



Raranga

Te whakaū tikanga ahurea mō ngā iwi katoa

Improving cultural safety for Māori and all who interact with our services

THE VISION

We want our kiritaki (clients) and whānau to be welcomed into culturally safe environments where they receive appropriate and equitable health care.

We want to improve the experiences and health outcomes of Māori, as Te Tiriti partners, across all our services.

WHAT'S THE OPPORTUNITY?

We want all those who work with us to be committed to the delivery of equitable and culturally safe health care. To achieve this, we need to define our stance on cultural safety and set an expectation of how it's applied across our services.

We want to change the experience for Māori who:

- are more likely to sustain a serious injury, but less likely to access ACC services
- experience inequity in universal health care, unequal power relationships and unequal distribution of services or resources.

WHAT IS RARANGA?

Raranga is the name given to ACC's cultural safety uplift project. We're developing an ACC cultural safety policy, called Te Kawa Whakaruruhau, as part of our commitment to uphold our responsibilities to Māori under Te Tiriti o Waitangi and to empower Māori to participate fully in their hauora (health) and oranga (wellbeing). The policy sets out our expectation on cultural safety and will be applied across all our services.

Resources are being developed, and existing cultural competency guidance updated, to support this change for our providers and provider-facing kaimahi (staff). These will encourage people to reflect, recognise difference, confront their biases and correct the imbalance of power in our relationships with kiritaki.

Raranga (to weave):

Services and projects that are designed with Māori in mind. Weaving the 'best of' te ao Māori knowledge and Western knowledge to deliver outcomes for Māori clients and their whānau. Must deliver culturally safe and culturally competent services. All likely to benefit.

(Shea, S. 2021. Universal, Raranga and Kaupapa Māori Definitions. Presentation to the Associate Minister of ACC and Māori Stakeholder Hui. 7 May 2021.)



THE JOURNEY

There are four steps in our journey to weave raranga through ACC's services.

Tuatahi: Research

We research cultural safety in the health sector and continue to kōrero with our partners to get a clear understanding of their existing approaches.

Tuarua: Define

With what we learn, we define our approach to cultural safety and share our policy and support resources to encourage uplift ahead of implementation.

Tuatoru: Embed

We embed our policy to ensure our kiritaki experience culturally safe interactions across all our services.

Tuawhā: Evaluate

We identify benefit indicators and establish monitoring processes to ensure that cultural safety is appropriately applied. We continue to evolve our approach in response to the needs of our kiritaki.

	2021	2022	2023	
What this means for...	From	In progress	Future State	What we're striving for
ACC	<ul style="list-style-type: none"> • No formal cultural safety stance • Outdated provider cultural competency guidance • Inconsistent delivery of cultural safety across services 	<ul style="list-style-type: none"> • New cultural safety policy socialised • Updated cultural competency guidance • Promotion of cultural uplift by relationship managers • Strengthened evaluation of cultural safety in procurement 	<ul style="list-style-type: none"> • Cultural safety policy implemented • Provider-facing ACC kaimahi uplifted • Consistent delivery of culturally safe care • Client feedback channels established 	Equity for Māori and all kiritaki
Contracted and non-contracted providers	<ul style="list-style-type: none"> • Follow sector-driven cultural safety standards 	<ul style="list-style-type: none"> • Engage with new ACC policy and resources • Begin cultural uplift in their practice 	<ul style="list-style-type: none"> • Apply cultural safety policy in service delivery • Follow current cultural competency guidance 	Stronger partnerships
Kiritaki / whānau	<ul style="list-style-type: none"> • Poor or inconsistent experiences • Lack of trust and engagement with ACC • Poorer health outcomes for Māori 	<ul style="list-style-type: none"> • Improved experiences where providers are early adopters of policy 	<ul style="list-style-type: none"> • Empowered by culturally safe experiences • Increased trust and uptake of ACC services • Improved health outcomes for Māori 	Better experiences and outcomes for whānau



Kaupapa Māori Solutions

Key messages

Last updated 21 March 2023

Top-line key message

ACC understands that to do better by and for Māori we need to do things differently. Overall whānau wellbeing is the priority. We want to achieve this through collaborative design of kaupapa Māori solutions that provide whānau with choice across injury prevention, hauora (health) and rehabilitation.

Key messages

- We are improving the way we respond to the needs of whānau by ensuring regionally based, kaupapa Māori options are available to improve access, experience and outcomes for Māori, as Te Tiriti partners.
- We are seeking to deliver whānau-centred solutions to wellbeing, hauora (health) and rehabilitation by partnering regionally with whānau and kaupapa Māori specialists to collaboratively design initiatives and services that meet local need.
- The first wellbeing initiatives to be designed will support the prevention of family and sexual violence; the first hauora services will support whānau with complex injuries and a high level of need (including people who have experienced serious injuries and sexual violence).
- We are appointing regional panels in each of 12 rohe (regions) across the motu (country) who have strong connections to the community they serve.
- The first regional design commenced in 2021 in the Tainui waka rohe; by mid-2023, we expect to announce two further design panels, in Te Tai Tokerau and Tāmaki Makaurau. Regional engagement and procurement across the rest of the motu will follow in 2023-2024.

Why do we need Kaupapa Māori Solutions?

This mahi aligns with our incoming enterprise strategy Huakina Te Rā that seeks to achieve mana taurite (equity), ringa atawhai (guardianship) and oranga whānau (safe and resilient communities).

The need to introduce a new way of working is directly linked to the Wai2575 claim with the Waitangi Tribunal where ACC is featured specifically around failing to deliver our services in ways that result in equitable outcomes between Māori and non-Māori. This included the way we commission services and our relationship with Māori suppliers and providers, who are the key to us connecting with hapori Māori to better serve whānau.

This regional procurement is designed to enable us to work directly with Māori providers to deliver tailored services in each rohe and help us achieve successful long-term health outcomes for Māori.

Working in partnership, we will be honouring our Whāia Te Tika commitments to improve access, experiences and outcomes for Māori, and deliver equity and options as good Te Tiriti partners.

The order for service design across the motu is based on data, client and sector feedback, resourcing needs and existing iwi relationships.

Where can people go for information?

- GETS interim notice – <https://www.gets.govt.nz/ACC/ExternalTenderDetails.htm?id=26387324>
- ACC website – acc.co.nz/about-us/our-campaigns-and-programmes/kaupapa-maori-solutions/

OUR GOAL / TE WHĀINGA

Under Whāia Te Tika, ACC's overarching aspirations are to improve outcomes and experiences for Māori customers. One of the guiding principles to achieving this is to uphold the Treaty of Waitangi principles.

“We uphold te Tiriti o Waitangi / the Treaty of Waitangi principles of Partnership, Participation and Protection”

Partnership Me mahi tahi

based on mutual good faith, cooperation, tolerance, honesty and respect




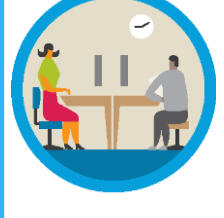


Participation Me whai wāhi

and equitable access at all levels

Protection Me maru

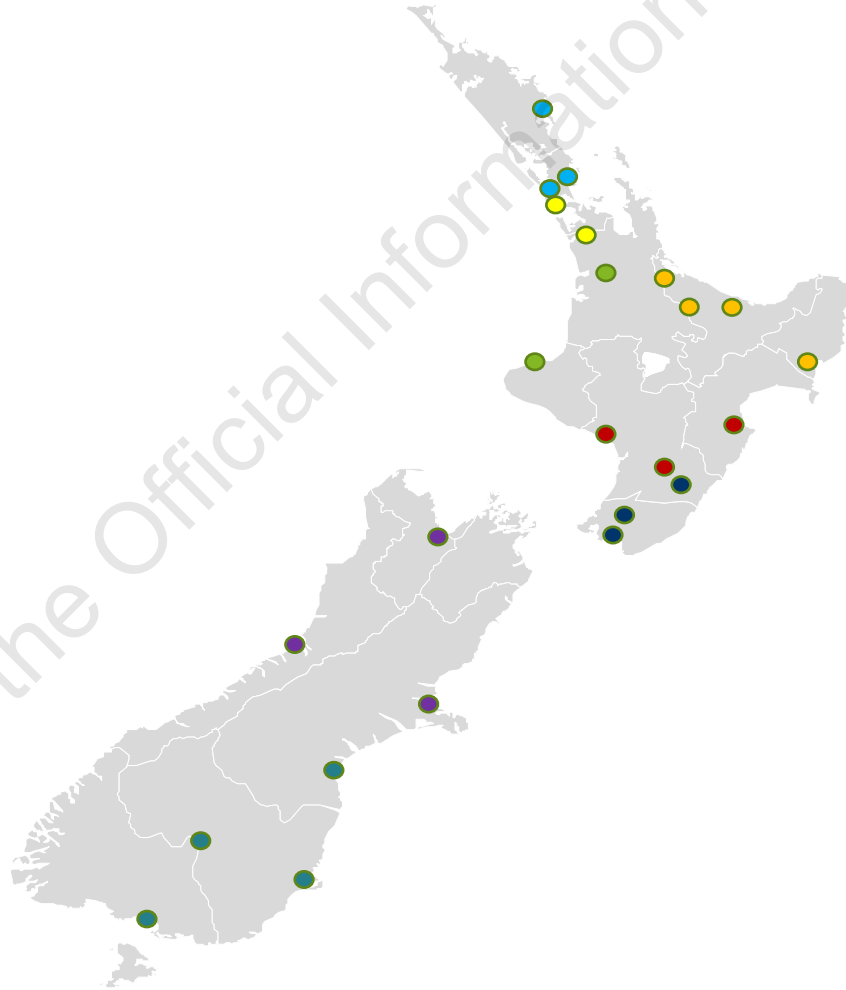
and improvement of Māori wellbeing

KO TĀ TĀTOU NEI HIAHIA WHAT WE ASPIRE TO DO

	Our Clients Ngā Kiritaki	Clients' individual culture, beliefs, and everyday realities are valued and respected: “My whānau is involved in the decisions that affect me”		<ul style="list-style-type: none"> Endorse and support clients to share their ideas, and those ideas are reflected in the management of their claim(s) Have open discussion and genuine consultation about their claim 	<ul style="list-style-type: none"> Recognise inequities in access to services and actively addresses them at the client level Give clients access to culturally appropriate treatment and rehabilitation Uphold mana of clients throughout all interactions
	Our Providers Ngā Kaiwhakarato	Services are appropriately tailored to the unique needs and aspirations of Māori; services are designed under a cultural lens		<ul style="list-style-type: none"> Offer culturally appropriate pathways of service delivery. Providers will either offer appropriate services for Māori clients, or know who can Involve clients and their whānau in the planning and delivery of the services they provide 	<ul style="list-style-type: none"> Pursue culturally appropriate treatment and rehabilitation contracts proactively Require providers to demonstrate cultural competency standards as part of tender processes Include measurable cultural competencies in contracts
	Our Stakeholders Ngā Hunga Whāipanga			<ul style="list-style-type: none"> Consult with the appropriate groups (iwi, hapū, etc) on relevant matters that may have an impact on Māori 	<ul style="list-style-type: none"> Review outcomes regularly, monitor what we do and measure the impact on Māori Acknowledge and protect the intellectual property of the Māori community (eg research data and private information)
	Our People Ngā Kaimahi	Our people engage with Māori in a culturally appropriate and responsive way	<ul style="list-style-type: none"> Encourage and support their clients and their whānau to be part of discussions and decision making, as appropriate 	<ul style="list-style-type: none"> Engage with Māori effectively by using preferred styles of working Be familiar with the iwi and hapū of the geographical area in which they work 	<ul style="list-style-type: none"> Make genuine attempts to correctly pronounce, spell and use Māori names and common words/places Observe tikanga in everyday actions, such as meeting/greeting, not sitting on tables, etc Take advantage of opportunities to develop bilingual skills and knowledge
	ACC as an employer He Kaiwhakawhiwhi Mahi	Cultural capability becomes the natural way of operating, from how we recruit new employees through to the support and development provided to employees		<ul style="list-style-type: none"> Have visible Māori representation at the top tiers of ACC Have a Māori Leaders network that champions cultural capability across ACC Recruit Māori employees to reflect percentage of Māori population (with regional variation to reflect local populations) 	<ul style="list-style-type: none"> Have culturally appropriate corporate policies eg allowing appropriate leave for tangihanga Allow for Māori protocol at significant meetings/events Provide support for employees to develop bilingual skills and knowledge
	ACC decision makers Ngā Kaiwhakawā	The process of decision making takes into account the potential impact on Māori, and consideration has been made of these impacts (including meaningful consultation)		<ul style="list-style-type: none"> Consult with relevant groups (iwi, hapū, etc) on matters that may have an impact on Māori, before decisions are made (where appropriate) Engage with Māori effectively by using preferred styles of working 	<ul style="list-style-type: none"> Recognise and acknowledge inequities and have a plan to address them Seek information from relevant groups on how decisions could impact on Māori Undertake research to understand inequities and considers finding new ways to address them

Hāpai rollout map 2023-2024

Tranche 1		May 2023
	Kāhui o te Urutira	Tauranga, Whakatane, Rotorua, Gisborne
	Kāhui o te Manawa	Hamilton, New Plymouth
Tranche 2		Aug 2023
	Kāhui o te Hiku	Whangarei, Albany, Henderson
		
Tranche 3		Dec 2023
	Kāhui o te Piha	Hastings, Whanganui, Palmerston North
	Kāhui o te Upoko	Masterton, Hutt Valley, Wellington
Tranche 4		April 2024
	Kāhui o te Waipounamu	Nelson, Greymouth, Christchurch
	Kāhui o Aoraki	Dunedin, Timaru, Alexandra, Invercargill



Hāpai Expansion Schedule

The table below highlights the intended expansion of Hāpai (Partnered Recovery – Physical Injury and Supported Recovery) across the motu.

Region	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Kāhui o te Urutira															
Kāhui o te Manawa															
Kāhui o te Hiku															
Kāhui o te Kakī															
Kāhui o te Piha															
Kāhui o te Upoko															
Kāhui o te Waipounamu															
Kāhui o Aoraki															

Key
Readiness Phase
Implementation Phase
Ongoing Refinement Phase



Partnered Recovery – Mental Injury (MI)

It is envisaged that the service design component for Mental Injury will be completed by **September 2023** and rolled out nationally in **December 2023**. Partnered MI will rollout across all regions, the exception will be Kāhui o te Waipounamu and Kāhui o Aoraki – the rollout of MI will coincide with the implementation of Partnered PI and Supported Recovery in **April 2024**.

Assisted Recovery

It is envisaged that the service design component for Assisted Recovery will be completed by **December 2023**. Rollout to the five hubs will be completed by **February 2024**

THE HĀPAI PROJECT STAGES



TE KĀKANO 2020

The genesis of Hāpai; from the 2020 Ministers hui to the interviews, insights and opportunities developed during the project stage



TE MATATIPU 2021

Hāpai grew from project stage to beginning to shape what the real-life changes could look like for our Kaimahi, Māori clients and whānau. At the same time the roots of this kaupapa are beginning to spread and take hold to help provide support and nutrients to grow



TE PIHINGA 2022

Hāpai is in the fledgling stage and needs to be well supported to best understand how it should grow and receive the care that it needs. Areas of opportunity begin to blossom but the kaupapa still needs to be well nurtured to reach its full potential



TE MĀHURI 2023

Hāpai has moved through the critical development stages, has a well refined root system of support and nutrients and is now focused on growing outwards



TE KŌHURE 2024

Hāpai is now fully grown and well established into ACC business as usual. The service offering is both well supported and able to provide the cultural responsiveness our Māori clients and whānau need to help support their recovery

Released under the Official Information Act 1982



Objective	Programmes	Overview of the initiative.	STAGE
Drive ACC's performance toward achieving equitable outcomes for Māori.	Te Kāpehu Whetū (Māori Outcomes Framework)	Te Kāpehu Whetū defines what good looks like from the perspective of Māori clients of ACC and measures the extent to which ACC as an organisation contributes to oranga whānau (family wellbeing). The Te Kāpehu Whetū programme of work enables ACC to understand how well we are doing, at delivering wellbeing outcomes for whānau Māori. ACC will monitor the measures of organisational success as defined by whānau Māori.	Implement 3
	Kōkiri Whakamua (Whāia te Tika action plan)	Kōkiri Whakamua is ACC's Whāia te Tika action plan, that captures all of the work ACC is driving to deliver on Whāia te Tika. Kōkiri Whakamua currently captures 165 activities that ACC tracks, monitors and reports on quarterly. Work is underway to evolve Kōkiri Whakamua into ACC's strategic programme of work aligned to Whāia te Tika and Te Kāpehu Whetū (ACC's Māori outcomes framework).	Implement 3
	Māori data Sovereignty	ACC is actively working on understanding and improving Māori data collection, use and reporting to drive performance for Māori.	Discovery 1
Lift organisational cultural capability.	Māori Engagement Framework	ACC's Māori engagement framework will help ACC to understand where it current has relationships with Iwi, Māori Communities, Kaupapa Māori Business, measure the success of existing relationships and identify new relationships that ACC needs to establish. The framework will also enable ACC to take a more joined up approach to engagement with Māori. Implementation of the Māori engagement framework is due to start in July 2022.	Design 2
	Cultural Capability Roadmap	The Cultural Capability Roadmap is a response to Whāia te Tika's focus area of cultural capability, the internal capability programme required to deliver better outcomes for Māori. The roadmap recognises ACC's partnership with Māori, to create space for Māori to be Māori when working within, and engaging with ACC. Through this roadmap we are seeking to build tikanga Māori into our ways of working so that we can engage better with Māori, and create a better work environment for all our kaimahi.	Implement 3
Targeted Māori specific injury prevention investment portfolio.	Ngā Tini Whetū	Ngā Tini Whetū is an early support and prevention prototype established in 2020 in partnership with Te Puni Kōkiri (TPK), Oranga Tamariki (OT) and the Whānau Ora Commissioning Agency (WOCA). Together 'the agencies' build resilience and improve the wellbeing of whānau by testing a new model of care based on the Whānau Ora approach and a Kaupapa Māori commissioning model. It encompasses a shift in the way that government works together with Kaupapa Māori organisations to deliver services, focusing on whānau leadership and early support to provide early access to services, support and resourcing that was not previously available to them.	Design 2
	Tuārai model project	ACC are supporting a collective of Iwi and hapū providers to develop and trial a Kaupapa Māori approach to injury prevention in Te Tairāwhiti. This model is based on the shared belief that solutions exist within iwi systems, these approaches are modelled by the mātauranga, tikanga and kawa specific to mana whenua of a particular area or region.	Design 2
	Oranga Whakapapa Healthy consensual relationships	To address the drivers of sexual violence, ACC are investing \$44.9 million to establish a fit-for-purpose sexual violence primary prevention system. This includes \$11.715 million allocated for Kaupapa Māori approaches. ACC will support the Governments comprehensive national strategy to eliminate family violence and sexual violence in Aotearoa New Zealand, Te Aorerekura. ACC want to ensure whānau can protect their whakapapa through mana-enhancing and tapu-enriched relationships with others and with te taiao.	Discovery 1
	Mokopuna Ora	ACC are working with E Tū Whānau (Ministry of Social Development) to develop and deliver a programme of work that will help ACC better understand the protection of whakapapa in the prevention of child sexual abuse.	Design 2
Improve access, experience and outcomes for Māori.	Integrated Home and Community Support	ACC is working on ensuring all contracts are tendered equitably by removing those requirements that become a barrier to Māori providers directly holding a contract with ACC.	Discovery 1
	Navigation Services	ACC is establishing a Kaupapa Māori Navigation Service to improve the experiences of Māori accessing ACC. A Navigation Service will be available to inform, advise and support ACC clients throughout their enquiry, claim or complaint process and help them to connect with additional support within ACC. Part of this Kaupapa will be looking to align with other agencies who provide Navigation services to whānau.	Implement 3
	Kia Mahea, Kia puāwai	Kia Mahea, Kia Puāwai (making it clear so we can flourish) has been developed using research insights and through a collaborative 'by Māori, for Māori' approach. The campaign aims to help ACC share practical information with Māori about the services and support available to whānau when they are injured. The ads click through to further information on ACC's website.	Implement 3
	Hāpai - Māori centred recovery service	Hāpai is an ACC initiative aiming to create a more culturally responsive case management experience for our Māori clients and their whānau. ACC is piloting a Kaupapa Māori case management model in four locations. Once ACC understands the impacts and outcomes of this pilot, ACC will be undertaking work to look at rolling this model out wider than the four locations and teams within the pilot.	Implement 3
Improve Services available for Māori.	Kaupapa Lead design	ACC are designing and delivering kaupapa Māori health services Pathway (KMHS). These services will be regionally based to deliver to the needs of haukāinga (local people), and available to ACC clients of all ethnicities. The design of the services in each rohe (region) will be Māori-led, by local kaupapa Māori suppliers.	Design 2
	Rongoā Māori	Rongoā Māori is traditional Māori care and healing. ACC offer rongoā as a form of rehabilitation to all clients. As with other services, ACC are not able to make referrals to a specific practitioner, but ACC are working on how we can offer our clients choice in the practitioners available in their area. ACC are also looking at how we can build the service and contract with practitioners in the future.	Implement 3
	Raranga	Raranga is about delivering a culturally safe experience to all who interact with us and our services. It's about being responsive to others and their cultural needs. Raranga is a standard that sets out ACC's expectation on cultural safety, which will be applied to our services through our contracts and associated documents.	Implement 3

KAUPAPA MĀORI

HEALTH SERVICES AND INJURY PREVENTION INITIATIVES

Our vision is to protect the wellbeing of whānau, and provide them with greater choice in accessing health services when they are injured.



We will realise our vision by ...

Partnering with kaupapa Māori specialists to design new ACC solutions that enable whānau to live well and, if injured, to access services that are safe and appropriate, as defined by Māori.

Our proposed journey

ACC understands that to do better for Māori we need to do things differently. We understand our responsibilities to Māori under Te Tiriti o Waitangi. We want to ensure whānau have options in accessing services and can exercise mana motuhake. We recognise the need to protect mātauranga Māori, build genuine partnerships and empower Māori to participate fully in their hauora.

Localised approaches to service design and provision are best placed to meet the specific needs of haukāinga.

We present an opportunity to co-design these approaches.

What we're seeking to design

- 1. Wellbeing initiatives** for whānau to know about mana-enhancing and tapu-enriched relationships, that will enable locally-led approaches.
- 2. Kaupapa Māori health services** to be delivered by Māori, with a focus on services to support kiritaki and whānau with complex injuries (including, but not limited to, sexual violence and serious injuries).

The role of ACC

We seek to enable the success of this mahi through:

- **commissioning** a kaupapa Māori panel that will design whānau-centred solutions
- **supporting** the design process, equitably
- **removing barriers** to enable design and delivery.

We define kaupapa Māori solutions as:

indigenous, localised, whānau-centred solutions designed by Māori, with Māori, underpinned by tikanga and delivered by providers who identify as Māori, primarily for Māori, but available to all.

We define serious harm as: the impacts caused by sexual assault and abuse, traumatic brain injuries, or physical injuries resulting in long term and/or intensive care and rehabilitation.

Injury Prevention is about: protecting the wellbeing of whānau. We have a focus on enabling whānau to live mana-enhancing and tapu-enriched relationships, informed by mātauranga and taonga tuku iho.

Health services are about: supporting kiritaki and whānau when they are injured. The focus of this first phase of services is developing a pathway to support kiritaki and whānau with a complex and high level of need, including services for those with serious injuries and survivors of sexual violence.



**He Kaupare. He Manaaki.
He Whakaora.**
prevention. care. recovery.

KAUPAPA MĀORI HEALTH SERVICES AND INJURY PREVENTION INITIATIVES

Our partners

In each rohe we're seeking kaupapa Māori specialists to join a panel to design these solutions. Panel members will be commissioned through a Registration of Interest.

Each design panel will be made up of:

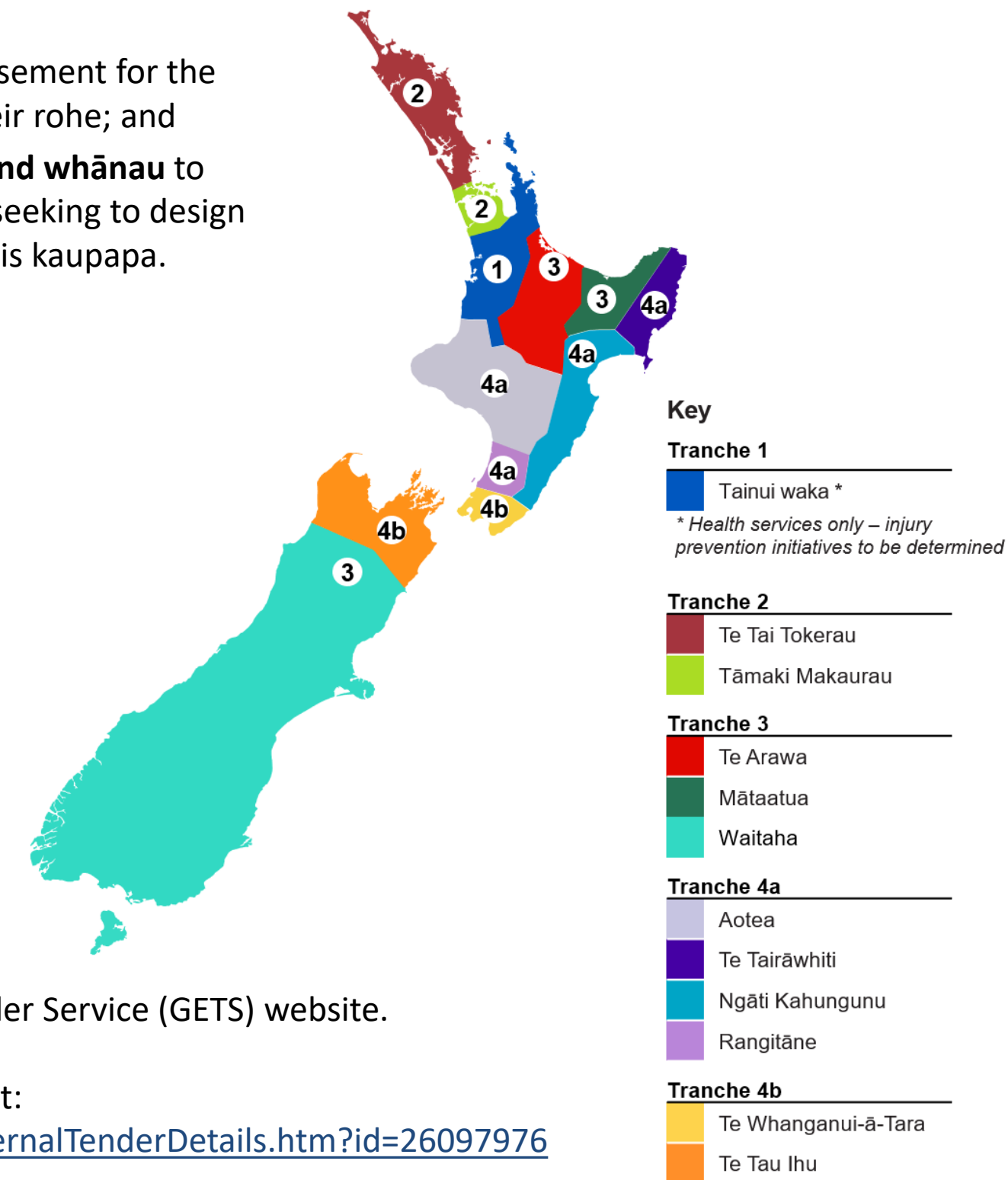
Design Specialist	Design specialists who have experience working with whānau Māori, and/or facilitating whanau-led design.
Kaupapa Māori Providers and / or Subject Matter Experts	Kaupapa Māori providers who are Māori owned and operated and Subject Matter Experts (SMEs) who understand strengths-based whānau-led approaches and the complexities of serious injuries, including sexual violence. These could be one and the same.
Kaupapa Māori Researcher	Kaupapa Māori researchers experienced in developmental evaluation to inform discovery and detailed design and support the implementation of the solutions designed.
Whānau Convener	Whānau convenors who are responsible for carrying the voice of whānau with lived experience into the design process.

Engaging across the motu

ACC's Māori Health and Injury Prevention teams will be engaging kanohi ki te kanohi and online, in stages, rohe by rohe ...

- **with iwi and hapū** to seek endorsement for the mahi we are embarking on in their rohe; and
- **with kaupapa Māori providers and whānau** to kōrero about the services we're seeking to design and how they could be part of this kaupapa.

The map (right) outlines the order in which we are engaging across the motu.



Procurement phase

We'll share more information on future procurement opportunities through a Registration of Interest on the Government Electronic Tender Service (GETS) website.

The Advance Notice can be found at:

<https://www.gets.govt.nz/ACC/ExternalTenderDetails.htm?id=26097976>

Released under the Official Information Act 1982