

Hauora Taiwhenua
Rural Health Network

# Te Mahere Rautaki Strategic Plan 2026-2029

# Tā Mātau Tirohanga Whānui | Our Vision

*Ka ora, ka puāwai te rāngai hauora taiwhenua*
*me ngā hapori i Aotearoa.*

*Healthy and thriving rural health workforce,*
*services and communities in Aotearoa New Zealand.*

# Ngā Uaratanga | Our Values





# Mihi Whakatau
## Welcome



This Strategic Plan sets out the shared vision, priorities and aspirations that will guide Hauora Taiwhenua, the Rural Health Network, over the next three years. Developed by and for our members, it reflects the values, shared purpose and commitment to improving health outcomes for rural communities that are at the heart of everything we do. This second Strategic Plan builds on the foundations we have established together since our formation in 2022 and sets a clear path for the future.

We have achieved a great deal together in a relatively short time. Over the past three years, Hauora Taiwhenua has grown into a respected and influential voice for rural health across Aotearoa New Zealand. We have strengthened relationships with government, health agencies, iwi, community providers and professional organisations, ensuring rural perspectives are increasingly heard in policy and decision-making.

Our first Strategic Plan was written in 2023 during a period of significant change for the health sector, as the first Rural Health Strategy was being developed and rural communities were formally recognised as a priority population under the Pae Ora (Healthy Futures) Act 2022. While these developments have led to some improvements, rural health services continue to operate under the incessant pressure of workforce shortages and funding inequities, and many rural communities still experience barriers to accessing care close to home. Our united rural voice is needed now more than ever.

We have demonstrated the power of collective action and the difference it can make for rural health. One of our proudest achievements was hosting the 21st Rural WONCA Conference in 2026, welcoming almost 1,000 delegates from New Zealand and around the world. Through this amazing event, Conference delegates developed the Aotearoa New Zealand Declaration on Rural Health, strengthening our advocacy and elevating it to the international stage. The Declaration highlights the measurable health inequities experienced by rural communities, particularly rural Māori, and calls for health policies that are both rural-proofed and informed by mātauranga Māori.

This new Plan has been developed collaboratively with our grass-roots members and is intentionally focussed on the future. It reflects our conviction that rural communities are essential partners in creating sustainable solutions to the challenges we face. Guided by Te Tiriti o Waitangi and grounded in our values, we are committed to strengthening the rural health workforce, enabling sustainable services, embracing innovation, and advancing equitable health outcomes for rural people and in particular for rural Māori where the gaps are greatest.

In these uncertain and challenging times, we invite you to join us by contributing your knowledge, skills and commitment to our shared vision of a healthier future for rural whānau and the health professionals and services that support them. Together, we can achieve the strategic goals set out in this plan and strengthen rural health and wellbeing across Aotearoa New Zealand.

**Dr Fiona Bolden –** *Chair*

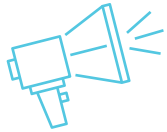
# Hauora Taiwhenua Rural Health Network Te

## Ngā Whakaarotau Rautaki e Whitu a Mātou
## Our Seven Strategic Priorities



### 1 Uphold Te Tiriti o Waitangi

Embed Te Tiriti o Waitangi principles across our work by enabling partnership, strengthening participation, and advancing equitable outcomes for rural Māori.



### 2 Amplify our Rural Voice

Strengthen and enable a unified rural voice by connecting members, supporting participation, and elevating rural perspectives, including those of rural Māori, so they are heard, represented and influence decisions about rural health.



### 3 Influence Policy and System Change

Strengthen coordinated advocacy to influence policy, investment and decision making, advancing equitable health outcomes for rural communities and upholding Te Tiriti o Waitangi.



### 4 Grow and Sustain the Rural Health Workforce

Support the development, wellbeing, and sustainability of a skilled rural health workforce through strengthened pathways, connections, and leadership.



### 5 Strengthen Rural Health Services and Sustainability

Support accessible, responsive, and sustainable rural health services through coordination, partnerships, and system-wide collaboration.



### 6 Advance Rural Health Knowledge and Evidence

Build and use data, research, and shared knowledge to strengthen advocacy, inform decision-making, and improve rural health outcomes.

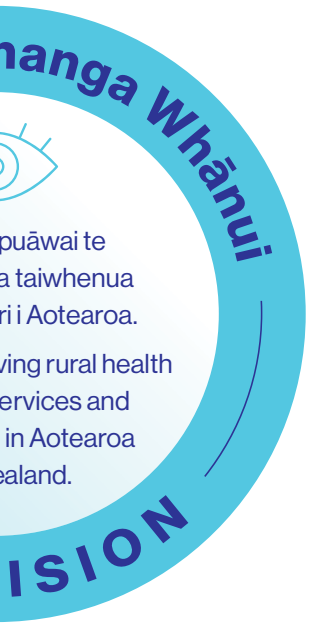


### 7 Sustain a Strong and Resilient Organisation

Maintain the financial, systems, people and governance foundations required to deliver on our strategic priorities and safeguard the organisation's long-term sustainability.



# Mahere Rautaki | Strategic Plan 2026 – 2029




## Ngā Pou Whakaawe | Enablers

Effective continuity of governance and organisational leadership

Effective communication systems for internal and external stakeholders

A connected and collaborative network of chapters

Sustainable membership growth and engagement

Digital capability that strengthens sector connection and impact

## Ngā Tohu Angitu Taumata Teitei
## High Level Measures of Success

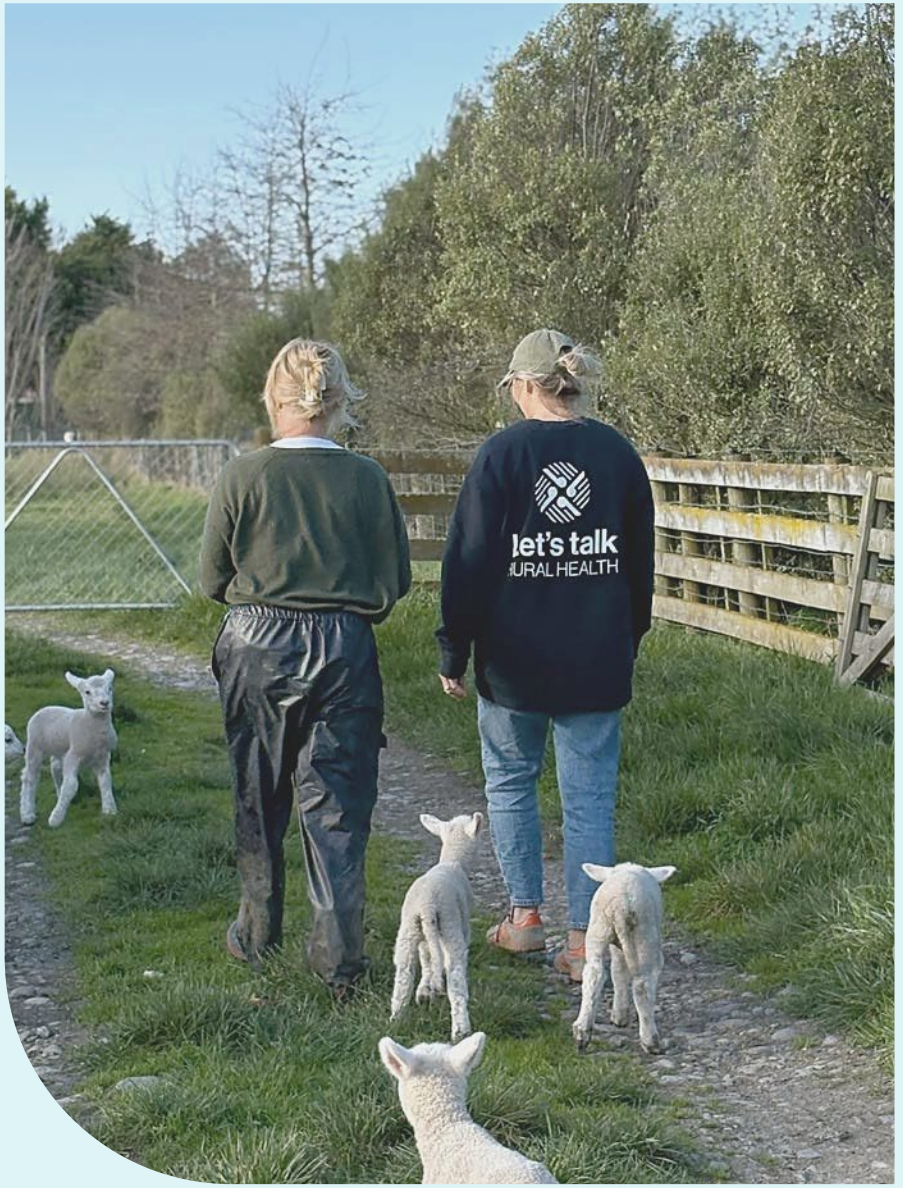
- Increased member engagement and participation
- Demonstrable influence on policy and system decision-making
- Strengthened rural workforce pipeline and sustainability
- Enhanced awareness and sector-wide understanding of Hauora Taiwhenua
- Stronger coordination and connection across the network
- Improved measurement and reporting of equity outcomes, including for rural Māori
- Financially sustainable with skilled, motivated and stable staff

Hauora Taiwhenua Rural Health Network

# Ngā Mātāpono Arataki mō te Tautoko Kaupapa
# Guiding Principles for Advocacy

Our role is to influence, connect and enable, rather than control. We measure our success through our contribution to decision making, the strength of our relationships, and the extent to which rural perspectives are reflected in policy, planning and system change.

We focus on work that aligns to our strategic purpose, priorities and mandate. Where others are best placed to lead, we work in partnership to advance shared goals and improve outcomes for rural communities.



# Ngā Uaratanga
# Our Values

### Manaakitanga / Generosity of Spirit

Honouring the mana of others through aroha, hospitality, generosity, and mutual respect, bringing out the best in each other and strengthening our Network.

### Rangatiratanga / Leadership

Leading with integrity and grounded in authentic rural experience.

### Kotahitanga / Togetherness

Working collaboratively to strengthen our collective rural voice and influence.

### Haukahatanga / Supporting & Strengthening

Building capability and capacity to improve health outcomes for rural communities.

### Ōritetanga / Equity

Advancing health equity for rural communities, including rural Māori, by upholding the principles of Te Tiriti o Waitangi.



# 26-29

*Ka ora, ka puāwai te rāngai hauora taiwhenua me ngā hapori i Aotearoa.*

*Healthy and thriving rural health workforce, services and communities in Aotearoa New Zealand.*

Hauora Taiwhenua Rural Health Network

NZMedJobs & NZLocums

www.htrhn.org.nz