

Thought Leadership

Te Pae Tata, cultural safety, and leading change across the system.



With apologies to our international Alumni, we are going to focus this issue on the changes that are playing out in the health and disability sector in Aotearoa New Zealand. Following on from the passage of the Pae Ora (Healthy Futures) Act 2022 and the interim government policy statement on Health, Te Whatu Ora Health New Zealand released the interim Health Plan, Te Pae Tata. In this issue we summarise the key focus of Te Pae Tata and call out to areas for leaders to be thinking about going forward.

Te Pae Tata (The interim Health Plan)

Te Whatu Ora released the interim Health Plan, Te Pae Tata, which provides a road map for the next two years for the health and disability sector in Aotearoa. The 110-page document explains how Te Whatu Ora plans to progress the five key shifts of the Interim Government Policy Statement on Health. Te Pae Tata is broken into five sections focusing on:

- People and whanau being at the heart of health;
- The priorities for improving health outcomes and equity;
- How the system will work differently by becoming a unified, smarter, sustainable, and equity-led health system;
- An overview of the impacts on priority populations;
- The evolving performance.

Te Pae Tata does a lot of heavy lifting around expectation management, priority setting, and setting up the performance monitoring systems for the new entity.

Deloitte's health practice has synthesised the overall strategy into a handy 2-page slate for your reference. This is a handy summary tool for you and your teams to understand the broad shifts and supporting strategies that will be playing out across the health and disability sector over the next two years. The transition to a new way of working is anchored in cultural safety and leading change, both of which we explore below. [Access the summary document here.](#)

Cultural Safety

The Pae Ora (Healthy Futures) Bill 2022 places equitable outcomes for Māori and other population groups at the centre of the health and disability sector. This is reflected in the legislation's commitment to Te Tiriti o Waitangi, the health sector principles, and the supporting institutional and co-governance arrangements. It involves changing the way the system functions to address bias and discrimination, balancing leadership between the Crown and Māori communities, sharing decision-making and resources, and making the whole health system accountable for Māori health equity.

As the system focuses on Māori health equity, it can leave some people asking what does this change mean for me? The answer lies in part, in cultural safety – learning how to be the best partner to Te Tiriti o Waitangi. This could include learning Te Reo, attending a Noho Marae experience, or simply learning how to pronounce Māori and Pacifica names correctly. As leaders, the key is remembering to help bridge the gap from the current state to the future state by helping to manage the anxiety of the cultural change.

Leading the Change

The tools and skills from the Change Collaborative are now more relevant than ever as Te Whatu Ora evolves from more than 20 separate entities into a coherent whole. This transition will take the better part of the next decade, with gains being made incrementally over the next several years. A large part of the Change Collaborative is equipping leaders with tools to lead change, regardless of which health system you work in, all of which are relevant to support your teams as the change plays out.

Deloitte’s Hourua Pae Rau (Māori Practice) have developed a model of change that incorporates a Te Ao Māori lense. Ngā Huringa o te Tai, or Tides of Change, describe change using the metaphor of the incoming and outgoing tide as it moves through Tai Ope, Tai Roa, and Tai nui (which reflects the three stages of change). We have introduced Ngā Huringa o te Tai to some of the team at Te Whatu Ora where it was positively received.

Deloitte’s Pasifika Practice, Pās Peau, is experienced at working with the health sector on co-design, implementation, and evaluation of programmes to ensure better results for the Pasifika community. Both Hourua Pae Rau and Pas Peau are available to help you and your teams as you think through how to ensure equitable outcomes for those populations.

In addition to the introduction of new tools which broaden our understanding of change, we want to remind you of the “oldies but goodies,” our top tools for leading change. As a leader, you can’t go wrong with the *Ladder of Inference* and the *Change Adoption Curve* when thinking about how people respond to change. These tools will help you think about how to intentionally manage change with your team.



Word cloud from Te Pae Tata - The Interim Health Plan for Aotearoa New Zealand.



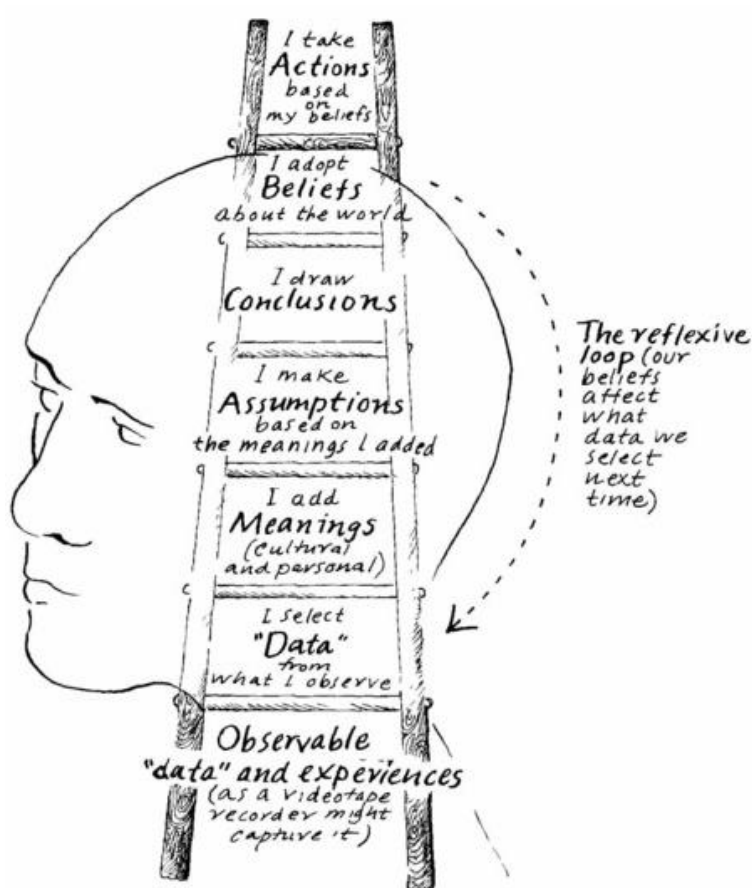
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Appendix

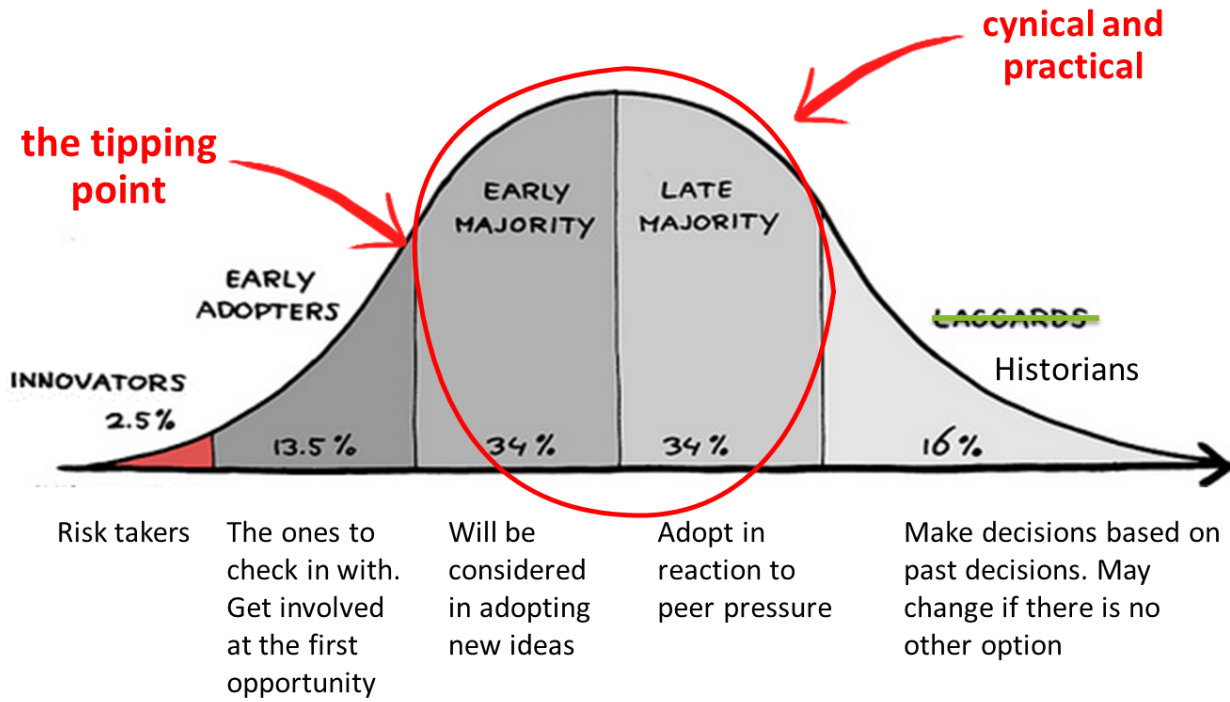
Ladder of Inference

We live in a world of self-generating beliefs which remain largely untested. We adopt those beliefs because they are based on conclusions, which are inferred from what we observe, plus our past experience. Our ability to achieve the results we truly desire is eroded by our feelings that:

- Our beliefs are the truth.
- The truth is obvious.
- Our beliefs are based on real data.
- The data we select are the real data.



Change Adoption Curve



Adoption is context specific
Can relate to individuals as well as departments and organisations