



TE RAU ORA



Strategic Plan 2025 - 2035

He Ihirangi - Table of Contents



02

He Ihirangi
Table of Contents

03

Te Taonga Tuku Iho
o Te Rau Ora
The Legacy of Te Rau Ora

04

Looking back on
our achievements

05

Chairman's Foreword

06

Message from the
Chief Executive

07

Te Tirohanga Whānui
Challenges &
Opportunities in the
Next Ten Years Ora

08

Te Pae Tawhiti
& Hei Whāinga Matua
Vision & Mission

09

Ō Mātou Uara
Our Values

10

Mahere Rautaki
Strategic Framework

11

Ngā Aratohu Rangatira

13

Ngā Hononga me te
Tukunga Mana

15

Te Mātauranga
Rangatira me ngā
whakaawenga
ā-pewanga

17

Whakawhanaketia
te rāngai mahi kia
angitū ai te oranga
whānau

19

Poipoia ngā aronga
hou kia tutuki ai te
oranga tonutanga o
te whānau

21

He Kupu Whakakapi
Conclusion

Te Taonga Tuku Iho o Te Rau Ora The Legacy of Te Rau Ora



Te Rau Ora's foundations were forged by the visionary leadership and dedication of Tā Mason Durie, Dame Tariana Turia, Paul Hirini and Kirsty Maxwell-Crawford. Their contributions continue to guide our path today and as we reflect on the challenges and opportunities in the years ahead, we acknowledge the solid groundwork laid by them to ensure Te Rau Ora will endure as a significant contributor in shaping the hauora Māori mental health and addictions workforce and hauora Māori more generally.

The knowledge transmission from Tā Mason Durie, whose profound contributions over four decades shaped the strategic direction of Te Rau Matatini and then Te Rau Ora, will survive beyond this Strategic Plan.

His emphasis on building a workforce that embodies both clinical and cultural competence has been pivotal in developing a flourishing Māori health sector. Tā Mason's vision of excellence continues to inspire the kaupapa and operational focus of Te Rau Ora today, ensuring the next generation of Māori health professionals are grounded in both cultural identity and clinical expertise.

The legacy of these leaders forms the bedrock upon which Te Rau Ora stands today. Their contributions, alongside the continued leadership of

all the kaimahi that make up the rich tapestry of Te Rau Ora will sustain the mission of transforming the Māori health workforce. This Strategic Plan 2025-2035 builds upon this legacy, empowering Māori health professionals to lead with cultural integrity and clinical excellence, creating a future where whānau are at the heart of health outcomes.

The contributions we forged in the formative years of our organisation, including our role in supporting the proliferation of kaupapa Māori services, skilled frontline teams, and whānau centred approaches to models of care formed the building blocks for our future. As we cast our gaze to what lies ahead for Te Rau Ora in the next ten years, we will continue to be led by the sector to shape workforce development and the health landscape.

We will continue to put whānau, hapū, iwi and hāpori Māori at the centre, and our key foundations for the future will be health and wellbeing for all our people utilising our own systems of knowledge and understanding, led by highly skilled frontline teams, and we will strive to collaborate with our kaupapa partners to maintain linked-up leadership among health, social development and economic sectors.

Chairman's Foreward



The Te Rau Ora Strategy 2025 – 2035 articulates our plan to navigate the next decade with confidence. As a sector-led organisation, we will always take our cue from the sector, our kaupapa partners, and most importantly – from whānau, hapū and iwi. In order to ensure the sustainability of the sector, the Strategy lays out the challenges we currently face, and the tools we will need to build our resilience. We now have more than twenty years of experience in supporting the development of the Māori health workforce, and in particular the Māori mental health and addictions sector. Our core purpose has remained consistent throughout our journey as a champion to drive transformative change within the wider health system on behalf of whānau. We will continue to promote the sector's achievements, and we will continue to advocate for devolution of services to Māori providers and kaupapa partners. On behalf of the board, we acknowledge the considerable expertise and support of the Te Rau Ora whānau and look forward to working together to bring the Strategy to life.

A handwritten signature in black ink, appearing to read 'Donovan Clarke'.

Donovan Clarke

Chairperson, Te Rau Ora Company Board of Directors

Message from the Chief Executive



Te Rau Ora continues to be a champion for the voice and aspirations of whānau within the wider health system. Over the past twenty plus years, we have been a bastion for change so whānau receive better support and timely access to services within the health system - a system that has traditionally underserved them and created barriers, rather than being a doorway to quality care.

Alongside our hapū, iwi and hapori Māori partners, we have strived for the rights of te iwi Māori to be recognised and for our collective whānau prosperity and wellbeing to be realised within a hauora Māori framework inside a Western health system. As we face the next ten years together, we will dig deeper and carve new frontiers in our pursuit of developmental support for our Kaupapa Oranga Partners who continue to innovate on the frontline to ensure our whānau needs are prioritised within our worldview, and within our ways of knowing and being.

In the current political and economic environment Te Rau Ora's role is even more critical than ever - to ensure our reo, our mātauranga and our

collective hauora and oranga aspirations for whānau are not minimised or sidelined, and that the momentum to shape pathways and workforces for the oranga and wellbeing of our people is not lost, but rather accelerated. This 2025-2035 Strategy therefore builds on the work of the Hauora network, and looks to not only advance the aspirations we collectively have for the oranga of our people, but to also advance our collective aspirations to govern and deliver health services in ways that deliver improved health and wellbeing outcomes for whānau. The measure of our success will be the extent to which our mahi is valued by te iwi Māori and whānau Māori – a challenge we can all rise to, and one which I am confident we can achieve.

A handwritten signature in black ink, appearing to read 'R. L. L.' with a stylized flourish.

Riki Nia Nia

Chief Executive, Te Rau Ora

2024

STRATEGIC PLAN



Te Tirohanga Whānui - The Challenges and Opportunities We Face in the Next Ten Years

The health system faces many key challenges: workforce shortages, burnout, inconsistent cultural competency, under-representation of Māori, change fatigue and inequitable service distribution, especially in rural areas. This context creates risks for whānau requiring access to timely, quality health care and as such, current barriers and challenges exacerbate an already sub-optimal experience for whānau. Overcoming these challenges demands systemic change, targeted investment, and a commitment to developing a culturally responsive and empowered workforce across the health sector. Thankfully, the untapped potential that resides within iwi, hapū, whānau and our kaupapa Māori providers is immense and the opportunity to work collaboratively with them to nurture and advance innovations that strengthen the performance and effectiveness of the system for whānau is an exciting prospect.

At the same time, we have the opportunity to enable and support sector-led change to a transformed hauora Māori system which is shaped, developed, and nurtured by an effective pipeline of hauora Māori workforces in governance, leadership, and clinical and community roles. Our people will expect us to be aspirational for them, and have leaders who are connected and united in a common purpose.

Te Rau Ora has provided an important space over the past 20 years plus to support with the building of a critical mass of thought leadership, innovation, and learning resources for kaimahi Māori to embed a kaupapa Māori, mātauranga- informed approach to serving whānau.

Te Rau Ora's role over the next ten years will require a more concentrated effort to maintain a strong, cohesive network of kaimahi so that our people will be healthy and well, grounded in te reo Māori, part of whānau who are linked to marae, hapū, and iwi, hāpori and kaupapa Māori and who will be innovative and aspirational. Te Rau Ora will play a critical role in embedding and reshaping a devolved health system that shifts its focus from health

outcomes to whānau, hapū, iwi, and hāpori Māori wellbeing, ensuring whānau voice is captured.

For wherever we are required to play our part to assist in the provision of linked-up leadership across the domains of whānau wellbeing, we will be available. We will maintain our connection and collaboration with our kaupapa partners and cross-sector allies, and we will continue to take our lead from the sector.

We will also continue to be a stronghold for upholding and maintaining what was guaranteed to us in Te Whakaputanga and Te Tiriti. We will actively seek out and privilege whānau voice and will foster relationships with whānau, iwi and kaupapa partners in ways that are consistent with the principles of mana motuhake and tino rangatiratanga.

The ongoing development and upskilling of a kaupapa Māori, mātauranga informed network of kaimahi across all parts of the hauora Māori system will be required, as will a relentless focus on whānau wellbeing. In playing our part, we can act as a catalyst to evolve and shape a new generation of hauora Māori workforces that are nurtured and sustained by strong governance, experienced and exemplary leadership, and appropriate Māori systems and values that keep kaimahi and whānau safe.

Te Rau Ora will achieve this by being a pou for the hauora Māori workforce that offers thought leadership, acts as an incubator for innovation, and importantly, continues to celebrate the network of kaimahi within the hauora Māori workforces.

To know we are being effective for those we serve, we will establish and monitor effective data, evidence, and intelligence-collecting mechanisms to measure our performance and that of the hauora Māori system.



Te Pae Tawhiti Vision

Mana motuhake o te
whānau hei oranga mo
ngā uri whakatipu

Hei Whāinga Matua Mission

Ko Te Rau Ora he tira
whakahaere e ū ana ki te
oranga tonutanga o te
whānau.

In ten years time we envision a health system where:

- ✔ kaupapa Māori providers are offering more services, and are more prominent in all health delivery spaces;
- ✔ there are more Māori in leadership roles in all levels across all parts of the system;
- ✔ the health workforce embrace te reo and mātauranga Māori in their everyday practice;
- ✔ our whānau can access services and support in a timely manner;
- ✔ kaupapa Māori models of care are normalised and underpin the system;
- ✔ tikanga and mātauranga Māori underpin the health system and how it delivers services; and
- ✔ iwi and hapū self governance over the health system is an option for them to consider

Ō Mātou Uara - Our Values

Wairuatanga

In all our interactions with whānau, partners and stakeholders we will hiki wairua.

Manaakitanga

Cultivating a caring, mana affirming culture that supports and uplifts one another and values whānau as taonga.

Kia Ngātahi Te Waihoe

We believe in the power of unity, paddling together as one to overcome challenges and reach our shared destination.

Puawaitanga

We believe in collectivised strength, working together to achieve common goals for those we serve.

Kotahitanga

We nurture courageous and innovative approaches, prioritising whānau-led solutions that emphasise reciprocity, accountability and mutual respect.

Māia

We empower whānau to lead with strength, confidence, and integrity in hauora Māori.

Mahere Rautaki - Strategic Framework



Mahere Rautaki Strategic Plan 2025 - 2035

Te Pae Tawhiti - Vision

Mana motuhake o te whānau hei
oranga mo ngā uri whakatipu.

Hei Whāinga Matua - Mission

Ko Te Rau Ora he tira whakahaere e ū
ana ki te oranga tonutanga o te whānau.

Wairuatanga

Puawaitanga

Manaakitanga

Kotahitanga

Kia Ngātahi Te Waihoe

Māia



Ngā Aratohu Rangatira

Leadership, Governance, and Setting a Benchmark for
Organisational Excellence

Setting the Standard
for Governance
Excellence

Embedding
Kaupapa Māori
in Leadership

Trusted Leadership
Across the Hauora
Māori Ecosystem

Building
Tomorrow's
Leaders



Poipoia ngā aronga hou kia tutuki ai te oranga tonutanga o te whānau

Continue to nurture and grow the innovations we need to achieve
whānau wellbeing.

Co-Designing
Sustainable Māori
Models of Care

Building a
Future-Proofed
Hauora Māori
System

Developing
Kaupapa Māori
Leadership for
System Change

Elevating
Mātauranga
Māori in Health
Innovation



Ngā Hononga me te Tukunga Mana

Enable Sector-Led transformation and promote the achievements of
iwi, strategic partners and providers and their contribution to whānau
wellbeing.

Championing
Sector-Led
Initiatives

Preparing for
Devolution

Maintaining
Sector Resilience

Uplifting the
Voice of Whānau



Whakawhanaketia te rāngai mahi kia angitū ai te oranga whānau

Retain, grow and develop the Hauora Māori workforce to achieve oranga
whānau and transformative impact in Māori health through education

Delivering Kaupapa
Māori Workforce
Development

Creating a
Pipeline of
Kaupapa Māori
Practitioners

Positioning Te
Rau Matatau as a
Training Leader

Supporting Non-
Regulated and
Lived-Experience
Workforce



Te Mātauranga Rangatira me ngā whakaawenga ā-pewanga

Champion Thought Leadership and Sector-led Influence
that supports iwi, kaupapa partners, innovation and
whānau to be successful

Leading
Kaupapa Māori
Research

Operationalising
the Workforce Data
Framework

Cross-Sector Data
Collection for
Oranga Pathways

Shaping Policy
and Funding
Decisions

2024

STRATEGIC PLAN





Leadership, Governance, and Setting a Benchmark for Organisational Excellence

We are a Centre for Excellence to serve and support whānau, hapū, iwi, hapori Māori and kaupapa partners to achieve whānau wellbeing. We promote and celebrate the success of our network and the wider hauora Māori sector. In the past two years, we have worked directly with a network of 242 local providers and administered \$5.9m of funding into local solutions and workforce innovations.

To achieve our aims over the next ten years, we will prioritise a future-proofed operational strategy that prioritises mātauranga Māori while enhancing organisational resilience and sustainability.

Te Rau Ora will strengthen its operations by building robust systems and ensuring effective governance to support a sustainable, resilient, and thriving workforce. By privileging kaupapa Māori values, Te Rau Ora will establish corporate operations that empower whānau, hapū, and iwi, ensure resource availability, and provide strong foundations for Māori-led health initiatives.

Despite political changes, Te Rau Ora serves as both an anchor to ground and maintain Māori-led ways of working and knowing in the wider health system, as well as a conduit and facilitator between Māori communities, health providers, and decision-makers, embedding cultural values into all levels of corporate infrastructure to secure positive, long-term outcomes for Māori.

WHĀINGA 1:

Set sector-leading governance standards that ensure transparency, accountability, and high performance across the Hauora Māori sector.

NGĀ TOHU ANGITŪ

- Governance policies and frameworks are regularly reviewed and benchmarked against national and international best practices, ensuring continuous improvement.
- A robust reporting system is in place, enabling transparent and accessible performance metrics for all stakeholders, with clear accountability measures.
- Stakeholder engagement processes foster inclusive decision-making, reflecting the voice of Māori communities in governance decisions.

WHĀINGA 2:

Embed kaupapa Māori values into all corporate operations, making Te Rau Ora a model for culturally grounded leadership in the health sector.

NGĀ TOHU ANGITŪ

- Tikanga Māori is visibly embedded across daily practices, ensuring cultural principles guide operational decisions.
- Advocate for, support, and prepare Māori health providers to be well positioned to receive devolved funding and other resources.
- Proven kaupapa Māori models like Whare Wahine and Whare Tukutuku are used, providing cultural alignment and serving as blueprints for future initiatives.

WHĀINGA 3:

Consistently deliver high-quality governance initiatives that position Te Rau Ora as the most trusted leader within the Māori health ecosystem.

NGĀ TOHU ANGITŪ

- Te Rau Ora consistently receives high stakeholder satisfaction ratings, measured through regular evaluations and feedback mechanisms, confirming trust and credibility within the sector.
- Governance initiatives target the development of Māori health leadership, including IMPBs, hapū and iwi, through a codesigned programme of work that links to tribal selfgovernance outcomes.

WHĀINGA 4:

Accelerate workforce and leadership development through targeted professional programmes that build capacity and future leadership across the sector.

NGĀ TOHU ANGITŪ

- A measurable increase in leadership roles filled by Māori professionals within the health sector, demonstrating the success of development programmes.
- Tailored professional development initiatives result in high retention rates, indicating strong workforce engagement and satisfaction with the opportunities provided.
- Strategic partnerships with educational institutions and health organisations enhance the scope and quality of leadership development programs, creating a pipeline of future leaders.



Ngā Hononga me te Tukunga Mana



Enable Sector-Led transformation and promote the achievements of iwi, strategic partners and providers and their contribution to whānau wellbeing.

Our goal is to empower the sector to lead transformative change, celebrating the achievements of iwi, strategic partners, and providers in advancing whānau wellbeing. This aligns with Te Rau Ora's commitment to building relationships, enabling Hauora Māori to lead health solutions, and placing the voices of whānau and kaupapa partners at the heart of decision-making.

Māori, both as individuals and within their whānau, hapū, and iwi, hold unique health aspirations. Fulfilling these aspirations is essential to improving outcomes for Māori. This sector-led transformation prioritises Māori in decision-making and service delivery, enhancing their control over health and community wellbeing.

Te Rau Ora acts as a key enabler, supporting the Hauora Māori sector through collaborative frameworks that deliver meaningful health outcomes. This includes equipping Māori health providers—vital to New Zealand's health system—for devolved resources and ensuring the pursuit of mana motuhake.

Our focus remains on elevating whānau voices, positioning Māori as leaders and decision-makers in their health services. By empowering whānau, hapū, and iwi to guide their health and institutions, we aim to build a flourishing future for Māori, deeply grounded in our values and aspirations.

WHĀINGA 1:

Te Rau Ora will champion sector-led initiatives and promote achievements and transformative actions

WHĀINGA 2:

Support Hauora Māori providers to strategically approach devolution and access resources, enabling whānau mana motuhake.

WHĀINGA 3:

Maintain the resilience of the Sector

WHĀINGA 4:

Actively engage with whānau, hapū, iwi and hapori Māori as well as kaupapa partners to ensure their needs and aspirations for mana motuhake are privileged in the work we do.

NGĀ TOHU ANGITŪ

- Collaborative frameworks are developed and implemented, enabling seamless partnerships between sector leaders and Te Rau Ora, driving transformative health initiatives.
- Promote achievement and honour kaimahi through regular hiki wairua initiatives that showcase the outstanding contribution of the sector
- Clear communication channels ensure that all sector partners are aligned with the shared vision and goals, increasing the effectiveness and impact of collaborative efforts.

NGĀ TOHU ANGITŪ

- A comprehensive support program is in place, equipping Hauora Māori providers with the skills, resources, and frameworks needed to manage devolved resources effectively.
- Alignment between providers and the sector's long-term strategy for mana motuhake is evident, with regular evaluations showing that providers are prepared for increased autonomy.
- Successful execution of devolution projects, where Te Rau Ora plays a key role in facilitating readiness and capacity-building across the sector.

NGĀ TOHU ANGITŪ

- Data collection and evaluation processes are streamlined, ensuring that timely, accurate, and robust evidence supports funding applications and strategic decisions.
- Demonstrable increases in sector funding and investment, attributed to evidence-backed proposals showcasing the success and resilience of Māori-led models of care.
- Establish an impact lab to connect the sector with specialists in social return on investment

NGĀ TOHU ANGITŪ

- Engagement mechanisms are established and widely used, ensuring that whānau and kaupapa partners are regularly engaged and their insights directly inform decision-making processes.
- Measurable feedback from whānau and kaupapa partners reflects a strong sense of inclusion, with their needs and aspirations visibly influencing Te Rau Ora's priorities and actions.
- Regularly published reports and case studies demonstrate how whānau voices have shaped key projects, showcasing the alignment of Te Rau Ora's work with community aspirations for mana motuhake.



Champion Thought Leadership and Sector-led Influence that supports iwi, kaupapa partners, innovation and whānau to be successful

Te Rau Ora will lead and contribute to collective action to shape and define the hauora Māori workforce to support the needs, aspirations, and wellbeing of whānau, hapū, iwi, and hapori. Over the past two years, more than 2,000 practitioners and taurira have completed training and up to 180 Māori living with experiences of MHA have participated in courses or work-based training. We will continue to invest in innovative programmes and kaupapa that contribute to our education and training offerings so that our kaimahi are better equipped to serve whānau.

One of our key strategic priorities is to forge a highly skilled, culturally competent, resilient hauora Māori workforce. This effort is grounded in the Te Rau Ora Workforce Development Outcomes Framework 2022, which emphasises bold leadership, the elevation of mātauranga Māori, empowering rangatahi, embedding whānau-centred care, and driving systemic transformation in alignment with the aspirations of whānau, hapū, and iwi.

Te Rau Ora plays to the gaps, addressing areas where there is a lack of cohesion, capacity, and capability, particularly in suicide prevention, sexual health, and pathways to clinical leadership. These areas have not received sufficient investment and require more responsiveness to meet the needs of Māori communities. Māori engage with these services, but the sector must do better to provide culturally appropriate and effective support.

WHĀINGA 1:
Publish world-leading kaupapa Māori research that shapes and influences national policy and investment in sector-led hauora Māori initiatives.

WHĀINGA 2:
Coordinate and operationalise a Hauora Māori Workforce Data Framework, prioritising sector-led needs that achieve measurable sector-wide improvements.

WHĀINGA 3:
Develop data sharing mechanisms that empower whānau to lead and sustain their own oranga pathways.

WHĀINGA 4:
Position Te Rau Ora as the central facilitator driving policy and funding decisions across the Hauora Māori sector, with a dedicated focus on advancing Māori mental health and addiction services.

NGĀ TOHU ANGITŪ

- Te Rau Ora consistently publishes research that is cited in national policy frameworks and funding decisions, demonstrating influence over policy development in the Hauora Māori sector.
- Partnerships with key iwi, academic, and health institutions enhance the credibility and dissemination of kaupapa Māori research, resulting in increased sectorwide engagement.
- Research findings lead to measurable changes in national funding allocations, supporting sector-led initiatives based on kaupapa Māori models.

NGĀ TOHU ANGITŪ

- Strong partnerships with iwi, hapū, and Māori health providers ensure co-design and governance of the data framework, upholding mana motuhake and data sovereignty.
- Full alignment of the data framework with existing health IT systems and infrastructure enables seamless integration and functionality across the sector.
- Integration of inter-sectoral approaches to ensure the framework supports collaboration across mental health, addictions, and whānau services, and draws from insights of lived experiences where relevant.

NGĀ TOHU ANGITŪ

- Enhance trust and collaboration between different sectors to facilitate open data sharing and decision-making.
- Develop a secure and interoperable data-sharing platform that meets both technical and cultural standards.
- Clear legal and governance frameworks for data sharing that respect privacy, data sovereignty, and intellectual property rights.

NGĀ TOHU ANGITŪ

- Te Rau Ora is consistently engaged in high-level policy discussions, with demonstrable influence on key funding and policy decisions affecting the Hauora Māori and Māori mental health sectors.
- Sector feedback confirms that Te Rau Ora is recognised as a leading voice in shaping the direction of funding and policy, ensuring that Māori-led solutions are prioritised.
- Regular and impactful advocacy results in increased financial and policy support for Māori mental health and addiction (AOD) services, reflecting the priorities of whānau and kaupapa partners.



Retain, grow and develop the Hauora Māori workforce to achieve oranga whānau and transformative impact in Māori health through education

Te Rau Ora will be a pou for innovation. We will continue to act as an incubator, enabling Māori innovation to grow and address the needs of hauora Māori workforces. This includes suicide prevention initiatives to enhance whānau wellbeing, ensuring that innovative practices are accessible and supportive of community aspirations.

Our leadership cultivation will prioritise a step change in our efforts to empower the executive and governance levels of the hauora Māori system—ensuring they have the financial expertise, strategic vision, and relationship-building skills necessary to navigate across iwi, hapū, whānau, government, private sectors, and the health system. We envisage a transformed hauora Māori system that is values- driven, mātauranga-informed, and kaupapa-led. Our role is to act as an incubator for innovation to ensure programmes, bodies of knowledge, services, and opportunities are grounded in Māori values and dedicated to delivering transformative outcomes for whānau, hapū, iwi, and hapori Māori.

Te Rau Ora is committed to ensuring that Māori innovations are supported, scaled, and woven into a responsive system that adapts to the current and future needs of hauora Māori workforces, including suicide prevention initiatives to enhance community wellbeing. We will focus on nurturing kaimahi, those with lived experiences, and all the other parts of the hauora Māori workforce that support a transformed system where the needs of whānau, hapū, iwi, and hapori Māori are met. This ensures that we act as an incubator in critical focus areas, in spaces where change is most desired.

WHĀINGA 1:

Offer targeted, kaupapa Māori, mātauranga informed clinical and non-clinical high-impact workforce development programs for kaimahi and whānau with lived experience.

WHĀINGA 2:

Develop a robust talent pipeline of exemplary practitioners of kaupapa Māori models of care to enable sector-led transformative impact.

WHĀINGA 3:

Expand initiatives that position Te Rau Matatau as the premier provider of Tiriti-based training resources and tertiary education, leveraging nationally navigated and locally-led solution.

WHĀINGA 4:

Support the nonregulated and lived experience workforce to enter formal development pathways

NGĀ TOHU ANGITŪ

- High participation and completion rates of development programs, leading to measurable improvements in workforce capability and whānau outcomes.
- Strong alignment between workforce development programs and the needs of kaimahi and whānau, ensuring that kaupapa Māori models of care are embedded across all training initiatives.
- Programs consistently receive positive evaluations, highlighting their cultural relevance and transformative impact on participants' professional development.

NGĀ TOHU ANGITŪ

- A structured talent pipeline is created, providing continuous pathways from education to professional roles, with a focus on nurturing practitioners who excel in kaupapa Māori models of care.
- Key partnerships with educational institutions and health providers enhance the quality and reach of the talent pipeline, ensuring sector-wide participation.
- The talent pipeline produces a demonstrable increase in the number of skilled kaupapa Māori practitioners who contribute to transformative health outcomes across the sector.

NGĀ TOHU ANGITŪ

- Te Rau Matatau is widely recognised as a leader in Tiriti-based education, with increased enrolments in its training programs and a strong national reputation.
- Training resources are adopted by a wide range of health providers, demonstrating the influence and applicability of Tiriti-based solutions across different contexts.
- Initiatives are responsive to both national priorities and local needs, ensuring that programs are adaptable and relevant to diverse communities while maintaining high educational standards.

NGĀ TOHU ANGITŪ

- An increase in the number of non-regulated and lived experience practitioners entering formal development pathways, resulting in a more diverse and capable health workforce.
- Strategic partnerships with tertiary institutions and sector bodies ensure that pathways to qualifications are accessible, culturally relevant, and supportive of whānau aspirations.
- Non-regulated practitioners and those with lived experience report higher engagement and satisfaction with their professional development, leading to improved retention and workforce capacity.



Poipoia ngā aronga hou kia tutuki ai te oranga tonutanga o te whānau



Continue to nurture and grow the innovations we need to achieve whānau wellbeing.

Te Rau Ora acts as a pou for Māori innovation, nurturing the solutions needed for enduring whānau wellbeing. We incubate and scale Māori-led approaches, including suicide prevention initiatives and Māori models of care, to uplift hauora Māori workforces and meet community aspirations.

Our leadership cultivation empowers executive and governance levels with the financial expertise, strategic insight, and relational skills to navigate iwi, hapū, government, and health sectors effectively. We envision a values-driven, mātauranga-informed, and kaupapa-led hauora Māori system.

By building, evidencing, and sharing Māori models of care across our network of providers, we drive outcomes that reflect the needs of whānau, hapū, iwi, and hāpori Māori. We focus on supporting kaimahi, those with lived experience, and all areas of the hauora Māori workforce to embed transformative, sustainable change..

WHĀINGA 1:
Co-design with the sector sustainable Māori models of innovative care that advance and elevate whānau well-being.

NGĀ TOHU ANGITŪ

- Collaborative design processes are established with iwi, hapū, and Māori health providers, ensuring that innovative care models are grounded in mātauranga Māori and tailored to whānau needs.
- Co-designed care models show demonstrable improvements in whānau well-being and are adopted by sector partners as sustainable solutions.
- Clear frameworks for continuous feedback and adaptation ensure that the care models remain responsive to changing health needs and are capable of scaling across the sector.

WHĀINGA 2:
Influence and build a responsive and futureproofed hauora Māori system for Māori.

NGĀ TOHU ANGITŪ

- Research-based innovations and solutions are developed and piloted, directly addressing whānau health needs, with successful models integrated into the broader hauora Māori system to drive transformative change.
- Mātauranga Māori-informed research is conducted, with initiatives designed for scalability, enabling system-wide adoption of kaupapa Māori solutions that promote sustained transformation.
- Proven innovations are lifted and shifted across the sector, ensuring that Māori-led initiatives contribute to a resilient and future-proof hauora Māori system.

WHĀINGA 3:
Enable and develop sector-led kaupapa Māori leadership to drive system change.

NGĀ TOHU ANGITŪ

- A strong pipeline of kaupapa Māori leaders is established, with targeted training and mentorship programs designed to develop leadership capacity within the health sector.
- Leaders equipped with kaupapa Māori principles are successfully driving system changes, influencing policy and practice within their organisations.
- Sector-wide recognition of the critical role of kaupapa Māori leadership in achieving transformative outcomes ensures continued investment in leadership development.

WHĀINGA 4:
Elevate mātauranga Māori in health innovation and system design.

NGĀ TOHU ANGITŪ

- System-wide commitment is secured to embed mātauranga Māori and Māori models of care into all aspects of health system design and innovation, ensuring Māori bodies of knowledge inform and sustain practice and policy.
- Frameworks and models utilising mātauranga Māori and Māori models of care are developed to drive continuous improvement and innovation, supported by leaders with strong governance and risk management capabilities.
- Active promotion of mātauranga Māori and Māori models of care as foundations for health research, workforce training, and service delivery empowers Māori communities and leaders to lead and innovate within their localities.

He Kupu Whakakapi - Conclusion

Ka tū ana te poutama, ka eke ki te taumata

As we look towards the future, the next decade offers both an immense challenge and a rare opportunity to transform the hauora Māori system in ways that will resonate across generations. Our kaupapa over the next ten years must be driven by the strength of whānau voice, lived experience, and a commitment to building an ecosystem that truly supports and enables providers, whānau, hapū, iwi, and hapori Māori.

Te Rau Ora will act as a catalyst in developing and upskilling a culturally competent and deeply connected workforce. We will empower kaimahi with the tools, resources, and leadership to shape a system that responds to the needs of our people, particularly in areas like suicide prevention and mental health and addiction, where the need for change is most pressing. Ka tū ana te poutama, ka eke ki te taumata care—to ensure that our people lead the way. We will focus on building pathways for rangatahi, so they can grow into these leadership roles, supported by the knowledge and experience of our kaumātua, kuia, and mentors.

Our commitment to transparency and continuous improvement will enable us to measure outcomes and the real impact on whānau wellbeing. In doing so, we will create a health system that listens, and privileges whānau voice. Our role is to serve the hauora Māori system so that together, we can achieve our vision of mana motuhake o te whānau hei ora mo ngā uri whakatipu.

This is our time to enable a new era of hauora Māori - ko tēnei tō tātou wā!





TE RAU ORA