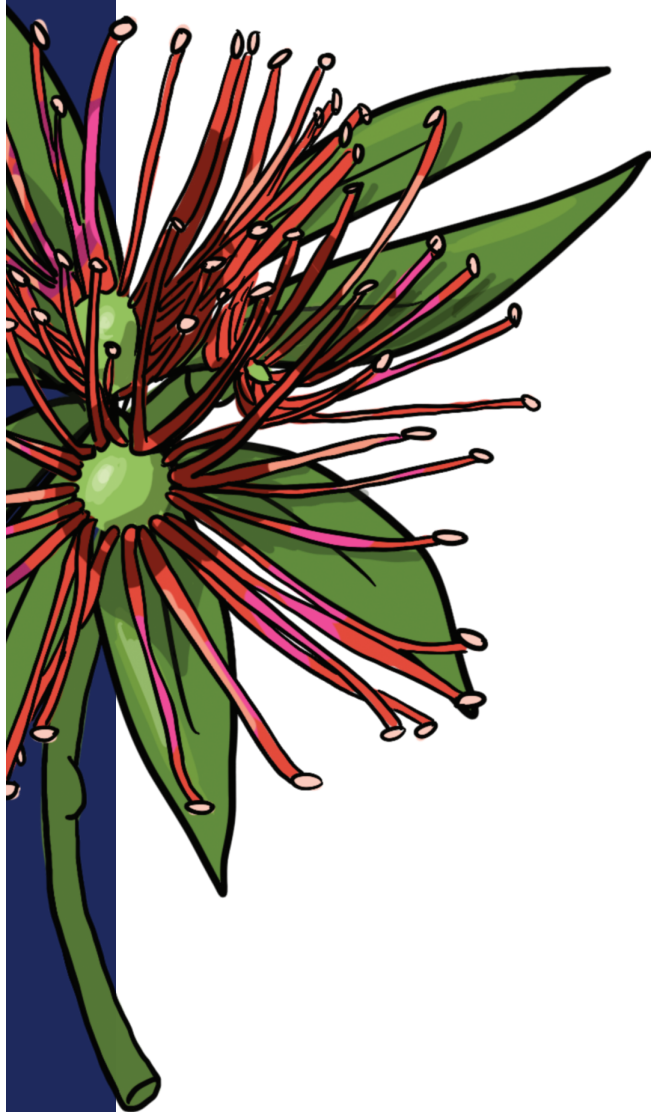




Strategic Plan 2023 - 2027

Kia maiea te kupu tauraki

To fulfil the promise



He Mihi

Te Tauraki acknowledge the critical support and leadership of Te Rūnanga o Ngāi Tahu, especially Lisa Tumahai, David Perenara-O’Connell, and Arihia Bennett who formed the Iwi Māori Partnership Board Establishment Steering Group for Ngāi Tahu. Additionally, we are grateful to Mike Stevens and Hana O’Regan for the expert advice on our name – Te Tauraki.

We acknowledge the 18 Papatipu Rūnanga across the Ngāi Tahu Takiwā who uphold the mana of their people over the land, the sea, and natural resources.

Te Aka Whai Ora | Māori Health Authority (Te Aka Whai Ora) provided funding to support the development of this plan. We look forward to continuing our strong relationship with Te Aka Whai Ora and strengthening our relationships with Te Whatu Ora | Health New Zealand (Te Whatu Ora) and Manatū Hauora | Ministry of Health (Manatū Hauora) as we seek to realise the promises made by the Crown for whānau Māori in the Ngāi Tahu Takiwā.

Suggested citation:

Te Tauraki (2023) Strategic Plan – *Kia maiea te kupu tauraki*. Te Tauraki, Te Waipounamu



A note on illustrations ¹

The Southern Rātā, which grows especially well in Te Tai Poutini and Rakiura, is used as a metaphor for how we see our Strategic Plan. The wood of the Southern Rātā is versatile, used in carving and instrument making, its bark and sap a source of rongoā, and its flowers a source of honey. ²

The Southern Rātā can grow slowly, but when it blossoms it is worth the wait. And, like our Strategic Plan, it is perfectly suited to Te Waipounamu, thriving here even in extreme or trying conditions.

¹ We acknowledge the talented illustrative work of Gabrielle Baker, Baker Consulting, and her facilitation of the Strategic Plan.

² Rob Tipa (2014) “He Aitaka a Tāne” in Te Karaka, Te Rūnanga o Ngāi Tahu (28 June 2014).

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Foreword from the Chair

It is my privilege to present the inaugural Strategic Plan for Te Tauraki – the Iwi Māori Partnership Board (IMPB) within the Ngāi Tahu Takiwā.

Te Tauraki is a significant term for Ngāi Tahu encapsulating our pursuit of the promises and guarantees made by the Crown within the Ngāi Tahu Deeds of Purchase. Tauraki has three relevant meanings: it can mean to be incomplete or unfulfilled; to guarantee or promise; or to grieve for.

Our name is a tohu and reminder that our job is to give effect to the promises agreed between our people and the Crown.

Te Tauraki intends to be an important connector and influencer between the key Crown agencies and Ngāi Tahu. This connector role allows us to help shape the

operationalisation of health sector changes, and to be part of health sector decision-making, monitoring, and accountability. However, we do this under the korowai of Te Rūnanga o Ngāi Tahu and Papatipu Rūnanga who exercise rangatiratanga and mana motuhake in the Ngāi Tahu Takiwā.

Our role is also to show manaaki and support for ngā mātāwaka within our Takiwā, who continue to help Te Waipounamu thrive as a dynamic and inclusive place to live.

In developing this Strategic Plan, we have been conscious of the new opportunities presented within the health sector and the Pae Ora (Healthy Futures) Act 2022. These opportunities provide for a formalised, potentially powerful, role for IMPBs and we are optimistic that this will directly lead to improved health and wellbeing for whānau Māori.

Yet, we are also practical. In becoming an IMPB we are working within a Crown space and with organisations set up, directed by, and accountable to Ministers. As such, we are realistic about the speed and extent of change we will be able to implement over the four-year lifespan of this Strategic Plan. Our focus, then, is tending to the seeds and seedlings created by the health system transformation, and helping these to grow, and eventually bloom, like the Southern Rātā.

We will regularly review our progress, the broader environment, and government policy, and listen to what whānau Māori tell us, to ensure we are taking the right steps for the hauora and wellbeing of whānau Māori in our rohe. This means our Strategic Plan is a framework for action over the next four years. The specific actions we take will evolve, in line with the conditions, to realise the promises and guarantees of Te Tiriti o Waitangi and our Ngāi Tahu Deeds of Purchase.

Kia maiea te kupu tauraki!



Rakihia Tau – Chair

*Our **vision** is a health system that delivers on the guarantees and promises of Te Tiriti o Waitangi and truly meets the needs and aspirations of whānau Māori, particularly in the Ngāi Tahu Takiwā.*



Introduction

In 2022, in response to health reforms, Te Rūnanga o Ngāi Tahu (Te Rūnanga) agreed to the development and establishment of a single Iwi Māori Partnership Board (IMPB) for the Ngāi Tahu Takiwā. Te Tauraki is the IMPB within the Ngāi Tahu Takiwā.

As an IMPB, the primary obligations of Te Tauraki are to whānau Māori, Papatipu Rūnanga and Te Rūnanga. Our role is about honouring and continuing the mahi of our tūpuna to foster health and wellbeing for whānau Māori. As an IMPB, we acknowledge the rangatiratanga of Ngāi Tahu and Papatipu Rūnanga as mana whenua.

Supporting the establishment of IMPBs, as provided for in the Pae Ora (Healthy Futures) Act 2022, is an opportunity for the Crown to demonstrate its commitment to good governance in line with Te Tiriti o Waitangi. The purpose of IMPBs is to represent local Māori perspectives on:

- a. the needs and aspirations of Māori in relation to hauora Māori outcomes; and
- b. how the health sector is performing in relation to those needs and aspirations; and
- c. the design and delivery of services and public health interventions within localities.

*Our **mission** is to influence hauora systems by holding the Crown to account for improved quality, access, and outcomes for whānau Māori.*

At the time of this Strategic Plan, Te Tauraki is working with Te Aka Whai Ora in good faith on the government process for confirming our statutory position as an IMPB, and this should be completed in mid-2023.

Purpose of this strategic plan

This Strategic Plan articulates the approach Te Tauraki will take over the next four years to achieve our vision of a health system that meets the needs of Māori and delivers on the promises made under Te Tiriti o Waitangi.

This plan has three main sections:

Section 1: Horopaki | Context

Provides a short summary of the health system and how Te Tauraki connects to key Crown agencies and initiatives.

Section 2: Moemoeā | Aspirations

Sets out the plan's high-level aspirations and reiterates the values of Te Tauraki and how they are woven into this plan.

Section 3: Kaupapa | Priorities

Outlines our four overarching kaupapa and how these kaupapa help us to prioritise our time and efforts over the next four years.



Te Tauraki is to be the vehicle by which health and wellbeing aspirations within the Ngāi Tahu Takiwā are promoted, bringing the voice and needs of whānau Māori forward.



Turning words into action

This Strategic Plan is a living document. We will revisit it annually and adjust it as needed when the conditions we operate in change.

Annual Work Plan

The Strategic Plan will also be supported by our annually updated Work Plan. The Work Plan will set out how we will: use our influence in the health sector; support locality planning; and hold the publicly funded health system to account for the benefit of whānau Māori.

Our first annual work plan is available online at: www.tetauraki.co.nz

About our name

Our name derives from a commitment to give effect to the promises agreed between our people and the Crown.

“Kia maiea te kupu tauraki”³

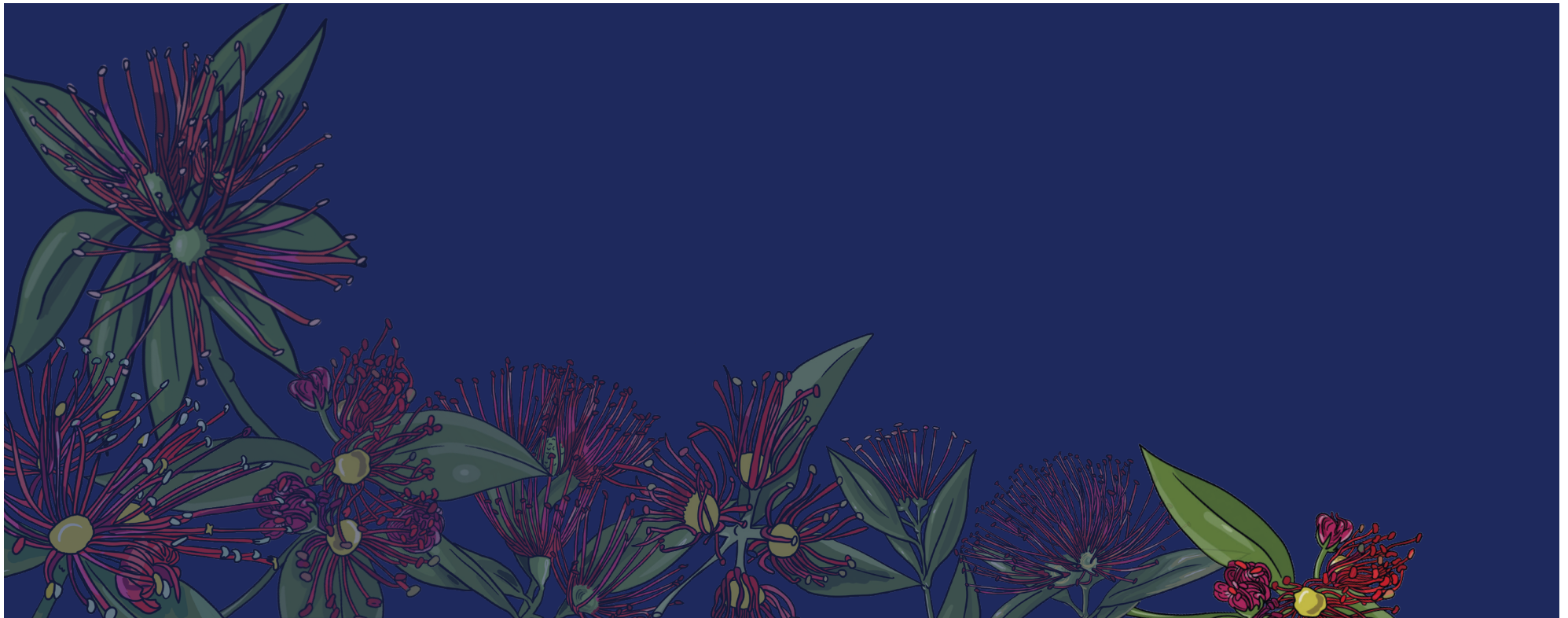
During colonial state land purchase negotiations within the Ngāi Tahu Takiwā, government agents promised the building and maintenance of schools and hospitals for Ngāi Tahu communities as part payment for tribal lands. But these promises were not fulfilled, and became part of Te Kerēme, the Ngāi Tahu Claim. As the Waitangi Tribunal wrote in 1991, this became *“an essential part of [the] overall claim for recognition that the Crown had yet to fulfil the terms of the purchases.”*

A Crown historian also admitted to the Waitangi Tribunal that the government’s provision of medical care to Ngāi Tahu was *“woefully inadequate.”*

Te Tauraki, therefore, continues the work of Ngāi Tahu, Papatipu Rūnanga and whānau Māori across generations. We will hold the Crown to account and work within the health system to ensure the promises and guarantees of Te Tiriti o Waitangi and our Ngāi Tahu Deeds of Purchase are finally, and rightfully, fulfilled, and that Ngāi Tahu aspirations for health and wellbeing are realised.⁴

³ To fulfil the promise.

⁴ Advice on a name for the Iwi-Māori Partnership Board’ was provided by Mike Stevens and Hana O’Regan.



01



Horopaki

Context

Context

The Crown has obligations for Māori health stretching back to 1840 and Te Tiriti o Waitangi. For the past 20 years, the Crown's publicly funded health system acknowledged this through explicit requirements to engage with Māori on decision-making and service delivery.⁵

However, within the Ngāi Tahu Takiwā and across the country, there was variation in how the former district health boards (DHBs) interpreted and responded to these obligations. Māori were proactive in engaging with DHBs, and in seeking true partnership, but our ability to achieve results was limited by the health system of the time.

The Waitangi Tribunal considered these arrangements as part of the first stage of its Kaupapa Inquiry into health services and outcomes (Wai 2575). In 2019, the Tribunal found:

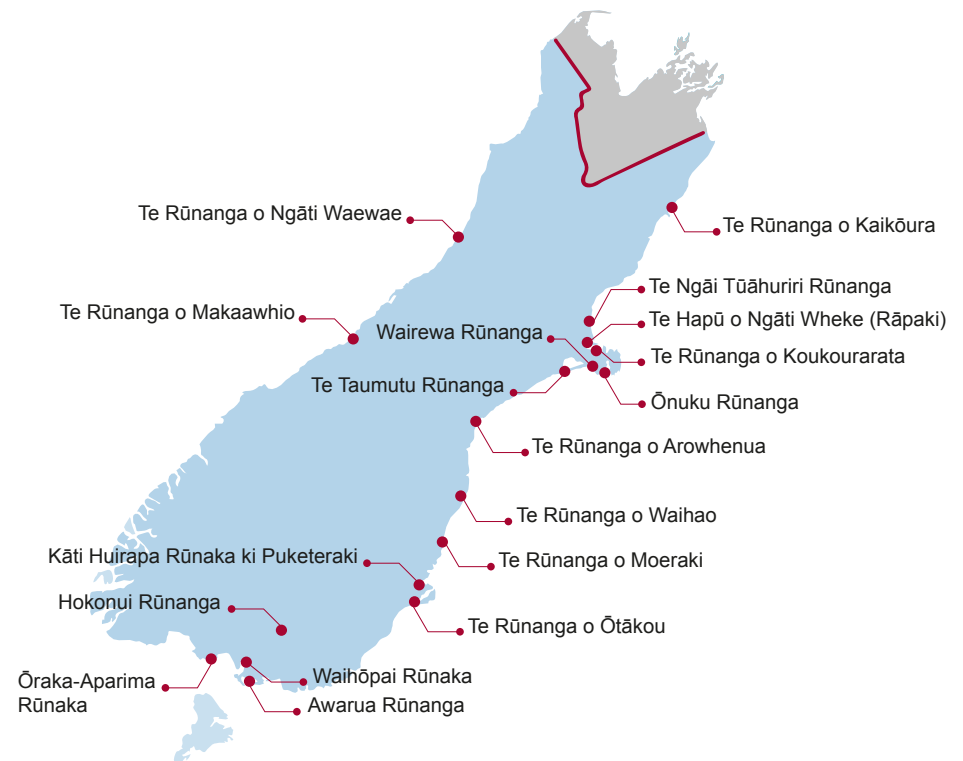
... the ways in which district health boards have variously interpreted their obligations... do not work consistently to afford Māori Treaty-compliant control of decision-making in relation to health care design and delivery. In particular, the lack of specific

*provision for Māori relationship boards and the variable effectiveness and oversight powers of these boards are not Treaty-consistent.*⁶

IMPBs represent a new way of doing things. The Pae Ora (Healthy Futures) Act 2022 formalises IMPBs and the connections to Te Aka Whai Ora and Te Whatu Ora. It provides the ability to raise disputes with either agency directly with the Minister of Health.

Te Tauraki itself is the result of the aspirations and leadership of Te Rūnanga in developing a single IMPB for the Ngāi Tahu Takiwā, with the aim of supporting and meeting the health needs and aspirations of Papatipu Rūnanga, whānau Māori, and ngā mātāwaka in the Ngāi Tahu Takiwā.

The Ngāi Tahu Takiwā is identified in section 5 of Te Runanga o Ngāi Tahu Act 1996, and is represented in the following map:



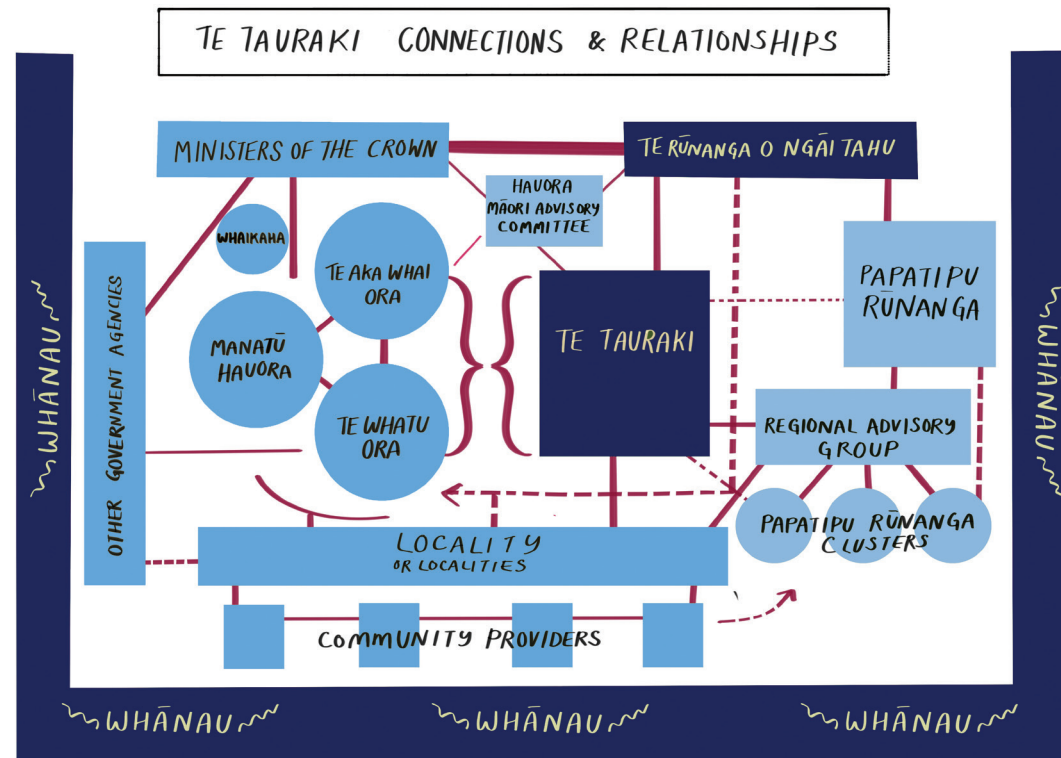
⁵ New Zealand Public Health and Disability Act 2000, s4 [Repealed]

⁶ Waitangi Tribunal (2019) Hauora, p97.

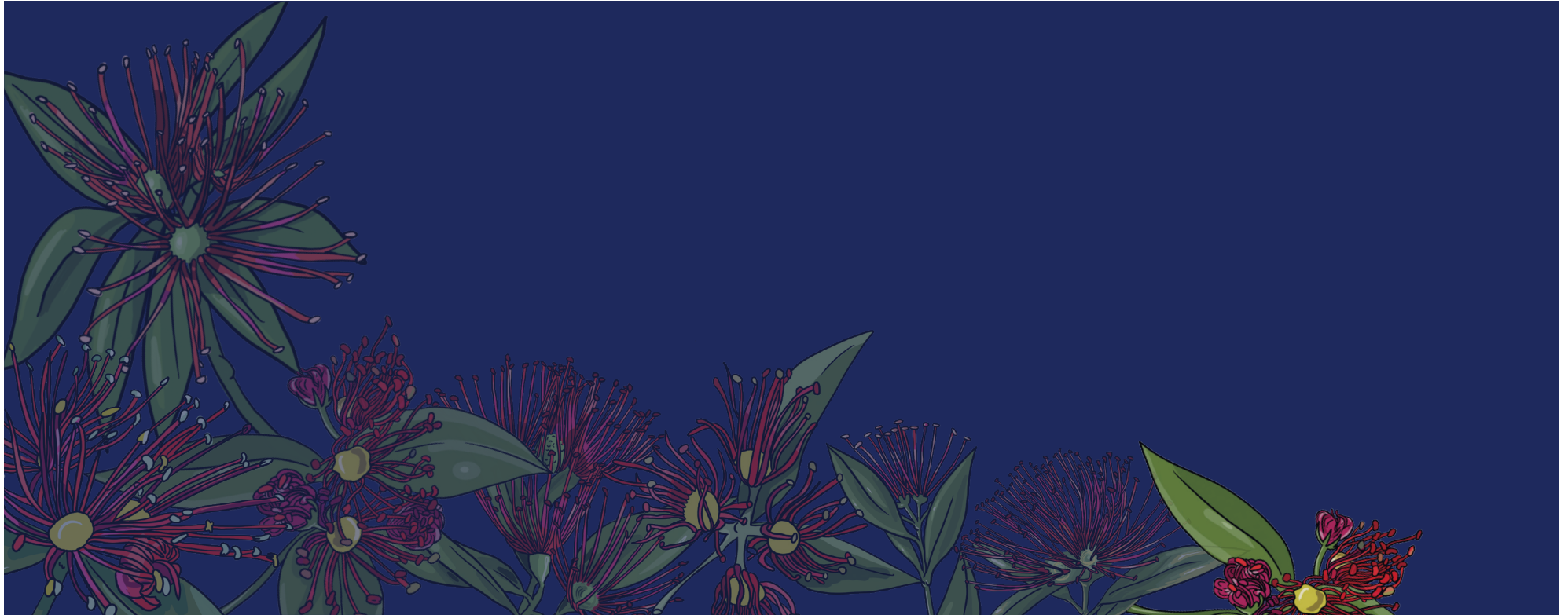
Connections and relationships

An effective Te Tiriti o Waitangi Partnership in the health sector must be consistent with the Ngāi Tahu Settlement and give effect to Te Tiriti o Waitangi principles. It must provide mechanisms for Ngāi Tahu participation in ministerial decision-making and at governance, strategic, policy and operational levels.

In line with the statutory functions of IMPBs, Te Tauraki needs to act as a connector, and influencer, with Crown agencies in the health sector and to have supportive relationships with Te Rūnanga and Papatipu Rūnanga. Te Tauraki also needs to connect with, and influence, other sectors that have a role to play in the health and wellbeing of whānau Māori. The following diagram outlines the way we will work with our partners and stakeholders:



* This diagram is meant to give an indication of how Te Tauraki relates to key agencies and groups in our shared pursuit of improved outcomes for whānau Māori. It is not meant to provide an exhaustive representation of all relationships in the health system in the Ngāi Tahu Takiwā.

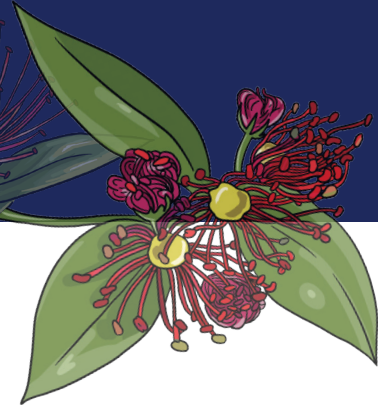


02



Moemoeā

Aspirations



Moemoeā

Te Tauraki will work together to fulfil the dreams of whānau Māori in the Ngāi Tahu Takiwā.

The Crown's health system was not designed for Māori and has not reliably worked for us. This is reflected in data that shows inequities in almost all health outcome areas and inequities in access to the determinants of health and wellbeing.

Shared experiences and stories within whānau tell of generations of poor-quality care from hospitals and health providers, and the cumulative impact of the barriers put in our way as we seek hauora. These include the barriers created by ableism, sexism, ageism, and racism.

Our aspiration is to uplift whānau and hapori Māori so that, collectively, we can transform the health system to be inclusive, tikanga-based, integrated, able to meet community needs, and a champion of Indigenous, evidence- and strengths-based, models and approaches.

*Mō tātou, ā, mō kā uri ā muri ake nei
For us and our children after us*

To achieve our ambitions, we know we will need to:

- Courageously innovate, calling on the knowledge and practices of our tūpuna
- Draw on mātauranga Māori and western sciences to ensure best practice and high-quality approaches that work for whānau Māori
- Collaborate in our work, while acknowledging our ability to say 'no' to Crown requests if they contravene our values and obligations to whānau Māori
- Champion the voices of Papatipu Rūnanga, whānau Māori, and communities
- Monitor progress and hold the Crown to account.

As an IMPB, and as an entity mandated by Te Rūnanga, we have a series of functions we are required to carry out, in pursuit of our moemoeā. These functions are provided in detail at [Appendix 1](#).





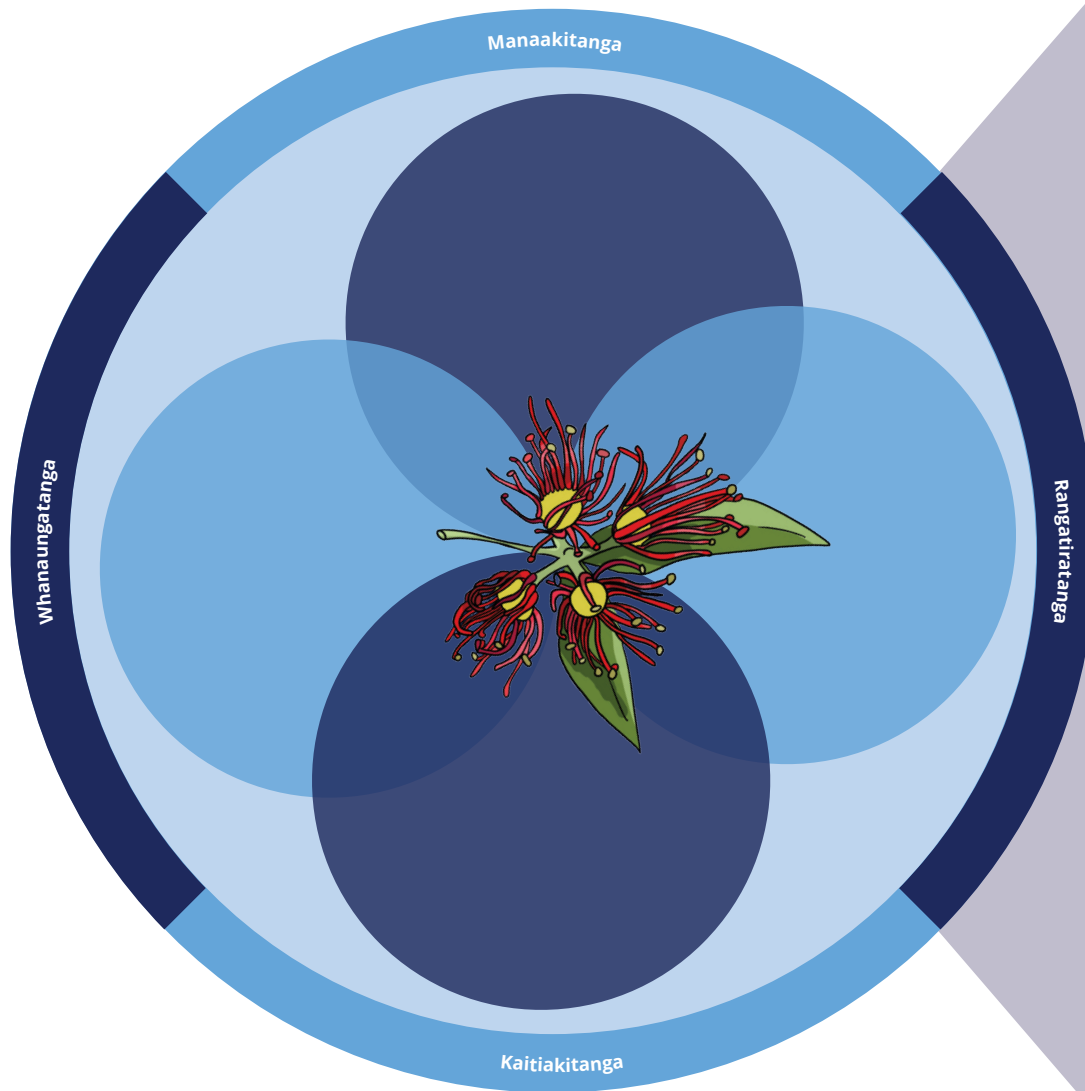
03



Kaupapa

Priorities

Over the next four years we will advance four key kaupapa as our priorities.

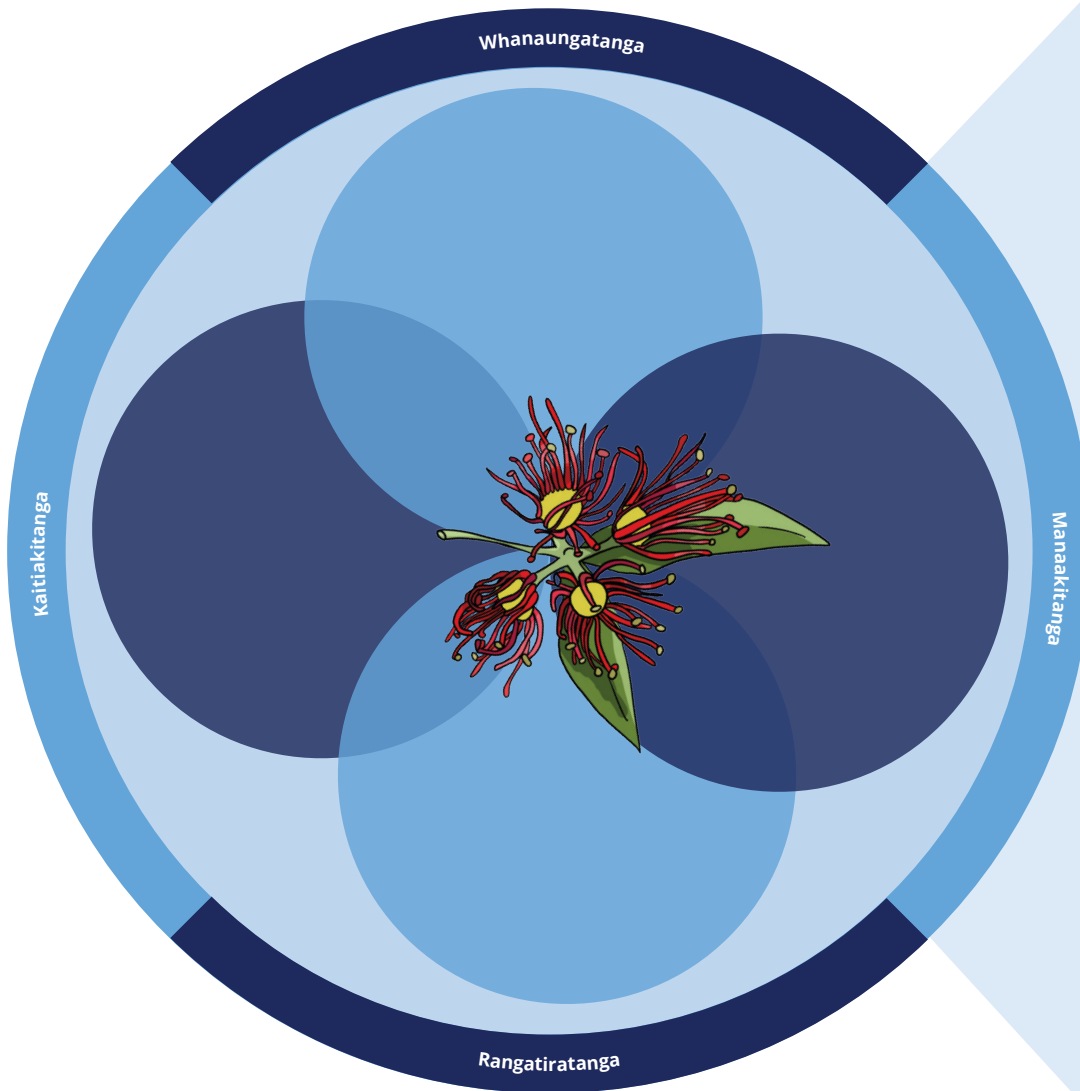


Rangatiratanga

In adopting Rangatiratanga as a priority kaupapa, we aim to give effect to the rights, interests, and health and disability responsibilities that Ngāi Tahu has within its Takiwā.

Priorities under this kaupapa are:

- Engaging with Crown agencies and decision makers, and developing effective ways to work together that directly benefit whānau Māori in the Ngāi Tahu Takiwā
- Championing an approach to 'localities' that works for our rohe
- Serving communities, by supporting a shift of power and resources to localities where Papatipu Rūnanga and Māori communities can have a direct say in service design and decision-making
- Demonstrating our impact and being held accountable to communities we are serving

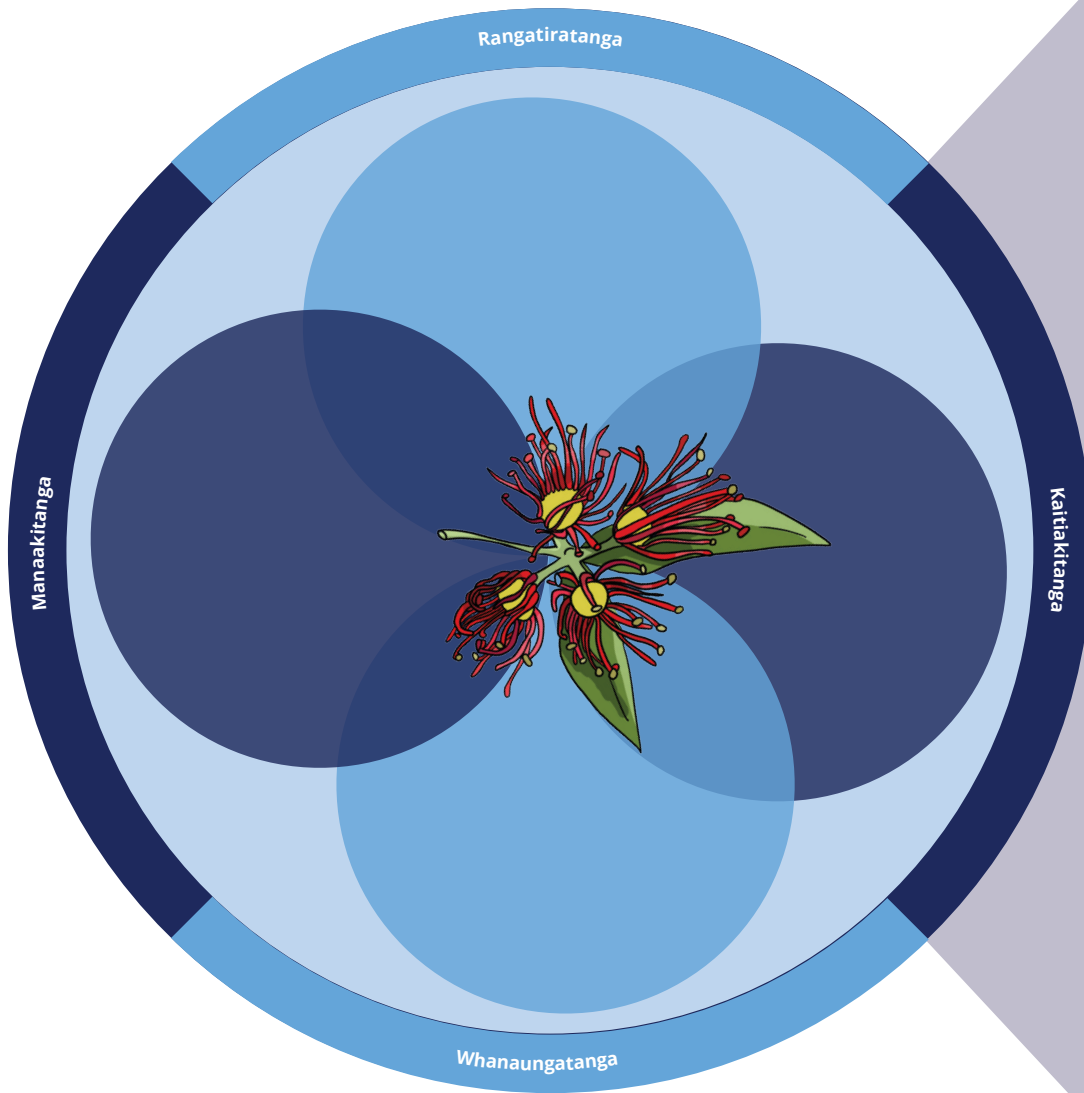


Manaakitanga

Manaakitanga expresses care and aroha for whānau Māori, and for all those we work with. Consistent with Ngāi Tahu values, we will work with and show manaaki for ngā mātāwaka and advocate for communities that are impacted by health inequities.

Priorities under this kaupapa are:

- Confronting racism in all its forms, to signpost its impact on health outcomes for Māori. This will include a focus on deliberate, an ti-racist, actions
- Lifting the performance of the health system for everyone, but especially for whānau Māori that have been overlooked by Crown systems. We will pay particular attention to holding health agencies to account for improving the health and wellbeing of kaumatua, tāngata whaikaha Māori (Māori with lived experience of disability), takatāpui, rangatahi and those most impacted by poverty. We also acknowledge that, for many whānau Māori, there are intersecting impacts of multiple systemic biases
- Advocating on behalf of Papatipu Rūnanga, whānau Māori, or other populations that are being unjustly and unfairly under-served. While our focus is on the health system, this kaupapa requires us to think holistically about the broader determinants of health and wellbeing, including housing, transport, employment, justice, and education, which all influence health outcomes. This requires us to work collaboratively across sectors to improve health outcomes



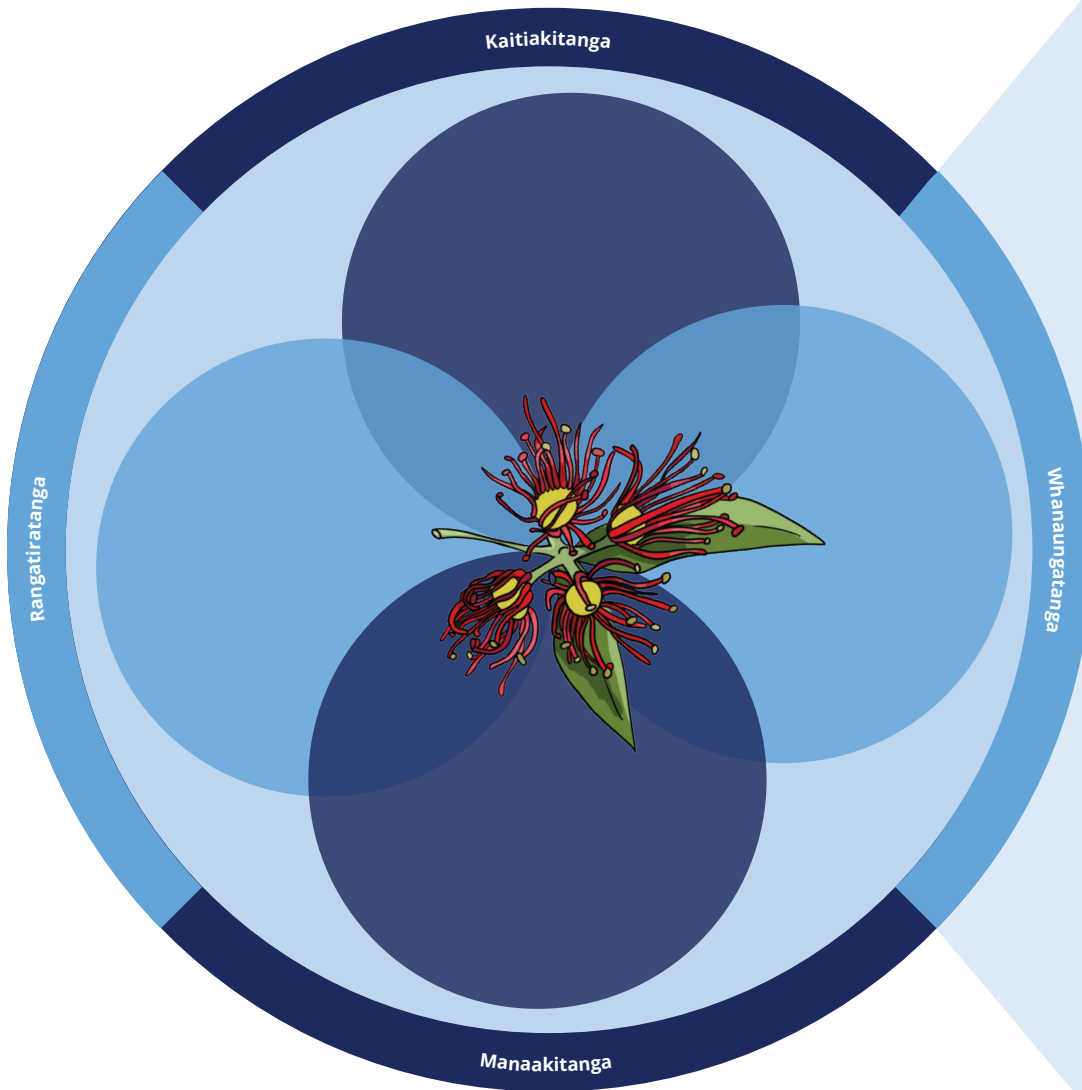
Kaitiakitanga

Kaitiakitanga recognises our role as stewards or guardians, and the importance of carrying out this role in a way that is underpinned by sustainability.

At times, kaitiakitanga requires us to seek changes and improvements, while at other times its focus is on protecting people's rights, knowledge, culture, resources and data.

Priorities under this kaupapa are:

- Appropriate use and protection of data. This includes analysing and interrogating data on Crown agency performance, ensuring the integrity of data, making available data for localities that is useful and meaningful for whānau Māori, and applying principles of Māori data sovereignty
- Ensuring a capable, culturally safe, and appropriate health and disability workforce is built and retained across the Ngāi Tahu Takiwā
- Ensuring workplaces in the health sector are more inclusive and accessible, especially for tāngata whaikaha Māori
- Championing innovative Indigenous models and approaches and supporting these models to be widely available for whānau Māori within the Ngāi Tahu Takiwā and approaches, and supporting these models to be widely available for whānau Māori within our takiwā



Whanaungatanga

Whanaungatanga maintains and builds our relationships and is central to our role as an IMPB. As such, we build effective working relationships with Te Rūnanga, Papatipu Rūnanga, and ngā mātāwaka, as well as with key Crown agencies and decision-makers.

Whanaungatanga also relates to past, present, and future generations, and encourages us to clear a path for the benefit of the health and wellbeing of our mokopuna.

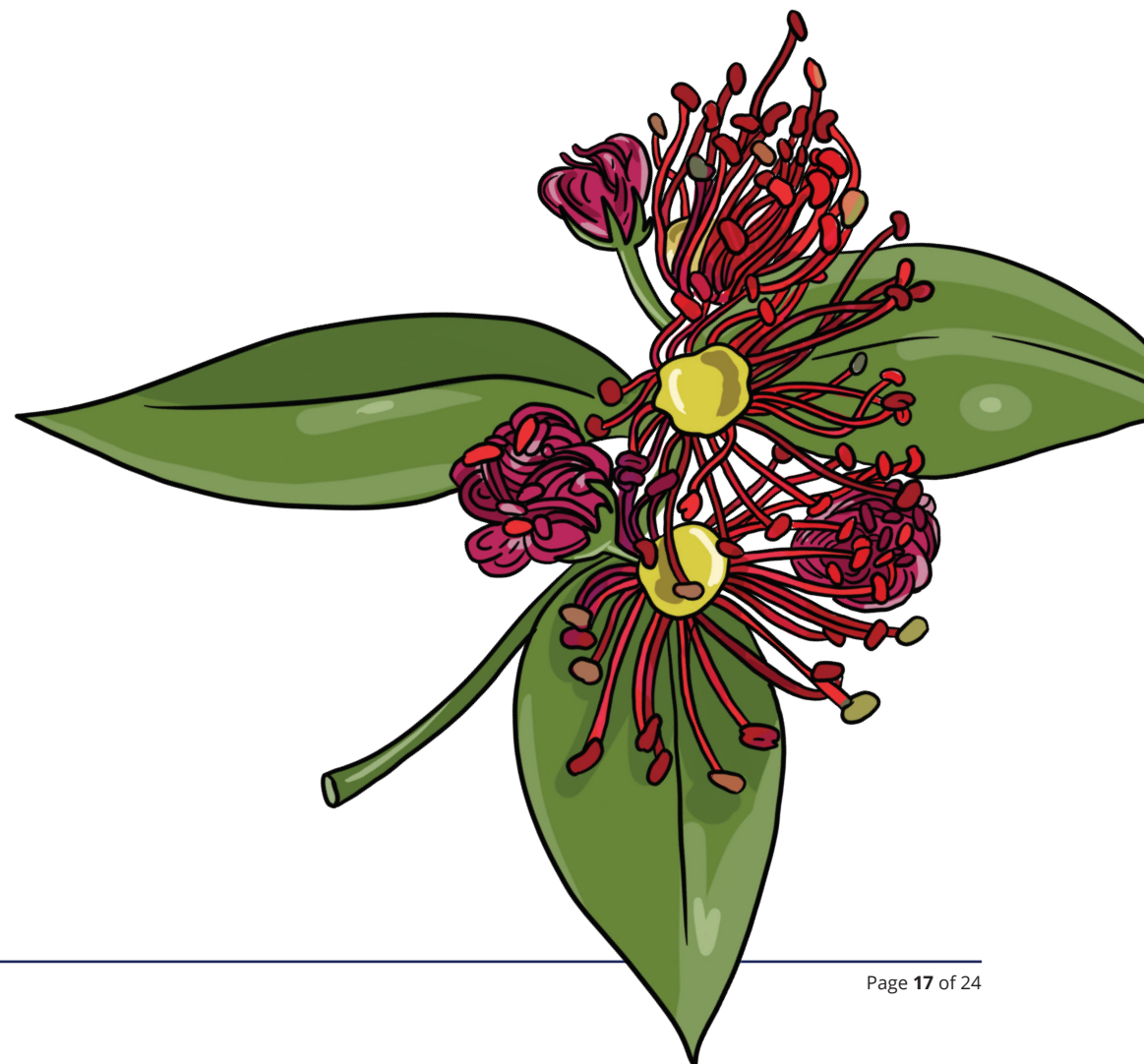
Priorities under this kaupapa are:

- Providing support to Papatipu Rūnanga and ngā mātāwaka so that they can gather, build, and champion the use of whānau Māori voices in locality development, design, and decision making
- Developing effective communication approaches to share collective whānau Māori voice across Papatipu Rūnanga with central government partners
- Ensuring the effective running of the health system and health services in our Ngāi Tahu Takiwā, including escalating issues as necessary through Te Aka Whai Ora and Te Whatu Ora
- Building 'on the ground' connections with whānau Māori and through Papatipu Rūnanga

Transparency

As an IMPB, one of our important obligations is to whānau Māori. Each year, we will develop a Work Plan and publish this in a range of accessible formats on our website: www.tetauraki.co.nz.

We are also developing dashboards to demonstrate the effectiveness of the publicly funded health service in our Ngāi Tahu Takiwā. We are working with Te Aka Whai Ora and Te Whatu Ora on these dashboards now and expect the first to be released publicly within the next year.

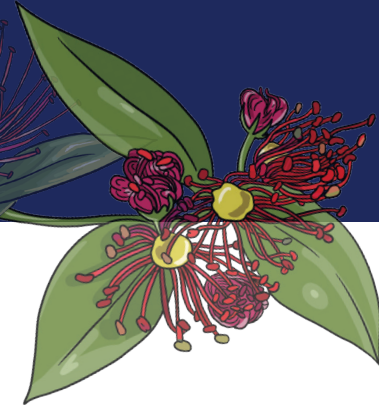




04



Appendix



Appendix 1: Te Tauraki Functions

Te Tauraki has two sets of complementary functions:

- **Legislated functions** under the Pae Ora (Healthy Futures) Act 2022
- **Mandated functions** set by Te Rūnanga o Ngāi Tahu during our establishment phase.

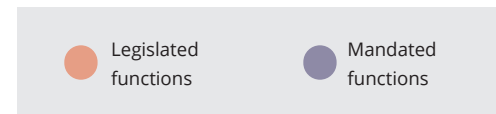
These functions have informed every stage of development of our Strategic Plan and will continue to guide us as we plan our work for the next four years. They each relate to our kaupapa of rangatiratanga, manaakitanga, kaitiakitanga and whanaungatanga.

How we go about fulfilling each of these functions will change over time. In the first year, we are focused on creating fertile soil and planting seeds so that the work of Te Tauraki can flourish in time, and this is reflected in our annual Work Plan. In future years, we will follow the pattern of the Southern Rātā, with a period of steady growth and eventual blossoming for the benefit of whānau Māori in our Ngāi Tahu Takiwā.



In the table below, we have summarised and grouped our functions into six main areas, to give a comprehensive picture of what Te Tauraki is tasked with. While most of our functions are focused on activities in

the Ngāi Tahu Takiwā (for example, those related to whānau Māori, localities or Papatipu Rūnanga), some functions have a national scope, which is also set out in the table.



	Within our takiwā	Nationally
Build understanding of hauora needs and aspirations	<ul style="list-style-type: none"> Engage with whānau and hapū about local health needs 	<ul style="list-style-type: none"> Communicate results and insights from engagement to Te Whatu Ora and Te Aka Whai Ora
Champion and shape localities that work for whānau Māori	<ul style="list-style-type: none"> Evaluate the current state of hauora Māori, to determine priorities for localities to improve hauora Māori Partner in the development of, and agreeing to, locality plans Support inter-agency collaboration that benefits outcomes for Māori 	<ul style="list-style-type: none"> Work with Te Whatu Ora and Te Aka Whai Ora to agree to locality plans Support inter-agency collaboration at the locality and Ngāi Tahu Takiwā level that benefits social, cultural, economic and health outcomes for Māori
Support effective commissioning for hauora	<ul style="list-style-type: none"> Represent local Māori perspectives on the design and delivery of services and public health interventions within localities (purpose) Contribute to regional health service planning and commissioning Make assessment on performance and effectiveness for whānau Māori of services and solutions commissioned 	<ul style="list-style-type: none"> Engage with Te Aka Whai Ora and support its stewardship of hauora Māori and its priorities for kaupapa Māori investment and innovation Contribute to national health service planning and commissioning
Monitor and hold the Crown and health system to account	<ul style="list-style-type: none"> Monitor the performance of the health sector in localities Monitor the implementation of services / solutions commissioned Require and analyse Māori data relevant to the Ngāi Tahu Takiwā provided by others (Te Whatu Ora, Te Aka Whai Ora, providers, health, and other agencies) Assess trends, issues, indicators of utilization and outcomes to ensure delivery of desired outcomes for Māori Uncover patterns of institutional racism and discrimination by services / providers against whānau Māori Make recommendations for changes to current services / providers – primary, community, public health, hospital and specialist 	<ul style="list-style-type: none"> Provide input and direction to Te Whatu Ora and Te Aka Whai Ora at the governance and strategic level on all matters commissioning and impact of health and disability services
Provide expert advice and advocate for whānau Māori	<ul style="list-style-type: none"> Represent local Māori perspectives on the needs and aspirations of Māori in relation to hauora Māori outcomes (purpose) Assess, advocate, and develop recommended solutions for consideration by Te Whatu Ora and Te Aka Whai Ora that support the building of Māori provider and workforce capability within localities 	<ul style="list-style-type: none"> Nominate members for appointment to the Hauora Māori Advisory Committee* Make recommendations on service or information gaps or other matters affecting service delivery
Share our findings, insights, and progress	<ul style="list-style-type: none"> Represent local Māori perspectives on how the health sector is performing in relation to their needs and aspirations (purpose) Report on the activities of Te Aka Whai Ora to Māori within the Ngāi Tahu Takiwā Report on performance and effectiveness for whānau Māori of services and solutions commissioned Report patterns of institutional racism / discrimination by services / providers against whānau Māori 	<ul style="list-style-type: none"> Receive and review reports Make recommendations on service / information gaps or other matters of service delivery

*With the direction and approval of Te Rūnanga o Ngāi Tahu

Appendix 2: Te Tauraki Members

Te Tauraki is made up of seven directors, appointed by Te Rūnanga o Ngāi Tahu. The inaugural board members are:



Rakhia Tau – Chair

Rakhia Tau (Ngāi Tahu) grew up in Tuahiwi Pā North Canterbury. He is married to Sonya Faisst and has three children. Rakhia runs his own consulting company Ihia Ltd. He has held several governance and executive roles in the private, public and Māori sectors. Within Ngāi Tahu he has held the roles of Group Head Strategy Relationships, Investments and Commercial Manager. In the public sector he has chaired a State-Owned Enterprise and is currently the chair of the Crown Forest Rental Trust.



Professor Emma Wyeth

Professor Emma (Kāi Tahu, Te Ātiawa, Ngāti Tama, Ngāti Mutunga) is a Professor of Māori Health and the Associate Dean, Māori in the Division of Health Sciences at the University of Otago. Emma has a PhD in Genetics and has spent the last 16 years specialising in Māori Public Health research and teaching. Her research has been awarded several large funding grants and her research predominantly focuses on Māori experiences and outcomes within New Zealand's health system. As a wahine Kāi Tahu, Emma has strong links with Karitāne and Awarua. She is involved in many rūnaka and iwi activities and entities, including Te Rūnanga o Ngāi Tahu Alternative Representation for Kāti Huirapa Rūnaka ki Puketeraki. Emma has wide governance experience, especially focussed on hauora Māori.





Norm Dewes

Norm (Ngāti Kahungunu) has a strong background in social justice, human rights, community development, business innovation, education, organisational management, sports, and recreation and this is underpinned by his own values and philosophy. Norm works with a variety of organisations such as government agencies, commercial businesses, tertiary institutions, health and social service providers, community groups, iwi, marae, and whānau Māori. He has represented Māori on numerous boards, panels, and councils.



Professor Suzanne Pitama

Professor Suzanne (Ngāti Kahungunu, Ngāti Whare) is a registered psychologist, health researcher, health advocate, and Dean and Head of Campus at the University of Otago, Christchurch. Suzanne has spent her career researching, advocating, and producing evidence on how the current health system maintains health inequity for Māori. Alongside the team at the Department of Māori/Indigenous Health Innovation (MIHI), she has developed Hauora Māori models, frameworks, and training programmes for health professionals. Suzanne is also a current Board member of the Health Research Council of New Zealand.





Amanda Malu

Amanda (Ngāi Tahu) is the Deputy Chief Executive Service Delivery at ACC. Previously Chief Executive at Whānau Āwhina Plunket, Amanda has a background in health, tertiary education, and social services crown entities. With a strong foundation in service delivery and corporate support functions, Amanda led the cultural transformation of Plunket. As a wahine Kāi Tahu, Amanda has established networks with Papatipu Rūnanga, whānau, and Te Rūnanga o Ngāi Tahu. Amanda has governance experience as Associate Director with Ngāi Tahu Holdings, and Hilton Haulage as a representative for Ngāi Tahu Holdings.



Ruth Jones

Ruth (Ngāti Porou and Rongowhakaata) is a registered social worker, manager and consultant in the health and disability sector. As a wahine Māori with lived experience of disability, she has a clear understanding of the intersectionality of the systems. Ruth has been part of the governance and advocacy to transform the disability support system, so that disabled people, tangata and whānau whaikaha have increasing rangatiratanga over their lives. Ruth is known locally and nationally and has worked and trained under the korowai of Ngāi Tahu. Ruth has experience in governance, including recently with Oranga Tamariki.



Dr Maira Patu

Dr Maira (Ngāi Tahu, Te Arawa) is a Māori health professional with extensive medical and education experience working as a General Practitioner, Clinical Lead Māori Health with the former Canterbury DHB, and as a Senior Lecturer at the University of Otago, Christchurch. Maira has been the Clinical Lead for the MIHI mobile vaccination team, is part of a team working on an Equity Toolkit that has been designed to improve Māori health care experiences and outcomes in hospital departments.





Kia maiea te kupu tauraki
To fulfil the promise

