



A CASE STUDY REPORT FOR TAKOHA

Te Ara Pounamu 2020 Population health hui

Background and purpose

The new health system

In June 2020, the Health and Disability System Review (the review) found Aotearoa New Zealand's public health system to be fragmented and inequitable, especially for Māori, Pacific peoples, and those with disabilities. The review provided recommendations to improve the public health and disability system of Aotearoa New Zealand (Aotearoa) and these were similarly included in the Waitangi Tribunal (Waitangi Tribunal, 2019). Consequently, the Pae Ora (Healthy Futures) Bill was introduced to Parliament and passed into legislation on June 2022. The purpose of the Act is to:

- protect, promote, and improve the health of all New Zealanders
- achieve equity by reducing health disparities among New Zealand's population groups, in particular for Māori
- build towards pae ora (healthy futures) for all New Zealanders (Department of the Prime Minister and Cabinet, 2021).

Context

From 1 July 2022, after Te Hiringa Hauora | Health Promotion Agency became part of Te Whatu Ora – Health New Zealand, specifically the National Public Health Service.

As the focus of this case study is work that took place in 2020 when Te Hiringa Hauora was still a Crown entity, the name Te Hiringa Hauora is used throughout the report to reflect that time period.

He Whakamihi (Acknowledgements)

Mā mua ka kite a muri, mā muri ka ora a mua.

Those who lead give sight to those who follow, those who follow give life to those who lead.

This whakataukī acknowledges the importance of both the leader and the followers – both being essential and co-dependent. A huge thank you to Tane Cassidy, the Tumu Whakarae of Te Hiringa Hauora, and the Board of Te Hiringa Hauora for their leadership in the journey to being more Tiriti-dynamic. Thank you for your courage and bravery, and for supporting the organisation's journey towards Pae Ora.

Thank you those who we interviewed for their time to share their experiences, learnings, and insights to inform the development of this case study, which has provided an example of how the systems can be changed.

Purpose of this document

Te Hiringa Hauora developed **Takoha, a Health Promotion Framework for Aotearoa**, which was launched in June 2022. Takoha is a tool to understand if, and how, we are making a difference to the health and wellbeing of all New Zealanders. It links together health promotion activity and the vision of Pae Ora, which is healthy futures for Māori and for all New Zealanders.

The Framework has five components, namely indicator domains, enablers, health promotion role, transformative actions, and Pae Ora outcomes (Figure 1). It draws on a Tiriti-dynamic approach, or Tiriti-dynamism, which means “placing Te Tiriti o Waitangi at the forefront of all thinking and providing opportunities to enact Te Tiriti articles in practice. It involves changing the way the system functions to address bias and discrimination” (Te Hiringa Hauora | Health Promotion Agency, 2021).

This case study highlights some new ways of working for Te Hiringa Hauora as part of its journey towards being a Tiriti-dynamic organisation.

It is hoped this report will provide others who are interested in starting their own journey towards Tiriti-dynamism, with valuable examples of how to translate Tiriti-dynamism into practice in their own work.

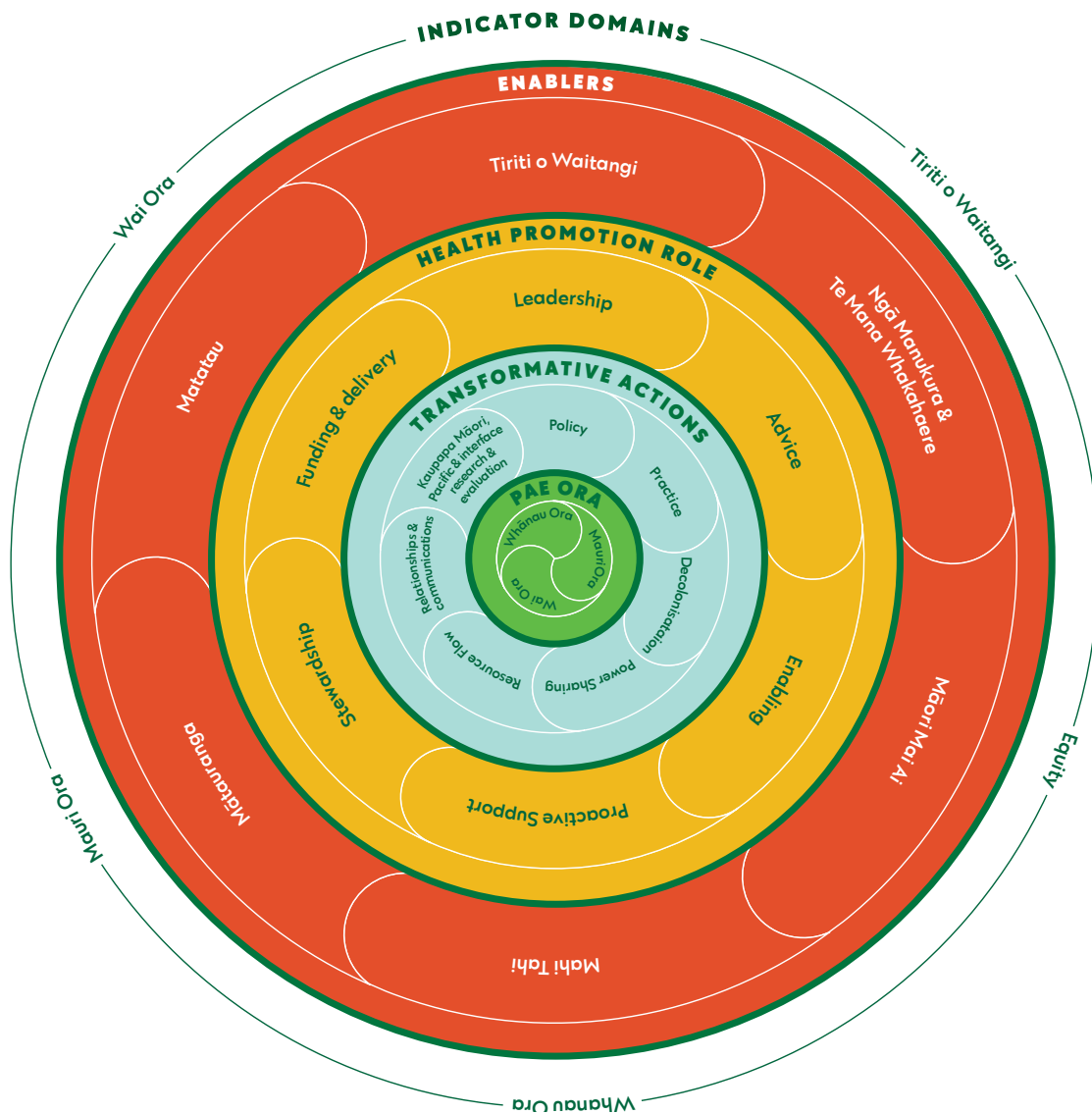


Figure 1. Takoha - a Health Promotion Framework for Aotearoa

Te Ara Pounamu 2020

Te Ara Pounamu was an online population health national hui hosted by Te Hīringa Hauora in November 2020. It was the first in a **series** that extended into 2022.

The November 2020 hui brought together public health leaders and those with an interest in population health, to reflect on the proposed health system changes, challenges, and opportunities. It was a platform that centred on resetting the focus of, and building a stronger case for public and population health in Aotearoa.

The key themes and questions explored during the hui are outlined in the table below.

Table 1. Te Ara Pounamu November 2020 key themes and questions

Key themes	Description of theme	Key questions asked during the hui
Hauora Māori and Te Tiriti	Te Tiriti relationship needs to be reflected throughout the health and disability system, and improving the equity of health outcomes for Māori requires the system to embed mātauranga Māori (Health and Disability System Review, 2020).	<p>What would a Te Tiriti-based population health response look like?</p> <hr/> <p>How could population health resources be better distributed to support iwi-based approaches?</p>
Population Health and Sustainability	For the health and disability system to be more effective, population health needs to be a foundational element for the entire system. Population health capacity will need to be increased and better integrated across the system; and the system will need to operate more effectively with other sectors (Health and Disability System Review, 2020).	<p>What are the opportunities and challenges presented by the Health and Disability System Review?</p> <hr/> <p>What is the population health narrative we need to embed to encourage integration rather than competition within the sector?</p>

Key themes	Description of theme	Key questions asked during the hui
Communities and Equity	To improve the equity of health outcomes, the way the system decides what and how services are delivered must be driven by the needs of local communities, and resources must be directed to areas of greatest need. A population health approach emphasises prevention, the multiple determinants of health, health equity, intersectoral partnerships, and understanding needs and solutions through community outreach (Health and Disability System Review, 2020).	What do successful government/community commissioning relationships look like?
		How do we get out of the way and let communities increase control over and improve their own health?
		How does health better integrate with other sector, non-government, and philanthropic efforts?

Te Ara Pounamu: the pathway to wellbeing

Enablers: Te Tiriti o Waitangi, Māori Mai Ai;

Transformative action: Decolonisation

Tau Huirama, Kaumātua o Te Hiringa Hauora gifted the name Te Ara Pounamu to this hui to reflect its purpose. It means the pathway to wellbeing, and acknowledges health and wellbeing as taonga (treasure) we must protect. This act of gifting a name to the hui recognises Māori ways of knowing, being and doing, and normalises Māori tikanga and mātauranga Māori.

Te Ara Pounamu was designed to be a system enabler

The review presented opportunities for the public and population health sector to have an influence. Te Hiringa Hauora hosted Te Ara Pounamu to show leadership and create a platform for the sector to connect, kōrero, and explore opportunities to work together for greater alignment. With more than 500 attendees across Aotearoa and Australia, this hui demonstrated how it was filling a gap in the environment during this period of system reform. At the time, Te Hiringa Hauora was early in its Tiriti-dynamic journey, so Te Ara Pounamu was also an opportunity to engage with the wider sector to capture what the term meant and looked like across the health sector.

“For me it was about showing leadership, bringing people together, trying to line up to the potential opportunities with the reforms and the potential to unite the system in a way that we haven’t had for some time.” (Tane Cassidy, Tumu Whakarae, Te Hiringa Hauora)

“Part of it was showcasing our ability to bring this network together to put on an event to reach out to the sector and have that kind of engagement... it was definitely thinking about what Tiriti-dynamic means and how we get this sector to think about that and come on the waka.” (Lynsey Brown, Research and Insights Manager, Te Hiringa Hauora)

From conception to execution, the team placed Te Tiriti at the forefront of its thinking

Organisation of the hui

Enabler: Te Tiriti o Waitangi

The process of how Te Ara Pounamu was planned and organised is different from traditional processes undertaken by Te Hiringa Hauora, as summarised in Table 2 in Appendix B.

The hui was mindfully planned and organised to be Tiriti-dynamic and demonstrate systems change. This included opening and closing the hui according to tikanga Māori by Matua Tau, intentionally selecting speakers who had connections with Māori and Pacific communities, and asking thought-provoking questions that aimed to start conversations on Tiriti-dynamism across the sector.

“The questions were devised around being Tiriti-dynamic, the people that presented were either working with Māori or Pacific. So it was probably the content, the presenters, and then from Te Hiringa Hauora point-of-view, making sure we were mindful of having it opened correctly and closed it correctly, and just being respectful throughout the whole event.” (Donna Harding, Office Services Manager, Te Hiringa Hauora)

“It was just deliberately designed that way to elicit response, provoke different thinking that needs to happen across the system. And hopefully inspire better practice and activities, in response to the system reforms.” (Tane Cassidy, Tumu Whakarae, Te Hiringa Hauora)

Collaboration across the sector

Enabler: Mahi Tahī

This hui was a combined effort across the sector, demonstrating strategic partnerships and collaboration with other key leaders. A steering group was established to help with the design of the hui, and to provide guidance to the delivery team. This group included representation from key sector players including:

- John Whaanga (Ministry of Health)
- Don Matheson (Ministry of Health)
- Nick Chamberlain (Northland DHB)
- Selah Hart (Hāpai te Hauora Tapui)
- Jane McEntee (Auckland Regional Public Health Service)
- Rachael Haggerty (Capital and Coast DHB)
- Ruth Cunningham (University of Otago)
- Carolyn Watts (Quigley and Watts).

The diversity of members of the steering group enabled the hui to host a range of high profile speakers from different parts of the sector, such as the Ministry of Health, and the Department of Prime Minister and Cabinet's Transition Unit.

The hui also brought together talents and skills from different teams at Te Hīringa Hauora, with staff from Office Services, Digital, Health Resources, Research and Insights, Communications, and Information Services, involved in organising the event.

Highlighting communities and their initiatives

Enablers: Ngā Manukura and Te Mana Whakahaere, Māori Mai Ai;

Transformative actions: Power sharing, Relationships and communications, Decolonisation

The steering group recommended the hui be opened up to anyone who was interested in public health and health promotion, instead of it being held as a leadership forum. This created an opportunity for communities to have access to and interact directly with key leaders in the sector and have their voices heard.

"And I think... that should be a feature of the new system. You create those opportunities to engage, and that's Tiriti-dynamic. You're giving communities [a] voice, you know." (Tane Cassidy, Tumu Whakarae, Te Hīringa Hauora)

Using existing relationships with the community, the project team and the steering group intentionally looked for and showcased smaller scale community initiatives. The **presentations**, such as on **Mana Pasifika community-led approaches** and indigenous data sovereignty, highlighted Tiriti-dynamic practice in action.

Highlighting communities and their initiatives is one example of how Te Hiringa Hauora has shifted to be more community-centred in its journey to be Tiriti-dynamic. Showcasing in this way illustrates the shifting of power to communities so they can exercise control, and the way in which the status quo is being challenged.

“The initiatives were mainly Māori and Pasifika focused initiatives, but just the ones that are quietly getting on with changing the system – not the top down kind of ones that we often focus on that aren’t necessarily of the community. And I think that’s really important. Because organisationally, we focus on what we know which can end up being the things that we fund or that we know about. So this was very different. This was reaching out to a very diverse set of communities and bringing their voices to the fore.” (Carolyn Watts, Consultant, Quigley and Watts)

Te Ara Pounamu proved to be successful at starting a conversation, and highlighting the need and importance of this kaupapa

Following the hui, the first Te Ara Pounamu **report** was published. It was shaped by the kōrero from the hui and contains practical ways of how to be a Tiriti-dynamic, equitable, and sustainable health system (Figure 2). This was the first time a report was published on what a Tiriti-dynamic approach might look like in public health and population health and has been influential in sharing the journey across the sector. It has also been influential for Te Hiringa Hauora in shaping new frameworks, such as Takoha.

“It was a great piece that I’m really proud of and so just thrilled to see how it’s been used. Like informing business planning. After that it informed the outcomes framework development which really has shaped the way that our organisation works and so some of that work was linked into that outcomes framework, and it was really nice to see the ongoing impacts of that.” (Lynsey Brown, Research and Insights Manager, Te Hiringa Hauora)

Te Ara Pounamu: A Tiriti-dynamic system

Core elements of a Tiriti-dynamic and sustainable system

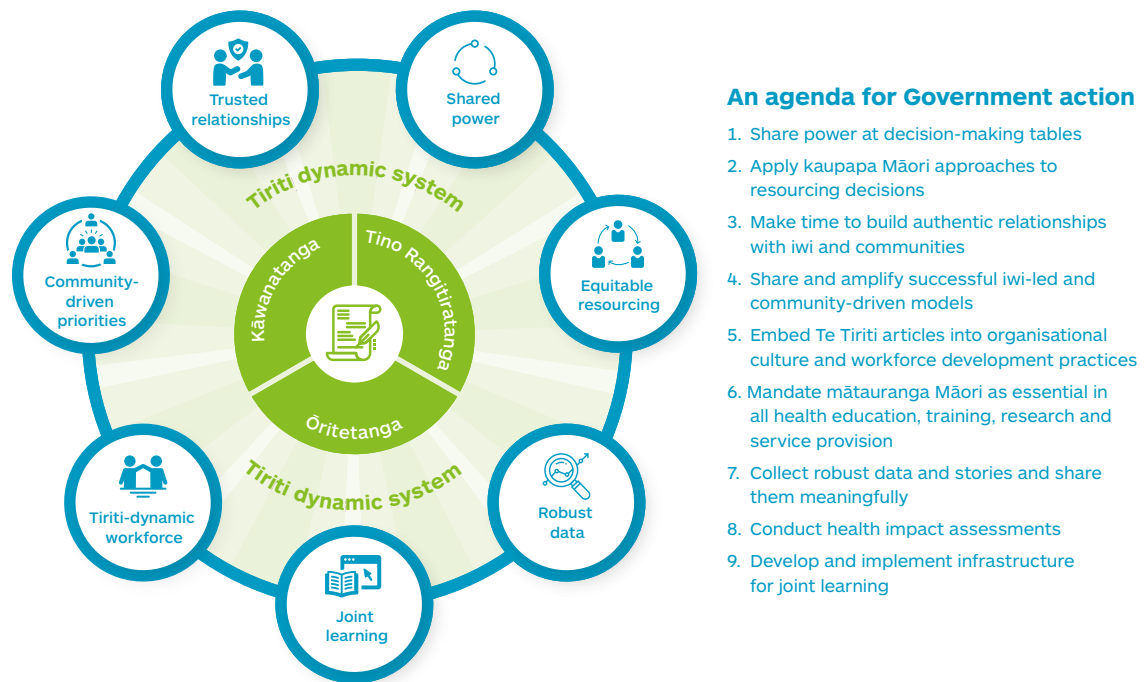


Figure 2. Te Ara Pounamu: A Tiriti-Dynamic System

Whether it was having discussions or being more mindful about how everyday mahi is conducted, Te Ara Pounamu was successful in creating a platform that provided an opportunity to share the language and initiate kōrero in the sector, including among kaimahi at Te Hiringa Hauora, on how to be more Tiriti-dynamic.

"I'm discovering that more and more system leaders are coming to us [Te Hiringa Hauora] for discussions and solutions because we're doing the practice and that's the gap in the sector." (Tane Cassidy, Tumu Whakarae, Te Hiringa Hauora)

"...there's a lot of conversation and these are some key players in the sector and so they have started adopting this language... and [Te Hiringa Hauora] had so many requests after that hui to come and present to different organisations about Tiriti-dynamic action. So I think it really did trigger broad conversations which we're seeing now in the health system as well." (Lynsey Brown, Research and Insights Manager, Te Hiringa Hauora)

"The whole company has just become now more mindful across the board – are we considering everybody?" (Donna Harding, Office Services Manager, Te Hiringa Hauora)

One of the keys to the success of Te Ara Pounamu was the collective relationships the team and the steering group had with the sector and communities. Being Tiriti-dynamic means building, nurturing, and valuing relationships with communities, and working together in partnership for a collective impact to improve the health system.

"Health is predicated on relationships, so you've actually got to find people that, if you don't have the relationships, you've got to find people that do but you've got to build trusted relationships. If we're serious that this meeting will change you, you create time, or you create a different process that allows you to do that." (Tane Cassidy, Tumu Whakarae, Te Hiringa Hauora)

Other positive outcomes from organising the hui were the new relationships built within the internal project team, and the pools of knowledge and talent within the organisation that were highlighted.

"It made me have a much better understanding of the depth of knowledge we have in [Te Hiringa Hauora]." (Donna Harding, Office Services Manager, Te Hiringa Hauora)

"The other side of this is the internal community – so those of us who worked on that project had not worked together before, but you know, we had daily meetings, there was a lot of very intense work together and so the collaboration that we built and the connection we built within internal staff was really strong and has continued. We understand the different skills and experience people have to offer. And so those relationships were such an important part of this process." (Lynsey Brown, Research and Insights Manager, Te Hiringa Hauora)

Te Hiringa Hauora continues to show their commitment to improving Tiriti-dynamic approaches to population health and wellbeing

Te Ara Pounamu 2021/22

Enablers: Matatau, Ngā Manukura and Te Mana Whakahaere;

Transformative actions: Power sharing

Using the lessons from Te Ara Pounamu 2020 and the feedback from participants, the 2021/22 hui was delivered as a series of 90-minute webinars, instead of a one-day hui. This allowed the sessions to showcase more practical examples of how to be Tiriti-dynamic and build capacity and capability (e.g. workshops on topics like procurement, research, commissioning, etc.) within the sector. It also allowed the sector to have a wider engagement beyond government agencies and work towards a more community-centred approach.

Now that Te Hiringa Hauora is part of the National Public Health Service within Te Whatu Ora, Tiriti-dynamic approaches continue to inform our work and have the potential to influence structural change in a different way. The approaches are reflected in relationship building, recruitment, research, project planning, framework development (e.g. Takoha, **Te Hiringa Hauora Research Framework**), programme design, community grant programmes, capacity building activities, and procurement processes (e.g. **Nōku te Ao procurement process**).

Conclusion

Te Ara Pounamu was a catalyst in initiating kōrero within Te Hiringa Hauora kaimahi to shift the mind-set and narrative within the public and population health systems of Aotearoa. The Te Ara Pounamu report has helped influence new frameworks, such as Takoha, and start conversations on how to be more Tiriti-dynamic, both within Te Hiringa Hauora, and in the public and population health sector more widely.

For Te Hiringa Hauora, the hui highlighted the importance of building, nurturing and valuing relationships. It also showed the importance of community voices and of working with communities for greater impact and carrying those priorities into the future.

Te Ara Pounamu created a platform for a community of practice to share the journey to a more connected, equitable, and sustainable health system for Aotearoa.

“Changing our system is possible. It is possible to work in a different way that honours Te Tiriti and it’s great to see that being driven centrally. All of that has filtered down for me to feel really positive about where we might be heading with the Health and Disability System and what’s going to be possible within the new system.” (Carolyn Watts, Consultant, Quigley and Watts)

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Appendix A: Method

The process of how this case study was developed is outlined below.

1. A project proposal was prepared and approved. Part of this proposal was ethics consideration. This case study was deemed low-risk, so no formal ethics review was sought.
2. A desktop review of key documents was conducted. Participant information sheets and consent forms also prepared.
3. Four interviews were conducted with the internal project team and external partners. The interviews were recorded for note-taking purposes. The notes were reviewed by the participants for accuracy.
4. Key themes were drawn, grouped and linked back to Takoha.

Appendix B: Process of how Te Ara Pounamu 2020 was organised

Table 2. Summary of the difference between organising Te Ara Pounamu 2020 and the traditional process of organising events at Te Hiringa Hauora

	Traditional process of organising events	Te Ara Pounamu 2020
Governance	Office Services and an internal group confirm the date, the venue, and the approach of the event	An external steering group of diverse experts was established. They agreed on the theme, the approach of the event, and the key speakers
Project team	Mainly led by Office Services	A cross-organisation team, involving staff across the different teams in the organisation The steering group provided advice and guidance to the delivery team
Format	Often limited to key sector leaders and players	The online format opened up access to a wider range of attendees from communities and organisations across the country Given the online format, extra digital support was sought for acquiring a software to host the event, and developing a standalone website to capture all related resources

	Traditional process of organising events	Te Ara Pounamu 2020
Programme	Usually developed by the programme team hosting the event	<p>Developed by the delivery team, with leadership from the steering group. This ensured there was cultural advisors at the table during development.</p> <p>Ensuring tikanga Māori was embedded in the programme (ie, Matua Tau opening and closing the hui, and leading a reflection session after the hui with the delivery team)</p>
Content	Often focused on disseminating our own work	<p>Created space for successful projects across the motu to be shared and for leaders in this space to provide lessons for others to take into their work</p> <p>Provided strategic opportunity and space for people working in the sector to influence the thinking of the Transition Unit, which helped shape the implementation of the reforms</p>

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