



whānau āwhina  
plunket



# Whānau Āwhina Plunket Strategy 2021-2026





## Vision

He huanui oranga mo ngā  
mokopuna whakatipuranga  
roto i ngā hapori heke iho,  
heke iho

Setting the path of wellness in  
our communities for the early  
years, for generations  
to come.

## Our Goals

**Pae ora:** Healthy futures <sup>[1]</sup>

- **Mauri ora:** Healthy babies and children
- **Whānau ora:** Healthy confident families
- **Wai ora:** Healthy environments and connected communities

## Our Equity Goal

**All our services will be delivered equitably by 2025**

In Aotearoa New Zealand, people have differences in health that are avoidable, unfair and unjust. Equity recognises that different people with different levels of advantage require different approaches and resources to get equitable health outcomes.

*Ministry of Health, March 2019*

## Our Core Values

### Māia

to be courageous  
and lean into  
discomfort and  
challenge as we walk  
the path of  
pro-equity

### Māhaki

to be humble  
as we share  
our knowledge  
and experience to  
understand and learn  
from each other and  
foster trust

### Tūhono

to connect and  
stand in relationship  
in calm and safe  
spaces,  
(āhuru mōwai)

### Manaaki

to care, love, nurture,  
support and be mana  
enhancing. To respect  
mana atua, mana  
tūpuna, mana whenua,  
mana tangata

[1] Sir Mason Durie

# Introduction

## Honouring our whakapapa to weave our future

Whānau Āwhina Plunket has been part of the fabric of Aotearoa New Zealand for over 114 years. While the way we provide support has adapted and changed over these years, our fundamental commitment to the tamariki of New Zealand continues to guide everything we do.

As the largest provider of services to support the health and wellbeing of children aged up to five, Whānau Āwhina Plunket supports our pēpi, tamariki and their whānau get the best possible start, especially in those precious first 1000 days.

We are proud of our achievements over the last five years. These include the transition to a national charitable trust, introducing and implementing our national electronic Plunket health record (ePHR) system and working to become more financially sustainable. We have introduced a breastfeeding video-conference support service, and brought on board Whirihia - a kaupapa Māori pregnancy, childbirth and parenting programme in the Waikato. We also launched our new website, Tūhono Mai, and a new internal online learning platform, Te Māra, to better support our people in learning and developing their skills.

In 2019 our Board made the courageous move to prioritise the needs of whānau Māori. We are committed to changing the way we deliver our services to honour Te Tiriti o Waitangi as our foundation, to be a pro-equity organisation, and reflect a changing Aotearoa New Zealand. Our goal is to deliver all our services equitably by 2025.

In 2020 we launched our new brand recognising and celebrating two of our founding wāhine toa, Mere Harper and Ria Tikini, the first in a long line of wāhine toa who paved the way for Whānau Āwhina Plunket – a service like no other in the world.

2020 also saw us respond to the unprecedented challenges of the COVID-19 pandemic. We quickly introduced a prioritised virtual service to ensure we could support families who needed us the most during the lockdowns.

We also released Te Rautaki Māori – Nga Pae o Harakeke, our Māori strategy which outlines our Mahere Mana Taurite - our equity roadmap - and guides how we support whānau Māori. To support our people in their mahi on this journey, our new Ako Māori learning framework will help to build their cultural competency, and their understanding of our pro-equity goal and their role in achieving this.

Looking ahead to the next five years, there are new challenges as Aotearoa New Zealand recovers from COVID-19, with ongoing economic, social and health impacts. There are significant changes to the health and disability system on the horizon that will affect the way health services are commissioned, funded and delivered. As our population continues to grow, other challenges remain with a more diverse Māori, Pacific and Asian population growing at a faster rate. There are significant inequities in health outcomes for Māori and Pacific populations to address.

Whānau Āwhina Plunket will be a better Te Tiriti o Waitangi partner and we commit to the principles of tino rangatiratanga, partnership, active protection, equity and options in the provision of services for whānau Māori.

We will make sure we have the workforce and skills for the future. We must continue to focus on being financially sustainable and contribute to New Zealand's 2050 Carbon Zero goal including eliminating the need for fossil fuels in transport by 2035.

We are ready to face the challenges and make the most of the opportunities given to us. Our influence in the health sector means we can have a strong role, and responsibility, in ensuring that the current reforms deliver equitable health outcomes for all.

Over the last five years we have established the foundations to position Whānau Āwhina Plunket for the future. This strategy will guide our work over the next five years to ensure we make the difference of a lifetime for our pēpi and tamariki and generations to come.

*Mō tātou, ā, mō kā uri ā muri ake nei – for us and our children after us.*

# Tuāpapa Te Tiriti - Our Foundation

Tuāpapa Te Tiriti reaffirms Te Tiriti o Waitangi as the founding document for Aotearoa and for Whānau Āwhina Plunket.

We will be a strong Te Tiriti o Waitangi partner and will work with Māori to achieve Māori aspirations by applying the principles of Te Tiriti o Waitangi across all our work. These principles have been defined<sup>[2]</sup> for the health and disability system as:

## Tino Rangatiratanga

Māori have the right to self-determination and mana motuhake in the design, delivery and monitoring of health and disability services

## Partnership

Māori must be partners in the governance, design, delivery and monitoring of health and disability services – Māori must be co-designers, with the Crown, of the primary health system for Māori

## Active Protection

Acting to the fullest extent practicable to achieve equitable health outcomes for Māori. This includes ensuring we are well informed on the extent, and nature, of both Māori health outcomes and efforts to achieve Māori health equity.

## Equity

Being committed to achieving equitable health outcomes for Māori.

## Options for Māori

Māori must have the ability to choose kaupapa Māori health and disability services. We are also committed to providing our services in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care.

[2] Whakamaua: Māori Health Action Plan 2020–2025



# Te Rautaki Māori – Ngā Pae o te Harakeke

**Acknowledging our ancestors who brought us to this earth, we are cared for and nurtured like leaves of the flax plant**

Our Māori strategy's name, Ngā Pae o te Harakeke, and tohu were both gifted to Whānau Āwhina Plunket us by renowned artist Len Hetet.

The central pattern of the tohu represents our women of strength, and are an acknowledgement of our founding wāhine toa, Mere Harper and Ria Tikini.

The outer pattern represents the child, parents and grandparents and is likened to the Māori view of the structure of the flax bush.

## Mahere Mana Taurite – Equity Roadmap

**Kaupapa: Mohiotanga** – Setting the foundation for pro-equity and sharing our origin story.

- Māori Accelerate and Retain: to achieve the principle of partnership and ensure kaimahi Māori and whānau Māori are supported into shared space and value.
- Māori Attract: to welcome kaimahi Māori into the fold, into a safe space to realise and recognise potential.
- Māori Ally: to welcome ngākau Māori into the fold, tuakana-teina model.

**Kaupapa: Honotanga** – Building strategic partnerships and a collective approach to our pro-equity journey. Ensuring we are tika, pono and moving with aroha.

**Kaupapa: Ponotanga** – Whānau Āwhina Plunket earning the right to stand. Trusted advisors in service to Pae ora.

Mana Taurite can only be achieved once the above have been achieved.

**Kaupapa: Mana Taurite** – the creation, understanding and value of pro-equity conditions in service to Pae ora.

## Two world views and shared space

Our Māori strategy features two world views of New Zealand. The space in between represents the shared space between the Māori and non-Māori world views that co-exist within Aotearoa. <sup>[1]</sup>

[1] Dr Leonie Pihama

Artwork by Izzy Joy (Ngāi Tahu and Ngāti Kahungunu ki te Wairoa)



# Our Strategic Pillars

**Our Strategy 2021 – 2026 describes the difference we will make and the outcomes we are seeking to achieve under five strategic pillars.**

**These strategic pillars set the vision and pathways for how we will achieve our goals:**

## **Pēpi, tamariki, and their families, whānau and communities are at the heart of everything we do.**

Our services need to work for all our pēpi, tamariki, and their families, whānau and communities. That is why we put them at the centre of the design and delivery of all our services.

We will deliver our services to all whānau in a way that respects their world view and honours Te Tiriti. We will integrate our services to ensure that we deliver equitably for all, and so that everyone has access to our services in a way that works best for them.

## **Valuing and investing in our people to realise their potential**

Our people are our most valuable resource. We must ensure they have the right skills, training, tools and support to work effectively, and to fully realise their potential.

We will build our understanding of Te Ao Māori and our tikanga knowledge and capability, so that Māori who access Whānau Āwhina Plunket services can receive our services in culturally appropriate ways including supporting hauora Māori models of care.

Where possible, we will ensure that Māori staff are available to work with whānau Māori.

We will grow and strengthen our whole workforce to support this mahi.

We recognise that a diverse and inclusive workforce will enrich our organisation and better enable us to deliver services equitably to all our communities.

## **Partnering with communities**

We are privileged to be a trusted part of communities across Aotearoa New Zealand.

We will collaborate and partner with iwi and Māori organisations, as well as other communities and population groups, to help achieve Pae ora .

By building strong relationships with community groups and other providers, we will be able to respond to the needs of different populations and contribute to achieving equitable outcomes for all.

## **Innovating to deliver health equity**

Whānau Āwhina Plunket must build an innovative and agile organisational culture that can adapt rapidly to the changes we will face over coming years.

We will work to ensure we have the right services delivered through the right channels, with the right resources and ways of working to deliver equitably for all.

We will continue to grow our funding sources and make sure we are financially sustainable. We will also use our technology, data and insights to improve our services and deliver them more efficiently.

## **Using our knowledge and influence to improve the health and social system**

Whānau Āwhina Plunket has a professional workforce and one of the largest and most comprehensive databases of children up to five years of age. We will use our knowledge, data and insights across the health and social system to advocate effectively for equitable outcomes for pēpi, tamariki and whānau.

We will share our knowledge with health and social service providers to develop innovative approaches together that contribute to achieving equitable health outcomes for our communities.

# Our Commitments to Te Tiriti o Waitangi

With Te Tiriti o Waitangi as our foundation, we are committed to achieving the following:

Whānau Āwhina Plunket is a strong Te Tiriti o Waitangi partner and works with Māori to achieve Māori aspirations

We apply the principles of Te Tiriti o Waitangi across all our work: Tino Rangitiratanga, Partnership, Active Protection, Equity and Options for Māori

Te Rautaki Māori is implemented: Mohiotanga, Honotanga, Ponotanga, Mana Taurite

Whānau Āwhina Plunket prioritises outcomes for Māori



# The Difference We Will Make

By delivering our Strategy, we will achieve the following outcomes:

## Pēpi, tamariki and whānau are at the heart of everything we do

- Whānau Āwhina Plunket delivers integrated services to achieve equitable health outcomes and improved wellbeing
- Pēpi, tamariki and whānau are at the centre of the design and delivery of our services
- All our communities have equitable access to Whānau Āwhina Plunket services in ways that work best for them

## Valuing and investing in our people to realise their potential

- Whānau Āwhina Plunket people understand Te Ao Māori and tikanga
- We grow and strengthen our Māori workforce
- We attract and retain a diverse and inclusive workforce with the knowledge to deliver equitably
- Our people have the right skills, tools and support to do their jobs well

## Partnering with communities

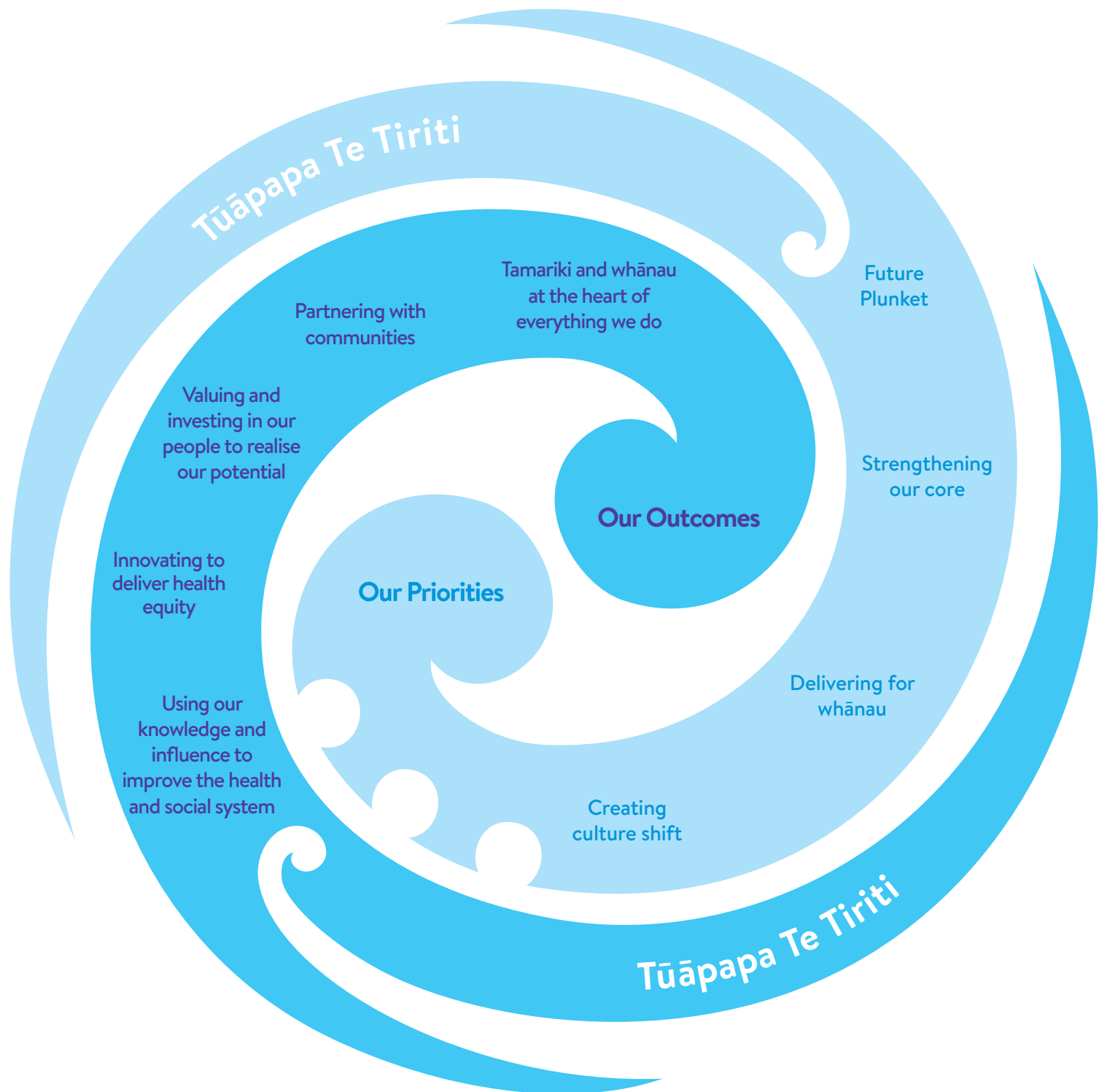
- Whānau Āwhina Plunket works with iwi and Māori organisations to achieve Pae ora
- We have strong relationships with partners and stakeholders to help us understand the needs of communities to deliver equitable services

## Innovating to deliver health equity

- Whānau Āwhina Plunket is an innovative and adaptive deliverer of Kahu Taurima services - helping to shape a better health system
- We have the right services, resources and model of practice to contribute to achieving Pae ora
- We are a financially sustainable organisation
- We use technology, data and insights to deliver improved services

## Using our knowledge and influence to improve the health and social system

- Whānau Āwhina Plunket has strong relationships to advocate effectively for pēpi, tamariki and whānau
- We partner with others to address the social determinants of health and achieve equitable outcomes for all
- We use our insights and partnerships to improve the health and social system



# Our Priorities

Our priorities are the key changes we need to make to achieve our Strategy, while continuing to deliver services and support the health and wellbeing of our pēpi, tamariki and whānau.

These priority areas are our focus for the first two years of our Strategy, and will be reviewed annually.

## Creating culture shift

### Leading out change

We will lead change across Whānau Āwhina Plunket by equipping our leaders and people to support our focus on Te Tiriti o Waitangi and equity.

### Workforce transformation

We will transform our workforce into one that is fit for the future and aligned to our equity goal including building our capability and capacity, and better supporting our kaimahi Māori.

## Delivering for whānau

### Future services

This is a multi-year initiative focused on improving how we deliver our services so that communities and whānau have equitable access to the right services through their preferred channels.

### Driving improved performance

We will drive a high-performance culture where we use data, evidence and insights to measure and assess performance, with a focus on improving outcomes for whānau Māori.

## Strengthening our core

### Supporting delivery

We will support our frontline kaimahi by improving our support structures, and free them up to focus on delivering for whānau.

### Reducing risk and ensuring compliance

We will continue to manage our key risks and comply with relevant legislation, standards and regulations.

## Future Plunket

### Financial & environmental sustainability

We will ensure that Whānau Āwhina Plunket is both financially and environmentally sustainable into the future.

### A recognised innovator and influencer in the system

We will value and build our stakeholder relationships, and use our knowledge, data, insights and credibility to influence the health and social system to address the needs of tamariki and whānau.



# Our Commitment to the Future

We are committed to our vision for our tamariki and whānau and the future, and most importantly, to our goals of Pae ora and equitable delivery of all our services by 2025.

As we embrace the challenges we face, we will be guided by our uara of māia, māhaki, tūhono, and manaaki, honouring our whakapapa to weave our future. We will have whānau Māori at the centre of all decisions as we continue to grow using a Te Ao Māori perspective, and enhancing mana for the benefit of everyone.

We will do this together, collectively, with open minds and open hearts, standing brave and strong while we walk the path of pro-equity and anti-racism for us and our tamariki after us.

**Ehara taku toa i te toa takitahi,  
engari he toa takitini**

Our strength is not that of an individual,  
but that of the collective



whānau āwhina  
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