

# Mahere Rautaki

Strategic Plan | 2023–2028



Te Piki Oranga  
MĀORI WELLNESS SERVICES



## Māori health and wellness services - by Māori, for Māori.

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Established in 2014 as the Māori health provider for Te Taihū o te Waka-a-Māui



Three health hubs in Wairau, Whakatū and Motueka



In-home, mobile and community outreach services

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# Mihi | Acknowledgements



E ngā mana, e aku rangatira, e te iwi whānui

Nei anō te mihi kau atu ki a koutou,

E rere tonu ngā roimata mō rātou kua mahue mai i ā tātou

Nō reira, a waiho ko te pō ko te hunga wairua huakina ko te ao ō tātou e mahue pani iho i muri nei, kia tangi tīkapa ana i te aotūroa,

Tihei mauri ora!

Tēnei te reo maioha o Te Piki Oranga e rere atu ki a koutou i runga i ngā whakāro o tēnei kauwenga taumaha o te tau.

**We acknowledge everyone who contributes to the success of Te Piki Oranga – to our leadership team and board of directors, to our kaimahi of past and present and to our wider Te Taihū whānau and hāpori (community).**

We are grateful for your skills, experience and dedication to improving health and wellbeing for Māori living in Te Taihū o Te Waka-a-Māui. We acknowledge the courage and strength of those who seek our support, and to our kaimahi who walk alongside them.

This is our third mahere rautaki, strategic plan, that will guide our organisation from strength to strength over the plan's five-year span.

This plan is built on a strong foundation, our Te Piki Oranga uara (values). Our uara help to ground us in our mahi.

Thank you for your contribution to achieving our kitenga (vision) and taukī whakatakanga (mission) that make a positive difference to people's lives and to the lives of future generations.

# Kupu whakataki | Introduction



Jane du Feu, Chairperson, and Anne Hobby, Tumuaki.

## Tihei mauri ora, tēnā koutou katoa and welcome to Te Piki Oranga Strategic Plan 2023–2028.

Te Piki Oranga board members were pivotal to the development of this plan. Kaimahi were also very much involved, with their insights and ideas gathered at a strategic planning day, and feedback sought further along in the process. As with previous plans, whānau feedback was brought to the fore through kōrero to shape our new strategic direction.

This plan follows on seamlessly from the previous one, which helped Te Piki Oranga navigate through the turbulence of COVID-19.

It is a tribute to the board and management team that the 2018–2023 Strategic Plan pou held us in good stead as the pandemic first threatened, and then finally arrived, affecting all aspects of our operations and, most importantly, ngā tangata, ngā whānau, ngā kaimahi.

In the extensive kōrero about this new plan, Te Piki Oranga board members and the leadership team maintained a whānau-centred approach. Throughout the process we asked ourselves how the strategic pou in this plan would serve to realise our kitenga, our vision, to revitalise whānau for their future.

During our kōrero, we also reminded ourselves of the different legislative

# Kupu whakataki | Introduction

landscape that this plan was created within, compared to the previous plan. The Pae Ora (Healthy Futures) Act 2022 replaced the district health board system with the standalone Te Aka Whai Ora (Māori Health Authority) and Te Whatu Ora (Health New Zealand).

At the time of writing this plan in September 2023, the first effects of the health reforms and the establishment of Te Aka Whai Ora were starting to be felt and make a difference. The reforms recognise that more services need to be delivered in te ao Māori and kaupapa Māori settings if they are to be truly whānau-centric and if they are to empower our kaimahi to work with whānau towards more equitable outcomes.

We encourage you to read and take inspiration from this plan. It is not long or overly complicated. Rather, it is strong and it is 'tika and pono.' The four strategic pou we have committed to are firmly held by the tūāpapa (foundation) of almost 10 years of service, partnership and ngā uara, our Te Piki Oranga values.

Nā māua noa, nā,

**Jane du Feu, Chairperson**  
**Anne Hobby, Tumuaki**



## Te Tiriti o Waitangi

**We recognise Te Tiriti o Waitangi / the Treaty of Waitangi as a founding document of government in Aotearoa New Zealand.**

Te Tiriti is an agreement signed between the British Crown and 540 rangatira Māori (chiefs) in 1840. It gives Māori the right to monitor and to evaluate the actions of this nation's government, both past and present, towards achieving equity for Māori.

Such actions include ensuring the wellbeing of all people in our territories and addressing any disparities in health outcomes between Māori and non-Māori. The ongoing effects of colonisation that create disparities in education, income, housing and more all have immediate, and multigenerational effects on health and wellbeing.

## Te Taihū demographics

When planning healthcare we consider our unique demographic factors.

The Māori population in Aotearoa New Zealand (16.5 per cent in the 2018 Census) is increasing at a faster rate than non-Māori populations.



This is because we have higher fertility rates and a younger age structure, with more wāhine of childbearing age (Statistics New Zealand, 2018).

In Te Taihū, our experience tells us Māori are more mobile than non-Māori with over 80 per cent of the whānau accessing our service being Maataa Waka. Maataa Waka is the grouping we assign to Māori who whakapapa to different iwi than the eight iwi who are tangata whenua in Te Taihū:

- Rangitāne o Wairau
- Ngāti Kuia
- Ngāti Apa ki te Rā Tō
- Ngāti Toa Rangatira
- Ngāti Koata
- Ngāti Rārua
- Ngāti Tama ki Te Taihū
- Te Ātiawa o Te Waka-a-Māui

This large proportion of Maataa Waka whānau means we have a significant number of disconnected whānau who have fewer, or no, whānau members to do the nurturing required for hauora.

## Wai 2575

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The Waitangi Tribunal Health Services and Outcomes Inquiry (Wai 2575) encompasses all claims concerning grievances about health services and outcomes that affect Māori.

The outcomes of Wai 2575 will depend on the findings and recommendations of the Waitangi Tribunal, and the response of the Crown.

The Tribunal's stage one report found that the primary healthcare system is not responsive to Māori needs and aspirations.

The Tribunal recommended that the Crown work with Māori to co-design a new system based on Te Tiriti principles and Māori health models.

Stage two of the inquiry will examine the extent and causes of disparities in health outcomes for Māori with disabilities, mental health issues, and alcohol, tobacco and substance abuse problems. The Tribunal could recommend changes to legislative, policy and funding frameworks, to address these issues.

The inquiry will also consider claims relating to public health, aged care, dental care, maternity care, cancer care and palliative care.

## Pae Ora (Healthy Futures) Act 2022

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**The Pae Ora (Healthy Futures) Act 2022 replaced the district health board system with Te Whatu Ora / Health New Zealand, Te Aka Whai Ora / Māori Health Authority and a new Public Health Agency.**

### Under Pae Ora

- The Minister of Health has oversight over the New Zealand, Hauora Māori (Māori health), Pacific, disability, women and rural health strategies.
- Te Aka Whai Ora is an independent statutory entity governed by a board and tasked with working with Māori and iwi-Māori partnership boards.
- Te Whatu Ora must provide information to iwi-Māori partnership boards.
- Te Whatu Ora and Te Aka Whai Ora develop the New Zealand Health Plan and Health Charter.
- A Hauora Māori Advisory Committee advises the Minister of Health on matters relating to Te Aka Whai Ora.



## Te Pae Tata

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Te Pae Tata Interim New Zealand Health Plan 2022 replaces 20 different district health board annual plans. Te Pae Tata includes priorities that are important to achieving our own goals, such as increasing the Māori health workforce and increasing the number of Māori people in leadership and decision-making roles.

## Te Mauri o Rongo

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Te Mauri o Rongo New Zealand Health Charter defines the common values, principles and behaviours to guide all people working in healthcare in Aotearoa New Zealand.

Required by the Pae Ora (Healthy Futures) Act 2022, Te Mauri o Rongo is underpinned by Te Tiriti o Waitangi principles identified during the first phase of Wai 2575 (described on page 8). Te Mauri o Rongo was finalised in September 2023 and we look forward to contributing to its collective success.

## Iwi-Māori Partnership Boards

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Te Kāhui Hauora o Te Taihū is the independent iwi-Māori partnership board for the Te Taihū rohe, one of 15 boards recognised under Pae Ora (Healthy Futures) Act 2022.

The iwi-Māori partnership boards are an essential feature in the new health system, with decision-making roles at a local level and jointly agreed local priorities and delivery with Te Whatu Ora.

These boards ensure that Māori governance is involved in determining local health priorities for iwi and Māori. Iwi-appointed board members work with communities, primary and community care providers, social care services and local government to improve service delivery and Māori health and wellbeing outcomes.

# Te kitenga me te taukī whakatakanga

**Whānau are at the heart of everything we do, as represented in our kitenga and taukī whakatakanga.**

Te kitenga was chosen to describe our long-term moemoeā (vision) for whānau, the people who use our services.

The taukī whakatakanga is our day-to-day guide to how we work with whānau to achieve our long-term moemoeā.

Together, te kitenga me te taukī whakatakanga tell the story of how we support whānau to build knowledge and confidence, so they be the rangatira of their hauora journey.

**Kitenga**  
*(vision statement)*

**Me whakahaumanu  
te mana o te whānau,  
ā ka haere whakamua**

*Restore whānau health  
for a positive future*

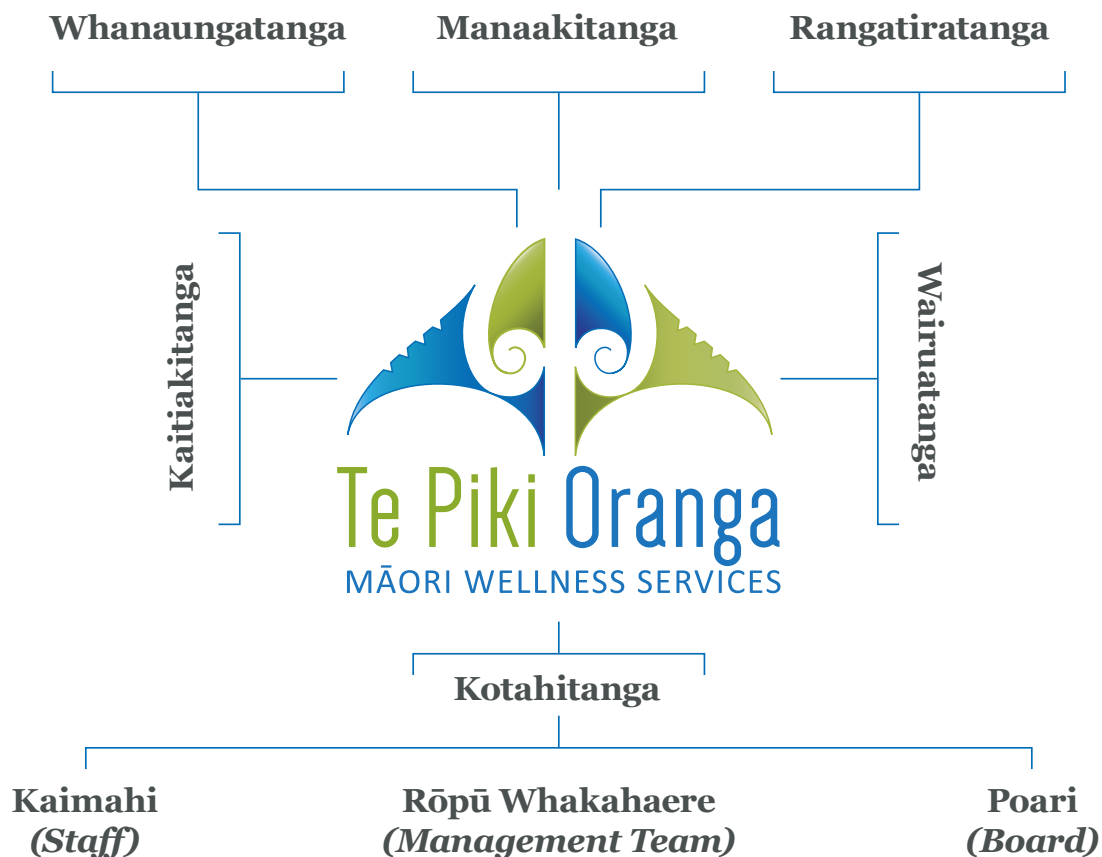
**Taukī whakatakanga**  
*(mission statement)*

**Mā te huruhuru  
ka rere te manu**

*Enable whānau to  
achieve wellness*

# Manu Aute – Te Tohu o Te Piki Oranga

*Kite – the logo of Te Piki Oranga*



- Kākāriki/green**  
Health & growth
- Mā/white**  
Peace & purity
- Kikorangi/blue**  
Strong & dependable

- Taratara a kai/zigzag notching**  
Eight notches: Te iwi o Te Taihu  
Plain space: Other affiliated iwi

The tohu symbolises how kaupapa Māori is translated into how kaimahi work with, and walk alongside, whānau. Whānau is represented by Manu Aute, at the centre of our care. Around the centre are the tikanga Māori values and kaupapa our kaimahi practice to gain whānau confidence and understanding. From there, kaimahi can empower whānau to improve all aspects of their wellbeing.

# Tō mātou uara Our values

Tō mātou uara are the tūāpapa (foundation) underpinning the way we work with whānau.



## Manaakitanga

*(aroha, hospitality, kindness, generosity, support)*

Manaakitanga is an act of caring for a person's mana (dignified presence) expressed through generosity, caring and compassion in all we do.

*He aroha whakatō, he aroha puta mai*     *If kindness is sown, then kindness you shall receive*

## Whanaungatanga

*(relationship, kinship, sense of family connection)*

Whanaungatanga embodies the physical and spiritual connections that bring us together, as a whānau and community, to work towards a collective goal.

*Whāngaia, ka tipu, ka puāwai*     *That which is nurtured, blossoms and grows*



## Kaitiakitanga

*(guardianship and protection)*

Kaitiakitanga is the belief that people are closely connected to the land and nature. The preservation and nurturing of taonga such as te reo Māori me ōna tikanga (language, customs and practices) are everyday acts of kaitiakitanga.

*Toitū te Marae a Tāne, toitū te Marae a Tangaroa, toitū te iwi*     *If the land is well, and the sea is well, the people will thrive*





# Wairuatanga

*(spirituality)*

Wairuatanga is the sense of connection between ourselves and our environment, and believing in a spiritual existence. Wairuatanga contributes to a sense of belonging and is essential to hauora (wellbeing).

**He oranga ngākau,  
he hikinga wairua**      *When it touches your  
heart, it lifts your spirit*



# Kotahitanga

*(unity, collective action)*

Kotahitanga is when we develop and maintain unity in purpose and direction. Everyone must be encouraged to contribute, to have their say in the pursuit of hauora.

**Ehara taku toa i te  
toa takitahi, engari  
he toa takitini**      *My success should not be  
bestowed onto me alone, as  
it was not individual success,  
but success of a collective*

# Rangatiratanga

*(leadership, right to exercise authority)*

Rangatiratanga is the expression of the attributes of a rangatira – humility, leading by example, generosity, kindness, diplomacy and knowledge of benefit to people.

**He aha te kai a te  
rangatira? He kōrero,  
he kōrero, he kōrero**      *What is the food of the  
leader? It is knowledge,  
it is communication*



# Te Puna Hauora | A source of wellbeing



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**Te Puna (the source) Hauora (wellbeing) is the Te Piki Oranga framework for how we provide services in Te Taihū o Te Waka-a-Māui.**

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Our services offer support with mental health, addiction, prevention and wellness.

Te Puna Hauora is based more on a traditional Māori community model than a Western clinical model.

It recognises that a health concern requires a whānau-centric approach, where a Māori individual may need the support and involvement of their whānau and whānau whanui.

Te Piki Oranga refers to people accessing our services as whānau because this infers a close and respectful relationship.

By placing whānau at the centre of our care, we can support Māori and their whānau to become more self-managing and improve their health literacy through education.

## Tō mātou ratonga | Our services

- Adult mental health, and addictions support (alcohol and other drugs) – non-clinical pūkenga manaaki-led assessment and support
- Bowel cancer screening – outreach and referral
- Child and adolescent mental health – clinical care and pūkenga manaaki-led assessment and support
- Counselling – general
- Hauora Direct – referrals from Te Whatu Ora
- Kia Taumata Te Oranga – a methamphetamine addiction programme
- Cervical screening – invitation and recall
- Lactation consultation
- Koroua me kuia – early intervention service, whakawhanaungatanga, physical activities and health support for people aged 55+
- Outreach immunisation – supporting whānau to immunise their tamariki
- Te Matapihi
- Te Hā Aukati Kaipaipa – support to become and stay smoke and vape-free
- Te Pae Oranga – iwi community panels
- Te Puna Hauora – Whanau Ora services
- Diabetes nursing – specialist care
- Tūhono – to strengthen whānau bonds
- Kai ora – dietitian-led nutritional advice
- Healthy Homes and Housing First – supporting whānau into healthier, stable housing
- Well Child Tamariki Ora – supporting whānau to nurture pēpi and young tamariki

## Tō mātou mahi | Our workforce

- Pūkenga atawhai – community nurses
- Nurse practitioners
- Pūkenga manaaki – whānau navigators
- Kaimahi-a-lwi – social workers
- Te hononga – counsellors and clinicians
- Kaiwhakahaere ratonga – service delivery operations manager
- Pūkenga kaiwhakahaere – site managers
- Tapuhi arahanga – clinical leaders
- Ngā pūkenga manaaki – smokefree quit coaches
- Ngā pūkenga hauora hinengaro, ō ngā tamariki me rangatahi – child and adolescent mental health clinicians
- Ngā pūkenga toitū Te Ora, a waipiro me tarutaru kino – alcohol and other drugs counselling
- Taura atawhai – lived experience mentors
- Te puna kai ora – dietitians
- Kōtuitui hapori (community connector), Māori tikanga wananga kai whakahaere
- Head office kaimahi in the areas of putea (finance), taituarā (administration), kaiwhakahaere pūmanawa tangata and whakaruruhau (human resources and health & safety), kaiawhi hangarau whakāturanga (IT support and communications), kaituitui hangarau whakāturanga (IT coordinator), te pou taki (cultural advisor), tumuaki (general manager) and kaiawhi tumuaki me ngā poari (PA to general manager and board of directors)

## Tō mātou hapori | Our community

- Whānau, hapu, iwi
- Other community providers and our health and wellness partners

# Kō te whānau te rito o Te Puna Hauora

## Whānau at the centre

**Te Piki Oranga reduces inequitable health outcomes by providing high-quality, accessible services that are consistent with the concepts of whānau ora and tino rangatiratanga.**

We describe the people who use our services as ‘whānau’ because of the close and respectful relationships we aim to grow and nurture in order to achieve this.

In 2004, esteemed academic and author Ranginui Walker DCNZM described whānau as the basic unit in traditional Māori society.

At its head were kaumātua and kuia, their adult sons and daughters, their spouses and their children.

The main function of whānau was the procreation and nurturing of children. Kaumātua and kuia were revered for their knowledge, wisdom and contribution towards childcare, and everyone in the whānau gave care and affection to the children.

The whānau provided its own workforce and was self-sufficient apart from defence, where strength in numbers was achieved by joining with other whānau, hapu and iwi.

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**Whānau are at the centre of Te Puna Hauora, and our strategic pou, because we want to support the development of healthy, strong and self-sufficient whānau, and support access to cultural knowledge that unites us as Māori.**

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# Our strategic pou

In this new strategic plan we have retained our four pou and refined the kaupapa for each pou, to guide us over this five-year period.

**Pou  
Tuatahi**

**Strategic Vision/  
Governance**

**Pou  
Tuarua**

**Build Tikanga**

**Pou  
Tuatoru**

**Management**

**Pou  
Tuawha**

**Hauora**

# Pou Tuatahi

## Strategic Vision / Governance

Improve accessibility for whānau

Strengthen iwi relationships

Reduce inequity

Increase kotahitanga across the organisation

Provide adequate facilities

Ensure sustainability and quality of services

Increase workforce capability

Ensure strategic plan is fit for purpose



# Pou Tuarua

## Build Tikanga

Ensure te ao Māori is the essence of all we do

Build culturally appropriate services

Support kaimahi cultural capability

Reconnect with Māori culture

Tautoko marae



# Pou Tuatoru Management

Embrace innovation

Expand appropriate services

Develop public health / health promotion

Achieve best practice

Maintain an effective client management system

Grow leaders

Develop research opportunities

Implement the strategic plan





# Pou Tuawha Hauora

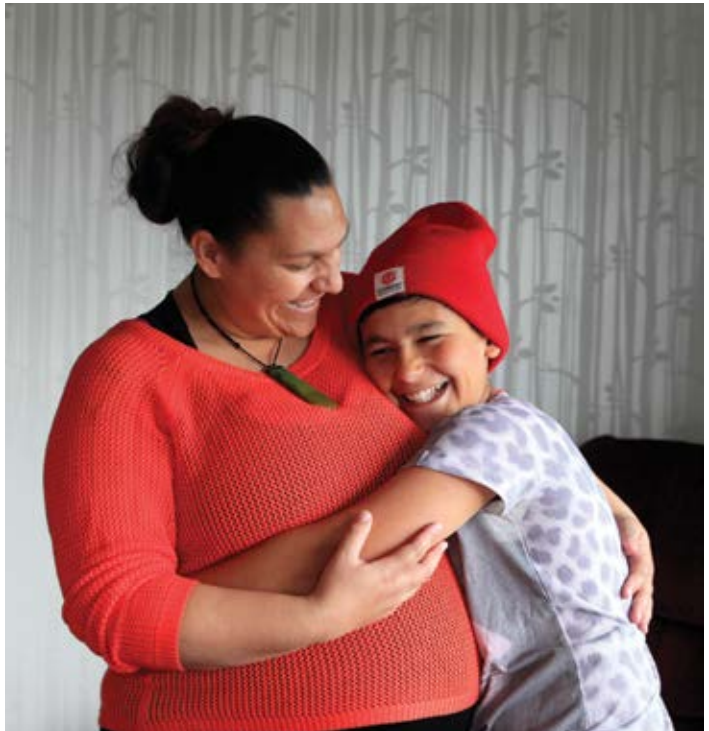
Implement Māori models of hauora

Improve Māori health outcomes

Collaborate to address social and economic disparities

Support whānau with disabilities

Increase health literacy





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