The Paediatric Society of New Zealand
Te Kāhui Mātai Arotamariki o Aotearoa

OUR VISION

Tamariki in Aotearoa Flourish in Health and Wellness

TE TIRITI O WAITANGI

OUR ENDURING FOUNDATION

WĀHANGA TUATAHI
Kāwanatanga
Mana Whakahaere
Good Governance

WĀHANGA TUARUA
Tino Rangatiratanga
Self Determination

WĀHANGA TUATORU
Ōritetanga
Mana Tangata
Equity, Fairness & Justice

WĀHANGA TUAWHĀ
Te Ritenga
Promise of upholding cultural identity

LIVED EXPERIENCE

Tamariki, rangatahi, whānau and communities inform, influence and shape our mahi.

EQUITY

Improve outcomes for all tamariki, with a focus on Māori, Pacific, whaikaha and other priority populations.

Reduce inequities in child health
Measure and report outcomes and inequities
Target action where inequities are greatest
Uphold a life course approach

PARTNERSHIPS & CONNECTEDNESS

Work in partnership across the health system and beyond to improve tamariki health and wellbeing.

Strengthen system-wide collaboration
Build enduring relationships with iwi, Māori and Pacific partners
Connect across sectors
Enable collective impact

PEOPLE: NGĀ TĀNGATA

Support and develop the paediatric and wider child health workforce to deliver culturally safe, high-quality care.

Grow a skilled, sustainable workforce
Build cultural capability
Promote wellbeing and safety
Value diverse expertise and experience

IMPROVING PRACTICE

Advance high-quality, evidence-informed and culturally responsive practice across child health.

Develop and disseminate guidance & resources
Support innovation and quality improvement
Embed equity and Te Tiriti in practice
Strengthen data, evaluation and learning

ADVOCACY

We use our collective voice, expertise and evidence to champion the health and wellbeing of tamariki and rangatahi and influence system change.

NGĀ MĀTAPONO OUR VALUES

TE TIAKI TAMARIKI | WHAKAWHANAUNGATANGA | MANAAKITANGA | MĀIA | MANA TAURITE

Strategy 2027-2031

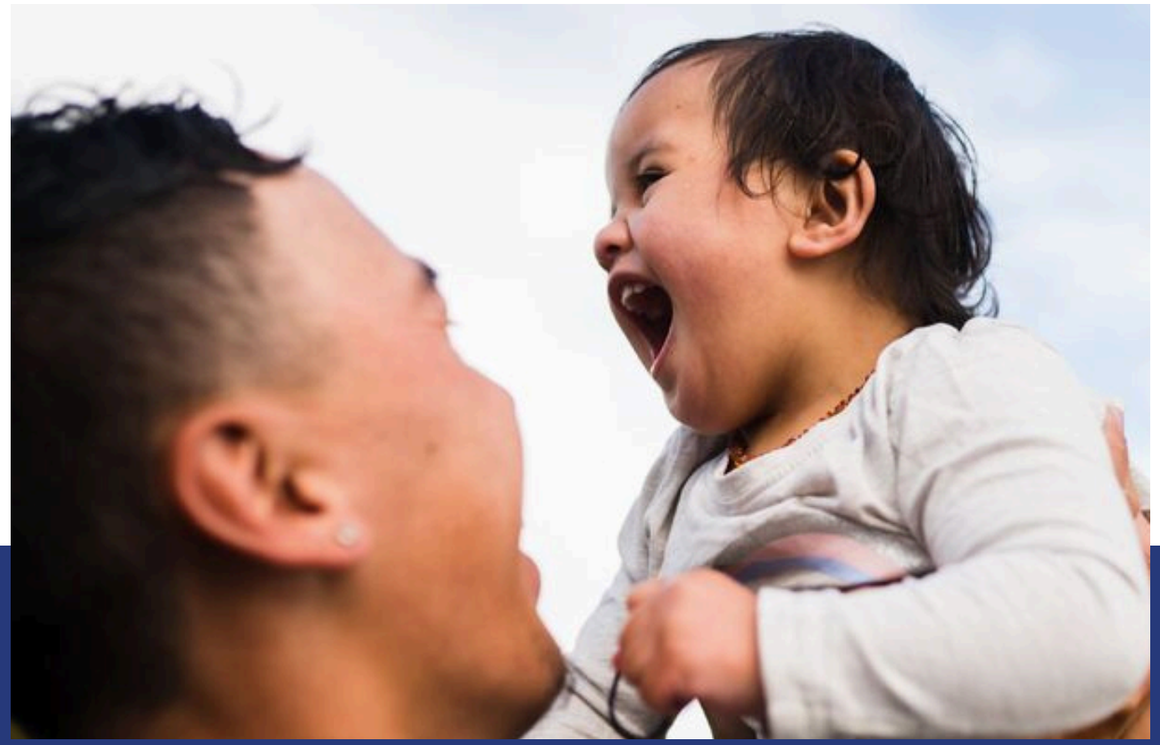
“The Paediatric Society’s purpose is to promote effective policies and practices to recognise and eliminate health inequities in Aotearoa and prioritise tamariki Māori.”

The Paediatric Society of New Zealand | Te Kāhui Mātai Arotamariki o Aotearoa (PSNZ | Arotamariki) 2027–2031 Strategy builds on the Society’s previous strategic direction and reflects how Arotamariki has evolved as a national, multidisciplinary membership organisation. It retains an intentional focus on improving outcomes for tamariki Māori and addressing inequities, while strengthening Te Tiriti o Waitangi, lived experience, advocacy, partnership, workforce development and evidence-informed practice across our mahi.

Te Tiriti o Waitangi provides the enduring foundation for the strategy. Lived experience informs and shapes our mahi; four interconnected strategic priorities — Equity, Partnerships & Connectedness, People, and Improving Practice — describe where we will focus our effort; advocacy describes how we use our collective voice, expertise and evidence to influence wider change; and Ngā Mātāpono describe the values that underpin how we work.

Arotamariki recognises that the health and wellbeing of tamariki and rangatahi are shaped by much more than healthcare alone. Whānau, culture, identity, communities, environments and wider social and structural conditions all influence health across the life course. For tamariki and rangatahi to flourish, they must be considered in the context of their whānau and communities, and structural barriers to health and wellbeing must be addressed.

Arotamariki contributes by bringing together people, knowledge, evidence and lived experience across disciplines, services, communities and regions. Through our membership, national clinical network, programmes, partnerships and relationships, we connect expertise, strengthen practice and capability, support the development and translation of evidence, and mobilise collective action and advocacy to influence positive change.



Our Role

Arotamariki is a multidisciplinary membership organisation working nationally to advance the health and wellbeing of pēpī, tamariki and rangatahi. Our strength comes from bringing together people with diverse expertise, experience and perspectives who share a commitment to child and youth health. Our approach recognises and upholds the rights of tamariki and rangatahi, as reflected in the United Nations Convention on the Rights of the Child.



Through our membership, national clinical network, programmes, partnerships and relationships, we:

• Connect people and expertise across the child and youth health sector.
• Strengthen evidence-informed, culturally responsive and equitable practice.
• Support the capability, connection and wellbeing of the child health workforce.
• Develop, translate and share knowledge, evidence, guidance and information.
• Bring lived experience and whānau and community perspectives into our mahi, and
• Use our collective voice, expertise and evidence to advocate for positive change.

Our work includes the Child & Youth Health National Clinical Network (CYHNCN), KidsHealth, Special Interest Groups, partnerships supporting child and youth health evidence and epidemiology, and other initiatives that advance our strategic priorities. These programmes and relationships are important ways through which the strategy is put into action, while allowing Arotamariki to respond and evolve as the needs of pēpī, tamariki, rangatahi, whānau and the health system change.

Te Tiriti o Waitangi

Te Tiriti o Waitangi provides an enduring foundation for our strategy and informs how Arotamariki governs, leads, partners, sets priorities and undertakes its mahi in relationship with Māori as Treaty partners. Tangata Tiriti members of Arotamariki also share responsibility for giving effect to these commitments through active partnership, advocacy and practical support for whānau Māori and Māori colleagues, without placing disproportionate expectations on them.

Arotamariki recognises the persistent and avoidable inequities experienced by tamariki Māori and whānau, and the importance of Māori leadership, participation and self-determination in adequately addressing health need, and achieving meaningful and sustained improvements in Māori health.

Our approach is informed by four interconnected wāhanga:

1. **Wāhanga Tuatahi — Kāwanatanga | Mana Whakahaere**

We exercise responsible governance and leadership, with clear accountability for advancing the health and wellbeing of tamariki and rangatahi and for giving effect to our Te Tiriti commitments across our organisation and mahi. This includes recognising the responsibilities of tangata Tiriti to contribute constructively to these commitments.

2. **Wāhanga Tuarua — Tino Rangatiratanga | Self-determination**

We recognise and support Māori authority, leadership and meaningful influence in matters affecting the health and wellbeing of tamariki Māori and whānau. This includes creating opportunities for Māori voice and leadership within governance, priority setting, programme development and decision-making.

3. **Wāhanga Tuatoru — Ōritetanga | Equity, Fairness and Justice**

We are committed to addressing avoidable and unjust differences in health outcomes, access, experience and opportunity. We use evidence, relationships and our influence to identify inequities and support action where need is greatest.

4. **Wāhanga Tuawhā — Te Ritenga | Cultural Identity**

We recognise the importance of culture, identity, tikanga and ways of knowing to health and wellbeing, and seek to support environments in which tamariki Māori and whānau can experience health and wellbeing in ways that respect and uphold who they are.

Lived Experience

Tamariki, rangatahi, whānau and communities inform, influence and shape our mahi.

Those who experience health systems, services and health conditions bring knowledge that cannot be generated through clinical expertise, research or data alone.

Arotamariki is committed to creating meaningful opportunities for the perspectives and experiences of tamariki, rangatahi, whānau and communities to inform and influence our priorities, programmes, resources, advocacy and approaches to improving practice.

Lived experience is not a separate programme or an activity that occurs only through consultation. It is a source of knowledge and insight that should inform our mahi across the organisation. Our Lived Experience Navigators Rōpū provides an established mechanism for integrating lived experience perspectives across the Child & Youth Health National Clinical Network (CYHNCN) and wider Arotamariki mahi. We will continue to strengthen meaningful engagement with lived experience, ensuring these perspectives inform our priorities, programmes, decision-making and approaches to improving practice, particularly for populations experiencing inequitable outcomes or barriers to care.

Our Strategic Priorities

Four interconnected strategic priorities guide where Arotamariki will focus its effort from 2027 to 2031: **Equity; Partnerships & Connectedness; People; and Improving Practice.** They are mutually reinforcing, and our programmes and activities will commonly contribute to several priorities simultaneously.



Equity

Improve outcomes for all tamariki, with a particular focus on tamariki Māori, and populations experiencing inequitable health outcomes.

In Aotearoa New Zealand, people have differences in health that are not only avoidable but unfair and unjust. Equity recognises different people with different levels of advantage require different approaches and resources to get equitable health outcomes.

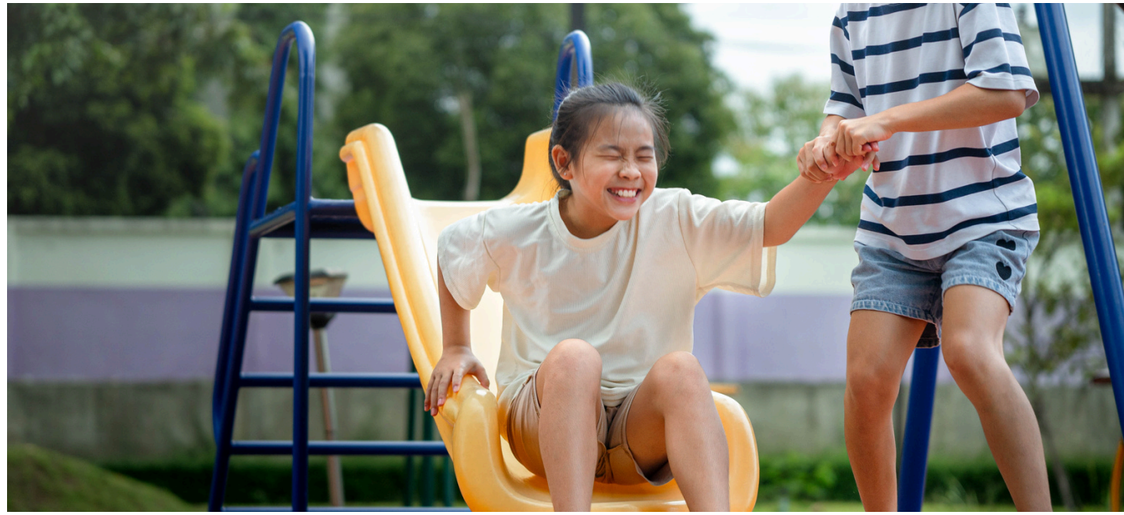
Achieving equitable health outcomes for tamariki and rangatahi is central to Arotamariki's purpose. We recognise that significant and persistent inequities remain in health outcomes, access to care and experiences of the health system, and that these inequities require deliberate and sustained action.

Our commitment to tamariki Māori is grounded in Te Tiriti o Waitangi and remains a particular priority across our mahi. We will also work to understand and address inequities experienced by Pacific tamariki and rangatahi, whaikaha (disabled) tamariki and rangatahi, those tamariki and rangatahi living with chronic health conditions, and other priority populations where evidence and lived experience demonstrate inequitable outcomes or unmet need.

Arotamariki will bring together evidence, data, lived experience, clinical expertise and partnerships to understand inequities, advocate for change and support improvements in policy, practice and services.

Our focus will be to:

- **Reduce inequities in child and youth health outcomes, access and experience.**
- **Strengthen the identification, measurement and understanding of inequities.**
- **Support and advocate for action where inequities and unmet need are greatest.**
- **Promote approaches that improve health and wellbeing across the life course.**



Partnerships & Connectedness

Work in partnership across the health system and beyond to improve tamariki health and wellbeing.

No single profession, service or organisation can achieve our vision alone.

Arotamariki occupies a valuable connecting role across child and youth health. Our multidisciplinary membership, clinical network, programmes, Special Interest Groups and partnerships enable people with different forms of expertise to come together around shared challenges and opportunities.



We will strengthen relationships across primary, community, hospital and specialist care, alongside iwi, Māori and Pacific providers, professional bodies, researchers, community organisations and government agencies. Our partnerships will extend beyond the health sector to encompass education, social services, child protection, justice and other sectors whose policies, services and practices influence the health and wellbeing of tamariki and rangatahi.

Partnership is more than participation. We seek enduring, high-trust relationships that enable shared learning, coordinated action and collective impact.

Our focus will be to:

- **Strengthen collaboration across the child and youth health system.**
- **Build and sustain meaningful relationships with iwi, Māori and Pacific partners.**
- **Connect expertise and coordinate action across disciplines, metropolitan, regional and rural communities, services and sectors.**
- **Create opportunities for collective action on issues affecting tamariki and rangatahi.**

People

Support and develop the paediatric and wider child health workforce to deliver culturally safe, high-quality care.

He aha te mea nui o te ao? He tāngata, he tāngata, he tāngata. What is the most important thing in the world? It is people. It is people. It is people. People are fundamental to the quality and sustainability of child and youth health.

Arotamariki brings together a multidisciplinary community with a shared commitment to tamariki and rangatahi. We will support a workforce that is connected, capable, culturally responsive and supported in its wellbeing, while promoting equitable participation and representation across our organisation and its activities.

We recognise the importance of strengthening Māori and Pacific leadership and workforce capability without overburdening these colleagues, developing cultural capability across the wider workforce, supporting emerging leaders, and valuing the contribution of nursing, allied health, medical and wider sector partners.

We will create opportunities for members and the wider child health community to connect, communicate, learn, collaborate and contribute to improvements in child and youth health.

Our focus will be to:

- **Grow and support a skilled, sustainable and culturally responsive child health workforce, including strengthening Māori and Pacific workforce capability and representation.**
- **Promote equitable geographical representation and participation across Arotamariki membership, Council, advisory functions and workstreams, including metropolitan, regional and rural communities.**
- **Strengthen Māori leadership and participation across child and youth health.**
- **Strengthen cultural safety and capability, including the respectful and appropriate use of te reo Māori, and understandings of Māori perspectives and approaches to hauora.**
- **Promote workforce wellbeing, connection and safety.**
- **Strengthen communication, connection and engagement across our membership and wider child health community, with a specific focus on increasing nursing, allied health and sector partner participation through Council & advisory representation, as well as CYHNCN workstreams.**

Improving Practice

Advance high-quality, evidence-informed and culturally responsive practice across child and youth health.

Tamariki and rangatahi should receive high-quality care regardless of where they live or where they enter the health system.

Arotamariki will support the development, translation and sharing of evidence, knowledge, guidance and resources that strengthen practice and reduce unwarranted variation. We will bring together clinical expertise, service data, research, lived experience and sector perspectives to understand what works, identify opportunities for improvement and support practical change.

Through our programmes, networks and partnerships, we will support nationally connected approaches to guidance, quality improvement, knowledge translation, education and innovation.

Our focus will be to:

- **Develop, support and disseminate high-quality guidance and resources.**
- **Promote innovation, learning and quality improvement.**
- **Embed Te Tiriti, equity and lived experience in the design, delivery and evaluation of approaches to improving practice.**
- **Strengthen the use of evidence, data, evaluation and knowledge translation.**



Advocacy

We use our collective voice, expertise and evidence to champion the health and wellbeing of tamariki and rangatahi and influence system change.

Advocacy is a core part of Arotamariki's role as a national multidisciplinary society.

We bring together clinical and professional expertise, evidence, data, lived experience and the collective knowledge of our members and partners to identify issues affecting tamariki and rangatahi and contribute constructively to change.

Our advocacy seeks to:

- **Champion child and youth health and wellbeing in policy and decision-making.**
- **Support evidence-informed systemic change.**
- **Amplify the voices and priorities of tamariki, rangatahi, whānau and communities.**
- **Mobilise collective action on issues affecting child and youth health.**
- **Build advocacy capability across our membership and wider child health community.**

Advocacy may take different forms, including public statements, submissions, policy engagement, provision of expert advice, collaboration with partners, professional leadership and support for members to contribute their expertise.

Arotamariki's advocacy is informed by Te Tiriti o Waitangi, equity, evidence, lived experience and our strategic priorities.

Where advocacy is undertaken through a funded programme or national clinical network, it will operate within the relevant governance and accountability arrangements. This does not diminish Arotamariki's ability to speak independently in its own organisational capacity.



Ngā Mātāpono | Our Values

Our values guide how we work, relate and lead as an organisation. They reflect our kaupapa and provide a foundation for our culture, relationships, decision-making, collaboration and advocacy as we work to improve the health and wellbeing of tamariki and whānau.



Te Tiaki Tamariki
Child-Centred Care

We view each child as a taonga, precious, to be honoured and protected. We listen first to truly understand their needs, advocating for their wellbeing in all we do. We engage with curiosity, asking questions to deepen our understanding, and approach each situation with flexibility and a spirit of innovation. Above all, we prioritise the child's experience, ensuring that their voices and perspectives are at the centre of our care.



Whakawhanaungatanga
Relationships

We seek first to understand by fostering meaningful relationships. We prioritise knowing who we are and showing up authentically and genuinely in every interaction. We bring curiosity and flexibility to our engagements, remaining open to learning and growth. We commit to creating time and space for our stakeholders, ensuring they feel valued and heard. Consistency in our actions is key, as we believe it builds trust and strengthens our connections.



Manaakitanga
Respectfulness

We place empathy and reciprocity at the core of everything we do. We are committed to making life better for others, understanding with courage, and acknowledging truth without judgment. We aim to empower those we work with, building trust through inclusivity and a genuine dedication to their wellbeing. In every interaction and initiative, we strive to bring our very best, embodying Manaakitanga in all we do.



Māia
Courage

We commit to doing what is tika/right, fitting, and worthy, even when it's challenging. We are unafraid to question the status quo and strive to elevate the voices of priority populations. We make difficult decisions by choosing what is right over what is popular, using our expertise and knowledge to advocate for those who need it most. Accountability is fundamental to our approach, ensuring that our actions are guided by integrity and a sense of responsibility.

Mana Taurite
Equity

We are committed to being data-informed, using detailed, granular data to guide our decisions and ensure a fair distribution of resources, especially for those who are resource-poor. We actively seek and amplify the voices of whānau, ensuring that their perspectives and experiences shape our approach. By grounding our actions in data and community insights, we aim to create equitable opportunities and outcomes for all.

Our Work in Action

Our strategy provides enduring direction; delivery will evolve through programmes, partnerships and activities aligned to our strategic priorities between 2027 and 2031.

These currently include:

- **The Child & Youth Health National Clinical Network.**
- **KidsHealth.**
- **Special Interest Groups.**
- **New Zealand child and youth health epidemiology, data and evidence.**
- **Membership, professional development and connection.**
- **Lived-experience mechanisms and relationships.**
- **Advocacy, submissions and policy engagement.**
- **Partnerships with organisations and communities working to improve the health and wellbeing of tamariki and rangatahi.**

The Child & Youth Health National Clinical Network (CYHNCN) is an important mechanism for nationally connected clinical leadership and improvement across child and youth health. Delivered by Arotamariki under a service agreement with Health New Zealand, the Network connects expertise across disciplines, services and regions and brings together clinical expertise, evidence, data, lived experience and sector perspectives to support nationally consistent guidance, resources and system improvement. CYHNCN contributes across Arotamariki's strategic priorities while operating within its own governance and accountability arrangements.

These activities translate the strategic priorities into practical, collaborative action.



From Strategy to Action

The Strategic Plan 2027–2031 establishes the direction for Arotamariki over the next five years.

Implementation will occur through organisational and programme workplans, funded agreements, partnerships and initiatives aligned with the strategic framework.

Progress against our strategic priorities will be monitored through organisational planning, regular reporting and governance oversight, with implementation priorities reviewed and refined as needs and circumstances evolve.

We will regularly review our progress and remain responsive to emerging evidence, the experiences and priorities of tamariki, rangatahi and whānau, the needs of our membership and workforce, and changes across the health and wider social system.

Our measures of success will focus not only on what we do, but on the difference our contribution makes: stronger connections, improved capability and practice, greater influence of lived experience, better use of evidence, effective advocacy and demonstrable contribution toward more equitable health outcomes for tamariki and rangatahi.

Our programmes and activities may change over the life of this strategy.



Vision: Tamariki in Aotearoa flourish in health and wellness.