau voice to challenge, advocate and make change in the provision of Hospital and Specialist Services in our rohe.

Be actively engaged at a national level with Public and Population Health developments, planning and design for our rohe, elevating the voices of whānau and localities to ensure relevance, focus and equity in health promotion

OUTCOME 2: The health system is fair and sustainable, and delivers more equitable outcomes for Māori

Pēhea – Monitoring Methodology *Manu Aute*



Kaitiakitanga – (Guardianship)

Te Pae Oranga serves its whānau by serving as guardians for equal and better health outcomes for whānau.

Strategic Activities

Use our partnership with Te Tihi o Ruahine Whānau Ora Charitable Trust Alliance to understand the data ecology and ensure we have the right data points in the right places to elicit the information we require to exercise our monitoring functions determined by the Pae Ora (Healthy Futures) Act 2022.

Hold others to account to ensure the challenges whānau experience in access, quality of treatment and quality of outcomes are addressed.

Ensure the active administration of Tapatoru, our accountability framework, to maintain a consistent level of expectations and performance across the system.

OUTCOME 4: The inclusion and protection of mātauranga throughout the health system.



Source Image: adrian-swanca_unsplashd



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TE PAE ORANGA
O RUAHINE
O TARARUA