

Te Pūrongo o Te Aka Whai Ora  
Te Kaupeka Tuatahi 2023/24  
Te Aka Whai Ora Quarter 1 Report 2023/24

Hōngongoi – Mahuru 2023  
(July – September 2023)



## Contents

Structure of Quarterly report.....	4
Class 1: System Performance .....	5
Class 2: Facilitating mana motuhake .....	7
Class 3: Te ao Māori, mātauranga Māori, rongoā commissioning (hauora Māori) .....	13
Other Key Accountabilities and Responsibilities.....	17
Staff Update.....	18
Financial Performance .....	19
Appendix 1: Progress Of Te Pae Tata 2022-24.....	22
Appendix 2: HMAC Recommendations and Progress .....	25
Appendix 3: Progress of Whakamaua   Māori Health Action Plan 2020–2025 .....	30

# TE AKA MATUA FOREWORD

It is my privilege to present this report for quarter one of the 2023/24 year. It covers our activities, deliverables and achievements over the quarter.

I would like to acknowledge the work and commitment of our Te Aka Whai Ora team, and our sector partners who continue to work tirelessly to improve the wellbeing and health of whānau. The achievements of the past quarter are included here and describes our progress and performance as outlined in our Statement of Performance Expectations 2023/24 and business plan.

The work has been inspiring and is a testament to kaimahi and sector alike. The release of the Rongoā Māori Action Plan shows whānau Māori priorities and aspirations matter for preserving, protecting, and supporting rongoā Māori. The plan takes concrete steps toward achieving the aspirations for rongoā Māori so that rongoā may thrive.

The introduction of Te Mauri o Rongo | New Zealand Health Charter to guide the culture of our whole health system and implementation of the values into our organisation has also been another milestone.

The holding of our first ever national iwi-Māori partnership boards conference and establishment of our Chairs' six-weekly hui have also been another step towards giving effect to our reforms.

We have invested in our future by investing in our people, through workforce development, and bespoke commissioning initiatives such as the Pūhoro STEMM programme. Critically, we are developing an overarching iwi and Māori engagement framework that will guide inter-agency interactions, drafted in response to the Hauora Māori Advisory Committee Report.

Our focus for the next quarter and the next year will be to continue to make solid decisions that benefit Māori and continue to build on the work in this report as we await the outcome of the 2023 General Election.

Riana Manuel

**Te Aka Matua | Chief Executive**

# STRUCTURE OF QUARTERLY REPORT

This quarterly report focuses on the key activities and actions that we stated in our business plan 2023/24. The business plan sets out the activities that we will undertake during the year. These activities map to measures within our Statement of Performance Expectations (SPE) 2023/24 first and foremost as our key accountability instrument, and secondly, to our other accountabilities under:

- Interim Government Policy Statement of Health 2022-2024
- Te Pae Tata | Interim New Zealand Health Plan (individual and joint with Te Whatu Ora | Health New Zealand) 2022-2024 (Te Pae Tata)
- Pae Tū | Interim Hauora Māori Strategy 2023-25 (Pae Tū)
- Whakamaua: Māori Health Action Plan 2020-2025 (Whakamaua)
- Te Aka Whai Ora Statement of Intent 2022-2026
- Ministerial Letter of Expectations for 2023/24
- System Reform Integration Office Reforms Roadmap (the roadmap)
- Recommendations from the Ministerial Advisory Committee on health reform implementation
- Recommendations within the Hauora Māori Advisory Committee (HMAC) rapid assessment.

This report is organised by SPE output classes and displays the variety of activities that we undertake in accordance with our core functions under the Pae Ora (Healthy Futures) Act 2022 (Pae Ora Act).

## The SPE output classes

1. System performance and outcomes – includes our external monitoring function on the health system to ensure health outcomes agreed by whānau, hapū and iwi Māori are met.
2. Facilitating mana motuhake – facilitating and developing policies, strategies and actions that are responsive to meeting whānau, hapū and iwi Māori health outcomes and needs.
3. Te ao Māori, mātauranga Māori, and rongoā commissioning (hauora Māori) – direct commissioning, co-commissioning and partnered commissioning approach to improve and increase the number of hauora Māori partners and mātauranga Māori services offered.

The SPE performance measures intend to show the impact that Te Aka Whai Ora is having in improving equitable health outcomes for Māori. They are a combination of impact and activity assessment on the outputs and outcomes that we intend to deliver. While these performance measures do not cover the full breadth of work that Te Aka Whai Ora performed this quarter, it is intended that these performance measures give an indication of our progress as we work towards the realisation of our vision, that whānau, hapū, iwi and hapori reach pae ora.

# CLASS 1: SYSTEM PERFORMANCE

This output class is about our **external monitoring function**. Outside of Te Aka Whai Ora, we will monitor the performance of the health system including policy, planning, outcomes, delivery, workforce, performance, and reporting. External monitoring ensures the system maximises the collective to eliminate health inequities that exist and delivers health outcomes for whānau, hapū, iwi and Māori. We will measure and monitor progress throughout 2023/24 as we work towards achieving our strategic objectives over time. **Table 1** below identifies key performance measures for this output class, noting that Te Aka Whai Ora will also undertake other external monitoring related activities to meet the requirements of Te Pae Tata (individual and joint), Whakamaua and HMAC recommendations.

**Table 1: Progress against SPE Measures for System Performance and Outcomes 2023/24**

Description of performance measure	Progress status from last quarter	Progress status for Q1
Māori data sovereignty and data governance from Te Aka Whai Ora will be adopted by Te Whatu Ora and Manatū Hauora   Ministry of Health	A large part of our work involved internal planning and identifying what data was required before engaging with external partners and stakeholders. In addition, a review of our delivery plan was undertaken as a result of resourcing constraints.	A maturity model tool is being developed to assist informing discussions about data sharing with providers, iwi-Māori partnership boards (IMPBs) and other stakeholders. There is a risk that there are a range of stakeholders with views and positions on data sovereignty who we will need to engage in agreeing to and rolling out the tool.
Te Aka Whai Ora will produce a baseline report and a series of insight reports on Te Whatu Ora services delivered to Māori	We drafted the initial baseline report, monitoring insight reports and monitoring frameworks for service monitoring.	A suite of infographics covering cancer, first 2,000 days, long term conditions and mental health has been created to illustrate the current state of Māori health within the health system.
Te Aka Whai Ora will begin monitoring the overall performance of the health system to reduce health inequities for Māori using the agreed Oranga Whānau Outcomes Framework	We continued to develop our approach and scope on the health system monitoring framework along with Te Whatu Ora and Manatū Hauora to ensure we agree on the monitoring priorities.	The interim outcomes framework informed the three types of monitoring: monitoring Te Whatu Ora – deep dives; system monitoring – with Manatū Hauora and Te Puni Kōkiri; and reviewing Te Whatu Ora quarterly reports. We continue to refine our approach to be fit for purpose in monitoring the health system for the achievement of hauora Māori outcomes.

## Monitoring Performance of Health System

Our external monitoring function involves assessing Te Whatu Ora hauora Māori services regarding their effectiveness, efficiency, and value to address equity issues for Māori. Our monitoring approach uses best practice monitoring applications with an understanding of diverse Māori experiences.

Over quarter one, Te Aka Whai Ora worked with Manatū Hauora, Te Puni Kōkiri and Te Whatu Ora to develop a monitoring work programme and monitoring reports:

- Interpretation of section 19(1) of the Pae Ora Act to inform all hauora Māori monitoring work.
  - Monitoring Te Whatu Ora – deep dives.
  - System monitoring – with Manatū Hauora and Te Puni Kōkiri.
  - Reviewing Te Whatu Ora quarterly reports.
- Infographics on Māori health priorities regarding key hauora Māori indicators covering cancer, first 2,000 days, long term conditions and mental health are intended for publication in quarter two of the financial year.
- Review of the hauora Māori monitoring approach and key aspects of the monitoring framework. This involved writing the first draft of the deep dive monitoring methodology of Te Whatu Ora, and the prioritisation criteria for potential kaupapa for Te Whatu Ora deep dives.
- Throughout the quarter, ongoing engagements have occurred with Manatū Hauora and Te Puni Kōkiri to develop a draft work programme. We expect to have this completed before the end of quarter two.

## Joint Health System Reform with Manatū Hauora and Te Whatu Ora

The roadmap was developed in collaboration with Manatū Hauora, Te Whatu Ora and Te Aka Whai Ora (the 'entities') to reflect achievements through a series of milestone markers informed by legislation, Cabinet papers, strategies and implementation plans. As a 'living' roadmap it is regularly updated as system and entity design and planning progresses into delivery and implementation.

In June 2023, the Cabinet Social Wellbeing Committee noted the Health System Reforms: Progress Update<sup>1</sup> paper of the significant progress made in the first year of the health system reform and invited the Minister of Health to provide a further report-back on system reform progress to help inform the decision to move to three-year health system funding.

During this quarter, Te Aka Whai Ora participated in the Joint Leaders Group and System Reforms Working Group (with Manatū Hauora, Te Whatu Ora, and Whaikaha | Ministry of Disabled People) overseeing the health reforms and integration across the system. While the report back to Cabinet was prepared by Manatū Hauora, as Parliament dissolved on 8 September 2023 the report back did not progress. This did not prevent reform work from continuing across the entities.

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<sup>1</sup> [Cabinet-minute-swc-23-min-0064-minute.pdf \(health.govt.nz\)](https://www.health.govt.nz/cabinet-minutes/cabinet-min-0064-minute.pdf)

# CLASS 2: FACILITATING MANA MOTUHAKE

This output class includes developing and sustaining mutual respect and shared understanding of different perspectives, roles, capacity, and capabilities within the system. Te Aka Whai Ora is developing robust policy and actions which are informed by the voice of Māori to enable Māori to manage their own affairs autonomously.

**Table 2: Progress against SPE Measures for Te Aka Whai Ora facilitating mana motuhake 2023/24**

Description of performance measure	Progress status from last quarter	Progress Status
Level of support provided by Te Aka Whai Ora to IMPBs meets the action plans or service support memorandum as agreed between IMPBs and Te Aka Whai Ora	The first national hui of all IMPBs was held in Tamaki Makaurau from 30 June to 1 July. This was the first opportunity for all the IMPBs to meet together to discuss Māori health aspirations, their work, and what they hope to achieve.	Te Aka Whai Ora invested more resources to support IMPBs this quarter to assist with their establishment. The majority of IMPBs have appointed kaimahi and are at different stages of developing their operating plans, participating in locality planning and engagement with community partners.
Te Aka Whai Ora and Manatū Hauora will deliver the interim Hauora Māori Strategy to the Minister of Health within the agreed timeframe	A draft interim Hauora Māori Strategy (developed with Manatū Hauora) was sent to Ministers in June 2023 for feedback.	Manatū Hauora and Te Aka Whai Ora completed the Pae Tū: Hauora Māori Strategy this quarter following extensive consultation throughout the 2022/23 year.  Pae Tū: Hauora Māori Strategy is an interim step ahead of a full review and refresh of He Korowai Oranga, the gains made to date are guiding us to pae ora and have shaped Pae Tū.
Percentage information requests met within required timeframes to Ministers for: <ul style="list-style-type: none"> <li>Ministerial correspondence: 95%</li> <li>Ministerial official information requests: 95%</li> <li>Written parliamentary questions: 95%</li> </ul> Percentage of agency official information requests met within required legislative timeframe: 100%	All Ministerial correspondence, written parliamentary questions and Official Information Act 1982 responses met their agreed timeframes and were monitored monthly.	All Ministerial correspondence, written parliamentary questions and OIA responses met their agreed timeframes and were monitored monthly.
Ministerial satisfaction with policy advice received from Te Aka Whai Ora	Ministers are surveyed either on a six or 12-monthly basis.	Ministers are surveyed either on a six or 12-monthly basis.

## Pae Tū Interim Hauora Māori Strategy

Pae Tū is critical to ensure the reformed health system upholds Te Tiriti o Waitangi, improves equity and enhances long-term health outcomes for whānau Māori, while Te Pae Tata takes a whole population focus and addresses broader systemic issues.

During this quarter Te Aka Whai Ora and Manatū Hauora jointly developed Pae Tū, which was published on 12 July 2023.

In developing Pae Tū, findings from wānanga and whānau engagements during the 2022/23 year gave us deeper insights and understanding of what needed to change to enable Māori to live healthy independent lives. As a result of these engagements, five key priority areas were identified:

- Enabling Māori leadership, decision-making and governance at all levels.
- Strengthening whole-of-government commitment to Māori health.
- Growing the Māori health workforce and sector to match community needs.
- Enabling culturally safe, whānau-centred and preventative primary health care.
- Accountability for system performance for Māori health.

By increasing Māori leadership, we will ensure the voices of whānau can inform what the health system and health services are focused on achieving.

By strengthening a whole-of-government commitment to hauora Māori, whānau will have access to one stop shops, integrated services, and care pathways that are easy to navigate. Whānau will have the support they need and want to live healthy lives.

Pae Tū is an interim step ahead of a new and more comprehensive strategy to be released in 2025. By then, the foundations of the new system will be in place and Whakamaua will be fully implemented.

## Iwi-Māori Partnership Boards

IMPBs are a primary source of whānau voice in the new system and will influence regional and national transformation. They have decision-making roles at a local level and jointly agree local priorities and delivery with Te Aka Whai Ora and Te Whatu Ora. We actively host and support IMPBs to influence priorities and services in regions and localities.

In the last quarter, a large part of our work focused on supporting and enabling emerging IMPBs through the process of establishment and the subsequent process of recognition. By the end of March 2023, 11 IMPBs were listed in Schedule 4 of the Pae Ora Act and a further four listed by the end of June 2023, bringing the total IMPBs to 15.

The inaugural IMPB national hui was held at the start of this quarter. The hui brought together representatives from all 15 IMPBs as well as representatives from iwi looking to establish as an IMPB. The primary goal of the hui was to foster a deeper understanding of our collective purpose and strengthen connections. The hui itself had three key foci:

- Partnership with and between IMPBs
- Pursuing important objectives
- Embracing whiria and kotahitanga.



Of the 15 IMPBs, 75 percent have employed kaimahi to advance their strategy development, systems and office set-up and identified what is required to operate. Operating models for IMPBs are still under development, however it is expected that all IMPBs would have employed kaimahi to implement their operating model by November 2023.

Te Aka Whai Ora has focused on supporting IMPBs in appropriate locality and sector planning through understanding the impact of their contributions and what else is required to support their engagement. Furthermore, expressions of interest to participate in working groups relating to data and digital, monitoring and kaupapa Māori investment and innovation were also sent out. These groups are expected to be operational in the next quarter.

Regular hui between IMPB Chairs and Te Aka Whai Ora Board have also occurred this quarter. The hui covered establishing clarity on commissioning objectives and the commitment as a national body. The next hui is scheduled for 6 March 2024 in Christchurch.

## Te Pae Tata – Interim New Zealand Health Plan

Te Pae Tata is the first New Zealand Health Plan published under the Pae Ora Act. Te Pae Tata is an interim plan for the first two years of operation for Te Whatu Ora and Te Aka Whai Ora. The interim plan covers a two-year period from 1 July 2022 to 30 June 2024 following which the first full Health Plan will be released.

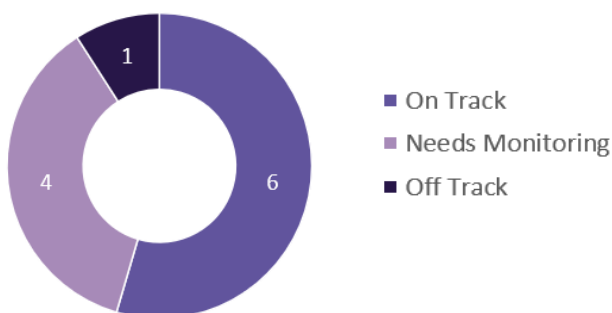
Te Pae Tata outlines 187 actions to be completed by June 2024 which intends to build the foundation of a sustainable, affordable, and unified health system that better serves whānau. Of the 187 Te Pae Tata published actions, Te Aka Whai Ora lead the delivery of 11 actions throughout 2022 to 2024. Te Aka Whai Ora is also partnering with Te Whatu Ora to deliver an additional 45 actions.

The process of transforming the hauora system is a significant undertaking, and for many actions it will require an extended period of delivery before they are assessed as complete or making a difference. This section covers the progress and status of the actions Te Aka Whai Ora leads and partners with Te Whatu Ora on.

### Te Pae Tata Lead Action Delivery

Out of our 11 lead actions, six actions are on track and four actions require monitoring to ensure they are achieved by June 2024. There is one off track action that we are proactively working on.

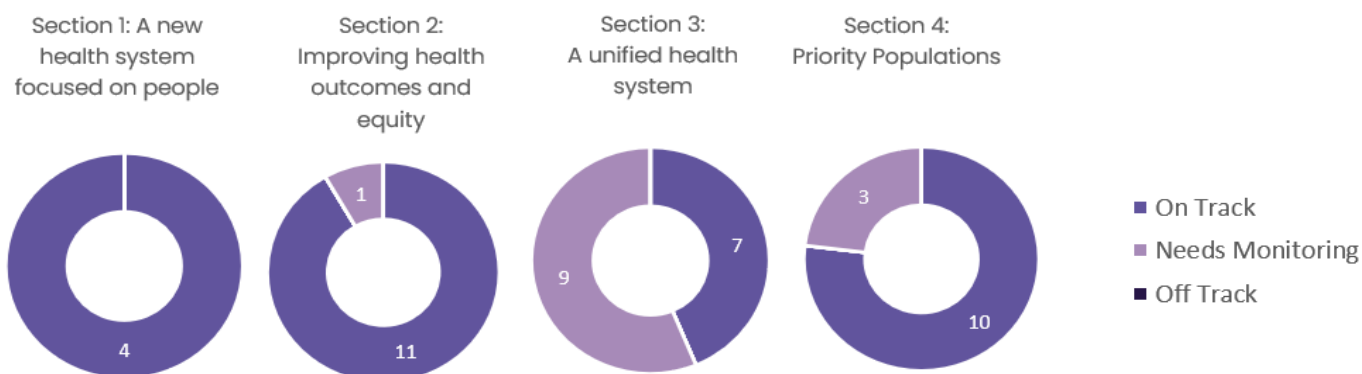
An in-depth update for all Te Aka Whai Ora led actions can be found in Appendix 1 of this report.



## Te Pae Tata Partner Action Delivery

The four graphs below showcase the current progress against the 45 Te Pae Tata actions delivered by Te Whatu Ora and Te Aka Whai Ora in partnership. Overall, 32 of these partner actions are on track with 13 actions needing monitoring.

Note: This information is collected and reported by Te Whatu Ora and is as at 30 August 2023. There is a reporting time lag due to the time commitment required to collate and quality assure the data and information.



## Interim Te Pae Tata Performance Report

Te Aka Whai Ora and Te Whatu Ora are currently preparing the Interim Te Pae Tata Performance Report 2022/23. This report will provide an assessment of progress against Te Pae Tata in the first year (2022/23) of its two years. The report specifically highlights risks for delivery of Te Pae Tata actions and lessons learned for consideration in future reporting. Illustrative case studies are used throughout the report to highlight key areas of progress or change aligned with the system shifts and to illustrate the partnership model of healthcare delivery, established through the Pae Ora Act. The report identifies actions that are considered at risk of not being completed by June 2024 and provides mitigations for these. However, the report does not evaluate the outcomes of the actions in 2022/23 Interim Te Pae Tata.

## Development of Te Pae Tata 2024-2027

Development of the next iteration of Te Pae Tata (Te Pae Tata 2024-2027) is underway. The purpose of Te Pae Tata 2024-2027 is to provide a three-year costed plan for the delivery of publicly funded services by both agencies. Te Pae Tata must also give effect to the Government Policy Statement on Health (GPS)<sup>2</sup>, which is led by Manatū Hauora. Implementation of Te Pae Tata 2024-2027 is scheduled for July 2024.

Throughout the quarter a range of milestones in the development of Te Pae Tata 2024-2027 have been achieved:

- **Engagement with health entities:** Te Aka Whai Ora, Te Whatu Ora and Manatū Hauora have taken a joined-up approach and invited health entity chief executives to a series of meetings to engage them on the development of the next iteration of the Government Policy Statement 2024-2027 and Te Pae Tata 2024-2027. The first meeting was held on 18 September 2023.
- **Development of proposed desired improvement actions:** A centralised Te Pae Tata design group was established involving senior planning and clinical leads from both Te Whatu Ora and Te Aka Whai Ora. Three workshops were completed. The outcome was a series of proposed improvement actions for discussion with Executive Leadership Teams (ELTs) and Boards.

<sup>2</sup> [Interim Government Policy Statement on Health 2022-2024 | Ministry of Health NZ](#)

- **Office of the Auditor-General:** The Pae Ora Act requires Te Pae Tata to be audited before it is submitted to the Minister of Health for approval. This is the first time an audit of Te Pae Tata will be undertaken before it is approved. Te Whatu Ora and Te Aka Whai Ora have worked closely with the Office of the Auditor-General to develop the scope of the audit, with final sign off underway. The audit process is expected to commence in early 2024 subject to decisions on the GPS 2024-2027. Any findings and recommendations will be considered prior to Ministerial consultation and the Cabinet process.

## Whakamaua: Māori Health Action Plan 2020-25

Whakamaua is a five-year action plan that guides the health sector to implement the aims of He Korowai Oranga – Māori Health Strategy (Manatū Hauora 2020) and encompasses the Crown’s response to the recommendations of Hauora – the Report on Stage One of the Health Services and Outcomes Kaupapa Inquiry (Waitangi Tribunal 2019).

Te Aka Whai Ora contributes to several actions within Whakamaua and these actions align with our expectations under the GPS and reflect the plans we have made as part of Te Pae Tata.

Please refer to Appendix 3 for the full list of our actions taken with regard to Whakamaua.

## Independent Te Aka Whai Ora Policy Advice

### Te Aka Whai Ora Position Statement on Community Care

We work with Manatū Hauora on the policy settings for primary and community care. Te Aka Whai Ora Board intends to produce a Position Statement to identify what is needed at a system level to transform the health system to work better for Māori.

In this quarter, key milestones achieved included:

- the completion of agency wide engagement to scope and develop the approach
- consultation with the Board’s Policy Kōmiti
- the collation and analysis on a range of health data and information to identify system levers to design the blueprint for change from a hauora Māori perspective.

The impact of this work is expected to feed into other priority areas such as:

- Determination of localities and the development of locality plans
- Commissioning
- Future thinking for engaging Māori.

A draft Position Statement will be considered by Te Aka Whai Ora Board in the next quarter.

### Repeal and Replacement of the Mental Health (Compulsory Assessment and Treatment) Act 1992

Te Aka Whai Ora endorsed the development of further advice to support embedding kaupapa Māori approaches to eliminate restrictive practices under the Mental Health (Compulsory Assessment and Treatment) Act 1992 (Mental Health Act). This advice will be a key input from Te Aka Whai Ora into the work to repeal and replace the Mental Health Act, which is being led by Manatū Hauora.

In this quarter, key milestones achieved included the completion of engagement with key stakeholders to better understand if kaupapa Māori approaches to compulsory mental health care offer insights into feasible and effective ways to eliminate restrictive practices, such as restraint and seclusion. Advice will be provided to Te Aka Whai Ora ELT in quarter two for further consideration based on the feedback received through our engagement activities.

## Hauora Māori Advisory Committee Assessment and Recommendations

In May 2023, HMAc completed a high-level assessment of Te Aka Whai Ora to determine progress and achievements in year one and their establishment year (2021/22). Recommendations were made from this assessment. Te Aka Whai Ora provided weekly progress reports to the Associate Minister of Health (Māori Health) on the recommendations, completing the majority of these during quarter one. A copy of all HMAc recommendations that required advancement is set out in Appendix 2. We intend to complete all recommendations by the end of this year.

### Briefing to Incoming Minister

In this quarter, Te Aka Whai Ora prepared a draft Briefing to the Incoming Minister of Health. A copy of the draft was provided to the Department of the Prime Minister and Cabinet | Te Tari o te Pirimia me te Komiti Matua to keep them abreast of developments.

# CLASS 3: TE AO MĀORI, MĀTAURANGA MĀORI, RONGOĀ COMMISSIONING (HAUORA MĀORI)

This output class ensures resourcing is equitable to achieve health outcomes and the wider aspirations of whānau, hapū, iwi and Māori. The outputs seek to increase access to, and improve the experience of Māori of, the health system.

**Table 3: Progress Against SPE Measures for Te Aka Whai Ora Commissioning 2023/24**

Description of performance measure	Progress status from last quarter	Progress Status
Increase the number of hauora Māori service providers operating under Te Ao Māori service provision and workforce training	We completed an assessment report on current state of hauora Māori service providers operating under Te Ao Māori service provision and workforce training.	Reconciliation of new service commissioning in quarter one is nearing completion and we expect to be able to provide an update on the increase in number of hauora Māori service providers in comparison with our baseline next quarter.
Hauora Māori service providers are covering a larger geographical area	We produced an assessment report and gap analysis on current state of hauora Maori service provider coverage and mātauranga Māori services.	We are commissioning for additional services to evidence our expansion of service delivery to cover national service gaps. Reconciliation of new service commissioning in quarter one has almost been completed and we expect to be able to provide an update on the increase in number of hauora Māori service providers in comparison with our baseline in the quarter two report.
Increase the number of hauora Māori service providers providing mātauranga Māori services as part of their overall health service		
Increase wrap-around health support for wāhine hapū antenatal and birthing care that include longer-term intervention and prevention services	We developed new commissioning models that reflected the new service development models for all First 2,000 Days programmes and services.	Hauora Māori partners have contracts in place for Kahu Taurima, and the delivery plans are being negotiated.
Increase in support for new models of taurite specialist Māori mental health and addiction services	We identified gaps, developed a plan to grow and strengthen lived experience connected with whānau voice. This mahi is connected to the review of Te Kete Pounamu as part of investment into Te Rau Ora.	Planning for the expansion of taurite specialist Māori mental health and addiction services is currently underway.
Percentage of Māori under 25 years-old who have access to specialist mental health or addiction services within three weeks from referral	In tandem with the above initiative, we identified gaps, developed a plan to grow and strengthen lived experience connected with whānau voice.	To date Hāpaitia visits have been completed across four Adult Acute units and one Forensic unit. Key themes from these visits have been workforce shortage and capacity, including Māori leadership and co-leadership within the units. There has been great feedback from both managers and frontline kaimahi who have appreciated being involved in this project with aspirations to achieve Pae Ora, sharing the importance of cultural, lived experience and whānau voice beginning from admission through to discharge.

Percentage of hauora Māori service providers that are meeting their key milestones	A large part of the mahi focused on the development of delivery management plans for all Budget 2022 investment.	Delivery management plans for Budget 2022 initiatives are now in place and we are working on our performance reporting.
Percentage of hauora Māori scholarship places in 2023/24 that have been taken up	We initiated quarterly reporting on the uptake of scholarships.	Further assessment to uplift funding for this initiative is underway in relation to rongoā Māori practitioners.

## Rongoā Māori Action Plan

As part of the broader rongoā kaupapa, the Rongoā Māori Action Plan (the Plan)<sup>3</sup> was approved by Te Aka Whai Ora Board in late September 2023 and was provided to Ministers for their information. The Plan aims to provide direction and clear actions to increase cross-agency support of rongoā Māori, guided by tohunga and mātanga rongoā and co-ordinated by Te Aka Whai Ora.

The development of the Plan was informed by engagement with over 500 people including tohunga, mātanga rongoā, rongoā collectives, hauora Māori partners, iwi, hapū and whānau. Through this engagement we heard that Māori broadly agreed we had accurately captured their aspirations for rongoā Māori and the priority issues and solutions. This was further reinforced by engagement undertaken by other Crown entities, ACC and Te Aho o Te Kahu | Cancer Control Agency. The five key priority themes (aronga) in the Plan are:

- Aronga tahi – Increase investment in rongoā Māori.
- Aronga rua – Implement a partnership approach to rongoā commissioning.
- Aronga toru – Support and grow the rongoā workforce.
- Aronga whā – Strengthen system co-ordination for rongoā Māori.
- Aronga rima – Increase awareness and understanding of rongoā Māori.

The Plan outlines a suite of short-term actions (by December 2024) and medium-long term actions (from January 2025) under each of the five key aronga. A progress update will be provided in late 2023.

## Commissioning Agreements Commence

Throughout this quarter, we have continued to use our newly established commissioning framework to commission new services for whānau, hapū, iwi and communities. The paragraphs below expand on how these services were delivered. The commissioning framework is focused on achieving hauora Māori outcomes for whānau – enabling a shift away from the traditional procurement and contracting models.

### *Kahu Taurima | Maternity and Early Years*

Kahu Taurima is the joint Te Aka Whai Ora and Te Whatu Ora approach to maternity and early years (pre-conception to five years old, or the 'First 2,000 days of life') for all whānau in Aotearoa. Over the next two years, the Kahu Taurima programme of work will take steps to improve services and support for babies, young children and their whānau.

Te Aka Whai Ora has procured 40 community-based hauora Māori partners to deliver Kahu Taurima services. This included Te Ao Māori Models of Care and other initiatives to improve maternity and early years services for māmā,

<sup>3</sup> [231006-Te-Aka-Whai-Ora-Rongoa-Action-Plan-Oct-2023.pdf \(teakawaiora.nz\)](#)

pēpi and whānau. Hauora Māori partners will deliver a range of initiatives including telehealth pathways, maternal mental health, and wellbeing assessment tools. The investments intend to strengthen our Māori health workforce such as midwives and nurses' workforce. The procured services will also include educational programmes for māmā, carers and whānau.

Quarter one involved hauora Māori partners engaging whānau to co-design and test their approaches so that whānau can direct the way in which services are delivered. These services are new ways of working so that whānau direct the delivery of services based on their needs and the needs of their respective communities.

### *Long-Term Conditions*

This mahi considers the common risk factors (including physical inactivity, unhealthy diet, alcohol use, smoking, high blood pressure, and high blood sugar) for these conditions. An increasing focus of our work programmes involves looking at ways to influence, support, and enable early risk identification and management in community and primary care.

Te Aka Whai Ora is investing \$8.1 million over two years in 20 primary health organisations (PHOs) and 78 hauora Māori partners to implement te ao Māori solutions supporting whānau to prevent, detect, and manage their long-term conditions.

Funding for solutions focused on prevention include screening for early diagnosis and encouraging whānau to eat well, manage food consumption, reduce smoking, and exercise more. Improving wellbeing solutions include support to manage long-term conditions, taking medications regularly, having regular clinical reviews and ensuring warm, insulated homes with heating.

This funding will increase the footprint of solutions that work for Māori within the health system. Each PHO and hauora Māori partner will develop their own plan for how the funding will be used in their community to respond to their specific needs.

The overall goal is to empower all people to manage their own health and wellbeing and have control over the services they receive. These efforts will help to prevent ill health and reduce the progression of complications for those living with these conditions.

### **Workforce Development**

Workforce development is the ability to attract, develop and retain critical talent. Te Aka Whai Ora recognises that growth in the Māori workforce today needs to be accelerated and its role in supporting our existing kaimahi and their wellbeing in contributing to better health outcomes for Māori.

During the quarter, a budget allocation of \$9.1 million was allocated to Te Aka Whai Ora from Te Whatu Ora for delivery of the Māori Workforce Action Plan. We are currently progressing with the designing, commissioning and delivery of workforce initiatives from the Māori Health Workforce Action Plan. Furthermore, Te Kurahuna Limited is contracted to deliver mātauranga Māori training, with a total of 5,530 training opportunities for 2023/2024.

## *Pūhoro Science-Technology-Engineering-Mathematics and Mātauranga Māori (STEMM) Academy*

Te Aka Whai Ora invested \$1.7 million in the Pūhoro STEMM Academy for 2023/24 to develop a bespoke Health Career Pathway that supports rangatahi Māori into careers in STEMM - science, technology, engineering, mathematics and mātauranga. This new Health Career Pathway will result in a pipeline of rangatahi who will ultimately become part of the future Māori health workforce.

Launched in 2016, the Pūhoro STEMM Academy seeks to improve rangatahi engagement and achievement in preparation for university study and eventually the workforce. It is 'by Māori, for Māori', and with Māori kaupapa, which was developed to encourage Māori participation and interest in science and technology industries. As well as supporting rangatahi Māori into STEMM careers, the Health Career Pathway will guide them to connect to their tuakiri or identity and express their worldview.

This investment showcases how Te Aka Whai Ora is setting up workforce pipelines needed to grow new kaimahi by ensuring offering pathways for rangatahi Māori into health. This investment fosters rangatahi aspirations in health sciences and provides necessary support during crucial transition points along the education and experience continuum into the health workforce. The Health Careers Pathway initiative began in July 2023. In the first two months, eight health programmes across six regional wānanga, with a total of 22 sessions, have been delivered.

### *Tuakana Teina Programmes*

Hauora Māori partners across Aotearoa are funded \$1.2 million to design, deliver and implement their own tuakana-teina programmes to support Māori within, and transition into, the health workforce. The partners are geographically spread throughout the country (Hauora Hokianga, Te Korowai o Ngā Ringa Āwhina, Te Puna Ora o Mataatua, Te Whare Hauora o Te Aitanga a Hauiti, Te Hauora Rūnanga o Wairarapa, Uruuruwhenua Health and Manu Ora).

This investment will see the development and delivery of programmes to hauora tauira starting their health workforce careers or those who aspire to work in health. The programmes will provide career development opportunities, 1:1 peer support, and the delivery of group wānanga. This investment will also grow existing kaimahi capacity and capability, as they will be able to support those in roles that require mentoring.

Several partners are establishing coaching and supervisory roles to provide academic support or facilitating mātauranga Māori learning with local kaumātua and kuia. In addition, other providers are providing student placement opportunities and paid internships or delivering foundational courses leading to health careers.

This funding will support the growth in numbers and diversity of our kaimahi to meet the workforce demand, by addressing critical workforce gaps and ensuring the workforce pipelines are prepared for future growth.

### *Nursing and Midwifery Leaders*

Te Aka Whai Ora invested \$1 million to develop more leaders within the nursing and midwifery workforce over this year. The Ngā Manukura: Clinical Leadership Programme offers a marae-based kaupapa Māori leadership development programme to aspiring and established Māori clinical leaders in nursing and midwifery. The training consists of four two-day noho marae over a four-month period, with sessions designed to stimulate learning, discussion, debate, and action, including completing and presenting a health-based project demonstrating their leadership.



# OTHER KEY ACCOUNTABILITIES AND RESPONSIBILITIES

## [Te Aka Whai Ora \(Draft\) Annual Report 2022/23](#)

During the quarter, we started drafting our first Annual Report, for 2022/23. We have been working with whānau, hapū and iwi to ensure their insights and experiences within the health system are reflected in our mahi over the course of the year.

Furthermore, we have been engaging with Audit New Zealand to verify that the information we are including is relevant, reliable and gives a true and fair view on the performance and operations of Te Aka Whai Ora. We expect to publish our Annual Report in November 2023.

# STAFF UPDATE

## Summary

There has been steady growth in our headcount. We have added our pay gap data to the dashboard for this month's report

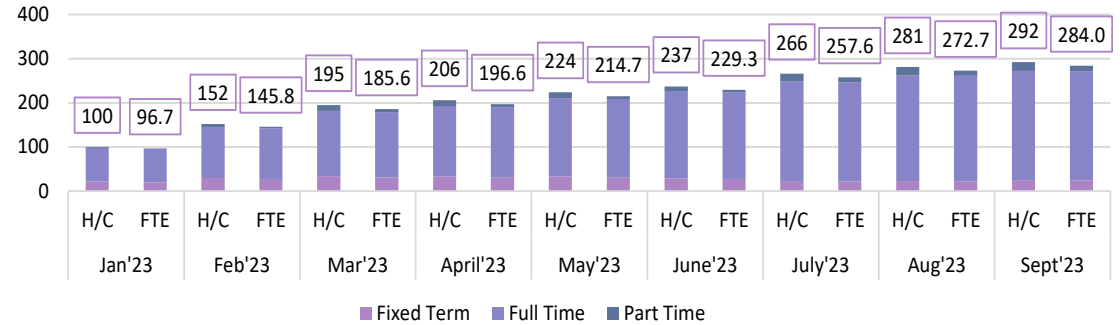
## Spotlights

<b>292</b>	<b>284.0</b>
# Headcount (excl contractors and secondees)	# FTE (excl contractors and secondees)
<b>67%</b>	<b>79.2%</b>
Female workforce	Identify as Māori
<b>56%</b>	<b>7.0%</b>
Workforce aged between 36-55 yrs	Gender Pay Gap

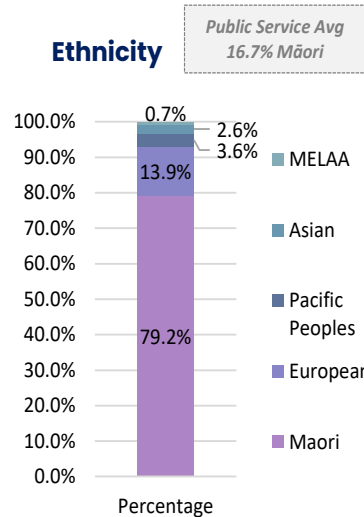
## Our kaimahi headcount

We now have 292 employees (excluding secondees and contractors) compared to 281 last month. We currently have 11 external secondees

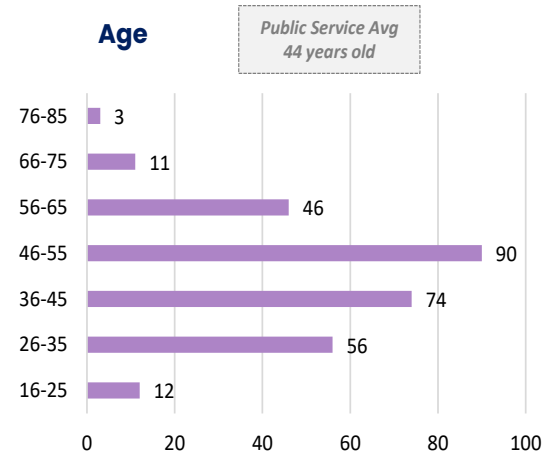
Kaimahi headcount and FTE (excludes secondees and contractors)



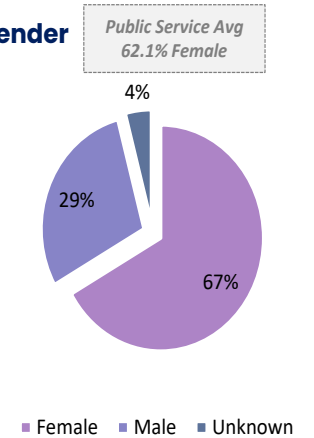
### Ethnicity



### Age



### Gender



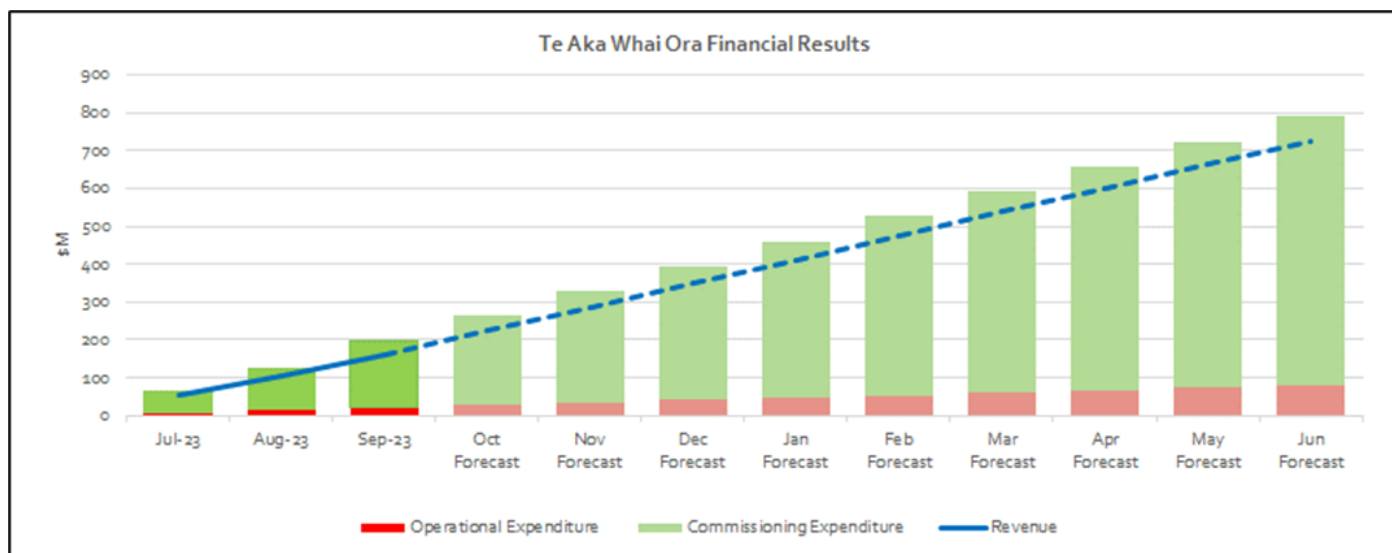
## Pay Gaps

Mean Pay Gaps	Public Service	Te Aka Whai Ora	Notes
Gender Pay Gap	7.7%	7.0%	Men at Te Aka Whai Ora are paid 7.0% more than women. Our GPG is slightly lower than the public service average
Maori Pay Gap	6.5%	-9.0%	Maori at Te Aka Whai Ora are paid 9.0% more than non-Māori whereas Māori on average are paid 6.5% less than non-Māori in the public service

Data Notes: All data is provided for % of headcount excluding secondments and contractors in line with workforce data definitions. Please note that secondments are officially counted in their home organisation. All this data is extracted connecting multiple datasets across Te Aka Whai Ora. For further definitions, please contact our team.

# FINANCIAL PERFORMANCE

Te Aka Whai Ora is currently forecasting a planned deficit for 2023/24 reflecting the continuation of establishment activities and deferred spend from 2022/23. The year to date spend is at a higher rate than budget (which is the budget per the 2023/24 SPE) due to the timing of funding from Te Whatu Ora to be transferred at October Baseline Update (OBU) and some commissioning costs being paid at the start of the year which have been phased evenly in the budget.



## September Year to Date Budget Variance, Unfavourable (\$21.9 million)

- September year to date (YTD) net deficit is \$36.1 million, which is \$21.9 million unfavourable to budget, due to timing differences as described below.
- Total revenue YTD (\$1.0 million) unfavourable to budget due to the timing of revenue related cost pressure uplift (\$8.6 million), offset by \$1.5 million YTD problem gambling and \$1.4 million Cyclone Gabrielle not in budget, \$1.5 million higher interest and \$3.2 million release of deferred revenue.
- Total personnel costs of \$16.1 million is \$0.6 million unfavourable to budget due the use of contractors during the establishment phase, which is taking longer than planned with a challenging recruiting environment.
- Other operating costs of \$3.9 million are \$1.3 million unfavourable to budget due to deferred spend from 2022/23 on consultants assisting with establishment activity.
- Commissioning expenditure of \$176.8 million is \$19.0 million unfavourable to budget primarily due to the timing of funding that is expected to be transferred over from Te Whatu Ora at OBU.

## Full Year Forecast Deficit (of \$64.5 Million) Expected to be in Line with Budget (Post OBU)

- Full year forecast net deficit is \$64.5 million, which reflects the planned transfers from OBU. It has been assumed that the forecast will be in line with original budget for this quarterly update. It is anticipated there will be a slow down in recruitment and new initiative activity, which will be partly offset by reliance on contingent workforce to manage through an expected period of transition.

**TE AKA WHAI ORA**  
**Financial Results as at**  
**30 September 2023**

	Quarterly				Year to Date		
	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	YTD Spend	YTD Budget	YTD Variance
<b>Revenue</b>							
Crown Revenue – Operational	17,308	0	0	0	17,308	18,050	(742)
Crown Revenue – Commissioning	138,079	0	0	0	138,079	143,097	(5,018)
Interest Revenue	2,046	0	0	0	2,046	500	1,546
Other Revenue	3,244	0	0	0	3,244	0	3,244
<b>Total Revenue</b>	<b>160,677</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>160,677</b>	<b>161,647</b>	<b>(970)</b>
<b>Operational Expenditure</b>							
Internal Personnel	11,246	0	0	0	11,246	14,500	3,254
Contractors/Outsourced Personnel	4,898	0	0	0	4,898	1,000	(3,898)
<b>Total Personnel Costs</b>	<b>16,144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,144</b>	<b>15,500</b>	<b>(644)</b>
<b>Other Operating Costs</b>							
Audit Fees	78	0	0	0	78	62	(15)
Board Member Fees	190	0	0	0	190	113	(77)
Consultancy Costs	2,862	0	0	0	2,862	1,500	(1,362)
Travel	468	0	0	0	468	375	(93)
Other Operating Costs	283	0	0	0	283	500	217
<b>Total Other Operating Costs</b>	<b>3,881</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,881</b>	<b>2,550</b>	<b>(1,331)</b>
<b>Total Operational Expenditure</b>	<b>20,025</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,025</b>	<b>18,051</b>	<b>(1,974)</b>
<b>Commissioning Expenditure</b>							
New Initiatives	49,325	0	0	0	49,325	23,882	(25,443)
Te Whatu Ora Contracts/Transfers	6,578	0	0	0	6,578	0	(6,578)
IMPBs	1,924	0	0	0	1,924	2,572	648
Problem Gambling	1,080	0	0	0	1,080	0	(1,080)

**TE AKA WHAI ORA**  
**Financial Results as at**  
**30 September 2023**

**Quarterly**

**Year to Date**

Legacy DHB/MoH Contracts	117,886	0	0	0	117,886	131,357	13,471
<b>Total Commissioning Expenditure</b>	<b>196,818</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176,793</b>	<b>157,811</b>	<b>(18,982)</b>
<b>Total Expenditure</b>	<b>96,745</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>196,818</b>	<b>175,861</b>	<b>(20,957)</b>
<b>Net Surplus/(Deficit) from Operations</b>	<b>(36,141)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(36,141)</b>	<b>(14,214)</b>	<b>(21,927)</b>

# APPENDIX 1: PROGRESS OF TE PAE TATA 2022-24

#	Action	Current Status	Commentary for September 2023	Risk / explanation	Go-To-Green Plan
1	<b>Te Pae Tata 2.5.2</b> Design and expand Te Ao Māori and Pacific mental health service solutions, including primary mental health and wellbeing, access and choice services.	On track	The roll out of kaupapa Māori access and choice services is progressing within expectations.	No immediate risks.	Not applicable with current progress.
2	<b>Te Pae Tata 3.1.6b</b> Develop sustainable and integrated funding arrangements for existing and new iwi and Māori organisations and Pacific providers reaching 25 percent of eligible providers in the first year and 50 percent in year two.	On track	Phase 2 engagement of the Integrated Agreement programme is currently underway. A Programme Manager has been appointed and regional team workshops have been planned for November 2023.	No immediate risks.	Not applicable with current progress.
3	<b>Te Pae Tata 4.1.1a*</b> Partner with IMPBs to develop interventions that are tailored for Māori, build community capability and ultimately work for Māori.	Needs monitoring	We continue to engage with IMPBs on the regional health and wellbeing plans such as through the regional roadshows. Te Manawa Taki recently hosted seven IMPBs in Tūwharetoa as an opportunity to review locality prototypes and amalgamate priorities.	If agencies and individual teams continue to approach IMPBs in an ad hoc and uncoordinated way, there is potential to damage the enduring relationship.	Continue to engage with IMPBs and monitor the delivery of plans including tailored interventions.
4	<b>Te Pae Tata 4.1.1b</b> Work with the Public Health Agency to develop and implement evidence-based public health and legislative interventions that reduce harm from alcohol and other drugs.	On track	Te Aka Whai Ora and the Public Health Agency are in peer review stage of the final draft of the desktop environmental scan for alcohol and other drugs. This is expected to be finalised by the end of November 2023, following the formation of a new Government.	No immediate risks.	Not applicable with current progress.
5	<b>Te Pae Tata 4.1.1c</b> Review the national approach to Māori suicide prevention and construct suicide prevention approaches consistent with mātauranga Māori to reduce the rate of suicide and suicidal behaviour.	On track	We are continually making good progress with the review. The expectation is the final report will be produced in early 2024.	No immediate risks.	Not applicable with current progress.

#	Action	Current Status	Commentary for September 2023	Risk / explanation	Go-To-Green Plan
6	<b>Te Pae Tata 4.1.10d</b> Assess and improve the cultural safety of healthcare organisations.	Off track	The development of a Health Sector Tikanga and Te Reo Māori Strategy is now underway. In the coming quarter we will engage a group to support the development of this strategy.	This action is not continuously monitored.	Clarity regarding who is responsible to deliver this action, and that regular monitoring takes place.
7	<b>Te Pae Tata 4.1.11c</b> Embed Māori sovereignty frameworks and practice for governance of data and information, privacy, and security. Ensure appropriate data and protection standards are in place.	Needs monitoring	A maturity model tool is being developed to assist informing discussions about data sharing with providers, IMPBs and others.	There are a range of stakeholders with views and positions on data sovereignty who we will need to engage in agreeing to and rolling out the tool.	Maturity tool to be submitted to ELT and then Te Aka Whai Ora Board.
8	<b>Te Pae Tata 4.1.4a*</b> Provide wrap-around support for wāhine hapū antenatal and birthing care, including identifying ways to provide longer-term intervention and prevention services.	On track	Revised budgets and plans and quarter one Budget 2022 initiatives are being reviewed. A thematic analysis of hauora Māori partner reports is being compiled for quarter two.	No immediate risks.	Not applicable with current progress.
9	<b>Te Pae Tata 4.1.4b*</b> Design immunisation and Well Child Tamariki Ora (WCTO) services that work for Māori and build off a strongly integrated maternity service.	Needs monitoring	The Kahu Taurima programme is a shared responsibility with Te Whatu Ora. Co-commissioning of child growth and development services (including WCTO) is currently subject to the drawdown of WCTO contingency funding and led by Te Whatu Ora. Until agreement is reached regarding the use and timing of the drawdown this is amber.	Timing of 2023 General Election and Te Whatu Ora capacity to progress paper.	Action requires Responsible Ministers (Finance and Health) to agree it. The paper is largely written but needs to wait until we have a new Government is formed and approval granted to proceed.
10	<b>Te Pae Tata 4.1.4c*</b> Develop whānau-orientated interventions that provide intensive support for maternity and the early years.	On track	Similar to 4.1.4a*, revised budgets and plans and quarter one Budget 2022 initiatives are being reviewed for both actions. A thematic analysis of hauora Māori partner reports is being compiled for quarter two.	No immediate risks.	Not applicable with current progress.

#	Action	Current Status	Commentary for September 2023	Risk / explanation	Go-To-Green Plan
11	<p><b>Te Pae Tata 4.1.6a</b></p> <p>IMPBs are in place and engaged locally, regionally and nationally.</p>	Needs monitoring	We continue to engage with the 15 IMPBs currently established. We are also continuing to support two emerging IMPBs as they move through the establishment process and will continue to do so moving forward as they work through the formal recognition process following the 2023 General Election.	Relational and reputational risk – If agencies or individual teams continue to approach IMPBs in an ad hoc and uncoordinated way, this has the potential to damage the enduring relationship we are trying to build.	We will continue to engage with the 15 IMPBs currently established and also support the two new IMPBs as they move through the establishment process and then the formal recognition process following the 2023 General Election.



# APPENDIX 2: HMAC RECOMMENDATIONS AND PROGRESS

<p>Green: Successful delivery to time, quality and cost appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.</p>	<p>Amber: Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation.</p>	<p>Red: Successful delivery appears to be unachievable. There are major issues, which at this stage do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.</p>
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Theme	Rec #	Report recommendations	Position	Timeframes	Response/Action	Status update	RAG Rating
<b>1. Commissioning and co-commissioning</b>	1.6	Phase in co design and revamp of those contracts over time, in a manageable and prioritised manner.	Progress	Short term	Part of the commissioning planning approach will involve co designing and revamping of contracts. This will be presented to Ministers by 30 September 2023.	<p>Phase One:</p> <p>The categorisation and prioritisation work has been completed with key deliverables (contract analysis and programme detail phase 2) finalised. We are now awaiting sign off from our ELT to progress to phase two. In preparation for the next phase, the programme co-leads have met with the four regions to outline the programme and indicate intentions for phase two including identifying regional leads in each region.</p> <p>Phase Two:</p> <p>The engagement and framework design is underway with Regional Directors - leads and sector operations to work out implementation of integrated contract logistics with selected hauora Māori partners.</p>	
<b>2. IMPBs and localities planning</b>	2.1	Urgently boost the capacity and capability of the Te Aka Whai Ora IMPB support functions to ensure critical assistance is available to get IMPBs underway.	Progress	Short term	Contracts are in place for all IMPBs to enable them to develop their structure and support. Te Aka Whai Ora support structure to be outlined in an	<p>The Iwi Māori Relationships team is working to confirm engagement dates with IMPBs as part of the roadshow. Matters for discussion will include:</p> <ul style="list-style-type: none"> <li>▪ IMPB governance to discuss the strategic focus of the IMPB working groups</li> </ul>	

Theme	Rec #	Report recommendations	Position	Timeframes	Response/Action	Status update	RAG Rating
					Annual Strategic Business Plan for 2023/24.	<ul style="list-style-type: none"> <li>IMPB operations to ensure that the milestones outlined in the Capability Support Contract are progressing towards completion.</li> </ul>	
	2.2	Clarify the tripartite agreement and expectations between IMPBs, Te Whatu Ora and Te Aka Whai Ora and their respective roles in the system.	Progress	Short term	As noted in 2.1 these actions will be considered as part of implementation planning with IMPBs.	The drafting of the Māori Crown Relationship Agreement, led by Manatū Hauora, is near completion. This outlines the roles and responsibilities of health sector agencies regarding Māori Crown relationships and relationship agreements. Simultaneously, Te Aka Whai Ora Mātauranga Māori directorate have begun drafting the Māori engagement framework, which is essentially the operationalisation of the Māori Crown Relationship Agreement mentioned above.	
	2.3	Develop a clear roadmap by June 2023 for the activation of each IMPB, including how each will be supported to develop their operating models, build confidence in Te Aka Whai Ora as a backbone service provider, establish their thinking, and input into locality plans, strategies and policies.	Progress	Short term	As noted in 2.1 these actions will be considered as part of implementation planning with IMPBs.	<p><b>Completed</b></p> <p>Each region has a dedicated IMPB relationship manager. The Board approved the operating model for the Iwi Māori Relationships team in August which has enabled the team to focus on three key workstreams pertinent to the success of IMPBs: IMPB operating model, engagement planning and IMPB subcommittee.</p> <p>The Iwi Māori Relationships workplan was presented to the Board and ELT. The team will continue to review their plan quarterly and report to the Board on a monthly basis.</p>	
	2.4	Prepare and support IMPBs to engage with (and respond to multiple requests from) Te Whatu Ora, including participation in appropriate locality and sector planning.	Progress	Short term	As noted in 2.1 these actions will be considered as part of implementation planning with IMPBs.	<p>Expressions of interest for the IMPB working groups were sent out towards the end of the quarter. These groups will cover kaupapa of mutual priority to IMPBs and Te Aka Whai Ora, including data and digital, monitoring and kaupapa Māori investment and innovation.</p> <p>Referring to action point 2.2, the Māori engagement framework will align the operating model for hauora agencies to those of IMPBs and engagement planning by the Iwi Māori Relationships team will ensure all requests to engage are co-ordinated to prevent overburdening IMPBs.</p>	
	2.5	Bring together, engage and support IMPBs across the motu on	Progress	Short term	As noted in 2.1 these actions will be	Te Aka Whai Ora Chair met with IMPB Chairs in August 2023 to have a discussion on the immediate priorities of IMPBs. Subsequently, a six-	

Theme	Rec #	Report recommendations	Position	Timeframes	Response/Action	Status update	RAG Rating
		their role in informing Te Aka Whai Ora strategy work, and monitoring Te Aka Whai Ora performance against iwi/Māori expectations.			considered as part of implementation planning with IMPBs.	weekly hui between Te Aka Whai Ora Board members and the IMPB chairs and IMPB subcommittee has been instated to provide an opportunity for all parties to build on their shared responsibility as kaitiaki of hauora Māori outcomes.	
<b>3. Monitoring with particular regard to Te Whatu Ora</b>	3.3	Engage with Audit New Zealand on an appropriate and reasonable level of independence for the monitoring function at Board and executive levels, and the separation between the monitoring and learning functions and that of commissioning.	Progress	Completed	Engagement with Audit New Zealand underway to explore what further monitoring arrangements might be required.	As an independent statutory entity Te Aka Whai Ora is sufficiently independent to fulfil its monitoring function. The Board has a separate Monitoring Committee to bring a focus to monitoring. Formal independence from the Board or Chief Executive and Executive would require legislation and is not under consideration. Any perceived conflicts in our monitoring role will be dealt with if they arise.	
<b>4. Implementation plan for years one and two</b>	4.1	Develop a comprehensive and robust Year Two implementation plan, ahead of 30 June 2023, to form the basis of Board oversight and monitoring, strategic prioritisation, individual accountabilities, workplans, and reporting to Ministers.	Progress	Completed	To be expressed through the Strategic Business Plan. Board to consider plan at August meeting, and published by quarter two.	Te Aka Whai Ora Board finalised the Business Plan and has shared it with Manatū Hauora and the Associate Minister of Health (Māori Health).	
<b>7. Other matters of significance   Cross cutting issues that can guide Te Aka Whai Ora</b>	7.1	Undertake an urgent assessment of current priorities and delivery requirements, against current capacity and capability constraints and risks. Work with the executive on an agreed, stripped back plan through to 30 June 2023 and into early 2023/24.	Progress	Completed	Align to Strategic Business Plan to be completed by end of quarter one.	Te Aka Whai Ora Board finalised the Business Plan and has shared it with Manatū Hauora and the Associate Minister of Health (Māori Health).	
	7.2	Prioritise strategic risk identification and management, through the Audit, Accountability	Progress	Short term	Align to Strategic Business Plan to be	We are reviewing our strategy and strategic objectives with regard to risks. Simultaneously, we are identifying our critical risks to ensure they are clearly defined and understood. Following this, we will consider how	

Theme	Rec #	Report recommendations	Position	Timeframes	Response/Action	Status update	RAG Rating
		and Assurance Committee (or equivalent), with a focus on capability and capacity challenges impacting core functions.			completed by end of quarter one.	we will shape up our risk management framework and undertake risk reporting going forward.	
	7.3	Implement and act upon a strengthened performance accountability framework and measures for the Chief Executive and the executive. Focus areas include planning, commissioning and monitoring functions; capability and capacity development; bedding in of critical enabling systems and processes; and shifting the baseline organisational work patterns from reactive (urgent, unplanned, overloading) to planned, prioritised and resourced.	Progress	Short term	Strategic Business Plan will provide for strengthening the existing accountabilities for Executive. First performance review for Chief Executive has been completed.	Performance agreements for ELT are continually being developed for implementation. This is expected to be finalised in quarter two of the financial year.	
	7.4	Undertake a formal governance review, covering the matters raised in this high-level assessment.	Progress	Short term	Work underway to be completed by end of quarter one.	The self-review template is under development.	
	7.7	Prioritise resourcing of critical capabilities Te Aka Whai Ora requires for delivery on Government commitments and strategic priorities (i.e., planning, commissioning, monitoring and IMPBs).	Progress	Completed	Outcome of the Strategic Business Plan.	Additional resources have been allocated to commissioning, monitoring and IMPBs in accordance with the Business Plan.	

Theme	Rec #	Report recommendations	Position	Timeframes	Response/Action	Status update	RAG Rating
	7.8	Commit additional support to plan and manage the significant increase in the commissioning workload anticipated with the impending renewal of existing provider contracts. Use this to drive team development and creation of critical business processes and controls.	Progress	Short term	Outcome of the Strategic Business Plan.	All but two provider contracts expiring 30 June 2023 have been renewed. 96 percent of agreements that expire later this year have received variations. Overall, 15 of the 20 districts have been completed. These legacy contracts have previous variations to be completed before finalising the renewal agreement. As anticipated, workload to process the return of renewal variations has increased.	

# APPENDIX 3: PROGRESS OF WHAKAMAUA | MĀORI HEALTH ACTION PLAN 2020–2025

#	Action	Current Status	Commentary for September 2023	Risk / explanation	Go-To-Green Plan
1.1	Develop iwi partnerships that support local level Māori development and kaupapa Māori service solutions.	Needs monitoring	We are continuing to support two emerging IMPBs as they move through the establishment process and will continue to do so moving forward as they work through the formal recognition process following the 2023 General Election.	No immediate risks.	Continual engagement with IMPBs through establishment and recognition process.
1.2	Review, design and expand effective Māori-Crown partnership arrangements.	On track	There has been endorsement from all three agencies for the tripartite agreement. This agreement was presented to the Board as a noting paper at last month's hui. Moving forward we will continue to operationalise the agreements.	No immediate risks.	Not applicable with current progress.
2.1	Deliver leadership networking opportunities for IMPB members.	On track	There are monthly networking meetings run by Te Aka Whai Ora for IMPBs, a regular Chair meeting, and the national IMPB hui on 30 <sup>th</sup> June and 1 July 2023.	No immediate risks.	Not applicable with current progress.
2.3	Design and deliver professional development and training opportunities for IMPB members.	Off track	IMPBs have been focusing over the last quarter on delivering against its operating models and have indicated that this will be prioritised at a later date.	There is a lack of upskilling among IMPB members.	Undertake a reprioritisation exercise amongst IMPB members.
2.5	Review He Korowai Oranga to ensure its strategic direction meets the future aspirations and needs, including the outcomes of the Health and Disability System Review.	On track	The review has been completed with Manatū Hauora.	Not applicable.	Not applicable
3.1	Expand existing Māori health workforce initiatives aimed at encouraging Māori to enter health careers.	On track	Additional funding has been allocated to uplift existing initiatives: Pūhoro STEM Academy, Te Pitomata, Nga Manukura, and Te Kurahuna.	No immediate risks.	Not applicable with current progress.

#	Action	Current Status	Commentary for September 2023	Risk / explanation	Go-To-Green Plan
3.2	Support the development of a Māori primary mental health workforce.	On track	Additional workforce development funding for kaupapa Māori access and choice services was implemented in 2022/23 and continues in 2023/24. Te Rau Ora is providing national co-ordination to these initiatives.	No immediate risks.	Not applicable with current progress.
3.3	Support Te Whatu Ora districts and the Māori health sector to attract, retain, develop and utilise their Māori health workforce effectively, including in leadership and management.	On track	Budget has been approved for delivery and FTE resource of the Māori Health Workforce Action Plan. Recruitment will be a priority for engagement, commissioning, and design phase of the initiatives within the plan.	No immediate risks.	Not applicable with current progress.
4.1	Increase the capacity and capability of the Māori health sector through the Māori Provider Development Scheme, the Te Ao Auahatanga Hauora Māori funding and other funds.	On track	This action point is complete. Following the handover of the Māori Provider Development Scheme to Te Aka Whai Ora, decisions have been made to roll the funding for this programme into a general uplift for hauora Māori partners.	No immediate risks.	Not applicable with current progress.
4.2	Strengthen evidence and expand access to rongoā Māori services in parallel with developing the rongoā Māori workforce.	On track	Additional funding allocated to hauora Māori partners as part of the Mātauranga Māori Solutions and Kahu Taurima Requests for Proposal. Funding was also allocated to hauora Māori partners to support the rongoā Māori workforce.	No immediate risks.	Not applicable with current progress.
4.3	Strengthen commissioning frameworks and guidance to increase Māori provider innovation and develop and spread effective kaupapa Māori and whānau-centred services.	On track	Services commissioned as part of Budget 2022 to support Māori provider innovation and develop and spread effective kaupapa Māori and whānau-centred services. Work is currently underway to develop formal guidance to give effect to the Outcomes Framework.	No immediate risks.	Not applicable with current progress.
4.4	Increase access to and choice of kaupapa Māori primary mental health and addiction services.	On track	The roll out of kaupapa Māori access and choice services is progressing within expectations.	No immediate risks.	Not applicable with current progress.

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4.8	Complete and implement the redesign of the Well Child Tamariki Ora programme to ensure equitable access to the programme and improved outcomes for tamariki and whānau Māori.	Needs monitoring	The Kahu Taurima programme is a shared responsibility with Te Whatu Ora. Co-commissioning of child growth and development services, including Well Child Tamariki Ora is currently subject to the drawdown of Well Child Tamariki Ora contingency funding, and led by Te Whatu Ora.	Due to the caretaker period of government, there is likely to be a delay in approval of the contingency drawdown.	Progress is determinant on the timing of the 2023 General Election and the capacity of Te Whatu Ora to progress the paper.
4.9	Invest in growing the capacity of iwi and the Māori health sector as a connected network of providers to deliver whānau-centred and kaupapa Māori services to provide holistic, locally led, integrated care and disability support.	Needs monitoring	This action is supported through the Workforce Capacity and Regional Clinical Networks mahi. We are also looking at opportunities to partner with the National Iwi Chairs Forum to strengthen advice on readiness for future emergencies.	Continuous collective support from the Workforce Capacity and Regional Clinical Networks mahi is required to deliver on this action.	Establish regular engagements with key stakeholders and assess timing for key milestones.
6.1	Adopt innovative technologies and increase access to telehealth services that streamline patient pathways and provide continuity of care for Māori individuals and their whānau.	On track	Co-commissioning rural telehealth services with Te Whatu Ora is underway and progressing according to expectations.	No immediate risks.	Not applicable with current progress.
7.1	Design and implement a Māori health and disability research agenda that contributes to achieving pae ora in partnership with Māori.	Off track	The design of the disability research agenda has experienced delays due to resourcing constraints.	Resourcing constraint has delayed this deliverable.	Reprioritisation is required.
7.2	Develop measures of Māori health and disability outcomes and wellbeing to measure pae ora in partnership with Māori stakeholders.	Off track	The development of measures of Māori health and disability outcomes and wellbeing have experienced delays due to resourcing constraints.	Resourcing constraint has delayed this deliverable.	Reprioritisation is required.
8.5	Ensure that major system funding frameworks consider and adjust for unmet need and the equitable distribution of resources to Māori.	Off track	There are ongoing discussions on whether this action sits with either Te Whatu Ora and/or Manatū Hauora, as it is the main funding frameworks that need to be altered to address equity.	No progress on this action point due to ongoing uncertainty of ownership.	Regular engagement with Te Whatu Ora and Manatū Hauora.