



Australasian College
for Emergency Medicine

Te Rautaki Manaaki Mana

Excellence in Emergency
Care for Māori

2022-2025



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Manaaki Mana: The name

Mana can be described as the prestige and spiritual power which all people, many places and some objects possess. Manaaki is the act of supporting, taking care of, giving hospitality to, protecting, and showing respect, generosity and care.

To manaaki mana is to ensure that conscious and persistent effort maintains or enhances the mana of all people and environments. In our context this applies particularly to patients, whānau, healthcare staff and the healthcare environment.

The name Manaaki Mana has been gifted to ACEM by Dame Naida R. Glavish, Ngāti Whātua me ngā Ngāti Hine, as a means to express the importance of the work Manaaki Mana is seeking to achieve and the gravitas required by those who take ownership in the work and the outcomes. ACEM would like to thank and acknowledge Dame Glavish for this whakaaro and will ensure the true essence of this taonga is not lost as this work is implemented.

The meaning behind the artwork

Ngā Rau o Tāne Mahuta – The Leaves of Tāne Mahuta

Rain captured by a single leaf can nourish the pillars of Tāne Mahuta (God of the Forest) and the veins of Papatūānuku (the land, Earth Mother).

The pattern represents rain captured on a leaf and fed into the body of a tree to give it strength so that it may protect the younger shoots. The veins of Papatūānuku are the roots that nourish, care and give mauri to the life of Tāne Mahuta.



President's Foreword

*Hūtia te rito o te harakeke
Kei hea te kōmako e kō?
He aha te mea nui o te ao?
Māku e ki atu
He tangata, he tangata, he tangata.¹*

*If the heart of the harakeke is removed
Where will the bellbird sing?
If I was asked, what is the most important thing in the world;
I would be compelled to reply,
It is people, it is people, it is people.*

Since 2019, *Te Rautaki Manaaki Mana: Excellence in Emergency Care for Māori* has achieved significant steps towards achieving Pae Ora, excellence in emergency care for Māori patients, whānau and staff.

I thank the Manaaki Mana Steering Group, ACEM staff, patients, whānau, ACEM trainees, Fellows and everyone in the wider health system who have embraced, implemented, and championed the principles inherent in the strategy.

But the mahi has only just begun.

This refreshed strategy will guide us for the next three years as we continue to move toward the creation of an equitable health future for Māori, in all emergency departments in Aotearoa New Zealand.

Dr Clare Skinner
ACEM President

**Ehara taku toa i te toa takitahi
Engari he toa takitini.**

**Success is not the work of one,
It is the work of many.**

¹ A Whakataukī (Proverb or significant saying). Whakataukī play an important role in Māori culture.

This proverb reflects the Māori reference to the harakeke plant as a whānau or family group. The outer leaves are the tūpuna (ancestors); the inner leaves are the mātua (parents); the most inner leaf is the rito or pēpē (baby). Only the tūpuna are cut as the mātua are left to protect the pēpē.



Our Vision

We need to know where our strategy will lead us.
Our moemoeā for Manaaki Mana is:

Emergency departments in Aotearoa New Zealand will embody Pae Ora, providing excellent, culturally safe care to Māori, in an environment where Māori patients, whānau and staff feel valued, and where leaders actively seek to eliminate inequities.



Our Values

The Manaaki Mana Steering Group considers these values critical to the successful implementation of Manaaki Mana in emergency departments throughout Aotearoa New Zealand. These inter-related values are at the core of Māori whānau, society and te Ao Māori.

Manaakitanga

Providing care in a mana enhancing manner: ensuring whānau and staff feel welcomed, names are pronounced correctly, people are seen and heard without prejudice, and treated with kindness, dignity and respect.

Whakamana

When providing care, we ensure that patient autonomy and tino rangatiratanga/self-determination is maintained, empowering patients and whānau to be fully involved in health care decisions, especially informed consent, with clear communication that validates lived experience, and recognises the role of mātauranga Māori and te Ao Māori models of health in wellbeing.

Tika me Pono

Doing the right thing. Being a genuine and sincere advocate, not only for whānau seeking emergency care, but also in the wider context of health care and society. Upholding Te Tiriti o Waitangi, learning the skills of anti-racism and committing to dismantling and eliminating racism.

Wairua

Providing care in a way that recognises the importance of wairua, the immortal spirit or soul of a person. Understanding that healing extends beyond the physical body and that the essence of our existence is as spiritual beings. Recognise that a healthy wairua is fundamental to wellbeing and that it must be in balance with the hinengaro (mind) and tinana (body).

Whanaungatanga

Providing care in a way that builds relationships and meaningful connections with patients and whānau, recognising that the individual is bound to a larger group, affirming the value of the collective, that we are all inter-dependent, creating authentic engagement. Working with mana whenua and colleagues in the same manner.

Aroha

Often translated as “love”; aroha encompasses compassion, kindness, empathy, caring and affection. It is the absence of ego. Aroha draws out the best in people, it rejects greed, aggression and ignorance and instead encourages actions that are generous.

Kaitiakitanga

Providing care in a way that acknowledges our role as healers and guardians of the wellbeing of those in our care and those undertaking training in emergency medicine. Providing care in a way that recognises that we are part of the natural world, inter-connected with all things. Acknowledging the role of the natural world in healing and wellbeing, the way we must take care of Papatūānuku the Earth and Ranginui the sky, to limit global warming and create sustainable solutions to the provision of health care.

Executive Summary

The Australasian College for Emergency Medicine (ACEM) is pleased to launch this refreshed Te Rautaki Manaaki Mana for the period 2022-2025.

Manaaki Mana is ACEM's commitment to achieving Pae Ora – excellence in emergency care for Māori patients, whānau and staff. This strategy provides practical ways for health equity to be delivered for Māori in emergency departments (EDs).

ACEM is responsible for training emergency physicians and the advancement of professional standards in emergency medicine in Australia and Aotearoa New Zealand. As the lead organisation for emergency medicine in Australasia, ACEM has a significant interest in ensuring the highest standards of medical care for patients are maintained in EDs across Australia and Aotearoa New Zealand.

ACEM's vision is to be the trusted authority for ensuring clinical, professional and training standards in the provision of quality, evidence-based, patient-centred emergency care. ACEM's mission is to promote excellence in the delivery of quality emergency care to the community through our committed and expert members.

Health care inequities for Māori have been well documented for decades. Although some gains have been made over the last 30 years to improve health outcomes, Māori still have a life expectancy seven years less than non-Māori and have the worst health outcomes by any measure, of any ethnic group in Aotearoa New Zealand².

A recent study showed that Māori were more than twice as likely to die within 10 days of ED discharge than non-Māori, after adjusting for age, triage score and co-morbidity and despite several markers of timely care being better or similar for Māori. This raises the question of whether systemic racism and bias is at play³.

Māori continue to experience lack of health system responsiveness, increased exposure to the determinants of ill-health, systemic and interpersonal racism, culturally unsafe care and under-representation in the health workforce. Currently only two per cent of New Zealand Fellows are Māori, despite Māori making up over 16 per cent of the population.

To address these issues, ACEM launched the inaugural Te Rautaki Manaaki Mana in 2019. We have made good progress since that time (see 'Our Achievements') but there remains much work to be done to achieve our vision for Pae Ora.

Our approach to achieving Pae Ora is underpinned by seven Māori values identified by te Manaaki Mana Rōpū (see 'Our Values'). The ability of ACEM staff and ED clinicians to embody these values will be key to our success.

² A Window on the Quality of New Zealand's Health Care 2019. Health Quality & Safety Commission.

³ Elana Curtis et. al 2021. Examining emergency department inequities in Aotearoa New Zealand: Findings from a national retrospective observational study examining Indigenous emergency care outcomes. Emergency Medicine Australasia. doi: 10.1111/1742-6723.13876

The inaugural Manaaki Mana Strategy was based on He Korowai Oranga, Aotearoa New Zealand's Māori Health Strategy. This is the overarching framework that guides the Government and the health and disability sector to achieve the best health outcomes for Māori.

For Te Rautaki Manaaki Mana 2022-2025, we have aligned our goals with the priority areas for action in Whakamaua: Māori Health Action Plan 2020-2025. Whakamaua is the implementation plan for He Korowai Oranga and sets the government's direction for Māori health advancement through to 2025.

Additionally, two important sets of guidelines for emergency departments will be launched in 2022:

- *Te Tiriti o Waitangi me Te Rautaki Manaaki Mana: Achieving our Vision* (Appendix A)
- *He Ara Tiatia ki te Taumata o Pae Ora - Manaaki Mana: Pathways to achieving excellence in emergency care for Māori* (Appendix B).

Together with Te Rautaki Manaaki Mana, these documents provide practical steps which outline how ACEM, ED leaders and clinicians can work to:

- Uphold our obligations under Te Tiriti o Waitangi
- Increase the Māori emergency medicine workforce to better reflect the communities we serve
- Achieve our Pae Ora standards for excellent and equitable care

- Train and grow a culturally safe workforce
- Ensure Māori patients and whānau experience culturally safe care
- Ensure Māori ED staff experience a college and workplace that is culturally safe
- Enhance the emergency department environment to create welcoming, healing places where our values can thrive
- Work to eliminate racism in all its forms.

Although Manaaki Mana was developed specifically for Aotearoa New Zealand, ACEM recognises that there is a large population of Māori resident in Australia. Australia-based ED clinical staff are also encouraged to make use of these documents, access the resources provided on the ACEM website, and attend workshops and conference sessions on health equity, including our Manaaki Mana Pae Ora hui.

At the heart of Manaaki Mana is people:

Everyone who seeks our care and everyone providing emergency medical care in Aotearoa New Zealand and Australia.

This work requires dedication, determination and courage. If we continue to focus on our values and goals, then the challenges can be overcome and the opportunities maximised. We encourage you to get involved - everyone has their part to play. We look forward to working together and sharing the achievements of Manaaki Mana with you and our communities.

E kitea ai ngā taonga o te moana, me mākū koe.

If you seek the treasures of the sea, you'd better get wet⁴.

⁴ In our context, if you want to see an equitable health service, you will need to immerse yourself.



Our Strategic Context

Aotearoa New Zealand and Australia share a history of colonisation by the British Crown. Indigenous populations in both countries have experienced the trauma associated with colonisation – loss of life, land, language and culture. The impacts of colonisation and systemic and interpersonal racism have led to unequal access to the social determinants of health, as well as differential access to care and quality of care, leading to inequitable health outcomes for the Indigenous peoples of both countries.

In Aotearoa New Zealand, Te Tiriti o Waitangi (The Treaty of Waitangi) is the nation's founding document, signed by representatives of the British Crown and Māori rangatira (chiefs) on 6 February 1840 at Waitangi. Soon after Te Tiriti was signed, settlers began arriving in ever increasing numbers, rapidly overwhelming Māori numerically. Competition for land led to unscrupulous sales, war and confiscations. By 1877 Te Tiriti had been declared a “simple nullity” – legally void – and became widely dishonoured. Today less than five per cent of Aotearoa New Zealand remains in collective Māori ownership.

Over the last 40 years or so Te Tiriti has been brought to the fore again, and for some, stands at the heart of everything we do. Through Te Tiriti and the Waitangi Tribunal we have a way to address historical and contemporary wrongs and build a shared future together. Te Tiriti is for non-Māori too. Non-Māori are tangata Tiriti (people of the Treaty), whose right to call Aotearoa New Zealand home comes with the obligations to uphold its promises.

Te Tiriti is underpinned in the Pae Ora Act 2022. It has been said that “Te Tiriti o Waitangi is Aotearoa New Zealand’s most important equity tool and framework for monitoring the Crown’s performance in meeting its responsibility to ensure Māori rights to health”⁵, and “upholding Te Tiriti o Waitangi should eliminate institutional racism against Māori and contribute to the achievement of health equity.”⁶

A recent Waitangi Tribunal claim known as Wai 2575⁷, brought by Māori against the Crown for its failures in the health sector, led to a new interpretation of Te Tiriti principles⁸.

The current iteration of the Māori Health Action Plan, known as Whakamaua, incorporates these principles, and our updated Manaaki Mana strategy is based on these principles.

Te Tiriti principles, as expressed in Whakamaua, are:

- Tino rangatiratanga - Māori self determination
- Te noho taurite - equity of health outcomes
- Te kaitiakitanga - active protection to ensure equitable health outcomes
- Ngā kōwhiringa whaihua - options that ensure services are culturally appropriate
- Te pātuitanga – partnership, working together with Māori.

⁵ A Window on the Quality of New Zealand’s Health Care 2019. Health Quality & Safety Commission.

⁶ Came H, McCreanor T, Manson L. 2019. Upholding Te Tiriti, ending institutional racism and Crown inaction on health equity. *New Zealand Medical Journal* 132(1492): 61–6.

⁷ Hauora: Report on Stage One of the Health Services and Outcomes Kaupapa Inquiry. Wai 2575. Waitangi Tribunal Report 2019.

⁸ These principles are from Stage One of the Wai 2575 enquiry. At the time of publication, Stage Two of the Wai 2575 enquiry was in progress.

ACEM's role and responsibilities

The College has made an enduring commitment to health equity for Māori and Aboriginal and Torres Strait Islander Peoples through the launch of Te Rautaki Manaaki Mana in 2019, the establishment of a Reconciliation Action Plan in 2017, and through its Strategic Plan.

In addition, in July 2020, the ACEM membership voted to update the ACEM Constitution with the following objective:

Strive for excellence and equity in emergency care for Aboriginal, Torres Strait Islander and Māori communities in Australia and Aotearoa New Zealand, through a commitment to the principles of Te Tiriti o Waitangi in Aotearoa New Zealand, the process of Reconciliation in Australia and the intent of the United Nations Declaration on the Rights of Indigenous Peoples.

To provide guidance to hospital and emergency department leaders, ACEM has developed He Ara Tiatia ki te Taumata o Pae Ora Manaaki Mana: Pathways to achieving excellence in emergency care for Māori (see Appendix B).

In the development of these guidelines, we have also drawn on recommendations by leaders in Māori health⁹, emphasising four key areas of focus:

- Equitable health outcomes
- Culturally safe care
- Honouring Te Tiriti o Waitangi
- Eliminating racism through deliberate anti-racist actions and policies.

Cultural safety

ACEM considers that cultural safety is integral to the provision of equitable care. Indeed, the Medical Council of New Zealand requires doctors to meet cultural safety standards, and in October 2019 issued a statement outlining these standards¹⁰.

Cultural safety is less about learning the culture of others and more about the world view clinicians bring to each patient and whānau encounter. Cultural safety includes awareness of the potential impact of clinicians' personal beliefs, the historical and social context in which clinicians work, personal biases, the inherent power imbalance in the doctor-patient relationship and the ability to take steps to mitigate any negative impacts. Culturally safe care is determined by the recipients of care.

The ability to provide culturally safe care can be learned. It is not simple binary but a lifelong journey. It takes courage and commitment. Manaakitanga is reciprocal: improved connections with patients and whānau facilitates genuine, shared decision making and better health outcomes. These connections and ability to make a difference are what give our work meaning and sustain clinician wellbeing.

ACEM acknowledges cultural loading

"Many Māori doctors experience additional cultural demands on top of their day to day work, as well as responsibilities from their own whānau, hapū or iwi or advisory roles in the wider community."¹¹

While the pathways to achieving our vision are Māori-led and guided, much of the work to achieve our vision requires commitment and action from non-Māori. This includes ACEM's Board and Executive Leadership Team, ACEM staff, hospital and emergency department leadership, Manaaki Mana Kaikōkiri (champions) and emergency department clinicians.

The whakataukī, "Ehara taku toa i te toa takitahi, engari he toa takitini" - "Success is not the work of one, it is the work of many" holds true.

⁹ Papaarangi Reid. 2021. Structural reform or a cultural reform? Moving the health and disability sector to be pro-equity, culturally safe, Tiriti compliant and anti-racist. New Zealand Medical Journal Vol 134 No 1535: 21 May 2021.

¹⁰ Medical Council of New Zealand. Statement on Cultural Safety. October 2019.

¹¹ Medical Council of New Zealand and Te Ohu Rata O Aotearoa (Te ORA). October 2021. Cultural Safety Baseline Data Report Release and Recommendations



Strategic Objectives

The first Manaaki Mana Rautaki drew on He Korowai Oranga, the New Zealand Māori Health Strategy with its goal to achieve Pae Ora – healthy futures for Māori. For this version of Te Rautaki Manaaki Mana, we have aligned our goals with Whakamaua: Māori Health Action Plan 2020-2025.

Whakamaua is the implementation plan for He Korowai Oranga and sets the government's direction for Māori health advancement over the next five years. Pae Ora remains the overall aim.

Whakamaua is underpinned by the Ministry's Te Tiriti o Waitangi Framework, which provides a tool for the health and disability system to fulfil its obligations to Māori.

Whakamaua outlines a series of actions that will help to achieve four high-level outcomes. These are:

- Iwi, hapū, whānau and Māori communities exercising their authority to improve their health and wellbeing
- Ensuring the health and disability system is fair and sustainable and delivers more equitable outcomes for Māori
- Addressing racism and discrimination in all its forms
- Inclusion and protection of mātauranga Māori throughout the health and disability system.

The goals and actions in Te Rautaki Manaaki Mana reflect where the College can direct its influence:

- Establishing Pae Ora standards which outline how the College and emergency departments can achieve excellence and equity in emergency care

- Upholding Te Tiriti o Waitangi obligations and responsibilities
- Training and growing a culturally safe workforce through initiatives within our Specialist Training and Continuous Professional Development programmes
- Prioritising the recruitment of more Māori trainees so that the emergency medical workforce better reflects the communities we serve
- Supporting Māori trainees entering and completing our FACEM Training Program
- Creating and collating resources that assist the College and ED staff to better understand the contexts in which we work, including impacts of colonisation, systemic racism and health care inequities
- Ensuring that College processes are equitable and anti-racist
- Enabling our members and ACEM staff to better understand Te Ao Māori (Māori perspectives) including incorporating Tikanga Māori, in the provision of health care, through training and advocacy
- Valuing mātauranga Māori, incorporating Māori models of care and cultural support workers
- Encouraging the everyday use of Te Reo Māori



- Partnership with leaders in Māori health and Indigenous medical education
- Advocacy to health service and hospital leadership to support the implementation of the goals set out in Manaaki Mana.
- Te Tumu Whakarae (a forum of Māori health leaders)
- Te Rūnanga NZNO (the Māori council of the New Zealand Nurses Organisation)
- CENNZ (the College of Emergency Nurses New Zealand)
- LIME (Leaders in Indigenous Medical Education).

Partnership approach

ACEM looks forward to working with the newly established Te Aka Whai Ora – the Māori Health Authority - and will continue to build relationships and work with others who share our goals. These include:

- Te ORA (the Māori Medical Practitioners' Association)
- The Council of Medical Colleges and the Interdisciplinary Māori Advisory Group

The Manaaki Mana Rōpū has also had discussions with leaders of the College of Intensive Care Medicine and Rural Hospital Doctors to share the knowledge and skills required for the provision of equitable and culturally safe emergency care in all settings.



Our Achievements

Te Rautaki Manaaki Mana began with a hui in March 2018, bringing together Aotearoa-based Fellows, ED nurses and allied health staff, ACEM Board members, community members and health sector professionals, to envisage health equity for Māori in emergency departments. A steering group led by Māori Fellows, trainees and community representatives was established, and worked with ACEM staff to produce the inaugural Te Rautaki Manaaki Mana, launched at the ACEM Winter Symposium in Rotorua in May 2019.

ACEM then established a Manaaki Mana Rōpū to oversee implementation of Te Rautaki. Te Rōpū Manaaki Mana works closely with ACEM's Indigenous Health Committee and a dedicated Indigenous Health Unit that supports te Rōpū Manaaki Mana to achieve its goals.

An important step for ACEM in 2020 was the addition of a new object to the ACEM Constitution, voted in by the College membership, to strive for excellence and equity in care for Māori and to commit to the principles of Te Tiriti o Waitangi.

Through te Rōpū Manaaki Mana, ACEM has developed two important sets of guidelines for emergency departments, to be launched in 2022:

- *Te Tiriti o Waitangi me Te Rautaki Manaaki Mana: Achieving our Vision* (Appendix A)
- *He Ara Tiatia ki te Taumata o Pae Ora Manaaki Mana: Pathways to achieving excellence in emergency care for Māori* (see Appendix B).

Other notable achievements over the last three years include:

- A Manaaki Mana Kaikōkiri (Champions) network has been established in emergency departments throughout the country, to implement te Rautaki at a local level, share ideas and provide support
- An open access resource basket or Kete Rauemi has been created on the ACEM website, collating resources to help Kaikōkiri and others on their equity journey
- Te Rōpū Manaaki Mana members are engaged with the Interdisciplinary Māori Advisory Group (IMAG) – a collaboration between Te ORA and the Council of Medical Colleges
- ACEM has a mechanism in place to reach out to Māori trainees on a regular basis to learn how to better support their training as emergency medicine specialists
- An informal Tuakana-Teina network has been established to allow Māori Fellows and trainees to connect and support each other
- The ACEM New Zealand Faculty now includes a position for a Māori Fellow
- Members of te Rōpū Manaaki Mana have promoted the strategy in EDs around Aotearoa and presented at conferences, workshops, grand rounds and teaching sessions



- A successful one-day online hui was held in October 2021 - *Manaaki Mana Ngā Ara ki te Taumata o Pae Ora/Pathways to achieve Pae Ora*. This will be followed with a face-to-face hui, held every two years and commencing in 2022, bringing together Kaikōkiri and other health professionals with an interest in improving culturally safe care in EDs.

The Manaaki Mana Rōpū has seen increasing support for Manaaki Mana in EDs across Aotearoa, as well as a willingness to commit to a pro-equity stance and tackle racism both in our own EDs and within the wider health sector. ACEM and te Rōpū Manaaki Mana members will continue to build partnerships with other organisations that share our vision.

The support and willingness of the ACEM Board and membership to engage in this work from a Te Ao Māori perspective is acknowledged and commended.

Measuring success

The Manaaki Mana Rōpū will report regularly to the ACEM Board on implementation of the Strategy. ACEM will:

- Publish regular updates of progress against Te Rautaki Manaaki Mana goals and actions on the ACEM website
- Publish annual figures of progress towards our goals of a representative Māori ED workforce on the ACEM website
- Support the delivery of kaupapa Māori research projects that enable progress towards the Pae Ora goals
- Support the development of a project that provides an annual snapshot of Māori health outcomes in the ED.

In addition:

- Emergency department leadership is encouraged to report on progress towards Pae Ora goals within each department
- ED trainees are encouraged to undertake audit projects that examine equity issues.





Manaaki Mana Pathways

Ministry of Health: Principles of Te Tiriti o Waitangi: ¹²						
Partnership	Active Protection		Equity	Tino Rangatiratanga		Options
Ministry of Health Priorities: Whakamaua Action Plan 2020-2025: ¹⁴						
Māori-Crown Relationships	Cross-Sector Action	Māori Sector Development	Quality & Safety	Māori Health & Disability Workforce	Performance & Accountability	Māori Leadership
<p>1. ACEM continues to strive to fulfil its commitment to Māori as set out in the ACEM Constitution, Te Rautaki Manaaki Mana and ACEM's Te Tiriti o Waitangi guidelines</p> <p>2. ACEM's senior office bearers understand the socio-political context within which the College operates in Aotearoa New Zealand</p>	<p>3. ACEM will continue to develop partnerships and works with key partners in te Ao Māori to progress shared Te Rautaki Manaaki Mana goals, and to ensure our priorities for Pae Ora are aligned</p> <p>4. ACEM will foster cross-sector collaboration and support for the values of Te Rautaki Manaaki Mana</p>	<p>5. ACEM's Training, Curriculum and CPD programs provide trainees and Fellows with the knowledge and skills to develop culturally safe practice</p> <p>6. ACEM encourages EDs to support Māori health sector capability and capacity to innovate and deliver effective emergency care services for Māori communities, including Kaupapa Māori and whānau centred care</p>	<p>7. ACEM supports the adoption of Pae Ora standards of equitable and culturally safe care in emergency departments, and works to ensure its policies and actions are anti-racist</p>	<p>10. ACEM strives to grow, support and retain the Māori emergency medicine workforce</p>	<p>11. ACEM will ensure appropriate oversight and implementation of Te Rautaki Manaaki Mana</p> <p>12. ACEM will establish mechanisms to evaluate Pae Ora achievements</p>	<p>14. ACEM supports and promotes Māori leadership opportunities</p>
<p>Who holds the responsibility for Te Rautaki Manaaki Mana deliverables?¹³</p>						<p>15. ACEM advocates for research in emergency departments that is relevant, safe, and responsive to Māori</p> <p>16. ACEM will undertake regular cultural safety audits</p>

ACEM

	Māori-Crown Relationships	Cross-Sector Action	Māori Sector Development	Quality & Safety	Māori Health & Disability Workforce	Performance & Accountability	Māori Leadership	Insight & Evidence
Emergency Departments (Executive, Directors of Emergency Medicine, Directors of Emergency Medicine Training)				8. Emergency departments strive to weave the Pae Ora standards and Te Tiriti principles into emergency care practice		13. ACEM will review and report on emergency departments' progress towards Te Tiriti o Waitangi objectives		
Emergency Physicians / Clinicians				9. Fellows and trainees strive to weave the Pae Ora standards and Te Tiriti principles into emergency care practice				17. Fellows and trainees are provided with tools that develop skills and encourage reflection on culturally safe practise, equity and anti-racism

¹² <https://www.health.govt.nz/system/files/documents/files/whakamaui-tiriti-o-waitangi-framework-a3-aug20.pdf>

¹³ https://acem.org.au/getmedia/e26f63e8-09e8-4bc4-be74-a3cea69d1131/Manaaki-Mana-strategy150419_FINAL

¹⁴ <https://www.health.govt.nz/system/files/documents/publications/whakamaui-maori-i-health-action-plan-2020-2025-2.pdf>



Manaaki Mana Goals and Actions

Māori – Crown Relationships

GOAL	ACTIONS
<p>1. ACEM continues to strive to fulfil its commitment to Māori as set out in the ACEM Constitution, Te Rautaki Manaaki Mana and ACEM’s Te Tiriti o Waitangi guidelines</p>	<p>1.1 Continue to support Te Manaaki Mana Rōpū to implement Te Rautaki by providing the necessary resources and advocacy at all levels of the College.</p>
	<p>1.2 Continue to work with our key partners to influence Government policy and health reform.</p>
	<p>1.3 Produce an annual plan and report on progress to achieve the goals set out in Te Rautaki Manaaki Mana and Te Tiriti o Waitangi guidelines.</p>
	<p>1.4 Conduct a review of Māori Fellow, trainee and community member representation on ACEM entities, including the ACEM Board.</p>
	<p>1.5 Develop pathways to support and grow the number of Māori community members on ACEM entities.</p>
	<p>1.6 Continue to ensure Māori representation within the ACEM Aotearoa New Zealand Faculty.</p>
	<p>1.7 Continue to ensure that:</p> <p>A powhiri is conducted at appropriate College hui (e.g., Aotearoa New Zealand-based Annual Scientific Meetings, Winter Symposia and the annual Aotearoa New Zealand Faculty Conference)</p> <p>An acknowledgement/mihi that recognises tangata whenua and a commitment to Te Tiriti o Waitangi is given to open College meetings</p> <p>ACEM email signatures and the ACEM website recognise tangata whenua and a commitment to Te Tiriti o Waitangi.</p>
	<p>1.8 Consider establishing a Te Reo Māori name for ACEM.</p>



GOAL	ACTIONS
2. ACEM's senior office bearers and staff understand the socio-political context within which the College operates in Aotearoa New Zealand	<p>2.1 Provide training in Te Tiriti o Waitangi, the history of colonisation and the impacts of systemic racism for ACEM's Board, Council of Education, Council of Advocacy, Practice and Partnerships, and the ACEM Executive Leadership Team.</p> <p>2.2 Continue to ensure that ACEM staff in the Melbourne and Aotearoa New Zealand offices receive regular training in Te Reo Māori, Tikanga and Te Tiriti o Waitangi.</p>

Cross Sector Action

3. ACEM will foster cross-sector collaboration and support for the values of Te Rautaki Manaaki Mana	<p>3.1 Promote ACEM's <i>Te Tiriti o Waitangi me Te Rautaki Manaaki Mana: Achieving our Vision - an articles and principles-based approach to meeting our commitments</i> ("Te Tiriti Guidelines") to health sector and community organisation partners.</p> <p>3.2 Promote ACEM's <i>He Ara Tiatia ki te Taumata o Pae Ora Manaaki Mana: Pathways to achieving excellence in emergency care for Māori</i> ("the Pae Ora Standards") to health sector and community organisation partners.</p> <p>3.3 Hold a Manaaki Mana hui every two years with our Kaikōkiri (champions), ED staff and key partners to progress our vision for Pae Ora.</p> <p>3.4 Explore ways to support local Māori-led businesses when hosting ACEM or Manaaki Mana conferences, workshops and hui or when promoting the goals of Manaaki Mana (e.g., catering and merchandise).</p> <p>3.5 Explore donating to local Māori-led charities when hosting ACEM or Manaaki Mana conferences, workshops and hui to support the communities hosting us.</p>
4. ACEM will continue to develop partnerships and work with key partners in te Ao Māori to progress shared Te Rautaki Manaaki Mana goals, and to ensure our priorities for Pae Ora are aligned	<p>4.1 Encourage EDs to engage with Māori health teams, mana whenua, iwi Māori, and primary care providers to determine priorities in emergency care provision.</p> <p>4.2 Continue to implement an engagement strategy to develop partnerships with key stakeholders, including the Ministry of Health, the Māori Health Authority and other medical colleges, to advocate for equitable and culturally safe care for Māori.</p> <p>4.3 Continue to contribute to the Interdisciplinary Māori Advisory Group (IMAG), a joint initiative of Te Ohu Rata o Aotearoa New Zealand (Te ORA/Māori Medical Practitioners' Association) and the Council of Medical Colleges (CMC).</p>



Māori Sector Development

GOAL	ACTIONS
<p>5. ACEM's Training, Curriculum and CPD programs provide trainees and Fellows with the knowledge and skills to develop culturally safe practice</p>	<p>5.1 Ensure ACEM's curriculum review processes consider Indigenous health equity.</p> <p>5.2 Engage with appropriate medical education experts to explore ways to embed assessment in Māori health equity and cultural safety into ACEM Training Programs.</p> <p>5.3 Support the development of Special Skills Placements in Māori Health and partner with key stakeholders to ensure there are no barriers for trainees who wish to undertake the placement.</p> <p>5.4 Explore the inclusion of Kaupapa Māori research papers and projects to meet the Research requirement to complete Fellow training.</p> <p>5.5 Maintain a kete of resources on the ACEM website for all emergency medicine trainees and Fellows to support culturally safe care in EDs.</p> <p>5.6 Develop or source teaching resources to support the Pae Ora Standards and Te Tiriti Guidelines and the goals of Manaaki Mana.</p> <p>5.7 Continue to support the implementation of mandatory cultural safety activities in the ACEM CPD program.</p> <p>5.8 Continue to advocate for additional components to CPD requirements that allow Fellows to develop the skills and knowledge to be culturally safe clinicians.</p> <p>5.9 Work with the ACEM CPD Committee to explore the implementation of a yearly requirement for individual emergency physicians to reflect on what they have done in relation to equity and Pae Ora standards.</p> <p>5.10 Continue to work with the organising committees of the Annual Scientific Meetings, Winter Symposia and Faculty Conferences to ensure that Māori Health and cultural safety content is prominent in programs and workshops.</p>
<p>6. ACEM encourages EDs to support Māori health sector capability and capacity to innovate and deliver effective emergency care services for Māori communities, including Kaupapa Māori and whānau-centred care</p>	<p>6.1 Advocate for the integration of kaupapa Māori models of care in EDs, including the employment of Māori cultural support staff.</p> <p>6.2 Acknowledge and provide education to EDs on the role of mātauranga Māori and Māori models of care.</p> <p>6.3 Increase awareness of rongoā Māori and explore how it could play a role in emergency care.</p>

Quality and Safety

GOAL	ACTIONS
<p>7. ACEM supports the adoption of Pae Ora standards of equitable and culturally safe care in emergency departments, and works to ensure its policies and actions are anti-racist</p>	<p>7.1 Continue to maintain and grow the Manaaki Mana Kaikōkiri (Champions) network to embed Te Rautaki Manaaki Mana, Pae Ora Standards and Te Tiriti values in EDs.</p> <p>7.2 Continue to explore ways to include Pae Ora Standards in ACEM's Accreditation Requirements for FACEM Training.</p> <p>7.3 Develop an advocacy plan in conjunction with ACEM's Indigenous Health Committee and RAP Steering Group to advocate for culturally safe care in non-ACEM accredited emergency departments and acute care services in Aotearoa and Australia.</p> <p>7.4 Review policies and procedures to ensure they are anti-racist and not inadvertently contributing to under-representation of Māori and other diverse ethnic groups.</p> <p>7.5 Review trainee selection, examination performance and College representation by ethnicity and take measures to ensure racism is not a factor in outcomes or selection.</p>
<p>8. Emergency departments strive to weave the Pae Ora standards and Te Tiriti Principles into emergency care practice</p>	<p>8.1 Advocate to ED leadership teams and Fellows the value of regular Te Tiriti o Waitangi training for all ED staff, and promote ACEM's statement on giving effect to Te Tiriti in the ED.</p> <p>8.2 Encourage ED leaders to develop an annual plan on how they intend to implement Te Rautaki Manaaki Mana, become good Te Tiriti partners and progress towards meeting the Pae Ora Standards, utilising ACEM's Te Tiriti Guidelines and Pae Ora Standards.</p> <p>8.3 Encourage Directors of Emergency Medicine (DEMs) and Directors of Emergency Medicine Training (DEMTs) to allocate departmental teaching time for education of ED staff on health equity, cultural safety, Te Tiriti o Waitangi and anti-racism.</p> <p>8.4 Create and promote a set of Tikanga Māori practical guidelines to assist EDs to ensure Tikanga Māori is upheld in the provision of care.</p> <p>8.5 Continue to run an annual campaign celebrating Te Wiki o Te Reo Māori (Māori Language Week), encouraging and supporting the use of Te Reo Māori in the ED.</p> <p>8.6 Continue to advocate to DEMTs for teaching sessions and events to be held around Waitangi Day, Te Wiki o Te Reo Māori and Matariki.</p> <p>8.7 Continue to promote the Al Spilman Award for Culturally Safe EDs to encourage and support EDs on their cultural safety journey.</p> <p>8.8 Produce and promote a video series showcasing recipients of the ACEM Al Spilman Award for Culturally Safe EDs.</p>



GOAL

ACTIONS

9. Fellows and trainees strive to weave the Pae Ora standards and Te Tiriti Principles into emergency care practice

- 9.1 Encourage ED staff to become Manaaki Mana Kaikōkiri in their own ED.
- 9.2 Continue to regularly advocate for the everyday use of Te Reo and promote best practice patient tikanga in the ED.
- 9.3 Encourage ED staff to utilise the Manaaki Mana Kete Rauemi as a learning and teaching resource.
- 9.4 Encourage Fellows and trainees to utilise Māori models of health care and wellbeing in everyday practice.
- 9.5 Encourage training sites to provide adequate time and resourcing for trainees and Fellows to attend formal Te Tiriti o Waitangi and cultural safety training.



Māori Health & Disability Workforce

GOAL	ACTIONS
<p>10. ACEM strives to grow, support and retain the Māori emergency medicine workforce</p>	<p>10.1 Develop a position statement on Māori Fellow and trainee parity with the Māori population of Aotearoa New Zealand.</p>
	<p>10.2 Publish an annual snapshot of the numbers of Māori Fellows and trainees.</p>
	<p>10.3 Work with the Selection into FACEM Training (SIFT) Sub-committee to ensure that selection to The FACEM Training Program is equitable for Māori applicants.</p>
	<p>10.4 Explore the establishment of a pathway for Māori trainees that includes support for enhancing cultural knowledge that may have been lost through the impacts of colonisation.</p>
	<p>10.5 Explore how to better provide flexibility in training, acknowledging that Māori trainees have additional cultural obligations outside of work that may impact on training.</p>
	<p>10.6 Continue to support the informal Tuakana-Teina network for Māori trainees and Fellows.</p>
	<p>10.7 Fund an annual Tuakana-Teina network kanohi ki te kanohi (face-to-face) event.</p>
	<p>10.8 Continue to maintain a mentoring model for Māori trainees and Fellows within ACEM's overarching mentoring program.</p>
	<p>10.9 Continue to consult regularly with our current Māori trainees and recent Fellows to understand how ACEM can best support them on their journey through the FACEM Training Program, and implement their recommendations where practicable.</p>



GOAL

ACTIONS

GOAL	ACTIONS
	<p>10.10 Continue to promote opportunities for Māori trainees to attend relevant hui and conferences (e.g., Te Ohu Rata o Aotearoa New Zealand/Te ORA (Māori Medical Practitioners' Association) Hui-ā-Tau, Pacific Region Indigenous Doctors Congress (PRIDoC), ACEM Annual Scientific Meeting and Winter Symposium), and promote opportunities for grants, awards and scholarships.</p>
	<p>10.11 Continue to sponsor the annual Te ORA Hui-ā-Tau and PRIDoC.</p>
	<p>10.12 Continue to consider sponsorship of other conferences that align with the goals of Te Rautaki Manaaki Mana.</p>
	<p>10.13 Continue to consider grant opportunities for Māori trainees that align with the goals of Te Rautaki Manaaki Mana, that would increase the exposure of medical students and doctors to emergency medicine.</p>
	<p>10.14 Establish a relationship with Te Oranga Māori Medical Students' Association to explore how ACEM can promote emergency medicine as a specialty to its membership.</p>
	<p>10.15 Explore linking with the Te ORA outreach work with high schools to engage with students to consider medicine/emergency medicine as a career.</p>



Performance & Accountability

GOAL	ACTIONS
<p>11. ACEM will ensure appropriate oversight and implementation of Te Rautaki Manaaki Mana</p>	<p>11.1 Maintain a Manaaki Mana Steering Group (Rōpū) to oversee the implementation of Te Rautaki Manaaki Mana.</p> <hr/> <p>11.2 Maintain a staff role at the Aotearoa New Zealand office to support the implementation of Te Rautaki Manaaki Mana.</p> <hr/> <p>11.3 Publish regular progress reports against goals and actions in Te Rautaki Manaaki Mana on the ACEM website.</p> <hr/> <p>11.4 Publish annual figures of progress towards our goals of a representative Māori ED workforce.</p>
<p>12. ACEM will establish mechanisms to evaluate Pae Ora achievements in EDs</p>	<p>12.1 Support the delivery of a project(s) that provides a mechanism for EDs to report back to ACEM on cultural safety initiatives in their EDs.</p> <hr/> <p>12.2 Support the delivery of kaupapa Māori research projects that enable progress towards the Pae Ora goals.</p> <hr/> <p>12.3 Continue to advocate for emergency department research and audits in Aotearoa New Zealand to include analysis of Māori health outcomes. Where inequities are uncovered, advocate for action plans to address inequities.</p> <hr/> <p>12.4 Support and advocate for research projects involving collaboration with other services and Colleges on the provision of equitable care.</p> <p><i>(For example, cardiology with STEMI and best practice adherence, access to ICU with septic shock, trauma scans and outcomes with trauma services, fracture clinic accessibility, mental health & cultural safe care).</i></p> <hr/> <p>12.5 Encourage ED leaders to provide an annual report of work towards Pae Ora goals, as outlined in their Pae Ora plan (see Action 8.2) and publish these annually.</p>
<p>13. ACEM will review and report on emergency departments' progress towards Te Tiriti o Waitangi objectives</p>	<p>13.1 Explore ways ACEM can best review and report on progress towards emergency departments Te Tiriti obligations.</p>



Māori Leadership

GOAL	ACTIONS
14. ACEM supports and promotes Māori leadership opportunities	14.1 Scope a Māori leadership pathway in emergency care for trainees and Fellows, and more generally in medical education and advocacy, that is safe for Māori and sustainably resourced.
	14.2 Continue to offer media training to Māori Fellows and trainees to be our public advocates.
	14.3 Continue to communicate opportunities to Māori Fellows and trainees to present at relevant conferences.

Insight & Evidence

15. ACEM advocates for research in emergency departments that is relevant, safe, and responsive to Māori	15.1 Continue to advocate for kaupapa Māori consistent research methodologies in emergency departments that are relevant, safe and responsive to Māori.
	15.2 Advocate to researchers who perform research in Aotearoa New Zealand EDs to ensure that they incorporate Te Tiriti guidelines and Pae Ora standards into their research planning and delivery.
	15.3 Continue to advocate to researchers to liaise with local Māori Health teams and research services as part of planning their research.
16. ACEM will undertake regular cultural safety audits	16.1 Undertake an internal audit of cultural safety at ACEM every two years, similar to the audit of medical colleges undertaken by Te ORA.
	16.2 Undertake an audit of cultural safety in ACEM Accredited for Training emergency departments every three years, utilising the steps outlined in the Pae Ora Standards document.
17. Fellows and trainees are provided with tools that develop skills and encourage reflection on culturally safe practise, equity and anti-racism	17.1 Encourage Fellows and trainees to undertake regular training in providing culturally safe care, Te Tiriti o Waitangi and anti-racism, and make plans to address knowledge gaps, and change practice as needed.
	17.2 Encourage ED staff to use ACEM's Te Tiriti Guidelines and reflect on the personal work required to be a good Te Tiriti partner.
	17.3 Encourage ED staff to use ACEM's Pae Ora Standards document to better understand their role in achieving these standards.



Whāia te iti kahurangi, ki te tuohu koe
Me he maunga teitei

Seek the treasure that you value most dearly
If you bow your head, let it be to a lofty mountain

This whakataukī is about perserverance and endurance, refusing to
let obstacles get in the way to achieve your goals.



Te Reo Māori Glossary

Aotearoa: Te Reo Māori name for New Zealand

Aroha: often translated as “love”; aroha encompasses compassion, kindness, empathy, caring and affection. It is the absence of ego. Aroha draws out the best in people, it rejects greed, aggression and ignorance and instead encourages actions that are generous

Hapū: kinship group, subtribe – section of a large kinship group and the primary political unit in traditional Māori society. A hapū consists of a number of whānau sharing descent from a common ancestor, usually being named after the ancestor, but sometimes from an important event in the group’s history. A number of related hapū usually share adjacent territories forming a looser tribal federation (iwi)

Hui: gathering, meeting, assembly, seminar, conference

Hui-ā-Tau: annual meeting

Iwi: extended kinship group, tribe, nation, people, nationality, race - often refers to a large group of people descended from a common ancestor and associated with a distinct territory

Kaumātua: an elder, a person of status within the whānau

Kaupapa: topic, policy, matter for discussion, plan, purpose, scheme, proposal, agenda, subject, programme, theme, issue, initiative

Kete: a basket or kit of knowledge

Kaitiakitanga: Providing care in a way that acknowledges our role as healers and guardians of the wellbeing of those in our care and those undertaking training in emergency medicine. Providing care in a way that recognises that we are part of the natural world, inter-connected with all things. Acknowledging the role of the natural world in healing and wellbeing, the way we must take care of Papatūānuku the Earth and Ranginui the sky, to limit global warming and create sustainable solutions to the provision of health care

Mana: the prestige and spiritual power which all people, many places and some objects possess

Manaaki: the act of supporting, taking care of, giving hospitality to, protecting, and showing respect, generosity and care

Manaakitanga: Providing care in a mana enhancing manner: ensuring whānau and staff feel welcomed, names are pronounced correctly, people are seen and heard without prejudice, and treated with kindness, dignity and respect

Mana whenua: territorial rights, power from the land, authority over land or territory, jurisdiction over land or territory

Marae: the open area in front of the whareniui (main meeting house), where formal greetings and discussions take place. Often also used to include the complex of buildings around the marae

Mātauranga Māori: Māori knowledge, wisdom, understanding

Mauri Ora: healthy individuals

Mihi: to greet, pay tribute, acknowledge, thank

Moemoeā: vision or purpose

Pae Ora: healthy futures for whānau

Pōwhiri: the custom of welcoming and hosting manuhiri (visitors). Even when you are not on a marae (for example in an office space or other meeting venues) protocols guide how pōwhiri should be conducted

Rongoā: Traditional Māori medicine. It includes herbal medicine made from plants, physical techniques like massage, and spiritual healing

Rōpū: committee, group, company, association, entourage, organisation, category

Tangata whenua: often translated as First People of Aotearoa New Zealand. Tangata whenua literally means people of the land – those who have authority in a particular place. This is based on a deep relationship with that place, through births and ancestors’ births

Taonga: treasure - applied to anything considered to be of value including socially or culturally valuable objects, resources, phenomenon, ideas and techniques



Te Ao Māori: Māori world, Māori world view

Te Reo Māori (Te Reo): the Māori language

Te Tiriti o Waitangi (Te Tiriti): The Treaty of Waitangi

Tika me Pono: Doing the right thing. Being a genuine and sincere advocate, not only for whānau seeking emergency care, but also in the wider context of health care and society. Upholding Te Tiriti o Waitangi, learning the skills of anti-racism and committing to dismantling and eliminating racism

Tikanga: correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol - the customary system of values and practices that have developed over time and are deeply embedded in the social context

Wai Ora: healthy environments

Wairua: Providing care in a way that recognises the importance of wairua, the immortal spirit or soul of a person. Understanding that healing extends beyond the physical body and that the essence of our existence is as spiritual beings. Recognise that a healthy wairua is fundamental to wellbeing and that it must be in balance with the hinengaro (mind) and tinana (body)

Whakaaro: thought, opinion, plan, understanding, idea, intention, gift, conscience

Whakamana: When providing care, we ensure that patient autonomy and tino rangatiratanga/self-determination is maintained, empowering patients and whānau to be fully involved in health care decisions, especially informed consent, with clear communication that validates lived experience, and recognises the role of mātauranga Māori and Te Ao Māori models of health in wellbeing

Whakatauki: Proverb or significant saying. Whakatauki play an important role in Māori culture

Whānau: extended family, family group, a familiar term of address to a number of people. Increasingly used to include friends who may not have kinship ties

Whānau Ora: healthy families

Whanaungatanga: Providing care in a way that builds relationships and meaningful connections with patients and whānau, recognising that the individual is bound to a larger group, affirming the value of the collective, that we are all inter-dependent, creating authentic engagement. Working with mana whenua and colleagues in the same manner



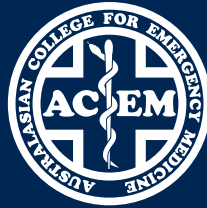
Appendices

Appendix A: Te Tiriti o Waitangi me Te Rautaki Manaaki Mana: Achieving our Vision

Appendix B: He Ara Tiatia ki te Taumata o Pae Ora - Manaaki Mana: Pathways to achieving excellence in emergency care for Māori







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