



**ANZCA**  
FPM

*Te Whare Tohu o  
Te Hau Whakaora*

# Te Tiriti o Waitangi Action Plan

**2025–2028**


**Australian and New Zealand  
College of Anaesthetists  
& Faculty of Pain Medicine**

# Te Tiriti o Waitangi Action Plan 2025-2028

*Te Whare Tohu o Te Hau Whakaora, the Australian and New Zealand College of Anaesthetists and Faculty of Pain Medicine, aims to achieve a culturally safe and competent anaesthesia, pain medicine and perioperative medicine workforce and to advocate for Māori health equity.*

Te Tiriti o Waitangi Roadmap 2024-2028 set the first stage of achieving the vision of Māori health equity and a culturally safe and competent anaesthesia, pain medicine and perioperative medicine workforce for Aotearoa New Zealand. ANZCA understands that this journey will be a long one and is committed to supporting the elimination of Māori health inequity. The second stage of the journey, signposted by the roadmap's identified priorities, sets out deliverable actions for ANZCA over the next three years to progress a culturally safe workforce with improved Māori participation and self-determination, and more equitable health outcomes.

Its principles and objectives are aligned with ANZCA's Reconciliation Action Plan. In Aotearoa New Zealand the rights-based partnership principles of te Tiriti o Waitangi establish the overarching objectives to guide progress towards the transformational change necessary to achieve health equity, while cultural safety underpins the plan's actions to transform attitudes, knowledge, skills, education, training, governance and employment and achieve a culturally safe anaesthesia, pain medicine and perioperative medicine workforce at an individual and organisational level.



# Overarching Aim: Te Tiriti o Waitangi Compliance

Fulfil the commitment to Māori set out in ANZCA's acknowledgment of te Tiriti o Waitangi as a foundational document that not only shapes the historical and cultural landscape of Aotearoa New Zealand but also informs our approach to medical education, research, and community engagement.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Enact the necessary actions for ANZCA to meet the principles of te Tiriti o Waitangi.	1.1 Consistently acknowledge and recognise te Tiriti o Waitangi as pivotal in shaping our approach to health.	Underway	Chief Executive Officer, ANZCA & Aotearoa New Zealand office & People and Corporate Services
	1.2 Seek, establish and nurture enduring relationships with Tangata whenua whenever possible.	Underway	Aotearoa New Zealand office, fellows and trainees
	1.3 Recognise, advocate for, and share contextual narratives that illustrate and progress: <ul style="list-style-type: none"> <li>▪ Mana whakahaere - stewardship.</li> <li>▪ Mana motuhake - self determination.</li> <li>▪ Mana tangata - achieving equity in health and disability in health settings.</li> </ul>	Dec 2026	Aotearoa New Zealand office, Executive Director Professional Affairs & MANA (Māori Anaesthetists Network Aotearoa)
2. Build relationships, understanding and respect by embedding te Tiriti o Waitangi perspectives into our education and college governance.	2.1 Affirm te Tiriti o Waitangi principles of partnership, participation and protection by: <ul style="list-style-type: none"> <li>▪ Advocating to clinical leadership teams and fellows the value of regular te Tiriti o Waitangi training for all staff, and promoting ANZCA's statement giving effect to te Tiriti.</li> </ul>	Dec 2025	Aotearoa New Zealand office
	▪ Conducting a pōwhiri at all Aotearoa-based events.	Underway	Aotearoa New Zealand office
	▪ Having an annual college event, activity, or education for Waitangi Day.	Underway	People and Corporate Services
	▪ Supporting the use of te reo Māori.	Underway	Aotearoa New Zealand office
	▪ Promoting participation in external bicultural activities, including Matariki and Te Reo o te Wiki Māori, through ANZCA's communications networks.	Underway	Aotearoa New Zealand office & People and Corporate Services

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. Continue to support this action plan by providing necessary resources and advocacy at all levels of the college and report annually on progress.	3.1 Appoint/contract a Kaiwhakarite Kaupapa Māori (Māori Project and Equity Officer) to implement, monitor and review Te Tiriti o Waitangi Action Plan.	Oct 2025	Executive Director New Zealand National Office & People and Corporate Services
	3.2 Appoint/contract a Kaikōkōri Kaupapa Māori (Māori cultural safety and policy advisor) to support Māori fellows, trainees and staff and ensure appropriate observance of Tikanga Māori and the incorporation of processes to improve health equity for Māori.	Jan 2027	Aotearoa New Zealand office, fellows and trainees
	3.3 Resource actions to implement the action plan including:		
	<ul style="list-style-type: none"> <li>Developing a template to support committees to identify how they can implement the action plan.</li> </ul>	Feb 2026	Senior Policy Advisor New Zealand and Kaiwhakarite Kaupapa Māori
	<ul style="list-style-type: none"> <li>Continuing to build and circulate a library of resources and materials, to encourage continuing education about Te Tiriti o Waitangi, and related equity issues impacting Māori health.</li> </ul>	Dec 2026	Senior Policy Advisor New Zealand & ANZCA library
	3.4 Report annually on progress.	Jun 2026	Executive Director New Zealand National Office

# Priority 1:

## Health Equity

Advocate for government policy that will deliver health equity enabling Māori to live well and be healthy in an environment which supports a good quality of life.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
4. Advocate for legislation and strategies consistent with the Pae Ora (Healthy Futures) Act 2022 and associated health strategies to ensure a health system that is equitable, accessible, cohesive and people centred.	4.1 Positively influence health care policy by building and maintaining respectful relationships with government, professional, and public health bodies, and Tangata whenua.	Underway	Aotearoa New Zealand office
	4.2 Develop an engagement strategy to engage and nurture relationships with Māori health organisations, such as Te Ora and Iwi Māori Partnership Boards.	May 2026	Aotearoa New Zealand office with MANA
	4.3 Initiate, support and participate in workshops, consultations, seminars and hui that are focused on improving health outcomes for Māori and others, including ANZCA scientific meetings in Aotearoa New Zealand.	May 2026	Aotearoa New Zealand office & People and Corporate Services
	4.4 Advocate for kaupapa Māori-consistent research methodologies that are relevant, safe and responsive to Māori - By Māori, For Māori, With Māori.	Underway	Aotearoa New Zealand office & Research Committee & ANZCA Foundation Committee
	4.5 Advocate for and support the continued collection of data and appropriate measurement of Māori health outcomes to inform evidence-based policy and action.	Underway	Aotearoa New Zealand office

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Continue to work with our key partners to influence government policy and health reform including advocating for action on the social determinants of health to deliver wellbeing for all people by: <ul style="list-style-type: none"> <li>Improving daily living conditions.</li> <li>Tackling the inequitable distribution of power, money and resources.</li> <li>Measuring and understanding the problem.</li> </ul>	5.1 Support, through membership, the Public Health Association of New Zealand, a community of professionals, researchers and policymakers, advocating for action on the social determinants of health.	Oct 2025	Aotearoa New Zealand office
	5.2 Develop a decision-making tool/matrix that encompasses the social determinants of health, to guide ANZCA policy, submissions and actions.	May 2026	Senior Policy Advisor New Zealand, Kaiwhakarite Kaupapa Māori
	5.3 Encourage participation in workshops, seminars and presentations on implicit bias, stereotypes, privilege, and racism, and strategies to recognise and counter bias, unhealthy relationships and the means to measure progress.	Underway	Aotearoa New Zealand office & Professional Affairs Executive Committee
	5.4 Support OraTaiao, NZ Climate & Health Council, through membership, to advocate for action on climate change which will adversely impact Māori health, Māori communities' environment and wellbeing.	Jan 2026	Aotearoa New Zealand office
	5.5 Advocate using a Māori lens to analyse the risks associated with climate change.	Dec 2026	Aotearoa New Zealand office & Research Committee & ANZCA Foundation Committee
6. Support recognition and understanding of health inequity in a way that is meaningful and specific to anaesthesia, pain medicine and perioperative medicine.	6.1 Build on existing resources to compile and share a list of inequitable health outcomes for Māori in ANZCA's areas of interest and commit to understanding the causes and transforming outcomes.	Sept 2026	Aotearoa New Zealand office
	6.2 In consultation with MANA, develop and share a practical resource that illustrates or celebrates a successful intervention for Māori in anaesthesia, or pain medicine or perioperative medicine.	Dec 2026	Aotearoa New Zealand office with MANA
7. Create a safe environment for Māori patients and whānau.	7.1 Support public health spaces to be safe and welcoming to Māori, by advocating for relevant visual displays and using te reo Māori, where possible.	June 2026	Aotearoa New Zealand office
	7.2 Create and promote a set of Tikanga Māori practical guidelines to assist teams to ensure Tikanga Māori is upheld in the provision of care.	Dec 2026	Kaiwhakarite Kaupapa Māori with MANA & Professional Affairs Executive Committee
	7.3 Support clinicians' understanding of the purpose of the karakia ANZCA developed for patients undergoing surgery, to encourage them to respond appropriately to patients and whānau.	Dec 2026	Aotearoa New Zealand office with Kaiwhakarite Kaupapa Māori

## Priority 2: Workforce

Prioritise Māori workforce development and retention to focus on creating and retaining the Māori anaesthesia, pain medicine and perioperative medicine workforces, creating an environment that is safe for Māori patients, whānau and health workforce.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. ANZCA will work to grow, retain and support the Māori workforce and Māori leadership in anaesthesia, pain medicine and perioperative medicine.	8.1 Advocate for, and support, targeted recruitment and retention strategies for Māori workforces, particularly to increase the number of Māori entering the medical profession.	Underway	Aotearoa New Zealand office
	8.2 Support the working group following ANZCA's review of trainee selection, examination performance and college representation by ethnicity, to take measures to ensure racism is not a factor in outcomes or selection.	Jun 2026	Aotearoa New Zealand office & Trainee Selection Working Group
	8.3 Ensure Māori representation on trainee selection panels.	Jun 2027	Education, Executive Management Committee
	8.4 Assist Māori trainees to attend scientific meetings through advising and helping with funding applications.	Underway	Aotearoa New Zealand office
	8.5 Communicate opportunities for Māori fellows and trainees to present at relevant conferences/meetings.	Underway	Aotearoa New Zealand office
	8.6 Increase the number of Māori supervisors of training, examiners, and assessors, encouraging them to stand, and providing support and mentorship if needed.	Dec 2028	Aotearoa New Zealand office & Professional Affairs Executive Committee
	8.7 Include a Māori focus when promoting ANZCA specialties to medical students and prevocational doctors.	Jan 2026	Aotearoa New Zealand office
	8.8 Support and share Māori workforce research specific to anaesthesia, pain medicine and perioperative medicine.	Mar 2027	Aotearoa New Zealand office & Research Committee

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
9. Actively embed Te Ao Māori perspectives within curricula, training, assessment, CPD programs, policy and advocacy documents.	9.1 Encourage fellows and trainees to learn about and utilise Māori models of health care such as Kaimahi Māori, Meihana, Te Whare Tapa Whā in everyday practice.	Dec 2026	Aotearoa New Zealand office & Education, Executive Management Committee
	9.2 Scope a Māori leadership pathway for trainees and fellows, and more generally in medical education and advocacy that is safe for Māori and sustainably resourced.	Feb 2027	Aotearoa New Zealand office & Education, Executive Management Committee
	9.3 Regularly consult with and support Māori trainees, identifying mentors and allies to support the creation of an informal Tuakana/Teina network for Māori trainees and fellows.	March 2026	Aotearoa New Zealand office with MANA
10. Create a safe workplace for Māori and others.	10.1 Develop and share strategies and resources to protect Māori trainees and fellows from cultural overload.	Dec 2026	Aotearoa New Zealand office with MANA
	10.2 Identify opportunities to develop and leverage Māori expertise in influential positions in the development of policy and research knowledge.	Dec 2026	Aotearoa New Zealand office
	10.3 Encourage fellows and trainees to become Kaikōkiri (leaders) in their own departments.	Dec 2026	Aotearoa New Zealand office
	10.4 Seek examples of best or good practice relevant to ANZCA's areas of expertise.	Dec 2026	Aotearoa New Zealand office & Education, Executive Management Committee



## Priority 3: Cultural Safety Education

Embed cultural safety in all areas of the college's training, ongoing education and CPD.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
11. Ensure ANZCA's training curricula and CPD programs provide trainees and fellows with the knowledge and skills to develop and maintain culturally safe practice.	11.1 Support the implementation of mandatory cultural safety activities in the ANZCA CPD program, and the development of additional components.	Underway	Education, Executive Management Committee & Aotearoa New Zealand office
	11.2 Support the development of the Scholar Role Activity dedicated to increasing knowledge skills and clinical practice related to cultural safety.	Dec 2027	Education, Executive Management Committee
	11.3 Continue to work with the organising committees of college conferences to ensure Māori health and cultural safety is prominent in programs and workshops.	Underway	Aotearoa New Zealand office
	11.4 Develop a library guide for Aotearoa New Zealand cultural safety resources for trainees and fellows to support culturally safe care.	Dec 2026	Aotearoa New Zealand office & ANZCA Library
	11.5 Continue to strengthen cross-college relationships with colleagues by sharing cultural safety exemplars and supporting implementation of the Council of Medical Colleges Cultural Safety Toolkit.	Jun 2026	Education, Executive Management Committee & Aotearoa New Zealand office

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Equip supervisors of training to supervise trainees in all aspects of providing culturally safe care and ensure all specialist international medical graduates (SIMGs) are educated to understand the context of te Tiriti o Waitangi within health care in Aotearoa New Zealand.	12.1 Encourage training sites to provide adequate time and resourcing for trainees and fellows to attend formal te Tiriti o Waitangi and cultural safety training.	Dec 2027	Aotearoa New Zealand office
	12.2 Support Māori trainees' attendance at the ANZCA Annual Scientific Meeting and Māori fellows at the Emerging Leaders Conference.	Underway	Aotearoa New Zealand office
	12.3 Update ANZCA's handbook for specialist international medical graduates to include cultural safety, and support SIMGs completing an online te Tiriti o Waitangi cultural orientation program before arrival/practising in Aotearoa New Zealand.	Dec 2027	Aotearoa New Zealand office & Education, Executive Management Committee
	12.4 Continue to support SIMGs to develop understanding of te Tiriti o Waitangi in the context of the CPD program in Aotearoa New Zealand.	Underway	Aotearoa New Zealand office & Education, Executive Management Committee
	12.5 Offer all supervisors of training at least one one Hauora Māori in clinical practice (Mihi 501) University of Otago course.	Dec 2027	Executive Director New Zealand
	12.6 Discuss and reflect on interactions with patients and colleagues, to identify and address bias within interactions.	Dec 2026	Aotearoa New Zealand office & Professional Affairs Executive Committee
13. Use our position as one of the largest postgraduate medical training institutes in Aotearoa New Zealand and Australia to influence medical education and the health sector through our committed approach to cultural safety.	13.1 Advocate for researchers to liaise with Māori health teams and research services as part of planning their research.	Jun 2026	Aotearoa New Zealand office & Research Committee.
	13.2 Encourage and support discussions among fellows, including with Māori practitioners and trainees, about how cultural safety can be effectively led and enhanced.	Dec 2025	Aotearoa New Zealand office & Education, Executive Management Committee.
	13.3 Consider cultural safety training in relation to other groups experiencing inequity, such as LGBTQI+, Pacific peoples.	Dec 2026	Aotearoa New Zealand office & Education, Executive Management Committee.

## Priority 4: College Governance

Ensure stronger, equity-focused college governance policy and development

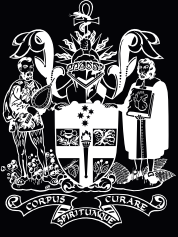
ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
14. Support and develop an equity-focused college governance policy.	14.1 Review and report on Māori fellow, trainee (and/or community member) representation on ANZCA entities, and work towards ensuring Māori representation on all ANZCA boards and national committees.	Dec 2026	Aotearoa New Zealand office
	14.2 Continue to support specific research grants for qualitative Māori research and narratives that inform cultural understanding.	Underway	Aotearoa New Zealand office & Research Committee
	14.3 Support Māori Anaesthetists Network Aotearoa (MANA), including funding an annual kanohi ki te kanohi (face to face) event for the MANA rōpū.	Underway	Executive Director New Zealand
15. Acknowledge and value Tikanga Māori in our internal documents such as governance, committee hui, and conferences.	15.1 Increase understanding of the purpose and significance of Tikanga Māori by using opening and closing karakia that are available to all committee meetings, and are displayed in te reo Māori and English.	Underway	Kaiwhakarite Kaupapa Māori & New Zealand communications
	15.2 Provide material and resources in te reo Māori and English to support meaningful understanding of Tikanga Māori, correct pronunciation, its purpose, and what it brings to the college.	Dec 2026	Kaiwhakarite Kaupapa Māori & New Zealand communications
	15.3 Continue to open all college meetings with an acknowledgement/mihi that recognises Tangata whenua in Aotearoa New Zealand, and our special relationship with Pacific peoples.	Underway	Aotearoa New Zealand office
	15.4 Investigate and secure the ability to record iwi affiliation for Māori members in IMIS.	Dec 2026	Aotearoa New Zealand office & Information and Communications Technology Governance Committee

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
16. Ensure members are culturally safe by developing a plan to implement a Māori cultural safety programme for ANZCA committees, fellows and trainees.	16.1 All committee chairs to be offered support to complete at least one module of the Hauora Māori in Clinical Practice (MIHI 501), University of Otago.	Dec 2026	Executive Director New Zealand
	16.2 All New Zealand committees will identify a specific inequity in ANZCA's areas of interest and commit to transformative change in that area.	Dec 2027	Aotearoa New Zealand committees
	16.3 Seek and share examples, case studies and research that show how biases may affect patients, whānau and communities.	Jun 2027	Aotearoa New Zealand office
	16.4 Develop a visual resource that illustrates and has strategies to address bias.	Jun 2027	Aotearoa New Zealand office & Policy and Communications
17. Regularly review and evaluate progress to ensure the needs of Māori trainees and fellows are met.	17.1 Use government and Medical Council of New Zealand workforce data and ANZCA annual surveys to track progress on growing Māori workforces, and to inform effective strategies for cultural safety and equity going forward.	Dec 2028	Policy and Communications & Education, Executive Management Committee
	17.2 Through ANZCA's annual surveys, which must include ethnicity data, investigate inequities in ANZCA vocations and have a process in place to proactively identify needs and mentoring opportunities to support retention of Māori trainees.	Jun 2027	Aotearoa New Zealand office & Education, Executive Management Committee

## Priority 5: ANZCA Employment

Confirm ANZCA as an equal opportunity employer, employing, retaining, and promoting a culturally safe and diverse workforce, including Māori staff.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
18. Take steps to recruit Māori staff and ensure our workplace is culturally safe and welcoming for Māori.	18.1 Ensure recruitment and selection processes are equitable, ensuring better representation of Māori staff.	Underway	People and Corporate Services & Executive Director New Zealand
	18.2 Require all staff to undertake te Tiriti o Waitangi focused learning courses, such as those provided by Ako Aotearoa, that are appropriate to their knowledge and interests, as part of their induction process.	Underway	Executive Director New Zealand & People and Corporate Services
19. Progress and formalise Māori process and advice to ANZCA and ensure communications (oral, written and web-based) reflect te Tiriti o Waitangi and culturally appropriate wording, imagery and content.	19.1 Encourage the use of Tikanga Māori and te reo for both formal and informal communications, including job titles and email signatures.	Dec 2025	Aotearoa New Zealand office
	19.2 Provide training and support for all staff and college office holders in Aotearoa New Zealand to be confident about opening and closing meetings, and introducing themselves in te reo Māori, and giving their mihi (in any language) to demonstrate understanding of the intent of this aspect of Tikanga Māori.	Aug 2025 – Dec 2026	Aotearoa New Zealand office
	19.3 Offer support for staff to improve Māori knowledge, skills and te reo, for example, through leave to participate in webinars, courses, events, or continuing professional development.	Jan 2026	Executive Director New Zealand
	19.4 Consider having a specific Mātauranga Māori fund to support staff wanting to extend Māori education.	Jan 2026	Executive Director New Zealand National Office
20. ANZCA's senior staff understand the sociopolitical context within which the college operates in Aotearoa New Zealand.	20.1 Support ANZCA's executive and senior leadership teams' understanding of te Tiriti o Waitangi, the history of colonisation and the impacts of systemic racism on Māori health by providing appropriate professional development, including Hauora Māori in Clinical Practice (MIHI 501), University of Otago courses.	Dec 2028	ANZCA Council & Executive Director New Zealand National Office



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