



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

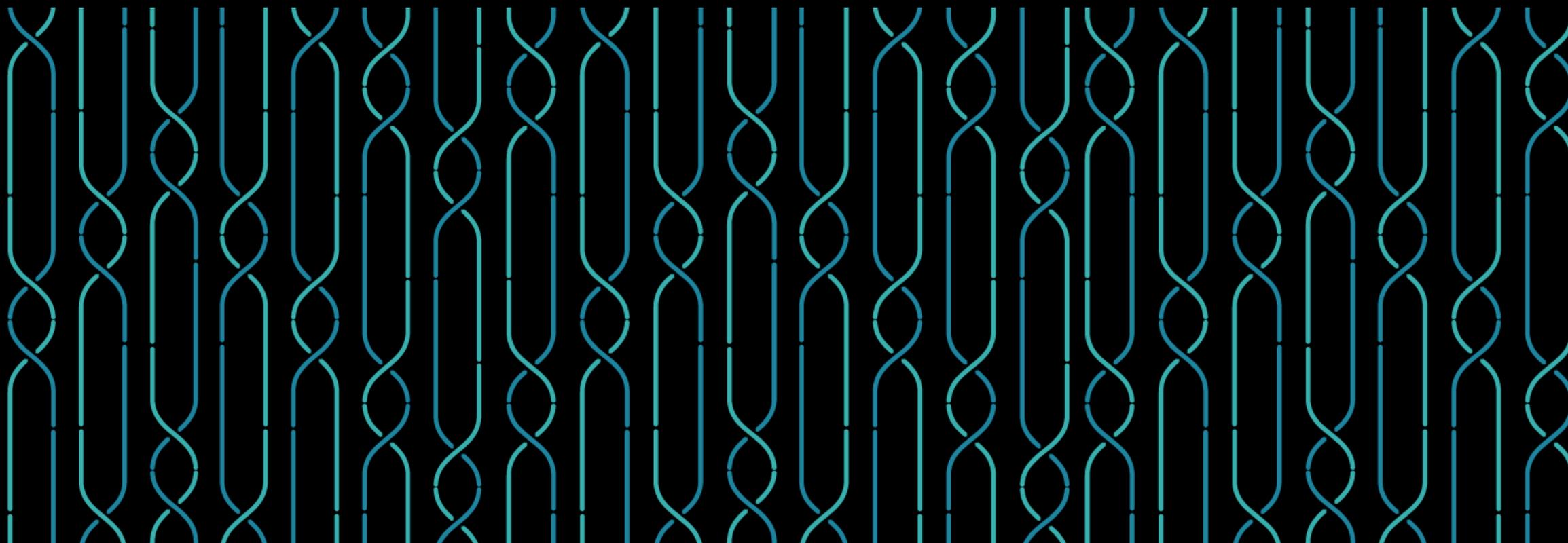


**MANATŪ  
HAUORA**

MINISTRY OF HEALTH

# Te Pou Hauora Tūmatanui | The Public Health Agency

Pou Whirinaki | Strategic Intent and High-level Operating Model design



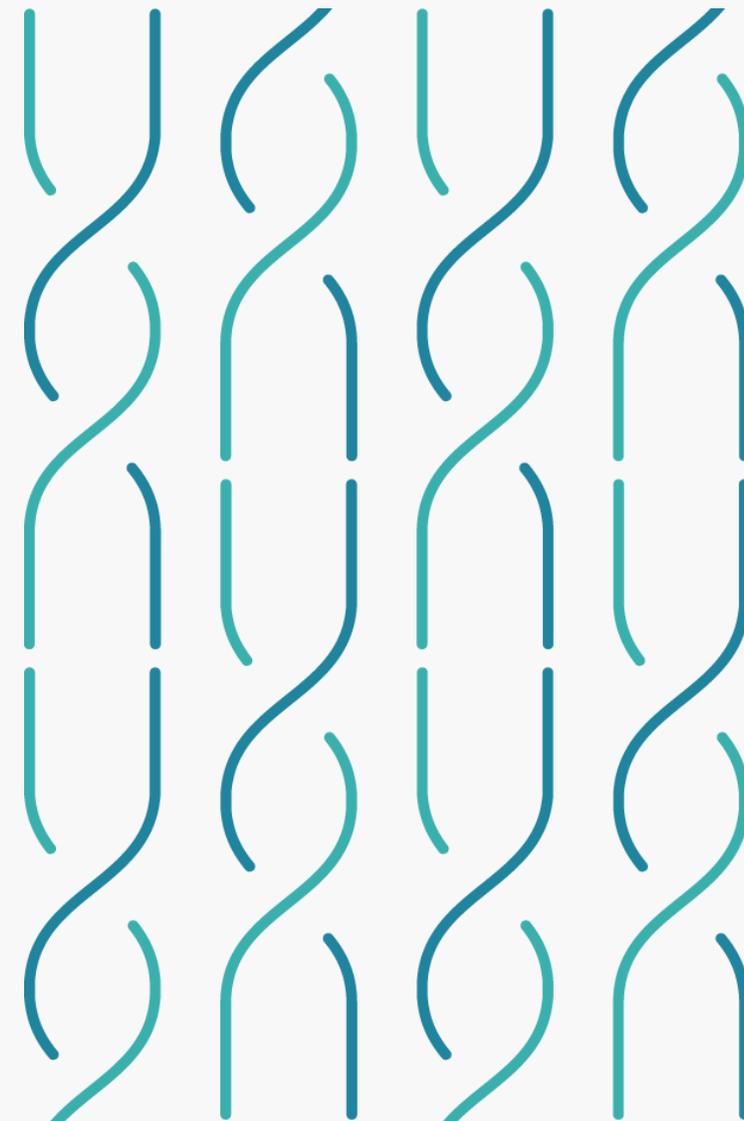
# Whakataukī

**Mā te mahi tahi o ngā whenu,  
mā te mahi tahi o ngā kairaranga,  
ka oti tēnei kākahu**

*By weaving together the threads  
and by the collective efforts of  
the weavers, this cloak will be  
completed*

To be successful, the Public Health Agency (PHA) needs to weave together multiple relationships, strategies and plans. The uniqueness and strength of each are not lost in the weaving, but form part of the overall cloak. There is no one single weaver, but a large team across many groups and agencies, who need to co-operate and work together.

This whakataukī is slightly modified from the whakatauākī of Kukupa Tirikatene. This senior Ngāi Tahu kaumātua referenced a whāriki, a mat, rather than a kākahu, a cloak. We have used the image of the cloak because we have been inspired by the imagery of *Whakamaua* and want to connect our Pou Whirinaki with the aspirations of that plan and *He Korowai Oranga*.



# Purpose

This document provides key guidance required to establish the PHA within the future Ministry of Health. Literally meaning *pillar of support*, *Pou Whirinaki* acknowledges this document as a supporting foundation for the establishment of the PHA.

Pou Whirinaki is divided into the following sections:

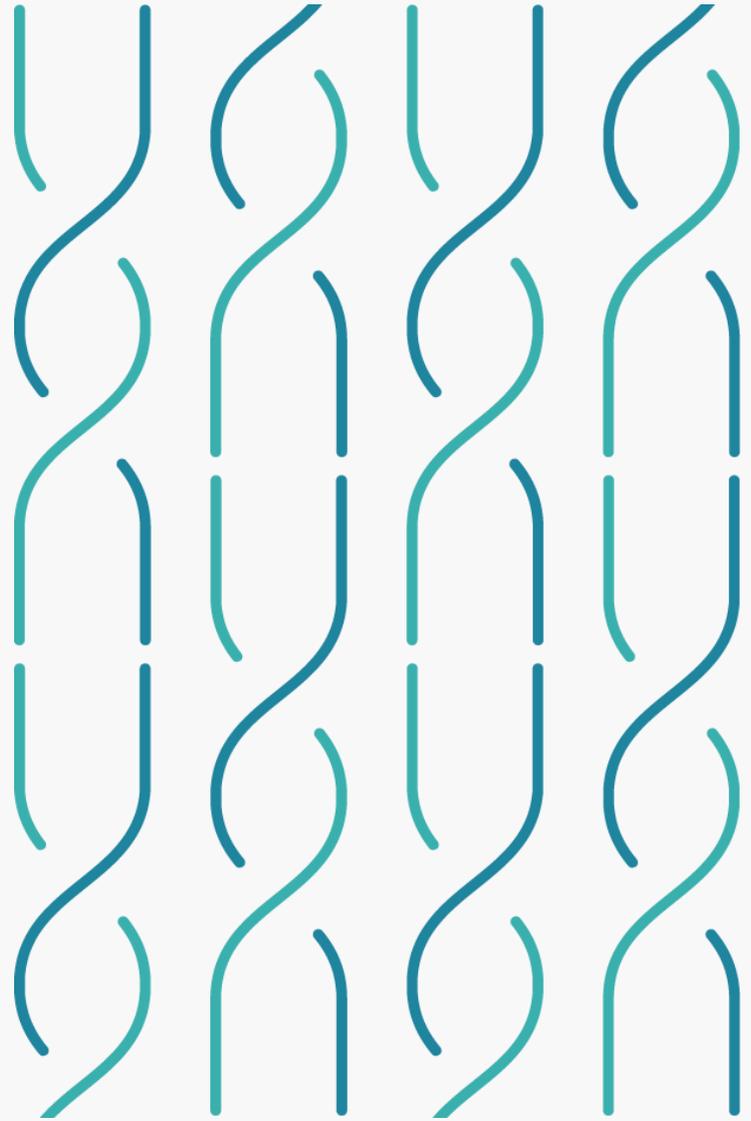
## Strategic Intent

The PHA's strategic direction and outcomes the agency needs to achieve.

## Operating model design

A high-level description of the PHA's operational elements, including core functions.

Pou Whirinaki links the PHA's strategic intent and operating model design to the intent of the health and disability system reform and vision for the health system in Aotearoa, that meaningfully achieves pae ora/healthy futures for all.



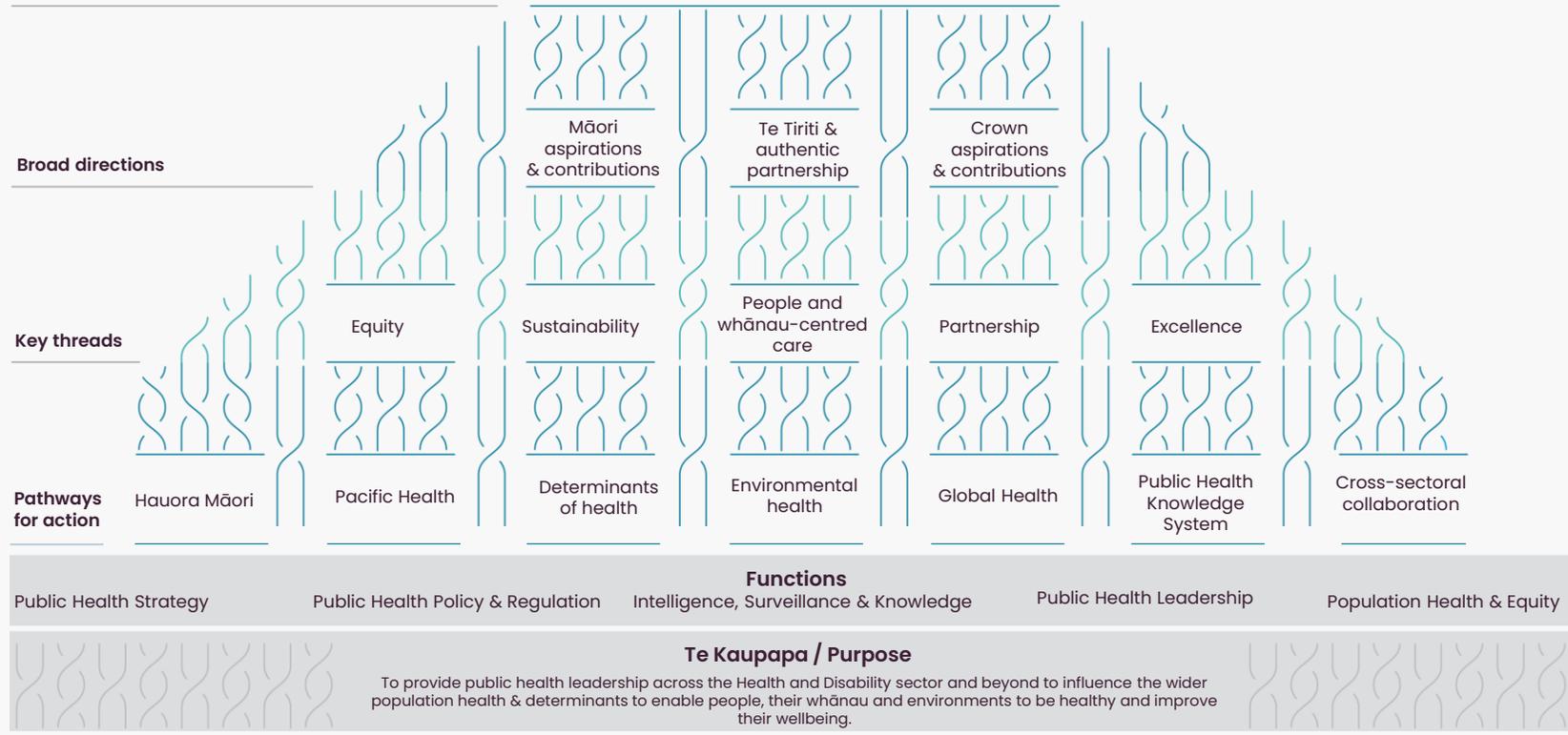
# Strategic Intent of the Public Health Agency



## Pae Ora Healthy futures for all

People, their whānau and communities are enabled and supported in achieving their health and wellbeing aspirations, and equitable health outcomes.

### Te Pae Tāwhiti / Vision



# Purpose of the Public Health Agency

The PHA will be established as a distinct, branded business unit within the Ministry of Health to provide system leadership for public health and advise the Director-General and the Minister of Health and Associates on public health matters.



## Te Tiriti o Waitangi

The PHA will align with the Ministry of Health who is the kaitiaki ensuring the Health and Disability sector fulfils the special relationship between Māori and the Crown under te Tiriti o Waitangi.



## Lead Key Functions

The PHA will lead all public health and population health strategy, policy, regulatory, intelligence, surveillance, knowledge and monitoring functions. The PHA will also specify public health promotion, prevention and protection programmes to be commissioned and delivered by the MHA and Health NZ.



## Cross-Sectorial Collaboration

The PHA will advocate for population health approaches across government agencies and sectors outside of health that have a direct influence over determinants of health and facilitate collaborative and joined-up action.



## Strategic & Policy Framework

The PHA will establish a public health strategy and policy framework which will influence future National Health Plans.



## Prioritise Equity

The PHA will prioritise equity within all programmes and activities for Māori, Pacific peoples, disabled peoples, and other population groups that continue to experience inequitable health outcomes.



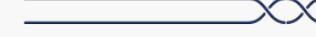
## Public Health Leadership

The PHA will embrace and enable leadership on public health matters from across the sector and communities. The Director of Public Health will be based in the PHA and will also provide direct leadership to the NPHS.



## Public Health Advisory Committee

The PHA will support the new expert advisory committee on public health, established as a Ministerial Advisory Committee to provide independent advice to the Minister of Health, the PHA and Health NZ.

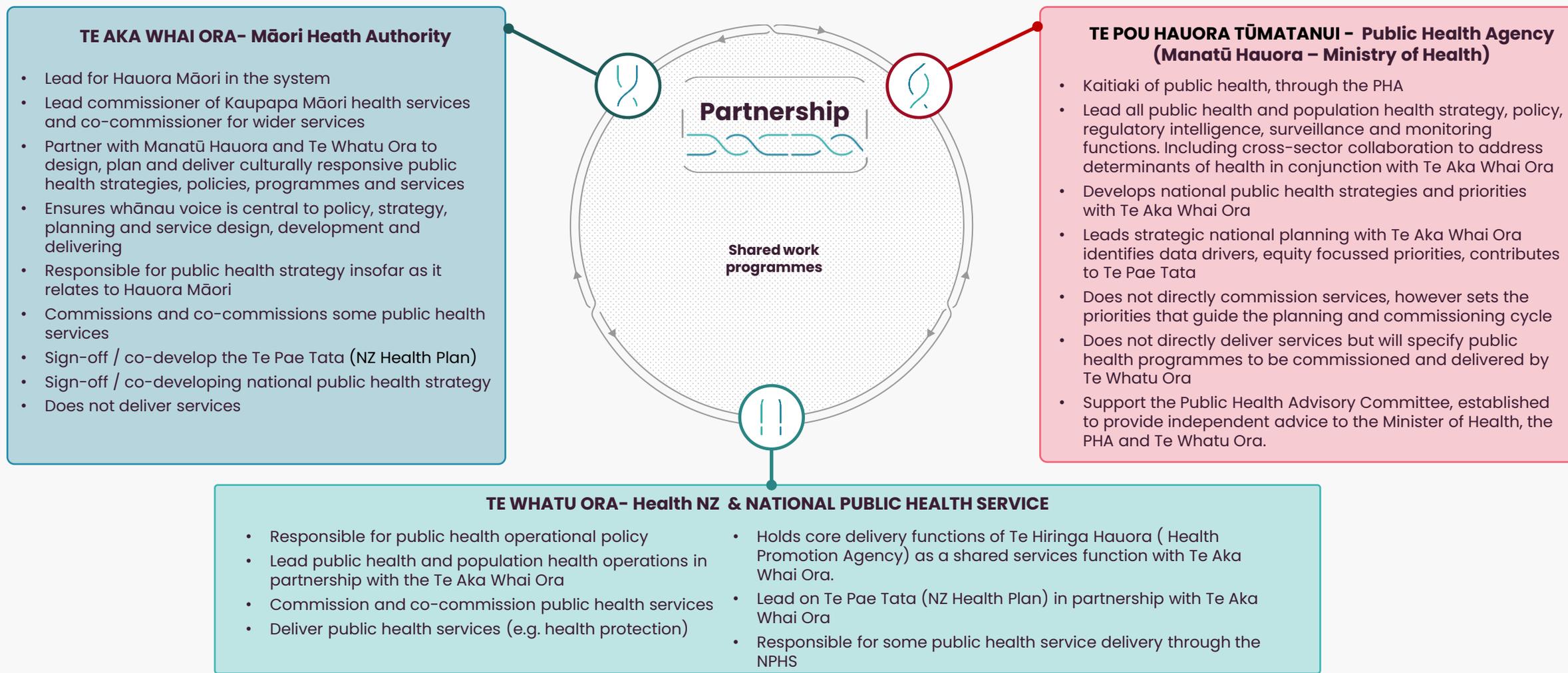


## Better Connect Science & Health

The PHA will strengthen links between science, public health and policy particularly in relation to surveillance and the role of laboratories through an effective, fit-for-purpose and sustainable Public Health Knowledge and Surveillance System.



# The PHA in the Reformed Public Health System



# Te Tiriti o Waitangi

The PHA will support the Ministry in its responsibility as kaitiaki in ensuring the Health and Disability sector fulfils the special relationship between Māori and the Crown under te Tiriti o Waitangi.

Meeting our responsibilities by being an authentic Tiriti partner is necessary if we are to realise the overall aim of Pae Ora under *He Korowai Oranga* and accelerate equity for Māori to achieve equitable outcomes for the system as a whole. Meeting our obligations under the articles of te Tiriti underpins Whakamaua and responds to the findings of Wai 2575

## Applying the Articles and Principles of Te Tiriti o Waitangi

PRINCIPLES	TE TIRITI ARTICLES			
	Article I – Kāwanatanga	Article II – Tino Rangatiratanga	Article III – Ōritetanga	Ritenga Māori Declaration
Tino Rangatiratanga	Workforce and workforce progression strategy that guides Māori capability and capacity building in public and population health	Facilitate iwi and kaupapa Māori leadership in public and population health	Ensure iwi and kaupapa Māori overview of design and monitoring of equity outcomes	Strategic Tiriti partners will be invited to regularly review the PHA for progress against their aspirations
Equity	Promote IMPB & Māori health equity priorities through cross-sectoral collaboration to address determinants	Regular monitoring reports to the MHA and Iwi-Māori Partnership Boards (IMPBs)	Facilitate an equity focus across the PHA's remit	Support mātauranga Māori as a foundation for public health and population health strategy
Active Protection	Partnership with other Directorates in the Ministry of Health on Māori health policy	Partner with other Directorates in delivery of outcomes reporting	Identify and monitor inequities for Māori at a national, regional, local and mesh block level	Be led by Tiriti partners on integrating kawa, tikanga and mātauranga Māori in public health and population health
Options	Mahi tahi on strategies and programmes with the MHA and national iwi and kaupapa Māori bodies	PHA kaupapa Māori and iwi workstream embedded	Monitor, report on and evaluate strategy and policy on equity impact in partnership with the MHA	Partner with iwi and SMEs in supporting, enabling and protecting rongoā Māori and te ao Māori modalities in public health and population health
Partnership	Strategic partnership with the MHA and national iwi and kaupapa Māori bodies	Design of outcomes with the MHA, national iwi and kaupapa Māori bodies and IMPBs	Regularly reporting on progress in accelerating equity for Māori	Guided by mana whenua in regional engagement, strategy and action



# Equity

For the PHA, equity is focused on enabling equity in public health and population health outcomes, particularly for Māori, Pacific peoples, disabled peoples, and other population groups that continue to experience inequitable health outcomes.

Equity in health outcomes, particularly for Māori, Pacific peoples and low socioeconomic groups is a ministry-wide priority. The PHA will focus on building on the Ministry's own capability to address health equity for those most affected by inequities in the socioeconomic determinants of health.

## The Ministry defines health equity as:

*Differences in health that are not only avoidable but unfair and unjust. Equity recognizes different people with different levels of advantage require different approaches and resources to get equitable health outcomes. Health equity is an enabler of wellbeing and is a critical component in rebalancing approaches and resources to meet different needs. (Ministry of Health 2019c, page21)*

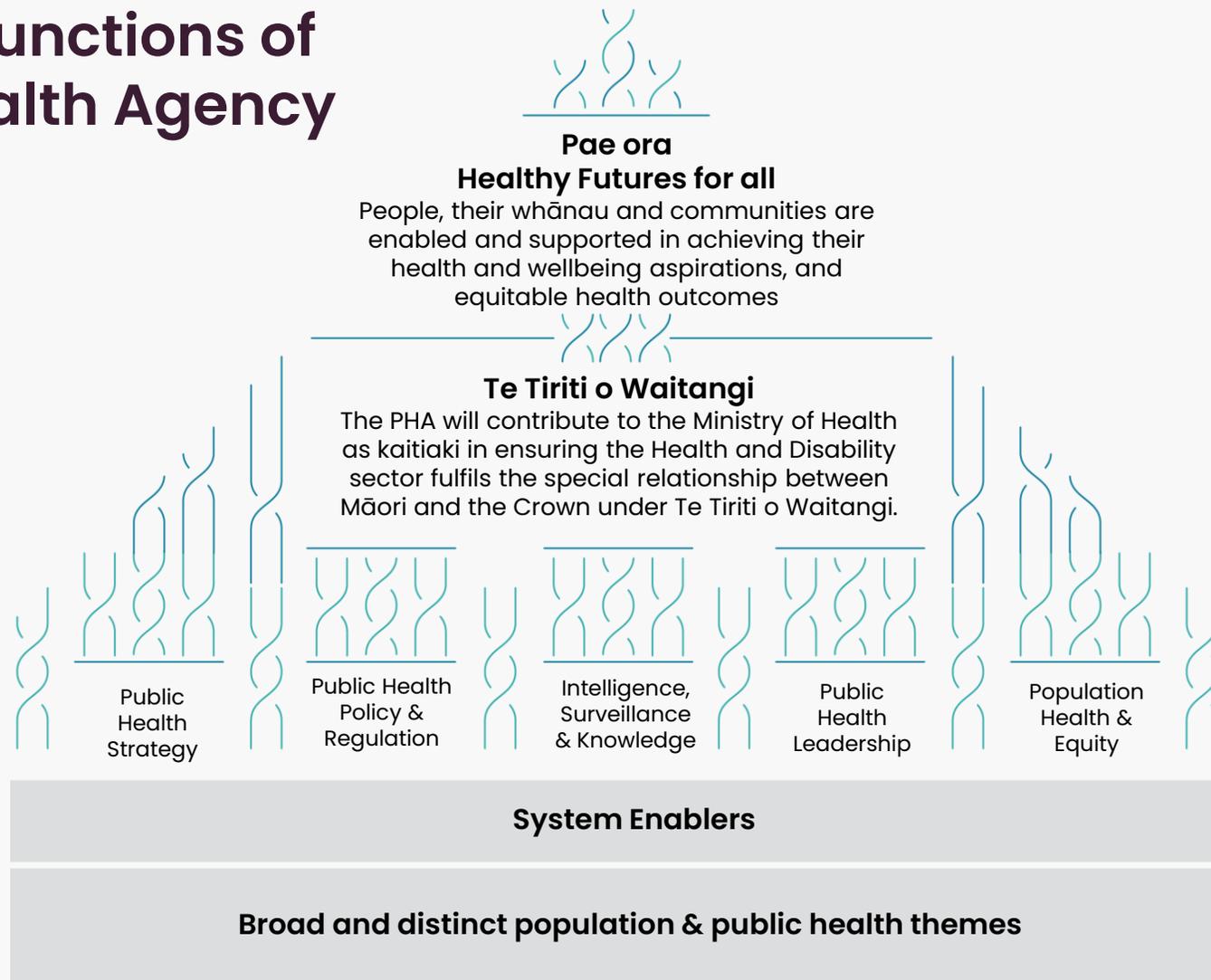
## The PHA will:

- › Embed a pro-equity, population approach across public health and the wider health and disability system at all levels (national/regional/local) and all functions, particularly through Health NZ
- › Accelerate equity for those with enduring intergenerational inequities, including Māori and Pacific Peoples
- › Recognise the connection between Article III of Te Tiriti o Waitangi and Māori aspirations for equitable outcomes
- › Promote the cultural shift needed to affect the system change that achieves equity in health outcomes
- › Make equity real through collaboration with the broader health system and communities
- › Focus on where the burden of disease lies and the underlying causes, and be a catalyst for the aspirations, strengths and needs of populations experiencing health inequity to improve their health outcomes
- › Facilitate equity focus across the PHA operational landscape.



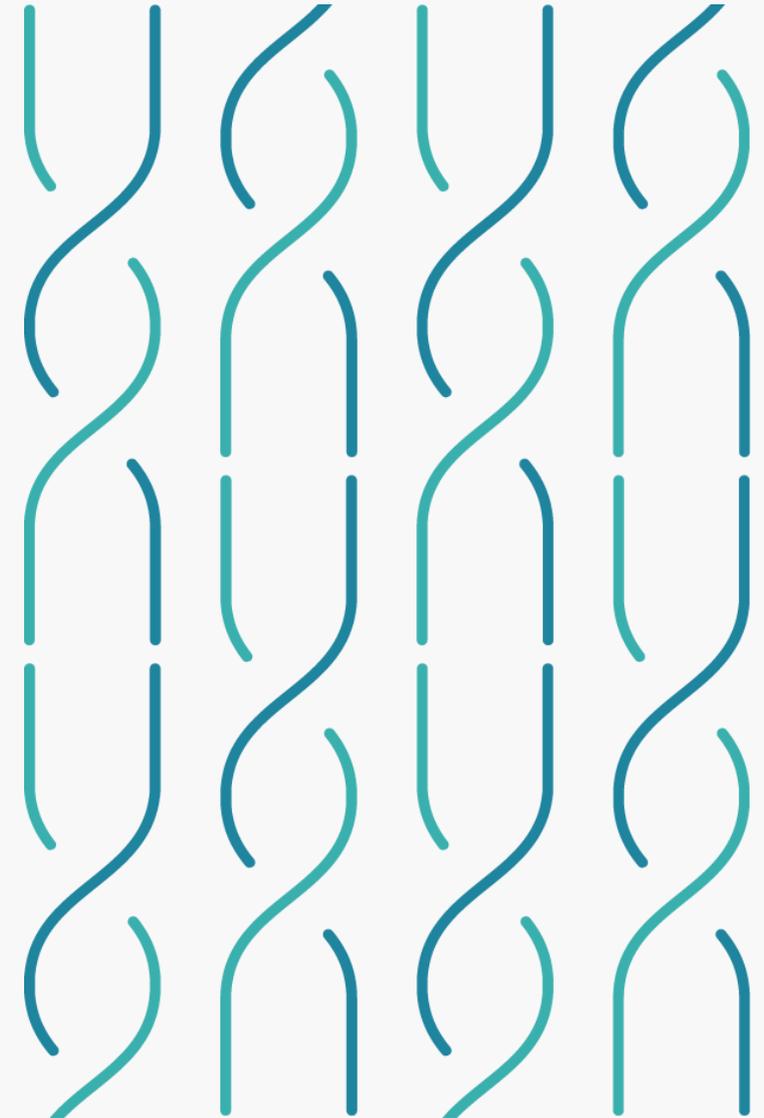
# Future state functions of the Public Health Agency

## Overview



# Summary

- The PHA will be established as a distinct, branded business unit at the heart of the Ministry of Health, to provide system leadership for public health and advise the Director-General on public health matters.
- The PHA will support the Ministry in its responsibility as kaitiaki in ensuring the health and disability sector fulfils the special relationship between Māori and the Crown under te Tiriti o Waitangi.
- For the PHA, equity is focused on enabling equity in public health and population health outcomes, particularly for Māori, Pacific peoples, disabled peoples, and other population groups that continue to experience inequitable health outcomes.
- The PHA will lead on all public and population health strategy, policy, regulatory, intelligence, surveillance and monitoring functions. This includes cross sector collaboration to address the determinants of health in partnership with the Māori Health Authority.





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