

# *Te TaiKākā*

MĀORI SERVICE PLAN 2025-2027





## *Ō mātou hītori*

### OUR HISTORY

Mary Potter Hospice is a charitable trust and has been providing free specialist palliative care for people with a life limiting conditions in Wellington, Porirua and Kāpiti for over 40 years. Services include the Inpatient Unit in Newtown and Community Hospice services in Wellington, Porirua and Kāpiti.

Taking a whole person approach and guided by Tā Mason Durie's Māori health model, Te Whare Tapa Whā, we provide and promote high quality specialist palliative care, grief support, education and care planning services. Working alongside our health partners we aim to make a difference in the communities we serve. We honour living and dignify dying for all.

## *Ō mātou mātāpono*

### OUR VALUES

**Mana** – Respect

**Aroha** – Compassion

**Rangatiratanga** – Dignity

**Manaakitanga** – Hospitality

**Kaitiakitanga** – Stewardship



# He Mihi

## ACKNOWLEDGEMENT

Arawhata ki te Rangi – Stairway to Heaven is the name given to the tukutuku panel by Whaea Judy Rene who is a member of Te Pou Tautoko<sup>1</sup>. The whakapapa of this magnificent taonga is based on the values of Mary Potter and the haerenga taken by the people we serve, at life's end.

The tukutuku panel woven by Margaret Jackson<sup>2</sup> is made of contemporary materials - peg board, dowling and synthetic thread, using traditional stitching techniques. The pattern Poutama (pou - a pillar, tama - a son) symbolises the visual representation of the various levels of learning, intellectual achievement and development of skills.

The steps can be seen as a metaphor for the challenges and successes on life's journey.

Tribal traditions say that they are the steps upon which Tāne-te-wānanga-ā-rangi ascended to the top most realm to obtain superior knowledge from Io-Matua-Kore.

Arawhata ki te Rangi hangs in Te Āio, the chapel, at the Inpatient Unit of Mary Potter Hospice, in Newtown.

**"Moe mai rā i te rangimārie – haere ki tua o te ārai."**

"Rest now in peace – journey beyond the veil."

1. Te Pou Tautoko – Mana whenua Advisory rūpū to Mary Potter Hospice 2. Margaret Jackson - Kaiako Raranga and Cultural Coordinator, Kāpiti College

TUKUTUKU PANEL CREATED FOR THE INPATIENT UNIT CHAPEL IN NEWTOWN





THIS TAONGA, TAMANUI-TE-RĀ, GREETSS AND WARMS YOU AT EYE HEIGHT AS YOU ENTER  
TE WHARE RĀNUI, PORIRUA. TAMANUI-TE-RĀ WAS CARVED BY HERMAN SALTZMANN  
(NGĀTI TOA RANGATIRA, NGĀTI KOATA, NGĀTI RAUKAWA) TOHUNGA WHAKAIRO.

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# *Ngā Iwi o te Rohe*

## THE IWI OF THE REGION

Stretching from Island Bay in Te Whanganui-a-Tara (Wellington) to Peka Peka on the Kāpiti Coast, this region is imbued with the enduring presence and ancestral legacy of several iwi. The mana whenua of this rohe include Te Āti Awa, Te Ātiawa ki Whakarongotai, Ngāti Toa Rangatira, Muaūpoko, Ngāti Raukawa ki te Tonga and Taranaki Whānui ki Te Upoko o te Ika<sup>3</sup>, each of whom maintain deep and longstanding connections to the land, the coast, and the wider spiritual and cultural landscape.

These iwi have exercised guardianship over the whenua and moana across generations, upholding tikanga, preserving whakapapa, and maintaining ahi kā — the fires of occupation and belonging. Their histories, relationships, and contributions continue to shape the identity and wellbeing of the region today. We acknowledge with deep respect their role as kaitiaki, and the richness they bring to the cultural fabric of this place.

We value our existing and longstanding relationships with Ngāti Toa, Te Ātiawa ki Whakarongotai and Te Ātiawa which have been built over time through mutual respect and shared kaupapa. Looking ahead, we are committed to strengthening these connections and are also eager to build meaningful partnerships with the other iwi in our region. We recognise the importance of working collaboratively with all mana whenua to support outcomes that reflect the aspirations of iwi and hapū.

3. Te Puni Kōkiri - Directory of Iwi and Māori organisations. <https://www.tkm.govt.nz/region/te-moana-o-raukawa/>





## Foreword

**VANESSA ELDRIDGE** – Te Pou Tautoko Chair

**Ngāti Kahungunu, Rongowhakaata, Rongomaiwahine**



In recent times, Māori hapū/iwi and communities have clearly stated that the effects of current and historical injustices are not acknowledged nor appropriately addressed. This is evidenced by increased responses to proposed legislative change, (by tangata whenua and tangata tiriti) in Aotearoa/New Zealand.

System-wide changes were introduced during a period of significant challenge for the health sector. While these changes carried hopes of creating more responsive and equitable outcomes, the transition has been difficult, and the sector continues to experience high levels of pressure and fatigue.

For Palliative Care there is the potential for significant change. The Palliative Care Steering Group with Te Whatu Ora has been working hard to create new models of care that will provide better, consistent and quality care around the country. It is heartening to see Mary Potter Hospice people informing the way forward on national work. Mary Potter Hospice continues to reflect and move towards regional efficiencies.

Whilst systemic structure and funding will continue to be dynamic, there are constants that remain at Mary Potter Hospice. These are the taikākā, the heartwood, and the values that will always drive care for all peoples. Mana, Aroha, Rangatiratanga, Manaakitanga, Kaitiakitanga. It is the ongoing exploration and expression of these values that will provide equitable care for Māori, strengthen care delivery and enrich the lives of those committed to working with reflection and intent in the context of Aotearoa.

Te Pou Tautoko is the connection to mātauranga Māori, hāpori Māori and mana whenua. It is our pleasure to support Mary Potter Hospice and look forward to the fruition of the hiahia and hua of this Service Plan.

**Vanessa Eldridge**  
Chair-Te Pou Tautoko

## Message from CEO

**TONY PAINE** – Chief Executive

**E ngā mana, e ngā reo, e ngā waka o ngā hau e whā**

**Tēnā koutou katoa**



I'm pleased to help introduce our latest Māori Service Plan: Te Taikākā. The plan not only signals how we want to work with, and address the needs of, Māori over the next two years, it reflects our history, values, the leadership of many people over the years, and our relationships with mana whenua.

Like many health organisations, Mary Potter Hospice has taken a principled and proactive approach to health equity. We know we are part of a health system that has failed to deliver equitable health outcomes for all.

As part of this commitment, we want to ensure that Māori patients and whānau access, experience, and gain health outcomes from our services in ways that are equitable when compared with those experienced by other groups and communities.

This has led us to recognise the significance and implications of Te Tiriti o Waitangi to the health system in general and our organisation in particular, and to deliver care that is culturally competent and safe.

As a result, we have recognised Te Tiriti o Waitangi in our constitution to ensure the principles of Te Tiriti underpin all the ways the Hospice works to ensure Māori patients and whānau get the palliative care that meets their needs.

Te Taikākā 2025 – 2027 continues that recognition. I look forward to working with board, staff, volunteers and our partners in Te Ao Māori and the health system to bring this new plan to life.

Thank you to the people involved with developing the Te Taikākā - Māori Service plan 2025-2027. Karen Jacobs-Grant, Director Health Equity, has led the refresh of the plan, seeking whakaaro and kōrero from kaimahi Māori, Te Pou Tautoko - Mary Potter's Māori Advisory group, and the Mary Potter Hospice Senior Leadership Team.

Ngā mihi māhara,

**Tony Paine**  
CEO

# Our commitment to Te Tiriti o Waitangi

## The importance of Te Tiriti o Waitangi to our kaupapa is set out in a formal position statement<sup>4</sup>.

The statement<sup>5</sup> describes Te Tiriti o Waitangi within the context of improving end of life services for Māori and the steps Mary Potter Hospice is taking to meet its responsibilities under Te Tiriti o Waitangi. It will support Mary Potter Hospice policies and advocacy work, inform overseas trained clinicians and be a reference document for training purposes and for continuing professional development activities. It is a reference designed for all our people.



### Key messages:

- Te Tiriti o Waitangi is a founding document that is fundamental to social and health policy and services in Aotearoa New Zealand
- Our people recognise the significance of Te Tiriti o Waitangi and commit to meeting the responsibilities set out in the principles<sup>6</sup> and ensure they guide all aspects of specialist palliative and hospice care
- Meeting our responsibilities under Te Tiriti o Waitangi will make a contribution to improving end of life for Māori tūro and their whānau
- Mary Potter Hospice commits to actions included in the principles of Te Tiriti o Waitangi, across all sites and within the communities it serves.
- Our people are committed to building inclusive and respectful connections among all peoples across Aotearoa, New Zealand.

### Areas identified for ongoing focus and evaluation over the next two years:

- Equitable access to all Mary Potter Hospice services for whānau Māori, without limitation, while working in a manner that upholds and strengthens the principles of Te Tiriti o Waitangi.
- Embed Te Whare Tapa Whā Māori health model across the organisation to help build a culture of connectedness, respect for each other and for the people we serve.
- Recruit and retain a Māori specialist palliative care and professional cultural workforce.
- Create culturally acceptable and welcoming spaces for whānau Māori who are cared for at the inpatient unit in Wellington or at home in the community. This includes, welcoming Te Ao Māori designed spaces and an environment which is culturally safe for patients/tūro and whānau and all Mary Potter Hospice staff.
- Introduce and strengthen the use of rongoā across all clinical services and staff wellbeing.
- Continue to provide education for the workforce to deepen their respect for, understanding of, and commitment to, Te Ao Māori models of care and solutions that serve tūro and their whānau.
- Build on community and whānau engagement, by bringing the community into the hospice spaces - using them as a hub for the community groups and other service providers who work with us, building networks and mutually beneficial collaboration.

4. Published on the Mary Potter Hospice website-Our values - Mary Potter Hospice.  
5. The position statement has been developed for Mary Potter Hospice with reference to: Te-Tiriti-o-Waitangi-policy-PHARMAC.pdf; Patient Care: MDT- Mary Potter Hospice IPU-Karen Jacobs-Grant, (2024); The RANZCP-Recognising the significance of Te Tiriti o Waitangi; Groundwork references and resources.  
6. Whakamaua Māori health action plan, 2020-2025, Manatū Hauora, <https://www.health.govt.nz/maori-health/whakamaua-maori-health-action-plan-2020-2025>



# Whakatauāki

## Rurea, taitea, kia tu ko taikākā anake

Strip away the sapwood, reveal the heartwood that remains.

This whakatauāki was said to have been shared by Te Ro o te Rangi of Tūwharetoa as preparation for a siege over 200 years ago.

It was shared in 2020 at the launch of the Mauri Mate framework as a wero for Hospices to reflect and return to the heart of services. Mary Potter has interpreted this whakatauāki as the framework for this document.

## Papakiri (Bark)

### OUR COMMITMENT

#### Visibility | Protection | Ahua

We are committed to weaving to Te Tiriti o Waitangi into the organisation, with strong Te Ao Māori elements and health models. Whānaungatanga ensures we have collaborative relationships in the community.

### TIKA – INTEGRITY<sup>7</sup>

We are evidence based in our mahi and continuously improve our services for Māori whānau.



## Taitea (Sapwood)

### OUR MAHI

#### Resources | Flow | Adaptability

Our approach to information management, professional learning and development, cultural safety and competency ensure we are best placed to provide an effective equitable service.

### PONO – RESPECT<sup>7</sup>

Expressed with conscious practice, policy and right processes.

## Taikākā (Heartwood)

### OUR PEOPLE & ENVIRONMENT

#### Values | Kaupapa | Connectivity

Values and kaupapa tuku iho are at our core. We must attract and recruit more staff who have whakapapa and mātauranga Māori, and develop all staff and volunteers equipping them to deliver excellent care. We use Te Reo Māori, Māori people can 'be Māori' here.

### AROHA – COMPASSION<sup>7</sup>

Expressed with kaupapa and mātauranga Māori approaches that benefit all.

7. Tika, Pono and Aroha are the values which make up the Mary Potter Hospice Health Equity framework. The framework guides how we work with tika, pono and aroha.



Papakiri (Bark)

We are committed to weaving Te Tiriti o Waitangi into the organisation, with strong Te Ao Māori elements and health models. Whānaungatanga ensures we have collaborative relationships in the community.

Hua (Outcome)	Tikanga (Actions)	Na wai (Responsibility)	Ahea (Timeframe)
Te Whare Tapa Whā is embedded across the organisation, guiding clinical practice and how each directorate works.	Develop and rollout an organisation wide Te Whare Tapa Whā work plan that includes actions in each directorate.	Senior leadership team (SLT), CEO and Board	1 year
Agreed equity targets are being used to help us: • know we are meeting the needs of whānau Māori • improve service delivery • address health inequities.	Scope, agree and report on equity targets for: • Workforce • Patient care • Cultural shifts, i.e. environment/cultural safety education, tikanga and Te Reo Māori acquisition etc. Share and benchmark equity targets with other hospices.	Senior leadership team	12 – 24 months
Agreement is gained to pursue access to free palliative care medicines for patients in the community	Develop and get approval from the research committee for a proposal to research access to free palliative care medicines.	Medical Director (MD)	3-4 months
	Confirm a research partner, secure funding and scope research.	Director Health Equity (DHE)	3-4 months
	Scope and plan of research completed.	Senior Medical Officer (SMO) and Hospice Pharmacist (HPh)	6-9 months
We are working collaboratively with our communities, building new relationships and maintaining strong partnerships with mana whenua and Te Ao Māori services	Identify key partners and develop MoU / co-designed working plan.  Relationship strategy implemented with Te Ao Māori services.	Senior leadership team work on this together	12-24 months



Hua (Outcome)	Tikanga (Actions)	Na wai (Responsibility)	Ahea (Timeframe)
Rongoā Māori is available to patients in the IPU and community	Rongoā Māori partners are identified.	MD/DHE/HPh	3-4 months
	A decision about how rongoā Māori will be made available to patients is made and trialled, e.g. A Rongoā Māori practitioner FTE employed; or several practitioners contact details are made available for patients to reach out to, and are promoted to IPU and community.	MD/DHE/HPh	8-12 months
Our knowledge of Te Ao Māori and ways we use Te Reo are strengthened	Develop a language plan to reinforce and build on what has already been started by previous DHE, strengthening the Whetū-i-te rangi branding developed by Te Pou Tautoko(TPT).	DHE	3 months
	A policy about the use of Te Reo Māori is drafted to cover all usage across all services, buildings, communications, promotional and educational material.	DHE/Director Support Services(DSS)/ Director Clinical Services- Education(DCS) / Director Funding, Marketing and Communications (DFMC)	6 months
	Celebrate significant dates in the Te Ao Māori maramataka.	DHE and all teams	12 months
	Retail shop managers and their teams are involved with and lead different Te Ao Māori initiatives/ celebrations in their communities.	Director Retail	12 months



## Taitea (Sapwood)

Cultural safety is at the core of professional learning and development to ensure our whānau are cared for in a mana enhancing way.

Hua (Outcome)	Tikanga (Actions)	Na wai (Responsibility)	Ahea (Timeframe)
<b>We are involved with the development of the Cultural safety programme - Mauri Ora, being led by Hospice NZ.</b>	The SLT are appraised of the Hospice NZ programme pilot aims and the roll out plan when ready to trial.	DHE/Hospice NZ support/ MPH staff	9 months
	A pilot with up to three staff is conducted to test elements of the programme, timing and resonance with staff members.	DHE/DCS- Education	12 months
	Outcomes are shared and this reflective cultural safety programme-Mauri Ora, is included as an option for staff to participate in.		18 -24 months
<b>Clinical services are culturally safe and mana enhancing for all patients and whānau.</b>	<p>The cultural safety programme /course is included on the priority list of learning.</p> <p>New clinical staff are enrolled in a cultural safety programme within the first 18 months of being employed at Mary Potter Hospice.</p> <p>Regular cultural safety assessments are conducted with staff to assess their learning and their development needs.</p> <p>Managers/Directors ensure time is set aside for teams to complete cultural safety learning, and SLT ensures resources are available to support this.</p>	DHE/DCS- Education/MD	12 months(from new staff employment date)

## Taikākā (Heartwood)

Our values and kaupapa tuku iho are at the heart of how we deliver our services. We must attract and recruit more staff who have whakapapa and mātauranga Māori, and develop all staff and volunteers, equipping them to deliver excellent care. We use Te Reo Māori and Māori people can 'be Māori' here.

Hua (Outcome)	Tikanga (Actions)	Na wai (Responsibility)	Ahea (Timeframe)
We attract and build the number of kaimahi Māori across our workforce.	Recruitment policies, advertisements, job descriptions are changed for all roles.	DSS/DCS/MD and DHE to	Within 3 months
	Changes made to recruitment practices make employment at Mary Potter more attractive to Māori.		Within 3 months
	New recruitment guidelines/interview processes and employment practices are employed.		Within 3 months
	New channels are used to advertise all roles – these are enhanced and extended.		3-6 months
	Connections in with te iwi Māori and Māori health and NGO services help extend our reach for all new employee roles.		
<p>We function well because we have the cultural support needed to deliver mana enhancing and cultural appropriate services to whānau Māori.</p> <p>Kaimahi Māori have the cultural support they need.</p> <p>All staff grow their understanding of our tikanga and cultural needs of whānau.</p>	<p>Appoint a kaumātua for the organisation:</p> <ul style="list-style-type: none"> <li>Job description / contract specifications drafted and approved by CEO, SLT and TPT</li> <li>Role sized by HR - this role will sit at the Exec team table and will report to CEO</li> <li>Kaumātua role is advertised via networks and various recruitment channels</li> <li>Interviews and appointment of the person into the role</li> </ul>	CEO/DHE	1 month to end of July 2025
<p>Our environment is shaped through our relationships with mana whenua designers, artists, tohunga whakairo from within the communities we serve.</p> <p>MPH Newtown enhanced by multiple features that reflect Te Ao Māori.</p>	The cultural appropriate spaces projects continues and stage 1 and 2 are completed within budget provided.	DHE/Facilities Manager	3 months
	Stage 1-whānau deck refurbishment; tukutuku panel in Āio; whānau information for IPU completed.	DHE	3 months
	Stage 2-art screens to be used across the IPU to create a more culturally sensitive space.	DHE	6 months
	Stage 3 is scoped for budget 26/27.	DHE	9 months



*"Kua tawhiti kē tō haerenga mai, kia kore e haere tonu.  
He nui rawa ō mahi, kia kore mahi tonu."*

"You have come too far, not to go further.  
You have done too much, not to do more."

NĀ TĀ HIMI HENARE