

# Strategic Plan

## 2023 - 2026



Public Health Association  
of New Zealand  
**Kāhui Hauora Tumatani  
o Aotearoa**







Te Kāhui Hauora Tumatunui o Aotearoa - Public Health Association of New Zealand

Strategic Plan 2023 - 2026

#### Te Kaupapa: Purpose

---

To support, strengthen and advocate for the health and wellbeing of Aotearoa, founded on the principles of Te Tiriti o Waitangi.

#### Te Uaratanga: Mission

---

We work toward supporting better health outcomes for all, through equitable access, workforce development and healthier communities.

#### Te Pae Rangi: Vision

---

A country that has healthy and equitable outcomes for all New Zealanders.



# Ngā Uara: Our Values

## Tika me Pono – Honesty and Integrity

Understanding that doing the right thing and being open and transparent is important to brand, reputation and trusting relationships.  
*We are a reputable leader in public health who is open, honest and acts with integrity to ensure transparency and accuracy in all areas.*

## Rangatiranga – Self Determination

Advocating for the mana and individual decisions of all people in determining their own wellbeing.  
*We respect and acknowledge our unique differences and the rights and needs of all people.*

## Manaakitanga – Responsibility and Reciprocity

Prioritising the care and wellbeing of all those we engage with, nurturing our partnerships and honouring our agreements.  
*We are open, we share, we listen and we engage positively in our actions.*

## Kotahitanga – Unity and Collaboration

We are committed to working together to achieve common-goals for the collective wellbeing.  
*We work collectively for our common purpose.*

## Mauri Ora – Wellbeing

We work to support the achievement of wellbeing and oranga for our communities across Aotearoa.  
*We strive for balance, harmony and connectedness in all of our activities.*



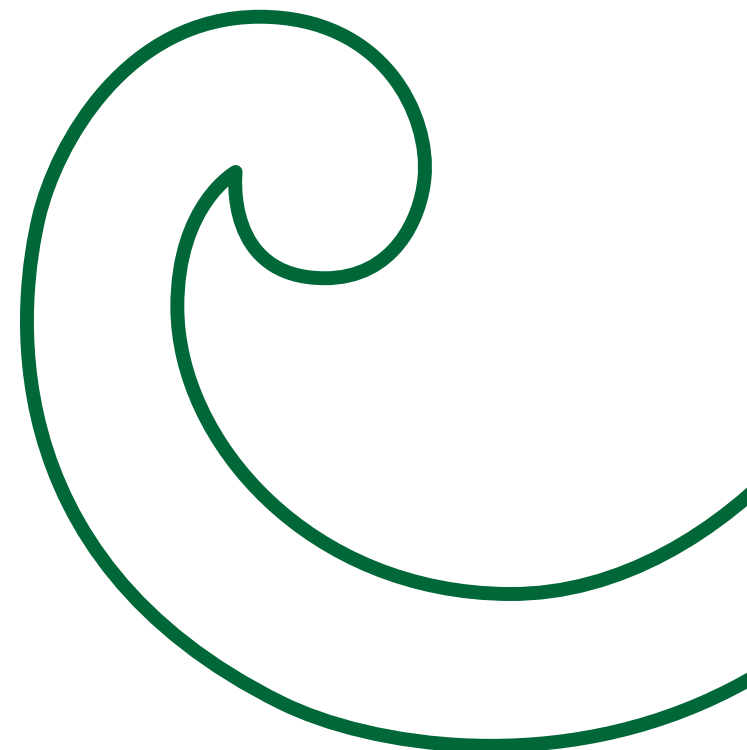
# Ngā Mātāpono: Our Guiding Principles

- 1 Taonga Tuku Iho**  
We care and nurture the treasures handed down from our Tūpuna.
- 2 Hāpori Ora**  
We prioritise the wellbeing of our communities across Aotearoa. We bring life to feedback, voice and input through policy development and system influence.
- 3 Hāpai Ora**  
We promote wellbeing of our public health workforce and support activities to grow workforce leadership.
- 4 Ārahi Rangahau**  
We will generate, contribute and share research, data and findings to support public health outcomes.
- 5 Taiao Ora**  
We take responsibility for our impact on our environment. We will promote environmental sustainability to address climate change.
- 6 Kāhui Ora**  
We will operate within our budget and other resources to maximise the efficiency of our organisation and in a manner that will enhance its future.



# Ngā Whāinga: Our Goals

- 1 Te Tiriti o Waitangi is honoured in all aspects of our work**  
We are committed to underpinning all of our processes, strategic documents and operations to honouring and embedding all aspects of Te Tiriti o Waitangi.
- 2 Public health policies are informed and reflective of the workforce and community**  
We influence and inform critical public health related policies and actively support environmental sustainability.
- 3 Communities are empowered, knowledgeable and well**  
We support equitable outcomes for all and advocate for communities to be healthy and well.
- 4 High performing public health workforce**  
An empowered, well and capable public health sector and workforce.
- 5 Public health research leaders**  
We engage nationally and internationally in current research and data.
- 6 Authentic, impactful and collaborative partnerships**  
We collaborate and support our members, workforce and community through strong partnerships.
- 7 High performing public health association**  
We are a fully astute and secure organisation.







## An outline of operational annual activities that align to our strategic objectives

Strategic Outcome	Culturally Proficient	Impactful Advocates	Healthy Communities	Empowered Workforce	Positioning and Research	Collaborative Connections	Optimised Operations
Kaupapa	<i>Taonga Tuku Iho</i>	<i>Kaupapa Here Ora</i>	<i>Hāpori Ora</i>	<i>Hāpai Ora</i>	<i>Ārahi Rangahau</i>	<i>Mahitahitanga</i>	<i>Kāhui Ora</i>
Outcome statements	<i>Te Tiriti o Waitangi is honoured in all aspects of our work</i>	<i>Public health policies are informed and reflective of the workforce and community needs</i>	<i>Communities are empowered, knowledgeable and well</i>	<i>High performing public health workforce</i>	<i>Public health research leaders</i>	<i>Authentic, impactful and collaborative partnerships</i>	<i>High performing public health association</i>
Whakatauki	<b><i>Kia whakatōmuri te haere whakamua</i></b> <i>I walk backwards into the future with my eyes fixed on my past</i>	<b><i>Ehara taku toa, he takitahi, he toa takitini</i></b> <i>My success should not be bestowed onto me alone, but to the collective</i>	<b><i>Mō te oranga o te katoa</i></b> <i>For the wellbeing of all</i>	<b><i>He aha te mea nui o te ao? He tangata! He tangata! He tangata!</i></b> <i>What is the most important thing in this world? It is people! It is people! It is people!</i>	<b><i>Whāia te mātauranga hei oranga mō koutou</i></b> <i>Seek after learning for the sake of your wellbeing</i>	<b><i>Nāu te rourou, nāku te rourou, ka ora ai te iwi</i></b> <i>With your food basket and my food basket the people will thrive</i>	<b><i>Tē tōia, tē haumatia</i></b> <i>Nothing can be achieved without a plan, workforce and a way of doing things</i>
Position statements	<i>We uphold Te Tiriti in all areas of our work</i>	<i>We influence and inform critical public health related policies</i>	<i>We support communities to be healthy and well</i>	<i>We support the capacity and capability of our workforce</i>	<i>We drive public health research prioritising Māori outcomes</i>	<i>We collaborate and support our members, workforce and community through strong partnerships</i>	<i>We are a fully astute and secure organisation</i>





# Te Tiriti o Waitangi: How we apply the principles

Te Tiriti based Framework for Public Health Action: The application of this Te Tiriti framework, using the 4 articles as a guide, enables us to align our direction and actions to those principles and concepts within.

- The PHA recognises Te Tiriti o Waitangi as Aotearoa New Zealand's founding document, defining respectful relationships between Tangata Whenua and Tangata Tiriti.
- Te Tiriti provides the framework for the creation of equity for all New Zealanders, including New Zealanders as Tangata Tiriti.
- The PHA is committed to ensuring that Te Tiriti values of respect, partnership, equality, and full participation infuse all of our policies, activities and objectives.
- Our governance and decision-making will reflect Te Tiriti values – with specific focus on Māori public health priorities and solutions that are embedded in Kaupapa Māori approaches.
- Practising honourable Kāwanatanga, Promoting Tino Rangatiratanga by Tāngata Whenua, Māori participation in ways determined by Māori in relation to tikanga, everybody's belief systems upheld

PHA TE TIRITI PRIORITIES	HOW WE WILL DO IT	WHAT WE WILL DO
<p><b>Mahi Tahī / Partnership</b></p> <ul style="list-style-type: none"> <li>• We will nurture partnerships and maintain authentic relationships</li> <li>• We will work together for mutually beneficial outcomes</li> <li>• We will value relationships with integrity</li> <li>• We will prioritise Māori outcomes in all partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• We will partner with organisations who align to our values and objectives.</li> <li>• We will apply tikanga Māori in all areas.</li> <li>• We will communicate in clear, transparent, and respectful ways.</li> <li>• We will seek and observe input from our Tangata Whenua staff, members, and community.</li> <li>• We will develop, maintain, and strengthen authentic relationships with iwi, hapū and whānau.</li> <li>• Understanding the meaning of a treaty partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Be clear about our values and objectives and those of other groups.</li> <li>• Begin and end all hui with Karakia.</li> <li>• Provide key documents in Te Reo Māori.</li> <li>• Undertake surveys across the organisation and membership.</li> <li>• Develop opportunities to support and engage with iwi, hapū and whānau.</li> </ul>
<p><b>Article 1</b> <b>Kāwanatanga/ Decision Making:</b></p> <ul style="list-style-type: none"> <li>• Have a governance structure that reflects power-sharing commitments to Te Tiriti o Waitangi</li> <li>• Full participation of all Council members in all governance decisions</li> </ul>	<ul style="list-style-type: none"> <li>• We will have a co-leadership approach with at least one co-President being Tangata Whenua.</li> <li>• We will have Tangata Whenua representation in all areas of decision making.</li> <li>• We will apply Kaupapa Māori processes for decision making and resolving disputes.</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint a Tangata Whenua Co-President on the Executive Council.</li> <li>• Maintain 50% Tangata Whenua representation in governance.</li> <li>• We will develop Kaupapa Māori processes for: <ul style="list-style-type: none"> <li>• Decision-making</li> <li>• Dispute resolution</li> </ul> </li> <li>• Ensure all decision-making groups have Tangata Whenua representation.</li> </ul>
<p><b>Article 2</b> <b>Tino Rangatiratanga / Self Determination:</b></p> <ul style="list-style-type: none"> <li>• Maintain a strong independent and collective voice</li> <li>• Māori rights and interests are actively protected through honourable conduct, fair processes, robust consultation and good decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Māori autonomy and self-determination.</li> <li>• Encouraging Māori senior leadership roles, spaces and events.</li> <li>• Tikanga Māori prevails.</li> <li>• Engagement with Te Reo Māori and Mātauranga Māori.</li> </ul>	<ul style="list-style-type: none"> <li>• Measure the influence and authority of Māori values in the policy process</li> <li>• Promote Tangata Whenua into senior leadership roles, spaces, and events</li> <li>• Ensure meaningful and expert Māori involvement in policy drafting</li> </ul>
<p><b>Article 3</b> <b>Oritenga / Equity:</b></p> <ul style="list-style-type: none"> <li>• Prioritising the status and mana of Te Reo Māori, Tikanga Māori and Mātauranga Māori</li> <li>• Addressing public health issues for Tangata Whenua</li> <li>• Identifying determinants of health</li> <li>• Advancing the wellbeing of our environment</li> </ul>	<ul style="list-style-type: none"> <li>• Improving our understanding of Te Tiriti o Waitangi and what it means to all staff.</li> <li>• Actively protecting Māori student, staff and stakeholder rights and interests in relation to PHA activities.</li> <li>• Actively engage in and influence policy development, implementation, and evaluation.</li> <li>• Drive the equitable growth and capacity of the public health workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Normalisation of tikanga Māori within the organisation.</li> <li>• Providing an environment that supports equitable outcomes for Māori members and staff.</li> <li>• Learning more te reo Māori and using it when speaking and in writing.</li> <li>• Support public health sector workforce development through policy influence, government support and wellbeing activities.</li> </ul>
<p><b>Article 4</b> <b>Wairuatanga / Spirituality:</b></p> <ul style="list-style-type: none"> <li>• Recognise the impact that spiritual and mental health has on wellbeing for Tangata Whenua</li> <li>• Support holistic approaches to wellbeing achievement.</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for the promotion and mana of wairua, rongoā and wellness.</li> <li>• Respect and allow provision for holistic approaches to addressing public health workforce wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the incorporation of wairuatanga aspects, methods and approaches in policies related to wellbeing.</li> <li>• Allow provision in operations, governance, and objectives for wairuatanga approaches to be applied.</li> </ul>



Te Kāhui Hauora Tumatunui o Aotearoa - Public Health Association of New Zealand

Strategic Plan 2023 - 2026

[admin@pha.org.nz](mailto:admin@pha.org.nz)

[www.pha.org.nz](http://www.pha.org.nz)