



Occupational Therapy  
Board of New Zealand

TE POARI WHAKAORA NGANGAHAU O AOTEAROA

FOSTERING FAITH AND CONFIDENCE IN THE PROFESSION

# Te Tiriti Implementation Plan

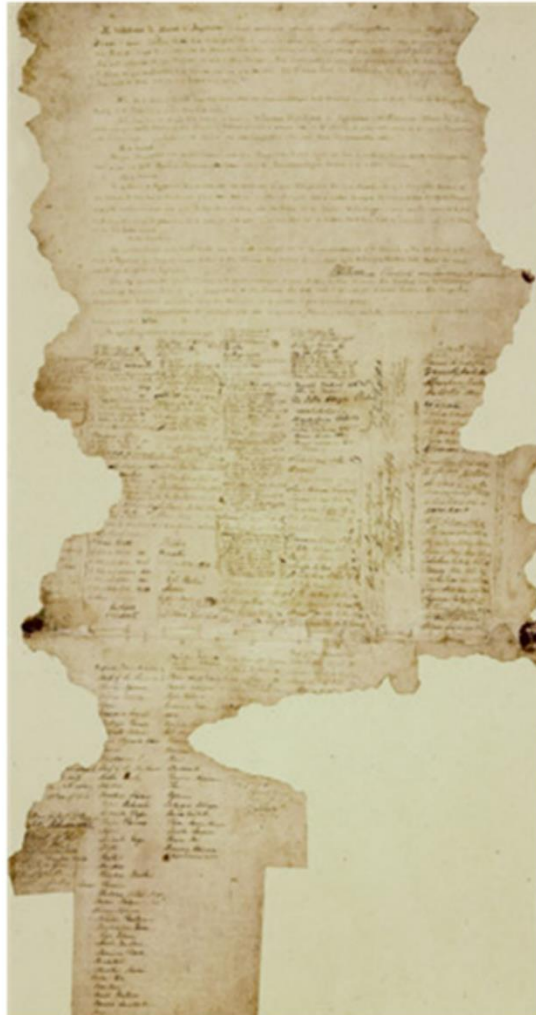
2022-2024

[otboard.org.nz](https://otboard.org.nz)

September 2022

# Te Tiriti Implementation Plan

Te Tiriti Mahere Whakamahinga



**Tēnei te karanga!**

**Tēnei te tangi!**

**Kia tūwhera ngā tātau!**

**I te whei-ao!**

**Ki te ao mārama**

**Tihei mauri ora**

This is the call!

This is the cry!

To open the doorways!

Of the spiritual world!

To the physical world!

Tis the breath of creation

## Contents

<b>Tō mātou tūāoma   Our journey</b> .....	4
<b>Vision</b> .....	6
<b>Mission</b> .....	6
<b>Te Tiriti o Waitangi</b> .....	6
<b>Tangata Tiriti</b> .....	7
<b>Governance</b> .....	8
<b>Values</b> .....	9
Whanaungatanga .....	9
Manaakitanga .....	9
Rangatiratanga .....	9
Kotahitanga .....	9
<b>Reimagining a bicultural future</b> .....	10
<b>What we know</b> .....	10
<b>The challenge</b> .....	11
<b>Ngā whāinga rautaki   Strategic goals</b> .....	13
1. Best practice in regulation .....	13
2. Tiriti-responsive sector leadership .....	15
3. Sustainability .....	18
4. Innovation .....	22
5. Stakeholder relationships .....	24

## 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.

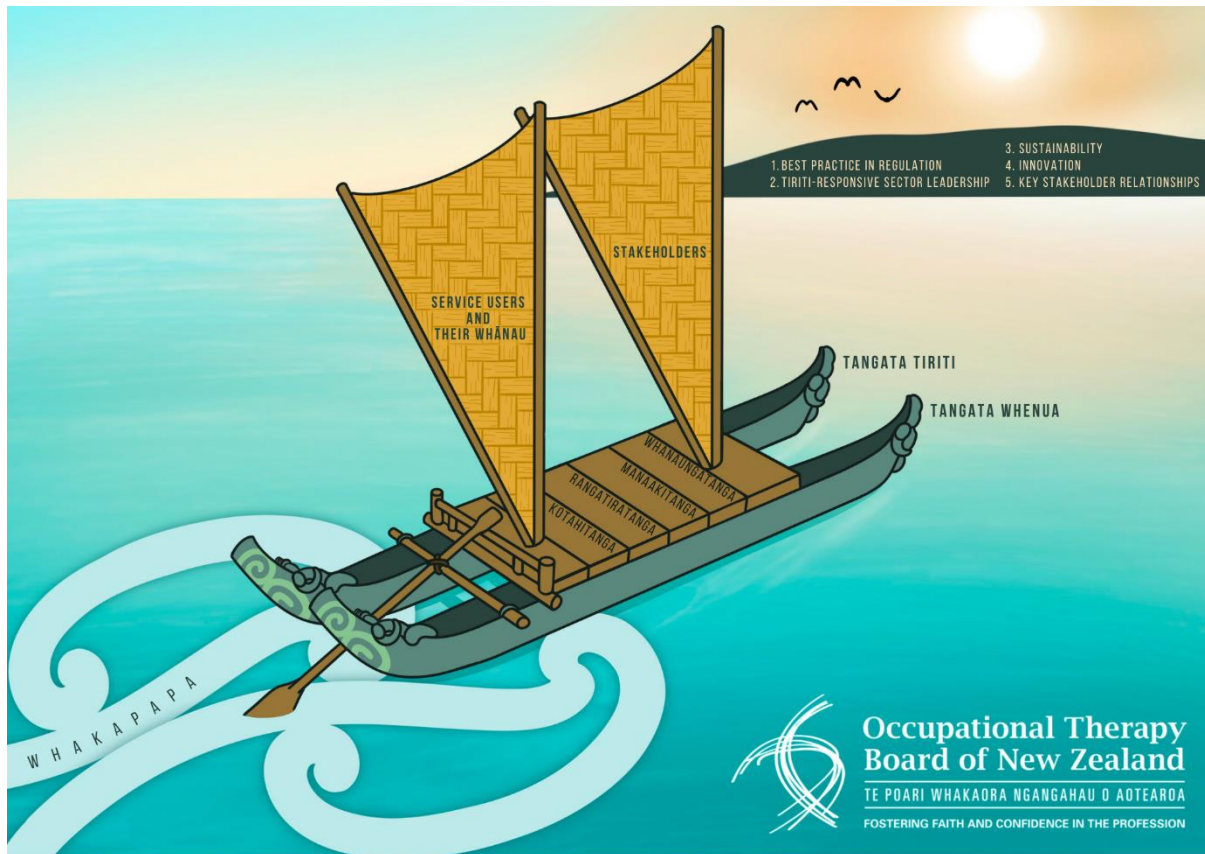
In the North Island alone, approximately 90% of all land was acquired by the Crown unfairly. The dispossession of land, resources and culture through colonisation has resulted in poor health and wellbeing outcomes across the generations for Tangata Whenua. In 2016, Sir Michael Marmot attributed indigenous 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 report<sup>1</sup> 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.

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<sup>1</sup> <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.

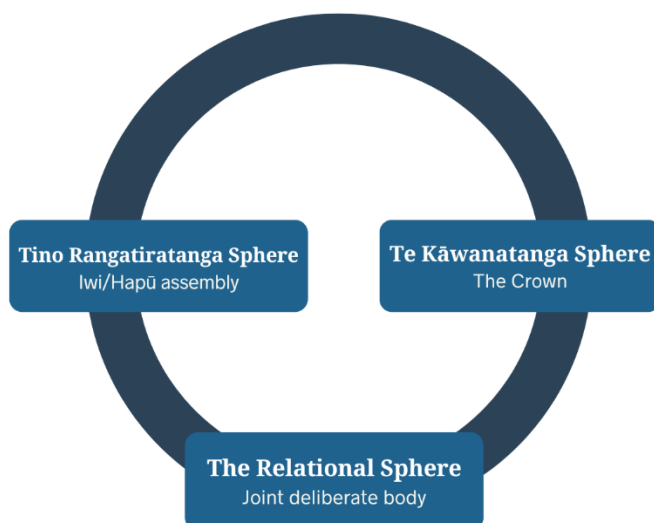
## Governance

### **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.

## Reimagining a bicultural future

This document is underpinned by the OTBNZ Rautaki Mahere | Strategic Plan 2022–2024, the Health Practitioners Competence Assurance Act 2003 (HPCA Act), the cultural audit report for OTBNZ February 2020 – May 2021 and workforce development challenges and recommendations found within Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce Development.

- The strategic plan clearly sets out the intent of OTBNZ’s vision – united and guided by our unique Tiriti relationships in Aotearoa, OTBNZ leads national and international best practice in regulation and occupational therapy practice – and OTBNZ’s mission – ensuring people of Aotearoa receive clinically and culturally safe high-quality occupational therapy services and practice.
- The HPCA Act provides for a mechanism to protect the health and safety of members of the public by ensuring that health practitioners are competent and fit to practise their profession. In 2019, the functions of authorities within the HPCA Act were amended to include section 118i to set standards of clinical competence, cultural competence (including competencies that will enable effective and respectful interactions with Māori) and ethical conduct to be observed by health practitioners of the profession. Under sections 118i, 118ja and 118k, a redefinition of the scope of activity in these areas of legislation would enable OTBNZ to critically impact on practitioner understanding and application of competency 2 in their practice by collaborating with the Association to provide training and development of competent cultural competencies.
- The cultural audit report provides key findings and recommendations to te Poari. The audit also provides some clear indicators of next steps for OTBNZ to consider for 2021–2024 as it informs its longer-term vision. These indicators have been included in this document as goals and outcomes to be achieved by OTBNZ.
- Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce Development (2009) states that “by increasing the number of Māori occupational therapists and the clinical and cultural competencies of practitioners, Tangata whaoira and whanau will benefit from service that reflect their needs, realities and worldviews” and builds on workforce solutional themes of recruitment and retention, best practice and cultural competency. These themes align with those identified in the cultural audit report.

## What we know

According to our 2021 annual report, the total registered number of occupational therapists with OTBNZ was 3,219. Of these, 198 (6.15%) identify as Tangata

Whenua. There has been a gradual increase in the total number of occupational therapy practitioners from 2,708 in 2017 to 3,219 in 2021 (18.87%).

The increase in Tangata Whenua occupational therapy practitioners has been significantly greater than the overall increase (102.04%) from 98 registered practitioners in 2017 to 198 practitioners in 2021. However, this is still not enough to meet any of the priorities of the OTBNZ strategy.

## The challenge

The challenges ahead are shared across the occupational therapy sector. OTBNZ's journey to be a Tiriti-based organisation must mirror a similar journey for practitioners. The map of the journey for practitioners is promoted using the scope of practice, competencies and code of ethics. Together with guidance, resources and advice, this will hopefully create a shift in professional practice, and so meet the requirements of section 118(i) "to set standards of clinical competence, cultural competence (including competencies that will enable effective and respectful interaction with Māori), and ethical conduct to be observed by health practitioners of the profession."

To achieve the requirements of section 118(i), it is essential that OTBNZ builds more robust relationships and partner with Occupational Therapy New Zealand – Whakaora Ngangahau Aotearoa (OTNZ-WNA), the occupational therapy schools and practitioners themselves. It is also essential that OTBNZ establishes a durable relationship with Te Whare Wānanga o Awanuiārangi with the intention of partnering with the wānanga to provide kaupapa Māori-based environment and curriculum for taura (students) of occupational therapy.

In 2020, OTBNZ commissioned a cultural audit of the organisation with the intention of moving to a Tiriti-based organisation. The following quotes come directly from the cultural audit report for OTBNZ and touch on some of the challenges faced by the sector:

- Te Poari is the product of a Statute ... legislatively it sends strong signals regarding our responsibilities to be responsive. (Tangata Whenua Practitioner, Former Board Member)
- You can pretty much guarantee that most Tangata Whenua practitioners aren't members of the association. (Tangata Whenua Board Member)
- To be truly effective with Māori you'd be operating in a way that gave affect to tikanga Māori ... creating the space for Māori to operate in that way. (Tangata Whenua Practitioner)
- People need to internalise the concept of partnership and their personal journeys. They need to understand colonisation and racism at a personal level. (Tangata Tiriti Practitioner)
- Board needs to develop resources, wānanga, hui ... to make the abstract practical. (Tangata Tiriti Occupational Therapist)
- We need to go deeper than biases and understand the belief that's driving it. Practitioners need to identify their own cultural assumptions, biases and cultural superiority. (Tangata Whenua Occupational Therapist)

- People have different motivation – compliance doesn't signal intrinsic motivation and alignment. (Tangata Tiriti Occupational Therapist)
- Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce Development plan identifies the following challenges for Tangata Whenua practitioners and whānau:
- Availability of information – not enough information to draw a confident conclusion of the current state of the interaction between occupational therapy and Tangata whaiora/whānau Māori.
- Māori health disparities – there are significant rates of disability within Tangata Whenua, which indicates a need for occupational therapy in the health and hauora of whānau Māori. Research also shows better outcomes for Tangata Whenua when there is an ethnicity match between Tangata Whenua and kaimahi.
- Māori accessing occupational services – the vast majority of Māori who use occupational therapy services are seeing non-Māori practitioners and are less likely to have access to interventions and services delivered from a Māori world view.
- Recruiting and maintaining a Māori occupational therapy workforce – the challenge for health services is to create culturally sound environments where occupational therapists (and other Māori practitioners) are supported to provide Māori-centred services to Māori clients.
- Opportunities for training in competencies for Māori occupational therapy – “we do know that there is no Māori specific occupational therapy training at a postgraduate level in Aotearoa and have only partial information on the content of undergraduate programmes e.g., training in Treaty of Waitangi and Te Whare Tapa Whā”.
- Māori occupational therapy competency – a Māori practice framework for occupational therapy would provide an anchor for the development of best-practice models and strengthen core cultural competencies while relating to necessary clinical competencies.

## Ngā whāinga rautaki | Strategic goals

### 1. Best practice in regulation

<b>Ngā aronga matua   Priority areas</b>	<b>Deliver best practice in the regulation of the occupational therapy profession.</b>	
<b>Cultural audit next steps 1–3 years</b>	<ul style="list-style-type: none"> <li>• All decisions made consider the impact on Tangata Whenua at both practitioner and consumer interfaces.</li> <li>• OTBNZ has a robust Tiriti relationship Policy that is in alignment with the recommendations of the latest reviews across the health sector.</li> <li>• Minimum cultural competencies are in place for all kaimahi and te Poari.</li> <li>• A clear training and development pathway is in place to grow staff capability.</li> </ul>	
<b>OTBNZ Tiriti implementation plan</b>	<b>Timeframes</b>	<b>Ngā angitutanga   Success measured by</b>
<ol style="list-style-type: none"> <li>1. Complete Tiriti implementation plan.</li> <li>2. Increase the cultural competency and cultural safety capability and capacity within the occupational therapy profession and environments.</li> <li>3. Increase the cultural competency and cultural safety capability and capacity within OTBNZ.</li> </ol>	<b>Quarter 1: 1 April to 30 June 2022</b> <ul style="list-style-type: none"> <li>• Draft Tiriti implementation plan aligns with the new strategic plan and approved by 30 June 2022.</li> <li>• Identify an appropriate tool to review all OTBNZ policies in line with te Tiriti.</li> <li>• Audit and review all policies to align with the principles and values of the strategic plan, Tiriti engagement implementation plan and communication plan for OTBNZ using the review/refresh schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Tiriti engagement implementation plan is completed and embedded in OTBNZ practice over the next 12–18 months.</li> <li>• An appropriate Tiriti tool is identified and/or developed.</li> <li>• The process of reviewing policies against a Tiriti tool has started following the review schedule.</li> </ul>

<p>4. Ensure that competency 2 is understood and reflected in all occupational therapy practice through practitioners' ePortfolios.</p> <p>5. Ensure that competency 2 is a required component of all occupational therapy undergraduate programmes and is evidenced in the accreditation monitoring framework of each provider.</p> <p>6. Review all OTBNZ policies against a Tiriti review tool.</p> <p>7. Identify actions and partners to implement Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce that build on:</p> <ul style="list-style-type: none"> <li>- recruitment and retention</li> <li>- best practice including cultural safety</li> <li>- cultural competency</li> <li>- development strategy actions within scope of OTBNZ.</li> </ul>	<p><b>Quarter 2: 1 July to 30 September 2022</b></p> <ul style="list-style-type: none"> <li>• Review the Tiriti policy against the direction of the new health system.</li> <li>• Review all cultural competency courses available to occupational therapists currently including Te Rito courses 1 to 4, Mauri Ora and HealthCert Learnonline.</li> <li>• Identify the minimum cultural competency requirements for OTBNZ and kaimahi.</li> <li>• Develop a zero-tolerance policy for racism.</li> <li>• Discuss progress of Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce Development strategy regarding cultural competency with OTNZ-WNA and work with Te Rōpū Tohutohu to identify the best cultural competency and cultural safety programmes for the occupational therapy profession.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Tiriti relationship policy is reviewed against the direction of the new health system, is agreed by Te Rōpū Tohutohu and approved by OTBNZ.</li> <li>• Minimum cultural competency requirements for the board and secretariat are identified by Te Rōpū Tohutohu and agreed by OTBNZ.</li> <li>• Zero tolerance policy for racism is developed with Te Rōpū Tohutohu and approved by OTBNZ.</li> <li>• The most appropriate cultural competency is identified and recommended to OTBNZ for approval.</li> <li>• Practitioner cultural competence is reflected in the ePortfolio.</li> <li>• Practitioner competence rates for competency 2 are improving incrementally.</li> <li>• Continued improvement in competency 2 and s118i and s118ja is evidenced in the ePortfolio audits.</li> <li>• Practitioner competence rates are improved incrementally over all competencies.</li> </ul>
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## 2. Tiriti-responsive sector leadership

<b>Ngā aronga matua   Priority areas</b>	<b>Develop and strengthen our commitment to Te Tiriti o Waitangi across the organisation and leadership.</b>	
<b>Cultural audit</b>	<ul style="list-style-type: none"> <li>• OTBNZ has a robust Tiriti relationship policy that is in alignment with the recommendations of the latest reviews across the health sector.</li> <li>• OTBNZ has a proactive strategy to increase and sustain Tangata Whenua representation at OTBNZ level, which includes advocating at both Ministry and ministerial levels.</li> <li>• Minimum cultural competencies are in place for all kaimahi and te Poari.</li> <li>• A tangata whenua advisory group with two representatives on OTBNZ has direct reporting lines to both the CEO and te Poari.</li> <li>• All decisions made consider the impact on Tangata Whenua at both practitioner and consumer interfaces.</li> </ul>	
<b>OTBNZ Tiriti implementation plan</b>	<b>Timeframes</b>	<b>Ngā angitutanga   Success measured by</b>
<ol style="list-style-type: none"> <li>1. Review the current Tiriti relationship policy ensuring that it aligns with the direction of the reforms across the health sector.</li> <li>2. Partner with other responsible authorities to advocate to the Ministry and Minister for equitable representation on responsible authorities.</li> <li>3. Develop and confirm minimum cultural competencies for te Poari and kaimahi.</li> <li>4. Develop a review/cultural audit tool/lens to support equitable and Tiriti-based decision making.</li> </ol>	<p><b>Quarter 1: 1 April to 30 June 2022</b></p> <ul style="list-style-type: none"> <li>• Identify an appropriate Tiriti tool to review OTBNZ policies.</li> <li>• Strengthen the relationship between OTBNZ and Te Rōpū Tohutohu.</li> <li>• Ensure appropriate engagement and consultation processes are used to involve Te Rōpū Tohutohu in proactive advice and decision making.</li> <li>• Develop a review/cultural audit tool/lens to support equitable and Tiriti-based decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• The process of reviewing policies against a Tiriti tool has started following the review schedule.</li> <li>• Te Rōpū Tohutohu feels valued and listened to by the CE and te Poari.</li> <li>• Te Rōpū Tohutohu advice is incorporated into the leadership and decision making of OTBNZ.</li> <li>• Early engagement and consultation with Te Rōpū Tohutohu is evident in the planning of Te Rōpū Tohutohu agendas, and te Poari's decision making is reflective of recommendations made by Te Rōpū Tohutohu.</li> <li>• An appropriate Tiriti tool is identified and/or developed.</li> <li>• Review and implement the monitoring and accreditation standards for occupational therapy programmes to ensure cultural</li> </ul>

<p>5. Ensure that ethnicity data is recorded and collected to ensure better decision making.</p> <p>6. Ensure all Tangata Whenua data adheres to the principles of Māori data sovereignty to guide approaches to the collection, management and use of data, which are:</p> <ul style="list-style-type: none"> <li>- rangatiratanga (authority)</li> <li>- whakapapa (relationships)</li> <li>- whanaungatanga (obligations)</li> <li>- kotahitanga (collective benefit)</li> <li>- manaakitanga (reciprocity)</li> <li>- kaitiakitanga (guardianship).</li> </ul>	<ul style="list-style-type: none"> <li>• Te Rōpū Tohutohu to review the monitoring and accreditation standards for occupational therapy programmes and make recommendations to OTBNZ.</li> </ul>	<p>competence and ethical practice is aspired to, particularly regarding health equity outcomes.</p>
<p>7. Develop a medium to long-term plan to increase the visibility and uptake of the profession amongst Tangata Tiriti and Tangata Whenua consumers accessing occupational therapy services nationally.</p>	<p><b>Quarter 2: 1 July to 30 September 2022</b></p> <ul style="list-style-type: none"> <li>• Ascertain the interest amongst other responsible authorities to advocate for 50/50 representation at governance level.</li> <li>• Discuss strategies with other responsible authorities to address cultural competency deficits through the Trans-Tasman Mutual Recognition Agreement (TTMRA) and implement those actions.</li> <li>• Reach out to the transition unit for future directions regarding ministerial appointments.</li> <li>• Develop and confirm minimum cultural competencies for te Poari and kaimahi.</li> <li>• Discuss progress of Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce Development strategy regarding cultural competency with OTNZ-WNA</li> </ul>	<ul style="list-style-type: none"> <li>• Approaches and lobbying to the Minister of Health results in equitable representation on te Poari.</li> <li>• Increase and strengthen relationships and partnerships across the responsible authorities to work more collaboratively and cohesively as Tiriti partners.</li> <li>• Successful workaround actions are implemented to address cultural competency limitations caused by the TTMRA process.</li> <li>• OTBNZ is kept informed about ministerial appointments.</li> <li>• The most appropriate cultural competency is identified and recommended to OTBNZ.</li> <li>• An appropriate Tiriti tool is identified and/or developed.</li> <li>• A shared plan for culturally appropriate promotion material is made available to Māori platforms and forums in partnership with OTNZ-WNA.</li> <li>• Higher uptake of Tangata Whenua to the occupational therapy profession.</li> <li>• Increased profiling of the profession and its uptake of Māori practitioners as a result of OTBNZ's ability to influence and collaborate within a clearly defined scope of practice.</li> </ul>



	<p>and identify collaborative projects to lift cultural competency practice within the sector to promote occupational therapy as a career pathway for tangata whenua in Māori and kaupapa Māori environments.</p>	
	<p><b>Quarter 3: 1 October to 31 December 2022</b></p> <ul style="list-style-type: none"> <li>• Develop a zero-tolerance policy for racism.</li> <li>• Work with Te Rōpū Tohutohu to identify appropriate Māori data to collect for better decision making.</li> <li>• Ensure that the appropriate processes and governance processes for Māori data collection are followed by OTBNZ when collecting data.</li> </ul>	<ul style="list-style-type: none"> <li>• A zero-tolerance policy for racism is developed with Te Rōpū Tohutohu and approved by OTBNZ.</li> <li>• Appropriate Māori data is collected for better decision making.</li> <li>• Māori data is only collected and used for the purposes of improving the numbers of Māori practitioners and improving whānau Māori experience of occupational therapy services.</li> <li>• Māori data is governed by Te Rōpū Tohutohu.</li> </ul>
	<p><b>Quarter 4: 1 January to 31 March 2023</b></p> <ul style="list-style-type: none"> <li>• Review data collection.</li> </ul>	<ul style="list-style-type: none"> <li>• Datasets offer rich intelligence of Tangata Whenua occupational therapy programme uptake, attrition rates, graduation and employment.</li> </ul>

### 3. Sustainability

<b>Ngā aronga matua   Priority areas</b>	<b>OTBNZ is sustainable and environmentally conscious organisation.</b>	
<b>Cultural audit</b>	<ul style="list-style-type: none"> <li>• OTBNZ has a proactive strategy to increase and sustain Tangata Whenua representation at Board level, which includes advocating at both the Ministry and ministerial levels.</li> <li>• All decisions made consider the impact on Tangata Whenua at both practitioner and consumer interfaces.</li> <li>• Decisions are based on a medium to long-term plan to increase the visibility and uptake of the profession amongst both Tangata Tiriti and Tangata Whenua consumers accessing occupational therapy services nationally.</li> <li>• A workforce development strategy for Tangata Whenua is initiated to train Tangata Whenua on the job as occupational therapists and increase uptake of the profession.</li> <li>• OTBNZ has a robust Tiriti relationship policy that is in alignment with the recommendations of the latest reviews across the health sector.</li> <li>• Minimum cultural competencies are in place for all kaimahi and te Poari.</li> <li>• A clear training and development pathway is in place to grow staff capability.</li> <li>• A targeted recruitment strategy that aligns with OTBNZ’s strategic intent to attract Tangata Whenua into roles is in place.</li> <li>• The organisation identifies how best to increase Tangata Whenua capacity throughout OTBNZ.</li> <li>• The CE position is jointly shared by Tangata Whenua and Tangata Tiriti and reports directly to te Poari.</li> <li>• The tangata Whenua position and CE have equal decision-making power and must agree on decisions made.</li> </ul>	
<b>OTBNZ Tiriti implementation plan</b>	<b>Timeframes</b>	<b>Ngā angitutanga   Success measured by</b>
<p>1. Te reo in the workplace:</p> <ul style="list-style-type: none"> <li>- Continue to provide te reo in the workplace training to all kaimahi.</li> <li>- Ascertain appropriate te reo training for Board members.</li> <li>- Consider labelling workplace areas within the responsible authorities space.</li> </ul>	<p><b>Quarter 1: 1 April to 30 June 2022</b></p> <ul style="list-style-type: none"> <li>• Undertake te reo in the workplace training.</li> <li>• Undertake weekly waiata and karakia practice for kaimahi.</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational capability and capacity to implement and maintain Tiriti strategy is sustained and prioritised.</li> <li>• Te reo in the workplace course undertaken by kaimahi.</li> <li>• Weekly karakia and waiata practice undertaken until all kaimahi are skilled in at least one of each.</li> </ul>

<p>2. Tangata Whenua representation on the accreditation panel when undertaking accreditation and reaccreditation of programmes that lead to registration.</p> <p>3. Identify and appropriately resource translators of te reo Māori.</p>	<ul style="list-style-type: none"> <li>• Pilot, implement and review the roles of tangata Tiriti and Tangata Whenua kaitohutohu ngaio.</li> <li>• Regular wānanga and hui held with key stakeholders including OTNZ-WNA and occupational therapy schools.</li> </ul>	<ul style="list-style-type: none"> <li>• The roles of Tangata Tiriti and Tangata Whenua kaitohutohu ngaio have been piloted, implemented and reviewed for the best model of professional advisor roles in the future.</li> <li>• Robust partnerships with OTNZ-WNA are evidenced in shared workplans and resourcing of workplans to achieve equity for whānau Māori.</li> <li>• Robust partnerships with occupational therapy schools are evidenced in the annual monitoring framework.</li> </ul>
<p>4. Develop medium to long-term plan to increase the visibility and uptake of the profession amongst Tangata Tiriti and Tangata Whenua consumers accessing occupational therapy services nationally.</p> <p>5. Review Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce Development strategy to understand what is in scope for OTBNZ.</p> <p>6. Identify actions and partners to implement Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce that build on:</p> <ul style="list-style-type: none"> <li>- recruitment and retention</li> <li>- best practice including cultural safety</li> <li>- cultural competency</li> <li>- development strategy actions within scope of OTBNZ.</li> </ul>	<p><b>Quarter 2: 1 July to 30 September 2022</b></p> <ul style="list-style-type: none"> <li>• Ascertain the level of cultural competency required by kaimahi and Board members using a recognised tool.</li> <li>• Review all cultural competency courses available to occupational therapists currently including Te Rito courses 1 to 4, Mauri Ora and HealthCert Learningonline.</li> <li>• Discuss progress of Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce Development strategy regarding cultural competency with OTNZ-WNA and identify collaborative projects to lift cultural competency practice within the sector to promote occupational therapy as a career pathway for tangata whenua</li> </ul>	<ul style="list-style-type: none"> <li>• An agreed level of cultural competency is agreed by Te Rōpū Tohutohu and OTBNZ.</li> <li>• The most appropriate cultural competency is identified and recommended to OTBNZ.</li> <li>• Practitioner competence rates for competency 2 are improving incrementally.</li> <li>• Practitioner competence is reflected in their ePortfolio.</li> <li>• Continued improvement in competency 2 and s118i and s118ja is evidenced in the ePortfolio audits.</li> <li>• Robust partnerships with OTNZ-WNA are evidenced in shared workplans and resourcing of workplans to achieve equity for whānau Māori</li> <li>• Culturally appropriate promotion material is made available to Māori platforms and forums to promote occupational therapy as a profession.</li> <li>• Increased profiling of the profession and its uptake of Māori practitioners as a result of</li> </ul>

<p>7. Commitment to Tangata Whenua recruitment.</p> <p>8. Evaluate the most appropriate leadership structure for OTBNZ.</p> <p>9. Increase the cultural competency and culture safety capability and capacity within the occupational therapy profession and environments.</p>	<p>in Māori and kaupapa Māori environments.</p> <ul style="list-style-type: none"> <li>• Identify the minimum cultural competency requirements for te Poari and kaimahi.</li> <li>• Work with Te Rōpū Tohutohu to identify and appropriately resource translators of te reo Māori.</li> <li>• Ensure that OTBNZ recruitment policies reflect commitment to Tangata Whenua recruitment.</li> </ul>	<p>OTBNZ ability to influence and collaborate within a clearly defined scope.</p> <ul style="list-style-type: none"> <li>• Higher uptake of Tangata Whenua to occupational therapy services.</li> <li>• Organisational capability and capacity to implement and maintain OTBNZ’s Tiriti strategy is sustained and prioritised.</li> <li>• OTBNZ has an appropriately resourced and Te Rōpū Tohutohu approved translator of te reo Māori.</li> <li>• OTBNZ recruitment policies and recruitment processes result in the recruitment of Tangata Whenua to the secretariat roles.</li> </ul>
	<p><b>Quarter 3: 1 October to 31 December 2022</b></p> <ul style="list-style-type: none"> <li>• Identify and offer online te reo course for te Poari.</li> <li>• Begin consultation process for accreditation panels and reaccreditation programme panels to have Tangata Whenua representation.</li> <li>• Review and evaluate the most appropriate leadership structure for OTBNZ.</li> </ul>	<ul style="list-style-type: none"> <li>• Online te reo courses identified and offered to te Poari.</li> <li>• Consultation regarding accreditation and reaccreditation programme panels have begun with the schools, NZQA and Te Pūkenga.</li> <li>• The most appropriate and future-proof structure for OTBNZ has been identified with recruitment occurring through attrition.</li> </ul>
	<p><b>Quarter 4: 1 January to 31 March 2023</b></p> <ul style="list-style-type: none"> <li>• Accreditation panels and reaccreditation programme panels include at least one Tangata Whenua member of the panel.</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation panels and reaccreditation programme panels have Tangata Whenua representation.</li> <li>• Tangata Whenua accreditation panel member confirmed and contracted to OTBNZ.</li> <li>• OTBNZ has a robust succession plan for future roles.</li> </ul>

	<ul style="list-style-type: none"><li>• Undertake an expression of interest process for tangata Whenua representation on the accreditation panel and reaccreditation of programmes panels.</li><li>• Develop a succession plan for te Poari.</li></ul>	
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#### 4. Innovation

<b>Ngā aronga matua   Priority areas</b>	<b>Innovate to meet the changing environment for practitioners.</b>	
<b>Cultural audit</b>	<ul style="list-style-type: none"> <li>• A workforce development strategy for Tangata Whenua is initiated to train Tangata Whenua on the job as occupational therapists and increase uptake of the profession.</li> </ul>	
<b>OTBNZ Tiriti implementation plan</b>	<b>Timeframes</b>	<b>Ngā angitutanga   Success measured by</b>
<ol style="list-style-type: none"> <li>1. Support the profession by developing cultural safety and competence standards.</li> <li>2. Research best options in the delivery of education on culture and racism.</li> <li>3. Ensure that the undergraduate programmes are addressing cultural competence identified in the accreditation standards and monitoring reports.</li> <li>4. Develop communication resources targeting Tangata Whenua.</li> <li>5. Progress discussions with Te Whare Wānanga o Te Awanuiārangi to develop an undergraduate programme for occupational therapy.</li> </ol>	<b>Quarter 1: 1 April to 30 June 2022</b>	
	<b>Quarter 2: 1 July to 30 September 2022</b> <ul style="list-style-type: none"> <li>• Review all cultural competency courses available to occupational therapists currently including Te Rito courses 1 to 4, Mauri Ora, HealthCert learnonline.</li> <li>• Develop guidance and standards with Te Rōpū Tohutohu and OTNZ-WNA that identify evidence-based cultural safety and cultural standards for the profession.</li> <li>• Ensure that all occupational therapy programmes reflect competency 2</li> </ul>	<ul style="list-style-type: none"> <li>• The most appropriate cultural competency is identified and recommended to OTBNZ.</li> <li>• OTBNZ collates and provides evidence and practice-based research (including Māori and indigenous research) to the profession or wider as evidence for decision making in changing times.</li> <li>• All occupational therapy curriculums reflect competency 2.</li> </ul>
	<b>Quarter 3: 1 October to 31 December 2022</b> <ul style="list-style-type: none"> <li>• Work with Te Rōpū Tohutohu to identify the best cultural competency and cultural safety programmes for the occupational therapy profession.</li> <li>• Discuss progress of Te Umanga Whakaora Accelerated Māori</li> </ul>	<ul style="list-style-type: none"> <li>• The most appropriate cultural competency is identified and recommended to OTBNZ.</li> <li>• Practitioner competence rates for competency 2 are improving incrementally.</li> <li>• Higher uptake of Tangata Whenua to occupational therapy services.</li> </ul>

<p>6. Identify Māori occupational therapy gaps in research and seek funding to progress the research.</p> <p>7. Partner with OTNZ-WNA to progress identified research together.</p>	<p>Occupational Therapy Workforce Development strategy regarding cultural competency with OTNZ-WNA and identify collaborative projects to lift the promotion of occupational therapy as a profession to Tangata Whenua, increase best practice and increase the cultural competency practice within the profession.</p>	<ul style="list-style-type: none"> <li>• Continued improvement in competency 2 and s118i and s118ja is evidenced in the ePortfolio Audits.</li> <li>• Culturally appropriate promotion material is made available to Māori platforms and forums to promote occupational therapy as a profession.</li> <li>• Increased profiling of the profession and its uptake of Māori practitioners as a result of OTBNZ ability to influence and collaborate within a clearly defined scope.</li> </ul>
<p>8. Identify actions and partners to implement Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce that build on:</p> <ul style="list-style-type: none"> <li>- recruitment and retention</li> <li>- best practice including cultural safety</li> <li>- cultural competency</li> <li>- development strategy actions within scope of OTBNZ.</li> </ul>	<p><b>Quarter 4: 1 January to 30 March 2023</b></p> <ul style="list-style-type: none"> <li>• Ensure that the undergraduate programmes are addressing cultural competence identified in the accreditation standards and monitoring reports.</li> <li>• Work with Te Rōpū Tohutohu to develop research based on whānau Māori needs from occupational therapy practitioners.</li> <li>• Work with Te Tumu Whakarae (CEO) to identify budget requirements.</li> <li>• Review all competencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Te Rōpū Tohutohu regularly inputs into the accreditation standards and monitoring framework of the occupational therapy schools.</li> <li>• A research project working with whānau Māori needs and wants has been identified and funding made available to progress the research.</li> <li>• Research budget has been identified and approved by te Poari.</li> <li>• All competencies have been reviewed.</li> </ul>

## 5. Stakeholder relationships

<b>Ngā aronga matua   Priority areas</b>	<b>Develop stronger networks and relationships with key stakeholders</b>	
<b>Cultural audit</b>	<ul style="list-style-type: none"> <li>• OTBNZ has a proactive strategy to increase and sustain Tangata Whenua representation at OTBNZ level, which includes advocating at both the Ministry and ministerial levels.</li> <li>• A tangata whenua advisory group with two representatives on te Poari has direct reporting lines to both the CE/Registrar and te Poari.</li> <li>• Decisions are based on a medium to long-term plan to increase the visibility and uptake of the profession amongst Tangata Tiriti and Tangata Whenua consumers accessing occupational therapy services nationally.</li> <li>• OTBNZ has a robust Tiriti relationship policy that is in alignment with the recommendations of the latest reviews across the health sector.</li> </ul>	
<b>OTBNZ Tiriti implementation plan</b>	<b>Timeframes</b>	<b>Ngā angitutanga   Success measured by</b>
<ol style="list-style-type: none"> <li>1. Build robust and enduring partnerships with OTNZ-WNA based on shared aspirations to support and grow the occupational therapy sector.</li> <li>2. Create environments to engage with occupational therapy practitioners regionally and quarterly in partnership with OTNZ-WNA.</li> <li>3. Continue to build on the partnership with Te Whare Wānanga o Te Awanuiārangi to deliver a kaupapa Māori-based occupational therapy programme targeted towards Tangata Whenua.</li> </ol>	<p><b>Quarter 1: 1 April to 30 June 2022</b></p> <ul style="list-style-type: none"> <li>• As often as possible, include OTNZ-WNA in te Tiriti journey, including pōwhiri and cultural competency opportunities.</li> <li>• Develop an electronic list of iwi and marae within the Wellington area.</li> <li>• Identify a marae within the Wellington area to build a relationship with.</li> <li>• Hold a pōwhiri for OTBNZ, Te Rōpū Tohutohu and key stakeholders.</li> <li>• Quarterly wānanga and hui held with key stakeholders including</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous timeframe.</li> <li>• OTBNZ has strong and enduring networks with te ao Māori.</li> <li>• Key stakeholders see themselves as part of te Tiriti journey for OTBNZ.</li> </ul>



<p>4. Stocktake of greater Wellington regional iwi and marae.</p>	<p>OTNZ-WNA, occupational therapy schools and practitioners.</p>	
<p>5. Develop opportunities to meet with tangata Whenua within the greater Wellington region and beyond through cultural competency training and whakawhanaungatanga.</p> <p>6. Identify appropriate partners to develop tangata whenua-facing communications strategies.</p> <p>Work with OTNZ-WNA to develop promotional material targeting Tangata Whenua rangatahi and Tangata Whenua returning to the workforce</p> <p>7. Identify and recruit tikanga advisor tāne and wāhine.</p>	<p><b>Quarter 2: 1 July to 30 September 2022</b></p> <ul style="list-style-type: none"> <li>• Work with OTNZ-WNA to develop and promote occupational therapy as a career pathway for tangata whenua in Māori and kaupapa Māori environments.</li> <li>• Work with OTNZ-WNA to stocktake progress against Te Umanga Whakaora Accelerated Māori Occupational Therapy Workforce Development strategy to identify collaborative projects to achieve increased engagement of Tangata Whenua within the sector.</li> <li>• Review the cultural advisor role against Te Rōpū Tohutohu terms of reference and te Kaitohutohu Ngaio tangata whenua job description to ascertain the gap for te Tumu Whakarae and Te Tari.</li> <li>• Expression of interest for tikanga advisor tāne and wāhine.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders are taken on te Tiriti journey with OTBNZ.</li> <li>• Culturally appropriate promotion material is made available to Māori platforms and forums.</li> <li>• Higher uptake of Tangata Whenua to the occupational therapy profession.</li> <li>• A shared plan to achieve occupational workforce goals is approved by Te Rōpū Tohutohu and OTBNZ.</li> <li>• The gaps in cultural advice and tikanga have been identified in a systematic review of current cultural advice available within OTBNZ.</li> <li>• Gaps in tikanga advice are identified and an expression of interest is developed to recruit for additional tikanga support.</li> </ul>

	<p><b>Quarter 3: 1 October to 31 December 2022</b></p> <ul style="list-style-type: none"> <li>• Develop relationship with mana Whenua.</li> <li>• Te Rōpū Tohutohu to wānanga with Tangata Whenua occupational therapists quarterly.</li> <li>• Work with te Tumu Whakarae (CE) to identify the required budget.</li> </ul>	<ul style="list-style-type: none"> <li>• OTBNZ has begun the process of developing a relationship with Te Āti Awa and Ngāti Toa mana Whenua.</li> <li>• Quarterly wānanga hosted by Te Rōpū Tohutohu are well attended by Tangata Whenua occupational therapists.</li> <li>• Budget has been identified and approved by te Poari.</li> </ul>
	<p><b>Quarter 4: 1 January to 31 March 2023</b></p> <ul style="list-style-type: none"> <li>• Work with OTBNZ and Te Rōpū Tohutohu to provide a summit for the profession.</li> <li>• Review progress on Tiriti implementation plan and see what is left to do and who can do it.</li> </ul>	<ul style="list-style-type: none"> <li>• The summit is well promoted to the profession and well attended by both Tangata Whenua and Tangata Tiriti occupational therapists.</li> </ul>