

Strategic Plan

June 2023

**ETHNIC HEALTH
COLLECTIVE**



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About us

In December 2022, The Asian Incorporated Network (TANI) took the initiative to launch the Ethnic Health Collective (EHC). We are a politically independent consortium that seeks to inform, support and challenge government health policy, strategies, and enhance resource investment for ethnic communities. While we will function as a traditional health think tank, employing research, data, and whānau voices to influence decision-makers, what sets us apart is our strong roots in the community and that we are community-led and driven.

Good health is central for ethnic communities to achieve their potential in Aotearoa. Health and well-being are critical to fulfilling family lives, building social networks, belonging, and contributing to society. The inequity and deterioration in health and well-being outcomes are a growing concern for our ethnic communities. There is an urgency to act, make changes in the health policy, and increase resource investment for ethnic communities.

We believe that to influence the health outcomes for ethnic communities, we need to strengthen community infrastructure and encourage local action. Gathering ethnic-specific insights and whānau voices from the community is also crucial. Equally important is the availability and visibility of data regarding the health needs of ethnic communities. These are all critical areas to enable the development of policies and strategies that support appropriate investment in service delivery to meet the health needs of ethnic communities.

The Ethnic Health Collective does not work directly with individuals and families but instead seeks to establish strong collaboration among service providers, community and cultural organisations, and the ethnic health workforce. The EHC is a great platform to

work collaboratively, share knowledge, and support each other to empower action to tackle the health and well-being challenges ethnic communities face.

Based on the 2018 census, Ethnic Communities make up almost 20% of the NZ population, projected to grow faster than any other population group. In areas such as Auckland, the ethnic population is projected to make up more than 40% of the population in the next two decades, according to Statistics NZ.

TANI has established a Strategy Group to provide overall governance and strategic direction for the EHC. The group comprises leaders from prominent public health organisations working for ethnic communities, researchers from established universities, policymakers, and medical practitioners. They will be responsible for endorsing the Strategy and Work Programme of the Collective.

TANI is the founding organisation of the EHC, and at this formative stage, it is advantageous to have the backbone support of TANI and work within their systems. EHC may, with time, become an independent entity.

Our Context

Significant changes are taking place in how health care is delivered. In June 2022, the Pae Ora (Healthy Futures) Act 2022 replaced the District Health Board system with a national public health service called Te Whatu Ora (Health New Zealand). This act also established the Māori Health Authority (Te Aka Whai Ora) and a new Public Health Agency, initiating one of New Zealand's most significant health transformations.

Although there was widespread support for the core principles of the proposed changes, there was overwhelming disappointment among ethnic communities' leadership regarding the Pae Ora Act 2022 failing to acknowledge their diverse needs and the inequity in health outcomes they face. Subsequently, the Ministry of Health has announced the development of a range of health strategies to support the recommended provisions of the Pae Ora Act 2022; however, they have not agreed to develop a health strategy for ethnic communities in Aotearoa.

Several organisations and leaders played a significant role in making submissions to the bill, sharing their discontent, and requesting the development of a strategy for ethnic communities. However, such requests were not given any consideration. Ethnic health leaders feel excluded from the health policymaking and investment table, despite having one of the fastest-growing populations in Aotearoa, with diverse, complex, and relatively less understood health needs.

In November 2022, key ethnic health leaders met to discuss the formation of a collective voice. It was recognised that despite growing research and clinical evidence of health inequities faced by ethnic communities, their health needs remain largely invisible. Their needs must be addressed more systematically with a comprehensive, well-planned long-term strategy.

The Ethnic Health sector has strong relationships and is well-networked, and we continue to collaborate successfully. This has been one of our strengths, and the EHC will support us to further integrate at the leadership, strategy, and system design level. Our ethnic and social care workforce is increasing, and we want to foster greater collaboration among ethnic service providers, researchers, medical practitioners, and the wider ethnic workforce. This collaboration will support us inform government health strategy and investment, enhance knowledge mobilisation, and develop innovative solutions to address the complex and diverse needs of ethnic communities.

The above context is further compounded by the recent COVID-19 pandemic and the unprecedented pressures it has and continues to pose on health and care services. The economic challenges have impacted ethnic communities significantly, and the struggle with the essential cost of living will affect health outcomes.

The scale of this challenge is enormous,
and we are committed to working to respond to it.

Our Plan

Our plan has been ambitious, though we are currently in the early stages of establishing the EHC, our strategic plan is already taking shape. The plan includes our aspirational outcomes and the key activities we will undertake to achieve them. The plan establishes our purpose, values, and principles while providing an outcome framework guiding how we will reach our vision.

This plan was developed over six months, with an emphasis on incorporating the voice of the wider ethnic health workforce and service providers. Their deep understanding of the communities and the families they serve played a pivotal role in informing the plan's development.

We have developed the pre-conditions to achieve our vision to understand how change is expected within the health system and the community. These outcomes are categorised into four pillars of change, each with specific interventions to support their achievement and attainment. The EHC will not be working to achieve the outcomes of this plan alone, but our members will be integrating these outcomes and supporting activities within their workplan to reach the vision set collectively.

The plan is developed with a long-term approach, and we will continue strengthening it. During the year, we will focus on developing a specific criterion that we will use to evaluate the collective's progress, develop our engagement approach to reach our objectives, refine, and do further work on our values, principles, and approach, and create a more specific action plan. As we begin the execution of our plan, we will continuously learn from our experiences and make enhancements to the plan to ensure its effectiveness. The plan will be a live document, and our latest version will be available on our website, and we commit to reviewing it annually with a complete review in June 2025, two years after its launch.

Our Vision

**Ethnic Communities achieve health equity,
live healthy lives, and thrive in Aotearoa.**

Our Purpose

We are not a service delivery organisation but a platform that is led collectively and seeks to catalyse change and transformation. All our actions and interventions focus on informing policy, growing, and mobilising knowledge, system change, learning, and collaboration. We will be an independent, bold, and trusted voice on ethnic health policy, investment, and service design with focus on:

- ▶ Forming a collective voice for ethnic communities, including bringing people together to tell their stories and facilitate meaningful discussion on relevant issues.
- ▶ Advocating for equity in health investment and outcomes for ethnic communities.
- ▶ Developing, connecting, and recognising the Ethnic Health Workforce.
- ▶ Gathering and promoting research, data, evidence, insights, and new ideas.

Our Values

RESPECT

We will maintain mutual respect for all and demonstrate compassion in all our relationships.

EXCELLENCE

We will strive to have excellence in everything we do to serve our ethnic communities.

BOLD

We will be independent and bold to maximise our impact.

INTEGRITY

We will take responsibility, stand by what we say, keep the trust given to us and be sincere in everything we do.

Engaging with Te Tiriti o Waitangi

The Ethnic Health Collective recognises Te Tiriti o Waitangi as the founding document of Aotearoa. We acknowledge the intent of Te Tiriti to uphold relationships of mutual benefit between the Indigenous people of Aotearoa and all those who come to settle here. We acknowledge the primary need to address the harm to Māori caused by breaches of Te Tiriti and colonisation. Ethnic communities settled in Aotearoa also have stories and experiences that reflect racism and other inequities. Engaging with Te Tiriti will be a voyage with relational work at the centre, which we commit to sustaining.

In practising our commitment to Te Tiriti, we will engage with Te Ao Māori and weave Tikanga into our work. The Ethnic Health Collective will develop authentic relationships with Kaupapa Māori organisations and understand how we can work together for better outcomes for all our communities.

Our Approach

For the collective's work, we acknowledge the diversity, complexity and intersectionality of identities and experiences. Consequently, we have decided not to define ethnicity in any fixed or exclusive way. Our primary focus will be on individuals who identify their ethnicity as *African, Asian, Latin-American, and Middle Eastern while also working with other groups who face marginalisation. This will include new and temporary migrants, former refugees, asylum seekers, long-term settlers, and those born in New Zealand.*

We are committed to establishing partnerships with other groups that face inequities in health outcomes and working with them for overall health and well-being in Aotearoa.

Long-term approach

Our inaugural Strategic Plan lays the foundation for our long-term commitment to making a meaningful impact. The focus of the work outlined in our inaugural Strategic Plan has a two-year timespan. However, the outcomes have been developed with a long-term focus, and it will take sustained, multi-faceted action to further the vision we have outlined.

Building an Ethnic Health and Well-Being Ecosystem

We do not see ourselves as a peak organisation for ethnic communities, rather we are a platform that facilitates building of an Ethnic Health and well-being ecosystem. We recognise that many groups and organisation need to flourish and grow to represent the diversity within the ethnic communities and support all such formal and informal groups and individuals and invite them to become members.

Supporting our members

Members are at the heart of the Ethnic Health Collective and are central to the development of our work. Our members are working to enhance health and well-being in Aotearoa and are committed to achieving equitable health outcomes for ethnic communities. Supporting our members will facilitate organisational development and collaboration, which, in turn will enable us to influence system change to create better outcomes for whānau and communities.

We will support our members through learning spaces, workshops, mind labs (topic-focused discussion and working groups), research dissemination, data analytics, insight gathering, and collaborative learning to enhance their day-to-day work.

Knowledge is available to everyone.

The knowledge we create through collaborative insight gathering, learning, and development of solutions to improve health and outcomes for the growing ethnic communities of Aotearoa is available to everyone (including non-members). This knowledge is a valuable resource for navigating the complexity of our issues.

Pillars of Our Work

We need a multi-faceted approach to reach our vision and deliver the specific purpose we have identified. These four pillars, as well as the objectives and interventions within them, are linked and connected. The success of our work in one pillar of work is dependent and will impact work in another area. However, we have presented them in a linear way below for clarity,

1. Facilitate Ethnic Health Sector Leadership, Capability and Collaboration

The Ethnic health collective Aotearoa will work with research centres, health agencies, NGOs, and community organisations to build capability and create cross-sectoral inter- and Intra- Government partnerships.

Our Outcomes	
■ The EHC and its opportunities for involvement are widely known in Aotearoa and beyond. ■ Ethnic health leaders are working across organisational boundaries. ■ Organisations and individuals are improving services through collaboration and partnerships to amplify their impact. ■ Organisations are jointly assessing workforce development needs and building capability together. ■ The ethnic health workforce feels connected and recognised at all levels of the health delivery system. ■ There is shared sense of ownership and responsibility for outcomes of the EHC.	
Specific Objectives	What we will do by June 2025
■ To increase the membership of EHC. ■ To develop a social media presence and community following. ■ To grow commitment to work collaboratively and form partnerships for impact. ■ To support the creation of more ethnic health practitioners' communities and networks. ■ To develop and deliver learning spaces to meet the identified needs of the ethnic workforce.	■ We have 1000 individual members and 200 organisation members. ■ We have an active LinkedIn and other social media presence. ■ Develop an Ethnic Health Leadership Programme. ■ Create at least 8 to 10 online and two to three face-to-face learning spaces, annually. ■ Develop formal and informal partnerships between providers, researchers, policymakers, decision-makers, Kaupapa Māori, Pacific, and mainstream organisations and support them in working more closely with ethnic communities.

2. Build evidence, gather, and disseminate research, insights, and perspective.

The collective will focus on gathering and disseminating formal research and more informal community stories, perspectives, and insights to inform our work.

Our Outcomes	
■ Evidence, data, and insights are shaping policy, strategy, and practice. ■ EHC is recognised as a platform for excellence, for insights on ethnic communities' health needs and best practices. ■ There is wide-spread recognition and understanding of ethnic communities' diverse and complex health needs.	
Specific Objectives	What we will do by June 2025
■ To collect, share and spread knowledge, best practices, and insights. ■ To create spaces where complex conversations can happen, and we can develop ideas freely and independently. ■ To develop an understanding of research needs and knowledge gaps from service providers and community perspectives. ■ To collect community stories, experiences, and health journeys. ■ To act as an online clearing house for ethnic health research and data.	■ Facilitate topic-focused conversations to compile existing research and develop gaps in data and analysis. ■ Build a website repository of research, data, stories, and blogs. ■ Encourage health and community practitioners to write blogs and stories. ■ Make the EHC's mission widely known among researchers working to improve the health and well-being of ethnic communities and encourage them to share their relevant published and unpublished work that would inform policy. ■ Advocate for funding to enable research into the health needs of ethnic communities to be undertaken.

3. Build Community Social Infrastructure and Provisions to Improve Public Health

We will build community social infrastructure to ensure better primary prevention and whole-population response for ethnic communities. We will support and develop community action to facilitate better health and social care delivery for ethnic communities.

Our Outcomes

- People and leaders working with local communities are being supported to drive improvements in their health and well-being.
- There is an Increase in community mobilisation and community-led solutions.
- Community and Voluntary sectors, including cultural groups and faith-based organisations, are involved in primary prevention.

Specific Objectives

- To advocate for investment in broader determinants of health through other agencies such as local governments, social development, and the housing sector.
- To support local leaders and small organisations to enhance their primary prevention and population health work.

What we will do by June 2025

- Increase resources and enhanced capability and knowledge of community mobilisation.
- Develop best-practice design and implementation support for NGOs and the voluntary and community sectors.

4. Influence Ethnic Health Policy, Strategy, and Investment

We will influence and inform government decision-making around health and healthcare policy for ethnic communities to ensure equity in health investment and outcomes.

We intend to use our local knowledge and effort to *inform better healthcare design and delivery.*

Our Outcomes	
■ Government policy and practice is shaped to achieve equitable health outcomes for ethnic communities better. ■ There is Increased recognition and investment in ethnic health service providers to deliver culturally appropriate services. ■ Ethnic service providers and researchers are recognised and resourced to collect data, insights, and solutions to investigate health issues that our communities face.	
Specific Objectives	What we will do by June 2025
■ To successfully shape policy and health care practice that works for ethnic communities. ■ To analyse and influence the health system response to enable health equity for ethnic communities. ■ To advocate for the development of an Ethnic Health Strategy. ■ Increasing investment in ethnic health and informing commissioning processes.	■ Establish “Health Goals” for ethnic communities. ■ Make formal and informal written submissions and inputs on policy. ■ Create insights and briefings on policy gaps, the impact of current health reforms, and future recommendations for ethnic communities. ■ Dialogue with Policy Makers, Politicians and Senior Leaders.

Risk and Assumptions

A key risk is, like, in any innovation, that we are yet to establish ourselves and build funding and investment. We see the risk as low, as the initial interest in the EHC has been overwhelming, and it addresses a critical gap for ethnic communities. However, the resourcing and funding environment for ethnic communities is complex, and currently, it can be a challenge for new ideas and initiatives to grow and develop.

Our ambition is driven by our aspiration and knowledge of the holistic approach required to make change happen. However, the stability and the platform's work depend on the funding and resources we can generate. We will look at ways of generating income to maintain our independence.

NOTES:

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Thank You



Ethnic Health Collective Launch

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