

STRATEGIC PLAN



VISION

Toitū te oraŋa o te whenua,
toitū te oraŋa o te whānau



MISSION

Accelerating equity in hauora
through data insights that strengthen
rangatiratanga decisions and actions

2026
2029

PRIORITY 1

Empowering whānau, hapū, iwi and marae
to lead their own health outcomes

By 2028, Te Mātuku has co-designed and activated at least three iwi/hapū/marae-led health initiatives with dedicated resourcing, decision-making authority, and impactful communications.

PRIORITY 2

Establish a Te Mātuku
regional data hub

By 2028, Te Mātuku has established a regional data hub that provides data resource and insights to drive more equitable investment into the local health system, enabling a stronger commitment to Te Tiriti o Waitangi.

PRIORITY 3

Addressing systemic
inequities in health

By 2028, Te Mātuku has identified the top three systemic inequities affecting our whānau, implemented targeted interventions, and demonstrated measurable progress in at least two of those areas.

PRIORITY 4

Strengthening partnership
and monitoring accountability

By 2028, Te Mātuku has formalised partnerships with key health sector and iwi entities that include clear accountability mechanisms, mutual obligations, and whānau-centred outcomes.

PRIORITY 5

Ensuring sustainable and future-
focused Māori health governance

By 2028, Te Mātuku operates with a sustainable funding model, a skilled and succession-ready governance team, with a clear 10-year vision for Māori health leadership in the Te Ranga Tupua rohe.

KEY ACTIONS

- 1.1 Lead regional IMPB oral health kaupapa, coordinating stakeholders for meaningful outcomes
- 1.2 Map local health and wellbeing system including gaps, inequities, and local treaty settlement influence
- 1.3 Create a shared health data resource for regional iwi and health leadership through a Te Mātuku regional data hub
- 1.4 Develop and implement a targeted communications strategy that incorporates all five priority areas

KPIs

- ▶ 3 initiatives activated by 2028
- ▶ Measurable improvement in oral health access/outcomes for Māori is reported annually

KEY ACTIONS

- 2.1 Establish a Te Mātuku regional data hub as a centre of data excellence
- 2.2 Produce insights that inspire local health leadership to act, with intention and impact
- 2.3 Support the implementation of the three year strategic plan through data intelligence

KPIs

- ▶ Te Mātuku regional data hub established by 2027
- ▶ Crown responsiveness to Te Tiriti incorporated into the data insights and reports surfaced by 2027

KEY ACTIONS

- 3.1 Conduct health equity analysis through a second version of the community health plan, underpinned by quality data and whānau voice
- 3.2 Advocate to funders and commissioners for equity-adjusted resource allocation
- 3.3 Identify three health inequities and engage Māori health leadership in collective action to address them
- 3.4 Engage regularly with whānau across Te Ranga Tupua to inform hauora priorities through lived experience in the local health system

KPIs

- ▶ Three inequities identified and interventions activated with measurable progress in at least 2 areas by June 2028
- ▶ Health equity analysis completed using local data, and whānau voice on a biennial review cycle
- ▶ Approved communication and engagement plan by June 2026

KEY ACTIONS

- 4.1 From KA1.2 identify partnerships to formalise ensuring up to five are signed by 2028
- 4.2 Establish a relationship matrix tool that drives meaningful, well-managed partnerships
- 4.3 Establish strategic workforce development partnerships that support the growth of the Māori health workforce
- 4.4 Utilise regular data insights to inform ongoing areas of service and systems improvement that connect into Priority Area 2, and drive healthy relationships or collaborative projects

KPIs

- ▶ Up to 5 partnerships formalised, all with documented accountability mechanisms and mutual obligations including a focus on Māori health workforce growth
- ▶ Relationship matrix tool is live by 2027. All key relationships are rated and bi-annually reviewed
- ▶ Data sharing agreements in place between Te Mātuku and at least 3 prioritised strategic partners by December 2026

KEY ACTIONS

- 5.1 Develop and implement a diversified funding strategy for long-term financial resilience
- 5.2 Implement board succession and development plan, including rangatahi (with tuakana mentor) pathways
- 5.3 Strengthen and align operational systems, policies, and HR practices for a resilient foundation

KPIs

- ▶ Diversified funding model active; succession-ready governance with rangatahi representation by 2028
- ▶ 10-year Māori health leadership vision rationalised by quality data and informed by whānau, guiding the diversified funding strategy
- ▶ Systems and policies reviewed, and HR practices supporting retention, wellbeing and capability development internally established by December 2026



OUR STORY

TE MĀTUKU 2030 — A VISION REALISED SPOKEN FROM THE FUTURE, AS A TRUSTED VOICE OF MĀORI HEALTH LEADERSHIP

We speak to you now from 2030, with confidence and pride in what we have built together across our region.

Te Mātuku stands today as an institution of data excellence. We built it from the ground up, woven from the wisdom of our tūpuna, the voices of our whānau, and a relentless commitment to seeing our people at the centre of every decision we influence.

Te Mātuku is today a sustainable, self-determining entity. Our funding model is diversified. Our relationships are deep and enduring. Our data infrastructure is sophisticated, secure, and entirely in our hands. We are not beholden to the tides of government policy or the uncertainty of any single funding stream. Legislation has changed, it will change again, and we have remained. Because we built for resilience, not dependency.

Across Te Ranga Tupua, we have seen measurable, meaningful shifts in the health outcomes of our whānau. Rates of preventable hospitalisation have dropped significantly as early intervention became the norm rather than the exception. Tamariki are arriving at school healthier and more ready to learn, with childhood nutrition and immunisation rates sitting at their highest levels in a generation. Kaumātua are living longer and with greater independence, supported by care models that were shaped by their own voices. Rates of undiagnosed diabetes and cardiovascular disease have fallen as our data work brought those most at risk into the light, and into holistic care. Mental health and addiction services are reaching whānau earlier, in the right places, in ways that actually work, because we told the system where to look.

These are not coincidences. These are consequences of having the right information, in the right hands, at the right time. Our credibility has been built through consistency, through asking questions the system had never thought to ask, backed by evidence, and through gathering the lived experience of whānau in ways that honoured both their stories and their sovereignty over those stories.

Health leadership across the region now looks to Te Mātuku not just for data, but for the enriched view, the human truth that sits beneath the numbers. We have become a resolute connection between what the data shows and what our people actually experience. Decision makers resource differently now because we showed them clearly, credibly, and without compromise where the inequities lay and what it would cost to ignore them.

Whānau voice is no longer an afterthought in health planning. It is the foundation. We have not only influenced the system, we have built our own. The knowledge systems, the care networks, the deep understanding of our people, these did not begin with us, and they will not end with us. We are custodians of something far older than any organisation, and we carry that responsibility with both humility and determination.

What we have built in this decade is not an endpoint. It is a platform. For our mokopuna. For theirs. For every generation of whānau, hapū, and iwi who deserve a health system that sees them fully, serves them well, and is shaped by their own hands.

NŌ MĀTOU. NŌ Ō MĀTOU URI.
THIS STORY BELONGS TO US. AND TO THOSE WHO COME AFTER US.
TE MĀTUKU. WE ARE HERE TO STAY.

