



Strategic Plan

2011-2016

MAORI ORA MAURI ORA

VALUES

Hapai Te Hauora recognizes the importance of embedding Tikanga Maori values into the core activities of hauora. The values are those that overarch the development of the strategic plan along with others to reflect the direction of the plan.

- Tika
- Pono
- Mātauranga
- Whenua
- Whanaungatanga
- Whakapapa

Principles

- Kotahitanga
- Whanaungatanga
- Rangatiratanga

MISSION

Ko te amorangi ki mua ko te hapai o ki muri

PURPOSE

Leading Hauora innovation through whanaungatanga

BOLD GOAL

Hapai are innovative leaders in all strategic and operational activities of hauora and Māori wellbeing

VISION

Advance Māori well-being through **innovation** and **leadership**

STRATEGIC PRIORITIES AND GOALS

LEADERSHIP

Traditional and contemporary Māori leadership has been characterised by leaders who shared a vision, a sense of mission and an agreed course of action, and who earned the respect, confidence and loyalty of their followers, as a group and individually, through their inspirational leadership (Katene, 2010).¹ Leadership requires the presentation of an achievable and desirable future state or outcome for which people are willing to follow their chosen leader. A good leader is viewed from the perspective of intentionally doing the right thing at the right time for the right reason and for the benefit of the people served. Both leader and follower are equally important.

Leadership in public health is a key objective of the national framework for public health action and strengthening Māori leadership is noted as a key action point for realizing the framework. Māori public health leadership differs from non-Māori leadership as Māori leadership requires the public health practitioner, or worker, to work within and with a community to ensure public health action.

STRATEGIC

Visionary

Maori are visionary and while we maintain our tino rangatiratanga our visions can be exceeded.

Advocacy

An important area of hauora is to advocate on behalf of our Maori people. This must be maintained as leaders in Hauora.

OPERATIONS

Funding

Hapai Te Hauora Tapui will continue to fund service delivery by accessing funding from a variety of funding agencies including Ministries, DHB, National Organisations, Iwi and Maori communities.

Planning

Hapai Te Hauora Tapui will strengthen its planning capacity and capability to assist and support service delivery providers to deliver evidence based programmes.

¹ Selwyn Katene Modelling Māori leadership: What makes for good leadership? [www.http://www.review.mai.ac.nz](http://www.review.mai.ac.nz)

Research, Evaluation and Audit

Hapai Te Hauora Tapui will strengthen and grow its capacity and capability in research, evaluation and audit to test service delivery at the frontline. This will inform directly service planning in the following cycles.

Workforce

Hapai Te Hauora Tapui will strengthen hauora workforce through leading and developing innovative training as well as supporting currently delivered mainstream training.

INNOVATION

EVIDENCE

A core strategy for quality is the design and gathering of Maori evidence to valid kaupapa Maori approaches to health promotion and Maori public health.

PLANNING

More innovative, evidence based kaupapa planning for service delivery.

RESEARCH & EVALUATION

Validation of kaupapa Maori models of practice is still in its infancy however Hapai Te Hauora Tapui Ltd is well placed to be leaders in this field and therefore be a centre of excellence in Hauora.

QUALITY & RISK (AUDIT)

Quality is a term often used to describe the robustness of an organisations infrastructure to build on their core business. Effective hauora action requires a strong and cohesive hauora sector and workforce, integration of strategies, and a commitment to quality and best practice².

INFORMATION TECHNOLOGY

This is a burgeoning area of growth for Maori NGO's.

² Ministry of Health (2003), Achieving Health for All people: A framework for public health action for New Zealand Health Strategy, pg. 29.

WHANAUNGATANGA

Communication and relationships are central to effective hauora action. Relationships with a wide range of stakeholders are central to best practice.

Relationships is more than building the capacity of communities and working collaboratively with other agencies, it requires a concerted approach to consulting with whanau, hapu, iwi and Maori communities, supporting them to realise their aspirations.

Effective communication required for Maori public health is not well understood and is often compounded by the lack of appreciation and acceptance of Maori paradigms or indigenous axioms as being as valid in planning and delivery of health services compared to other methodologies, despite national strategies, such as He Korowai and subsequent action plans, which seeks to develop whanau ora based models.³

MANAAKI

Manaaki for Hapai Te Hauora Tapui is the work we do with like-minded organizations.

Maori Workforce Development

Hapai will assist Maori within Maori organisations to realize their potential through workforce development. Thus enabling capability and capacity growth within those organizations to blossom.

Communities of Practices

Hapai will facilitate communities of practice within and across organisations to reach regionalization potential without losing local service delivery innovation and individual specialties. This aligns to legislation and current government prioritization.

Partnerships and Relationships

Hapai will build partnerships and relationships with other Maori organizations who are not ready to come into the community of practice. This enables a readiness for future working relationships.

TAUTOKO

Tautoko for Hapai Te Hauora Tapui is the work we do with non-Maori organizations. Imperative that Hapai Te Hauora Tapui maintains its tino rangatiratanga while supporting others who serve Maori.

Maori Workforce Development

Hapai will assist Maori and non-Maori within non-Maori organisations to realize their potential through workforce development. Thus enabling capability and capacity growth within those organizations perform the best for Maori.

Crown Partnerships

Hapai will form partnerships and have Memorandums of Understanding with non-Maori organisations to support their governance.

³ Ministry of Health (2006), Whakatataka Tuarua, Maori Health Action Plan 2006-20011, pg. 7

Networking and Collaboratives

Hapai will continue to belong to networks and collaboratives where our values, mission, purpose and goals will be fulfilled.

AROHA

Aroha for Hapai Te Hauora Tapui is the work we do with Hapai Te Hauora Tapui's own people.

Workforce Development

All staff will have a professional and career development plan negotiated on an annual basis.