

# THE TOITŪ ACCORD

*'Toitū te kupu; toitū te mana; toitū te whenua'*

## MĀORI LEADERSHIP FOR HEALTH AND WELLNESS

1

TAHI

The *Toitū Accord* outlines the key characteristics of Māori leadership for health and wellbeing. It was developed at the *Toitū Hauora 2017 Conference* held at Hopuhopu in May 2017 and represents a consensus view from the participants, including those who attended the concurrent *Te Kāhu Kōrako Hui*.

2

RUA

The *Accord* embraces the wide Māori health leadership community including Māori doctors and dentists, nurses, midwives, community health workers, kaumātua working in non-government organisations, social workers, pharmacists, health managers, policy analysts, physiotherapists, teachers and researchers, whānau navigators, public health specialists, Māori community leaders, and Iwi leaders.

3

TORU

The purpose of the *Accord* is to provide a platform for Māori leaders so that opportunities for united action can be facilitated. All elements that make up the *Accord* have relevance to the wider Māori health leadership community and are deliberately inclusive.

4

WHA

The *Accord* also recognises leadership across the broad parameters that are associated with health. It encompasses clinical interventions, supportive endeavours, actions intended to prevent sickness and disability, and the deliberate promotion of wellness.

5

RIMA

The emphasis on leadership for wellness necessarily involves a wide range of community and whānau leaders and does not necessarily start from a sickness base. Instead it is primarily concerned with leaders who can inspire Māori communities and whānau to participate in actions that are known to increase levels of wellness – mauri ora.

6

ONO

A common theme in the *Accord* is collectivity. The supposition is that leadership will be stronger and more effective when leaders are able to come together to construct comprehensive solutions that will have much greater reach and influence than narrowly focussed solutions delivered in a piecemeal way.

7

WHITU

An underlying assumption is that the division of health into sectors or disciplines runs counter to the collective approach. While each component of the wider health sector offers particular and often unique contributions to health, and should continue to do so, our leaders can help overcome the divisions that all too often generate confusion, duplication and at times contradiction

## TEN KEY MARKERS OF MĀORI LEADERSHIP FOR HEALTH AND WELLNESS

Ten markers have been identified as key touchstones for Māori leadership in health and wellbeing. The markers reflect assertions that can be applied across the full spectrum of services, programmes and facilities, all aiming to improve Māori health or increase levels of wellness.

The markers have emerged from *Toitū Hauora* conferences and Te Rau Matatini seminars conferences held over a fifteen year period. Although each had a specific focus, the prime goal has been to increase Māori leadership capability. More recently a shift in focus to include prevention and health promotion, as well as treatment and care has greatly expanded the health portfolio.

While not all markers will be priorities for all leaders, the *Accord* does imply that a joint approach will be more likely to address contemporary situations than disjointed unconnected actions. Participation in an over-arching approach to Māori leadership based on the ten key markers, offers a starting point for tackling complex health problems in the years ahead.

The markers include a range of leadership characteristics that are especially germane to Māori health in the 21st century. They recognise the relationship between leaders and the people they serve, as well as the wider expectations that accompany Māori leaders, both at home and on a global stage.

**Based on the markers, leadership is seen to be:**

- 1** Committed to the advancement of Māori health & wellness
- 2** Grounded in te ao Māori
- 3** Accountable to Māori
- 4** Consistent with the Treaty of Waitangi
- 5** Informed by old and new knowledge
- 6** Connected and collaborative
- 7** Sustainable into the future
- 8** Strategic and innovative
- 9** Aligned to global indigenous priorities
- 10** Ready to promote policies and practices for Māori health & wellbeing.

**1 Leadership that is committed to the advancement of Māori health and wellness.**

Our leaders will be strong advocates for the advancement of Māori health and whānau wellbeing.

- We will strive to make our natural and built environments safe, healthy, and uplifting;
- We will ensure that our people have access to effective, timely and appropriate treatment and care;
- we will work to prevent ill health and promote wellness.

**2 Leadership that is grounded in te ao Māori.**

Our leaders will be active participants in our own world.

- We will work with Iwi, with Māori communities, and with whānau;
- In our work we will reflect te reo Māori;
- We will be guided by tikanga and
- We will use Māori models for treatment, care and the promotion of wellbeing.

**3 Leadership that is accountable to Māori.**

Our leaders will be accountable to Māori people, to whānau and communities.

- We will be mindful of the aspirations of our people
- We will work for uniformly high standards of health for Māori
- We will endeavour to translate the hopes of our people into achievements that are felt and uplifting.

**4 Leadership that is consistent with the Treaty of Waitangi**

Our leaders will uphold our obligations under the Treaty of Waitangi.

- When working with the Crown and with Crown agencies we will do so in the spirit of partnership
- We will have regard to the Treaty's aspiration for equity and fairness in New Zealand society
- In order to increase our capacity to prevent illness and disability we will have particular regard for the Treaty principle of active protection.

**5 Leadership that is informed by old and new knowledge**

Our leaders will be well informed about Māori health and wellbeing

- We will use both mātauranga Māori and science to build a solid knowledge base
- We will use findings from relevant research and experience to realise measurable benefits for our people
- We will ensure that our own knowledge reservoir is up-to-date and meaningful for the people who have our trust.

**6****Leadership that is connected and collaborative.**

ONO

Our leaders will engage with other Māori leaders so that the combined impact can accelerate wellness for Māori.

- We will recognise the close links between health and other aspects of human endeavour
- We will support integrated approaches to health and wellness that take account of the social, environmental and economic determinants of health and wellness
- We will participate in the development of strategies and plans that lead to rounded opportunities and empowering prospects for whānau.

**7****Leadership that is sustainable into the future**

WHITU

Our leaders want Māori to benefit from strong, relevant, and effective leadership in the years ahead.

- We will embark on deliberate succession planning
- We will promote ongoing learning and the acquisition of new skills among our colleagues
- We will foster training across the workforce to build a complement of skilled leaders who can provide effective leadership for future generations.

**8****Leadership that is Strategic and innovative**

WARU

Our leaders are ready to meet today's demands but believe that a plan for addressing the future is equally important.

- We will adopt a future focused approach that takes account of trends in society and Māori ambitions in the Post-settlement era
- We will look beyond what is wrong, to create a vision of what can be right
- We will keep abreast of developments in health care and the implications for preventative strategies
- We will embrace new technologies and strategies while retaining our own cultural values.

**9****Leadership that is aligned to global indigenous priorities**

IWA

Our leaders will be part of a global indigenous network.

- We will build relationships with other indigenous leaders so that a world-wide approach to the health of indigenous peoples can be adopted
- We will share our own knowledge and experience with indigenous health leaders
- We will be active participants in global health campaigns that aim to improve indigenous health and wellness.

**10****Leadership that is ready to promote policies and practices for Māori health & wellbeing.**

TEKAU

Our leaders will maintain a watching brief over legislation and policies that have impacts on Māori health and wellness

- We will challenge legislation and policies that counter the advancement of Māori health
- We will contribute to the development of policies for the promotion of Māori health and wellness
- We will seek alignment between health policies and policies in other sectors that have a bearing on Māori health and wellness.

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**Te Rau Matatini**

