

TEHIKU HAUORA

STRATEGIC PLAN

1 JULY 2023 - 30 JUNE 2024

*Ruia, ruia, tahia, tahia,
Kia hemo te kākoako,
Kia herea mai i te kawau korokī.
Kia tātaki mai i roto i te pūkorokoro, whaikoro,
Te kūaka, he kūaka mārangaranga,
Tahi manu i tau ki te tāhuna, tau atu, tau atu, tau atu!*

*Scatter, scatter, sweep on, sweep on,
Let us not be plundered by our foe,
The rope has been stretched out and fastened, let us rejoice.
Moving along the rope,
The godwits have risen and flown,
One has landed, to the beach, the others follow*

INTRODUCTION

Tēnā koutou, tēnā koutou, tēnā koutou katoa

Te Poari Kaitiaki o te Hiku Hauora is pleased to present the Strategic Plan for Te Hiku Hauora (2023-2024). The philosophy for this strategic plan is:

All people in Te Hiku o te Ika to enjoy healthy lives, with easy access to services that are prevention-focused, whānau centred, culturally safe, responsive, equitable and free of racism.

To support the strategic priorities, all approaches by Te Hiku Hauora will mean supporting the Five Iwi and our communities of Te Hiku o te Ika close connections and interactions with the environmental, cultural, social, mental, spiritual and physical health of their communities. Holistic health cannot thrive in silos. They need comprehensive efforts to address the often social and environmental determinants that are contributing to ill health. Te Hiku Hauora will commit to prioritising kaupapa that are holistic and contribute to thriving individuals, whānau, hapū, iwi and communities.

*We look forward to serving whānau, hapū, Iwi and
our communities across Te Hiku o te Ika.*

TE HIKU HAUORA VISION

*Āwhinatia he kaupapa Māori hei oranga mō
ngā tangata katoa*

A holistic Māori approach for all people to live well and to thrive.

TE HIKU HAUORA MISSION

*Ngā ratonga Hauora katoa ki ngā whānau ,hapū, Iwi me
hapori o te Hiku o te Ika*

Our mission is to provide and support Holistic Health Services to whānau, hapū, iwi and communities in Te Hiku o te Ika.

FOUNDATIONS FOR A HEALTHY LIFE IN TE HIKU O TE IKA

*Whakawhanakehia me te tuku ratonga Hauora kia
whakamanahia e matou katoa*

We will develop and deliver Holistic Hauora services ensuring we value every one.

We view health in a holistic context, and believe a Kaupapa Māori approach will value all peoples as it recognises physical, mental, social, environmental and spiritual wellbeing of individuals, whānau, hapū, Iwi and communities through the entire life course.

STRATEGIC PRIORITIES

Implementing Te Hiku Hauora Strategic Plan will require a holistic approach. These eight core themes umbrella 11 strategic priorities identified by Te Poari (Trustees) o Te Hiku Hauora.

Ngā Taonga Tuku Iho

Te Hikutanga

Our whakapapa, our language, cultural practices and our pūrākau ki te kainga

Te Tipuranga

Growing our Hauora Workforce

Te Hiku Hauora Workforce
Growing our own Health Workforce

Pae Ora

Improving the Health System

Easy Affordable Access to person and whānau centred health care.
Identify and eliminate racism

Mana Motuhake

Strong Governance

Strong Governance

Whanaungatanga

Maintaining our Relationships
Relationships

Wai Ora

Creating Healthy Environments
Healthy Environments

Mauri Ora | Whānau Ora

Focusing on Health Promotion
Māori Health Promotion
Building Whānau Capacity

Matauranga Māori

Research, Development & Innovation
Building our own Evidence Base, Development & Innovations

A BACKGROUND TO OUR PRIORITIES

TE HIKUTANGA

Te Hikutanga represents our special location in Aotearoa, where Five Iwi: Ngāti Kuri, Te Aupōuri, Ngāi Takoto, Ngāti Kahu and Te Rarawa, not only provide a rich whakapapa and knowledge base for ways of knowing, being and doing in the Far North. Te Hikutanga encompasses a holistic Te Hiku o te Ika understanding of health and wellbeing.

Ma te Hiku o te Ika

Mo te Hiku o te Ika

Priority 1: Te Hikutanga

Te Hikutanga approach affirms our celebrating and connecting to our five Iwi, our language, culture, and whenua in building resilience and creating a buffer that mitigates exposure to negative risks.

Embedding Te Hikutanga means recognising:

- Our whakapapa, our language, cultural practices and our pūrākau ki te kainga
- The direct protective and strengthening impact that practising culture has on health and wellbeing
- The impact of cultural determinants on the social determinants of health
- Aspirations set in Te Tiriti o Waitangi (Māori version) as signed by ngā Rangatira o te Tai Tokerau
- The changes needed in policies and practices that continue to oppress Māori and are leading to disparities in health outcomes and opportunities (such as racism, reduced housing, education and employment options, disconnection from whānau and culture).

GROWING OUR HAUORA WORKFORCE

Frontline health workforces in Te Hiku o te Ika require a tailored, supported and localised workforce strategy to ensure ongoing workforce recruitment, retention and advancement. Māori workforces have unique skills and knowledge that ensure culturally safe and responsive care for whānau, hapū, Iwi and communities. This includes their lived experience, cultural knowledge and local-level community - whakapapa connections.

Given the continual health and social challenges experienced in Te Hiku o te Ika, especially amongst Māori, the best way to ensure a locally tailored Māori workforce is to grow our own workforces so we can be working across all health and social service settings. This includes ensuring Māori workforces are represented across clinical, leadership, therapeutic, social and non-clinical roles.

Priority 2: Te Hiku Hauora Workforce

Te Hiku Hauora is a main employer of Hauora workforces in Te Hiku o te Ika. Our Māori frontline health workforces tend to be employed across a range of roles including; health promotion, nursing, kaiawhina, allied health professions, health system navigation roles.

Non-Māori Hauora workforces tend to be in clinical, medical, leadership, nursing and allied health professional roles.

The difference between Māori and non-Māori Hauora roles are due to workforce access to education, skills training opportunities and career pathways.

Te Hiku Hauora will prioritise Māori frontline workforces and support their roles in promoting the growth and development of the overall Hauora Māori workforces across the continuum of health services. This will include assisting with approaches for Māori workforce development in both cultural and clinical perspectives.

Te Hiku Hauora will recognise our blended communities and will support non-Māori frontline workforces, to ensure they have the ability for their continual growth and development, their cultural safety and responsiveness when working with Māori communities through mentoring and training support.

Priority 3 : Grow our Own Health Workforce

There are a range of national and regional workforce development initiatives underway to build the health workforce. Te Hiku o te Ika need their own localised grow our own health workforce strategy, with resources to support Māori and local communities to train, qualify and work in health at home in Te Hiku o te Ika. There is a need for a range of workforce strategies such as:

- Increasing and strengthening pathways for Māori through education and into Hauora
- Creating local training opportunities in the workplace and community for current and new health workforces
- Increasing the access to skills and employment programs, and scholarships
- Increasing workforces so they can be accessible in rural and remote communities
- Health Academies and local programs to facilitate the introduction, early preparation and access of Tamariki and Rangatahi into health career opportunities
- Creating relationships with key stakeholders prepared to invest in Te Hiku o te Ika and with the ability to deliver training and qualifications in Te Hiku o te Ika.

IMPROVING THE HEALTH SYSTEM

Over the last 20 years, Te Hiku Hauora has grown to become a key part of the health system in Te Tai Tokerau. The Hauora Organisation has set the benchmark for delivering Holistic Community based Hauora services to people in Te Hiku o te Ika. In advocacy for and delivery of individual and whānau centred community health services, Te Hiku Hauora provides a broad range of primary health and community-based care.

Priority 4: Easy Affordable Access to person and whānau centred health care.

Despite this, Te Hiku Hauora faces challenges in meeting the full health needs of whānau, hapū, Iwi and communities in Te Hiku o te Ika and of whānau who are returning home to the rohe. With a limitation of General Practitioners, Dentists, and specialist health professionals, there is a need for more investment in service coverage, workforce, infrastructure and technology enhancements to address the primary health care service gaps.

There is a need to explore alternative methods to expand access to, and funding for, essential general practitioner and oral health services to ensure Māori are receiving the necessary health care's when and where they need it.

Priority 5: Identify and eliminate racism

Racism takes many forms and occur in any place. It includes prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin. At a health service level, racism has made Māori feel excluded and uncomfortable accessing health services and less likely to seek care. Evidence in Aotearoa regularly witnesses how Māori are continually treated

differently and discriminated against when accessing health care. In Te Hiku o te Ika, the health and social statistics are some of the most heart breaking and worst in the country, highlighting systems that continue to fail Māori.

STRONG GOVERNANCE

Te Hiku Hauora is a legacy Māori organisation owned and governed by five Iwi with two community representatives. Informed by Te Hikutanga values and mutual responsibility to the wellbeing of whānau, hapū, iwi and communities.

Priority 6: Strong Governance

Having strong leadership and governance are crucial, highlighting the importance of visionary and accountable leaders to ensure Te Hiku Hauora is effective. We will support our Board to maintain their accountabilities to their Iwi and communities whilst strategically driving the vision of Te Hiku Hauora.

MAINTAINING OUR RELATIONSHIPS

Mana whenua o Te Hiku o te Ika have always known what is best for their own whānau, hapū, Iwi and communities. The legacy of Te Hiku Hauora is an example of this and demonstrates a rich 20-year history of Māori leaders fighting for Hauora services and for the improved wellbeing of their people.

The Governments multiple reforms recognises that meaningful change in Hauora, Education and other areas that matter to Māori must include Māori Leaders, collaborative approaches and relationships with Māori.

Priority 7: Relationships

There are a range of initiatives underway in Te Hiku o te Ika aimed to strengthen and revitalise the wellbeing of whānau, hapū, Iwi and communities and should align with local aspirations. There is a need for a range of approaches to improve cultural, social, environmental and economic outcomes as these are critical to the improved holistic wellbeing of Māori.

Te Hiku Hauora relationships will maintain the crucial connections and relationships with the Five Iwi and its communities whilst also fostering broader cross organisation and sector actions, as determined by the needs of Māori.

CREATING HEALTHY ENVIRONMENTS

Priority 8: Creating Healthy Environments

Whānau living in Te Hiku o te Ika experience high rates of inadequate housing which contribute to poor health outcomes especially for pepi, tamariki and whānau who live with respiratory infections, skin disease and nutritional conditions. There are a range of Housing initiatives locally in Te Hiku o te Ika that are focused on establishing safe and stable housing, however more attention is required to consider the overall hauora effects of housing and its associated conditions on infectious diseases and mental health. Whilst these issues have been common for many years, the history of colonisation and the relationship between Māori and their whenua adds to the significant barriers Māori have with gaining and maintaining secure long-term homes for them and their whānau.

FOCUSING ON HEALTH PROMOTION

Priority 9: Māori Health Promotion

Health promotion and prevention is focused on supporting people and whānau to be in control of their health. It goes beyond the treatment and cure of illness to address the root causes of ill health.

For Māori, health promotion and prevention needs to consider the access to a range of methods, tools and approaches that are tailored to their whakaaro and situations. The underlying purpose is to enhance the ability of people to make decisions that will prevent ill health before it occurs, including through the access to information they will understand and can utilise and opportunities for making healthy choices.

Health promotion and prevention activities must also understand the social and historical context of colonisation, systemic racism and intergenerational trauma. Approaches need to consider not adding to the already high determinants in the Far North and harness the protective aspects of culture, tap into resiliency while addressing the physical, emotional and spiritual aspects of harm.

Priority 10: Building Whānau Capacity

Māori struggle to access the resources they need to determine their own health and wellbeing priorities and needs. This includes access to health and social services in rural communities in Te Hiku o te Ika. These service and resource gaps, prompt for differing approaches to building whānau capacity, so whānau can self-manage to take care of themselves, to understand preventive measures and to strengthen their own whānau capabilities. In doing so, Māori are determining their own wellbeing destinies. When there are limited General Practitioners and primary health services alike in Te Hiku o te Ika, there is even more need for more prevention and health promotion kaupapa that are assertive, creative and relevant for whānau in their homes and communities.

RESEARCH, DEVELOPMENT & INNOVATION

Priority 11: Building our own Evidence Base. Fostering Development & Innovation

Issues of health equity for Māori extends into data sovereignty, research, evaluation, knowledge bases, in addition to resource and service development.

To counteract this, Māori must have the opportunity to design, develop, implement, evaluate and embed kaupapa to benefit Māori. In the past, research and service / resource developments have been harmful to Māori as they have validated and perpetuated systemic and interpersonal racism. In order to increase and address these power indifferences Māori must be able to lead research, evaluation, resource and service development, and be supported with innovations to achieve better Māori health outcomes. Building our own Te Hiku Hauora evidence and innovation base must reflect our values, expertise, lived experiences and aspirations – with a focus on Māori and Te Hiku o te Ika populations.

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PRIORITIES

DELIVERABLES

MEASURES

1 July 2023 - 30 June 2024

TE HIKUTANGA

Priority 1: Te Hikutanga

- Kuia & Kaumatua Taumata
 - Te Reo me ona Tikanga normalised in Te Hiku Hauora
 - More Te Reo Māori Signage
 - Te Hiku Hauora Resources foster Te Reo, Waiata, Pūrākau, Kōrero
 - Kaimahi Wānanga
 - Ngā Pūrākau: Ngā rima o ngā Iwi o Te Hiku o te Ika
- Increased presence of Kuia & Kaumatua in Te Hiku Hauora
 - Increased Matauranga Māori expertise
 - Increased Te Reo me ona Tikanga
 - Kaimahi are taking up Wānanga
 - Increased Pūrākau me ngā kōrero ki te kainga

GROWING OUR HAUORA WORKFORCE

Priority 2: Te Hiku Hauora Workforce Priority 3: Growing our own Health Workforce

- Te Hiku Hauora Grow our own Workforce Development Strategy
 - Local Initiatives build Hauora Māori Workforce & Pipeline
 - Increased variety of workforce development initiatives & kaupapa.
- Te Hiku Hauora Workforce Needs Analyses
 - Te Hiku Hauora Grow our own Workforce Development Strategy
 - Increased workforce development initiatives

IMPROVING THE HEALTH SYSTEM

Priority 4: Easy Affordable Access to person and whānau centred health care Priority 5: Identify and eliminate racism

- Improved whānau access to affordable Oral Health
 - Easier whānau access to General Practice / Primary Health Care services (accessible & affordable)
 - Innovative primary health care options for whānau.
- Te Hiku Hauora Oral Health Plan
 - Increased Oral Health / Dental Resources
 - Increased options improve access to Primary Health Care
 - Paper: Institutional Racism – impeding Māori wellbeing in Te Hiku o te Ika

STRONG GOVERNANCE

Priority 6: Strong Governance

- Trustee Wānanga & Support Programme
- Trustee Work Plan / Programme
- Trustee Governance Manual
- Trustee Wānanga

MAINTAINING OUR RELATIONSHIPS

Priority 7: Relationships

- Complete Te Hiku Hauora legacy project
- Strengthen relationships with our Five Iwi and our communities
- Collaborate with local and national leaders e.g. Te Aka Whaiora, Te Whatu Ora, Whaikaha, Te Puni Kokiri
- Te Hiku Hauora Legacy Project
- Increased relationships and collaborations with Ngāti Kurī, Te Aupōuri, Ngai Takoto, Te Rarawa, Ngāti Kahu.
- Increased relationships with Te Aka Whaiora, Te Whatu Ora and key funders, stakeholders.

CREATING HEALTHY ENVIRONMENTS

Priority 8: Healthy Environments

- Explore Hauora input with Local Housing Initiatives
- Scope Hauora Infrastructure (Current & Future Assets / Property)
- Increased Hauora Māori input for safe, stable and healthy housing for whānau
- Scoping: Hauora Infrastructure – Te Hiku Hauora.

FOCUSING ON HEALTH PROMOTION

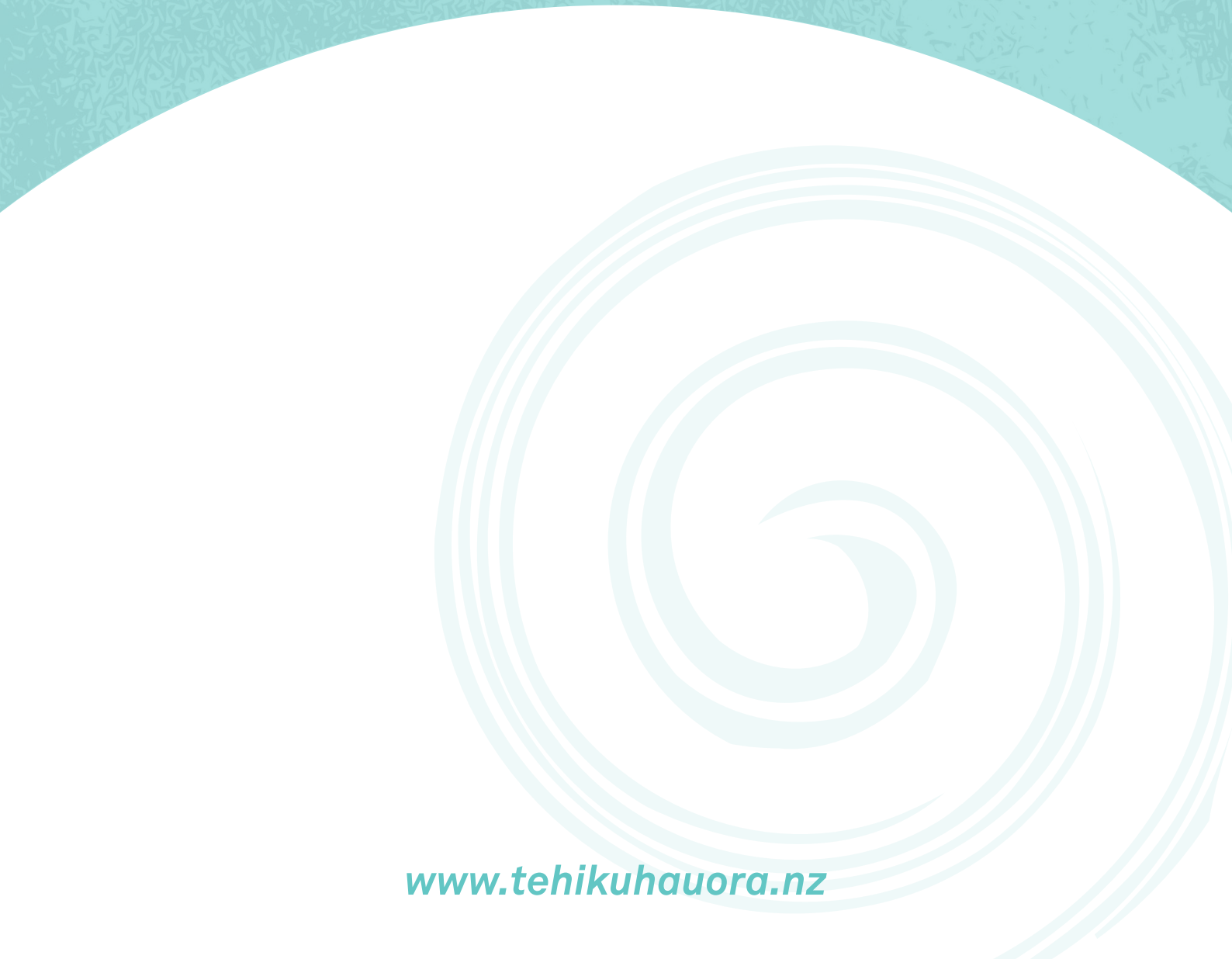
Priority 9: Māori Health Promotion Priority 10: Building Whānau Capacity

- Initiatives that foster whānau being more aware of taking care of themselves and each other
- Māori Health Promotional Activities
- Whānau led hauora kaupapa at home and in communities
- Increased Hauora Māori Promoting Activities
- Increased self-management and Champion initiatives that build whānau capacity

RESEARCH, DEVELOPMENT & INNOVATION

Priority 11: Building our own Evidence Base, Development & Innovations

- Build Te Hiku Hauora evidence and innovation base.
- Paper: Hauora Needs of Māori in Te Hiku o te Ika
- Increased knowledge about potential research, development and innovation areas for Te Hiku Hauora.



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