

# Rautaki Whaiora 2023 – 2030



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## Nā te Heamana Whaiora

### **Teresea Olsen | Ngāti Porou**

*Ko Kuri Te Marae*

*Ko Titirangi Te Maunga*

*Ko Uawa te Awa*

*Ko Te Aitanga a Hauiti te iwi*

*Ko Teresea Olsen taku ingoa*

I have been Whaiora Chairperson for 20 years. During this time, I have had the privilege of working alongside a number of General Managers, board members and kaimahi. All dedicated to ensuring the whānau who live in the Wairarapa receive the very best care and services that are available. During Covid, Whaiora stepped up and delivered services to whānau despite the challenges, thank you very, very much I consider it a privilege to have held the position as chair for so many years.

Pae Ora signals a new way forward for hauora for Māori. It holds the government to account and requires them to set priorities and expectations for our health system. It is transformational. that included the setting up a a Māori Health Authority, iwi partnership boards and the Pae Ora Act that was passed in 2022.

Pae Ora signals a new way forward for māori health guiding entities to uphold Te Tiriti to achieve Māori health equity. Whaiora has a new organisational strategy Rautaki Whaiora – Pae Ora is a vision shared by Whaiora and with that in mind a whānau centred vision was developed with our board and leadership team. Our strategic focus areas will guide planning and delivery of Rautaki Whaiora. It is also about refocusing and ensuring our leadership remains strong and challenges each and every one of us to work together closer together with pharmacists, physiotherapists, cancer care coordinators, paramedics, nurse practitioners and other health and social practitioners to provide the services to our whānau closer to home and reduces the barriers that exist that prevent our whānau from being well and staying well.

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Once again thank you all for all your hard work and look forward to the new year and the opportunity to walk beside you all as we approach the new year with a new government and all the challenges that will bring.



In 2018 Teresea Olsen, of Lower Hutt, was awarded QSM, for services to Māori and health. Whānau values laid by her mother to provide hope and help to communities have been her inspiration. In 2022 Teresea was recognized as 'The Wellingtonian of the Year' as a stalwart of the vaccination programme. Hutt Valley and Capital Coast DHBs presented the Tu Rangatira Mo Te Ora Public Health Champion Award to Teresea in recognition of her exceptional public health service to Māori over the past 40 years. Her Mokopuna whakapapa to Papawai Marae. Teresea continues to lead and support Whaiora kaupapa Māori models and whānau values within Wairarapa.

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## Nā te Kaihautū Whaiora

### Triny Ruhe | Ngāpuhi

*E nga mana*

*E nga reo*

*E nga karanga maha ko koutou*

*Kei te mihi kei te mihi kei te mihi*

*Te Ahuahu te maunga*

*Omapere te roto*

*Ngapuhi te iwi*

*Te Uri Taniwha te hapū*

*Parawhenua te marae*

*Ko Triny Ruhe taku ingoa*

As Kaihautū Whaiora, it is with the utmost pride I introduce our new organisational strategy, *Rautaki Whaiora 2023 – 2030*. Rautaki Whaiora is a revitalisation of our foundations, a commitment to whānau-centred and informed practice, investment in kaimahi and kaupapa, and outlines how we intend to achieve hauora with whānau Wairarapa in the coming years.

Rautaki Whaiora reaffirms expectations of the whakapapa and establishment of Whaiora, ensures leadership responsibility and accountability, and alignment to our foundations throughout service development and delivery.

Rautaki Whaiora intends to deliver on more effective services and care for whānau Wairarapa – whānau must be held in the centre of all we do.

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## Whakapapa Whaiora

The whakapapa of Whaiora remains revolutionary for whānau Wairarapa, and the guiding pathway for Whaiora service development and delivery.

Whaiora Whanui was originally developed at a hui-a-whānau held at Papawai Marae in October 1996, facilitated by Dr Janice Wenn and Tā Kim Workman (Ngāti Kahungunu, Ngāti Hinewaka, Ngāti Moe). The initial purpose was to establish a Community Based Māori Health Service for Māori in South Wairarapa. The planning for this service proceeded. During the final planning stages an approach was made from Ngāti Kahungunu ki Wairarapa Māori Executive Taiwhenua to place the service within this organisation and provide a Wairarapa wide Community based Māori Health Service. This was agreed to.

In July 1997, Whaiora Whanui began providing services to nga iwi katoa o Wairarapa. Several Health Funding Authority contracts were obtained viz; whānau health, kaumātua liaison and later Tamariki ora and Māori Health Promotion were added.

At the conclusion of 2 ½ years a Māori General Practitioner was recruited and from January 2000 a Primary Care Service was developed and operated from premises in Lincoln Road.



Regrettably in the latter part of 2000 Ngāti Kahungunu ki Wairarapa Māori Executive Taiwhenua began experiencing viability issues, the majority of Wairarapa hapū supported and mandated Whaiora Whanui as an autonomous entity in order to retain its ability to deliver services to the community. Whaiora Whanui Trust was established as a Charitable Trust on 13 December 2000 and began operating from January 2001. *Māori health status requires to be improved through the provision of services, which are culturally safe and assist Māori to take responsibility for initiating these improvements”.*

Whaiora refers to the pursuit of wellness. In his time as former Chief Executive of Whaiora, Hone Hurihanganui (Tūhourangi, Ngāti Wāhiao, Ngāti Whakaeue, Ngāti Porou, Ngāi Tāmanuhiri) developed the Whaiora Vision and Mission that has carried the organisation forward since 2008. The Vision *Wairarapa – He Waiora | Wairarapa – A place of wellness* and Mission, *He rarapa i ngā āhuatanga e ū ai te hā o te ora | To pursue and participate in ways of bringing about wellness* ensured a Wairarapa and hauora focused. Ngā mihi nui Hone for this foundational contribution.

In 2007 the Wairarapa Māori Sports Awards was established under the umbrella of Whaiora Whanui Trust, by the late Jeff

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Workman – these annual awards continue to this day to celebrate Māori achievement in sports.

In 2010 the Whaiora Medical Centre was established and remains to be the only Very Low-Cost Access (VLCA) Medical Centre in Wairarapa.

Whaiora are a key provider for Wairarapa, a member of the North Island *Whānau Ora* provider network, preferred Tamariki Ora/Well Child for the region, the region's smoking cessation centre –

formally a pilot site of the original *Aukati Kaipapa* cessation programme for Māori, as well as the only Wairarapa VLCA Medical Centre.

Whaiora provides outreach support through *Pae Ora, Healthy Futures*, to improve the hauora of whānau with accessible community healthcare provided predominantly in the home. Prioritising whānaungatanga ensures the wider whānau picture is understood, and Whaiora support and guidance towards recommended services is trusted. Our kaikōkiri (champions of





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wellness) support whānau to manage their hauora at all stages of life starting from within their homes.

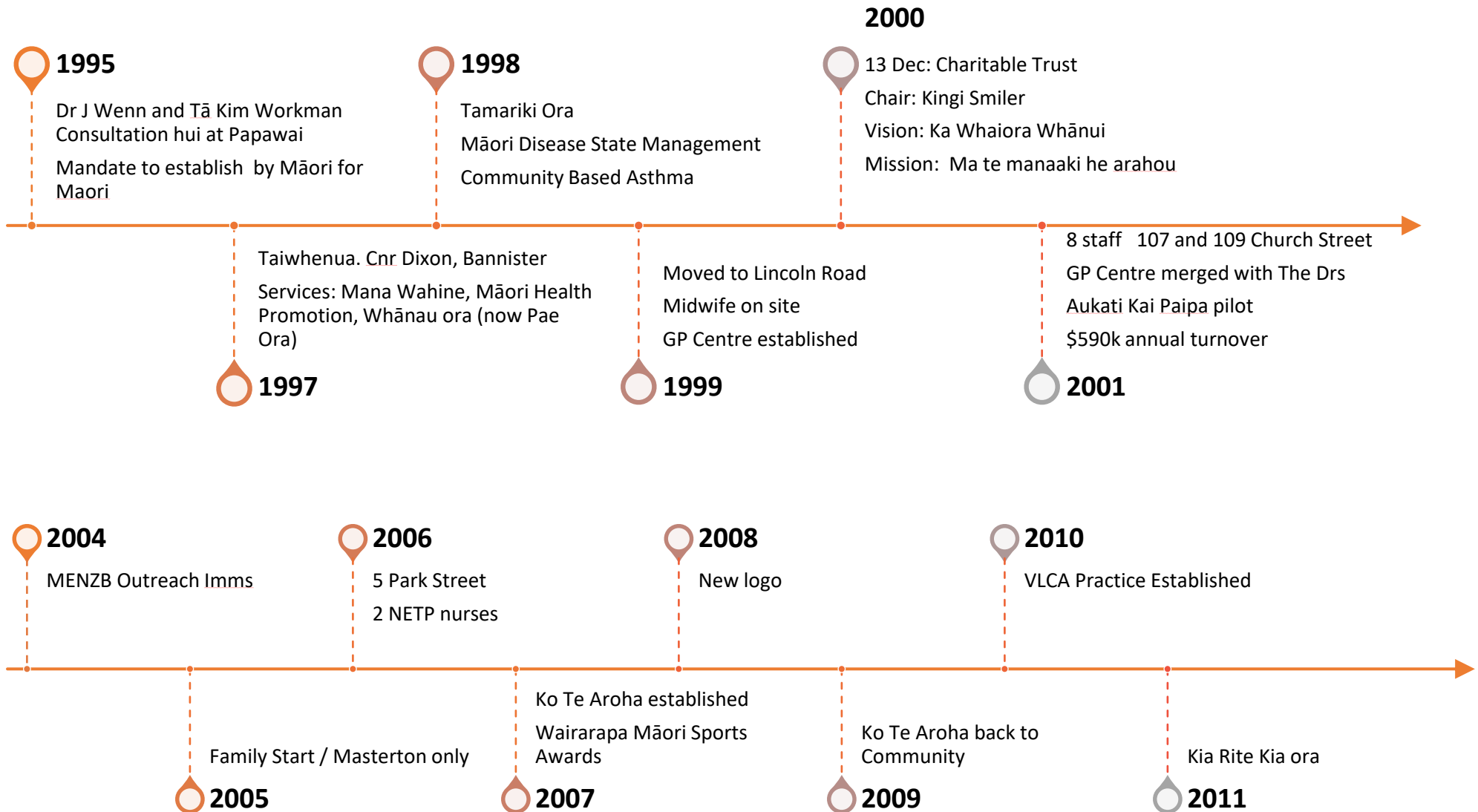
Historically, Whaiora was instrumental in the establishment of *Ko Te Aroha* (a currently flourishing early childhood education centre) in Whakaoriori to provide an effective and sustainable response to the lack of early childcare services available at the time.

Whaiora continues to deliver a range of health and social services to whānau Wairarapa. We support kaimahi to further their vocational learning and provide career pathways for them to work towards. The Whaiora workforce is predominantly Māori.

Whaiora is governed by Māori trustees only, providing Māori perspectives across operations and at a strategic decision-making level when looking at the future of Whaiora and its health services for whānau Wairarapa.



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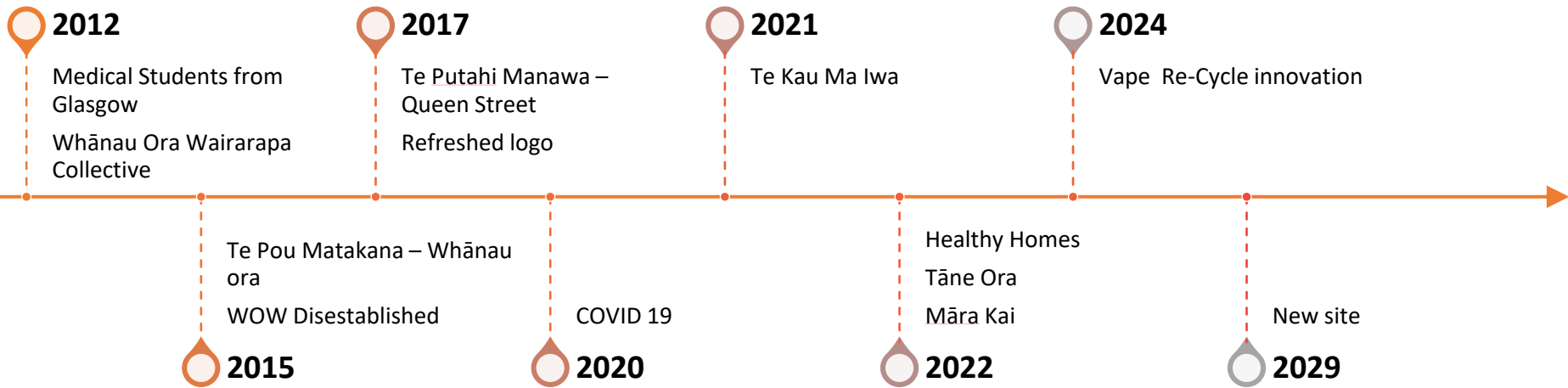


Figure 1 Whaiora tohu 2000 – 2007



Figure 2 Whaiora tohu 2007 – 2017



Figure 31 Whaiora tohu 2018 – present

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# Rautaki Whaiora 2023 – 2030



## Horopaki me te whāinga

Approaching its fourth decade of service, Whaiora is refocusing its attention to foundations, leadership, and accountability, kaimahi and kaupapa, with whānau at its centre. Rautaki Whaiora captures these intentions and commitments and outlines how action will be taken.

Whaiora has faced unprecedented challenges leading health services for Wairarapa through a global pandemic whilst national health capacity and capability deficits increase.

Responding to increased needs of whānau demonstrated capability for Whaiora to break down silos and work better together despite these pressures. The experience of recent years has helped Whaiora identify gaps in organisational capacity, capability, and service delivery. It has also helped identify opportunities for change.

Last year Whaiora Board and its Leadership Board began a review of the *Whaiora Strategy Plan 2021 – 2024*. Revisiting and reaffirming an understanding of what it means to be a kaupapa Māori service, Whaiora undertook kōrero and wānanga to address the organisational culture of Whaiora and explore whether its foundations (policies, practice, and people) support

and enable the delivery of health care services effectively for tāngata whenua.

In November 2022 a focused noho marae decolonising wānanga was undertaken with kaimahi, the leadership team, Board, and whānau to understand the purpose, actions, and effects of colonisation within Aotearoa, the realities of the continued permeation of colonial perspectives and oppression, intergenerational trauma, and specifically what the impacts of these are on health service provision for whānau Wairarapa.

The collective learning outcomes of this wānanga have guided the review of the former strategy and the development of Rautaki Whaiora.

Rautaki Whaiora outlines clear foundations and expectations to adhere to, and strategic focus areas to mandate priorities and operational planning. The *Rautaki Whaiora Delivery Plan* will detail each strategic focus area, its initiatives and actions, and intended outcomes. Recommended immediate actions will be included to support Rautaki Whaiora and its implementation. Rautaki Whaiora reporting, and evaluation will measure the efficacy of strategic action and ensure accountability of its delivery.

## Strategic alignment & direction

We are amidst significant movement across the health sector, particularly at a national strategic level. Oversight will be maintained of current and developing national health sector strategies that Rautaki Whaiora will align to, support, and potentially adapt from. Foundationally, *Te Tiriti o Waitangi*<sup>1</sup> is recognised by Whaiora as the founding document of New Zealand, Aotearoa. Te Tiriti o Waitangi captures the relationship between the Crown and Iwi, obligations of both tāngata tiriti and tāngata whenua.

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<sup>1</sup> Specifically *Te Tiriti o Waitangi*, not the Pākehā translated 'Treaty of Waitangi' – [Translation of the te reo Māori text | Waitangi Tribunal](#)

## Reforming our health system

In 2022 the *Pae Ora Act 2022*<sup>2</sup> was passed, and significant investment was made into the health sector via the 2022 Budget. In mid-2022 the District Health Boards (DHBs) were disestablished, and *Te Whatu Ora* (Health New Zealand) and *Te Aka Whai Ora* (Māori Health Authority) were created. The *Pae Ora Act 2022* requires the Minister of Health to determine six strategies from 1 July 2023, including a *Hauora Māori Strategy*<sup>3</sup>. This suite of strategies will inform the next iterations of the Government Policy Statement and *Te Pae Tata* in 2024, which will set three-year goals.

Tuatahi, *He Korowai Oranga* (Māori Health Strategy 2020–2025)<sup>4</sup> sets out the overarching framework to guide government, and the health and disability sector to achieve the best health outcomes

for Māori. *Whakamaua* (Māori Health Action Plan 2020–2025)<sup>5</sup> is the supporting plan to give effect to *He Korowai Oranga*, identifying outcomes, objectives and priority areas for action that will contribute to the achievement of *pae ora* – healthy futures, for Māori.

*Te Pae Tata* (Interim New Zealand Health Plan 2022)<sup>6</sup> was the first national health plan published under the *Pae Ora* legislation, jointly by *Te Whatu Ora* and *Te Aka Whai Ora*. *Te Pae Tata* replaces 20 different district annual plans, and designed to begin transformation while a full-scale Aotearoa Health Plan is developed under the *Pae Ora Act 2022*, due to be delivered in early 2024. *Te Pae Tata* delivers on the expectations of the Interim Government Policy Statement (GPS, 2022–2024)<sup>7</sup>, the expectations of the *Pae Ora* legislation<sup>8</sup>, and the five system shifts<sup>9</sup>, creating a new health service delivery system to serve all people of Aotearoa.

<sup>2</sup> [Pae Ora \(Healthy Futures\) Act 2022 No 30 \(as at 27 July 2023\), Public Act – New Zealand Legislation](#)

<sup>3</sup> [Pae Tū: Hauora Māori Strategy \(health.govt.nz\)](#)

<sup>4</sup> Note that *He Korowai Oranga* incorporates the principles of *Te Tiriti o Waitangi*, as articulated by the Courts and the Waitangi Tribunal, into its framework. The Waitangi Tribunal 2019 *Hauora Report* recommends key principles for the primary health care system, which are applicable to wider health and disability system. [Waitangi Tribunal. 2019. Hauora: Report on Stage One of the Health Services and Outcomes Kaupapa Inquiry](#). Wellington. Waitangi Tribunal. pp. 163–164,

<sup>5</sup> [Whakamaua: Māori Health Action Plan 2020–2025 | Ministry of Health NZ](#)

<sup>6</sup> [Te Pae Tata Interim New Zealand Health Plan 2022 – Te Whatu Ora – Health New Zealand](#)

<sup>7</sup> [Interim Government Policy Statement on Health 2022–2024 | Ministry of Health NZ](#).

<sup>8</sup> [factsheet-pae-ora-bill-oct2021.pdf \(futureofhealth.govt.nz\)](#).

<sup>9</sup> The five key shifts are (1) the health system will reinforce *Te Tiriti* principles and obligations, (2) all people will have access to a comprehensive range of support in their local communities to help them stay well, (3) everyone will have access to high-quality emergency or specialist care when they need it, (4) digital services will provide more people with the care they need in their homes and communities, and (5) health and care workers will be valued and well-trained for the future health



*Pae Tū*<sup>10</sup> provides the overall direction for hauora Māori across each of the strategies, guiding health entities to uphold Te Tiriti and achieve Māori health equity. *Pae Tū* sets an interim pathway until 2025, enhancing He Korowai Oranga, and Whakamaua, to ensure both reflect the new health system and remain fit for purpose. After this period, a more fulsome review of He Korowai Oranga will set the next 10-year vision for hauora Māori.

Lastly, the recently (July 2023) published New Zealand National Health Strategy<sup>11</sup> is part of the suite of strategies published under the Pae Ora Act, and is the main strategy addressing the health of our population as a whole.

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system. See [230803-Te-Aka-Whai-Ora-Establishment-Plan-v7.pdf](#) ([teakawhaiora.nz](#)).

<sup>10</sup> [Pae Tū: Hauora Māori Strategy | Ministry of Health NZ](#)

<sup>11</sup> [New Zealand Health Strategy | Ministry of Health NZ](#)



## Pae ora & Whaiora

Pae ora is the vision for He Korowai. Pae ora is healthy futures, for Māori, for all. Pae Ora, an intrinsically Māori concept; Mauri Ora (healthy individuals), Wai Ora (healthy environments), and Whānau Ora (healthy families) collectively contributing to and

creating Pae Ora – healthy futures. There is a clear national strategic shift to achieve Pae Ora, supported by its own legislation and suite of strategies and plans. During Whaiora Board discussions, it was clear and collectively agreed that Pae Ora is a vision shared by Whaiora, for whānau Wairarapa.



## Moemoeā Whaiora

Whānau Wairarapa – he pae ora

Whānau Wairarapa – healthy futures



The foundational Vision and Mission established in 2008 felt by the majority to be lacking, but not too far off the mark. With the past fifteen years in mind, and the future aspirations of Whaiora, a whānau-centred Vision for Wairarapa was declared – to achieve pae ora for our people. Developed with the Whaiora Board and Leadership Team, 2023.

## Whakatakanga Whaiora

He rarapa I ngā ahuatanga e u ai te ha o te ora

Fostering innovation to achieve wellness



To achieve this Vision, a more deliberately worded Mission was developed – to declare action, and therefore responsibility to, and accountability of the success of this strategy, its Vision, and Mission. Permitting innovation, with a focus on working with whānau to develop solutions, and defining success on our own terms, to achieve Pae Ora. Developed with the Whaiora Board and Leadership Team, 2023.

## Mātāpono Whaiora

Whaiora mātāpono are foundational. It is expected that all Whaiora kaimahi and its Board identify with and understand each of these mātāpono and how they are applied within health care provision. Mātāpono Whaiora are to be applied across all Whaiora services by all kaimahi and underpin all policy and practice. Based on the Whaiora Decolonising Wānanga learning outcomes, November 2022, and developed with the Whaiora Board and Leadership Team, 2023.

### **AROHA**

**To pay close attention to  
the hā**

Whaiora pays attention to  
each tangata they work with

### **MANAAKITANGA**

**Fostering mana tāngata**

Whaiora upholds and  
encourages mana whānau  
and mana **kaimahi**

### **KAWA WHAKARURUHAU** Cultural Safety

Underpins Whaiora as a  
fundamental health service  
requirement for tāngata  
whenua

### **TINO RANGATIRATANGA** Ultimate sovereign authority

Whaiora recognises being  
māori, feeling māori is  
unconstrained.

### **TIROHANGA MĀORI** Ensuring a Māori worldview

Whaiora prioritises the  
appropriate application of te  
ao Māori perspectives.



## Strategic Focus Areas

To achieve our vision, Whaiora has set three strategic focus areas we will achieve. Areas will guide planning and delivery of Rautaki Whaiora. They have been identified as umbrella priority areas that encompass a range of short-term and long-term deliverables. Developed with the Whaiora Board and Leadership Team, 2024.

### **ORGANISATIONAL SUSTAINABILITY**

#### **Investing in Whaiora, for whānau**

- Leadership & succession
- Infrastructure Funding & investment
- Capacity & capability
- Workforce development
- Investment in kaimahi & our future
- Oversight of changing direction & impacts

### **EFFECTIVE RELATIONSHIPS**

#### **Coordinated & collective efforts.**

- Effective relationships with whānau, hapū, iwi, intersecting government & non-government services to better deliver effective care for whānau.
- Whānau advisory
- Hapū & iwi coordination
- Cross-agency coordination
- Whaiora representation & participation

### **INNOVATE FOR WELLNESS**

#### **Whānau centred solutions**

- Whānau centred & informed policy, practice & solutions.
- Service development & improvement
- Encouraged exploration & failure
- Decolonise & reindigenise
- Pae Ora