

# NGĀ POU MANA



**TANGATA WHENUA ALLIED HEALTH**  
**HE KITENGA RAUTAKI STRATEGIC PLAN**

# 2019-2024

[WWW.NGAPOUMANA.ORG.NZ](http://WWW.NGAPOUMANA.ORG.NZ)



He Kitenga Rautaki — this Strategic Plan — lays out our strategic priorities for the next 5 years, from 2019 to 2024. We have set a series of outcomes to achieve in the areas of:

- growth and sustainability
- leadership and support
- Māori knowledge and understanding.

We describe the steps we’ll take as an organisation to deliver these outcomes.

## Advancing and sustaining Māori wellbeing for transformative change

Ngā Pou Mana will nurture the inherent mana of our Māori allied health workforce to provide opportunities for transformative change.

Ngā Pou Mana is a membership-based national organisation for the Māori allied health workforce. In just 2 years, membership has grown almost five-fold — from 120 to over 570.

Our role is to provide opportunities for our members to learn and grow. Together with our members, we share resources and expertise — through wānanga, collaboration, and stakeholder relationships. We work with individuals and groups who share our goal of advancing and sustaining the wellbeing of Māori, and who support our vision and purpose.

Ngā Pou Mana is a kaupapa Māori organisation grounded in practices of mana motuhake – recognising whānau, hapū and iwi self-determination as a significant contributing factor to wellbeing.

Ngā Pou Mana promotes and advocates for preventative and transdisciplinary health practices. We acknowledge the importance of a holistic approach to health practice.

## Health equity can only be achieved through honouring the Treaty of Waitangi

Over the past few years, we’ve become deeply concerned by the widening gap between Māori and non-Māori health status. Two things worsen this gap — the lack of control Māori have in shaping their futures, and the uneven distribution of resources that are crucial for developing and delivering health systems and services.

Ngā Pou Mana advocates for Māori to have tino rangatiratanga and decision-making powers. These powers will help to create a transformational shift towards equalising Māori access to health care, and Māori health status.

Culture plays an essential role in health practice and the quality of care. Health services are responsible for providing appropriate care. In Aotearoa, the social and cultural acceptability of health services is recognised as the key factor in accessibility of services. This reflects the government’s obligations under Te Tiriti o Waitangi. Social and cultural acceptability factors are written into the New Zealand Public Health and Disability Act 2000, creating a greater emphasis on primary healthcare. The Act enables Māori to have decision-making power over, and participate in, the delivery of health services.



## Most healthcare services use Western-style cultural practices

However, Western models of health service delivery remain dominant across Aotearoa. Ngā Pou Mana believes that courageous Māori leadership will help to shift towards models of practice that acknowledge and implement a tangata whenua perspective.

Māori allied health kaimahi working in the sector have often described feeling isolated, unsupported, undervalued and fearful when challenged by institutional racism, discrimination and a lack of cultural safety. This is regularly reported across many other sectors as well.

## He kitenga rautaki — grow the Māori allied health workforce, its leadership, capacity and capability

Ngā Pou Mana believe that by growing the Māori allied health workforce, and providing opportunities to nurture and increase leadership capacity and capability, we can provide a significant contribution to Māori health and wellbeing. Courageous and transformative leadership will help us achieve this goal.

As an organisation, we recognise that we work within a colonial system that perpetuates Western thinking and practice, even in our small, vulnerable Māori spaces. He kitenga rautaki is about allowing Māori issues, concerns, ways of understanding, and practice to be placed at the centre of allied health experiences, rather than on the fringes.

Membership numbers dated: May 2019  
Came, H., McCreanor, T., Haenga-Collins, M., & Cornes, R. (2019). Māori and Pasifika leaders’ experiences of government health advisory groups in New Zealand. Kotuitui: New Zealand Journal of Social Sciences, 1-10. doi:10.1080/1177083X.2018.1561477  
Carlson, T., Moewaka Barnes, H., McCreanor, T. (2019). Health literacy in action: Kaupapa Māori evaluation of a cardiovascular disease medications health literacy intervention. AlterNative: An International Journal of Indigenous Peoples, 0(0), 1-10.  
Reid, P., & Robson, B. (2007). Understanding health inequities. In B. Robson & R. Harris (Eds.), In Hauora: Māori Health Standards IV. A Study of the Years 2000–2005 (pp. 3–5). Wellington, New Zealand: Te Rōpū Rangahau Hauora a Eru Pōmare.  
Came, H. A. (2012). Institutional racism and the dynamics of privilege in public health. Hamilton, New Zealand: University of Waikato.  
Sheridan, N. F., Kenealy, T. W., Connolly, M. J., Mahony, F., Barber, P. A., Boyd, M. A., & Dyall, L. (2011). Health equity in the New Zealand health care system: A national survey. International Journal for Equity in Health, 10(1), 45.



## TE ARONUI WHĀNUI Our Vision

*“Te tōia, te haumatia”*

To be a recognised centre of tangata whenua allied health excellence.



## TE ARONGA Our Purpose

*“Akiaki te mana o te tangata”*

To nurture the inherent mana of our tangata whenua allied health workforce to provide opportunities for transformative change.



## TE MANA TŪRANGA Values

*“Mā ngā kawa me ōna tikanga ka pouā te mana o te tangata”*

**TIKA** to do what is right, fair and just.

**PONO** to show honesty, sincerity, be genuine and have integrity.

**AROHA** to show compassion, empathy, care and to operate in a peaceful and loving way.

## Te Tiriti o Waitangi

Ngā Pou Mana will be responsive and accountable to Te Tiriti o Waitangi.

Being responsive to Te Tiriti o Waitangi involves acknowledging the spirit under which the document was signed recognising tangata whenua and tangata tiriti as true partners. Ngā Pou Mana acknowledges our rights and responsibilities under the Treaty in the following ways:

1

Te Tiriti o Waitangi was signed between Māoridom and the Crown – two nations.



2

Tangata whenua have suffered grievances as indigenous people of this land.



3

Tangata whenua have the right and the responsibility to manaaki all tangata tiriti who come to Aotearoa in a manner that expresses tikanga Māori and acknowledges cultural worldview difference.



## He Wakaputanga o te Rangatiratanga o Nū Tīreni 1835

Ngā Pou Mana acknowledges the Declaration of Independence that was signed in 1835. The signing declared Māori to have ultimate and overall authority and leadership (tino rangatiratanga) over its chiefly country (whenua rangatira).

The document speaks to the vision, values and commitment of our tīpuna to the people, the land, and the taonga that the land provides. This document will continue to provide guidance and direction for the future endeavours of Ngā Pou Mana.

## TE POU MANA WHAKATIPU Growth & Sustainability

Strategic Priorities	Pathways - By 2024
Build and strengthen the membership and networks	<p>80% of the allied health DHB workforce that identify as Māori will be members of Ngā Pou Mana.</p> <p>Ngā Pou Mana will have strong relationships with members who also belong to Whānau Ora, Māori NGOs, and organisations representing iwi.</p>
Build operational and governance capacity and capability	<p>Ngā Pou Mana will have a strong governance team made up of a diverse range of the allied health workforce, with community and student representation.</p> <p>Ngā Pou Mana will have a highly skilled team leading our operational strategies and activities.</p>
Strengthen organisational policies, processes and procedures	<p>Ngā Pou Mana will have comprehensive organisational policies, processes and procedures to minimise risk.</p> <p>Ngā Pou Mana will complete regular annual evaluations of internal processes to improve the organisations systems.</p>
Improve governance, management and financial sustainability	<p>Ngā Pou Mana will have a wide range of funding streams to support organisational sustainability.</p> <p>Ngā Pou Mana will have a comprehensive evaluation process for operational and governance reviews.</p>
Improve internal and external communications	<p>Ngā Pou Mana will be a well-recognised brand in the Māori health and wellbeing space.</p> <p>Ngā Pou Mana will have a comprehensive, user-friendly range of media platforms that provide regular messaging and updates.</p>

## TE POU MANA RANGATIRA Leadership & Support

Strategic Priorities	Pathways - By 2024
Champion and activate Māori leadership advancement and training	<p>Ngā Pou Mana will be collaborating with organisations to support and provide quality Māori leadership training opportunities for its members.</p> <p>Ngā Pou Mana will have a 100% increase in funding/resource for scholarships and awards for the membership.</p>
Support and advocate for Māori allied health workforce development	Ngā Pou Mana will be collaborating with organisations to support and deliver opportunities for Māori allied health workforce development.

## TE POU MANA RANGATIRA Leadership & Support

Strategic Priorities	Pathways - By 2024
Provide advice to the allied health sector	Ngā Pou Mana will be recognised as national and international leaders in indigenous allied health.
Build and strengthen strategic relationships	<p>Ngā Pou Mana will have strong relationships with the allied health associations, boards and Māori health representation organisations.</p> <p>Ngā Pou Mana will have strong relationships with the tertiary institutes in Aotearoa.</p> <p>Ngā Pou Mana will have strong government relationships across sectors.</p> <p>Ngā Pou Mana will have strong iwi relationships across Aotearoa.</p> <p>Ngā Pou Mana will have made strong connections with international indigenous first nations from around the globe.</p>

## TE POU MANA MĀORI Māori Knowledge & Understandings

Strategic Priorities	Pathways - By 2024
Promote, increase and advance knowledge of te ao Māori	<p>Ngā Pou Mana will continue to acknowledge, implement and provide opportunities grounded in te ao Māori.</p> <p>Ngā Pou Mana will ensure priority is placed on advancing te reo Māori me ōna tikanga for the membership and organisation.</p>
Provide valued teaching and learning opportunities	<p>Ngā Pou Mana will be providing 3-4 quality kaupapa Māori wānanga opportunities to 300-400 members per year.</p> <p>Ngā Pou Mana will be providing regular, quality online learning opportunities to its members.</p> <p>Ngā Pou Mana will be supporting and delivering quality, internationally recognised indigenous allied health conferences, symposiums and wānanga.</p>
Support and contribute to research and innovation	Ngā Pou Mana will have strong connections with tertiary and research institutes to advance and contribute to innovation in tangata whneua allied health research.

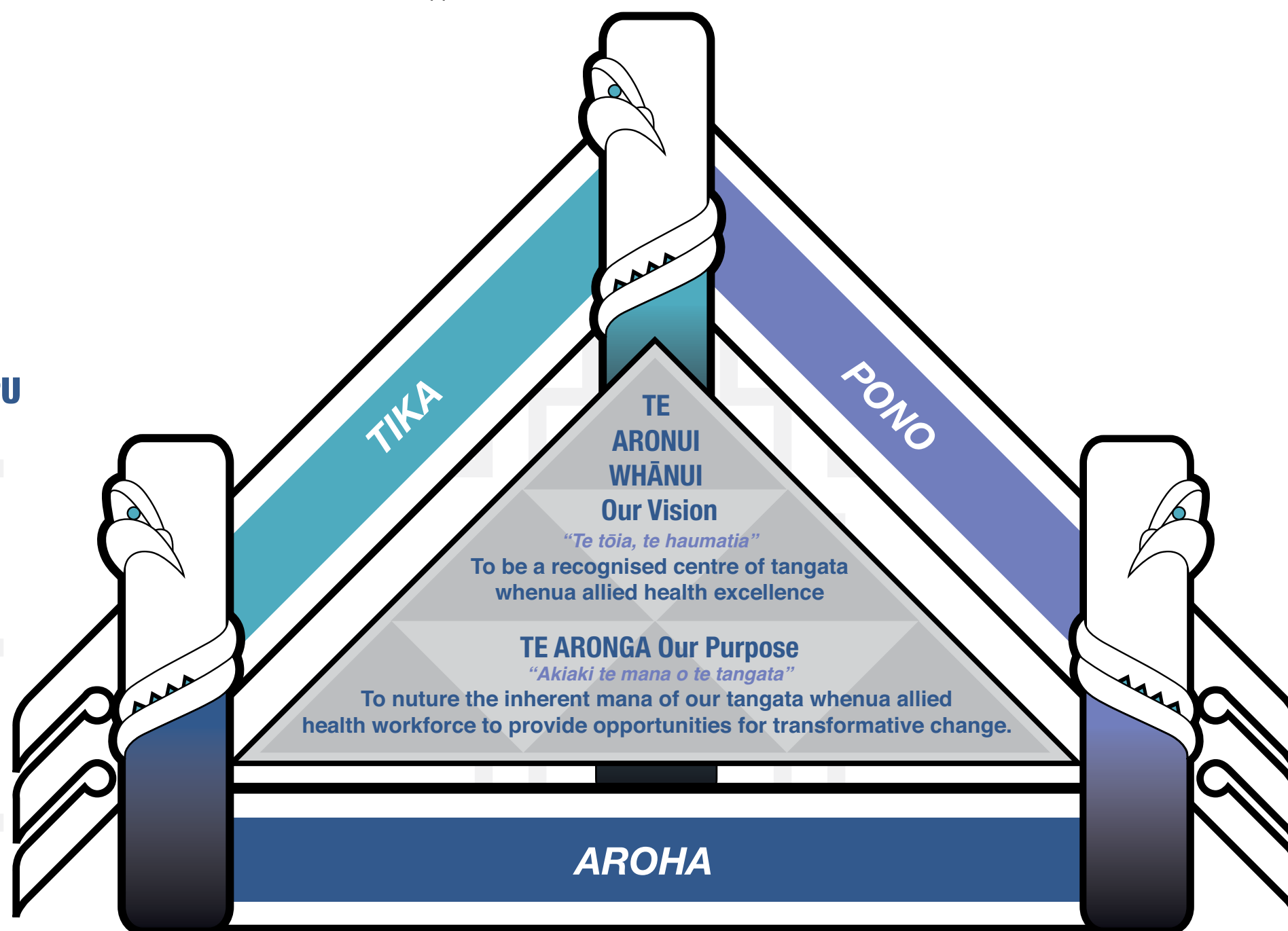


## TE POU MANA MĀORI Māori Knowledge & Understandings

- Promote, increase and advance knowledge of te ao Māori
- Provide valued teaching and learning opportunities
- Support and contribute to research and innovation

## TE POU MANA WHAKATIPU Growth & Sustainability

- Build and strengthen the membership and networks
- Build operational and governance capability and capacity
- Build and strengthen organisational processes, practices and policies
- Improve governance, management and financial sustainability
- Improve internal and external communications



## TE POU MANA RANGATIRA Leadership & Support

- Champion and activate Māori leadership advancement and training
- Support and advocate for Māori allied health workforce development
- Provide advice to the allied health sector
- Build and strengthen strategic relationships

**KŌRERO ARATAKI Guiding Statements**  
Te Tiriti o Waitangi & He Wakaputanga o te Rangatira o Nū Tīreni 1835