

# Equity of Health Care for Māori: A framework

	Leadership Championing the provision of high-quality health care that delivers equity of health outcomes for Māori	Knowledge Developing knowledge about ways to effectively deliver and monitor high-quality health care for Māori	Commitment Being committed to providing high-quality health care that meets the health care needs and aspirations of Māori
Health System	<p><b>Health system leadership is about setting an expectation that all New Zealanders will have equity of health outcomes.</b></p> <p>In order to achieve equity of health outcomes, disparities in health care must be eliminated. Government legislative and strategic approaches are important in setting the scene for committing to the elimination of health disparities and achieving health equity.</p> <p>Health system leadership is expressed in: health policies and strategies; setting the expectation that equity is an integral component of quality; setting health targets; developing funding formulas for service procurement; and building and maintaining a health workforce that is responsive to the health care needs and aspirations of Māori.</p> <p>Services must be organised around the needs of individuals and whānau. To achieve this, Government must focus on removing infrastructural, financial, physical and other barriers to delivering high-quality health care for Māori that exist between health and other sectors.</p>	<p><b>The health system requires knowledge to monitor progress in achieving health equity for Māori.</b></p> <p>Knowledge encompasses high-quality health information that includes: research – quantitative and qualitative and/or informed by Māori methodologies; high-quality population health data with complete and consistent ethnicity data; cultural competency and health literacy; Māori models of health and wellbeing; clinical care pathways, guidelines and tools; and health innovation.</p> <p>Knowledge of what improves health equity for Māori should be developed and built upon to inform health policy and strategy. The use of high-quality health information, and the use of equity parameters to measure and monitor progress toward achieving health equity, is integral to this process.</p> <p>Further to this, the health system performance improvement and monitoring frameworks should include specific health equity measures.</p>	<p><b>The health system is committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health system commitment is expressed in: incentivising and rewarding the delivery of equitable health outcomes for Māori; requiring performance data to be analysed by ethnicity, deprivation, age, gender, disability and location; measuring and monitoring progress toward achieving health equity for Māori; developing frameworks that focus on protecting the health rights of Māori; and investing in the development of organisational health equity expertise.</p> <p>Health system commitment requires regulatory authorities to ensure that all vocational training and continuing professional development activities have a robust health equity, cultural competency and health literacy focus.</p>
Health Organisations	<p><b>Health organisation leadership is about making an explicit organisational commitment to delivering high-quality health care that ensures health equity for Māori.</b></p> <p>Organisational leadership is expressed in well aligned policies, strategies and plans that are responsive to the health care needs and aspirations of Māori.</p> <p>The organisation sets and monitors equity and other quality improvement targets; ensures that structural arrangements do not prevent individuals and their whānau accessing health services and actively invests in building and maintaining Māori health workforce capacity and capability.</p> <p>The organisation actively partners with providers beyond the health sector to allow for better service integration, planning and support for Māori.</p>	<p><b>Health organisations must establish environments that encourage learning and the sharing of high-quality health information.</b></p> <p>To inform decision-making, health organisations should focus on developing and building their knowledge of evidence-based initiatives that have:</p> <ol style="list-style-type: none"> <li>1. undergone equity analyses before they are implemented</li> <li>2. been monitored for their effectiveness in achieving health equity for Māori.</li> </ol> <p>Health organisations should also endorse the use of health equity and quality improvement tools that support the delivery of high-quality health care that is responsive to the needs and aspirations of Māori.</p>	<p><b>Health organisations are committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health organisations are committed to building relationships with Māori to collaboratively design, implement and evaluate initiatives that ensure delivery of high-quality health care that meets their needs and aspirations.</p> <p>Investment in initiatives that are successful in achieving health equity for Māori should be matched by divesting from initiatives that are unable to progress this goal. To make good decisions on which initiatives to support, health organisations must use high-quality health information, for example, complete and consistent ethnicity datasets, to monitor services against agreed indicators.</p> <p>Health organisations are also committed to supporting community initiatives that meet the health needs and aspirations of Māori.</p>
Health Practitioners	<p><b>Health practitioner leadership is pivotal in ensuring that health care is focused on achieving health equity for Māori.</b></p> <p>Leadership requires health practitioners to: review their own clinical practice and those of their peers, through a health equity and quality lens; ensure that their organisation collects high-quality ethnicity data; audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; and provide critical analysis of those organisational practices that maintain disparities in health care.</p> <p>Leadership involves active partnership with providers beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</p>	<p><b>Health practitioners strengthen their capacity and capability to deliver high-quality health care for Māori by learning and sharing high-quality health information.</b></p> <p>Routine use of clinical guidelines and tools is important in high-quality health care decision-making, as is building knowledge in the use of quality health equity improvement tools.</p> <p>Health practitioners should develop their skills in routinely examining data collected by their organisations to monitor the impact of their own work and the work of their colleagues on achieving health equity for Māori.</p> <p>Health practitioners must build their own knowledge of how they can provide health information effectively to ensure Māori individuals and whānau understand them.</p>	<p><b>Health practitioners must be committed to continuous quality improvement processes that focus on achieving health equity.</b></p> <p>Health practitioners express their commitment by: routinely using and analysing administrative data to inform their practice; using evidence-based innovations that achieve health equity for Māori; and tailoring continuing professional development to build their capacity/capability in delivering equitable health care.</p> <p>Health practitioners should also understand their role in supporting Māori individuals and whānau to develop their health literacy.</p> <p>Health practitioners are committed to supporting community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</p>

	Leadership	Knowledge	Commitment
Health System	<p><b>The following actions can support the health system in its leadership role:</b></p> <ul style="list-style-type: none"> <li>Set the expectation that all New Zealanders will have equitable health outcomes.</li> <li>Establish the legislative, regulatory and policy frameworks to implement that expectation.</li> <li>Engage Māori appropriately in developing the relevant legislative, regulatory and policy frameworks.</li> <li>Put in place monitoring, research and evaluation mechanisms to track the progress of health sector organisations against that expectation.</li> <li>Establish arrangements for health sector organisations – both providers and funders, holding them accountable for delivering equitable health outcomes.</li> <li>Set the expectation that equity is an integral component of quality.</li> <li>Set the expectation that health leaders have expertise in health equity as a core competency.</li> <li>Require national collection systems to have high-quality, complete and consistent ethnicity data.</li> <li>Set the expectation that regulatory authorities will have appropriate representation of Māori at all levels of governance to ensure genuine partnership and participation.</li> <li>Build and maintain a health workforce responsive to the health care needs and aspirations of Māori.</li> <li>Establish robust cultural competency, health literacy and quality improvement frameworks.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Remove infrastructural, financial, physical and other barriers between health and other sectors that act as obstacles to delivering high-quality health care for Māori.</li> </ul>	<p><b>The following actions can support the health system in improving its knowledge:</b></p> <ul style="list-style-type: none"> <li>Ensure that population data is routinely analysed by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, develop specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Build a health equity and quality learning system that consistently reviews and critiques the literature, uses evidence and learns with its peers.</li> <li>Support a system that focuses on clinical pathways of care that ensure equitable health outcomes for Māori.</li> <li>Ensure robust health equity analysis in economic and funding decisions.</li> <li>Evaluate the effectiveness of initiatives in achieving health equity for Māori.</li> <li>Ensure all health publications that describe the health status/outcomes for the total population include data for Māori.</li> <li>Require the development of clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Support a system that fosters the development of expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support the health system in its commitment:</b></p> <ul style="list-style-type: none"> <li>Publicly report on the health system's progress toward achieving health equity for Māori.</li> <li>Require all performance data to be stratified and analysed by ethnicity, deprivation, age, gender, disability and location, and made publicly available.</li> <li>Monitor, audit and evaluate health sector organisational performance data to track progress in achieving health equity for Māori.</li> <li>Establish frameworks that protect the rights of individuals and whānau using health services.</li> <li>Invest in the development of organisational health equity expertise.</li> <li>Commit time, resources and energy in implementing policy settings that ensure health equity is achieved for Māori.</li> <li>Ensure that funding incentivises and rewards improvements in health equity for Māori.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that regulatory authorities require all vocational training and continuing professional development activities to have a robust health equity, cultural competency and health literacy focus.</li> </ul>
Health Organisations	<p><b>The following actions can support health organisations in their leadership role:</b></p> <ul style="list-style-type: none"> <li>Ensure that all the operating policies of the organisation align with the health equity intent of the legislative, regulatory and system policy frameworks.</li> <li>Ensure Māori and iwi leaders have meaningful representation on all organisational boards and have input into organisational operational policies.</li> <li>Strengthen performance improvement, monitoring and accountability mechanisms to ensure that the organisation is on track to achieve equity of health outcomes for Māori.</li> <li>Ensure that equity is an integral component of quality.</li> <li>Require leaders in quality improvement to have expertise in health equity as a core competency.</li> <li>Ensure that organisational information systems have high-quality, complete and consistent ethnicity data.</li> <li>Actively recruit a Māori health workforce and invest in building and maintaining the capacity/capability of the organisational workforce to deliver health care that is responsive to the needs of Māori.</li> <li>Work with other Māori health organisations to benefit Māori.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Ensure that tikanga is always followed and respected.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori.</li> </ul>	<p><b>The following actions can support health organisations in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Routinely analyse organisational performance data by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, contribute to the development of specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Set an expectation that all staff will participate in learning opportunities that provide them with the most recent literature on Māori health outcomes and disparities, health equity and quality, and enable them to use this evidence and learn with their peers.</li> <li>Assign professional development support for clinical guidelines and decision-making tools that are focused on achieving health equity for Māori.</li> <li>Prioritise innovation funding and support for initiatives that focus on achieving health equity for Māori.</li> <li>Establish opportunities to share knowledge within the organisation about initiatives that work toward achieving health equity for Māori.</li> <li>Undertake community health needs assessments to identify unmet health care needs for Māori.</li> <li>Monitor clinical pathways for factors that facilitate or act as barriers toward achieving health equity for Māori.</li> <li>Support the development of expertise in te reo Māori for all staff.</li> </ul>	<p><b>The following actions can support health organisations in their commitment:</b></p> <ul style="list-style-type: none"> <li>Always engage the use of high-quality health information, for example, population health data and complete and consistent ethnicity data, to inform organisational decision-making.</li> <li>Designate appropriate time, resources and information to enable Māori to have input into the design and implementation of health equity initiatives.</li> <li>Publicly report on organisational progress toward achieving health equity for Māori.</li> <li>Allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving health equity for Māori.</li> <li>Ensure that the Code of Rights is visible and that Māori individuals and whānau understand their rights.</li> <li>Invest in the development of organisational and practitioner health equity expertise.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that all continuing professional development activities undertaken by health practitioners have a robust health equity and cultural competency focus.</li> <li>Minimise the organisational demands on the health literacy of individuals and whānau.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori.</li> </ul>
Health Practitioners	<p><b>The following actions give the opportunity for health practitioners to exert leadership within their sphere of influence:</b></p> <ul style="list-style-type: none"> <li>Provide high-quality health care that delivers equitable health outcomes for Māori.</li> <li>Champion equity as an integral component of quality.</li> <li>Develop meaningful partnerships with Māori individuals, whānau and communities to meet their health care needs and aspirations.</li> <li>Lead and participate in clinical audits and other quality improvement activities with an equity focus.</li> <li>Take professional ownership for organisational impacts on health equity.</li> <li>Ensure that patient records include complete and correctly recorded ethnicity details.</li> <li>Strengthen the role of health practitioners in developing health literacy.</li> <li>Set the expectation for culturally responsive health care within health teams.</li> <li>Model respect and appreciation for te reo and tikanga Māori and demonstrate its relevance and importance.</li> <li>Work with Māori health practitioners and organisations to benefit Māori individuals and whānau.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</li> </ul>	<p><b>The following actions can support health practitioners in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Participate in quality improvement forums with colleagues that examine whether clinical performance is achieving health equity for Māori.</li> <li>Build knowledge about Māori health outcomes and disparities, health equity and quality; keep up to date with the evidence and the literature; work with peers and develop and maintain critical analysis skills.</li> <li>Understand the health sector's legal obligations in reducing health disparities and improving outcomes for Māori, including relevant sections of the New Zealand Public Health and Disability Act 2000.</li> <li>Use recommended clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Strengthen understandings of Māori models of health and wellbeing.</li> <li>Build knowledge about health literacy and understand the role of health practitioners in developing health literacy.</li> <li>Develop expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support health practitioners in their commitment:</b></p> <ul style="list-style-type: none"> <li>Routinely use and analyse administrative data to inform practice.</li> <li>Use evidence-based innovations that achieve health equity for Māori.</li> <li>Ensure that clinical practice aligns with the Code of Rights.</li> <li>Strengthen critical analysis skills and recognise stereotyping and discrimination that create barriers for Māori individuals and whānau to high-quality health care.</li> <li>Share the individual contributions of fellow colleagues to the organisation's performance in achieving health equity for Māori.</li> <li>Tailor continuing professional development to building capacity and capability in delivering equitable health care.</li> <li>Support Māori individuals and whānau to develop their own health literacy.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</li> </ul>

Our thanks and acknowledgement to Erenora Puketapu-Hetet for permission to use the photograph, which shows her creation of a korowai taonga.

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Health System	<p><b>Health system leadership is about setting an expectation that all New Zealanders will have equity of health outcomes.</b></p> <p>In order to achieve equity of health outcomes, disparities in health care must be eliminated. Government legislative and strategic approaches are important in setting the scene for committing to the elimination of health disparities and achieving health equity.</p> <p>Health system leadership is expressed in: health policies and strategies; setting the expectation that equity is an integral component of quality; setting health targets; developing funding formulas for service procurement; and building and maintaining a health workforce that is responsive to the health care needs and aspirations of Māori.</p> <p>Services must be organised around the needs of individuals and whānau. To achieve this, Government must focus on removing infrastructural, financial, physical and other barriers to delivering high-quality health care for Māori that exist between health and other sectors.</p>	<p><b>The health system requires knowledge to monitor progress in achieving health equity for Māori.</b></p> <p>Knowledge encompasses high-quality health information that includes: research – quantitative and qualitative and/or informed by Māori methodologies; high-quality population health data with complete and consistent ethnicity data; cultural competency and health literacy; Māori models of health and wellbeing; clinical care pathways, guidelines and tools; and health innovation.</p> <p>Knowledge of what improves health equity for Māori should be developed and built upon to inform health policy and strategy. The use of high-quality health information, and the use of equity parameters to measure and monitor progress toward achieving health equity, is integral to this process.</p> <p>Further to this, the health system performance improvement and monitoring frameworks should include specific health equity measures.</p>	<p><b>The health system is committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health system commitment is expressed in: incentivising and rewarding the delivery of equitable health outcomes for Māori; requiring performance data to be analysed by ethnicity, deprivation, age, gender, disability and location; measuring and monitoring progress toward achieving health equity for Māori; developing frameworks that focus on protecting the health rights of Māori; and investing in the development of organisational health equity expertise.</p> <p>Health system commitment requires regulatory authorities to ensure that all vocational training and continuing professional development activities have a robust health equity, cultural competency and health literacy focus.</p>
Health Organisations	<p><b>Health organisation leadership is about making an explicit organisational commitment to delivering high-quality health care that ensures health equity for Māori.</b></p> <p>Organisational leadership is expressed in well aligned policies, strategies and plans that are responsive to the health care needs and aspirations of Māori.</p> <p>The organisation sets and monitors equity and other quality improvement targets; ensures that structural arrangements do not prevent individuals and their whānau accessing health services and actively invests in building and maintaining Māori health workforce capacity and capability.</p> <p>The organisation actively partners with providers beyond the health sector to allow for better service integration, planning and support for Māori.</p>	<p><b>Health organisations must establish environments that encourage learning and the sharing of high-quality health information.</b></p> <p>To inform decision-making, health organisations should focus on developing and building their knowledge of evidence-based initiatives that have:</p> <ol style="list-style-type: none"> <li>1. undergone equity analyses before they are implemented</li> <li>2. been monitored for their effectiveness in achieving health equity for Māori.</li> </ol> <p>Health organisations should also endorse the use of health equity and quality improvement tools that support the delivery of high-quality health care that is responsive to the needs and aspirations of Māori.</p>	<p><b>Health organisations are committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health organisations are committed to building relationships with Māori to collaboratively design, implement and evaluate initiatives that ensure delivery of high-quality health care that meets their needs and aspirations.</p> <p>Investment in initiatives that are successful in achieving health equity for Māori should be matched by divesting from initiatives that are unable to progress this goal. To make good decisions on which initiatives to support, health organisations must use high-quality health information, for example, complete and consistent ethnicity datasets, to monitor services against agreed indicators.</p> <p>Health organisations are also committed to supporting community initiatives that meet the health needs and aspirations of Māori.</p>
Health Practitioners	<p><b>Health practitioner leadership is pivotal in ensuring that health care is focused on achieving health equity for Māori.</b></p> <p>Leadership requires health practitioners to: review their own clinical practice and those of their peers, through a health equity and quality lens; ensure that their organisation collects high-quality ethnicity data; audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; and provide critical analysis of those organisational practices that maintain disparities in health care.</p> <p>Leadership involves active partnership with providers beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</p>	<p><b>Health practitioners strengthen their capacity and capability to deliver high-quality health care for Māori by learning and sharing high-quality health information.</b></p> <p>Routine use of clinical guidelines and tools is important in high-quality health care decision-making, as is building knowledge in the use of quality health equity improvement tools.</p> <p>Health practitioners should develop their skills in routinely examining data collected by their organisations to monitor the impact of their own work and the work of their colleagues on achieving health equity for Māori.</p> <p>Health practitioners must build their own knowledge of how they can provide health information effectively to ensure Māori individuals and whānau understand them.</p>	<p><b>Health practitioners must be committed to continuous quality improvement processes that focus on achieving health equity.</b></p> <p>Health practitioners express their commitment by: routinely using and analysing administrative data to inform their practice; using evidence-based innovations that achieve health equity for Māori; and tailoring continuing professional development to build their capacity/capability in delivering equitable health care.</p> <p>Health practitioners should also understand their role in supporting Māori individuals and whānau to develop their health literacy.</p> <p>Health practitioners are committed to supporting community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</p>

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Health System	<p><b>The following actions can support the health system in its leadership role:</b></p> <ul style="list-style-type: none"> <li>Set the expectation that all New Zealanders will have equitable health outcomes.</li> <li>Establish the legislative, regulatory and policy frameworks to implement that expectation.</li> <li>Engage Māori appropriately in developing the relevant legislative, regulatory and policy frameworks.</li> <li>Put in place monitoring, research and evaluation mechanisms to track the progress of health sector organisations against that expectation.</li> <li>Establish arrangements for health sector organisations – both providers and funders, holding them accountable for delivering equitable health outcomes.</li> <li>Set the expectation that equity is an integral component of quality.</li> <li>Set the expectation that health leaders have expertise in health equity as a core competency.</li> <li>Require national collection systems to have high-quality, complete and consistent ethnicity data.</li> <li>Set the expectation that regulatory authorities will have appropriate representation of Māori at all levels of governance to ensure genuine partnership and participation.</li> <li>Build and maintain a health workforce responsive to the health care needs and aspirations of Māori.</li> <li>Establish robust cultural competency, health literacy and quality improvement frameworks.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Remove infrastructural, financial, physical and other barriers between health and other sectors that act as obstacles to delivering high-quality health care for Māori.</li> </ul>	<p><b>The following actions can support the health system in improving its knowledge:</b></p> <ul style="list-style-type: none"> <li>Ensure that population data is routinely analysed by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, develop specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Build a health equity and quality learning system that consistently reviews and critiques the literature, uses evidence and learns with its peers.</li> <li>Support a system that focuses on clinical pathways of care that ensure equitable health outcomes for Māori.</li> <li>Ensure robust health equity analysis in economic and funding decisions.</li> <li>Evaluate the effectiveness of initiatives in achieving health equity for Māori.</li> <li>Ensure all health publications that describe the health status/outcomes for the total population include data for Māori.</li> <li>Require the development of clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Support a system that fosters the development of expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support the health system in its commitment:</b></p> <ul style="list-style-type: none"> <li>Publicly report on the health system's progress toward achieving health equity for Māori.</li> <li>Require all performance data to be stratified and analysed by ethnicity, deprivation, age, gender, disability and location, and made publicly available.</li> <li>Monitor, audit and evaluate health sector organisational performance data to track progress in achieving health equity for Māori.</li> <li>Establish frameworks that protect the rights of individuals and whānau using health services.</li> <li>Invest in the development of organisational health equity expertise.</li> <li>Commit time, resources and energy in implementing policy settings that ensure health equity is achieved for Māori.</li> <li>Ensure that funding incentivises and rewards improvements in health equity for Māori.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that regulatory authorities require all vocational training and continuing professional development activities to have a robust health equity, cultural competency and health literacy focus.</li> </ul>
Health Organisations	<p><b>The following actions can support health organisations in their leadership role:</b></p> <ul style="list-style-type: none"> <li>Ensure that all the operating policies of the organisation align with the health equity intent of the legislative, regulatory and system policy frameworks.</li> <li>Ensure Māori and iwi leaders have meaningful representation on all organisational boards and have input into organisational operational policies.</li> <li>Strengthen performance improvement, monitoring and accountability mechanisms to ensure that the organisation is on track to achieve equity of health outcomes for Māori.</li> <li>Ensure that equity is an integral component of quality.</li> <li>Require leaders in quality improvement to have expertise in health equity as a core competency.</li> <li>Ensure that organisational information systems have high-quality, complete and consistent ethnicity data.</li> <li>Actively recruit a Māori health workforce and invest in building and maintaining the capacity/capability of the organisational workforce to deliver health care that is responsive to the needs of Māori.</li> <li>Work with other Māori health organisations to benefit Māori.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Ensure that tikanga is always followed and respected.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori.</li> </ul>	<p><b>The following actions can support health organisations in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Routinely analyse organisational performance data by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, contribute to the development of specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Set an expectation that all staff will participate in learning opportunities that provide them with the most recent literature on Māori health outcomes and disparities, health equity and quality, and enable them to use this evidence and learn with their peers.</li> <li>Assign professional development support for clinical guidelines and decision-making tools that are focused on achieving health equity for Māori.</li> <li>Prioritise innovation funding and support for initiatives that focus on achieving health equity for Māori.</li> <li>Establish opportunities to share knowledge within the organisation about initiatives that work toward achieving health equity for Māori.</li> <li>Undertake community health needs assessments to identify unmet health care needs for Māori.</li> <li>Monitor clinical pathways for factors that facilitate or act as barriers toward achieving health equity for Māori.</li> <li>Support the development of expertise in te reo Māori for all staff.</li> </ul>	<p><b>The following actions can support health organisations in their commitment:</b></p> <ul style="list-style-type: none"> <li>Always engage the use of high-quality health information, for example, population health data and complete and consistent ethnicity data, to inform organisational decision-making.</li> <li>Designate appropriate time, resources and information to enable Māori to have input into the design and implementation of health equity initiatives.</li> <li>Publicly report on organisational progress toward achieving health equity for Māori.</li> <li>Allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving health equity for Māori.</li> <li>Ensure that the Code of Rights is visible and that Māori individuals and whānau understand their rights.</li> <li>Invest in the development of organisational and practitioner health equity expertise.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that all continuing professional development activities undertaken by health practitioners have a robust health equity and cultural competency focus.</li> <li>Minimise the organisational demands on the health literacy of individuals and whānau.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori.</li> </ul>
Health Practitioners	<p><b>The following actions give the opportunity for health practitioners to exert leadership within their sphere of influence:</b></p> <ul style="list-style-type: none"> <li>Provide high-quality health care that delivers equitable health outcomes for Māori.</li> <li>Champion equity as an integral component of quality.</li> <li>Develop meaningful partnerships with Māori individuals, whānau and communities to meet their health care needs and aspirations.</li> <li>Lead and participate in clinical audits and other quality improvement activities with an equity focus.</li> <li>Take professional ownership for organisational impacts on health equity.</li> <li>Ensure that patient records include complete and correctly recorded ethnicity details.</li> <li>Strengthen the role of health practitioners in developing health literacy.</li> <li>Set the expectation for culturally responsive health care within health teams.</li> <li>Model respect and appreciation for te reo and tikanga Māori and demonstrate its relevance and importance.</li> <li>Work with Māori health practitioners and organisations to benefit Māori individuals and whānau.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</li> </ul>	<p><b>The following actions can support health practitioners in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Participate in quality improvement forums with colleagues that examine whether clinical performance is achieving health equity for Māori.</li> <li>Build knowledge about Māori health outcomes and disparities, health equity and quality; keep up to date with the evidence and the literature; work with peers and develop and maintain critical analysis skills.</li> <li>Understand the health sector's legal obligations in reducing health disparities and improving outcomes for Māori, including relevant sections of the New Zealand Public Health and Disability Act 2000.</li> <li>Use recommended clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Strengthen understandings of Māori models of health and wellbeing.</li> <li>Build knowledge about health literacy and understand the role of health practitioners in developing health literacy.</li> <li>Develop expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support health practitioners in their commitment:</b></p> <ul style="list-style-type: none"> <li>Routinely use and analyse administrative data to inform practice.</li> <li>Use evidence-based innovations that achieve health equity for Māori.</li> <li>Ensure that clinical practice aligns with the Code of Rights.</li> <li>Strengthen critical analysis skills and recognise stereotyping and discrimination that create barriers for Māori individuals and whānau to high-quality health care.</li> <li>Share the individual contributions of fellow colleagues to the organisation's performance in achieving health equity for Māori.</li> <li>Tailor continuing professional development to building capacity and capability in delivering equitable health care.</li> <li>Support Māori individuals and whānau to develop their own health literacy.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</li> </ul>

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# Equity of Health Care for Māori: A framework

	Leadership Championing the provision of high-quality health care that delivers equity of health outcomes for Māori	Knowledge Developing knowledge about ways to effectively deliver and monitor high-quality health care for Māori	Commitment Being committed to providing high-quality health care that meets the health care needs and aspirations of Māori
Health System	<p><b>Health system leadership is about setting an expectation that all New Zealanders will have equity of health outcomes.</b></p> <p>In order to achieve equity of health outcomes, disparities in health care must be eliminated. Government legislative and strategic approaches are important in setting the scene for committing to the elimination of health disparities and achieving health equity.</p> <p>Health system leadership is expressed in: health policies and strategies; setting the expectation that equity is an integral component of quality; setting health targets; developing funding formulas for service procurement; and building and maintaining a health workforce that is responsive to the health care needs and aspirations of Māori.</p> <p>Services must be organised around the needs of individuals and whānau. To achieve this, Government must focus on removing infrastructural, financial, physical and other barriers to delivering high-quality health care for Māori that exist between health and other sectors.</p>	<p><b>The health system requires knowledge to monitor progress in achieving health equity for Māori.</b></p> <p>Knowledge encompasses high-quality health information that includes: research – quantitative and qualitative and/or informed by Māori methodologies; high-quality population health data with complete and consistent ethnicity data; cultural competency and health literacy; Māori models of health and wellbeing; clinical care pathways, guidelines and tools; and health innovation.</p> <p>Knowledge of what improves health equity for Māori should be developed and built upon to inform health policy and strategy. The use of high-quality health information, and the use of equity parameters to measure and monitor progress toward achieving health equity, is integral to this process.</p> <p>Further to this, the health system performance improvement and monitoring frameworks should include specific health equity measures.</p>	<p><b>The health system is committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health system commitment is expressed in: incentivising and rewarding the delivery of equitable health outcomes for Māori; requiring performance data to be analysed by ethnicity, deprivation, age, gender, disability and location; measuring and monitoring progress toward achieving health equity for Māori; developing frameworks that focus on protecting the health rights of Māori; and investing in the development of organisational health equity expertise.</p> <p>Health system commitment requires regulatory authorities to ensure that all vocational training and continuing professional development activities have a robust health equity, cultural competency and health literacy focus.</p>
Health Organisations	<p><b>Health organisation leadership is about making an explicit organisational commitment to delivering high-quality health care that ensures health equity for Māori.</b></p> <p>Organisational leadership is expressed in well aligned policies, strategies and plans that are responsive to the health care needs and aspirations of Māori.</p> <p>The organisation sets and monitors equity and other quality improvement targets; ensures that structural arrangements do not prevent individuals and their whānau accessing health services and actively invests in building and maintaining Māori health workforce capacity and capability.</p> <p>The organisation actively partners with providers beyond the health sector to allow for better service integration, planning and support for Māori.</p>	<p><b>Health organisations must establish environments that encourage learning and the sharing of high-quality health information.</b></p> <p>To inform decision-making, health organisations should focus on developing and building their knowledge of evidence-based initiatives that have:</p> <ol style="list-style-type: none"> <li>1. undergone equity analyses before they are implemented</li> <li>2. been monitored for their effectiveness in achieving health equity for Māori.</li> </ol> <p>Health organisations should also endorse the use of health equity and quality improvement tools that support the delivery of high-quality health care that is responsive to the needs and aspirations of Māori.</p>	<p><b>Health organisations are committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health organisations are committed to building relationships with Māori to collaboratively design, implement and evaluate initiatives that ensure delivery of high-quality health care that meets their needs and aspirations.</p> <p>Investment in initiatives that are successful in achieving health equity for Māori should be matched by divesting from initiatives that are unable to progress this goal. To make good decisions on which initiatives to support, health organisations must use high-quality health information, for example, complete and consistent ethnicity datasets, to monitor services against agreed indicators.</p> <p>Health organisations are also committed to supporting community initiatives that meet the health needs and aspirations of Māori.</p>
Health Practitioners	<p><b>Health practitioner leadership is pivotal in ensuring that health care is focused on achieving health equity for Māori.</b></p> <p>Leadership requires health practitioners to: review their own clinical practice and those of their peers, through a health equity and quality lens; ensure that their organisation collects high-quality ethnicity data; audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; and provide critical analysis of those organisational practices that maintain disparities in health care.</p> <p>Leadership involves active partnership with providers beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</p>	<p><b>Health practitioners strengthen their capacity and capability to deliver high-quality health care for Māori by learning and sharing high-quality health information.</b></p> <p>Routine use of clinical guidelines and tools is important in high-quality health care decision-making, as is building knowledge in the use of quality health equity improvement tools.</p> <p>Health practitioners should develop their skills in routinely examining data collected by their organisations to monitor the impact of their own work and the work of their colleagues on achieving health equity for Māori.</p> <p>Health practitioners must build their own knowledge of how they can provide health information effectively to ensure Māori individuals and whānau understand them.</p>	<p><b>Health practitioners must be committed to continuous quality improvement processes that focus on achieving health equity.</b></p> <p>Health practitioners express their commitment by: routinely using and analysing administrative data to inform their practice; using evidence-based innovations that achieve health equity for Māori; and tailoring continuing professional development to build their capacity/capability in delivering equitable health care.</p> <p>Health practitioners should also understand their role in supporting Māori individuals and whānau to develop their health literacy.</p> <p>Health practitioners are committed to supporting community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</p>

	Leadership	Knowledge	Commitment
Health System	<p><b>The following actions can support the health system in its leadership role:</b></p> <ul style="list-style-type: none"> <li>Set the expectation that all New Zealanders will have equitable health outcomes.</li> <li>Establish the legislative, regulatory and policy frameworks to implement that expectation.</li> <li>Engage Māori appropriately in developing the relevant legislative, regulatory and policy frameworks.</li> <li>Put in place monitoring, research and evaluation mechanisms to track the progress of health sector organisations against that expectation.</li> <li>Establish arrangements for health sector organisations – both providers and funders, holding them accountable for delivering equitable health outcomes.</li> <li>Set the expectation that equity is an integral component of quality.</li> <li>Set the expectation that health leaders have expertise in health equity as a core competency.</li> <li>Require national collection systems to have high-quality, complete and consistent ethnicity data.</li> <li>Set the expectation that regulatory authorities will have appropriate representation of Māori at all levels of governance to ensure genuine partnership and participation.</li> <li>Build and maintain a health workforce responsive to the health care needs and aspirations of Māori.</li> <li>Establish robust cultural competency, health literacy and quality improvement frameworks.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Remove infrastructural, financial, physical and other barriers between health and other sectors that act as obstacles to delivering high-quality health care for Māori.</li> </ul>	<p><b>The following actions can support the health system in improving its knowledge:</b></p> <ul style="list-style-type: none"> <li>Ensure that population data is routinely analysed by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, develop specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Build a health equity and quality learning system that consistently reviews and critiques the literature, uses evidence and learns with its peers.</li> <li>Support a system that focuses on clinical pathways of care that ensure equitable health outcomes for Māori.</li> <li>Ensure robust health equity analysis in economic and funding decisions.</li> <li>Evaluate the effectiveness of initiatives in achieving health equity for Māori.</li> <li>Ensure all health publications that describe the health status/outcomes for the total population include data for Māori.</li> <li>Require the development of clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Support a system that fosters the development of expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support the health system in its commitment:</b></p> <ul style="list-style-type: none"> <li>Publicly report on the health system's progress toward achieving health equity for Māori.</li> <li>Require all performance data to be stratified and analysed by ethnicity, deprivation, age, gender, disability and location, and made publicly available.</li> <li>Monitor, audit and evaluate health sector organisational performance data to track progress in achieving health equity for Māori.</li> <li>Establish frameworks that protect the rights of individuals and whānau using health services.</li> <li>Invest in the development of organisational health equity expertise.</li> <li>Commit time, resources and energy in implementing policy settings that ensure health equity is achieved for Māori.</li> <li>Ensure that funding incentivises and rewards improvements in health equity for Māori.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that regulatory authorities require all vocational training and continuing professional development activities to have a robust health equity, cultural competency and health literacy focus.</li> </ul>
Health Organisations	<p><b>The following actions can support health organisations in their leadership role:</b></p> <ul style="list-style-type: none"> <li>Ensure that all the operating policies of the organisation align with the health equity intent of the legislative, regulatory and system policy frameworks.</li> <li>Ensure Māori and iwi leaders have meaningful representation on all organisational boards and have input into organisational operational policies.</li> <li>Strengthen performance improvement, monitoring and accountability mechanisms to ensure that the organisation is on track to achieve equity of health outcomes for Māori.</li> <li>Ensure that equity is an integral component of quality.</li> <li>Require leaders in quality improvement to have expertise in health equity as a core competency.</li> <li>Ensure that organisational information systems have high-quality, complete and consistent ethnicity data.</li> <li>Actively recruit a Māori health workforce and invest in building and maintaining the capacity/capability of the organisational workforce to deliver health care that is responsive to the needs of Māori.</li> <li>Work with other Māori health organisations to benefit Māori.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Ensure that tikanga is always followed and respected.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori.</li> </ul>	<p><b>The following actions can support health organisations in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Routinely analyse organisational performance data by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, contribute to the development of specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Set an expectation that all staff will participate in learning opportunities that provide them with the most recent literature on Māori health outcomes and disparities, health equity and quality, and enable them to use this evidence and learn with their peers.</li> <li>Assign professional development support for clinical guidelines and decision-making tools that are focused on achieving health equity for Māori.</li> <li>Prioritise innovation funding and support for initiatives that focus on achieving health equity for Māori.</li> <li>Establish opportunities to share knowledge within the organisation about initiatives that work toward achieving health equity for Māori.</li> <li>Undertake community health needs assessments to identify unmet health care needs for Māori.</li> <li>Monitor clinical pathways for factors that facilitate or act as barriers toward achieving health equity for Māori.</li> <li>Support the development of expertise in te reo Māori for all staff.</li> </ul>	<p><b>The following actions can support health organisations in their commitment:</b></p> <ul style="list-style-type: none"> <li>Always engage the use of high-quality health information, for example, population health data and complete and consistent ethnicity data, to inform organisational decision-making.</li> <li>Designate appropriate time, resources and information to enable Māori to have input into the design and implementation of health equity initiatives.</li> <li>Publicly report on organisational progress toward achieving health equity for Māori.</li> <li>Allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving health equity for Māori.</li> <li>Ensure that the Code of Rights is visible and that Māori individuals and whānau understand their rights.</li> <li>Invest in the development of organisational and practitioner health equity expertise.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that all continuing professional development activities undertaken by health practitioners have a robust health equity and cultural competency focus.</li> <li>Minimise the organisational demands on the health literacy of individuals and whānau.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori.</li> </ul>
Health Practitioners	<p><b>The following actions give the opportunity for health practitioners to exert leadership within their sphere of influence:</b></p> <ul style="list-style-type: none"> <li>Provide high-quality health care that delivers equitable health outcomes for Māori.</li> <li>Champion equity as an integral component of quality.</li> <li>Develop meaningful partnerships with Māori individuals, whānau and communities to meet their health care needs and aspirations.</li> <li>Lead and participate in clinical audits and other quality improvement activities with an equity focus.</li> <li>Take professional ownership for organisational impacts on health equity.</li> <li>Ensure that patient records include complete and correctly recorded ethnicity details.</li> <li>Strengthen the role of health practitioners in developing health literacy.</li> <li>Set the expectation for culturally responsive health care within health teams.</li> <li>Model respect and appreciation for te reo and tikanga Māori and demonstrate its relevance and importance.</li> <li>Work with Māori health practitioners and organisations to benefit Māori individuals and whānau.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</li> </ul>	<p><b>The following actions can support health practitioners in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Participate in quality improvement forums with colleagues that examine whether clinical performance is achieving health equity for Māori.</li> <li>Build knowledge about Māori health outcomes and disparities, health equity and quality; keep up to date with the evidence and the literature; work with peers and develop and maintain critical analysis skills.</li> <li>Understand the health sector's legal obligations in reducing health disparities and improving outcomes for Māori, including relevant sections of the New Zealand Public Health and Disability Act 2000.</li> <li>Use recommended clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Strengthen understandings of Māori models of health and wellbeing.</li> <li>Build knowledge about health literacy and understand the role of health practitioners in developing health literacy.</li> <li>Develop expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support health practitioners in their commitment:</b></p> <ul style="list-style-type: none"> <li>Routinely use and analyse administrative data to inform practice.</li> <li>Use evidence-based innovations that achieve health equity for Māori.</li> <li>Ensure that clinical practice aligns with the Code of Rights.</li> <li>Strengthen critical analysis skills and recognise stereotyping and discrimination that create barriers for Māori individuals and whānau to high-quality health care.</li> <li>Share the individual contributions of fellow colleagues to the organisation's performance in achieving health equity for Māori.</li> <li>Tailor continuing professional development to building capacity and capability in delivering equitable health care.</li> <li>Support Māori individuals and whānau to develop their own health literacy.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</li> </ul>

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# Equity of Health Care for Māori: A framework

	Leadership Championing the provision of high-quality health care that delivers equity of health outcomes for Māori	Knowledge Developing knowledge about ways to effectively deliver and monitor high-quality health care for Māori	Commitment Being committed to providing high-quality health care that meets the health care needs and aspirations of Māori
Health System	<p><b>Health system leadership is about setting an expectation that all New Zealanders will have equity of health outcomes.</b></p> <p>In order to achieve equity of health outcomes, disparities in health care must be eliminated. Government legislative and strategic approaches are important in setting the scene for committing to the elimination of health disparities and achieving health equity.</p> <p>Health system leadership is expressed in: health policies and strategies; setting the expectation that equity is an integral component of quality; setting health targets; developing funding formulas for service procurement; and building and maintaining a health workforce that is responsive to the health care needs and aspirations of Māori.</p> <p>Services must be organised around the needs of individuals and whānau. To achieve this, Government must focus on removing infrastructural, financial, physical and other barriers to delivering high-quality health care for Māori that exist between health and other sectors.</p>	<p><b>The health system requires knowledge to monitor progress in achieving health equity for Māori.</b></p> <p>Knowledge encompasses high-quality health information that includes: research – quantitative and qualitative and/or informed by Māori methodologies; high-quality population health data with complete and consistent ethnicity data; cultural competency and health literacy; Māori models of health and wellbeing; clinical care pathways, guidelines and tools; and health innovation.</p> <p>Knowledge of what improves health equity for Māori should be developed and built upon to inform health policy and strategy. The use of high-quality health information, and the use of equity parameters to measure and monitor progress toward achieving health equity, is integral to this process.</p> <p>Further to this, the health system performance improvement and monitoring frameworks should include specific health equity measures.</p>	<p><b>The health system is committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health system commitment is expressed in: incentivising and rewarding the delivery of equitable health outcomes for Māori; requiring performance data to be analysed by ethnicity, deprivation, age, gender, disability and location; measuring and monitoring progress toward achieving health equity for Māori; developing frameworks that focus on protecting the health rights of Māori; and investing in the development of organisational health equity expertise.</p> <p>Health system commitment requires regulatory authorities to ensure that all vocational training and continuing professional development activities have a robust health equity, cultural competency and health literacy focus.</p>
Health Organisations	<p><b>Health organisation leadership is about making an explicit organisational commitment to delivering high-quality health care that ensures health equity for Māori.</b></p> <p>Organisational leadership is expressed in well aligned policies, strategies and plans that are responsive to the health care needs and aspirations of Māori.</p> <p>The organisation sets and monitors equity and other quality improvement targets; ensures that structural arrangements do not prevent individuals and their whānau accessing health services and actively invests in building and maintaining Māori health workforce capacity and capability.</p> <p>The organisation actively partners with providers beyond the health sector to allow for better service integration, planning and support for Māori.</p>	<p><b>Health organisations must establish environments that encourage learning and the sharing of high-quality health information.</b></p> <p>To inform decision-making, health organisations should focus on developing and building their knowledge of evidence-based initiatives that have:</p> <ol style="list-style-type: none"> <li>1. undergone equity analyses before they are implemented</li> <li>2. been monitored for their effectiveness in achieving health equity for Māori.</li> </ol> <p>Health organisations should also endorse the use of health equity and quality improvement tools that support the delivery of high-quality health care that is responsive to the needs and aspirations of Māori.</p>	<p><b>Health organisations are committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health organisations are committed to building relationships with Māori to collaboratively design, implement and evaluate initiatives that ensure delivery of high-quality health care that meets their needs and aspirations.</p> <p>Investment in initiatives that are successful in achieving health equity for Māori should be matched by divesting from initiatives that are unable to progress this goal. To make good decisions on which initiatives to support, health organisations must use high-quality health information, for example, complete and consistent ethnicity datasets, to monitor services against agreed indicators.</p> <p>Health organisations are also committed to supporting community initiatives that meet the health needs and aspirations of Māori.</p>
Health Practitioners	<p><b>Health practitioner leadership is pivotal in ensuring that health care is focused on achieving health equity for Māori.</b></p> <p>Leadership requires health practitioners to: review their own clinical practice and those of their peers, through a health equity and quality lens; ensure that their organisation collects high-quality ethnicity data; audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; and provide critical analysis of those organisational practices that maintain disparities in health care.</p> <p>Leadership involves active partnership with providers beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</p>	<p><b>Health practitioners strengthen their capacity and capability to deliver high-quality health care for Māori by learning and sharing high-quality health information.</b></p> <p>Routine use of clinical guidelines and tools is important in high-quality health care decision-making, as is building knowledge in the use of quality health equity improvement tools.</p> <p>Health practitioners should develop their skills in routinely examining data collected by their organisations to monitor the impact of their own work and the work of their colleagues on achieving health equity for Māori.</p> <p>Health practitioners must build their own knowledge of how they can provide health information effectively to ensure Māori individuals and whānau understand them.</p>	<p><b>Health practitioners must be committed to continuous quality improvement processes that focus on achieving health equity.</b></p> <p>Health practitioners express their commitment by: routinely using and analysing administrative data to inform their practice; using evidence-based innovations that achieve health equity for Māori; and tailoring continuing professional development to build their capacity/capability in delivering equitable health care.</p> <p>Health practitioners should also understand their role in supporting Māori individuals and whānau to develop their health literacy.</p> <p>Health practitioners are committed to supporting community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</p>

	Leadership	Knowledge	Commitment
Health System	<p><b>The following actions can support the health system in its leadership role:</b></p> <ul style="list-style-type: none"> <li>Set the expectation that all New Zealanders will have equitable health outcomes.</li> <li>Establish the legislative, regulatory and policy frameworks to implement that expectation.</li> <li>Engage Māori appropriately in developing the relevant legislative, regulatory and policy frameworks.</li> <li>Put in place monitoring, research and evaluation mechanisms to track the progress of health sector organisations against that expectation.</li> <li>Establish arrangements for health sector organisations – both providers and funders, holding them accountable for delivering equitable health outcomes.</li> <li>Set the expectation that equity is an integral component of quality.</li> <li>Set the expectation that health leaders have expertise in health equity as a core competency.</li> <li>Require national collection systems to have high-quality, complete and consistent ethnicity data.</li> <li>Set the expectation that regulatory authorities will have appropriate representation of Māori at all levels of governance to ensure genuine partnership and participation.</li> <li>Build and maintain a health workforce responsive to the health care needs and aspirations of Māori.</li> <li>Establish robust cultural competency, health literacy and quality improvement frameworks.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Remove infrastructural, financial, physical and other barriers between health and other sectors that act as obstacles to delivering high-quality health care for Māori.</li> </ul>	<p><b>The following actions can support the health system in improving its knowledge:</b></p> <ul style="list-style-type: none"> <li>Ensure that population data is routinely analysed by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, develop specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Build a health equity and quality learning system that consistently reviews and critiques the literature, uses evidence and learns with its peers.</li> <li>Support a system that focuses on clinical pathways of care that ensure equitable health outcomes for Māori.</li> <li>Ensure robust health equity analysis in economic and funding decisions.</li> <li>Evaluate the effectiveness of initiatives in achieving health equity for Māori.</li> <li>Ensure all health publications that describe the health status/outcomes for the total population include data for Māori.</li> <li>Require the development of clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Support a system that fosters the development of expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support the health system in its commitment:</b></p> <ul style="list-style-type: none"> <li>Publicly report on the health system's progress toward achieving health equity for Māori.</li> <li>Require all performance data to be stratified and analysed by ethnicity, deprivation, age, gender, disability and location, and made publicly available.</li> <li>Monitor, audit and evaluate health sector organisational performance data to track progress in achieving health equity for Māori.</li> <li>Establish frameworks that protect the rights of individuals and whānau using health services.</li> <li>Invest in the development of organisational health equity expertise.</li> <li>Commit time, resources and energy in implementing policy settings that ensure health equity is achieved for Māori.</li> <li>Ensure that funding incentivises and rewards improvements in health equity for Māori.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that regulatory authorities require all vocational training and continuing professional development activities to have a robust health equity, cultural competency and health literacy focus.</li> </ul>
Health Organisations	<p><b>The following actions can support health organisations in their leadership role:</b></p> <ul style="list-style-type: none"> <li>Ensure that all the operating policies of the organisation align with the health equity intent of the legislative, regulatory and system policy frameworks.</li> <li>Ensure Māori and iwi leaders have meaningful representation on all organisational boards and have input into organisational operational policies.</li> <li>Strengthen performance improvement, monitoring and accountability mechanisms to ensure that the organisation is on track to achieve equity of health outcomes for Māori.</li> <li>Ensure that equity is an integral component of quality.</li> <li>Require leaders in quality improvement to have expertise in health equity as a core competency.</li> <li>Ensure that organisational information systems have high-quality, complete and consistent ethnicity data.</li> <li>Actively recruit a Māori health workforce and invest in building and maintaining the capacity/capability of the organisational workforce to deliver health care that is responsive to the needs of Māori.</li> <li>Work with other Māori health organisations to benefit Māori.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Ensure that tikanga is always followed and respected.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori.</li> </ul>	<p><b>The following actions can support health organisations in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Routinely analyse organisational performance data by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, contribute to the development of specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Set an expectation that all staff will participate in learning opportunities that provide them with the most recent literature on Māori health outcomes and disparities, health equity and quality, and enable them to use this evidence and learn with their peers.</li> <li>Assign professional development support for clinical guidelines and decision-making tools that are focused on achieving health equity for Māori.</li> <li>Prioritise innovation funding and support for initiatives that focus on achieving health equity for Māori.</li> <li>Establish opportunities to share knowledge within the organisation about initiatives that work toward achieving health equity for Māori.</li> <li>Undertake community health needs assessments to identify unmet health care needs for Māori.</li> <li>Monitor clinical pathways for factors that facilitate or act as barriers toward achieving health equity for Māori.</li> <li>Support the development of expertise in te reo Māori for all staff.</li> </ul>	<p><b>The following actions can support health organisations in their commitment:</b></p> <ul style="list-style-type: none"> <li>Always engage the use of high-quality health information, for example, population health data and complete and consistent ethnicity data, to inform organisational decision-making.</li> <li>Designate appropriate time, resources and information to enable Māori to have input into the design and implementation of health equity initiatives.</li> <li>Publicly report on organisational progress toward achieving health equity for Māori.</li> <li>Allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving health equity for Māori.</li> <li>Ensure that the Code of Rights is visible and that Māori individuals and whānau understand their rights.</li> <li>Invest in the development of organisational and practitioner health equity expertise.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that all continuing professional development activities undertaken by health practitioners have a robust health equity and cultural competency focus.</li> <li>Minimise the organisational demands on the health literacy of individuals and whānau.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori.</li> </ul>
Health Practitioners	<p><b>The following actions give the opportunity for health practitioners to exert leadership within their sphere of influence:</b></p> <ul style="list-style-type: none"> <li>Provide high-quality health care that delivers equitable health outcomes for Māori.</li> <li>Champion equity as an integral component of quality.</li> <li>Develop meaningful partnerships with Māori individuals, whānau and communities to meet their health care needs and aspirations.</li> <li>Lead and participate in clinical audits and other quality improvement activities with an equity focus.</li> <li>Take professional ownership for organisational impacts on health equity.</li> <li>Ensure that patient records include complete and correctly recorded ethnicity details.</li> <li>Strengthen the role of health practitioners in developing health literacy.</li> <li>Set the expectation for culturally responsive health care within health teams.</li> <li>Model respect and appreciation for te reo and tikanga Māori and demonstrate its relevance and importance.</li> <li>Work with Māori health practitioners and organisations to benefit Māori individuals and whānau.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</li> </ul>	<p><b>The following actions can support health practitioners in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Participate in quality improvement forums with colleagues that examine whether clinical performance is achieving health equity for Māori.</li> <li>Build knowledge about Māori health outcomes and disparities, health equity and quality; keep up to date with the evidence and the literature; work with peers and develop and maintain critical analysis skills.</li> <li>Understand the health sector's legal obligations in reducing health disparities and improving outcomes for Māori, including relevant sections of the New Zealand Public Health and Disability Act 2000.</li> <li>Use recommended clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Strengthen understandings of Māori models of health and wellbeing.</li> <li>Build knowledge about health literacy and understand the role of health practitioners in developing health literacy.</li> <li>Develop expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support health practitioners in their commitment:</b></p> <ul style="list-style-type: none"> <li>Routinely use and analyse administrative data to inform practice.</li> <li>Use evidence-based innovations that achieve health equity for Māori.</li> <li>Ensure that clinical practice aligns with the Code of Rights.</li> <li>Strengthen critical analysis skills and recognise stereotyping and discrimination that create barriers for Māori individuals and whānau to high-quality health care.</li> <li>Share the individual contributions of fellow colleagues to the organisation's performance in achieving health equity for Māori.</li> <li>Tailor continuing professional development to building capacity and capability in delivering equitable health care.</li> <li>Support Māori individuals and whānau to develop their own health literacy.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</li> </ul>

Our thanks and acknowledgement to Erenora Puketapu-Hetet for permission to use the photograph, which shows her creation of a korowai taonga.



# Equity of Health Care for Māori: A framework

	Leadership Championing the provision of high-quality health care that delivers equity of health outcomes for Māori	Knowledge Developing knowledge about ways to effectively deliver and monitor high-quality health care for Māori	Commitment Being committed to providing high-quality health care that meets the health care needs and aspirations of Māori
Health System	<p><b>Health system leadership is about setting an expectation that all New Zealanders will have equity of health outcomes.</b></p> <p>In order to achieve equity of health outcomes, disparities in health care must be eliminated. Government legislative and strategic approaches are important in setting the scene for committing to the elimination of health disparities and achieving health equity.</p> <p>Health system leadership is expressed in: health policies and strategies; setting the expectation that equity is an integral component of quality; setting health targets; developing funding formulas for service procurement; and building and maintaining a health workforce that is responsive to the health care needs and aspirations of Māori.</p> <p>Services must be organised around the needs of individuals and whānau. To achieve this, Government must focus on removing infrastructural, financial, physical and other barriers to delivering high-quality health care for Māori that exist between health and other sectors.</p>	<p><b>The health system requires knowledge to monitor progress in achieving health equity for Māori.</b></p> <p>Knowledge encompasses high-quality health information that includes: research – quantitative and qualitative and/or informed by Māori methodologies; high-quality population health data with complete and consistent ethnicity data; cultural competency and health literacy; Māori models of health and wellbeing; clinical care pathways, guidelines and tools; and health innovation.</p> <p>Knowledge of what improves health equity for Māori should be developed and built upon to inform health policy and strategy. The use of high-quality health information, and the use of equity parameters to measure and monitor progress toward achieving health equity, is integral to this process.</p> <p>Further to this, the health system performance improvement and monitoring frameworks should include specific health equity measures.</p>	<p><b>The health system is committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health system commitment is expressed in: incentivising and rewarding the delivery of equitable health outcomes for Māori; requiring performance data to be analysed by ethnicity, deprivation, age, gender, disability and location; measuring and monitoring progress toward achieving health equity for Māori; developing frameworks that focus on protecting the health rights of Māori; and investing in the development of organisational health equity expertise.</p> <p>Health system commitment requires regulatory authorities to ensure that all vocational training and continuing professional development activities have a robust health equity, cultural competency and health literacy focus.</p>
Health Organisations	<p><b>Health organisation leadership is about making an explicit organisational commitment to delivering high-quality health care that ensures health equity for Māori.</b></p> <p>Organisational leadership is expressed in well aligned policies, strategies and plans that are responsive to the health care needs and aspirations of Māori.</p> <p>The organisation sets and monitors equity and other quality improvement targets; ensures that structural arrangements do not prevent individuals and their whānau accessing health services and actively invests in building and maintaining Māori health workforce capacity and capability.</p> <p>The organisation actively partners with providers beyond the health sector to allow for better service integration, planning and support for Māori.</p>	<p><b>Health organisations must establish environments that encourage learning and the sharing of high-quality health information.</b></p> <p>To inform decision-making, health organisations should focus on developing and building their knowledge of evidence-based initiatives that have:</p> <ol style="list-style-type: none"> <li>1. undergone equity analyses before they are implemented</li> <li>2. been monitored for their effectiveness in achieving health equity for Māori.</li> </ol> <p>Health organisations should also endorse the use of health equity and quality improvement tools that support the delivery of high-quality health care that is responsive to the needs and aspirations of Māori.</p>	<p><b>Health organisations are committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health organisations are committed to building relationships with Māori to collaboratively design, implement and evaluate initiatives that ensure delivery of high-quality health care that meets their needs and aspirations.</p> <p>Investment in initiatives that are successful in achieving health equity for Māori should be matched by divesting from initiatives that are unable to progress this goal. To make good decisions on which initiatives to support, health organisations must use high-quality health information, for example, complete and consistent ethnicity datasets, to monitor services against agreed indicators.</p> <p>Health organisations are also committed to supporting community initiatives that meet the health needs and aspirations of Māori.</p>
Health Practitioners	<p><b>Health practitioner leadership is pivotal in ensuring that health care is focused on achieving health equity for Māori.</b></p> <p>Leadership requires health practitioners to: review their own clinical practice and those of their peers, through a health equity and quality lens; ensure that their organisation collects high-quality ethnicity data; audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; and provide critical analysis of those organisational practices that maintain disparities in health care.</p> <p>Leadership involves active partnership with providers beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</p>	<p><b>Health practitioners strengthen their capacity and capability to deliver high-quality health care for Māori by learning and sharing high-quality health information.</b></p> <p>Routine use of clinical guidelines and tools is important in high-quality health care decision-making, as is building knowledge in the use of quality health equity improvement tools.</p> <p>Health practitioners should develop their skills in routinely examining data collected by their organisations to monitor the impact of their own work and the work of their colleagues on achieving health equity for Māori.</p> <p>Health practitioners must build their own knowledge of how they can provide health information effectively to ensure Māori individuals and whānau understand them.</p>	<p><b>Health practitioners must be committed to continuous quality improvement processes that focus on achieving health equity.</b></p> <p>Health practitioners express their commitment by: routinely using and analysing administrative data to inform their practice; using evidence-based innovations that achieve health equity for Māori; and tailoring continuing professional development to build their capacity/capability in delivering equitable health care.</p> <p>Health practitioners should also understand their role in supporting Māori individuals and whānau to develop their health literacy.</p> <p>Health practitioners are committed to supporting community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</p>

	Leadership	Knowledge	Commitment
Health System	<p><b>The following actions can support the health system in its leadership role:</b></p> <ul style="list-style-type: none"> <li>Set the expectation that all New Zealanders will have equitable health outcomes.</li> <li>Establish the legislative, regulatory and policy frameworks to implement that expectation.</li> <li>Engage Māori appropriately in developing the relevant legislative, regulatory and policy frameworks.</li> <li>Put in place monitoring, research and evaluation mechanisms to track the progress of health sector organisations against that expectation.</li> <li>Establish arrangements for health sector organisations – both providers and funders, holding them accountable for delivering equitable health outcomes.</li> <li>Set the expectation that equity is an integral component of quality.</li> <li>Set the expectation that health leaders have expertise in health equity as a core competency.</li> <li>Require national collection systems to have high-quality, complete and consistent ethnicity data.</li> <li>Set the expectation that regulatory authorities will have appropriate representation of Māori at all levels of governance to ensure genuine partnership and participation.</li> <li>Build and maintain a health workforce responsive to the health care needs and aspirations of Māori.</li> <li>Establish robust cultural competency, health literacy and quality improvement frameworks.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Remove infrastructural, financial, physical and other barriers between health and other sectors that act as obstacles to delivering high-quality health care for Māori.</li> </ul>	<p><b>The following actions can support the health system in improving its knowledge:</b></p> <ul style="list-style-type: none"> <li>Ensure that population data is routinely analysed by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, develop specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Build a health equity and quality learning system that consistently reviews and critiques the literature, uses evidence and learns with its peers.</li> <li>Support a system that focuses on clinical pathways of care that ensure equitable health outcomes for Māori.</li> <li>Ensure robust health equity analysis in economic and funding decisions.</li> <li>Evaluate the effectiveness of initiatives in achieving health equity for Māori.</li> <li>Ensure all health publications that describe the health status/outcomes for the total population include data for Māori.</li> <li>Require the development of clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Support a system that fosters the development of expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support the health system in its commitment:</b></p> <ul style="list-style-type: none"> <li>Publicly report on the health system's progress toward achieving health equity for Māori.</li> <li>Require all performance data to be stratified and analysed by ethnicity, deprivation, age, gender, disability and location, and made publicly available.</li> <li>Monitor, audit and evaluate health sector organisational performance data to track progress in achieving health equity for Māori.</li> <li>Establish frameworks that protect the rights of individuals and whānau using health services.</li> <li>Invest in the development of organisational health equity expertise.</li> <li>Commit time, resources and energy in implementing policy settings that ensure health equity is achieved for Māori.</li> <li>Ensure that funding incentivises and rewards improvements in health equity for Māori.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that regulatory authorities require all vocational training and continuing professional development activities to have a robust health equity, cultural competency and health literacy focus.</li> </ul>
Health Organisations	<p><b>The following actions can support health organisations in their leadership role:</b></p> <ul style="list-style-type: none"> <li>Ensure that all the operating policies of the organisation align with the health equity intent of the legislative, regulatory and system policy frameworks.</li> <li>Ensure Māori and iwi leaders have meaningful representation on all organisational boards and have input into organisational operational policies.</li> <li>Strengthen performance improvement, monitoring and accountability mechanisms to ensure that the organisation is on track to achieve equity of health outcomes for Māori.</li> <li>Ensure that equity is an integral component of quality.</li> <li>Require leaders in quality improvement to have expertise in health equity as a core competency.</li> <li>Ensure that organisational information systems have high-quality, complete and consistent ethnicity data.</li> <li>Actively recruit a Māori health workforce and invest in building and maintaining the capacity/capability of the organisational workforce to deliver health care that is responsive to the needs of Māori.</li> <li>Work with other Māori health organisations to benefit Māori.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Ensure that tikanga is always followed and respected.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori.</li> </ul>	<p><b>The following actions can support health organisations in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Routinely analyse organisational performance data by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, contribute to the development of specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Set an expectation that all staff will participate in learning opportunities that provide them with the most recent literature on Māori health outcomes and disparities, health equity and quality, and enable them to use this evidence and learn with their peers.</li> <li>Assign professional development support for clinical guidelines and decision-making tools that are focused on achieving health equity for Māori.</li> <li>Prioritise innovation funding and support for initiatives that focus on achieving health equity for Māori.</li> <li>Establish opportunities to share knowledge within the organisation about initiatives that work toward achieving health equity for Māori.</li> <li>Undertake community health needs assessments to identify unmet health care needs for Māori.</li> <li>Monitor clinical pathways for factors that facilitate or act as barriers toward achieving health equity for Māori.</li> <li>Support the development of expertise in te reo Māori for all staff.</li> </ul>	<p><b>The following actions can support health organisations in their commitment:</b></p> <ul style="list-style-type: none"> <li>Always engage the use of high-quality health information, for example, population health data and complete and consistent ethnicity data, to inform organisational decision-making.</li> <li>Designate appropriate time, resources and information to enable Māori to have input into the design and implementation of health equity initiatives.</li> <li>Publicly report on organisational progress toward achieving health equity for Māori.</li> <li>Allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving health equity for Māori.</li> <li>Ensure that the Code of Rights is visible and that Māori individuals and whānau understand their rights.</li> <li>Invest in the development of organisational and practitioner health equity expertise.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that all continuing professional development activities undertaken by health practitioners have a robust health equity and cultural competency focus.</li> <li>Minimise the organisational demands on the health literacy of individuals and whānau.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori.</li> </ul>
Health Practitioners	<p><b>The following actions give the opportunity for health practitioners to exert leadership within their sphere of influence:</b></p> <ul style="list-style-type: none"> <li>Provide high-quality health care that delivers equitable health outcomes for Māori.</li> <li>Champion equity as an integral component of quality.</li> <li>Develop meaningful partnerships with Māori individuals, whānau and communities to meet their health care needs and aspirations.</li> <li>Lead and participate in clinical audits and other quality improvement activities with an equity focus.</li> <li>Take professional ownership for organisational impacts on health equity.</li> <li>Ensure that patient records include complete and correctly recorded ethnicity details.</li> <li>Strengthen the role of health practitioners in developing health literacy.</li> <li>Set the expectation for culturally responsive health care within health teams.</li> <li>Model respect and appreciation for te reo and tikanga Māori and demonstrate its relevance and importance.</li> <li>Work with Māori health practitioners and organisations to benefit Māori individuals and whānau.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</li> </ul>	<p><b>The following actions can support health practitioners in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Participate in quality improvement forums with colleagues that examine whether clinical performance is achieving health equity for Māori.</li> <li>Build knowledge about Māori health outcomes and disparities, health equity and quality; keep up to date with the evidence and the literature; work with peers and develop and maintain critical analysis skills.</li> <li>Understand the health sector's legal obligations in reducing health disparities and improving outcomes for Māori, including relevant sections of the New Zealand Public Health and Disability Act 2000.</li> <li>Use recommended clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Strengthen understandings of Māori models of health and wellbeing.</li> <li>Build knowledge about health literacy and understand the role of health practitioners in developing health literacy.</li> <li>Develop expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support health practitioners in their commitment:</b></p> <ul style="list-style-type: none"> <li>Routinely use and analyse administrative data to inform practice.</li> <li>Use evidence-based innovations that achieve health equity for Māori.</li> <li>Ensure that clinical practice aligns with the Code of Rights.</li> <li>Strengthen critical analysis skills and recognise stereotyping and discrimination that create barriers for Māori individuals and whānau to high-quality health care.</li> <li>Share the individual contributions of fellow colleagues to the organisation's performance in achieving health equity for Māori.</li> <li>Tailor continuing professional development to building capacity and capability in delivering equitable health care.</li> <li>Support Māori individuals and whānau to develop their own health literacy.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</li> </ul>

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# Equity of Health Care for Māori: A framework

	Leadership Championing the provision of high-quality health care that delivers equity of health outcomes for Māori	Knowledge Developing knowledge about ways to effectively deliver and monitor high-quality health care for Māori	Commitment Being committed to providing high-quality health care that meets the health care needs and aspirations of Māori
Health System	<p><b>Health system leadership is about setting an expectation that all New Zealanders will have equity of health outcomes.</b></p> <p>In order to achieve equity of health outcomes, disparities in health care must be eliminated. Government legislative and strategic approaches are important in setting the scene for committing to the elimination of health disparities and achieving health equity.</p> <p>Health system leadership is expressed in: health policies and strategies; setting the expectation that equity is an integral component of quality; setting health targets; developing funding formulas for service procurement; and building and maintaining a health workforce that is responsive to the health care needs and aspirations of Māori.</p> <p>Services must be organised around the needs of individuals and whānau. To achieve this, Government must focus on removing infrastructural, financial, physical and other barriers to delivering high-quality health care for Māori that exist between health and other sectors.</p>	<p><b>The health system requires knowledge to monitor progress in achieving health equity for Māori.</b></p> <p>Knowledge encompasses high-quality health information that includes: research – quantitative and qualitative and/or informed by Māori methodologies; high-quality population health data with complete and consistent ethnicity data; cultural competency and health literacy; Māori models of health and wellbeing; clinical care pathways, guidelines and tools; and health innovation.</p> <p>Knowledge of what improves health equity for Māori should be developed and built upon to inform health policy and strategy. The use of high-quality health information, and the use of equity parameters to measure and monitor progress toward achieving health equity, is integral to this process.</p> <p>Further to this, the health system performance improvement and monitoring frameworks should include specific health equity measures.</p>	<p><b>The health system is committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health system commitment is expressed in: incentivising and rewarding the delivery of equitable health outcomes for Māori; requiring performance data to be analysed by ethnicity, deprivation, age, gender, disability and location; measuring and monitoring progress toward achieving health equity for Māori; developing frameworks that focus on protecting the health rights of Māori; and investing in the development of organisational health equity expertise.</p> <p>Health system commitment requires regulatory authorities to ensure that all vocational training and continuing professional development activities have a robust health equity, cultural competency and health literacy focus.</p>
Health Organisations	<p><b>Health organisation leadership is about making an explicit organisational commitment to delivering high-quality health care that ensures health equity for Māori.</b></p> <p>Organisational leadership is expressed in well aligned policies, strategies and plans that are responsive to the health care needs and aspirations of Māori.</p> <p>The organisation sets and monitors equity and other quality improvement targets; ensures that structural arrangements do not prevent individuals and their whānau accessing health services and actively invests in building and maintaining Māori health workforce capacity and capability.</p> <p>The organisation actively partners with providers beyond the health sector to allow for better service integration, planning and support for Māori.</p>	<p><b>Health organisations must establish environments that encourage learning and the sharing of high-quality health information.</b></p> <p>To inform decision-making, health organisations should focus on developing and building their knowledge of evidence-based initiatives that have:</p> <ol style="list-style-type: none"> <li>1. undergone equity analyses before they are implemented</li> <li>2. been monitored for their effectiveness in achieving health equity for Māori.</li> </ol> <p>Health organisations should also endorse the use of health equity and quality improvement tools that support the delivery of high-quality health care that is responsive to the needs and aspirations of Māori.</p>	<p><b>Health organisations are committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health organisations are committed to building relationships with Māori to collaboratively design, implement and evaluate initiatives that ensure delivery of high-quality health care that meets their needs and aspirations.</p> <p>Investment in initiatives that are successful in achieving health equity for Māori should be matched by divesting from initiatives that are unable to progress this goal. To make good decisions on which initiatives to support, health organisations must use high-quality health information, for example, complete and consistent ethnicity datasets, to monitor services against agreed indicators.</p> <p>Health organisations are also committed to supporting community initiatives that meet the health needs and aspirations of Māori.</p>
Health Practitioners	<p><b>Health practitioner leadership is pivotal in ensuring that health care is focused on achieving health equity for Māori.</b></p> <p>Leadership requires health practitioners to: review their own clinical practice and those of their peers, through a health equity and quality lens; ensure that their organisation collects high-quality ethnicity data; audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; and provide critical analysis of those organisational practices that maintain disparities in health care.</p> <p>Leadership involves active partnership with providers beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</p>	<p><b>Health practitioners strengthen their capacity and capability to deliver high-quality health care for Māori by learning and sharing high-quality health information.</b></p> <p>Routine use of clinical guidelines and tools is important in high-quality health care decision-making, as is building knowledge in the use of quality health equity improvement tools.</p> <p>Health practitioners should develop their skills in routinely examining data collected by their organisations to monitor the impact of their own work and the work of their colleagues on achieving health equity for Māori.</p> <p>Health practitioners must build their own knowledge of how they can provide health information effectively to ensure Māori individuals and whānau understand them.</p>	<p><b>Health practitioners must be committed to continuous quality improvement processes that focus on achieving health equity.</b></p> <p>Health practitioners express their commitment by: routinely using and analysing administrative data to inform their practice; using evidence-based innovations that achieve health equity for Māori; and tailoring continuing professional development to build their capacity/capability in delivering equitable health care.</p> <p>Health practitioners should also understand their role in supporting Māori individuals and whānau to develop their health literacy.</p> <p>Health practitioners are committed to supporting community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</p>

	Leadership	Knowledge	Commitment
Health System	<p><b>The following actions can support the health system in its leadership role:</b></p> <ul style="list-style-type: none"> <li>Set the expectation that all New Zealanders will have equitable health outcomes.</li> <li>Establish the legislative, regulatory and policy frameworks to implement that expectation.</li> <li>Engage Māori appropriately in developing the relevant legislative, regulatory and policy frameworks.</li> <li>Put in place monitoring, research and evaluation mechanisms to track the progress of health sector organisations against that expectation.</li> <li>Establish arrangements for health sector organisations – both providers and funders, holding them accountable for delivering equitable health outcomes.</li> <li>Set the expectation that equity is an integral component of quality.</li> <li>Set the expectation that health leaders have expertise in health equity as a core competency.</li> <li>Require national collection systems to have high-quality, complete and consistent ethnicity data.</li> <li>Set the expectation that regulatory authorities will have appropriate representation of Māori at all levels of governance to ensure genuine partnership and participation.</li> <li>Build and maintain a health workforce responsive to the health care needs and aspirations of Māori.</li> <li>Establish robust cultural competency, health literacy and quality improvement frameworks.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Remove infrastructural, financial, physical and other barriers between health and other sectors that act as obstacles to delivering high-quality health care for Māori.</li> </ul>	<p><b>The following actions can support the health system in improving its knowledge:</b></p> <ul style="list-style-type: none"> <li>Ensure that population data is routinely analysed by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, develop specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Build a health equity and quality learning system that consistently reviews and critiques the literature, uses evidence and learns with its peers.</li> <li>Support a system that focuses on clinical pathways of care that ensure equitable health outcomes for Māori.</li> <li>Ensure robust health equity analysis in economic and funding decisions.</li> <li>Evaluate the effectiveness of initiatives in achieving health equity for Māori.</li> <li>Ensure all health publications that describe the health status/outcomes for the total population include data for Māori.</li> <li>Require the development of clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Support a system that fosters the development of expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support the health system in its commitment:</b></p> <ul style="list-style-type: none"> <li>Publicly report on the health system's progress toward achieving health equity for Māori.</li> <li>Require all performance data to be stratified and analysed by ethnicity, deprivation, age, gender, disability and location, and made publicly available.</li> <li>Monitor, audit and evaluate health sector organisational performance data to track progress in achieving health equity for Māori.</li> <li>Establish frameworks that protect the rights of individuals and whānau using health services.</li> <li>Invest in the development of organisational health equity expertise.</li> <li>Commit time, resources and energy in implementing policy settings that ensure health equity is achieved for Māori.</li> <li>Ensure that funding incentivises and rewards improvements in health equity for Māori.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that regulatory authorities require all vocational training and continuing professional development activities to have a robust health equity, cultural competency and health literacy focus.</li> </ul>
Health Organisations	<p><b>The following actions can support health organisations in their leadership role:</b></p> <ul style="list-style-type: none"> <li>Ensure that all the operating policies of the organisation align with the health equity intent of the legislative, regulatory and system policy frameworks.</li> <li>Ensure Māori and iwi leaders have meaningful representation on all organisational boards and have input into organisational operational policies.</li> <li>Strengthen performance improvement, monitoring and accountability mechanisms to ensure that the organisation is on track to achieve equity of health outcomes for Māori.</li> <li>Ensure that equity is an integral component of quality.</li> <li>Require leaders in quality improvement to have expertise in health equity as a core competency.</li> <li>Ensure that organisational information systems have high-quality, complete and consistent ethnicity data.</li> <li>Actively recruit a Māori health workforce and invest in building and maintaining the capacity/capability of the organisational workforce to deliver health care that is responsive to the needs of Māori.</li> <li>Work with other Māori health organisations to benefit Māori.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Ensure that tikanga is always followed and respected.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori.</li> </ul>	<p><b>The following actions can support health organisations in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Routinely analyse organisational performance data by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, contribute to the development of specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Set an expectation that all staff will participate in learning opportunities that provide them with the most recent literature on Māori health outcomes and disparities, health equity and quality, and enable them to use this evidence and learn with their peers.</li> <li>Assign professional development support for clinical guidelines and decision-making tools that are focused on achieving health equity for Māori.</li> <li>Prioritise innovation funding and support for initiatives that focus on achieving health equity for Māori.</li> <li>Establish opportunities to share knowledge within the organisation about initiatives that work toward achieving health equity for Māori.</li> <li>Undertake community health needs assessments to identify unmet health care needs for Māori.</li> <li>Monitor clinical pathways for factors that facilitate or act as barriers toward achieving health equity for Māori.</li> <li>Support the development of expertise in te reo Māori for all staff.</li> </ul>	<p><b>The following actions can support health organisations in their commitment:</b></p> <ul style="list-style-type: none"> <li>Always engage the use of high-quality health information, for example, population health data and complete and consistent ethnicity data, to inform organisational decision-making.</li> <li>Designate appropriate time, resources and information to enable Māori to have input into the design and implementation of health equity initiatives.</li> <li>Publicly report on organisational progress toward achieving health equity for Māori.</li> <li>Allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving health equity for Māori.</li> <li>Ensure that the Code of Rights is visible and that Māori individuals and whānau understand their rights.</li> <li>Invest in the development of organisational and practitioner health equity expertise.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that all continuing professional development activities undertaken by health practitioners have a robust health equity and cultural competency focus.</li> <li>Minimise the organisational demands on the health literacy of individuals and whānau.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori.</li> </ul>
Health Practitioners	<p><b>The following actions give the opportunity for health practitioners to exert leadership within their sphere of influence:</b></p> <ul style="list-style-type: none"> <li>Provide high-quality health care that delivers equitable health outcomes for Māori.</li> <li>Champion equity as an integral component of quality.</li> <li>Develop meaningful partnerships with Māori individuals, whānau and communities to meet their health care needs and aspirations.</li> <li>Lead and participate in clinical audits and other quality improvement activities with an equity focus.</li> <li>Take professional ownership for organisational impacts on health equity.</li> <li>Ensure that patient records include complete and correctly recorded ethnicity details.</li> <li>Strengthen the role of health practitioners in developing health literacy.</li> <li>Set the expectation for culturally responsive health care within health teams.</li> <li>Model respect and appreciation for te reo and tikanga Māori and demonstrate its relevance and importance.</li> <li>Work with Māori health practitioners and organisations to benefit Māori individuals and whānau.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</li> </ul>	<p><b>The following actions can support health practitioners in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Participate in quality improvement forums with colleagues that examine whether clinical performance is achieving health equity for Māori.</li> <li>Build knowledge about Māori health outcomes and disparities, health equity and quality; keep up to date with the evidence and the literature; work with peers and develop and maintain critical analysis skills.</li> <li>Understand the health sector's legal obligations in reducing health disparities and improving outcomes for Māori, including relevant sections of the New Zealand Public Health and Disability Act 2000.</li> <li>Use recommended clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Strengthen understandings of Māori models of health and wellbeing.</li> <li>Build knowledge about health literacy and understand the role of health practitioners in developing health literacy.</li> <li>Develop expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support health practitioners in their commitment:</b></p> <ul style="list-style-type: none"> <li>Routinely use and analyse administrative data to inform practice.</li> <li>Use evidence-based innovations that achieve health equity for Māori.</li> <li>Ensure that clinical practice aligns with the Code of Rights.</li> <li>Strengthen critical analysis skills and recognise stereotyping and discrimination that create barriers for Māori individuals and whānau to high-quality health care.</li> <li>Share the individual contributions of fellow colleagues to the organisation's performance in achieving health equity for Māori.</li> <li>Tailor continuing professional development to building capacity and capability in delivering equitable health care.</li> <li>Support Māori individuals and whānau to develop their own health literacy.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</li> </ul>

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# Equity of Health Care for Māori: A framework

	Leadership Championing the provision of high-quality health care that delivers equity of health outcomes for Māori	Knowledge Developing knowledge about ways to effectively deliver and monitor high-quality health care for Māori	Commitment Being committed to providing high-quality health care that meets the health care needs and aspirations of Māori
Health System	<p><b>Health system leadership is about setting an expectation that all New Zealanders will have equity of health outcomes.</b></p> <p>In order to achieve equity of health outcomes, disparities in health care must be eliminated. Government legislative and strategic approaches are important in setting the scene for committing to the elimination of health disparities and achieving health equity.</p> <p>Health system leadership is expressed in: health policies and strategies; setting the expectation that equity is an integral component of quality; setting health targets; developing funding formulas for service procurement; and building and maintaining a health workforce that is responsive to the health care needs and aspirations of Māori.</p> <p>Services must be organised around the needs of individuals and whānau. To achieve this, Government must focus on removing infrastructural, financial, physical and other barriers to delivering high-quality health care for Māori that exist between health and other sectors.</p>	<p><b>The health system requires knowledge to monitor progress in achieving health equity for Māori.</b></p> <p>Knowledge encompasses high-quality health information that includes: research – quantitative and qualitative and/or informed by Māori methodologies; high-quality population health data with complete and consistent ethnicity data; cultural competency and health literacy; Māori models of health and wellbeing; clinical care pathways, guidelines and tools; and health innovation.</p> <p>Knowledge of what improves health equity for Māori should be developed and built upon to inform health policy and strategy. The use of high-quality health information, and the use of equity parameters to measure and monitor progress toward achieving health equity, is integral to this process.</p> <p>Further to this, the health system performance improvement and monitoring frameworks should include specific health equity measures.</p>	<p><b>The health system is committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health system commitment is expressed in: incentivising and rewarding the delivery of equitable health outcomes for Māori; requiring performance data to be analysed by ethnicity, deprivation, age, gender, disability and location; measuring and monitoring progress toward achieving health equity for Māori; developing frameworks that focus on protecting the health rights of Māori; and investing in the development of organisational health equity expertise.</p> <p>Health system commitment requires regulatory authorities to ensure that all vocational training and continuing professional development activities have a robust health equity, cultural competency and health literacy focus.</p>
Health Organisations	<p><b>Health organisation leadership is about making an explicit organisational commitment to delivering high-quality health care that ensures health equity for Māori.</b></p> <p>Organisational leadership is expressed in well aligned policies, strategies and plans that are responsive to the health care needs and aspirations of Māori.</p> <p>The organisation sets and monitors equity and other quality improvement targets; ensures that structural arrangements do not prevent individuals and their whānau accessing health services and actively invests in building and maintaining Māori health workforce capacity and capability.</p> <p>The organisation actively partners with providers beyond the health sector to allow for better service integration, planning and support for Māori.</p>	<p><b>Health organisations must establish environments that encourage learning and the sharing of high-quality health information.</b></p> <p>To inform decision-making, health organisations should focus on developing and building their knowledge of evidence-based initiatives that have:</p> <ol style="list-style-type: none"> <li>1. undergone equity analyses before they are implemented</li> <li>2. been monitored for their effectiveness in achieving health equity for Māori.</li> </ol> <p>Health organisations should also endorse the use of health equity and quality improvement tools that support the delivery of high-quality health care that is responsive to the needs and aspirations of Māori.</p>	<p><b>Health organisations are committed to reconfiguring services to deliver high-quality health care that meets the health care needs and aspirations of Māori.</b></p> <p>Health organisations are committed to building relationships with Māori to collaboratively design, implement and evaluate initiatives that ensure delivery of high-quality health care that meets their needs and aspirations.</p> <p>Investment in initiatives that are successful in achieving health equity for Māori should be matched by divesting from initiatives that are unable to progress this goal. To make good decisions on which initiatives to support, health organisations must use high-quality health information, for example, complete and consistent ethnicity datasets, to monitor services against agreed indicators.</p> <p>Health organisations are also committed to supporting community initiatives that meet the health needs and aspirations of Māori.</p>
Health Practitioners	<p><b>Health practitioner leadership is pivotal in ensuring that health care is focused on achieving health equity for Māori.</b></p> <p>Leadership requires health practitioners to: review their own clinical practice and those of their peers, through a health equity and quality lens; ensure that their organisation collects high-quality ethnicity data; audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; and provide critical analysis of those organisational practices that maintain disparities in health care.</p> <p>Leadership involves active partnership with providers beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</p>	<p><b>Health practitioners strengthen their capacity and capability to deliver high-quality health care for Māori by learning and sharing high-quality health information.</b></p> <p>Routine use of clinical guidelines and tools is important in high-quality health care decision-making, as is building knowledge in the use of quality health equity improvement tools.</p> <p>Health practitioners should develop their skills in routinely examining data collected by their organisations to monitor the impact of their own work and the work of their colleagues on achieving health equity for Māori.</p> <p>Health practitioners must build their own knowledge of how they can provide health information effectively to ensure Māori individuals and whānau understand them.</p>	<p><b>Health practitioners must be committed to continuous quality improvement processes that focus on achieving health equity.</b></p> <p>Health practitioners express their commitment by: routinely using and analysing administrative data to inform their practice; using evidence-based innovations that achieve health equity for Māori; and tailoring continuing professional development to build their capacity/capability in delivering equitable health care.</p> <p>Health practitioners should also understand their role in supporting Māori individuals and whānau to develop their health literacy.</p> <p>Health practitioners are committed to supporting community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</p>

	Leadership	Knowledge	Commitment
Health System	<p><b>The following actions can support the health system in its leadership role:</b></p> <ul style="list-style-type: none"> <li>Set the expectation that all New Zealanders will have equitable health outcomes.</li> <li>Establish the legislative, regulatory and policy frameworks to implement that expectation.</li> <li>Engage Māori appropriately in developing the relevant legislative, regulatory and policy frameworks.</li> <li>Put in place monitoring, research and evaluation mechanisms to track the progress of health sector organisations against that expectation.</li> <li>Establish arrangements for health sector organisations – both providers and funders, holding them accountable for delivering equitable health outcomes.</li> <li>Set the expectation that equity is an integral component of quality.</li> <li>Set the expectation that health leaders have expertise in health equity as a core competency.</li> <li>Require national collection systems to have high-quality, complete and consistent ethnicity data.</li> <li>Set the expectation that regulatory authorities will have appropriate representation of Māori at all levels of governance to ensure genuine partnership and participation.</li> <li>Build and maintain a health workforce responsive to the health care needs and aspirations of Māori.</li> <li>Establish robust cultural competency, health literacy and quality improvement frameworks.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Remove infrastructural, financial, physical and other barriers between health and other sectors that act as obstacles to delivering high-quality health care for Māori.</li> </ul>	<p><b>The following actions can support the health system in improving its knowledge:</b></p> <ul style="list-style-type: none"> <li>Ensure that population data is routinely analysed by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, develop specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Build a health equity and quality learning system that consistently reviews and critiques the literature, uses evidence and learns with its peers.</li> <li>Support a system that focuses on clinical pathways of care that ensure equitable health outcomes for Māori.</li> <li>Ensure robust health equity analysis in economic and funding decisions.</li> <li>Evaluate the effectiveness of initiatives in achieving health equity for Māori.</li> <li>Ensure all health publications that describe the health status/outcomes for the total population include data for Māori.</li> <li>Require the development of clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Support a system that fosters the development of expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support the health system in its commitment:</b></p> <ul style="list-style-type: none"> <li>Publicly report on the health system's progress toward achieving health equity for Māori.</li> <li>Require all performance data to be stratified and analysed by ethnicity, deprivation, age, gender, disability and location, and made publicly available.</li> <li>Monitor, audit and evaluate health sector organisational performance data to track progress in achieving health equity for Māori.</li> <li>Establish frameworks that protect the rights of individuals and whānau using health services.</li> <li>Invest in the development of organisational health equity expertise.</li> <li>Commit time, resources and energy in implementing policy settings that ensure health equity is achieved for Māori.</li> <li>Ensure that funding incentivises and rewards improvements in health equity for Māori.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that regulatory authorities require all vocational training and continuing professional development activities to have a robust health equity, cultural competency and health literacy focus.</li> </ul>
Health Organisations	<p><b>The following actions can support health organisations in their leadership role:</b></p> <ul style="list-style-type: none"> <li>Ensure that all the operating policies of the organisation align with the health equity intent of the legislative, regulatory and system policy frameworks.</li> <li>Ensure Māori and iwi leaders have meaningful representation on all organisational boards and have input into organisational operational policies.</li> <li>Strengthen performance improvement, monitoring and accountability mechanisms to ensure that the organisation is on track to achieve equity of health outcomes for Māori.</li> <li>Ensure that equity is an integral component of quality.</li> <li>Require leaders in quality improvement to have expertise in health equity as a core competency.</li> <li>Ensure that organisational information systems have high-quality, complete and consistent ethnicity data.</li> <li>Actively recruit a Māori health workforce and invest in building and maintaining the capacity/capability of the organisational workforce to deliver health care that is responsive to the needs of Māori.</li> <li>Work with other Māori health organisations to benefit Māori.</li> <li>Acknowledge the importance of te reo Māori as an official language of New Zealand.</li> <li>Ensure that tikanga is always followed and respected.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori.</li> </ul>	<p><b>The following actions can support health organisations in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Routinely analyse organisational performance data by ethnicity, deprivation, age, gender, disability and location.</li> <li>In addition, contribute to the development of specific health equity measures that can support performance improvement and monitoring frameworks.</li> <li>Set an expectation that all staff will participate in learning opportunities that provide them with the most recent literature on Māori health outcomes and disparities, health equity and quality, and enable them to use this evidence and learn with their peers.</li> <li>Assign professional development support for clinical guidelines and decision-making tools that are focused on achieving health equity for Māori.</li> <li>Prioritise innovation funding and support for initiatives that focus on achieving health equity for Māori.</li> <li>Establish opportunities to share knowledge within the organisation about initiatives that work toward achieving health equity for Māori.</li> <li>Undertake community health needs assessments to identify unmet health care needs for Māori.</li> <li>Monitor clinical pathways for factors that facilitate or act as barriers toward achieving health equity for Māori.</li> <li>Support the development of expertise in te reo Māori for all staff.</li> </ul>	<p><b>The following actions can support health organisations in their commitment:</b></p> <ul style="list-style-type: none"> <li>Always engage the use of high-quality health information, for example, population health data and complete and consistent ethnicity data, to inform organisational decision-making.</li> <li>Designate appropriate time, resources and information to enable Māori to have input into the design and implementation of health equity initiatives.</li> <li>Publicly report on organisational progress toward achieving health equity for Māori.</li> <li>Allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving health equity for Māori.</li> <li>Ensure that the Code of Rights is visible and that Māori individuals and whānau understand their rights.</li> <li>Invest in the development of organisational and practitioner health equity expertise.</li> <li>Recognise the relevance and importance of te reo and tikanga Māori to high-quality health care.</li> <li>Ensure that all continuing professional development activities undertaken by health practitioners have a robust health equity and cultural competency focus.</li> <li>Minimise the organisational demands on the health literacy of individuals and whānau.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori.</li> </ul>
Health Practitioners	<p><b>The following actions give the opportunity for health practitioners to exert leadership within their sphere of influence:</b></p> <ul style="list-style-type: none"> <li>Provide high-quality health care that delivers equitable health outcomes for Māori.</li> <li>Champion equity as an integral component of quality.</li> <li>Develop meaningful partnerships with Māori individuals, whānau and communities to meet their health care needs and aspirations.</li> <li>Lead and participate in clinical audits and other quality improvement activities with an equity focus.</li> <li>Take professional ownership for organisational impacts on health equity.</li> <li>Ensure that patient records include complete and correctly recorded ethnicity details.</li> <li>Strengthen the role of health practitioners in developing health literacy.</li> <li>Set the expectation for culturally responsive health care within health teams.</li> <li>Model respect and appreciation for te reo and tikanga Māori and demonstrate its relevance and importance.</li> <li>Work with Māori health practitioners and organisations to benefit Māori individuals and whānau.</li> <li>Actively seek out partners beyond the health sector to allow for better service integration, planning and support for Māori individuals and whānau.</li> </ul>	<p><b>The following actions can support health practitioners in improving their knowledge:</b></p> <ul style="list-style-type: none"> <li>Participate in quality improvement forums with colleagues that examine whether clinical performance is achieving health equity for Māori.</li> <li>Build knowledge about Māori health outcomes and disparities, health equity and quality; keep up to date with the evidence and the literature; work with peers and develop and maintain critical analysis skills.</li> <li>Understand the health sector's legal obligations in reducing health disparities and improving outcomes for Māori, including relevant sections of the New Zealand Public Health and Disability Act 2000.</li> <li>Use recommended clinical guidelines and decision-making tools that focus on achieving health equity for Māori.</li> <li>Strengthen understandings of Māori models of health and wellbeing.</li> <li>Build knowledge about health literacy and understand the role of health practitioners in developing health literacy.</li> <li>Develop expertise in te reo Māori.</li> </ul>	<p><b>The following actions can support health practitioners in their commitment:</b></p> <ul style="list-style-type: none"> <li>Routinely use and analyse administrative data to inform practice.</li> <li>Use evidence-based innovations that achieve health equity for Māori.</li> <li>Ensure that clinical practice aligns with the Code of Rights.</li> <li>Strengthen critical analysis skills and recognise stereotyping and discrimination that create barriers for Māori individuals and whānau to high-quality health care.</li> <li>Share the individual contributions of fellow colleagues to the organisation's performance in achieving health equity for Māori.</li> <li>Tailor continuing professional development to building capacity and capability in delivering equitable health care.</li> <li>Support Māori individuals and whānau to develop their own health literacy.</li> <li>Support community initiatives that meet the health needs and aspirations of Māori individuals and whānau.</li> </ul>

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