

Te Aka Whai Ora | Statement of Intent

2022-2026



Mahuru 2022

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Presented to the House of Representatives pursuant to section 149 and 149(L) of the Crown Entities Act 2004.

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42-52 Willis Street, Wellington, New Zealand

This document is available on the Te Aka Whai Ora website.

www.teakawhaiora.nz



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Statement of Responsibility

This document is the Statement of Intent (SOI) for Te Aka Whai Ora – Māori Health Authority as required under the Crown Entities Act 2004.

It sets our strategic goals and objectives to improve health outcomes for Māori and describes our role and functions consistent with the Pae Ora (Healthy Futures) Act 2022.

In signing this SOI, we are satisfied that it fairly represents our strategic intentions and activity, and it is in line with Government expectations.

This document covers activity between 1 July 2022 and 30 June 2026.

Te Aka Whai Ora reserves the right to amend this document prior to 2026 as our organisation is established and our strategic landscape and priorities evolve.

Signed:



Tipa Mahuta
Chair, Te Aka Whai Ora
(*Waikato, Maniapoto, Ngāpuhi*)

Signed:




Dr Mataroria Lyndon
Board Member, Te Aka Whai Ora
(*Ngāti Hine, Ngāpuhi, Ngāti Whātua, Ngāti Wai, Waikato*)

Signed:



Sharon Shea
Board Member, Te Aka Whai Ora
(*Ngāti Ranginui, Ngāti Hauā, Ngāti Hine, Ngāti Hako*)

Signed:



Dr Sue Crengle
Board Member, Te Aka Whai Ora
(*Ngāi Tahu, Ngāti Mamoe, Waitaha*)

Signed:



Awerangi Tamihere
Board Member, Te Aka Whai Ora
(*Ngāti Kauwhata, Rangitane, Ngāti Porou, Rongowhakaata, Kāi Tahu*)

Signed:



Fiona Pimm
Board Member, Te Aka Whai Ora
(*Ngāi Tahu, Kāti Māmoe, Waitaha*)

E kore tēnei whakaoranga e huri ki tua o aku mokopuna Our mokopuna shall inherit a better place than I inherited

This is an historic moment for Aotearoa New Zealand. The establishment of Te Aka Whai Ora – Māori Health Authority is both the culmination of decades of mahi and the beginning of a new era in health. We acknowledge all those who have worked tirelessly to support and advance this crucial kaupapa.

Chair's foreword

Te Aka Whai Ora and our partner Te Whatu Ora – Health New Zealand represent a new and exciting future for all New Zealanders. Together we are charged with driving transformational change in the healthcare system to achieve better outcomes and wellbeing for all our people – *whakahiko i te oranga whānau*.

It is a complex and challenging task to address unacceptable intergenerational Māori health inequity, let alone to transform an entire health system. This is a once-in-a-generation opportunity to make the change that ensures *e kore tēnei whakaoranga e huri ki tua o aku mokopuna* – my mokopuna shall inherit a better place than I inherited. We build on foundations set by those who have come before as we carry this mahi into the future.

This Statement of Intent, along with our Statement of Performance Expectations and Te Pae Tata, our joint interim New Zealand Health Plan with Te Whatu Ora, are the guides to navigate our initial transition and years of transformation.

At the heart of these documents is our central focus on pae ora – for our whānau, our communities, and our kaimahi/healthcare workers. Te Aka Whai Ora will work with the Iwi Māori Partnership Boards and Te Whatu Ora to elevate whānau and community voices. Our vision is to enable tino

rangatiratanga and mana motuhake in Māori health, to help drive self-determination for our own health and wellbeing.

Te Aka Whai Ora is setting out on this journey with courage and determination, knowing that we have a significant job ahead of us. We are committed to making the best use of our resources and drawing on all the knowledge and expertise available to address Māori health inequities.

Over the next four years we will continue to review this Statement of Intent as we listen to our communities, measure outcomes, and keep learning from all our experiences.

Maa te maaia, te manawanui me te ngaakau titikaha, taatou, e whai hua ana.

To achieve our goals, together we must be bold, brave and focussed.

Tipa Mahuta

Chair, Te Aka Whai Ora
(*Waikato, Maniapoto, Ngāpuhi*)

Our Board members

The Board of Te Aka Whai Ora provides governance over the entity and monitors the health system's mahi to improve hauora Māori. It currently has a chair and five members.

Our Board



Chair – Tipa Mahuta
(*Waikato, Maniapoto, Ngāpuhi*)

Tipa Mahuta has a background in facilitation, research, policy and community development complemented by over 20 years in iwi governance experience. Ms Mahuta has served on a wide range of iwi and community boards. She also has experience in environmental governance, serving on the Waikato Conservancy.



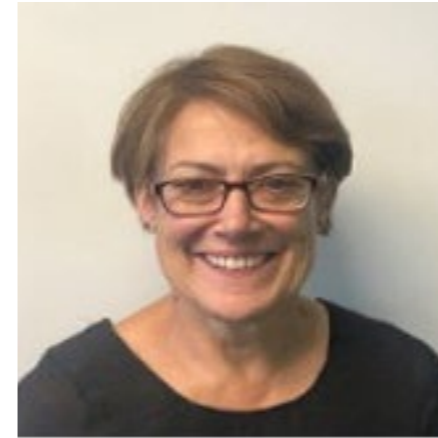
Dr Mataroria Lyndon
(*Ngāti Hine, Ngāpuhi, Ngāti Whātua, Ngāti Wai, Waikato*)

Dr Mataroria Lyndon is a senior lecturer in Medical Education at the University of Auckland and co-founder and Clinical Director of Tend Health. He completed his Master of Public Health at Harvard University as a Fulbright Scholar and his PhD is focused on medical education.



Sharon Shea
(*Ngāti Ranginui, Ngāti Hauā, Ngāti Hine, Ngāti Hako*)

Sharon Shea has a BA/LLB (from the University of Auckland) and a Masters in Comparative Social Policy (Distinction) from Oxford University. Ms Shea has significant governance and leadership experience across the health, disability and community sectors.



Dr Sue Crengle
(*Ngāi Tahu, Ngāti Mamoe, Waitaha*)

Dr Sue Crengle specialises in general practice and public health medicine and has been working as a researcher for over 25 years. She is a Professor, Hauora Māori at Otago Medical School. Much of her work involves identifying where and how inequities in health occur and testing ways to eliminate inequities.



Awerangi Tamihere
(*Ngāti Kauwhata, Rangitane, Ngāti Porou, Rongowhakaata, Kāi Tahu*)

Awerangi Tamihere has senior leadership experience across central government, regional crown entities, the private sector, and in working with her iwi.



Fiona Pimm
(*Ngāi Tahu, Kāti Māmoe, Waitaha*)

Fiona Pimm is an executive leader with extensive experience in governance roles in the health system, government agencies, community NGO, local iwi and rūnanga. She currently holds governance roles for health, education and workforce training organisations as well as Te Rūnanga o Ngāi Tahu and the NZ Parole Board.

This Statement of Intent 2022–2026 sets out ki te pae tawhiti – the way forward

It outlines how Te Aka Whai Ora – Māori Health Authority will navigate our initial years of work to address intergenerational Māori health inequities and help deliver better health outcomes for all New Zealanders.

Along with providing an overview of our strategic priorities and focus areas, this document supports transparency and accountability. It is a base against which to assess our future performance and address challenges and risks.

Chief Executive's message

Te Aka Whai Ora has a strategic remit to provide leadership and direction to ensure our health system delivers high quality and equitable outcomes for Māori and all groups.

Our foundational mahi is:

- To lead change in the way the entire health system understands and responds to Māori health needs
- To develop strategy and policy which will drive better health outcomes for Māori, including advice to Ministers
- To commission te ao Māori solutions and other services for Māori communities
- To co-commission other services alongside Te Whatu Ora and other agencies
- To monitor the overall performance of the system to reduce health inequities for Māori.

We will not achieve this alone. Partnership with Māori and the integration of Māori voices into health planning and priorities is at the heart of our strategy.

Iwi Māori Partnership Boards are the primary source of whānau voice in the new system and will influence regional and national transformation. They have decision-making roles at a local level and jointly agree local priorities and delivery with Te Aka Whai Ora and Te Whatu Ora, in line with our Te Tiriti o Waitangi obligations.

There will be challenges and it will take time. Our mahi began at a time when our healthcare networks were experiencing one of the most difficult



winter periods in years with the resurgence of Covid-19 alongside flu and other viral illnesses. Many parts of our kaimahi workforce have had limited respite over the last two years.

However, through the pandemic we have seen the strength of this workforce, the innovation and agility of our Māori providers and how effectively they are improving the hauora of their communities. Supporting and growing this workforce is an urgent priority for Te Aka Whai Ora.

There is much to do. Our tīma is committed to working in a way that provides the maximum possible benefit to our workforce and communities, both now and in the long term.

Nō reira, kia whakahiko i te oranga whānau. Mauri ora.

Signed 25/10/22022:

Riana Manuel
Tumu Whakarāe (Chief Executive)
(Ngāti Pūkenga, Ngāti Maru,
Ngāti Kahungunu)

The establishment of Te Aka Whai Ora

The seeds for the creation of Te Aka Whai Ora – Māori Health Authority were first sown back in the 1918 Spanish flu pandemic when Princess Te Puea Herangi and Tā Apirana Ngata worked together to establish a Māori hospital in Ngāruawāhia. Although their efforts were thwarted by local authorities at the time, a century later those seeds of Māori self-determination in health have discovered fertile soil within the Pae Ora health reforms.

We acknowledge all those who have contributed to the creation of opportunities for Māori health leadership, design and service provision for hauora over the last 100 years.

Health and Disability System reforms

In Aotearoa New Zealand, people currently have different levels of health that are unfair and unjust – and avoidable. The Government has recognised that this needs to change.

The system has failed to look after Māori. Examples of unacceptable inequities include:

Māori die at twice the rate of non-Māori from cardiovascular disease

- Māori tamariki have a mortality rate one-and-a-half times the rate of non-Māori children

- Māori are more likely to be diagnosed and die from cancer
- Māori die on average seven years earlier than non-Māori.

The Waitangi Tribunal investigated claims (Wai 1315 and Wai 2687) dating back to 2005 around longstanding inequity, institutionalised racism in the health system and worsening Māori health statistics. The Wai 2575 Health Services and Outcomes Kaupapa Inquiry Stage One Report, released in 2019, revealed that our primary healthcare legislation and policy breaches Te Tiriti o Waitangi and fails to care for Māori health and wellbeing.

A full Health and Disability System Review in 2019–2020 – which included district health boards (DHBs), health providers, communities and stakeholders – reinforced the Waitangi Tribunal's findings and set the scene for the major changes needed.

The review confirmed that Aotearoa has:

- Unacceptable Māori health inequities
- Institutional racism
- General health systems that have not improved Māori health outcomes
- Approaches to design, purchasing and contracting of health services that have worsened inequity.

To make positive change, the review recommended that we:

- Embed mātauranga Māori (Māori knowledge systems) in our health system
- Invest more in taurite (kaupapa Māori) health services and providers
- Further develop Ngā kaimahi o te rāngai hauora Māori, including strategies and funding for Māori providers to increase innovation
- Create stronger leadership and direction at the highest system level.

This is the basis for the establishment of Te Aka Whai Ora and the exciting new health system we have ahead of us.

The gift of our name: Te Aka Whai Ora

Te Aka Whai Ora – Māori Health Authority was established on 1 July 2022 and is an independent statutory entity.

An expert advisory group, headed by Pou Tikanga, Rahui Papa, was responsible for the development of te reo Māori names Te Aka Whai Ora (Māori Health Authority) and Te Whatu Ora (Health New Zealand). The process of naming both entities was initiated by Tā Mason Durie and the Steering Group that advised the Department of the Prime Minister and Cabinet (DPMC) on the establishment of the interim board of the Māori Health Authority.

The name for the Māori Health Authority needed to be established in te ao Māori traditions, to resonate with Māori whānau. It also needed to have a strong wairua foundation while having simple te ao hurihuri application.

Te Aka is founded in the ancient stories of Tāwhaki and his mahi to attain ngā

kete mātauranga, the three baskets of knowledge. Tāwhaki and Karihi sought advice from their tupuna, Whaitiri, on how to successfully climb up to the heavens. While Karihi climbed the aka taepa (loose vine) as he wanted to proceed quickly, he was blown around in the winds and fell from his vine, dying in the process.

Whaitiri gave advice to Tāwhaki: *Kia mau ki te aka matua* (hold fast to the parent vine) and he was able to successfully climb and gather ngā kete mātauranga. Te Aka Whai Ora is reference to when Tāwhaki ascended into heaven to attain the three baskets of knowledge and his grandmother's instructions to hold fast to the 'main line' or aka (the vine) as he climbed. The main line of Te Aka Whai Ora is to embrace wellness for all people.

Our role

Te Aka Whai Ora has the role of leading and monitoring transformational change to the way the entire health system understands and responds to the health and wellbeing needs of whānau Māori. Our mandate exists to manifest the aspirations, objectives and imperatives of whānau, hapū and iwi alongside those expressed by the Crown. We will be responsible for ensuring the wairua of collective contribution leads to greater health and wellbeing for all New Zealanders. A key priority is indigenising the health system including driving growth within our Māori workforce by both supporting our existing staff, and ensuring Māori have a clear pathway into health mahi.

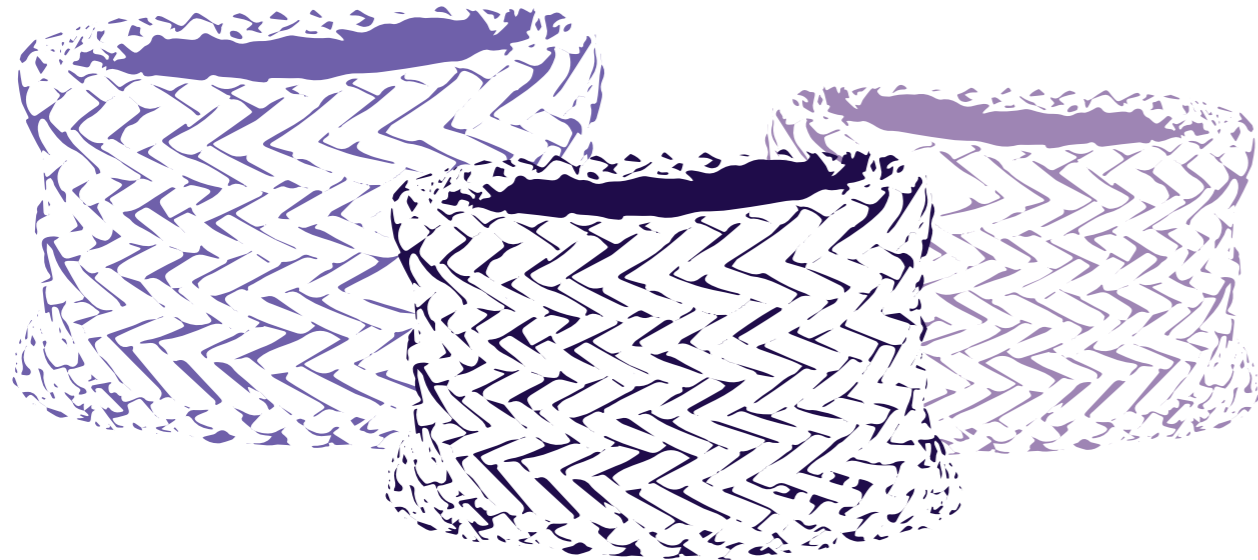
In the years to come, whānau will be the voice and capability that drives the design and delivery of services and supports in Aotearoa, which better meet the needs of Māori. *Whakahiko i te*

oranga whānau will become our reality with realising tino rangatiratanga as both the pathway and goal.

Over the next two years Te Aka Whai Ora will continue to build on and further develop the short and medium term institutional and system arrangements. Our kāwanatanga relationships with Te Whatu Ora and with Te Manatū Hauora as the system steward and policy leader are important. Our relationships with other essential government agencies and community providers will also be vital to our ability to work effectively and they will need to be developed and nurtured. Together we work to create the tidal change within the health and broader wellbeing systems that will resolve longstanding inequities for tangata whenua.

To realise this, we will:

- Guide and lead the hauora system to give full effect to Te Tiriti o Waitangi and bring tino rangatiratanga, equity and evidence to the heart of decision-making
- Connect with iwi, hapū and whānau to create wellbeing supporting environments, improve service quality, whānau service experiences and outcomes
- Monitor system performance on whānau health and outcomes.



Embedding Te Tiriti o Waitangi

Te Aka Whai Ora is committed to upholding and honouring Te Tiriti o Waitangi and giving expression and practical effect to all four articles. Embedding Te Tiriti o Waitangi in the health system as its foundation is a priority for Te Aka Whai Ora.

We will ensure that iwi, hapū and whānau exercise tino rangatiratanga in their decision-making authority over hauora matters of importance to them.

We will take a Te Tiriti-based approach to identifying and tackling the factors within the health system that contribute to inequities, including racism and bias.

Equity statement

Equity is an underlying principle at the core of our operating model. This aligns with our overall transition and change principles – to simplify the way we work, unify our teams, make visible the voices of whānau and communities, and embed enablers of equity and sustainability.

Achieving equity for Māori and populations or groups of people who experience poor health outcomes happens by intentionally designing equity into the way we do things, in alignment with Te Tiriti.

We will be focused on equity of health service access and equity of health outcomes. This necessitates that iwi, hapū and whānau interests are prioritised and acted upon to address inequities and improve outcomes.

Our purpose and expectations

Tō Tātou Waka Hourua

The waka hourua (double canoe) concept in a health context is not new. We acknowledge the other waka whose bows continue to cut through waves in these waters. The fundamental premise of the analogy is to bring together two groups and draw equally on the skills, talents, attributes and leadership of each to drive improved outcomes for our communities. Our waka hourua seeks to drive transformational change for Aotearoa New Zealand’s health system to support better outcomes and wellbeing for all our people – *whakahiko i te oranga whānau*.

The waka hourua is complemented by Te Mauri o Rongo I NZ Health Charter, providing common values, principles and behaviours to guide health entities and the whole health sector workforce. These in our kete alongside our Te Aka Whai Ora values guide us on how we engage with each other, our health sector partners, consumers, whānau and communities.



Ki Te Pae Tawhiti – Our Way Forward

The Government’s vision is to build a healthcare system that achieves pae ora (healthy futures) for all New Zealanders. This would be an Aotearoa where people live longer in good health and have improved quality of life, and where there is equity in outcomes for Māori and all communities.

Our vision of pae ora at Te Aka Whai Ora, is:

Our obligations to the Crown and Māori

Te Aka Whai Ora is guided by legislation, government priorities, various strategies and system plans. This organisational development work and other activities are central to our establishment as a fully functioning entity. They are covered in Te Pae Tata – interim NZ Health Plan that outlines the priorities for our first two years of operation.

Te Pae Tata describes how, with Te Whatu Ora and our partners, Te Aka Whai Ora will meet its obligations under Te Tiriti o Waitangi to support the system to deliver hauora oranga and equitable outcomes for Māori.

Te Aka Whai Ora and Te Whatu Ora have developed a joint implementation plan for Te Pae Tata that provides further

detail, along with accountabilities, milestones and measures of success. This work will continue throughout the transitional period 2022 to 2024 as we develop the next health plan from 2024.

Te Aka Whai Ora is developing a strategic monitoring and reporting framework, to support its reporting function to Parliament and iwi Māori.

Te Aka Whai Ora is collaborating with other agencies and organisations and building relationships with monitoring agencies such as Te Puni Kōkiri and Te Hiringa Mahara – the Mental Health and Wellbeing Commission, over the establishment period 2022 to 2024.



Who we are and what we do

About Te Aka Whai Ora

We provide expert, evidence-based Māori health advice to the Government to guarantee the wellbeing of our whānau, by making sure it is responsive to whānau, hapū and iwi Māori. We also monitor and review the Government's progress towards its hauora Māori goals and priorities.

Our independence means we can provide impartial advice, challenge and hold the Government to account for improving equity of the health outcomes for Māori, as well as all New Zealanders, and promoting hauora oranga by preventing, reducing and delaying the onset of māuiuitanga (ill health).

We are a small organisation dedicated to ensuring our mokopuna inherit a better place than we inherited. This is represented by our whakataukī – *e kore tēnei whakaoranga e huri ki tua o aku mokopuna*. We have a range of Māori health expertise, including strategy, public policy, commissioning, relationships, system performance monitoring, public and population health, and mātauranga Māori.

Te Aka Whai Ora is responsible for:

- Leading change in the way the entire health system understands and responds to Māori health needs
- Developing strategy and policy which will drive better health outcomes for Māori, including advice to Ministers

- Commissioning taurite, commissioning kaupapa Māori services and other services targeting Māori communities
- Co-commissioning other services alongside Te Whatu Ora
- Monitoring the overall performance of the system to reduce health inequities for Māori.

Te Aka Whai Ora also has a role to monitor Te Whatu Ora delivery in partnership with Te Manatū Hauora. To achieve the desired impact on Māori in some areas, Te Aka Whai Ora and Te Whatu Ora will have mechanisms for working together at all levels of both organisations. Some of these mechanisms are part of the overarching system accountability framework, such as the interim Government Policy Statement and Te Pae Tata – interim NZ Health Plan.

We cannot achieve this on our own

Partnership with Māori and the integration of Māori voices into health planning and priorities will be an essential feature of the new system. Te Aka Whai Ora cannot achieve this on our own. We have a co-leadership role, jointly leading with Te Whatu Ora on the national planning and key operating mechanisms that the system will use.



The system needs to ensure that hauora Māori and Māori health equity are front and centre in operations across our system – from Manatū Hauora to hospitals, and across localities, taurite (kaupapa Māori) providers, iwi Māori providers and Māori communities.

To do so, there is a clear requirement that outcomes and expectations for Māori health gains are set nationally and embedded into the objectives and accountabilities of Te Whatu Ora, so that all health services are designed and delivered in support of equity and in line with our Te Tiriti o Waitangi obligations.

Iwi Māori Partnership Boards (IMPBs)

These are a key feature of the reformed system, which will have decision-making roles at a local level, and jointly agree local priorities and delivery with Te Whatu Ora. They will also be the primary source of whānau voice in the system and influence regional strategies through Te Aka Whai Ora.

Our design

Te Aka Whai Ora recognises it is one of the two canoes of the waka hourua, and uses our traditional 16-point seafaring compass as a basis for organisational structure. This connects with our people and priorities and shows that there is a clear direction and purpose with how we navigate this journey to our pae tawhiti (vision).

Whakairo

In the illustration that follows, the porowhita (outside circle), is the most important as it depicts our people. The notches are what our carvers make when developing our whakairo (patterns).

Manu, mangopare - mangōpare

This porowhita depicts the manu and mako that were often tohu (signs) on our journeys. They provided insight and confirmation that our destination was near.

Haehae Pākiti – pākiti

This porowhita depicts our fences or the pātū that surround our kāinga. It also shows direction and how we constantly adapt to address the needs of our people, organisation and journey.

Pae Tawhiti/ tawhiti / pae ora

The final porowhita addresses our destination and that you can see the elements of our maunga, moana, awa and our whareniui/marae/waharoa.

Our core functions

These currently include:

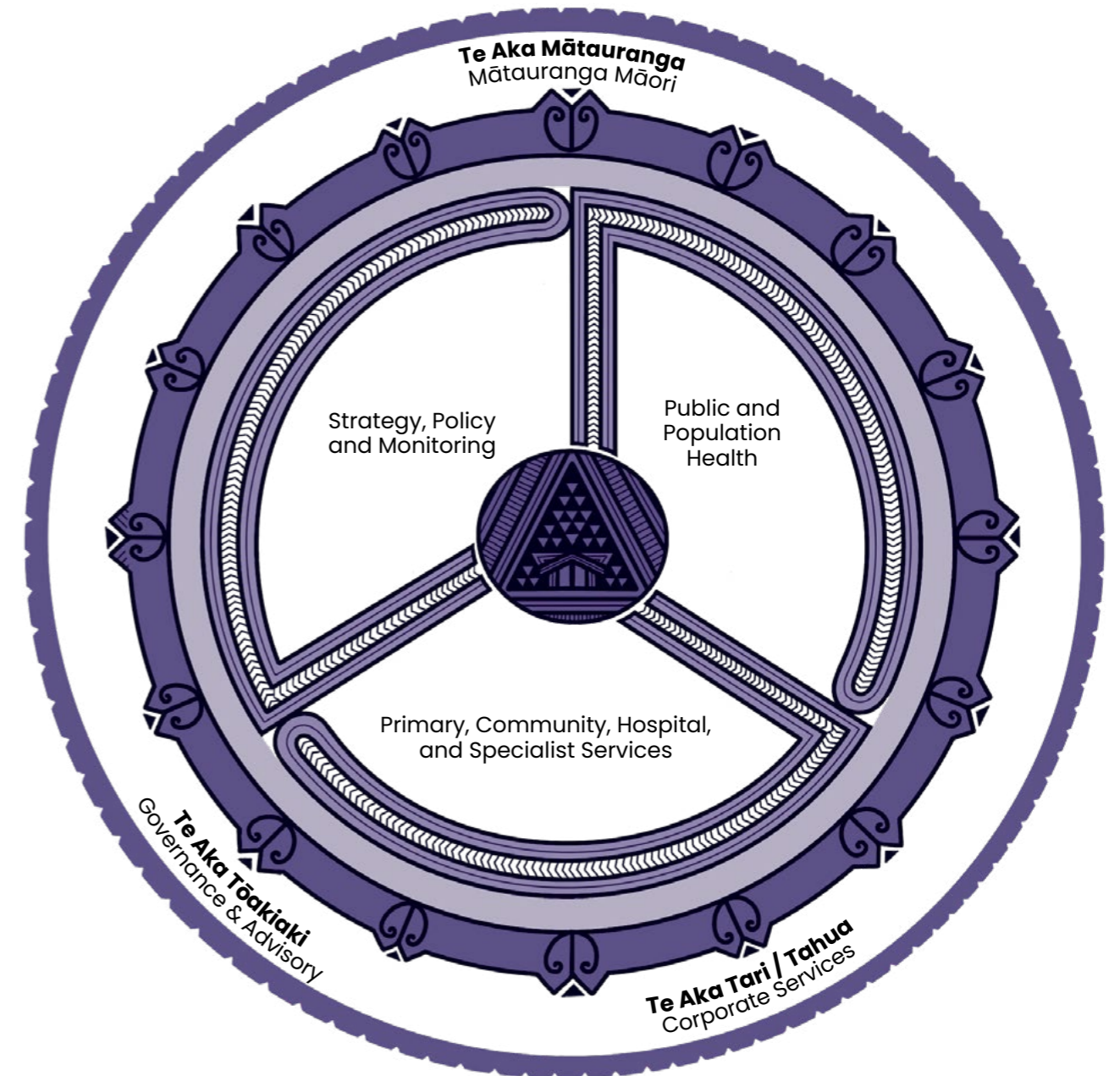
- **Strategise and align:** We align the different components of the health sector and broader system around a set of shared objectives and priorities to achieve our vision and outcomes and encourage and enable others to deliver against them.
- **Commission and develop:** We ensure Māori get the health services they need through co-commissioning, direct commissioning, partnered commissioning, and development of services.

- **Monitor and assure:** We monitor and hold others to account for delivering equitable hauora Māori outcomes and operating in accordance with Te Tiriti o Waitangi.
- **Enable and champion:** We elevate the perspectives and experiences of whānau Māori. We actively host and support Iwi Māori Partnership Boards to influence priorities and services in regions and localities.
- **Partner and influence:** We drive system change to ensure the wider health system delivers for Māori in a way that works for Māori, and influence government outcomes for Māori beyond the health sector to create environments that support Māori to be well and thrive.



Our 16-point wind compass

This design depicts the traditional 16-point wind compass concept behind the structure of Te Aka Whai Ora. The porowhita (circles) represent the roles and responsibilities involved.



STRATEGY, POLICY AND MONITORING

This function will align the different components of the Health Sector and broader system around a set of shared objectives and priorities to achieve Te Aka Whai Ora's vision, and to encourage and enable delivery in light of these goals. They will lead strategy for hauora Māori, and deliver hauora Māori research, evaluation and innovation. They will provide policy and strategic advice to the Minister on matters relevant to hauora Māori (s.19(1)(h) Pae Ora Act) to advance oranga whānau and achieve equity. They will drive system change to ensure the wider health system delivers for Māori, in a way that works for Māori, and influence all of government outcomes for Māori beyond the health sector to create environments that support Māori to be well and thrive. They will also lead strategic and operational updates for the lead Minister.

They will also partner with Te Whatu Ora on national health planning and monitor the performance of the health system for equitable Māori health outcomes.

PRIMARY, COMMUNITY AND HOSPITAL & SPECIALIST SERVICES

This group will be responsible for the commissioning (co-commissioning, direct commissioning and partnered commissioning) of te ao Māori solutions and localities, developing the Māori provider workforce. Specific service-related functions in this group will include primary and community care, oranga hinengaro, and hospital and specialist services.

PUBLIC & POPULATION HEALTH

This function will partner with the Public Health Agency and National Public Health Service to deliver public and population health strategy, policy, clinical advice, commissioning, monitoring and equitable health outcomes.

This group will also include our regional relationship managers who work in partnership with Te Whatu Ora to lead public and population health improvement in the regions.

MĀTAURANGA MĀORI

This is about a Māori way of being and engaging what is going on around us, and what is needed in our lives. It is based on ancient values taken from the spiritual wisdoms of te ao mārama (the natural world) and it is constantly evolving as Māori continue to make sense of their human existence within the world. The purpose of this group is to provide internal support to staff and the board with mātauranga Māori, including tikanga and te reo coordination, supporting external communications, data & digital, and providing leadership and direction to support Te Aka Whai Ora in the pursuit of its vision and objectives.

FINANCE AND SUPPORT SERVICES

This function manages the Te Aka Whai Ora budget and financial sustainability. This group also holds the key relationship management for the corporate shared services with Te Whatu Ora. It depicts our people and is illustrated through the notches that our carvers make when developing our whakairo. This represents our corporate services people and capability, our organisational (internal) facing strategy and performance management, information, communication and technology team and our enabling services agreement with Te Whatu Ora for back-office function delivery.

GOVERNANCE AND ADVISORY

This group exists to provide direct support to the Chief Executive and advisory, ministerial and executive services for the wider organisation. This group will be responsible for Board governance, organisational governance, ministerial services, communications and engagement and house the office of the Chief Executive providing the function of a Chief of Staff.

What we intend to achieve

Government priorities

Te Aka Whai Ora acknowledges the Government's priority to build a healthcare system that achieves pae ora for all New Zealanders.

The Pae Ora (Healthy Futures) Act 2022 provides for an interim Government Policy Statement (iGPS)¹ that is issued by the Minister of Health. The iGPS directs how Vote Health will be used to plan, fund and deliver health services and lift the whole of system performance. The Pae Ora (Healthy Futures) Act also requires the refresh and development of health strategies. The Government's plan for meeting the aims of He Korowai Oranga is contained in *Whakamaua: Māori Health Action Plan 2020-2025* that encompasses the Crown's response to non-legislative recommendations from the Waitangi Tribunal's *Hauora* report. The iGPS sets the Government's priorities, objectives and expectations for the publicly funded health system in Aotearoa New Zealand for July 2022 to June 2024.

The iGPS six priority areas, are:

1. Achieving equity in health outcomes
2. Embedding Te Tiriti o Waitangi across the health system
3. Keeping people well in their communities
4. Developing the health workforce of the future
5. Ensuring a financially sustainable health system
6. Laying the foundations for the success of the health system.

The iGPS sets clear parameters for Te Pae Tata that demonstrate how the different health entities will deliver the Government's priorities. Te Aka Whai Ora has jointly developed Te Pae Tata with Te Whatu Ora and will monitor the outcomes in delivering hauora Māori.

Our strategic objectives

Our strategic context has an impact on what we need to do to develop and evolve the services and functions we provide. Changes to our context can happen quickly and we must try to anticipate as much as possible to ensure we are well-placed to adjust our goals and objectives. It is important Te Aka Whai Ora has the ability to respond to emerging issues and challenges. The key features of our generational (10 - 20 year) strategic context include:

- **Mana motuhake:** enabling whānau, hapū, and iwi Māori to express their mana motuhake in ways that support their wider aspirations.
- **Indigenising the health system:** ensuring the health system is responsive to whānau, hapū, and iwi Māori by integrating and promoting te ao Māori solutions.

- **Accountability for health outcomes:** monitoring the system's delivery on the agreed health outcomes for whānau, hapū, and iwi Māori.
- **Collective impact:** ensuring the health system is integrated internally and across sectors to deliver social, cultural and economic outcomes.
- **Equitable resourcing:** enabling resourcing to achieve health outcomes and the wider aspirations of whānau, hapū and iwi Māori.

To ensure Te Aka Whai Ora is on track to achieve its generational aspirations and pae tawhiti (vision) we need to ensure our foundations are set. The following pages illustrate the overarching strategic objectives for our first four years.

1. The full interim Government Policy Statement is found on the Manatū Hauora website www.health.govt.nz/system/files/documents/publications/hp8132-igps-v28.pdf



1. Realisation of mana motuhake

We will lead a system that will address whānau health and wellbeing. We will support those at the front line who are also committed to that goal.

What success looks like

This will be evident by:

- a. Whānau health indicators showing improvement across all parameters of health and whānau social determinant indicators showing improvements
- b. Our relationship with Te Whatu Ora and Manatū Hauora.

We will do this through

Focusing on the following priority areas for health:

- Mate pukupuku (people with cancer)
- Māuiuitanga taumaha (people living with chronic health conditions)
- Kahu Taurima (maternity and early years)
- Oranga hinengaro (People living with mental distress, illness and addictions)
- Ensuring all services are integrated and whānau centred.



2. An indigenous health system

This means that we will promote wairuatanga (spirituality) as a determinant of wellbeing. We will collaborate with others to build environments of respect for the dignity and integrity of all whānau.

What success looks like

This will be evident by:

- a. Having sovereignty and governing our own data and information
- b. Māori health providers including spiritual enhancement as part of their agenda
- c. The Māori leadership at every level in the health system increasing
- d. Pay parity for Māori leadership roles in the health sector.

We will do this through

- Developing a Māori data sovereignty framework
- Māori representation at leadership level across the health system
- Te ao Māori models of service delivery
- Te whakawhanaketanga o te rāngai hauora (Māori health sector development)
- Ngā kaimahi o te rāngai hauora Māori (Māori health workforce) development.



3. An accountable system

We will promote the significance of mātauranga Māori as a key determinant of whānau health and wellbeing.

What success looks like

This will be evident by:

- a. The entire Māori health workforce being well immersed in mātauranga Māori
- b. Taurite (Māori services) funding increases significantly
- c. Pay parity for Māori health roles in the health sector
- d. Our ongoing relationship with the National Iwi Chairs Forum.

We will do this through

- Māori health insights and intelligence
- Digital transformation programme
- Implementing the Capacity and Capability Building Strategy and the Māori Workforce Action Plan
- Empowering Māori governance
- Developing a culturally safe workplace.



4. Collective impact

We will join with others to recognise the significance of traditional lands, waterways and territories as a platform for Māori health and wellbeing.

What success looks like

This will be evident by:

- a. Māori health providers including spiritual enhancement as part of their agenda
- b. Te Whatu Ora models of care are combined with hauora models and Māori health providers
- c. Our relationship with Te Puni Kōkiri.

We will do this through

- Facilitating mana motuhake
- Developing and sustaining mutual respect and shared understanding of different perspectives, roles, capacity and capabilities within the system
- Implementing evidence-based policy
- Iwi Māori Partnership Boards and engagement with Māori providers, national entities, iwi, hapū and other stakeholders.



5. Sustainable and equitable resourcing

We will promote kaitiakitanga as a key determinant of whānau health and wellbeing. We will promote environmental protection in Māori housing efforts.

What success looks like

This will be evident by:

- a. Our collaborative relationship with Te Puni Kōkiri, Ministry for the Environment – Manatū Mō Te Taiao, Tupu.nz, and Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development
- b. Ensuring Māori data requirements are met.

We will do this through

- Te ao Māori, mātauranga Māori, and Rongoā commissioning (hauora Māori)
- Māori data sovereignty and data governance

- Ensuring primary care works for Māori
- Direct commissioning, co-commissioning and partnered commissioning to deliver pae ora.

We acknowledge there are information gaps at this stage, particularly where we are partnering with other organisations. We will be seeking to address this, particularly in relation to:

- Information and support given to Iwi Māori Partnership Boards
- System monitoring processes with Manatū Hauora
- Co-commissioning partnership with Te Whatu Ora
- Partnered commissioning with other social agencies e.g. Ministry of Social Development, Ministry of Education, Ministry of Housing and Urban Development.



How we will work

Our approach to change

Over the next two years, Te Aka Whai Ora will develop capacity and capability, monitoring and commissioning frameworks, operating models, processes and accountability structures and strategies to ensure we deliver on our priorities and are sustainable for the future.

Te Aka Whai Ora will continue to develop more of its approach to organisational health and capability as part of its establishment work over 2022–24.

In future, more detail will be reflected in the 2023–24 Statement of Performance Expectations and other documents, including position descriptions, employment contracts, policies, procedures and training offered to our staff.

Our values

The Boards have chosen to describe their Te Tiriti-based relationship as a Waka Hourua Kawenata. They have done this to acknowledge that Te Whatu Ora and Te Aka Whai Ora are partnered on a collaborative journey towards a common objective, that is – the wellbeing of all New Zealanders, and importantly, the wellbeing of tangata whenua – Māori, who are indigenous to Aotearoa New Zealand.

Te Aka Whai Ora and Te Whatu Ora are two waka that represent two knowledge systems and worldviews, moving together in a common direction. The interwoven sails represent the information, evidence, advice, and voice of whānau that inform one another's decisions.

The waka hourua also symbolises a journey we have embarked on. Both Boards will need clarity, courage and commitment to successfully navigate the voyage ahead. Through the relationship of the waka hourua, the Boards are demonstrating the importance they both place on having the trust and confidence of iwi, hapū, and whānau Māori. Both Boards acknowledge that the Waka Hourua Kawenata is in addition to, and not a substitute for, the broader governance relationships being evolved in the Pae Ora (Healthy Futures) Act, and the relationships between iwi, hapū, whānau Māori and the Crown.

It is within this context that our organisational values for our establishment are:



Kotahitanga

A governance culture of moving together with solidarity towards a common purpose.



Manaakitanga

Derives from two words – ‘mana’ and ‘aki.’ Mana is a condition that holds everything in the highest regard. Aki means to uphold or support. Therefore, manaakitanga in this context means a governance culture that is respectful and supportive and does not confuse accountabilities.



Whanaungatanga

Strong transparent governance relationships through respect, integrity, empathy, and commitment to the kaupapa.



Tū maia me mātātaki

Brave, bold, capable, confident decision-makers. Unafraid of free and frank advice. Courageous in the face of challenge.



Tū watea

Inclusiveness through self-awareness. Open to others' views because we operate in good faith and are willing to be unencumbered by our own experiences.

Partnerships and consultation

Te Aka Whai Ora is an equal partner at the heart of our new health system. Working together with Te Whatu Ora and Manatū Hauora, for the first time in history we are building an organisation that puts a Te Tiriti lens on the delivery of all health services for Māori. To realise the visions of the health reforms, Te Aka Whai Ora will work in close collaboration with our community partners and stakeholders.

Iwi Māori Partnership Boards

The Iwi Māori Partnership Boards are legislatively recognised to ensure Māori governance in the determination of health priorities for iwi and Māori across localities. The changes arising from the health reforms establish a localities approach that ensures health services are organised in a way that makes sense to the geographic communities they service. Under the locality governance, led by Iwi Māori Partnership Boards and community leaders, localities work with communities and local primary care, community providers, local social care services and local government to improve service delivery and Māori health and wellbeing outcomes.

A key focus for Te Aka Whai Ora will be working with Iwi Māori Partnership Boards to ensure services are being designed to meet local context in each locality and to recognise the unique mana whenua aspirations in each rohe (region). Iwi Māori Partnership Boards will voice the aspirations and priorities of Māori communities, agree locality plans and influence regionally through their relationship with Te Aka Whai Ora.

Working with Whatu Ora

In addition to the Waka Hourua Kawenata by our Board, and in accordance with Cabinet decisions, Te Aka Whai Ora and Te Whatu Ora will collaborate nationally and through four regional divisions in the Te Whatu Ora organisation. Other mechanisms for collaboration include district funders, localities services and Iwi Māori Partnership Boards, which will ensure communities have access to primary and community care based on their aspirations and needs.

Working with Manatū Hauora

Manatū Hauora continues to be the chief steward of the health system and lead advisor to the government on matters relating to health. This includes a focus on stewardship, strategy, policy, regulation and establishment of a new regime for system and outcome monitoring. Manatū Hauora will co-develop policy advice with Te Aka Whai Ora for hauora Māori. Te Aka Whai Ora and Manatū Hauora will also co-monitor the health system on hauora Māori.

Our partnering organisations

Te Aka Whai Ora will work with:

- Iwi and hapū authorities, rūnanga, trust boards, professional Māori health organisations, and representatives of relevant whānau and hapū Māori organisations
- Iwi Māori Partnership Boards and Te Whatu Ora to monitor operational service level progress against Te Pae Tata and the iGPS
- Other agencies with a monitoring function to enable an intersectoral approach to improve health and wellbeing outcomes for Māori. These include: Te Aho o Te Kahu – Cancer Control Agency; Te Hiringa Mahara – The Mental Health and Wellbeing Commission; the Health Quality and Safety Commission; and the Health and Disability Commissioner.



Engaging with and reporting to Māori

A unique feature of Te Aka Whai Ora is that we will have systems and processes in place to engage with Māori in relation to their aspirations and needs for hauora Māori. These allow us to engage with relevant Māori organisations when developing our key accountability documents. We will also enable the responses from all engagement to inform the performance of our functions.

During the first six months in office, our Tumu Whakarae (Chief Executive) has been engaging with Māori staff, providers, organisations, iwi and whānau, sharing the kōrero and intentions of the health reforms and the establishment plans for Te Aka Whai Ora. These engagements and the whānau voice heard through the hui whakaoranga in 2021, led by Manatū Hauora, have shaped our strategic intentions, to whāia te pae ora mō ngā mokopuna – securing wellbeing for the next generation.

The hui provided a space for iwi, Māori communities and the Māori health and disability sector to connect, share aspirations and collectively map out the journey towards pae ora – healthy futures for Māori.

To ensure whānau voice is at the heart of all our mahi, we are developing systems and processes for continuous engagement and reporting to Māori.

Governance

Our Board has six members with knowledge, qualifications and experience in health sector governance, community and academic organisations.

Collectively, Te Aka Whai Ora Board has knowledge, understanding and experience of te ao Māori (Māori world view), tikanga Māori (Māori protocol and culture) and whānau-centred community approaches to hauora Māori.

We recognise the importance of our own governance as well as that across the health system, and aim to increase and support Māori participation in governance, leadership and management decision-making at all levels of the health system.



Organisational capability and health

As a new organisation in our establishment phase, we will develop the systems, processes, connections and people to deliver on our core role and functions and achieve our ambitions. Our intent is to build a mātauranga Māori enabled high performing organisation with the capability and capacity to achieve the changes set out in the health reforms.

Our people

“He aha te mea nui o te ao? He tangata, he tangata, he tangata.”

Our people are our most precious/ assets/our future asset.

We are developing our approach to ensure that we honour our responsibilities under the Crown Entities Act 2004 as a good employer. We enable a workplace environment that values and embraces diversity and inclusion.

Flexible working arrangements are met by all our staff being equipped and able to work from home, at a satellite location and from shared premises with other agencies. We have opportunities to determine working arrangements and work hours that fit around whānau and learning commitments, and we support secondments from other agencies.

Our leaders will play important roles as influencers of systemic change, role modelling our vision and values, and supporting the shifts required to implement the health sector reforms. They will nurture our relationships and attract the talent required, developing and leading our kaimahi to be successful.

We are aligning policy and organisational capability and capacity to be able to facilitate appropriate sector-Māori relationships, and a leadership role to drive increased effectiveness for Māori.

We are currently working through an internal establishment initiative to bring together Māori talent and capability from across the health sector.

We aim to organise our kaimahi to maximise expertise and achieve operational efficiencies amidst the wider health sector reform.

To succeed, our organisation will need strong leadership, clear goals, transparency, and a commitment to achieve improved outcomes. We continually strive for a healthy, vibrant and capable organisation with all the appropriate resources to achieve our strategic objectives. We anticipate facing the pressures and challenges within an environment of fiscal constraints and significant change in Aotearoa over the term of this Statement of Intent.

Supporting the wellbeing of our workforce

Workforce development is the ability to attract, develop and retain critical talent. We will employ excellent people who have top quality intellect and a commitment to contributing to better health outcomes for Māori.

We provide equal employment opportunities and ensure our policies and practices and processes are fair and equitable for all job applicants and employees. Wherever possible we ensure our workplace environment is safe and suitable for people with disabilities.

Outcome oriented

The success of our influence over time and impact on equity for Māori will be reflected by the improved experience for Māori whānau and the agreed measures of the system performance that show improved outcomes for Māori.

Our challenge is being effective in exerting influence across the entire system to improve equity and outcomes for Māori with our partners, collaborating with other organisations and identifying and managing overlap and duplication of effort.

Pay equity – gender and ethnicity

We will develop a diversity and inclusion plan during the 2022/23 year to guide us and ensure sure we are an employer of choice.

Environmental Impact

We will develop and implement a policy on how to minimise our environmental impact. This will cover our energy use, waste in offices, minimising travel, and includes working remotely. This will include a proportion of Board and team meetings held remotely so that travel is used effectively effectively to reduce our carbon footprint.

How we will meet our responsibilities

Te Aka Whai Ora wants to secure outcomes in the medium term that relate to whole system changes which recognise Māori models of care (mātauranga Māori) and deliver tangible gains in Māori wellbeing, and workforce development and capacity. Our approach is to use te ao Māori to ensure Māori views on issues and solutions, that originate from a traditional Māori knowledge base, are expressed across the system.

This Statement of Intent includes primarily activity measures to recognise our first two years of activity in the establishment period 2022 to 2024. Te Aka Whai Ora will develop an outcome-based approach to reporting and monitoring.

The draft selection of indicators below (under development) includes both outcome and activity measures. There is data available at the national level to track progress and provide trend information. Other measures relate to priorities in Te Pae Tata.

To monitor system performance, Te Aka Whai Ora will use measures from the iGPS *Appendix three: Performance measurement* that are directly applicable to Te Aka Whai Ora, Te Pae Tata activities signalled as priorities, *Whakamaua: the Māori Health Action Plan 2020–2025*, Health System Indicators and Vote Health, and other performance measures in development.

In addition to our accountability to Parliament, Te Aka Whai Ora is also accountable to Māori. We will work with Iwi Māori Partnership Boards in particular, to arrive at measures that matter to them, and that reflect local priorities and variation.

Te Aka Whai Ora is also responsible together with Te Whatu Ora for delivering actions in Te Pae Tata.

Reporting and monitoring

The Pae Ora (Health Futures) Act has created the opportunity for Te Aka Whai Ora to design a fresh and dynamic indigenous approach to monitoring and accountability. We are at the very beginning of formulating and developing our monitoring and accountability functions as a new entity.

We are responsible for monitoring the overall performance of the health system to improve hauora Māori, reduce health inequities for Māori, embed Te Tiriti principles and enable tino rangatiratanga. We are working with our partner monitoring entities Manatū Hauora and Te Puni Kōkiri to explore our collective monitoring and accountability responsibilities.

As an independent statutory entity with dual accountability to the Crown and Māori we need to ensure we balance our responsibilities between kāwanatanga and tino rangatiratanga.

We are working with Manatū Hauora and Te Puni Kōkiri on our interim approach to monitoring, and developing a transition plan which will evolve to a comprehensive health system monitoring framework.

Te Aka Whai Ora's monitoring role as legislated focuses on accountability in these areas of the health system:

- **Entity performance:** we will monitor accountability for Crown entities in carrying out their functions in the performance and delivery of health services, and how decisions are made for delivering on equity and hauora Māori outcomes.
- **System performance:** a focus on outcomes and priorities means accountability for the delivery of Māori health outcomes and priorities across the whole health system, including the individual health organisations for those system outcomes.
- **Service performance:** accountability for the delivery of services of hauora Māori by Te Whatu Ora and other entities, and the performance of the publicly funded health sector in relation to hauora Māori.

We will also include a te ao Māori vision, values and expectations in our work. As Iwi Māori Partnership Boards develop their role in terms of tino rangatiratanga, we will seek to enable self-determined engagement with monitoring hauora outcomes for tangata whenua.



Financial management

Te Aka Whai Ora is committed to working within its allocated funding while delivering on its legislative functions. Te Aka Whai Ora key financial indicators are comprehensive income, financial performance, financial position and cash flows. These are assessed against and reported through the Te Aka Whai Ora performance management process to the Board, Board Committees, and the Minister of Health. Our detailed annual funding and expenditure is outlined in our Statement of Performance Expectations (SPE). Note that the SPE will be updated in late 2022 with updated financial indicators.

Managing risks

An early priority for Te Aka Whai Ora is the adoption of Board policies, including the establishment of a Finance, Accountability and Audit Committee and requisite assurance processes. We are working with our Board to identify risks that we will manage at Board level. An operational risk framework sits as part of our monitoring and reporting functions and is under development. Te Aka Whai Ora is committed to managing risk in accordance with the process set out in the Australian/New Zealand Joint Standard on Risk Management (AS/NZS ISO 31000:2009).



Appendices

Glossary of terms

For the purposes of this Statement of Intent, the following terms are explained.

TERM	DEFINITION
Hauora Māori	The health of Māori that includes four dimensions of hauora: taha tinana (physical well-being / health), taha hinengaro (mental and emotional well-being / self-confidence), taha whānau (social well-being / self-esteem) and taha wairua (spiritual well-being / personal beliefs).
iGPS	Interim Government Policy Statement
Kaimahi	Worker / workers / the workforce
Ngā kaimahi o te rāngai hauora Māori	Māori health workforce
Kaiāwhina	Assistant, helper
Kaupapa Māori	The knowledge, attitudes and values that are inherently Māori as held and followed by hapū and iwi. This is synonymously linked to mātauranga Māori and underpinned by Te Tiriti o Waitangi, self-determination, cultural validity, culturally preferred teaching, socioeconomic mediation of Māori disadvantage, whānau connections, collective aspirations, and respectful relationships underpinned by equality and reciprocity.
Kaupapa Māori services	Services run by Māori service providers that employ predominantly Māori staff, that hold values, principles and plans that originate from whānau, hapū, iwi or hāpori Māori as action foundations. These services can be provided to Māori and non-Māori recipients.
Mokopuna	Grandchildren, grandchild - child or grandchild of a son, daughter, nephew, niece, etc.
Mana motuhake	Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori. Mana motuhake is a Te Aka Whai Ora strategic objective and one of the ways we realise tino rangatiratanga.
Mana whenua	Customary authority exercised by an iwi or hapū in an identified area.
Mātauranga Māori	Mātauranga Māori reflects unique bodies of Māori knowledge that are based on te ao Māori teachings and traditions (passed down through the generations). They stand alone as a construct to retain their authenticity. Mātauranga Māori refers not only to the bodies of knowledge but also to the Māori ways of knowing. Mātauranga is determined by each iwi and hapū and as such, there is no single definition.

TERM	DEFINITION
Manatū Hauora	Ministry of Health
Māuiuitanga taumaha	Chronic health conditions
Rongoā	A traditional Māori wellbeing and healing practice grounded in te ao Māori comprising physical, spiritual and environmental therapies (e.g. mirimiri, rongoā rakau, romiromi).
Tangata whenua	People of the land. In reference to a particular place, it means the iwi or hapū that has mana whenua over the area.
Taurite services	These are services that combine clinical and cultural care. They can be delivered by a Māori provider or a non-Māori provider. If delivered by a non-Māori provider, high quality taurite services are delivered in partnerships with Māori.
Te Aho o Te Kahu	Cancer Control Agency
Te ao hurihuri	The changing, modern world
Te ao Māori	Māori world view
Te ao Māori solutions	These provide for Māori world view delivery responses that are built using mātauranga Māori principles and values of kaupapa Māori.
Te Hiringa Mahara	The Mental Health and Wellbeing Commission
Te Pae Tata	The interim New Zealand Health Plan that has a currency of two years until 30 June 2024.
Te Puni Kōkiri	The Government's principal policy advisor on Māori wellbeing and development. This government department leads the development and monitoring of how well public services perform to ensure that whānau Māori are thriving across Aotearoa.
Te Tiriti o Waitangi	The Treaty of Waitangi / Te Tiriti o Waitangi has two texts: one in te reo Māori and one in English. The health system is committed to fulfilling the special relationship between Māori and the Crown under Te Tiriti o Waitangi.
Te Whatu Ora	Te Whatu Ora - Health New Zealand manages all publicly funded health services, including hospital and specialist services, and primary and community care. It has assumed the operational functions of Manatū Hauora - Ministry of Health, such as managing national contracts. It is responsible for improving services and outcomes across the health system.

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