



Occupational Therapy
Board of New Zealand

TE POARI WHAKAORA NGANGAHAU O AOTEAROA

FOSTERING FAITH AND CONFIDENCE IN THE PROFESSION

Mahere Rautaki Strategic Plan

2022-2024

otboard.org.nz

September 2022

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Tō mātou tūāoma | Our journey

Kia whakatōmuri te haere whakamua

I walk backwards into the future with my eyes fixed on the past

In 2020, the Occupational Therapy Board of New Zealand Te Poari Whakaora Ngangahau o Aotearoa (OTBNZ) formally agreed to honour te Tiriti o Waitangi explicitly throughout the organisation. This has been prompted by the ongoing reforms throughout the health sector and also as a result of OTBNZ's journey of learning about the past along with the current and ongoing injustices Tangata Whenua face within our society. We accept that te ao Māori, tikanga and te reo Māori has been marginalised and suppressed by a dominant Western culture over many generations.

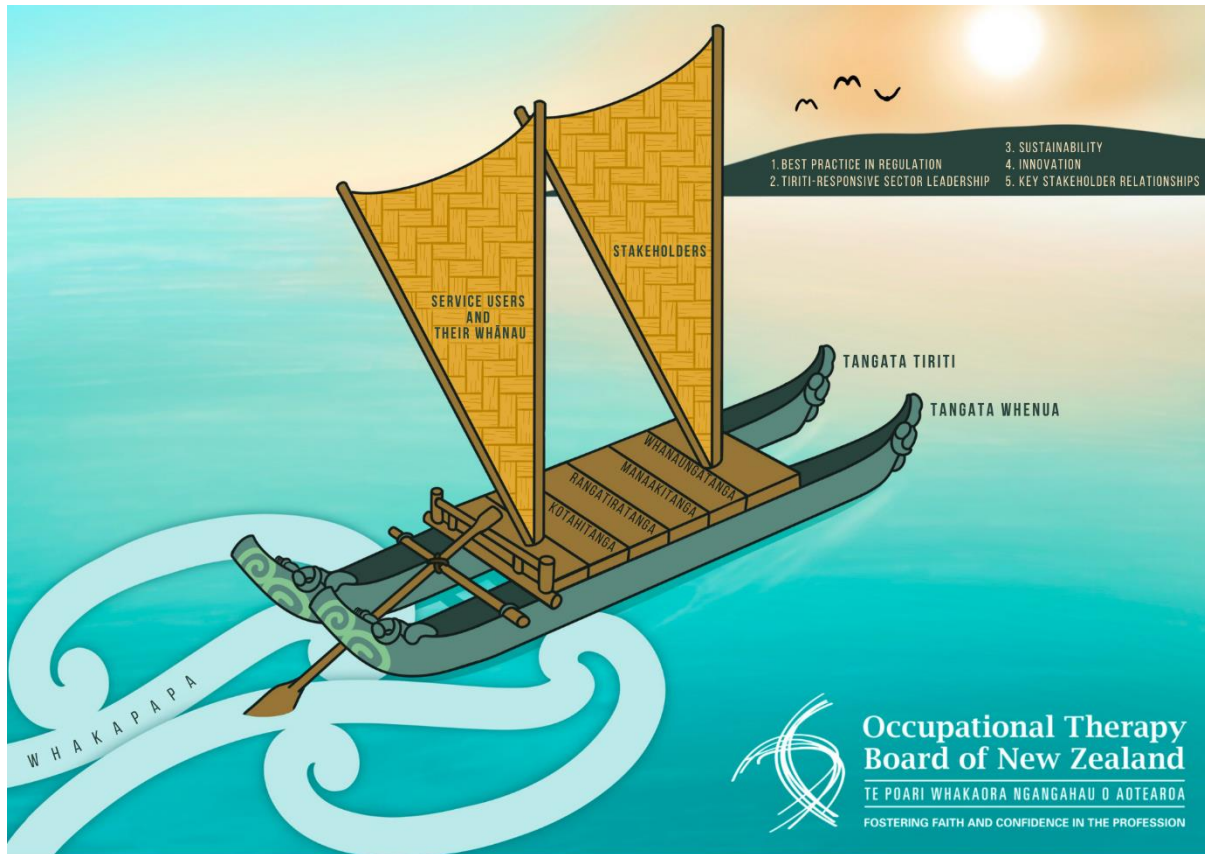
In the North Island alone, approximately 90% of all land was acquired by the Crown unfairly. The dispossession of land, resources and culture through colonisation has resulted in poor health and wellbeing outcomes across the generations for Tangata Whenua. In 2016, Sir Michael Marmot attributed indigenous disparities in health to basic inequities in access to power, money and resources that were transferred to colonisers during colonial settlement. If we wish to create a healthy society, we must address the issue of fairness and justice for Tangata Whenua, which will have a flow-on effect to create a better, more prosperous future for all New Zealanders.

Te Tiriti o Waitangi sets out the terms and conditions of Tangata Tiriti (non-Māori) settlement in Aotearoa. Te Tiriti affirms Māori sovereignty and positions Tangata Whenua aspirations at the heart of ethical practice.

Te Tiriti affirms Tangata Whenua have the right to determine their own futures in the design, implementation and delivery of any health and disability system. OTBNZ is also supportive of the work by the Independent Iwi Working Group on Constitutional Transformation Matike Mai Aotearoa, which provides a vision for the future of governance in Aotearoa as we look to honour te Tiriti.

OTBNZ recognises that we are only a small organisation within the health sector, but we will strive to do our part in creating a health system that is fair and equitable for all. Our first steps towards this future have included performing a cultural audit on the organisation, Tiriti training and education regarding implementing the Waitangi Tribunal's WAI 2575 Hauora Report, agreement to being a Tiriti-led organisation, the appointment of a Tangata Whenua professional advisor, Tiriti implementation lead and the Tangata Whenua accountability and advisory group Te Rōpū Tohutohu. Te Poari (the Board) has also committed to the agreed actions and recommendations from the cultural audit within the implementation plan that will be carried out by the secretariat and board over the next 2 years.

OTBNZ has been working alongside Te Rōpū Tohutohu to have a shared understanding of how the organisation can give effect to te Tiriti o Waitangi. Here, we describe a waka hourua (double-hull canoe) travelling and navigating the oceans as a metaphorical framework for the journey we are commencing and the development of collaborative initiatives.



Waka hourua illustration by MITA Creative

The two takere (hulls) are interlaced through kauhuahua (crossbeams) representing our strength in unity and our commitment to work together to overcome the challenging ocean currents and the prevailing winds along the journey. These environmental elements represent the changing health and disability system that we must learn to work within and navigate. The hoe urungi (steering paddle) and the rāwhara (sail) ensure we remain on the right path, and the pae tawhiti (horizon) directs us towards our goals.

We have started our journey as a board and organisation to look at a Tiriti relationship model for governance that allows for equal power sharing and decision making. At present, we are striving for 50/50 representation at the Board table to ensure the Tangata Whenua voice is heard. We understand that this relationship will develop, grow and possibly change over time as required to reflect the learning along the way.

The Matike Mai Aotearoa report¹ provides a blueprint for what good governance could look like in our society with respect to te Tiriti within the Kāwanatanga (Crown) sphere, tino rangatiratanga (Māori authority) sphere and relational sphere (joint deliberative body) making up the parts that come together for decision making. The emphasis will be on honouring the mutually beneficial relationship for a more just and fair future. Our values and principles will help to guide us as we take on this new journey as an organisation and profession.

Alongside our Tiriti journey, we also still have our business as usual work such as the In1Touch implementation and competency refresh within the changing context of the healthcare environment. Given the huge changes for the organisation in the next 2 years, we signal that there are no other significant pieces of work that will be undertaken by te Poari over this time.

Vision

United and guided by our unique Tiriti relationships in Aotearoa, OTBNZ leads national and international best practice in regulation and occupational therapy practice.

Mission

Ensuring people of Aotearoa receive clinically and culturally safe high-quality occupational therapy services and practice.

Te Tiriti o Waitangi

We wish to acknowledge that any mention of te Tiriti o Waitangi is in reference to te reo Māori text, which was signed by the majority of rangatira at the time and is recognised by international law by the convention of contra proferentem. When referencing the Treaty of Waitangi English text, we acknowledge the English version published by Margaret Mutu in 2010, as other English versions have been discredited by the Waitangi Tribunal.

OTBNZ acknowledges that Māori never ceded their sovereignty to the Crown. This was reaffirmed by the Declaration of Independence (He Whakaputanga), which was signed in 1835.

OTBNZ is committed to ensuring that the organisation is guided by the principles of te Tiriti o Waitangi as articulated by the Courts and the Waitangi Tribunal as follows.

¹ <https://nwo.org.nz/wp-content/uploads/2018/06/MatikeMaiAotearoa25Jan16.pdf>

Tino rangatiratanga

OTBNZ will provide for tino rangatiratanga and mana motuhake in the design, delivery and monitoring of the health and disability services and systems in relation to our statutory work as a regulated authority.

Partnership

OTBNZ is committed to work with Māori communities and stakeholders in genuine partnership to develop and maintain strong enduring relationships.

Equity

OTBNZ is committed to supporting the achievement of equitable health outcomes for Māori through the statutory functions it is responsible for.

Active protection

OTBNZ will act to the fullest extent practicable to achieve equitable health outcomes for Māori through culturally safe occupational therapy standards and the practice of cultural competence and safety.

Options/choices

OTBNZ is committed to supporting the development of kaupapa Māori occupational therapy practice, models of health, education and workforce through its statutory functions and levers.

Tangata Tiriti

OTBNZ's aim is to protect, promote, and improve the health of all New Zealanders. We also wish to recognise the unique relationship Tangata Whenua have with Tangata Moana and Tangata Pasifika, whose bond reaches back through joint lineage and whakapapa. The Pacific Island nations have experienced similar struggles when it comes to colonisation, inequities and racism, which have resulted in poor health outcomes over the generations. Pacific peoples are the tuakana of Tangata Whenua, and this sacred and ongoing relationship should be informed by Māori and Pacific people.

Governance

Mā te tangata te whare ka hanga, mā te whare te tangata ka hanga

The people build the house, and the house builds the people.

OTBNZ is committed to being a Tiriti-led governance board. We wish to acknowledge and respect different world views as we come together in a relational space, making decisions that are based on our shared values and tikanga. This perspective requires us to lead with our hearts and minds to create a better future for our mokopuna and future generations.

OTBNZ's intention over the next 2 years is to embed the goals in this strategic plan and to achieve 50/50 Tangata Tiriti and Tangata Whenua representation on te Poari. Our strategic aspiration over the following 3 years until 2027 is a governance model representative of the Matike Mai Aotearoa report, which provides the blueprint for constitutional and governance reform in Aotearoa.

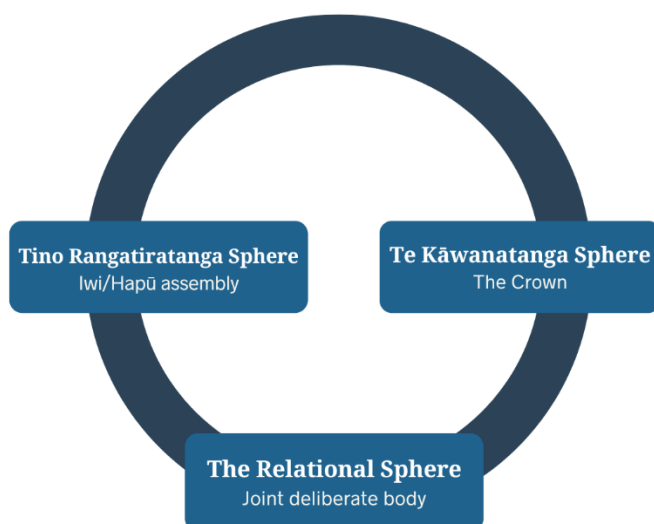


Figure 1. Constitutional models, Matike Mai 2016.

Values

Whanaungatanga

Facilitating authentic, genuine and enduring relationships with all stakeholders and staff; respecting and embracing cultural and social differences.

Manaakitanga

Ensuring the health and safety of New Zealanders as a regulatory body by doing our utmost to support and protect our most vulnerable communities through our statutory duties and levers. Becoming a more environmentally conscious organisation, advocating for others to take better steps to protect and sustain our environments.

Rangatiratanga

Encourage leadership that supports and inspires others to achieve positive outcomes in the pursuit of collective, equitable health and wellbeing through occupational therapy service and practice.

Kotahitanga

Upholding the spirit of te Tiriti o Waitangi. Tangata Whenua and Tangata Tiriti will work together for mutual benefit, support one another and encourage understanding, unity and peace. This value also encourages us to strive for consensus in decision making for the collective.

Ngā whāinga rautaki | Strategic goals

1. Best practice in regulation

Ngā wāhanga matua Priority areas	Ka inea te angitūtanga mā te Success measured by
Deliver best practice in the regulation of the occupational therapy profession.	Te Tiriti o Waitangi implementation plan is completed and embedded into OTBNZ practice over the next 2 years within budget.
	The refresh of the competencies has been incorporated into practitioner and school practice with evidence provided through the ePortfolio auditing process of safe clinical and cultural practice.
	OTBNZ is proactive in advocating for Health Practitioners Competence Assurance Act 2003 change that aligns with our values within the changing context of the healthcare environment and we continue to redefine our role in ensuring public safety.
	OTBNZ is actively engaged with the work of the transition unit as it looks at health system reforms.

2. Tiriti-responsive sector leadership

Ngā wāhanga matua Priority areas	Ka inea te angitūtanga mā te Success measured by
Develop and strengthen our commitment to te Tiriti o Waitangi across the organisation and leadership.	Review and implement the monitoring and accreditation standards for occupational therapy programmes to ensure cultural and clinical excellence is aspired to, particularly regarding health equity outcomes.
	Te Rōpū Tohutohu advice is incorporated into the leadership and decision making of te Poari and secretariat.
	Successful change to Trans-Tasman Mutual Recognition Agreement process regarding enhancing cultural competence of Australian-registered occupational therapists registering in Aotearoa.
	Increase and strengthen relationships and partnerships across the responsible authorities to work more collaboratively and cohesively as Tiriti partners.

3. Sustainability

Ngā wāhanga matua Priority areas	Ka inea te angitūtanga mā te Success measured by
OTBNZ is a sustainable and environmentally conscious organisation.	Environmentally sustainable practices are embedded across the organisation.
	Organisational capability and capacity to implement and maintain its TTOW Tiriti strategy is sustained and prioritised.
	OTBNZ makes fiscally prudent decisions regarding use of reserves for key projects, which that will not impact on the viability of the organisation in the future.

4. Innovation

Ngā wāhanga matua Priority areas	Ka inea te angitūtanga mā te Success measured by
Innovate to meet the changing environment for practitioners.	OTBNZ collates and provides evidence-based and practice-based research (including Māori and indigenous research) to the profession or wider as evidence for decision making in changing times.
	OTBNZ utilises its electronic platforms to their full extent to extract data that supports further innovation or develops further applications to the benefit of the profession.
	OTBNZ proactively meets the needs of the profession to fulfil its obligations under legislation in response to COVID-19 or endemic illness in the community.

5. Key stakeholder relationships

Ngā wāhanga matua Priority areas	Ka inea te angitūtanga mā te Success measured by
Develop stronger networks and relationships with key stakeholders.	A range of communication methods are employed to disseminate information, education and resources regarding OTBNZ’s professional scope, competencies and code of ethics that support occupational therapy practice.
	OTBNZ has conducted a thorough stocktake and audit of who our key stakeholders are, including Tangata Whenua groups and organisations. OTBNZ has a clear engagement and communication plan to develop these relationships.
	OTBNZ is invited to key meetings to provide feedback to key decisions affecting the profession.