

# Te Aka Whai Ora | Māori Health Authority

NGĀ ĀMIKI A POARI O TE AKA WHAI ORA

## Meeting minutes Pāenga-whāwhā | April 2023

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<b>Date:</b>	Rāapa   Wednesday 19 Pāenga-whāwhā   April 2023
<b>Location:</b>	Te Rūnanga o Ngāi Tahu, Te Whare o Te Waipounamu, 15 Show Place, Addington, Ōtautahi   Christchurch
<b>Te Kaihautū mō te hui</b> Chair for the meeting	Tipa Mahuta
<b>Attendees:</b>	<b>Board members:</b> Awerangi Tamihere (online) Fiona Pimm Dr Mataroria Lyndon Steven McJorow Dr Sue Crengle <b>Te Aka Whai Ora</b> Riana Manuel, Te Aka Matua   Chief Executive Craig Owen, Maiaka Tōakiaki   Deputy Chief Executive Governance & Advisory Jade Sewell, Maiaka   Deputy Chief Executive Service Development Juanita Te Kani, Maiaka Tukanga   Deputy Chief Executive System Strategy & Policy Kingi Kiriona, Maiaka   Deputy Chief Executive Mātauranga Māori Merewaakana Kingi, Maiaka Tahua   Deputy Chief Executive Te Aka Tahua / Tari   Finance & Support Services Selah Hart, Maiaka Hāpori   Deputy Chief Executive Public & Population Health Jess Paul, General Manager Communications, item 14 <b>Board Secretariat:</b> Michelle Hippolite, General Manager, Secretariat Kadeen Williams, Secretariat <b>In attendance for specific items:</b> Di Sarfati, Director General Manatū Hauora (online) item 4 Parekāwhia McLean, Chair, Hauora Māori Advisory Committee, item 5 Scott Campbell, Chief Executive & Director, Campbell Squared, item 14

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### Karakia and mihiimihi

The hui began at 9:04am with Karakia led by the Chair.

## **Mana Whakahaere | Board Chair update**

1. The Mana Whakahaere noted this discussion to be held during Board only time.

## **Te Aka Matua | Chief Executive report**

2. He mamai aroha ki a JB Heperi-Smith.
3. Key achievements for Poutū-te-rangi 2023:
  - a. the emergency response to Cyclone Gabrielle continued in Poutū-te-rangi, and included:
    - i. supplies, medicine, and medical services directly to whānau, communities, and marae across the most affected regions;
    - ii. mental health and psychosocial services to assist whānau dealing with the mental pressure of the cyclone and clean up; and
    - iii. feedback on the need for better coordination and relationships between Civil Defence emergency management, and marae.
  - b. finalised boundary arrangements for the final proposed Iwi Māori Partnership Boards (IMPBs) with formal recognition and assessment underway;
  - c. the final two wānanga for the interim Hauora Māori Strategy (Poneke and Ōtepoti) concluded. Support was positive, with general feeling for the need to accelerate the pace of the reforms;
  - d. partnering with Te Whatu Ora and Manatū Hauora on immediate vaccine response plans (MMR, COVID-19, etc), but also a longer-term vaccine response strategy; and
  - e. Te Aka Whai Ora submission to the Health Select Committee on the Therapeutic Products bill regarding Rongoā Māori.
4. The Board raised the following issues:
  - a. Current vacancies, the importance of recruiting for key roles to continue at pace and that there is no expectation that delivery will be affected by these vacancies.
  - b. Whether Te Aka Whai Ora has sufficient resources to answer Official Information requests. Advised that the Ministerial Team are resourced at present although some requests do take considerable time.
  - c. The need to ensure Te Aka Whai Ora collates and analyses data to apply for its work.
  - d. Checking on workplace environments and work culture across the motu. Te Aka Whai Ora are working with Te Whatu Ora to ensure workspaces are welcoming and supportive for kaimahi. Some work to be done.
5. There was a discussion about time required to OIA request, parliamentary question, and ministerial servicing; and management were asked to consider how to track.

## **Decision**

6. The Board received the Te Aka Matua | Chief Executive report dated 1 -31 Poutū-te-rangi | March 2023 and noted further reflections:
  - a. significant commissioning work in March along with Iwi-Māori Partnership Board developments and working with the Kingitanga about Tawhiao tongikura;
  - b. expectations, aspirations, and the requirements of iwi/hapū continue and wanting to understand the impact of the reforms;
  - c. high ministerial expectations and working well with the Ministers and their Offices;

- d. members of the management team have contributed to the Hauora Māori Advisory Committee review;
- e. great to have Executive Leadership Team in place and addressing critical issues; and
- f. consultation underway with proposal for kaimahi transfers.

**Action**

- Regular updates to be provided on Te Pae Tata, Cyclone Gabrielle response, monitoring, and communications.
- Workforce, environments, and offices to be discussed at Paenga Whāwhā | April Poari Hui.

**Accountabilities update**

Letter of Expectations

7. The Board considered the Letter of Expectations (LoE) from Minister Peeni Henare. This outlines the Ministerial requirements of Te Aka Whai Ora for the remainder of the 2022/23 reporting year and 2023/24. The Board also considered the Output Agreement referred to in the LoE and provided by the previous Minister of Health.
8. The Board discussed the Output Plan, and expects the relationship between Manatū Hauora with Te Aka Whai Ora to be a system partner that reflects Te Aka Whai Ora legislative function, including our role to provide advice to the Minister.
9. The Board raised the collection of whānau voice for Hauora Māori reporting. There are good opportunities to leverage partnerships with hauora partners for information to be mapped through.

**Decision**

10. The Board:
  - a. **noted** the Letter of Expectations from the Associate Minister of Health;
  - b. **agreed** to write to the Minister of Health acknowledging the Letter of Expectations and requesting a new approach (such as a memorandum of understanding) to what is currently an Output Agreement;
  - c. **agreed** to discuss a new approach to replace an 'Output Agreement' with the Director-General, Manatū Hauora; and
  - d. **agreed** not to proactively release this paper.

**Action**

- Update draft response letter to the Minister to account for changes discussed at Board meeting.
- Discussion with Manatū Hauora about relationship agreement with Te Aka Whai Ora.

**Manatū Hauora update**

11. Dr Diana Sarfati, Director-General of Health, Manatū Hauora joined the Board meeting.
12. The Board discussed endorsement of the Letter of Expectation from the Minister and would like to develop a partnership relationship document/memorandum with Manatū Hauora that characterises successful partnership. The Board sees potential to identify the levers that make change for all, including non-Māori.

13. The Director-General recognised that the Output Agreement is a contractual mechanism not specifically designed for the reform and committed to developing something better that sets out principles or a framework of engagement.
14. Output agreement:
  - I. Manatū Hauora and Te Aka Whai Ora work together through getting the operating assumptions which will become a significant difference for ability to perform roles and responsibilities;
  - II. Organisational responsibility in relation to the requirements of the reform;
  - III. Framework for engagements to move forwards in the new environment between the three Health entities (Te Aka Whai Ora, Te Whatu Ora, and Manatū Hauora);
  - IV. Accountability documents to reflect modern practice rather than historic processes (i.e., Output Agreements); and
  - V. Letter of Expectations and Output Agreement discussions to be held with the Minister directly and how the relationship sits with the Crown and the reform.
15. Manatū Hauora raised:
  - a. continued discussions with Social Wellbeing Board;
  - b. continued engagement with Auditor General; and
  - c. appointment of a Reform integration specialist looking across systems and entities will continue to engage with Te Aka Whai Ora.
16. Relationships between Te Whatu Ora, Manatū Hauora and Whaikaha | Ministry of Disabled People are progressing well through regular hui.

#### **Hauora Māori Advisory Committee update**

17. The Board received an update from Parekāwhia McLean, Chair, Hauora Māori Advisory Committee (HMAC). The key points raised:
  - a. acknowledged the work and pressure on Te Aka Whai Ora;
  - b. raised the LoE processes to be raised directly with the Minister;
  - c. continued recruitment to the Board;
  - d. current members terms are seeking a reappointment;
18. The Board discussed the importance of IMPBs ability to participate in governance discussions.
19. The Board broke for Board only time 11am.
20. The Board broke for lunch at 12:15pm – 12:45pm.

#### **Commissioning update**

The Board noted a potential conflict of interest for Awerangi Tamihere for agenda discussions about Commissioning.

21. The Board received a paper that provided a summary of the Board's commissioning decisions to April 2023 with further advice on contracting terms, Budget 22 (B22) commissioning dashboard and discussion on a two-year approach to commission phased across quarters.

- a. **noted** the [summary of decisions made by the Board](#) from July 2022 to April 2023 to support commissioning;
- b. **noted** the [attached management actions](#) to date to progress commissioning decisions and priorities identified by the Board;
- a. **noted** we have further advice on the impact of implementing the Board’s decision on contract duration for B22 funding:
  - I. The Board noted B22 nothing passed 30 June 2024 except for public/population health and mental health approach where appropriate.
- a. **agreed** that for B22 to take a two-year approach to commissioning that is phased across quarters in a sustainable way for both our providers and our teams; and
- b. **do not** proactively release this paper.

**Action:**

- Provide a list of Population health contracts

Currently under negotiation



**Monitoring update**

23. The Board received a paper that seeks approval for the Terms of Reference (ToR) of the Monitoring sub-Kōmiti. This paper also includes our draft 'design, build and operate' presentation for monitoring and a resource plan for information.
- a. **approved** the draft terms of reference for the monitoring sub-committee:
    - I. membership will be Fiona Pimm (Chair) Dr Sue Crengle, Steven McJorow, with open invite to all Board.
    - II. ensure that Tikanga is supported and raised at the right level to ensure that the Kaupapa Māori is set correctly before becoming Tapu e.g., naming of work streams.
  - b. **noted** the draft 'design, build, and operate' presentation for the monitoring function;
  - c. **noted** the draft 'Whakataka Te Hau' resource plan for the monitoring directorate which will be presented to the People, Change, Culture and Workforce sub-committee for approval:
    - I. acknowledged short timeframes further discussion required.
    - II. reporting metrics to be discussed.
  - d. **noted** we intend to undertake a deep dive on our monitoring mahi with the members monitoring sub-committee at their earliest convenience; and
  - e. **do not** proactively release this paper.

**Action:**

- Resource recommendations to come back to the board.
- Kanohi ki te kanohi workshop to be set.
- Maiaka | Interim Deputy Chief Executive Monitoring to be included in Executive group.

**Iwi Māori Partnership Board update**

24. The Board received an update paper on the Iwi Māori Partnership Bords (IMPBs) that discussed the changes as of 14 Pāenga-whāwhā | April 2023 which includes both recognised and emerging IMPBs. The paper includes a summary on the Regional IMPB hui series, high level themes resulting from hui, updates on the funding, risks, and issues.
- a. **noted** that the remaining emerging IMPBs have submitted their Terms of Reference (TOR) and Records of Engagement (ROE) for assessment;
  - b. **declined delegation (but Board members will be available to approve)** to the Policy Sub-committee to decide, based on advice, whether it is satisfied that the emerging IMPBs in a) above have met the criteria set out in section 31 of the Pae Ora (Healthy Futures) Act (the Act) to be recognised as Iwi-Māori Partnership Boards;
  - c. **endorsed** the approach and parameters for commissioning any additional establishment funding to IMPBs prior to the end of the 2022/23 financial year; and
  - d. **approved** National Hui 30<sup>th</sup> June – 1<sup>st</sup> July and will incorporate one year anniversary.
25. There have been challenges with the recruitment of resources, allocation of funding, continuous funding support, the governance (structure and fees) while being equitable:
- a. There is a national fees framework developed which is not equitable or sufficient (this would have been informed with the cabinet fees framework which is relevant to the budget responsibility/accountability).
  - b. There is national funding available.



- c. There is establishment funding.
- d. There are concerns with the ability to be equitable with the funding of fees due to the different roles and responsibilities e.g., Kaumatua, management and support staff all in one.

**Action:**

- External review of fees to ensure expectations of the roles and responsibilities is reflective.

**Data and Digital update**

26. The Board received a paper to provide an update on the Te Aka Whai Ora Data & Digital work programme as requested at the People, Culture and Workforce Kōmiti:
  - a. **noted** the work completed to date;
  - b. **noted** the Data & Digital structure and recruitment update;
  - c. **noted** the current budget position for Data & Digital;
  - d. **noted** the commissioning update;
  - e. **noted** the partnership arrangements with Te Whatu Ora;
  - f. **noted** that this paper will be shared with the Data, Digital & Innovation Committee; and
  - g. **do not** proactively release this paper
27. The Board noted that there is a discussion required at a Board-to-Board level.

**Finance report**

28. The Board received a financial paper that outlined the financial performance of Te Aka Whai Ora to 28 Hui-tanguru I February 2023.
  - a. **noted** the financial update to 28 February 2023;
  - b. **noted** that there is a forecast surplus for the full 2022/23 year of \$145m, driven primarily by the timing of non-departmental/commissioning spend;
  - c. **noted** advice from KPMG on the timing of expensing non-departmental commissioning spend has been received and indicates it should reflect milestone delivery rather than commitment, and this basis has been used to forecast spend in this area;
  - d. **noted** that managing the non-departmental underspend is likely to involve a combination of demonstrating that committing planned spend is well in hand and is primarily a question of timing along with seeking carry forwards of unspent funding; and
  - e. **do not** proactively release this paper.

**Policy update**

Immunisation Taskforce

29. The Board received a paper providing a monthly update on key policy and strategy work programmes:
  - I. Planning for Te Pae Tata | New Zealand Health Plan 2024 – 2027;
  - II. Interim Hauora Māori strategy;
  - III. Mental Health Law Reform;
  - IV. Primary and Community Care;

- V. Children's protection system mahi;
- VI. Immunisation Taskforce Report;
- VII. Review of the alcohol levy;
- VIII. Health system engagements with Māori and Iwi Māori Partnership Board (IMPB) recognition;
- IX. Rongoā kaupapa; and
- X. COVID-19.

**Action:**

- Discussion on an improved vaccination process for immunisation with Te Whatu Ora for an updated process.

**Kōmiti I Committees update**

Policy Kōmiti

- 30. No paper received.

People, Culture & Workforce Kōmiti

- 31. The Board received an update from the People, Culture & Workforce Kōmiti hui held 6 Paengawhāwhā I April 2023 that is seeking approval for several organisational policies.
  - a. **approved** the Management of Interests policy;
  - b. **approved** the Remuneration policy;
  - c. **noted** the consultation document to embed our transferred kaimahi; and
  - d. **agreed** that this paper is not to be proactively released.

Finance, Accountability & Audit Kōmiti

- 32. The Board received an update from the Finance, Accountability and Audit Sub-Kōmiti hui held 5 Pāenga-whāwhā I April 2023. The Board
  - **noted** the financial report for the eight months ending 28 February 2023;
  - **noted** that in keeping with advice from KPMG the timing of the expensing of non-departmental commissioning spend will reflect milestone delivery rather than commitment to spend;
  - **approved** the Assurance Charter, which will inform the design of the Internal Audit/Assurance Plan that will be delivered by Te Whatu Ora under the Shared Services Agreement;
  - **noted that the kōmiti deferred consideration of the** Legislative Compliance policy, the Staff Travel and Accommodation policy, the Sensitive Expenditure policy, and the Chief Executive's Expense Disclosure policy;
  - **noted** that Inland Revenue has issued a public ruling in relation to GST on Director's fees; and
  - **agreed** that this paper is not proactively released.

**Action:**

- Policy papers to be modernised and imbed Te Ao Māori principles.

**Strategic Communications**

- 33. The Board received a verbal update on Strategic Communications with key discussion areas:



- a. moving from Interim to established;
  - b. Te Aka Whai Ora specific messages;
  - c. effect of the election for communications;
  - d. strategic communications strategy through proactive good news stories e.g., 1 year anniversary, IMPB establishment; and
  - e. clear, concise, and relevant communications for communities across the motu.
34. The Board noted the continued support from Scott Campbell for strategic communications and guidance with internal and external communications for the start-up phase.
35. The Board noted during an election year there will be significant limitations for communications. Sensitives for the perception of all communication within the political climate.
36. The Board noted that the Communications team are building resources to support internal and external communications across multiple formats through:
- a. Embedding organisation wide strategic communication;
  - b. Media engagement;
  - c. Ministerial engagement, planning and support;
  - d. Cross agency mahi; and
  - e. Storytelling.

**Action:**

- Communications team to provide regular updates to the Board.
- Complaints and compliment process and system to be implemented.

**For information**

Subsidiaries update, Te Whatu Ora Board paper

Legally Privileged



Legally Privileged

Meeting closed 4:56pm.

Proactively Released