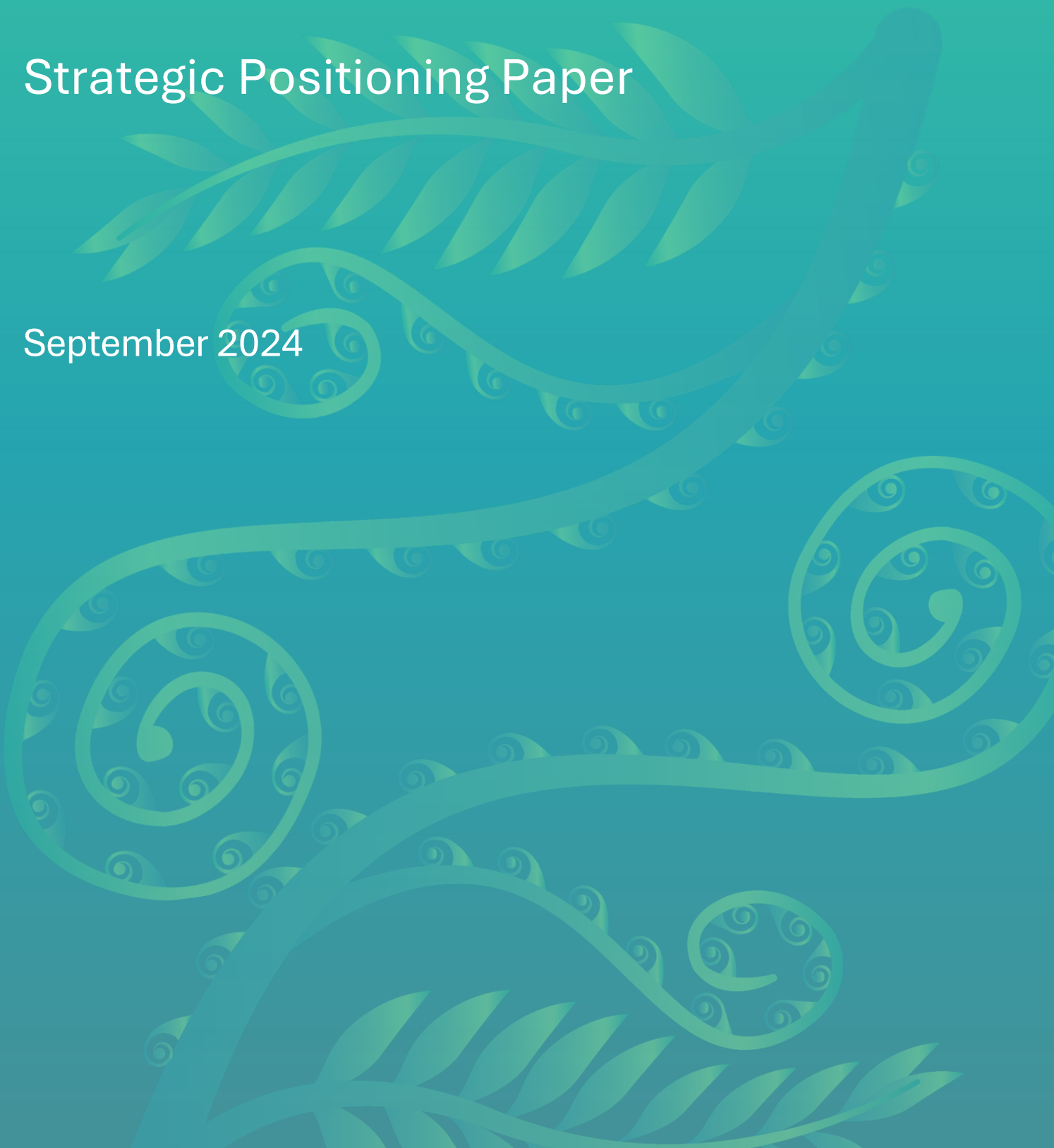


# Te Kāhui Hauora o Te Taihū Iwi Māori Partnership Board

## Strategic Positioning Paper

September 2024



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# Executive summary

## Executive summary

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The introduction of the Pae Ora (Healthy Futures) Act 2022 (Pae Ora Act) forwarded an opportunity for Māori to be at the forefront of hauora service design and delivery through the introduction of Iwi Māori Partnership Boards (IMPBs). The shift in focus, enables a local, tailored approach to hauora Māori.

It places Iwi at the forefront, with the knowledge and understanding of our people, to monitor the delivery to strive for better hauora Māori outcomes for all.

This Strategic Positioning Paper offers the short historical background of Te Kāhui Hauora o Te Taihū IMPB (Te Kāhui Hauora), as well as a strategic context moving forward.

The paper also outlines how Te Kāhui Hauora fits into the system, how it will undertake its role supporting whānau aspirations both at a governance and operational level, while identifying areas we will lead or support through partnerships and advocacy.

This paper connects our vision, mission, and purpose that serves as an enduring document to guide our endeavours in achieving pae ora.





# Background of Te Kāhui Hauora o Te Taihū

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## Background

### Whakapapa of Te Kāhui Hauora o Te Taiuhu

Te Taiuhu o Te Waka-a-Māui – *the prow of the demigod Māui's canoe* is rich in history, culture, and natural resources. Te Taiuhu has long been a beacon for many Iwi, adding to this history. Today, there are eight Iwi within Te Taiuhu, each with distinct descendant lines to three waka:



The eight Iwi have a long and shared history together in Te Taiuhu. In recent years, Iwi have partnered and collaborated on several occasions to support our people, protect our taiao, and grow our collective and respective interests in Te Taiuhu so that our people can prosper. The IMPB represents yet another example of mana whenua coming together for a single cause – the hauora of our whānau.

The attraction of Te Taiuhu has, in part, contributed to the make-up of its population today. The majority of whānau in Te Taiuhu are mātāwaka or descendants from Iwi outside of our rohe. This means that our IMPB has a powerful obligation to represent the voice of both mana whenua and mātāwaka who call our rohe home. This requires effort to engage across all communities, to introduce new and innovative ways to reach all whānau, and to build trusting relationships with community leaders and organisations to support the work that we do.

Te Kāhui Hauora o Te Taiuhu (Te Kāhui Hauora) continues this legacy of collaboration, purpose, and commitment to the whānau, whenua and whakapapa of Te Taiuhu.

## Our formation and foundation

Te Kāhui Hauora was formed under the Pae Ora (Healthy Futures) Act (2022) and operates in partnership with Health New Zealand. The Act provides guidance for our purpose and functions as an IMPB.

In essence, our purpose is to support and enable the health system to achieve hauora Māori outcomes in Te Taiuhu. We do this by engaging with communities and organisations across Te Taiuhu to gather their voices to help us inform how local services are designed, commissioned, monitored, and managed. This will ensure that the services in our community are more responsive and accountable to the whānau they serve.

Our foundations are:

### **1. Iwi and Māori representation and oversight of what we do**

We are governed by representatives appointed by the eight Iwi of Te Taihū, alongside one mātāwaka representatives. Our governors ensure that we act in the best interests of all whānau Māori in our rohe.

### **2. Empowering the voice of our community**

Our primary role is to understand the hauora needs and aspirations of our community and ensure that their voice is central in decision-making about health services in Te Taihū. Our strategic plan empowers Tino Rangatiratanga, the right for Māori of Te Taihū to self-determine health priority and shape the local health system. By using a "by Māori for Māori" perspective we will lift up all people within our community. We will actively engage with communities and priority groups across Te Taihū, form partnerships with organisations that share our vision and mission, and consistently keep our community informed about the local system's performance.

### **3. A Te Taihū collective vision and hauora outcomes framework**

A clear vision and well-defined hauora outcomes guide our work plan, ensuring resources are targeted on the issues that matter most to our community. We will establish and prioritise hauora outcomes that are most important to Te Taihū and collaborate with the health system and beyond to ensure these outcomes are achieved.

### **4. Strategic commissioning**

Our responsibilities include introducing hauora priorities to the sector that support prioritising health investments and fostering relationships that advance hauora Māori outcomes, co-designing and co-creating services that meet the unique wellbeing needs of whānau in Te Taihū, and selecting the right services and providers to deliver meaningful health gains for Māori.

### **5. Monitoring and accountability of the local health system**

One of our core functions is to translate the hauora outcomes and priorities of our community into measurable indicators that allow us to track and evaluate the local system's progress in achieving these outcomes and making tangible improvements in priority areas identified by the community.

### **6. Operating functions**

Through our partnership with Health New Zealand, we have established the robust infrastructure necessary to support our core functions and execute our work plan effectively.

#### **a. Strategy and planning**

Our strategy and planning ensure our activities and initiatives are aligned with the evolving needs of our community and supports the foundation of empowering the voice of our community allowing us to set clear priorities, offer direction on efficient resource allocation, and adapt our approach based on available health data and information.

#### **b. Engagement and communication**

We have a team that will regularly consult with whānau, Iwi, and key stakeholders to gather insights, understand emerging hauora needs, and ensure that our activities remain in line with the needs of Te Taihū.

### c. Monitoring and improvement

Our operating functions include rigorous monitoring and improvement processes to embed relevant measures and assess the performance of the local health system in hauora priority areas. This ensures that the system is commissioning for outcomes and meeting our objectives, achieving desired outcomes, and continuously improving service design, delivery, management, and commissioning practices.

### d. Advocacy and policy influence

Our entire IMPB will actively advocate for policies and practices that promote the wellbeing of Te Taihū across all systems. By leveraging whānau voice, our partnerships and data/information we have access to, we work to influence decision-makers on the needs and aspirations of whānau. In Te Taihū, our needs and aspirations are heard. We will actively engage in regional Te Waipounamu and national Aotearoa wide governance and management groups.

## Vision

Our collective vision and mission are:

Our vision:  
**“Our whānau, whenua and whakapapa are flourishing”**

Our vision speaks of safe and nurturing whānau, a nourishing environment around us, and a connection to generations past, present and future for our wellbeing. On another level, it speaks to the importance of connections that are unique to us as Māori, and the power and privilege that come with these connections that must be nurtured in us, our whānau and our hapori.

Our mission:  
**Kia whakamana, kia manaaki, kia aroha**  
To empower, to support, and to love

**We envisage a whānau-centered and integrated wellbeing system in Te Taihū that is committed to and accountable for achieving hauora outcomes and is well-resourced to achieve these outcomes for all whānau.** This means a system that reflects what hauora means to us as Māori and where mana motuhake/self-determination is present in every interaction, driving decision making, and guiding planning in our rohe.



## Our Values

Our values guide our strategy and actions. How our values inform our actions is outlined below.



### Whanaungatanga

We will join as one - iwi, mātāwaka and hapori Māori - to achieve the hauora outcomes and aspirations of Te Taihū.



### Rangatiratanga

We will self-determine our wellbeing - mana motuhake and tino rangatiratanga. Te Kāhui Hauora will lead the transformation of the hauora system for our whānau.



### Kaitiakitanga

We will protect our hauora, our whenua, our mana, our mātauranga, our whakapapa, so that our uri can prosper.



### Wairuatanga

We will remain connected to our people and who we are as Māori. These sacred connections to the world around us are important to our wellbeing.



### Manaakitanga

We will extend our sacred obligation to manaaki all our whānau in Te Taihū.



### Ōritetanga

We will uphold and enforce our right to equity in our own land.

## Our Approach

We are guided by the voice of whānau, hapū, and iwi. Through engagement we will be better informed on services are planned, funded, and designed in Te Taihū. This will ensure that we can partner and advocate for services in our community are responsive to the needs of the whānau they serve.

We will work across the entire health system and beyond to understand how they are meeting the needs of our whānau and put in place indicators to show us how well they are performing. Not only will we report on how the systems are performing, but also drive positive transformation to improve performance and the quality of care our whānau receive. This will ensure that local systems are accountable to whānau.

A more responsive and accountable health system (and wider systems that also contribute to hauora outcomes) is at the core of our role and function under the Pae Ora Act.

The vision of Te Kāhui Hauora will guide our work.

**Whānau** voice, insights and wellbeing aspirations are what drive our work,

**Whenua** relates to the natural resources and knowledge of Te Taihū that give our people everlasting mana, strength, and wisdom, and

**Whakapapa** ensures that the decisions we make and actions we take today consider the impact for future generations.



# The strategic context

## The strategic context

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The Ministry of Health’s definition of health inequities states that they are both ‘unjust’ and ‘avoidable.’ Despite being so, Māori health inequities persist across Aotearoa New Zealand, and in many cases, for crucial indicators, the gap with non-Māori is worsening. Ongoing inaction in the face of need, the failure of successive government initiatives, strategies and plans to improve hauora Māori across the country, and policies that marginalised Māori knowledge, voices, and organisations, prompted major action culminating in the (ongoing) WAI 2575 claim to the Waitangi Tribunal, the Health and Disability System Review, and eventually the enactment of the Pae Ora (Healthy Futures) Act in 2022.

The reforms that followed introduced a new element to the health system – IMPBs - who would collect, empower, and represent the voice of Māori across the system so that services are designed, commissioned, and managed in ways that promote hauora Māori outcomes. IMPBs are designed to provide a link between whānau hauora needs to inform the New Zealand Health system and its specific services.

*“As IMPBs, you will have a stronger voice in local decision making, powering up communities to lead and shape the health system to work for them – alongside the needs of the wider community – We can shift the health system to be more outcomes-driven, and provide greater devolved decision-making to communities”.*

*Rt. Hon Minister Reti<sup>1</sup>*

Pae Tū Hauora Māori Strategy (Ministry of Health, 2023) affirms Pae Ora (healthy futures), and the three elements of Mauri Ora (individual wellbeing), Whānau Ora (whānau wellbeing) and Wai Ora (environmental wellbeing) first envisaged in He Korowai Oranga (Ministry of Health, 2002) as the direction for the health sector.

Pae Tū proposes four outcomes and five priorities:

These outcomes are being imposed across the entire health system and are monitored by the Ministry of Health.

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<sup>1</sup> Reti, Shane. “Dr Shane Reti’s speech to Iwi-Māori Partnership Boards, Christchurch.” The Beehive. March 07, 2024. <https://www.beehive.govt.nz/speech/dr-shane-retis-speech-iwi-Māori-partnership-boards-Christchurch>

**Pae Tū  
Outcome 1**

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

**Pae Tū  
Outcome 2**

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

**Pae Tū  
Outcome 3**

The health system addresses racism and discrimination in all its forms.

**Pae Tū  
Outcome 4**

The inclusion and protection of mātauranga throughout the health system.

## **Pae Tū Priority 1: Enabling whānau, hapū, Iwi and Māori community leadership, decision-making and governance at all levels**

IMPBs provide an important infrastructure for engaging communities and their leaders, empowering whānau voice, and enabling Māori participation in local, regional, and national decision-making for the wellbeing of the communities we serve.

## **Pae Tū Priority 2: Strengthening whole-of-government commitment to Māori health**

There is an explicit acknowledgement within Pae Tū that hauora outcomes require a broad approach from across and beyond the health sector to be achieved. This is important for IMPBs as we can both draw on Iwi strategies, actions, and relationships outside of the health sector, and build new relationships that are guided by the hauora needs and aspirations of whānau we engage.

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

IMPBs also support the local health and wellbeing system that cares for our whānau. This means, improving the quality of services provided, commissioning services that achieve hauora outcomes, and growing and development the local health workforce.

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

Keeping whānau safe and healthy in our community requires a primary health care system equipped and able to care for our whānau. This includes the provision of care and approaches that affirm our culture and view of wellbeing, consider the wellbeing of our whānau, are easily accessible, and treats us with respect.

IMPBs will have a role in how services are commissioned and monitored, ensuring they culturally fit for purpose.

## Pae Tū Priority 5: Ensuring accountability for system performance for Māori health

IMPBs have been given the authority to create or select indicators that will be used by the health system to monitor their performance, and report to the public on this. These indicators will be linked to the hauora priorities that our whānau and communities identify as important to their hauora, and show what progress is being made towards achieving the outcomes associated with these priorities.

Our activities in gathering our own priorities and collating them with these have informed our strategic direction.

## Te Kāhui Hauora o Te Taihu Value Proposition

IMPBs have a responsibility to represent and advocate for Māori, and intended to have the needs, concerns, and hauora aspirations shape the regional and local health strategies, plans, priorities, commissioning, and service delivery. Te Kāhui Hauora o Te Taihu is unique in its formation, capacity and capability, and its core functions. We have the infrastructure, relationships and resources needed to drive the system towards achieving more equitable, and culturally competent hauora outcomes for our whānau, whenua and, ultimately, whakapapa.

- **Advocacy and Representation:** Te Kāhui Hauora is in a strong position within Te Taihu to provide a voice for whānau, advocating whānau needs and aspirations to the health system as we grow and become the recognised channel for Iwi and Māori in Te Taihu to engage with in hauora needs and aspirations.
- **Changing Institutional Memory:** We have the opportunity to build and hold institutional memory for generations to come and decrease institutional intergenerational trauma.
- **Strategic Oversight and Resource Allocation:** Through strategic oversight and advocacy, Te Kāhui Hauora can facilitate resource allocation to ensure health services are accessible and acceptable for whānau.
- **Outcome Monitoring and Evaluation:** Te Kāhui Hauora provides a platform to monitor hauora Māori outcomes against whānau priorities.
- **Collaboration and Innovation:** Te Kāhui Hauora facilitates opportunities for hauora stakeholders to come together, collaborate and innovate in healthcare delivery and incorporate cultural practices.

- **Equity and Reducing Health Disparities:** Te Kāhui Hauora actively addresses health inequalities and promotes the prioritization of resources for Māori.
- **Cultural Safety and Relevance:** Te Kāhui Hauora can ensure that health services are culturally safe, appropriate and reflect Māori values, practices, and worldviews. This helps make health services more accessible and acceptable to whānau in our rohe.
- **Community Engagement and Trust:** Te Kāhui Hauora acts as an enabler between Māori communities and the health system, fostering trust, engagement, and collaboration. This can build whānau trust in the system and lead to increased utilisation of health services and community-driven health initiatives among Māori.
- **Position of Influence:** We are in a unique position to positively influence health policy and strategic planning on behalf of Māori. This will help ensure that the specific needs and aspirations of Māori are considered at all levels of the health system.
- **Self-Determination and Empowerment:** Through the involvement of whānau and collating whānau voice, we provide the opportunity to empower Māori to have greater control over their health outcomes and resources.
- **Improved Health Outcomes:** We can ensure that health services are tailored to the needs of whānau in our rohe and are delivered in a culturally competent manner.
- **System Accountability:** Te Kāhui Hauora can effectively hold the health system accountable for its commitments to Māori health and equity, ensuring that policies and practices are effectively implemented, and results are monitored.



# Our strategic direction



# Our strategic direction

## Hauora aspirations

### Hauora outcomes framework

There are four key pieces of information which help us collate and determine the priorities of Te Taihū;:

1. Government hauora priorities
2. Hauora Māori Advisory Committee priorities (HMAC)
3. Data on Māori health and social determinants of health in Te Taihū, and
4. Whānau voice

Our outcomes framework and strategic direction help us determine the priorities we take forward to the health system. Our role is to highlight these priorities to the system and design and lead solutions to improve hauora Māori outcomes within these priority areas. Hauora Māori providers will be commissioned to deliver on these priorities.

The outcomes framework was developed through collating and defining the collective vision, mission, and outcomes of the Iwi of Te Taihū. The framework guides our decision making, by ensuring that priorities put forward to the system, align to the framework and are therefore reflective of the voice of all Iwi and intern, whānau.



Outcomes	Impact measures
<p><b>Mana Motuhake: Self-determination</b></p> <p>Whānau Māori have the authority, autonomy, and resources necessary to determine their own wellbeing system and pathways.</p>	<ul style="list-style-type: none"> <li>• Creation of a hauora Māori designed and led wellbeing system in Te Taihū (Māori leadership and ownership).</li> <li>• Co-design and co-creation of hauora services with Māori (whānau voice and community engagement).</li> <li>• Hauora Māori outcomes inform and drive system activity (Māori led planning, monitoring, and accountability).</li> <li>• Equitable investment into hauora Māori services and solutions (funding and investment).</li> </ul>
<p><b>Oranga Tinana: Promotion of hauora</b></p> <p>The local health and wellbeing system in Te Taihū recognises hauora Māori, and actively promotes and provides services that enhance hauora for Māori. This involves not only addressing physical health but also nurturing mental, emotional, and spiritual wellbeing, whānau ora, cultural and community connection, and empowering whānau.</p>	<ul style="list-style-type: none"> <li>• Māori live longer and healthier lives than others (life expectancy, mortality, and morbidity).</li> <li>• Whānau live well in their community (Enrolment in primary care, attendance and unmet need in primary care, ASH rates, mental health, and addictions)</li> <li>• Whānau have strong connections to their community (participation in education, sports, church, marae and other local activities/organisations).</li> <li>• Participation in public health programmes including immunisations, screening, and testing programmes (childhood immunisations, kaumātua flu vaccinations, cancer screening, and heart and diabetes checks).</li> </ul>
<p><b>Oranga Mārie: Accessible and acceptable services</b></p> <p>Whānau have the means, knowledge, and resources to determine the type of care they need, and access the care they want, when they need it. The local health and wellbeing system comprises a holistic range of services, practitioners and organisations who are resourced to provide care to whānau Māori in ways they are accessible and acceptable to them.</p>	<ul style="list-style-type: none"> <li>• A range of hauora solutions are available to whānau across Te Taihū (Māori providers and hauora solutions in Te Taihū).</li> <li>• Health services are integrated and holistic (whānau centered care and determinants of health).</li> <li>• The health workforce reflects our population (health workforce information).</li> <li>• Whānau access to rongoā Māori (Rongoā practitioners and providers).</li> <li>• Whānau are involved in and leading their care (health literacy and experience survey).</li> </ul>

<p><b>Oranga Whānau: Highest quality</b></p> <p>Te Taiuhu is home to the highest performing hauora services and organisations, and highly trained and supported wellbeing practitioners. Rigorous standards are imposed across the local system to ensure that whānau receive the best care experiences that result in improved health in our community.</p>	<ul style="list-style-type: none"> <li>• Health services affirm Māori culture (services approved and co-design by Māori).</li> <li>• Whānau report excellent experiences of care (Experience survey).</li> <li>• All services are culturally safe for Māori (workforce development and training).</li> </ul>
<p><b>Oranga Māia: Connected to te ao Māori</b></p> <p>Whānau Māori in Te Taiuhu are strongly connected to Te Ao Māori, they know who they are, where they are from and are proud of their whakapapa. Our whānau live free from discrimination and institutional racism, and their mātauranga is actively sought by the local system to advance their own knowledge and practice.</p>	<ul style="list-style-type: none"> <li>• Whānau in Te Taiuhu are proud to be Māori (experience survey and engagement with whānau, racism and institutional racism).</li> <li>• Te Reo Māori is spoken in the home (use of Te Reo Māori).</li> <li>• Health services are provided on marae and in places that enhance Māori culture (marae-based care, and taiao based programmes).</li> <li>• Whānau in Te Taiuhu know who they are and where they are from (whānau, hapū and Iwi connection).</li> <li>• Kaumātua are cared for (social isolation).</li> </ul>
<p><b>Oranga Kāinga: Healthy and sustaining environments</b></p> <p>The natural and built environment in Te Taiuhu actively enhances and sustains the hauora of whānau.</p>	<ul style="list-style-type: none"> <li>• The taiao in Te Taiuhu is healthy and sustaining for our people (environmental wellbeing, and traditional kaitiakitanga practices).</li> <li>• All whānau in Te Taiuhu live in safe and warm homes (family violence, smokefree homes, healthy housing, and overcrowding).</li> <li>• Our marae and kura are vibrant places of activity, learning and wellness.</li> <li>• Our roads and community infrastructure are safe.</li> <li>• Whānau report that their community has the resources they need for wellness.</li> </ul>

## Our hauora priorities

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Te Kāhui Hauora has undertaken extensive engagement and data analysis to determine the initial priorities we put forward to the health system during 2024. These priorities align with our Outcomes Framework, which represents the collective vision and objectives of the iwi of Te Taihū.

These priorities are;

### Clinical priorities

- Cancer services
- Mental health and wellbeing
- Workforce development and capability
- Access to high quality care and experiences for whānau

### Community priorities

- Cultural connection
- Rongoā service
- Health literacy

The hauora outcomes framework outlined can be effectively related to the clinical and community priorities. Each priority aligns with specific outcomes as demonstrated below.

**Mana Motuhake: Self-determination** – Health literacy, rongoā services.

**Oranga Tinana: Promotion of hauora**– Mental health and wellbeing, cancer services, health literacy

**Oranga Mārie: Accessible and acceptable services** – Cancer services, workforce development and capability, rongoā services.

**Oranga Whānau: Highest quality** – Cancer, Access to high quality care and experiences for whānau

**Oranga Māia: Connected to Te Ao Māori** – Cultural connection, rongoā services.

**Oranga Kāinga: Healthy and sustaining environments** – Access to high quality care and experiences for whānau.

Moving forward, we will continue to assess and refine priorities to be responsive to the needs and aspiration of hapori.



# How we will deliver on our priorities

# How we support hauora outcomes and priorities in Te Taihū

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## Te Kāhui Hauora o Te Taihū

Te Kāhui Hauora represents the first Iwi and Māori infrastructure created to represent the collective view and vision of all Māori in Te Taihū and drive the achievement of hauora Māori outcomes in the rohe. Iwi and mātāwaka have equal stakes in how we carry out our core functions, and ensure their voices are represented at our governance level.

Under the Pae Ora (Healthy Futures) Act (2022) we have three clear responsibilities:

1

The needs and aspirations of Māori in relation to hauora Māori outcomes

**Whānau voice**

2

How the health sector is performing in relation to those needs and aspirations

**Monitoring and accountability**

3

The design and delivery of services and public health interventions within localities (for us, this is our rohe of Te Taihū).

**Strategic commissioning**

### **Whānau Voice: Engagement and Communication**

The purpose of this function is to create and nourish partnerships so that we can draw on the mātauranga/knowledge, views, and insights of our entire community. The role of Te Kāhui Hauora is to engage with whānau, hapū, iwi, communities, and organisations across Te Taihū to gather their voices to help us inform how local services are designed, commissioned, monitored, and managed. Important here is finding common ground between these different groups to identify priorities that we will use to focus our resources and efforts on achieving or improving in the local health system.

Inherent within this function is building partnerships and collaborations with Crown organisations and individuals including government agencies, private businesses, local councils, kura, sports clubs and other community organisations who support hauora Māori, to ensure collective efforts toward improving hauora are impactful and meaningful.

Their collective voice will determine the long-term outcomes and yearly priorities we set. This will ensure that the services in our community are more responsive and accountable to the whānau they serve. We will produce regular hauora outcomes and priorities that will be embedded by our strategic commissioning and monitoring work.

### **Monitoring and Accountability: Monitoring and Improvement**

The purpose of this function is to drive positive transformation in Te Taihū to meet and exceed hauora outcomes that we determine. Monitoring is a mechanism for keeping the system accountable for achieving the outcomes we set with our community. We will introduce or select measures that are important for achieving hauora outcomes to regularly monitor what progress is being made (or not) and inform our stakeholders and Health New Zealand of our findings.

For Te Kāhui Hauora, our monitoring is of the local health system, not of individual providers or practitioners. This means, our monitoring is determined by local needs and aspirations, while regional and national monitoring will be undertaken by other groups and contract monitoring will be done by Health New Zealand funders.

We will then work with Health New Zealand to monitor how improvements are working and evaluate/deep dive into services or solutions to understand how improvements can be made. Critical to this will be data sharing agreements so that we can access data as quickly as possible to help support our own analysis and priority setting.

### **Strategic Commissioning and Service Design: Strategy and Planning**

The purpose of this function is to empower and advocate for the voice of our whānau in investment decision making and resource allocation forums where services are designed, managed, and commissioned. This function provides the capacity and capability to build commissioning relationships with funders and providers of services, analyse the voice of whānau, receive and analyse data and information collected by government and nongovernment organisations, and present our collective hauora priorities across the local health system.

We will work with whānau and community leaders to co-design solutions and improvements needed in these priority areas and support their implementation across the services delivered and funded by Health New Zealand. For example, this may require re-commissioning services, re-designing services, quality improvement action, and commissioning new and innovative hauora solutions that are needed by our communities.

Te Kāhui Hauora will have the infrastructure needed to produce plans for the local health system, participate in decision-making forums, and produce hauora priorities that can drive local health improvement action.

## Our Infrastructure

### Governance

Te Kāhui Hauora Board utilises the experiences and expertise of our stakeholders to deliver positive hauora outcomes for whānau, hapū and hapori. Our board has eight representatives, one board member for each of the respective Iwi that whakapapa to Te Taihū, reflecting the unique make up of Māori across the rohe. The Board also has a mātāwaka representative to actively advocate for the needs and aspirations of mātāwaka. Another representative space is available should the specialist expertise of another party be needed.

Te Kāhui Hauora Board provides strategic direction, oversight, and accountability to our vision, mission, values, and expectations of our community. The Board does this mainly through our agreed work plan, which is reviewed for progress at their monthly meetings.

### Operations

The purpose of the operational team is the management of the day-to-day activities, focusing on the implementation of strategies and handling the operational tasks that drive the core functions of Te Kāhui Hauora, set by the Governance Board.

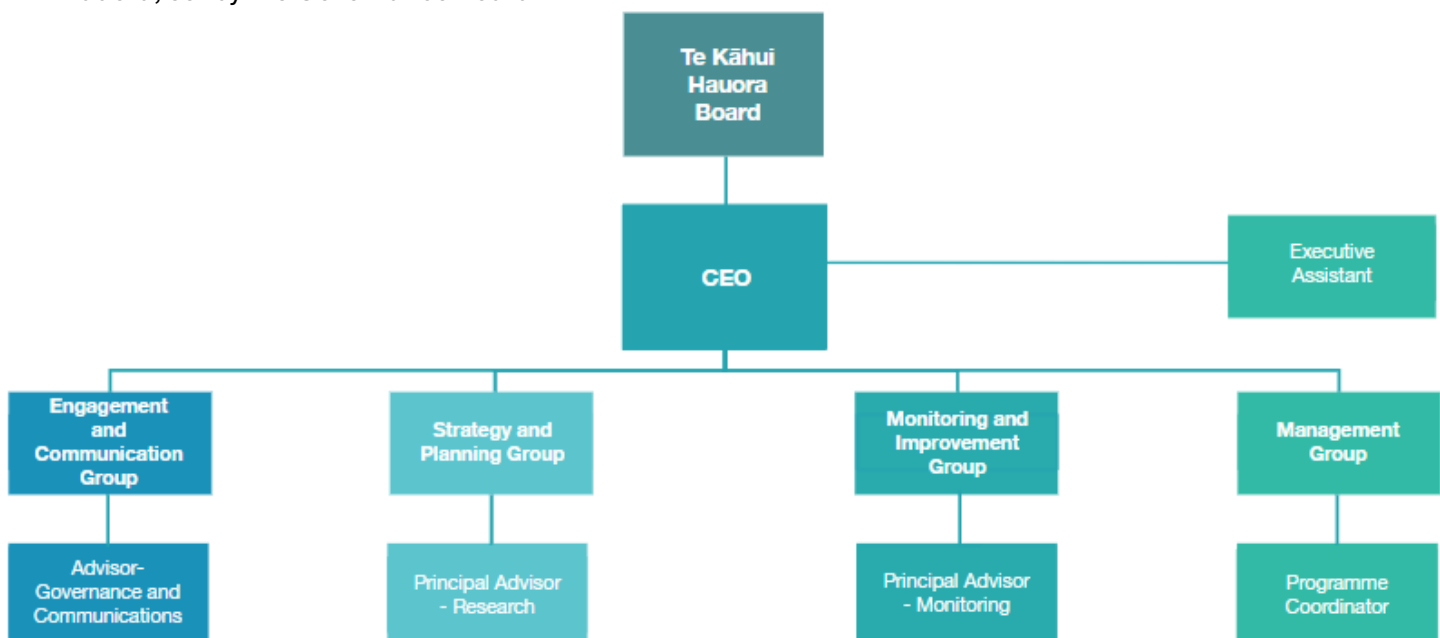
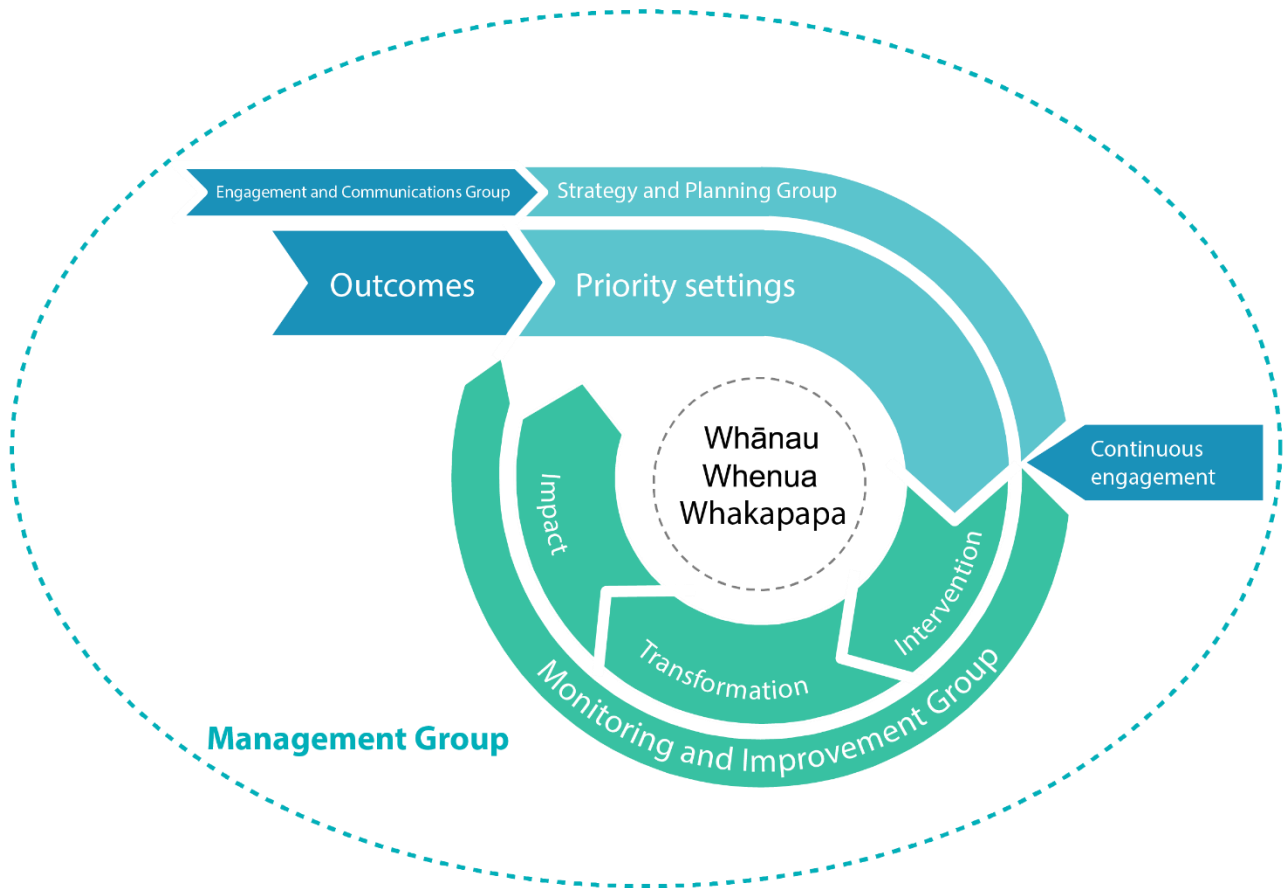


Image- current structure of the operating team. Noting this structure may change to be reflective of resourcing.

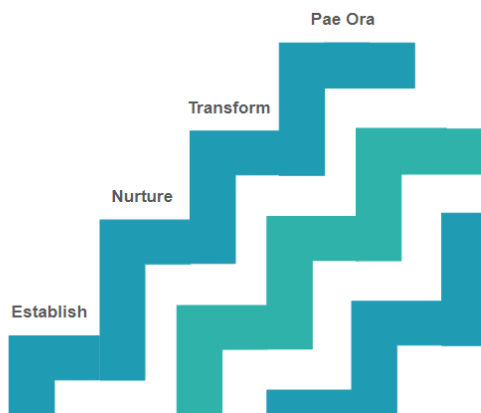
The team is split into three key workstreams: Engagement and Communications, Strategy and Response and Monitoring and Improvement, with a fourth group, Management Group, being the kaitiaki of the workstreams. The below table discusses the core roles and responsibilities of the teams, while the





The above diagram shows how our work streams work together to improve hauora Māori outcomes, including the role of the Management work stream in supporting and enabling the other work streams.

## Our work plan



Core Function	Te Kāhui Hauora	Actions
<p><b>Whānau Voice</b></p>	<p><i>Engagement and Communications Group</i> The voice of whānau Māori is present in all decision-making forums across the system</p>	<p><i>Establish – immediate</i></p> <ul style="list-style-type: none"> <li>Establish regular stakeholder engagement hui and processes throughout Te Taihū.</li> <li>Identify key stakeholder groups and priority populations.</li> <li>Align with existing Iwi engagement across the rohe.</li> <li>Establish a Whānau Voice Advisory Group of community leaders to access, protect and strengthen whānau voice in the system.</li> <li>Establish an online and physical presence where whānau can engage directly with us.</li> </ul> <p><i>Nurture – medium term</i></p> <ul style="list-style-type: none"> <li>Develop a whaikaha whānau voice forum.</li> <li>Establish a hauora provider and practitioners forum.</li> <li>Create and implement hauora Māori surveys for local health system to gather whānau experience of care.</li> <li>Facilitate a co-design forum to support service improvements across HNZ delivered &amp; funded services.</li> <li>Include whānau voice representative roles on Te Kāhui Hauora Board.</li> <li>Produce Whānau voice reports of the system and embed findings.</li> </ul> <p>Participate in local hui to engage with whānau.</p> <p><i>Transform – long term</i></p> <ul style="list-style-type: none"> <li>Lead transformational actions needed for hauora Māori outcomes.</li> </ul>
<p><b>Monitoring and Accountability</b></p>	<p><i>Monitoring and Improvement Group</i> The system is achieving hauora outcomes for Māori</p>	<p><i>Establish – immediate</i></p> <ul style="list-style-type: none"> <li>Establish and implement monitoring and improvement process.</li> <li>Establish Monitoring oversight group.</li> <li>Create relevant measures aligned with hauora priorities and outcomes.</li> </ul> <p><i>Nurture – medium term</i></p> <ul style="list-style-type: none"> <li>Identify and report areas of concern identified through monitoring.</li> <li>Work with Health New Zealand and wider IMPB teams to identify solutions to issues being identified.</li> <li>Work with Health New Zealand to analyse data so it can be presented easily to our stakeholders and communities.</li> </ul>

		<ul style="list-style-type: none"> <li>• Support the regular production of hauora Māori performance reports for Te Taihū in partnership with Health New Zealand.</li> <li>• Work across the system to embed hauora Māori indicators including confirming sources for data.</li> <li>• Support service improvement forums and workshops.</li> <li>• Undertake service deep dives to understand why inequities are occurring and recommend improvements.</li> </ul> <p><i>Transform – long term</i></p> <ul style="list-style-type: none"> <li>• Create a hauora Māori dashboard for Te Taihū that is available to the public.</li> <li>• Ensure hauora Māori outcomes in Te Taihū are visible across the health and wider system.</li> </ul>
<p><b>Strategic Commission and Service Design</b></p>	<p><i>Strategy and Planning Group</i> Local system and services reflect hauora needs and aspirations of whānau in Te Taihū</p>	<p><i>Establish – immediate</i></p> <ul style="list-style-type: none"> <li>• Establish internal commissioning capability.</li> <li>• Create a shared strategic commissioning approach with Health New Zealand.</li> <li>• Establish relationships and partnership with providers and funders of local services in Te Taihū.</li> <li>• Create a Te Taihū outcomes framework.</li> <li>• Support and input into the development of local health and wellbeing planning documents.</li> <li>• Establish partnerships with ministries, relevant to hauora Māori, outside of the health sector.</li> </ul> <p><i>Nurture – medium term</i></p> <ul style="list-style-type: none"> <li>• Create a commissioners’ forum to undertake regular planning and system design workshops.</li> <li>• Work with Health New Zealand to have visibility of unmet need in Te Taihū.</li> <li>• Determine (through data/information and whānau voice) and release annual ‘commissioning priorities’ for improving hauora Māori.</li> <li>• Support the procurement of hauora Māori solutions in Te Taihū.</li> <li>• Invest in research and service innovations to test new ideas and delivery methods.</li> <li>• Create new commissioning approaches based on social return on investment, long-term funding, and translational relationships with providers/practitioners.</li> </ul> <p><i>Transform – long term</i></p> <ul style="list-style-type: none"> <li>• Increase funding for and availability of hauora Māori solutions in Te Taihū.</li> </ul>

- Ensure all delivered and funded services by Health New Zealand contribute to achieving hauora Māori outcomes.
- Support the creation of a hauora system of care that in whānau-centred and integrated

## Beyond Scope

To focus on our core role and maintain genuine partnerships with wellbeing stakeholders across Te Taihū, Te Kāhui Hauora will not:

- Act as a service provider
- Act as a fund holder
- Monitor local provider performance
- Procure for or manage health service contracts

## Work in partnership with Health New Zealand

Te Kāhui Hauora and the local HNZ team have adopted a collective approach and have proposed one defined area for health planning purposes, Te Taihū o Te Waka-a-Māui. This approach aligns with how Iwi and other key cross-government partners already work in our rohe and will allow focused and coordinated planning for priority communities.

We will draw on the strength of our partnership with Health NZ to help us broker relationships to gather data and will lean on Health NZ to analyse quantitative data. We may also lean on Health NZ for assistance in analysing qualitative data gathered through whānau voice.

Reports that Health NZ produce through the collation and analysis of data, will support evidence-based priority setting. As we progress into the future, we plan to establish forum groups and conduct surveys, drawing on support from Health NZ for guidance and resources to implement these approaches.

Te Kāhui Hauora was not established to facilitate commissioning and therefore lacks the resources and expertise to do so. To ensure local commissioning meets local needs, it is crucial that key agencies working with local people contribute directly to this process. Te Kāhui Hauora and local Health NZ kaimahi recognise the importance of collaborating with Iwi, local government colleagues, and cross-government agencies to achieve this.

We will work in partnership with Health NZ to measure the impact and determine when transformation is required. This approach, coupled with consistent community engagement, will inform the re-commissioning of services, and determine whether new focus areas for commissioning are required, however leaving Health NZ to facilitate procurement and management of services.

Our long-term vision is to support the social determinants of health. When we are ready to step into this area, support from Health NZ in brokering relationships with ministries supporting social determinants of health, such as housing, justice, and education, will be invaluable.



# Conclusion

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Te Kāhui Hauora o Te Taihū stands at a pivotal juncture in the evolution of hauora Māori within Te Taihū. Our strategic positioning, underpinned by the Pae Ora Act, places us at the forefront of health service design and delivery for our people. By partnering, monitoring, and advocating, we can inform a health system that is responsive to the needs and aspirations of whānau, hapū and iwi.

Our commitment to a collaborative, innovative, and unified approach is reflected in our governance and operational frameworks, which are designed to embed whānau voice and cultural values into every aspect of our work. The strategic direction we have outlined, guided by the creation of a Te Taihū Hauora Māori-designed and led wellbeing system (Outcomes Framework), ensures that our priorities are aligned with the collective vision and mission of the iwi of Te Taihū.

As we move forward, our focus is on fostering strong partnerships, enhancing data-driven decision-making, and advocating for equitable resource allocation. By doing so, we aim to reduce health disparities and achieve positive intergenerational outcomes for Māori across Te Taihū.

Te Kāhui Hauora o Te Taihū is dedicated to advancing the health and wellbeing of our people. Through our strategic efforts, we will continue to hold the health system accountable, ensuring that it delivers culturally responsive, equitable, and effective services that honour the mana and aspirations of our whānau.

