



whānau āwhina
plunket



Whānau Āwhina Plunket
Strategy 2021-2026



Vision

He huanui oranga mo ngā mokopuna whakatipuranga roto i ngā hāpori 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 ^[1]

- **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

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

Our Core Values

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 Whirihihi - 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, a, 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^[2] 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. ^[1]

[1] Dr Leonie Pihama

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



Strategic Themes

Our strategic themes provide the pathways for how we will achieve our vision and strategic 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 whānau Māori in a way that respects their world view. We will integrate our services to ensure that we deliver equitable health outcomes 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 Māori 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 partner with iwi and Māori organisations to achieve Pae ora (healthy futures for Māori). We will also collaborate and partner with other communities and population groups to improve our knowledge and better understand their specific needs.

By building strong relationships with community groups and other providers, we will be able to respond to the needs of different populations and to achieve equity in our service delivery.

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 equitable health outcomes.

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.

New Zealand has set the goal of achieving net Zero Carbon emissions by 2050. Whānau Āwhina Plunket will work towards being an environmentally sustainable organisation.

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 achieve 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 our potential

- Whānau Āwhina Plunket people understand Te Ao Māori and tikānga
- We grow and strengthen our Māori workforce
- Our workforce is diverse and inclusive and has the knowledge to achieve equitable outcomes
- 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 organisation
- We have the right services, resources and ways of working to achieve health equity and Pae ora
- We are a financially sustainable organisation
- We use technology, data and insights to deliver improved services
- Whānau Āwhina Plunket is an environmentally sustainable organisation

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 health equity and Pae ora
- We use our insights and partnerships to improve the health and social system

Tūāpapa Te Tiriti



Tūāpapa Te Tiriti

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



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