



TE RAU MATATINI STRATEGIC PLAN 2018 - 2021



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HE KŌRERO TIMATANGA: About Te Rau Matatini

Te Rau Matatini is New Zealand's indigenous Māori organisation providing a range of local and national programmes to improve Māori Health.

Te Rau Matatini is a Māori Organisation, with a focus on 'nationally navigated and locally led' solutions to strengthen Māori Health. Te Rau Matatini does so by creating opportunities for learning, education, research and evaluation, health workforce innovation and systemic transformation. Through leadership in the health sector, Te Rau Matatini is committed to increasing and enhancing the Māori health workforce, to improving Māori equity, alongside partners, to contribute to Māori wellbeing.

Launched in 2002, Te Rau Matatini objectives included:

- *The further advancement and promotion of Māori health in Aotearoa*
- *The continuing development and promotion of Māori mental health in Aotearoa*
- *The development and promotion of a well-trained and effective Māori workforce within Aotearoa*
- *The promotion of a collaborative network to advance Māori health workforce development within Aotearoa.*

Te Rau Matatini is governed by a Trust and a Board of Directors, with advice from Sir Mason Durie. Together, the infrastructure draws together broad expertise of Māori health, mental health, addiction, public health, education and broader Māori development perspectives to ensure quality, relevance and a sound foundation to the strategic direction of Te Rau Matatini.

The Board of Directors delegate to the Chief Executive the conduct of the day-to-day affairs of Te Rau Matatini. The Chief Executive is responsible for implementing the decisions of the Board. Five teams of staff and an extensive network of specialist facilitators and trainers operationalise the work programmes:

- **Te Kīwai Rangahau:** Kaupapa Māori, Data intelligence, Research and Evaluation unit
- **Ngā uri Whakatipu:** Rangatahi leadership and focus
- **Roopu Mākohakoha:** Workforce innovation, practice development, systems refinement, Māori health, mental health and addiction, primary care, public health expertise, and social investment.
- **Te Au:** Māori Suicide prevention and postvention: Māori Leadership; Community capacity building, Māori wananga, training and evidence base.
- **Ngā Mahi Pakihi:** Business support, administration, strategic relationships and design.

HE KAUPAPA: Purpose

This document sets out the strategic direction of Te Rau Matatini for the next three years. The aim is to ensure that we remain focused on delivering the outcomes aligned to our strategic priorities.

There are challenging and exciting times ahead for Te Rau Matatini and this strategic plan presents a future focus and a widened approach than Te Rau Matatini has ever ventured into. We do so from a strong whakapapa and foundation of fifteen years, informed by Māori leaders, workforces and communities. We continue to embed the values of our tipuna and develop our approach and programmes to not only achieve the vision and mission of Te Rau Matatini. More importantly, to contribute to Māori Health, that includes the achievement of all aspirations and the full potential of Māori.

TE TŪĀPAPA: Our Foundation

He wawata: Vision

Our vision is

To improve Māori Health through leadership, education, research and evaluation, health workforce innovation and systemic transformation.

He kaupapa mātāmua: Mission

Our mission is to **Strengthen Māori Health through nationally navigated and locally led solutions.**

He whaihua: Values

Our values are informed by nga korero o nga tipuna

Tika, pono me te aroha: Doing what is right with integrity and compassion

Mahi tahi: in the spirit of togetherness

Manaaki tangata: whilst caring and supporting people

Whakamana i te tangata: to enhance their mana and full potential.

Kia ngatahi te waihoe: We do this in unison to achieve Māori goals and aspirations.

Ehara taku toa i te toa takitahi, engari he toa takitini: We honour and remember the collective efforts necessary for success.

Nga pou: Key Principles

Pou Tikanga: Māori knowledge and values underpin Te Rau Matatini activities and focus.

Pou Rangahau: View through a Māori lens, in research and evaluation to inform practice and evidence.

Pou Ngaio: Maintain high standards that align with Māori, health and professional ethics.

Pou Hikohiko: Include contemporary and traditional methods as vehicles for delivery.

Nga Kaha: Strategic Focus Areas



Strategic Directions

INCREASED MĀORI CAPACITY & CAPABILITY

- To support Māori to build their capacity and capability
- To strengthen the strategic direction for Māori and indigenous health and wellbeing

STRATEGIC & SUSTAINABLE RELATIONSHIPS

- To build on existing relationships with stakeholders and partners
- To seek new and productive relationships, through activity and leadership that raises Māori potential across sectors

FUTURE FOCUSED

- Continue to extend and strengthen the national reach of Te Rau Matatini
- To explore and employ opportunities for new business experiences and ventures
- To build on the wealth of experience in Te Rau Matatini for Māori and indigenous aspirations

MEANINGFUL LEARNING OPPORTUNITIES

- To enhance the quality of training and learning that affirm relevance, an evidence base informed in Māori communities, through innovative teaching and learning methods
- To facilitate and offer recognisable educational opportunities and programs to Māori.

RESEARCH EXCELLENCE

- To foster Te Kiwai Rangahau as a lead Kaupapa Māori unit focusing on building Māori and indigenous data intelligence, evidence, research and evaluation
- To align international outreach with other indigenous communities with Te Kiwai Rangahau.

SECTOR LEADERSHIP

- To strive for leadership that help Māori people, communities and organisations to achieve more

STRONG GOVERNANCE

- To sustain full responsibility as a Charitable Organisation by ensuring governance arrangements contribute to the overall performance of Te Rau Matatini.

Nga Huarahi: Pathways

The three-year strategic plan at the operational level will be key to a collective organisational approach to strengthen the contributions toward improving Māori health. Te Rau Matatini want to build a strong and confident workforce and to deliver outcomes that provide the best for Māori. This plan is one element in a journey towards being the best we can be in supporting Māori aspirations.

The following pathways were identified by the Board of Directors and staff during the development phase of this plan. Each pathway resonates with each strategic priority and direction and describes key areas of commitment to focus our activity over the next three years. We will be guided by work plans to ensure on-going accountability for this plan at strategic, and operational levels.

STRATEGIC PRIORITY & DIRECTION	PATHWAYS
<p>INCREASED MĀORI CAPACITY & CAPABILITY</p> <p>To support Māori to build their capacity and capability</p> <p>To strengthen the strategic direction for Māori and indigenous health</p>	<ul style="list-style-type: none"> – Grow and strengthen Te Rau Matatini workforce development and innovation programmes – Provide opportunities to build capacity and capability of Māori and Māori health workforce groups – Continue scholarship programmes for key professional groups – Arrange a series of inter-disciplinary workshops to foster inter-disciplinary collaboration for a coordinated approach to Māori health
<p>STRATEGIC & SUSTAINABLE RELATIONSHIPS</p> <p>To build on existing relationships with stakeholders and partners</p> <p>To seek new and productive relationships, through activity and leadership that raises Māori potential across sectors</p>	<ul style="list-style-type: none"> – Build international indigenous relationships – Engage in Indigenous collaborative projects that will contribute to Māori health gains – Create new relationships with stakeholders with interests in improving Māori health – Strengthen Stakeholder Relationships.
<p>FUTURE FOCUSED</p> <p>Continue to extend and strengthen the national reach of Te Rau Matatini</p> <p>To explore and employ opportunities for new business experiences and ventures</p> <p>To build on the wealth of experience in Te Rau Matatini for Māori and indigenous aspirations</p>	<ul style="list-style-type: none"> – Create a Māori mental health and addiction strategy with a focus on future need – Offer to work with Iwi to develop a wellbeing strategy that will link Māori economic development with wellbeing and cultural strengths. – Provide leadership to providers to refocus an approach to Māori health that is built around wellness rather than sickness. – Explore Virtual IT Innovation and Resource Development (e.g. IT infrastructure; score card development; smartphone app etc.).

STRATEGIC PRIORITY & DIRECTION	PATHWAYS
<p>MEANINGFUL LEARNING OPPORTUNITIES</p> <p>To enhance the quality of training and learning that affirm relevance, an evidence base informed in Māori communities, through innovative teaching and learning methods</p> <p>To facilitate and offer recognisable educational opportunities and programs to Māori.</p>	<ul style="list-style-type: none"> – Strengthen Te Rau Matatini Private Training Establishment – Provide courses and programmes on Māori mental health and addiction, Māori models of practice, Māori health and Māori ethical considerations – Develop Diploma (Ora Matatini) Programme – Provide a range of programmes, skills training, workshops for primary care and DHB providers – Establish links with Universities, Wananga, Polytechnics to assist in the development of courses and programmes that will have relevance to Māori health.
<p>RESEARCH EXCELLENCE</p> <p>To foster Te Kiwai Rangahau as a lead Kaupapa Māori unit focusing on building Māori and indigenous data intelligence, evidence, research and evaluation</p> <p>To align international outreach with other indigenous communities with Te Kiwai Rangahau.</p>	<ul style="list-style-type: none"> – Grow Te Kiwai Rangahau – Identify key areas of research that will have special relevance to Māori health in the future. – Formulate research projects that will meet HRC and relevant funding requirements (which contribute to Māori health gains). – Ensure Te Rau Matatini programmes are evaluated on a regular basis for quality and impact – Align Te Kiwai Rangahau with indigenous international communities and experts.
<p>SECTOR LEADERSHIP</p> <p>To strive for leadership that help Māori people, communities and organisations to achieve more</p>	<ul style="list-style-type: none"> – Front foot opportunities for Māori health gains – Build capacity in the Māori Mental Health and Addiction treatment sector and leadership – Establish and lead a Māori Health Futures Forum to identify future trends for Māori, future health needs and implications for the Māori workforce. – Along with partners, organise and lead a national Māori and Indigenous health conference.
<p>STRONG GOVERNANCE</p> <p>To sustain full responsibility as a Charitable Organisation by ensuring governance arrangements contribute to the overall performance of Te Rau Matatini.</p>	<ul style="list-style-type: none"> – Review governance arrangements on a yearly basis against agreed measures for financial, reputational and community impact.

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