

HOUHIA Equity by Design Project

PHASE 1: DISCOVER

Building Equity and
Tiriti Tools for the
Health System



JADE CHASE | CHIEF ADVISOR PAE ORA
Māori Health Directorate | Ministry of Health

Part 1:

The kaupapa

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HOUHIA - EQUITY BY DESIGN
PROJECT

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PHASE ONE - DISCOVER

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About the kaupapa

The Equity by Design Project is a **partnership** between the Ministry of Health (Ministry) and the Health Quality & Safety Commission (HQSC).

Our goal is to design health equity and Te Tiriti solutions that will influence **pro-equity** and **Te Tiriti-centric** thinking, practice and behaviour across the entire health and disability system.

No single solution will help drive pro-equity and Te Tiriti-centric ways of working. It is likely we will require a **suite of solutions** to accompany what's already available.



HOUHIA

EQUITY BY DESIGN

Phase 1
Discover

Phase 2
Dream

Phase 3
Prototype

Phase 4
Refine & Scale

Understand what equity and Te Tiriti tools currently exist

Understand the utility, usability and desirability of the Health Equity Assessment Tool (HEAT)

Capture the sector's experience, insights, needs and wants around equity and Te Tiriti design

Determine future opportunities, including digital and technological possibilities.

Phase 1:

Discover

goals



Part 2:

Why this kaupapa is important

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HOUHIA: EQUITY BY DESIGN
PROJECT

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PHASE ONE

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We acknowledge that, as stewards of the health system, we can, and must, do better.



Achieving equity for Māori and meeting our Te Tiriti obligations is a responsibility

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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.

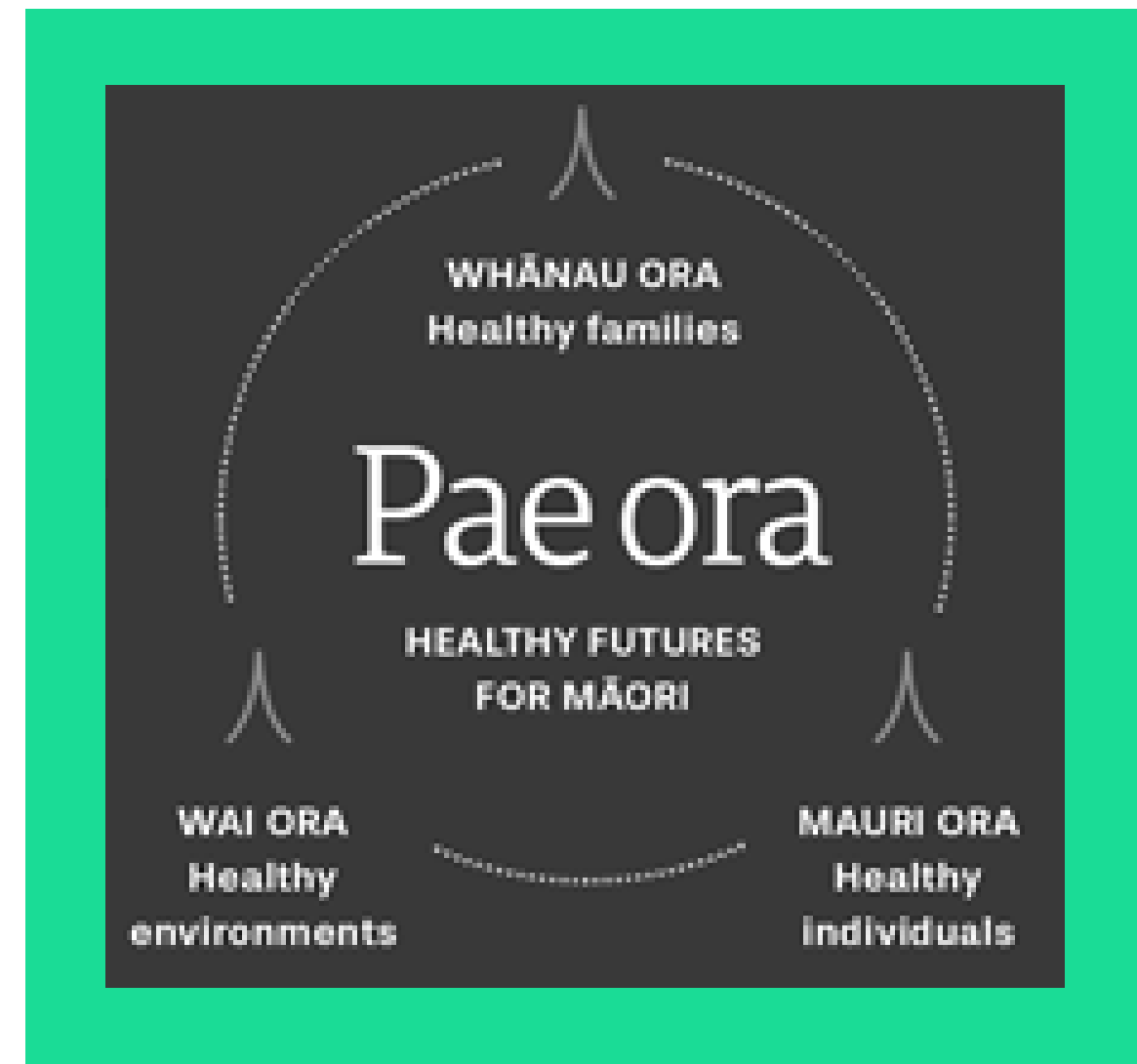
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As a Department of the Public Service, the Ministry of Health has a responsibility to contribute to the Crown meeting its obligations under Te Tiriti o Waitangi.

Achieving the aims of He Korowai Oranga

he Korowai Oranga sets the overarching framework that guides the Government and the health and disability sector to achieve the best health outcomes for Māori.

The vision is Pae Ora (Healthy Futures for Māori) – a holistic concepts that includes three interconnected elements:



From strategy to **action**

Whakamaua: Māori Health Action Plan 2020-2025 sets the Governments direction for Māori health advancement over the next five years. Within it are a suite of priority areas, objectives and actions. This project aligns to two actions within Whakamaua, as detailed in the boxes below.

Like Ao Mai Te Rā - the anti-racism project, He Kawe Mātauranga Framework and the Commissioning for Pae Ora Framework - the Houhia - Equity By Design Project is a flagship kaupapa within Whakamaua that will contribute to much needed, system-level and system-wide transformation of the health and disability system.

PRIORITY AREA

Quality and Safety

6

Review and implement
a refreshed Health
Equity Assessment Tool.

PRIORITY AREA

Performance and
Accountability –

8

Develop and implement Māori
health equity and Te Tiriti tools
and resources to guide the health
and disability system in its
strategies, planning, monitoring
and accountability documents.



Our brand

Lashings or bindings are commonly used on waka to tie and hold together the different pieces of the waka.

Niho taniwha patterns represent learning from lessons of the past, making better decisions in the present, to create better futures for our grandchildren.

The takarangi spirals represents Ranginui and Papatūānuku, the centre of it represents the origin of all.

Kia hohou i te rongō (working towards peace). Equity is a journey. Like waka lashings, equity tools can support and connect us on this journey.



Part 3:

Our approach

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HOUHIA - EQUITY BY DESIGN
DESIGN PROJECT

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PHASE ONE
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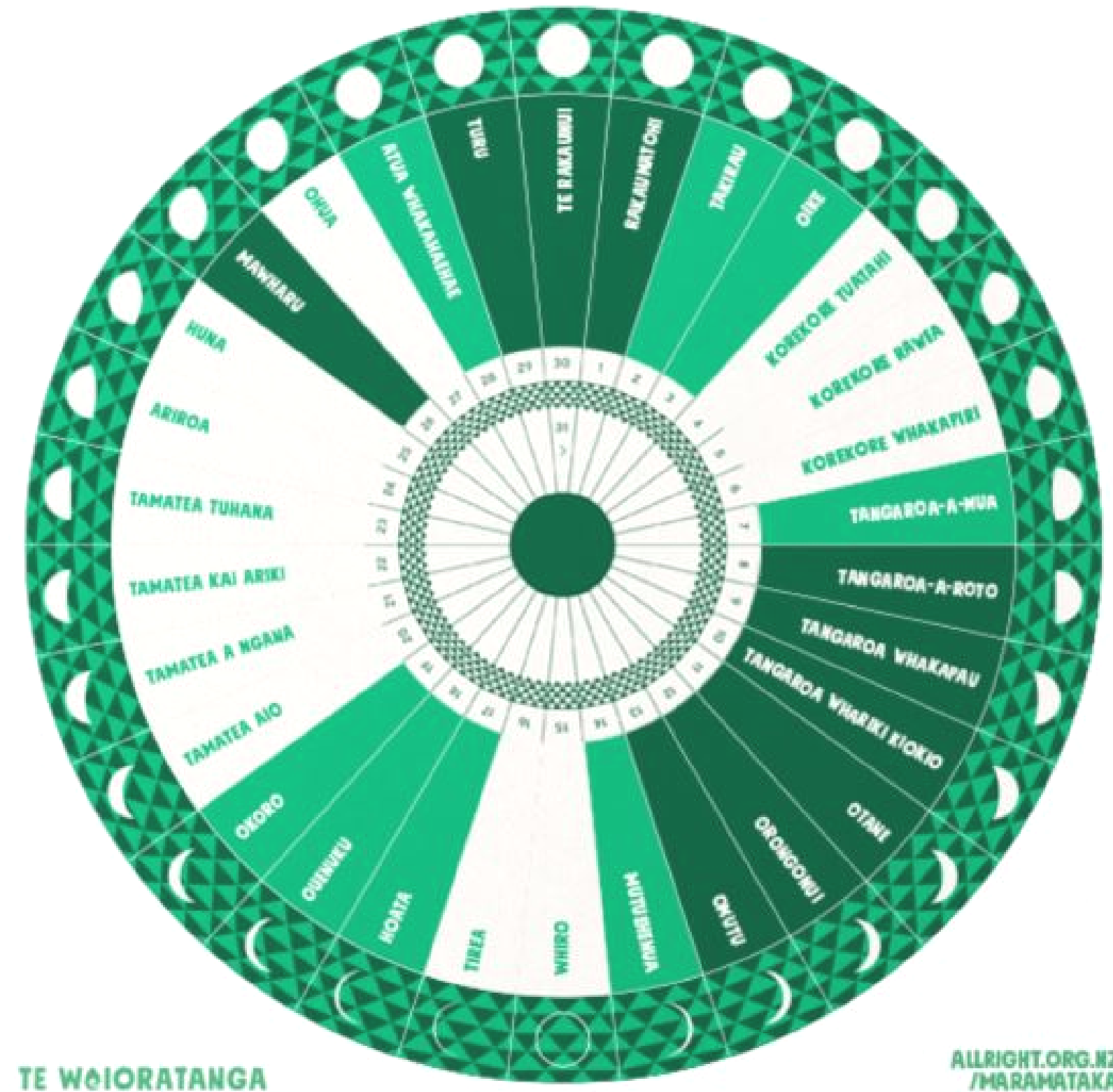
Maramataka

The Maramataka is the **Māori lunar calendar**, and is the traditional Māori way by which time was marked. Instead of following the movement of the sun throughout the year, iwi in history noted the movements of the moon over a typical month and year, and marked by the passage of 12 or 13 lunar months (depending on the location throughout the country) and each phase of the moon was named.

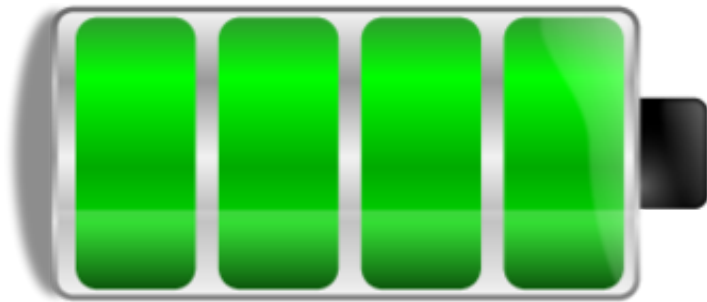
The Māori calendar begins in Pipiri (June/July) with the reappearance of the Matariki star cluster signalling the New Year.

The Maramataka signals **shifts in energy levels** caused by the gravitational forces of the moon, sun, and earth. The energy levels set different times for things to grow, to be active, and to regenerate. We humans are also pulled by gravitational forces, which affect our biology and emotions, thus impact our productivity and effectiveness.

There are a variety of activities that will be undertaken throughout the life of this project. This includes, but not limited to – planning, wānanga, user engagements, communications, reflection, creative content development and research. To ensure the highest level of productivity and success, the scheduling of these activities will be informed by the maramataka.



HIGH - SURGING ENERGY



BUILDING ENERGY



LOW - RISING ENERGY



STATIC - UNPREDICTABLE ENERGY



A GOOD PERIOD FOR...

- Decision-making
- Hui and wānanga
- Engagements - interviews/focus groups
- Complete tasks
- Productivity
- Trying something new
- Celebrating wins

- Mobilising energy and agency
- Travel
- Pitching new ideas
- Research
- Being active

- Having a break
- Reflection
- Reading
- Planning and scheduling
- Practicing mindfulness

- Not making big decisions
- Having patience
- Being mindful of your words
- Self-care

MARAMATAKA DAYS

Oturu
Rakau-nui
Rakau-matohi
Tangāroa-a-roto
Tangāroa-whakapau
Tangāroa-a-kiokio
Hoata
Māwharu
Otane
Orongonui
Māuri

Ouenuku
Ari
Maure
Turu
Rakaunui
Rakaumatohi
Ohua
Takirāu
Tangāroa-a-mua
Hoata
Okoro

Whiro
Tirea
Tamatea-kai-ariki
Ariroa
Hoata
Oike
Tamatea-a-aio
Tamatea-whakapau
Atua whakahaehae

Whīro
Tamatea-a-ngāna
Tamatea-a-hotu
Korokoro te whīwhīa
Korekore te rāwea
Korekore te piri ki Tangāroa
Huna

Co-design Rōpū members



Manaaki Nepia

Waikato, Tainui

WAIKATO TAINUI/ STRATEGY &
RELATIONSHIP MANAGER

Iwi Strategy



Pera Barrett

Ngāti Raukawa ki te Tonga, Te Ati Awa ki
Whakarongotai, Ngāti Toa Rangatira

FOUNDER | SHOEBOX CHRISTMAS
AOTEAROA
& EQUITY LEAD, MANATŪ HAUORA

Māori entrepreneur & equity expert



Mary Lose

Waikato, Tainui / Samoa

CHIEF EQUITY LEAD
WHAKARONGORAU AOTEAROA

Equity & customer experience expert



Tuihana Ohia

Ngai Te Rangi, Ngāti Pūkenga

WOO WELLBEING, CO-FOUNDER

Provocateur & wellbeing expert



Ezekial Raui

Te Rarawa, Ngāpuhi

CHIEF ADVISOR - TE AO MĀORI &
SOCIAL INNOVATION, SKILLS
CONSULTING GROUP

Equity & Te Tiriti expert



Timoti Pahi

Rereahu ki Maniapoto

CHIEF MĀORI ADVISOR, HATO
HONE/ST JOHN

Māori health / Clinical



Eloise Pollard

TAUIRA - OTAGO UNIVERSITY

Researcher



To'a Fereti

Samoa

CHIEF CLINICAL ADVISOR, PACIFIC
HEALTH - MANATŪ HAUORA

Pasifika Health / Nursing



Bridget Robson

Ngati Raukawa, te au ki te tonga, Ngati
Kea Ngati Tuara

RESEARCH ASSOCIATE PROFESSOR,
DIRECTOR OF TE RŌPŪ RANGAHAU
HAUORA A ERU POMARE

HEAT creator/ Academia

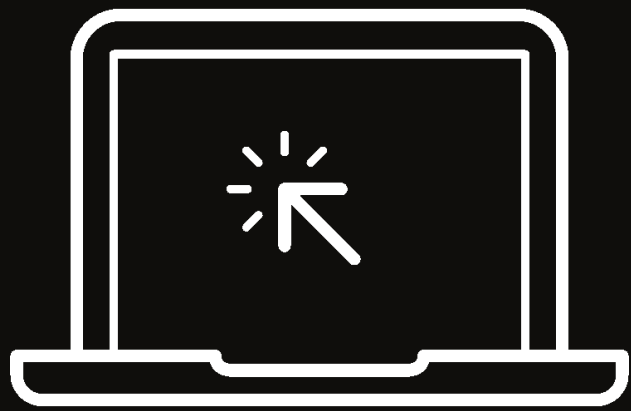


Louise Signal

PROFESSOR DEPARTMENT OF PUBLIC
HEALTH

HEAT creator/ Academia

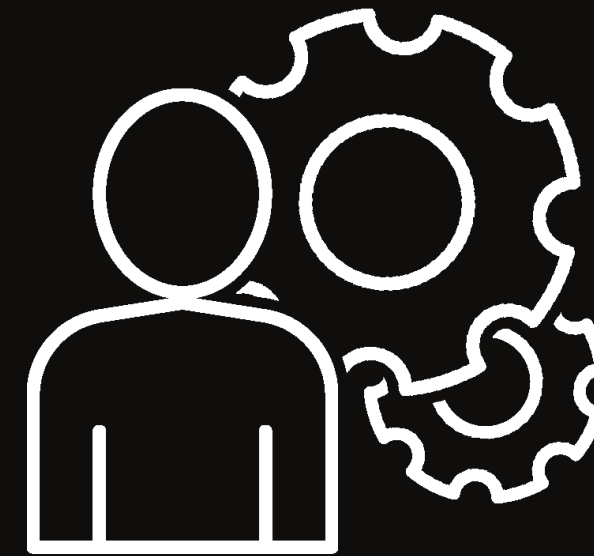
Deliverable approaches and artefacts



Stocktake of
equity & Te Tiriti
Tools



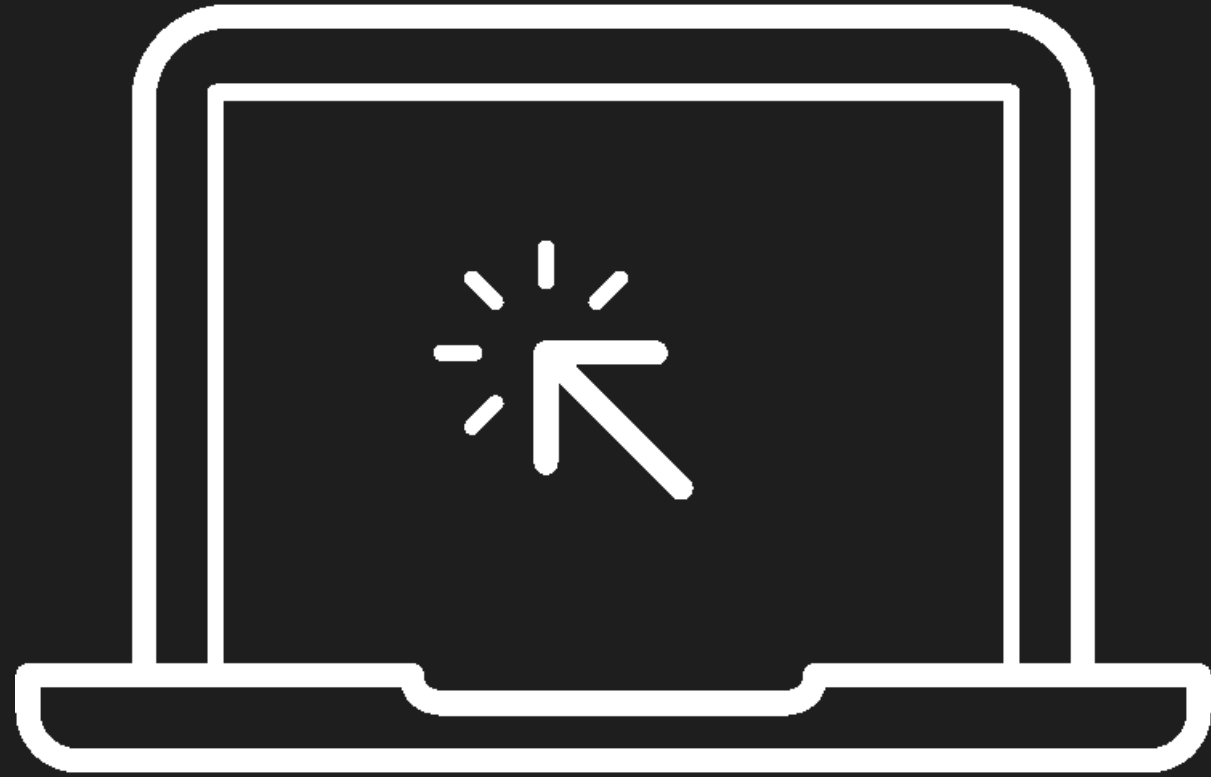
Health Equity
Assessment
Tool review



Developing
User
Persona's



Horizon
Scan



Stocktake of equity and Te Tiriti tools

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Deliverable one - stocktake

We will will conduct a stocktake of existing and emerging equity and Te Tiriti o Waitangi tools and resources from Aotearoa and beyond.

This will involve a mix of desktop research, connecting with and hearing from the sector and equity/Tiriti experts, and the exploration of health library archives and databases.

The stocktake report is a critical piece of work to inform the next phase (Imagine/Ideation) of the Equity By Design Tools Project.

Equity Tools Stocktake

1

TAGS:

Approach: #cultural-capability #te-tiriti-training #intervention-dev #intervention-specific #delivery-model #guiding-principles #service #action-plan #specific #client-evaluation #process-assessment

Cultural inclusiveness: #te-ao-maori #tikanga #te-tiriti #tino-rangatiratanga #by-maori-for-maori #whanau-centred #kaupapa-maori (#k-m won't additionally tag #te-ao-maori #tikanga #te-tiriti)

Plus: we've indicated if a tool has been #visualised

	Te Whare Tapa Whā	Te Wheke	Te Pae Māhutonga	Whakamaua Action Plan 2020 – 25
When?	1984	1997	1999	2020
Why? Key purpose	Provide a Māori perspective of the interconnected aspects of wellbeing #cultural-capability	Highlight the interconnected nature of family health (in contrast to individualised Western approach) #cultural-capability	Ensure that all the essential aspects of health promotion and protection are addressed in the public and community healthcare. #guiding-principles	Achieve better health outcomes for Māori by setting govt direction for Māori health advancement over the next five years. #action-plan #guiding-principles
Who for?	Community and public health professionals + communities	Community and public health professionals + communities	Community and public health professionals	Ministry of Health, the health + disability sector, + wider government
What is it? How does it work?	#visualised wellbeing framework depicts health and wellbeing as a wharenui/meeting house with 4 walls. When all 4 are in balance, we thrive. When one or more of these is out of balance our wellbeing is impacted. #teaomaori	#visualised framework of octopus to depict holistic family health. Shows aspects of Māori life and health as interconnected – enabling an inclusion of family, spirituality and ancestors. #te ao maori	#visualised framework of 4 stars representing 4 key goals of health promotion: physical environment, health lifestyles, participation in society + cultural identity. 2 pointers representing two prerequisites for effectiveness: leadership and autonomy. #te ao maori	Roadmap of actions that contribute to achieving the vision of Pae Ora for Māori, relating to 4 key outcomes, including monitoring strategy. #kaupapa-maori #visualised #tino-rangatiratanga #te-tiriti
Who by? – Developed by – Origins	Mason Durie	Rose Pere	Mason Durie	Ministry of Health. Māori-led. Te Tiriti informed.
Notes	Has inspired multiple kaupapa and ways of working. Focused more on what vs how. High level how outlined in regards to diabetes.	Useful for highlighting holistic nature of Māori worldview. Focused more on what (shared understanding) vs how.	Guiding principles. Focused on what vs how.	Well visualised. Strong hierarchy of info. Not exactly a tool but will influence future equity tools in health sector.

Deliverable two – HEAT Review

We will develop a 'discovery framework' outlining what we want to understand further, who we will engage with, and how we will do this, will shape our approach, empathy tools and templates for deliverables two and three (with some slight variances*).

We will engage with a range of kaimahi in the health and disability system via:

- A series of hui to identify themes and gaps to explore further in the empathy interviews.
- Empathy interviews with up to 16 people to understand their experiences and broader perceptions, challenges and hopes in relation to addressing equity.
- *Observing and testing how people engage with the HEAT tool to gain a detailed understanding of its usability and desirability in their context.

After testing the early insights and ideas, we will work with creatives (e.g. illustrators, videographers, artists) to bring the HEAT Review insights to life through a highly visual outputs (VO1) and a light report with recommendations.

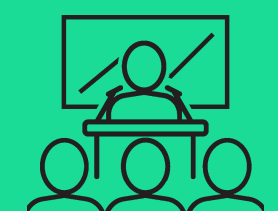


Review of the Health Equity Assessment Tool

**ARTEFACTS
produced**



Discovery
framework



Visual
output 1



Light
report

The Health Equity Assessment Tool (HEAT)

is designed to help us tackle Health Inequities



The approach to Health Equity Assessment



What does this mean for your development process?

and Weaving together



The Whakapapa of HEAT

2000



2000



2002



Health Impact Assessment Policy Tool was published and the adapted to create the Health Equity Assessment Tool

2005

International anti-racism frameworks



2006

2007



NOT Incorporation Index



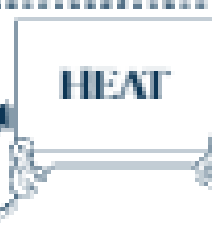
Welcomes the Health Impact Assessment (HIA) policy tool

2008

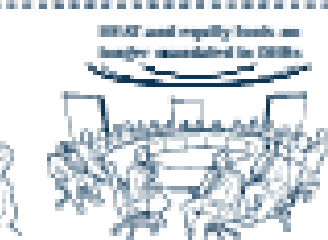


2009 - 2022

2022



Equity By Design review of HEAT and other equity tools



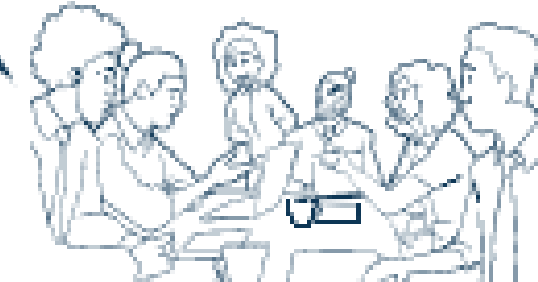
HEAT and equity tools are largely mandated by OMBs

How could this information affect health inequities?

How does HEAT work?

HEAT encourages us to ask key questions when we are planning a health intervention, initiative, or service.

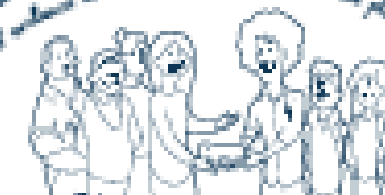
How will you know if inequities have been reduced?



Taranaki



Since 2016 the Taranaki District Health Board has been using the HEAT along with other equity tools to achieve a health promotion and service planning



Shared Feeding! Welcome! Have beautiful breastfeeding rates for women in Taranaki

IMPACT

The programme resulted in a difference that it could not

and there were many other factors that were more likely to affect breastfeeding rates



Pathway to Health Promotion Equity Plan targeted approach to reduce Māori and to women in South Taranaki

Action Taken

Re-established Breastfeeding Welcome Here programme. Established Kaupapa Māori national programme

Hapū Wānanga



Health Equity Outcome

Hapū Wānanga has improved the result of national education to reduce Māori, their partners and whānau

Health Equity Assessment Tool (HEAT) review

INTRODUCTION

The Health Equity Assessment Tool (HEAT) was developed in the early 2000s. Designed to support more equitable decision-making and resourcing when developing new health interventions and reviewing existing health interventions, the Tool was primarily used in District Health Boards (DHBs) and related settings until 2008, when the Ministry of Health moved away from mandating the use of equity tools.

There was minimal information formally collected by the Ministry of Health about the use of HEAT and other equity tools across DHBs (and Public Health Units) from 2008 onwards, making it difficult to analyse the tool's impact. However, recent evaluation work undertaken by a PhD student at the University of Otago confirms that there have been both proximal and distal impacts, culminating in improved consideration of health equity overall (1).

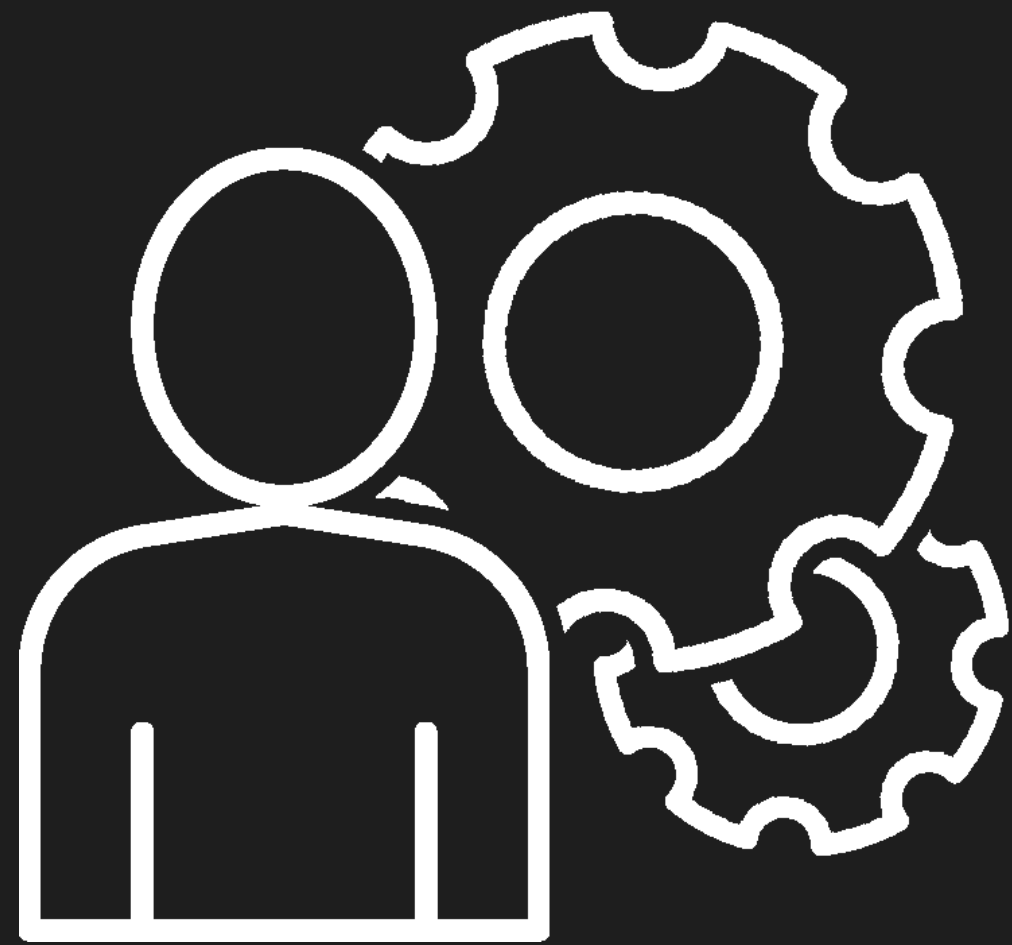
The evaluation findings point to HEAT as a useful tool for tauaki (non-Māori) in Aotearoa) to develop their critical consciousness about achieving health equity for Māori. HEAT can also help us challenge institutional racism, and support Te Tiriti-based practice within the health system. Fundamentally, HEAT is a decolonisation tool that helps us to have important group discussions about health equity for Māori, potentially leading to more equitable decision-making and investment in health programmes and services (2).

Discovery interviews for Huiakia revealed that across the health system HEAT was well known and well used by some, but unknown to others. Those who were familiar with HEAT found it valuable, noting for example that the tool helps to break down health equity into a practical problem that we can address. Huiakia discovery interviews also surfaced some stories of HEAT having been misused, e.g. where equity assessment evidence had pointed to a particular decision but that same evidence was then manipulated or dismissed to encourage a contrary decision.

Incidents of misuse of the tool remind us that a tool is only as good as the supports around that tool, including ethics, education, accountability and transparency. The unpublished doctoral research findings and recommendations reinforce the importance of mandates, accountability, and transparency in the pursuit of eliminating health inequities (3).

Additional influences impacting the effective uptake and application of the tool, as described by Huiakia discovery interviewees, include political objectives/dynamics and public health values of the time.

HEAT review



Developing End User Persona's

ARTEFACTS
produced



Discovery
framework



Visual
output 2



Light
report

Deliverable three - Persona's

The discovery process for this piece will align to, and be done simultaneously with, the HEAT Review involving engagements with a range of kaimahi in the health and disability system (with some slight variances*). This includes:

- A series of hui to identify themes and gaps to explore further in the empathy interviews.
- *Engaging with up to 6 wider informants - these might be people who have deep knowledge in a niche area relating to equity in Aotearoa, mātauranga and rongoā Māori, or the wider health and disability system.
- Empathy interviews with up to 16 people to understand their experiences and broader perceptions, challenges and hopes in relation to addressing equity.

After testing the early insights and ideas, we will work with creatives to bring the persona's to life through a highly visual output (VO2) and a light report ensuring they are accessible, digestible, and engaging for a broad audience.



creating an environment that enables Māori to live healthier, happier lives



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Deliverable four – Horizon scan

Using Innovation Unit's database of over 550+ innovation case studies, desk research, and key informant interviews, we will develop a set of 5-10 'horizon scans' or examples of best and next practice in equity across Aotearoa and the world.

We will briefly document approaches to equity which are interesting, innovative and impactful, drawing out the key features in order to encourage bold and creative thinking about what might be possible. Along with specific case studies, we will explore the context in which they exist: the opportunities, challenges and constraints which underpin and determine how those approaches work in that specific situation.

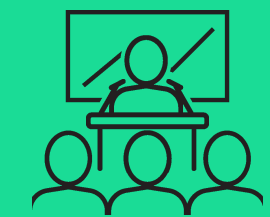


Horizon scan

**ARTEFACTS
produced**



5-10 case
studies



Visual
presentation



People understand equity when it's explained in a context they understand and are invested in
- Aperanoma Barrett, Data and Digital, Ministry of Health

Te Tiriti Driven Equity Planning Process Wānanga

In 2022 Aperanoma Barrett (Ngāti Raukawa, Te Āwhā, Ngāti Tū) from the Ministry of Health Data and Digital team was tasked with developing a Te Tiriti-driven equity planning process to engage teams involved in the health system across a spectrum of Te Tiriti awareness and its applications.

Equity planning workshops are facilitated online using the MāiO collaborative platform to identify equity issues, explore enablers and barriers and how to address them. Supports lifting perspectives + efforts above silos. The evolving format: 1. define problem statement, 2. learn about Te Tiriti, 3. create empathy map of Te Tiriti in action in the team's context, 4. create opportunity statements, 5. prioritise opportunities, 6. develop five SMART actions (specific, measurable, achievable, relevant, time-bound).

- 10-12 teams have been through the process to date (the largest 400 people across multiple sessions)
- Every wānanga has resulted in enhanced understanding of where a programme can direct its time and energy to impact equity over Te Tiriti responsibilities. CHALLENGES facilitated co-design solutions.

Te ao Māori system change framework inspired by Māui and the sun – including activate desire and will, identify, prioritise and measure.

Currently an MVP is being iterated to support teams to identify the current state, create aspirations for change, define opportunities and prioritise actions that can be embedded. Also considering opportunities to scale.



Nuka is probably the leading example of healthcare redesign... the quality of care is the highest I have seen anywhere in the world, and the cost are highly sustainable. It's extraordinary. It is surely leading healthcare to its new and proper destination. – former US President Obama

NUKA System of Care

Nuka was established 20+ years ago by the Southcentral Foundation – a profit healthcare organisation employing 2,500+ people serving 45,000+ Indians. Nuka is an Alaska native word that means strong, giant structure.

Nuka System of Care is an Alaskan relationship-based, customer-owned, to transforming health care, improving outcomes and reducing costs. It delivers medical, dental, behavioural, traditional healthcare and supports native community that enjoys physical, mental, emotional and spiritual changing needs, enhance culture and empower individuals and families.

Significant decrease in ER visits, reduced hospital discharge delays + Re-improving health outcomes. + 97% customer-owner satisfaction, 93% employee satisfaction. A range of awards and is recognised globally as a quality provider. Alongside Western health approaches, enhances cultural wellbeing through learning crises + established culturally and spiritually aligned therapeutic medium security correctional centre. CHALLENGES Changing needs of a met through building relationships to co-design new models.

Multidimensional wellness can only occur effectively in a relationship-based system of care designed by and for the

International Inspiration Scan

Irish Telehealth (IE) – British colonisation led to poor health outcomes. Telehealth example of turning this around (+ annual health spend per capita almost twice higher than NZ)

KWJ Foundation (US) – Large NGO coordinating with policymakers, business leaders and community groups to create sustainable systems change around health and wellbeing.

Looking Forward, Moving Forward (AU) – Driving change to organisational policies and practices through direct and sustained co-design with Indigenous community leaders

Wungering Alcohol + Drug Services (AU) – Aboriginal community-led organisation providing free, culturally informed, holistic services to Aboriginal people in Perth metro.



Design of software product tested on website homepage enabling the delivery of solutions that drive measurable equity outcomes – Momi Pita, Founder and CEO, Emergency Q

Emergency Q

After a weekend trip to a crowded emergency department with his son, founder Momi Pita wanted to enhance patient outcomes and experience by improving the triage process to reduce hospital load.

Led by Momi Pita (Ngāti Raukawa, Ngāti Hine) Emergency Q is run by a small, diverse team guided by kaupapa Māori to serve patients through supporting secondary and primary care teams.

Emergency Q is a cloud-based platform which integrates secondary and primary care teams in real time – aimed at reducing hospital ED patient volume by transferring non-emergency cases to primary care quickly and safely. It also offers a popular free, public app which provides current wait time and ED used local urgent care clinic plus various up-to-date health information.

110k patients transferred from ED to primary care + 5 million minutes saved for ED doctors + 30 million minutes saved for patients + Up to 15% reduction in total ED volume per annum + 100-150k Māori + Pasifika access improvement + Powerful tool for improving access of minority populations to urgent primary care + Reduces aggregation towards majority offering patients choice + reducing wait times + Improves on emergency patients to safely start their journey in primary vs secondary care + Delivers better health outcomes by reducing ED crowding and wait times + Delivers cost savings to hospital and health systems + Reduces ambulance calls to non-emergencies. CHALLENGES: Pa gap in health system, Hopes to Whaka Ora relative alignment challenge for proven solutions

Patient + equity focused + Connected, holistic, encourage thinking + Te ao Māori perspective + community, family, justice driven, humble like, pono, manaaki + Build relationships + responsible + accountable

Seeks to grow team, expertise for Māori + Pasifika. Keen to further explore artificial intelligence (and other tech) potential to target other health challenges

Side to Indigenous Awhiri



"Equity is built into the DNA of Te Aho o Te Kahu" – Michele Moko, Equity Director

Te Aho o Te Kahu – Cancer Control Agency

Established soon after the 2020 Health System Review as an independent governmental agency. Māori cancer leadership council involved in establishment and advisory. Sit inside Ministry of Health but has relative autonomy. Small, agile, responsive + and consequently impactful. Consumer advisory to agency: 50% Māori, board advisory: 50% Māori.

Te Aho o Te Kahu works with partners across the cancer continuum to: prevent as many cancers as possible, ensure early detection and diagnosis, provide high-quality treatment and care plus help identify and address inequities in cancer care and treatment. A policy advisory agency on small, self-sustaining budget. "We are the aho o te kahu" (Influencer, connector, leadership)

• Consolidated cancer plans and priorities from DHB's into a national plan for Te Whaka Ora to help provide clear advice to commissioning agencies + Created more agile version of HEAT tool. Crunched 12 questions into 7 and applied to every project plan. Level of analysis required depends on scale/length of project + Developing Te Tiriti analysis tools – though variable success because equity analysis currently easier for more people to understand + Equity is embedded via Kahui Mana Fourie + community of practice attended by equity leads from every workstream. CHALLENGES + Balancing tradeoffs in program logic + Resource allocation with other agencies. Equity issues are diverse, potentially intersectional + complicated and regional.

Equity led, whānau-centred, knowledge driven, outcomes focused. Aims to be the leading source of information on cancer control for people with cancer, their whānau, health care professionals and others involved in cancer care.

Developing 5-monitoring processes for outcome + intervention tracking, delivery of the Cancer Action Plan, early identification of service challenges, achievements + challenges, corporate performance.

System change + power + whānau-centred



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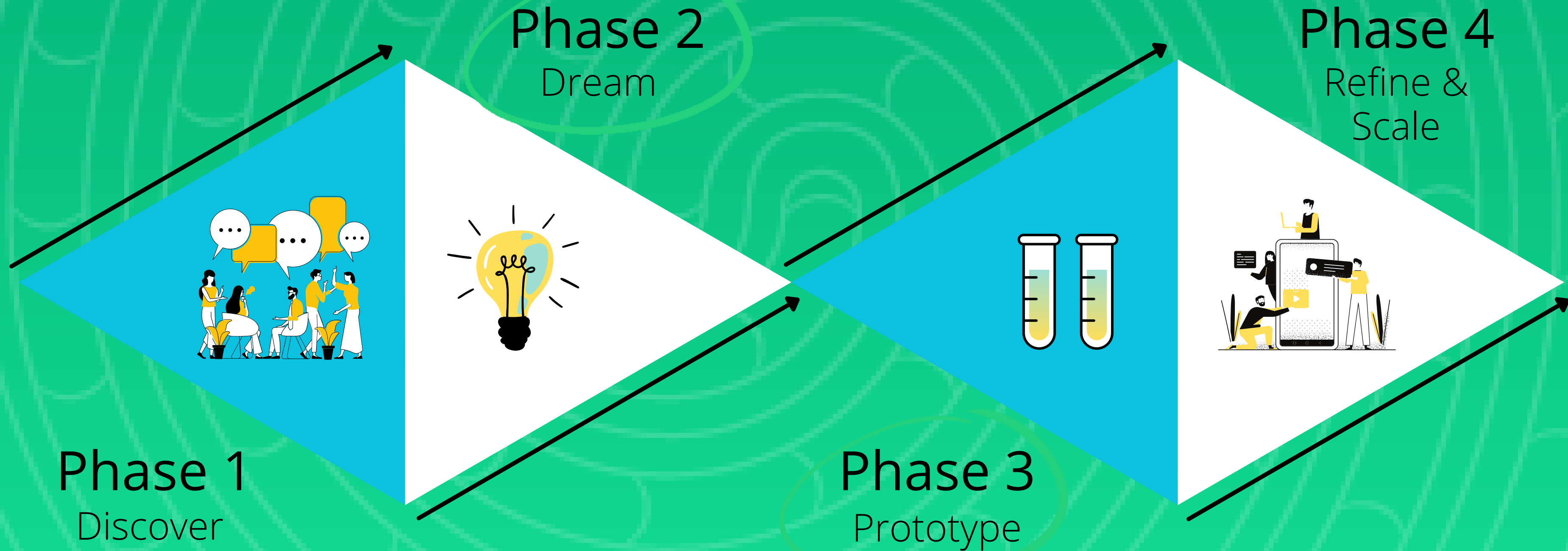
Part 4:

Next phases

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HOUHIA - EQUITY BY DESIGN
DESIGN PROJECT

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PHASE ONE
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Next phases



Deliverables

- 1.Design and launch a Baseline Survey
- 2.Refresh the HEAT tool
- 3.Develop an equity and Te Tiriti maturity model
- 4.Co-create and build new equity and Te Tiriti tools
- 5.Prototype the new tools across numerous settings
- 6.Scope and establish a centralised equity and Te Tiriti web platform



Dream & Prototype

Patai?

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What gets in the way of you embedding equity and Te Tiriti in your mahi?

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DESIGN PROJECT

PHASE ONE

What kinds of resources, supports and tools would be useful for you, as leaders?

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DESIGN PROJECT

PHASE ONE

Ngā mihi

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HOUHIA - EQUITY BY DESIGN
DESIGN PROJECT

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PHASE ONE
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