

Te Aka Whai Ora | Māori Health Authority

Te Aka Whai Ora Board

Date: Rāapa, 14, Pīpiri 2023 **Time:** 09.00am – 5.00pm

Location: Kotuku House, 4 Osterley Way, Manukau City Centre

Heamana: Tipa Mahuta

Attendees: Te Aka Whai Ora Board members:

Awerangi Tamihere (online)

Dr Mataroria Lyndon (online)

Steven McJorow (online)

Dr Sue Crengle

Te Aka Whai Ora Management

Craig Owen, Maiaka Tōakiaki | Deputy Chief Executive Governance & Advisory

Juanita Te Kani, Maiaka Tukanga | Deputy Chief Executive System Strategy & Policy (online)

Merewaakana Kingi, Maiaka Tahua | Deputy Chief Executive Te Aka Tahua / Tari | Finance & Support Services

Selah Hart, Maiaka Hāpori | Deputy Chief Executive Public & Population Health

Riana Manuel, Te Aka Matua | Chief Executive

Te Aka Whai Ora Secretariat:

Michelle Hippolite, General Manager, Secretariat

Kadeen Williams, Secretariat

Specific items

John Whaanga, Manatū Hauora item 3

Mark Keenan, Te Aka Whai Ora, General Manager Finance, item 4

Jared McGillcuddy, Te Whatu Ora, Assurance Manager, item 4.2

Maree Roberts, Manatū Hauora, item 5

Simon Medcalf, Manatū Hauora, item 5

Kadin Latham, Te Aka Whai Ora, General Manager Data & Digital, item 10

Dr Karen Bartholomew, Te Whatu Ora, Waitematā, item 10

Apologies

Fiona Pimm, Te Aka Whai Ora Board Member

Kingi Kiriona, Maiaka Mātauranga Māori

Jade Sewell, Maiaka Tau Piringa | Deputy Chief Executive Service Development

Karakia and mihi

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

Board only session

2. Board only time from 09.10am.
3. The Board meeting with the Chief Executive and Executive Team reconvened at 10.25am.

Mana Whakahaere | Board Chair report

4. Discussion to be held during Board only time.

Manatū Hauora update

5. The Board welcomed John Whaanga, DDG, Māori Health to the Hui for a verbal update. John spoke about the Therapeutics Bill, engagement on monitoring roles and the Hauora Māori Advisory Committee (HMAC) report.

Action:

- R Manuel to discuss the release of the HMAC assessment with Ministers.

Te Aka Matua | Chief Executive report

6. Key achievements for Pāenga-whāwhā 2023:
 - a. formal recognition of the final four proposed Iwi Māori Partnership Boards (IMPBs) continues to work its way through the recognition process (the Minister agreed in May to take a paper to the Cabinet Legislative Committee recommending approval subsequent to feedback from other agencies);
 - b. Te Aka Whai Ora worked with NZ Rugby to launch the HeadFirst mental health and wellbeing initiative in May. The programme promotes better mental health for players, coaches, rugby staff, volunteers and whanau involved in sport;
 - c. the “Ki Te Ara Whakamua” Māori Community Fund was launched in May in Rotorua, to support Māori led solutions to reduce alcohol and drug harm;
 - d. Te Aka Whai Ora worked closely with Hauora Māori Providers to support over 1,000 events as part of Immunisation week (last week of May). This included clinics and events run by Māori led clinics, Marae, with drive through options;
 - e. Te Aka Whai Ora and Te Whatu Ora working on the Te Mauri O Rongo | Health Charter updates; a work programme and draft charter (for approval from Boards and the Minister);

- f. the new Statement of Performance Expectation (SPE) 2023/24 was delivered and approved in May – fulfilling obligations under the Crown Entities Act 2004 for a base to assess performance against outputs; and
 - g. the Quarter three (Q3) report has been completed, approved, and circulated to Manatū Hauora, Te Whatu Ora, and the Minister’s office in May.
7. The Board raised:
- a. further clarity with clear plans required for Budget 2024; and
 - b. priorities and projects to have clear timeframes, expectations and partnerships for commissioning, shared services and contracts.
8. The Board received the report 1 – 31 Haratua 2023 from Te Aka Matua and noted further reflections:
- a. the Maiaka Aroturuki | Deputy Chief Executive, Monitoring interviews are underway and a big thank you to Fiona Pimm for participating. The final interview occurring June 15;
 - b. Request for Proposal (RFP) letters have been sent with a clear process in place to respond to questions and feedback;
 - c. preparation and discussions are underway with IMPB members to ensure workshops and panels are incorporated into the National hui;
 - d. Budget 2023 will be presented at this board meeting and we have worked hard to ensure we can meet the financial expectations and cover our work program for 2023-2024;
 - e. the DCE’s are preparing the plans for the coming year 2023-24;
 - f. transfers and mapping consultation has been completed and our regional pōwhiri will be held over the next two weeks; and
 - g. the weekly report has highlighted all engagements and events attended as well as a weekly synopsis of the work completed for the week.

Action:

- Include Budget 2024 timeframes throughout strategic processes.
- Provide an opportunity for Te Whatu Ora, to meet with the Board to discuss expectations on partnership, funding, timeframes, and priorities.
- Update contract approval process to include a joint partnership approach for multiyear and high-cost funding contracts between Te Aka Whai Ora and Te Whatu Ora.

Finance report

9. The Board received a paper that outlined the financial performance of Te Aka Whai Ora to 30 April 2023. The Board:
- a. **noted** the financial update to 30 April 2023;
 - b. **noted** a forecast surplus for the full 2022/23 year of \$99m, is primarily driven by the timing of non-departmental and commissioning spend, and expected to be largely committed by 30 June 2023;

- c. **noted** operational expenditure are approaching ongoing funding levels, and will require careful transition and management through the 2023/24 budget process; and
- d. **agreed** to not proactively release this paper.

Pāenga-whāwhā Dashboard

10. The Board received and noted the financial performance dashboard for April 2023.

Pīpiri Internal Audit Paper

11. The Board received a paper on a draft initial six-month Internal Audit Programme 2023-2024 for discussion and approval. The Board:
- a. **noted** the approach adopted to implement an initial six-month Internal Audit Programme 2023/24;
 - b. **noted** the report was endorsed by the Finance, Accountability and Audit Sub-Kōmiti;
 - c. **approved** the Internal Audit Programme 2023/24, subject to any requested amendments; and
 - d. **agreed** to not proactively release this paper.

Operational Budget 2023 - 2024

12. The Board received a paper on the Operational Budget for 2023 – 2024 for approval. The Board:
- a. **noted** government funding (appropriations) for 2023/24 have been set;
 - b. **noted** budget allocation for Operational expenditure is \$69m, and the budget process has identified management within this funding;
 - c. **noted** forecast Operational underspend from 2022/23 proposed will be used to fund one-off costs associated with the establishment of the organisation and/or create reserves;
 - d. **noted** an Investment Committee will be established to review proposals, and to assess an appropriate level of reserves, and will report back to the Board through the Finance, Audit and Accountability Sub-Kōmiti;
 - e. **noted** the commissioning budget is largely established by decisions already made, including inherited legacy contracts. Further investment decisions will be brought back to the Board;
 - f. **noted** the business plan process is underway and will be completed in the first quarter of 2023/24, the operating budget could be reallocated once the process is finished; and
 - g. **approved** the Operational budget for 2023/2024.

Commissioning report

13. The Board received a paper update on the Budget 2022 Commissioning, procurement process, contract renewals and general summary. The Board:
- a. **noted** the June 2023 Budget 2022 commissioning update with reference to the commissioning dashboard;

- i. Oranga Hinengaro continue their co-design process for national suicide prevention services; other funds in addition, suicide prevention review and specialist mental health funding are in contract;
 - ii. Kahu Taurima are in the final stages of contracting;
 - iii. Long Term Conditions funds are in contract;
 - iv. Cancer Services funds are in contract;
 - v. Health Services for Priority Populations are in the final stages of contracting;
 - vi. Te Ao Māori Population Health is in the final stages of contracting;
 - vii. Mātauranga Solutions is in the final stages of contracting;
 - viii. Māori workforce initiatives are either in contract, in contract negotiations or in the final stages of contracting;
 - ix. Hauora Māori innovation fund of \$6m has been allocated to Iwi-Māori Partnership Boards and was subject of the Iwi-Māori Partnership Board paper in April 2023;
 - x. Hauora Māori innovation fund is in final stages of contracting;
 - xi. Data & Digital Te Ao Māori solutions is in the final stages of contracting; and
 - xii. PI Uplift of \$14.90m are in contract;
- b. **discussed** the risk mitigations for Budget 2022 communications, “announcements” and high profiling of this near completed procurement process work;
 - c. **noted** the report as the last Budget 2022 procurement process dashboard report to Board. The next updates will include funding allocation, and connections to appropriation and Board priorities; and
 - d. **discussed** the next steps of Commissioning for Outcomes approach (refer also to Te Aka Whai Ora Commissioning Framework item).

Discussion:

14. The Board requested stronger reporting.
 - a. The Board noted learnings through process with further forethought required, improved joint wānanga and ownership.

Action:

- Improved commissioning processes to include IMPBs, new providers and innovations to ensure partnership in decision making for improved local impacts as required.

Draft Strategic Investment Approach: Outlook to 2040

15. The Board received a paper on the development of a draft Strategic Investment Approach: Outlook to 2040 and guide investment decisions for improved Hauora Māori outcomes. The Board:

- a. **endorsed** the development of a draft Strategic Investment Approach which will align with our strategic context and support key funding, commissioning and monitoring decisions for the organisation;
- b. **discussed** the direction of the draft Strategic Investment Approach, including in relation to the following questions:
 - i. Is the cascade from strategy to outcomes, commissioning and monitoring clear?
 - ii. Do you agree with the overall approach to the development of the draft Strategic Investment Approach?
 - iii. Are there any key priorities we should include under the outcomes as priority indicators?
- c. **noted** the next stage of development will involve the following and will be tested with Policy Sub-Kōmiti in August and the Board in September:
 - i. the overall frame for the draft Strategic Investment Approach, including the imperatives for change and the tools we have at our disposal;
 - ii. the development of priority indicators for each of the five outcome areas specified in the interim Oranga Whānau Outcomes Framework to further augment the Outcomes Framework; and
 - iii. analysis to better understand our current investment portfolio and an alignment check against the above priority indicators; and
 - iv. proposed investment priorities for Budget 2024.
- d. **agreed** that, once completed, the Strategic Investment Approach will:
 - i. guide our approach to the realignment of our current investment portfolio and any new investment sought; and
 - ii. be used to influence Te Whatu Ora investment decisions and those of agencies responsible for the social determinants of health.
- e. **noted** that a completed Strategic Investment Approach is to be presented to the Board for approval before the end of the calendar year, together with a request to approve the Oranga Whānau Outcomes Framework;
- f. **noted** that the development of a draft Strategic Investment Approach is being overseen by the Strategy to Operational Delivery Steering Group within Te Aka Whai Ora and is drawing on expertise from across the organisation; and
- g. **agreed** to not proactively release this paper.

Discussion:

- 16. Information to be tailored for specific audiences to highlight their specific goals and aspects.
- 17. Te Tiriti and Equity (Principle for Te Aka Whai Ora) need to be identified as separate items and requirements
- 18. The architecture and landscape is suitable to allow maximum impact long term for three yearly plans.

19. The Board noted that further discussion and review to become part of the business planning and integrated.

Action:

- Hōngongoi Poari hui to include further discussions on goals, and next steps for strategic work.

Government Policy Statement 2024 – 2027

20. The Board received a paper update on the development of the Government Policy Statement (GPS) on Health 2024 – 2027 for discussion on the links between the GPS and Te Pae Tata. The Board:

- a. **noted** Manatū Hauora presented the development of the Government Policy Statement on Health 2024 – 2027 (GPS);
- b. **discussed** the development of the GPS and the links between the GPS and Te Pae Tata; and
- c. **agreed** to not proactively release this paper given the GPS is still in development.

Discussion:

21. The Board raised that Equity and Te Tiriti need to be differentiated.
22. Utilisation of the Policy Sub-Kōmiti for the ongoing progress updates.

Action:

- Include the GPS at a Joint Board Hui (17 August or 16 November).

Te Whatu Ora – Life Expectancy update

23. The Board received a paper that provided information regarding life expectancy across the motu (by region) with a focus on main contributors to the life expectancy gap for Māori. Addressing the life expectancy gap is a key focus for the Equity work programme for Te Aka Whai Ora and Te Whatu Ora. The Board:

- a. **noted** the contents of the paper;
- b. **noted** there will be regular reporting on this;
- c. **noted** the Equity team in Service Improvement & Innovation will work with Te Aka Whai Ora on next steps and actions;
- d. **noted** that this paper has been shared with the Clinical Quality and Assurance Committee and the Health Services Committee; and
- e. **agreed** to not proactively release this paper.

Discussion

24. Findings are key for Te Aka Whai Ora to confirm an agreed communication plan when releasing the information.

25. Opportunity to create a knowledge sharing agreement that the Data & Digital team are working with the innovation team to best utilise the data going forwards.
26. The Board noted the deprivation, co-morbidities and social economic status differences are factors that need to be taken into consideration along with gender analysis.
27. The Board are interested in looking at developing more data development with Dale Bramley.

Action:

- Te Whatu Ora to speak with the Board on data development, hygiene and usage.

Hauora Māori Strategy

28. The Board noted that the re-draft work is occurring to be taken through the Policy Sub-Kōmiti.

Te Pae Tata

29. The Board received a paper that provides an update for phase one of the development of Te Pae Tata and seeks endorsement to commence phase two. The Board:
 - a. **noted** the paper to be considered by both Te Aka Whai Ora (14 June 2023) and Te Whatu Ora 25 June 2023;
 - b. **noted** good progress regarding phase one with support from both Executive Leadership Teams to commence phase two activity;
 - c. **noted** Manatū Hauora is scheduled to present to both Te Aka Whai Ora (14 June 2023) and Te Whatu Ora 25 June 2023 respectively on the Government Policy Statement (GPS) for Health (2024-2027) to progress next steps;
 - d. **endorsed** joint feedback to Manatū Hauora to maintain a GPS focused on setting government policy as opposed to a more prescriptive option ensuring the anticipated scope of our work on Te Pae Tata (2024-2027) is maintained;
 - e. **endorsed** eight priorities for inclusion in Te Pae Tata (2024-2027) noting additional priorities may be identified through other work streams, to be presented back to Boards for consideration;
 - f. **endorsed** the development of Te Pae Tata (2024-2027) as a stand-alone plan noting Te Pae Tata project team will work with specific Te Whatu Ora and Te Aka Whai Ora functions to strengthen and integrate Te Pae Tata planning;
 - g. **endorsed** the ingoa Te Pae Tata for the full-scale NZ Health Plan (2024-2027) or provide an alternate ingoa;
 - h. **endorsed** the stakeholder engagement approach proposed in this paper; and
 - i. **agreed** to proactively release this paper post both scheduled Board meetings.

Discussion:

30. The Board noted that there will be a joint workshop for both Te Whatu Ora and Te Aka Whai Ora which will progress through the Policy Sub-Kōmiti.
31. The Board noted there were lessons learnt from the interim phase to be utilised.

32. The Board noted that there are opportunities to utilise the IMPBs, whānau voice, across agencies, internally across the business to shape future versions of Te Pae Tata.
33. The Board noted that there is an opening to provide guidance to Te Whatu Ora.

Aotearoa Health Workforce Plan 2023/24 & Cabinet paper

34. The Board received a paper that provided information on the Aotearoa I New Zealand Health Workforce Plan 2023-2024 with the joint Cabinet paper. The Board:
 - a. **noted** Manatū Hauora has provided feedback in support of the documents;
 - b. **noted** the People, Culture and Workforce Sub-Kōmiti received an update and endorsed the approach at the 30 Haratua 2023 hui;
 - c. **noted** the Executive Leadership Team received an updated and endorsed the approach at the 7 Pīpiri 2023 hui;
 - d. **noted** the Minister will lodge the Aotearoa NZ Health Workforce Plan 2023/24 for consideration by the Cabinet Business Committee, 15 Pīpiri 2023;
 - e. **noted** the draft Health Workforce Plan 2023 Cabinet paper;
 - f. **endorsed** the Aotearoa NZ Health Workforce Plan 2023/24; and
 - g. **agreed** to not proactively release this paper.

Discussion:

35. The Board noted that members are providing feedback to Te Whatu Ora, through Te Whatu Ora Committees. Contributions need to be acknowledged, noted and processed appropriately. The Board are seeking a formal partnership and development processes to support feedback.

Action:

- Create a process to effectively receive and apply feedback on papers as and where appropriate between Te Aka Whai Ora and Te Whatu Ora.

Emergency Response report

36. The Board received a summary report on the investments made to provide assistance in response to severe weather events in 2023. The Board:
 - a. **noted** the update on investment to date; and
 - b. **noted** the continued requirement for investment into the recovery and rebuild phase.

Discussion:

37. The Board noted the finance team are tracking the money spend is allocated with opportunities to look into investment funds to assist with future resilience requirements.

Action:

- Provide a lessons learnt document to be shared with the Civil Defence team to assist with improving future service requirements in response to national weather events.

Iwi-Māori Partnership Boards report

38. The Board received an update and revision of the feedback to date for work with Iwi-Māori Partnership Boards. The paper provides revised information on key stakeholder relationships, associated functions, funding and the National IMPB hui. The Board:
- noted** the revised information on key stakeholder relationships and the Te Aka Whai Ora – IMPB operating model;
 - endorsed** further workup of clarity on roles and responsibilities of IMPBs and all key stakeholders; and
 - approved** the proposed agenda for the National IMPB hui.

Discussion:

39. Commissioning cycle to have clarity on roles and responsibilities.
40. The Board raised the issue of not having the powhiri in a marae setting.
41. The Board discussed the ability to have monitoring as a key piece and workshop rather than a smaller breakout session.
42. The Board raised the budget allocation for the event management and planning to be reviewed.
43. The Board raised the ability to have sound bites from externals to ensure attendees are the highlight for the function while providing adequate information.

Commissioning structure for the Rotary Wing Aeromedical service

44. The Board received a paper for approval for the development of a sustainable commissioning structure for the rotary wing (helicopter) aeromedical service being proposed by Te Whatu Ora. The Board:
- noted** Te Whatu Ora are received the paper for consideration, seeking approval to undertake substantial long-term investment in air ambulance assets and service delivery;
 - noted** the paper sets out three alternative approaches, all which are problematic from a hauora equity perspective;
 - noted** substantive long term investment decisions made now will significantly diminish the ability to change the way in which aeromedical services are delivered impacting on transformational mahi currently underway, including National Clinical Networks and the Primary and Community Care mahi;
 - noted** that failing to address ongoing inequities in current system settings is inconsistent with the duties and obligations set out for all three health agencies in the Pae Ora Act;
 - noted** the paper has been endorsed by the Executive Leadership Team Rāpare 08 Pīpiri Hui;
 - noted** the paper has been endorsed by the Policy Kōmiti at the Rātū 30 Haratua Hui;
 - agreed** that a temporary solution to the immediate asset management issues needs to be found that will not preclude our ability to implement transformative change over the coming 5 to 10 years;

- h. **agreed** that Te Aka Whai Ora work with Te Whatu Ora to find an alternative solution to the immediate asset management issues of the air ambulance rotary wing service, that will allow for the National Clinical Networks and Primary and Community Care mahi to be developed and implemented prior to substantive long term investment decisions being made; and
- i. **agreed** do not proactively release this paper.

Discussion:

45. The Board noted that Te Aka Whai Ora provided advise to Te Whatu Ora acknowledgement of the feedback and advice has not been completed.

Organisational Policies

46. The Board received seven organisational policies for approval. The Board:
- a. **noted** the progress made in the organisational policies programme;
 - b. **noted** a separate Wellbeing policy will be drafted as part of the programme;
 - c. **noted** that it is important that these policies are approved by 30 June to meet the Audit NZ requirements for the existence of appropriate controls, and
 - d. **approved** the following policies:
 - i. Fraud Policy;
 - ii. Protected Disclosure Policy;
 - iii. Health and Safety Policy;
 - iv. Sensitive Expenditure Policy;
 - v. Gifts and Hospitality Policy;
 - vi. Travel Policy; and
 - vii. Koha Policy.

Te Aka Whai Ora Board Manual

47. The Board received a paper for approval of the Board Manual as a resource to existing and incoming Board members. The Board:
- a. **noted** the proposed contents of the Board Manual and that it aligns with the Public Services Commission's recommendations on the contents for governance manuals for Crown entities;
 - b. **noted** that the People, Culture and Workforce Committees endorsed the Board Manual at their May meeting; and
 - c. **Approved** the Board Manual.

Poari Secretariat

Nga miniti a Kōmiti o Te Aka Whai Ora 17 Haratua 2023

48. The Board noted no changes to be made.

Action register

49. The Board noted the actions and updated the register as required.

Nga korero o te wa | General Business

50. The Board requested that information about any announcements to be made by the Minister be sent through to the Board for information

51. The Board raised research as an area of development

52. The Board acknowledged and congratulated Awerangi Tamihere for becoming a Member of the New Zealand Order of Merit for services to Māori Health.

Information

Kōmiti updates

53. The Board noted and received information papers on the recent Policy and People, Culture and Workforce Sub-Kōmiti hui.

The Board: 04.50pm meeting ended.

Proactively Released