

## Wednesday 6 and Thursday 7 October 2021

### Day One: The reform agenda for the Boards

Time	Activity	Roles
8.15am – 9.00am	<b>Mihi and karakia</b>	Rahui Papa (Hauora Māori Steering Group) to lead
9.00am – 9.30am	<b>Setting the reform aspirations</b> The Boards will hear directly from Hon. Andrew Little and Hon. Peeni Henare about the aspirations and key system shifts being sought.	Facilitator: Sue Suckling
9.30am – 11.30am	<b>Whakawhanaungatanga</b>	Chairs to facilitate / supported by Chad Paraone
11.30am – 11.35am	<b>Induction Overview</b> This session will cover the outline of the two-day programme and virtual format	Facilitator: Sue Suckling
11.35am – 11.45am	<b>Break</b>	
11.45am – 12.00pm	<b>Setting the reform aspirations</b> The Boards will hear from Stephen McKernan, Director of the Transition Unit about the aspirations and key system shifts being sought and a pre-recorded message from Tā Mason Durie.	Facilitator: Sue Suckling <b>Presenter: Stephen McKernan</b> Attendees: Robyn Shearer / Andrew Connolly
12.00pm – 12.15pm	<b>Introduction to Ministry of Health as steward of the reformed system</b> Speakers: Robyn Shearer and Andrew Connolly of the Ministry of Health	Facilitator: Chad Paraone
12.15pm – 12.40pm	<b>Reflecting on the challenges as experienced by those in the system (panel discussion)</b> Several external speakers (still being confirmed) will give a five-minute overview each.	Facilitator: Sue Suckling Speakers: Dr Bryan Betty, Margie Apa, Geraldine Woods
12.40pm – 1.00pm	<b>Q&amp;A with morning presenters (using hand-raising)</b>	

1.00pm – 1.30pm	<b>Lunch break</b>	
1.30pm – 2.30pm	<b>Why are we reforming our health system? The case for change</b> <ul style="list-style-type: none"> <li>- This presentation will give an overview of the scope, key challenges and system performance issues with examples such as assets, resource inefficiency</li> <li>- This will also include an overview of inequity challenges in the system</li> </ul>	Facilitator: Sue Suckling Presenter: Stephen McKernan Presenters: Chad Paraone, Corina Grey
2.30pm – 2.50pm	<b>Breakout session</b> Three randomised breakout groups will convene and identify two questions to discuss in the next session based on what they've heard so far	Facilitator: Sue Suckling
2.50pm – 3.20pm	<b>Q&amp;A panel session</b> Panel will address the questions from the breakout groups	Facilitator: Sue Suckling Panel: Stephen McKernan, Chad Paraone, Corina Grey
3.20pm – 3.30pm	<b>Break</b>	
3.30pm – 4.00pm	<b>The status of the reform policy</b> An overview of the approach to the system work, what policy has been agreed and what is still to be finalised	Facilitator: Chad Paraone Presenters: Simon Medcalf / Bex Sullivan
4.00pm – 4.45pm	<b>Five key reform system shifts which the Boards must drive</b> <ul style="list-style-type: none"> <li>(a) <i>The health system will reinforce Te Tiriti o Waitangi principles and obligations (15 min presentation / discussion)</i></li> <li>(b) <i>Access (for all) to a comprehensive range of support in local communities (15 mins presentation / discussion)</i></li> </ul> Questions can be posed used hand-raising function in Zoom	Co-facilitators: Chad Paraone / Sue Suckling Presenters: (a) Helene Carbonatto / Nicola Ehau Presenters: (b) Martin Hefford / Mara Andrews
4.45pm – 5.45pm	<b>Breakout session – individual Boards</b> This is an opportunity for Boards to reflect, identify areas of interest for receiving more information, and to spend time getting to know each other.	Chairs to facilitate (Scribe to be available)
5.45pm	<b>Formal closing and karakia</b>	Sue hands over to Chairs



## Day Two: Operationalising the work of the Boards

Time	Activity	Roles
8.00am – 8.10am	<b>Welcome back and karakia</b>	Chairs to facilitate
8.10am – 9.00am	<b>The role of the Māori Health Authority and Health New Zealand and obligations to each other</b> This panel presentation and Q&A session will cover the intent from governance through to locality level, including what is underpinned by legislation	Facilitator: Sue Suckling Lead presenter: Chad Paraone Supported by: Bex Sullivan, Martin Hefford, Cathy Scott
9.00am – 10.00am	<b>Overview of the Reform workplan from Sept 2021- July 2022 for the Transition Unit, MoH-related matters, and its relationship to the Board LOEs and workplan (including CEO appointment)</b> The first presentation will set the scene on the Transition Unit work plan and how this will dovetail into the Board Letter of Expectations and workplans.	Facilitator: Sue Suckling Presenters: Bex Sullivan, Cathy Scott
10.00am	<b>Break</b>	
10.15am – 11.15am	<b>Breakout session: Draft Board LOEs (pre-circulated) and introduction to the Board workplans</b> The group will breakout into the two separate Boards for a presentation on their individual draft LOEs and a brief sharing of their draft workplans followed by Q&A session with their respective leads.	iHNZ attendees: Martin Hefford and Sue Suckling iMHA attendees: Chad Paraone, Kathrine Clarke
11.15am – 12.30pm	<b>Continuation of five key reform system shifts</b> (a) Accessible and high-quality emergency or specialist healthcare for all (15 min presentation / discussion) (b) Health and care workers will be valued and well-trained for the future health system (15 mins) (c) Digital services will mean that many more people will get the care they need in their homes and local communities (15 mins) Followed by 15 min Q&A session using hand-raising function in Zoom	Co-facilitators: Chad / Sue Presenters: (a) Deborah Roche / David Galler (b) Andrew Norton / Dave Galler (c) Emily Mailes
12.30pm – 1.00pm	<b>Lunch</b>	

1.00pm – 1.45pm	<b>Financial architecture to support the Reform</b> (a) Finance workstream update focusing on preparedness (b) Presentation on funding architecture - outline plan and decisions that will be required in due course	Facilitator: Chad Paraone Presenter: (a) Adam Naiman (b) Rosalie Percival
1.45pm – 3.45pm	<b>Breakout: Chairs to lead individual Board-only sessions</b> This session will provide an opportunity for Boards to discuss their collective strengths, areas of comfort and concern. There will be a focus on working arrangements for each Board and will include the secretariats for each Board. This will include a brief outline from the Secretariats of each Board on support available, ongoing induction plans and materials and initial approach to Board meetings	Chairs to facilitate and lead (Scribes and secretariat to be available if required)
3.45pm	<b>Break</b>	
4.00pm – 4.15pm	<b>Chair-led observations</b> The Chairs will briefly articulate the challenges they see ahead for the entities working together, delivering on their LOEs and workplans, and opportunities to establish core operating principles between them to harness potential synergies across the system	Facilitator: Sue Suckling Rob Campbell, Tipa Mahuta and Sharon Shea
4.15pm – 4.45pm	<b>Final Q &amp; A session and wrap-up</b>	Stephen McKernan
4.45pm	<b>Formal closing and karakia</b>	Chairs to lead



**DEPARTMENT OF THE  
PRIME MINISTER AND CABINET**  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

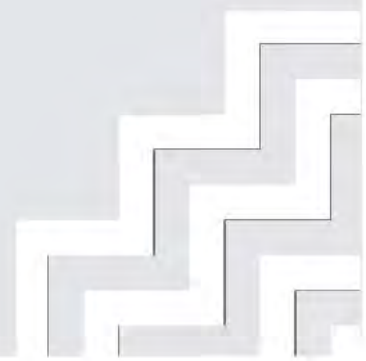
# Māori Health Authority

13<sup>th</sup> October

9.30am to 12.30pm

Via Teams

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	Time	Agenda Item	Key Person
1	9.30am	Karakia <b>Agenda</b>	
2	9.35am	CE Recruitment	Kathrine Clarke Chad Paraone
3	10.00am	Board Form and Function - Draft Work Plan	Chad Paraone Kathrine Clarke
4	11.30am	Communications Plan	Karl Ferguson Matthew Gifford
5	12.00pm	Board Meeting Times for October, November, December	Kathrine Clarke
6	12.10pm	Next Agenda Items	
7	12.15pm	Other Business - Interest Register - Administration	

## Ngā miniti a te Poari o te Mana Hauora Māori Taupua

### Interim Māori Health Authority Board Minutes

Wednesday, 13 October 2021. 9.30am-12.30pm.

Online via [Teams](#)

Chair for the meeting	Tipa Mahuta
Board attendees	Sue Crengle, Mataroria Lyndon, Tipa Mahuta, Lady Tureiti Moxon, Fiona Pimm, Sharon Shea, Awerangi Tamihere, Chris Tooley
In Attendance	Chad Paraone, Kathrine Clarke, Jenna Thornton (Transition Unit)
Apologies	None

### Welcome and apologies

1. Karakia.
2. Chair: Tipa Mahuta.
3. Mihimihi.

### Chief executive recruitment

Mana Recruitment's Director and Kaumatua introduced themselves to the Board and provided an update on the process and timeline.

- The chief executive (CE) position was advertised for three weeks; applications closed Sunday 10 October.
- There were 24 applicants in total.
- The social media campaign was successful, with over 45,000 views and over 130 shares; there was high awareness of the campaign.
- Mana Recruitment has the ability to extend the recruitment strategy by one week.
- Applicants will be sorted into three tiers and an applicant report provided to the CE recruitment sub-committee by Friday the 15 October 2021.

The Board discussed their preferred qualities for the position:

- Experience making change in a complex organisation / demonstrable capability to execute strategy.
- Understanding of tikanga, te reo and iwi dynamics.
- Ability to implement kaupapa Māori.
- Understanding of machinery of government.
- Ability to implement strategy into action.

- Transformative, agile and adaptive.
- Ability to navigate data and digital, and familiar with the potential for data.
- Good understanding of the regions.
- Financial acumen and innovation.
- Dynamic leadership; demonstrates empathy and compassion.
- Experience in the health sector is desirable but not necessary; skills from other sectors may translate to health. The senior management team and/or the Board can provide health, finance, and legal expertise to the CE if necessary.

The Board appointed Sue Crengle, Mataroria Lyndon, Tipa Mahuta, Sharon Shea to the recruitment sub-committee. Rob Campbell from the interim Health NZ Board has been invited to be a member of the recruitment sub-committee.

#### **Actions**

1. Based on the Board's feedback, Mana Recruitment to revisit the applicants and provide a summary in their report by COB 15 October 2021.
2. Transition Unit (TU) to create and circulate interests register and policy to the Board by 18 October 2021.

#### **Board form and function – draft work plan**

The draft early work programme was presented to the Board and discussed.

The Board noted that this is a very early draft and provided feedback on several parts of the document. The scale of the work programme between now and 1 July 2022 was noted, along with a request that future iterations provide clear advice on which elements were of greatest priority. The Board sought clarity on the role of the Board in decision-making versus receiving updates and advice from the TU in the coming months, and also registered an interest in being kept abreast of the broader TU work programme. There was also brief discussion on the formation of sub-committees with the interim Health NZ Board.

The Board thanked the TU for the work to date on the early draft work programme, expressing a desire to lead strongly on critical issues, for alignment with interim Health NZ, and to be moving in parallel or ahead of other entities on critical issues.

#### **Actions**

3. The Board to discuss their skills and interests to help inform sub-committee inclusion. Create a skills matrix with support from the TU by 27 October 2021.
4. Further clarity required in relation to the Departmental Agency Agreement by 27 October 2021.
5. TU to update the Board on interim leadership roles and resource by 27 October 2021.
6. TU to provide a paper to the Board by end of this week (15 October 2021) regarding the requirement for iMHA to lead a process to finalise the powers and functions of Iwi Māori Partnership Boards.
7. TU to create risk management process for appointed interim CE at date determined by recruitment sub-committee.
8. TU to create general risk management process/register by 27 October 2021.



9. Any further feedback or comments on the early draft work plan to be forwarded to the TU by 27 October 2021.
10. TU to update the Board on possible issue-specific health system induction deep dives, along with interim Health NZ Board as soon as possible.

## Communications plan

Members from the TU Communications and Engagement Team presented the overarching communications strategy. The strategy is intended to cover all aspects of the health reform over the next 12 months.

### Feedback from the Board

- A Māori-centred communications approach is more appropriate for the iMHA than incorporating a Māori perspective in the overall health reform message.
- Engagement should focus on Māori providers, iwi and hapū, and Māori communities.
- Engagement should incorporate social media and reach marae.
- The iMHA should have its own website, not a government URL, to send a signal that it is independent and different to the status quo. There must be a point of difference for iMHA.
- Engagement and communications should privilege whānau as direction-setters in the system.

### Actions

11. Communications team to indicate to Board who has been invited to the roadshows and the level of take-up and return to the Board on progress and next steps by 15 October 2021.
12. Refined iMHA communication strategy to be presented back to the Board by 27 October 2021.

## Board meeting times for October, November and December

### Upcoming meetings

- Hauora Steering Group and iMHA Board joint meeting on Tuesday 19 October, 6.00pm-7.30pm. TU will not be present. Topic: Steering Group providing context, advice and learnings.
- Potential meeting with Minister on Wednesday 20 October, 4.30pm-5.00pm. TU to confirm. Topic: Legislation.
- iMHA Board meetings to be held weekly on Wednesdays, 2.00pm-4.30pm.
- Induction schedule by topic and date to be circulated to the Board ASAP.

## Next agenda items

### Deep dive on Iwi Māori Partnership Boards

#### Actions:

13. TU to provide information on who and what it is engaging with regarding IMPBs, and contact Fiona Pimm directly, by 20 October 2021.

## Other business

### Fees and letters

#### Actions:

14. Board to return letters (TU to follow up by 15 October 2021).
15. Board to be advised on how to invoice for fees and expenses by 22 October 2021.

### Requests from external sources

The Board requested an update on what happens to requests from external sources that have been forwarded to the TU.

#### Actions:

16. Update on early communications with members of the Board. TU to follow up by 22 October 2021.

## Action register – live actions

	Date of meeting	Action	Responsible owner	Due date	Status
1	13/10/2021	Summary report provided to the CE recruitment sub-committee	Mana Recruitment	COB 15/10/21	100%
2	13/10/2021	Create and circulate interests register and policy to Board	Hauora Māori Team TU	18/10/21	
3	13/10/2021	Create skills matrix	iMHA Board / Transition Unit	27/10/21	
4	13/10/2021	Update on the Departmental Agency Agreement	Hauora Māori Team TU	27/10/21	
5	13/10/2021	Update Board on interim CE and resource	Hauora Māori Team TU	27/10/21	
6	13/10/2021	Circulate draft paper on IMPBs	Chad Paraone	15/10/21	100%
7	13/10/2021	Develop risk management process for appointed interim CE	Hauora Māori Team TU	TBC by recruitment subcommittee	



	Date of meeting	Action	Responsible owner	Due date	Status
8	13/10/2021	Create general risk management process/register	Hauora Māori Team TU	27/10/21	
9	13/10/2021	Send notes on early workplan draft to the Hauora Māori Team TU	Board members	27/10/21	
10	13/10/2021	Schedule of induction programme to the Board	Hauora Māori Team TU	ASAP	
11	13/10/2021	Update Board on roadshow invitations, take-up and progress	TU Communications and Engagement Team	15/10/21	100%
12	13/10/2021	Incorporate feedback into the communications strategy and return to Board	TU Communications and Engagement Team	27/10/21	
13	13/10/2021	Provide information on who/what TU is engaging with re IMPBs (contact Fiona Pimm)	Hauora Māori Team TU	20/10/2021	
14	13/10/2021	Contact Board re return of letters	Hauora Māori Team TU	10/10/2021	100%
15	13/10/2021	Provide information re invoicing	Hauora Māori Team TU	22/10/2021	
16	13/10/2021	Early communications with members of the Board is with the TU – follow-up on these required	Hauora Māori Team TU	22/10/21	



### **Karakia Hauora**

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa tawhito  
He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
Elevate and celebrate the gifts of the Earth Mother  
People are bound by the spiritual forces of ancestry  
Uplift the spirit! Support the spirit!  
Raise up the health of people, of family, of all.  
A spirit that guides me  
Hold fast! Uphold the essence.  
Bring it together! It is complete!

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## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 20 October 2021. 2.00pm-4.30pm.

Online via [Teams](#)

<b>Chair for the meeting</b>	Sharon Shea
<b>Board attendees</b>	Sue Crengle, Mataroria Lyndon, Tipa Mahuta, Lady Tureiti Moxon, Fiona Pimm, Awerangi Tamihere, Chris Tooley
<b>In Attendance</b>	Chad Paraone, Kathrine Clarke, Jenna Thornton (Transition Unit)
<b>Apologies</b>	None

Time	Item	Lead	Paper type	Page ref
2.00pm	Karakia	All		Pp1-2
	Mihimihi	Chair		
2.05pm	Board-only time	Chair		
2.35pm	Register of interests	Chair		
2.40pm	Minutes and actions	TU Lead		
3.00pm	Part 1: Establishment Mahi	Chair		
	<ul style="list-style-type: none"> <li>No papers</li> <li>Verbal update on next iteration of work plan and greatest priorities</li> <li>Verbal update on CE recruitment progress</li> </ul>	Kathrine Clarke Chad Paraone		
	Part 2: FY21 Mahi			

	<ul style="list-style-type: none"> <li>iMHA Iwi Māori Partnership Boards (IMPBs) engagement process</li> </ul>	Mara Andrews Chad Paraone	Noting Decision	Pp7-12
	Part 3: FY22+ Strategy			
	<ul style="list-style-type: none"> <li>No papers</li> </ul>			
	Part 4: General Mahi			
	<ul style="list-style-type: none"> <li>No papers</li> </ul>			
4.25pm	Whakamutunga	Chair		
4.30pm	Karakia	All		



### Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa tawhito  
He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
Elevate and celebrate the gifts of the Earth Mother  
People are bound by the spiritual forces of ancestry  
Uplift the spirit! Support the spirit!  
Raise up the health of people, of family, of all.  
A spirit that guides me  
Hold fast! Uphold the essence.  
Bring it together! It is complete!

## Ngā miniti a te Poari o te Mana Hauora Māori Taupua

### Interim Māori Health Authority Board Minutes

Wednesday, 20 October 2021. 2.00pm-4.30pm.

Online via [Teams](#)

Chair for the meeting	Sharon Shea
Board attendees	Sue Crengle, Mataroria Lyndon, Tipa Mahuta, Lady Tureiti Moxon, Fiona Pimm, Awerangi Tamihere, Chris Tooley
In Attendance	Chad Paraone, Jenna Thornton (Transition Unit)
Apologies	None

### Welcome and apologies

1. Karakia.
2. Chair: Sharon Shea.
3. Mihimihi.

### Board-only time

The Board met for Board-only time.

### Register of interests

The Board noted they had submitted their interests to the TU to be compiled.

### Minutes and actions

The Board approved the minutes and discussed the actions of the meeting of Wednesday 13 October 2021.

Agenda item for next meeting: traffic light system (COVID-19) and concerns for Māori. Updated draft workplan review and prioritisation of mahi.

Next meeting date: TBC (preferably before 6.00pm).

### Actions

1. Hauora Māori Team TU to follow up re Board members' availability for a full-day meeting with the iHNZ Board (follow up by 27 October 2021)

## Part 1: Establishment mahi

### Work plan and priorities

The Board discussed their approach to the work plan, upcoming priorities, and communications.

### Actions

2. Hauora Māori Team TU to work with Communication and Engagement team to determine a process for managing media requests. Suggested that there be a centralised register of requests. Due date 5 November 21
3. Hauora Māori Team TU to provide the next iteration of the work plan by 22 October 21. To be added to the board agenda 10 November 21 (or before if ready)
4. Hauora Māori Team TU to organise deep dive on legislation with specialist adviser and session with Public Service Commission (PSC) on role in the system for the 3 November 21

### CE recruitment

To be discussed in recruitment sub-committee.

## Part 2: FY21 Mahi

### iMHA Iwi Māori Partnership Boards (IMPBs) engagement process

An adviser from the Hauora Māori TU team presented a summary to the Board of work completed so far on:

- government expectations of IMPBs
- anticipated core functions
- engagement and work to date (joint TU and Ministry of Health)
- recent Cabinet directives as of September 2021.

The Board discussed regional boundaries of IMPBs and the TU's approach to engagement with IMPBs. The Board requested more detail on the Cabinet Papers, mechanisms, best practice, and what role the Board can play in supporting IMPBs, as well as lessons learned and critical issues identified by the TU. The Board expressed concerns about the timeline for them to further consult with IMPBs and provide input into legislative processes.

### Actions

5. Co-Chairs and Hauora Māori Team TU to discuss how best to proceed with further sessions on IMPBs by 29 October 21
6. Hauora Māori Team TU to discuss timeline with Policy team and return to Board by 3 November 21





## Action register – live actions

	Date of meeting	Action	Responsible owner	Due date	Status
1	13/10/2021	Contact Board re return of letters	Hauora Māori Team TU	10/10/2021	ACT
2	13/10/2021	Summary report provided to the CE recruitment sub-committee	Mana Recruitment	15/10/21	
3	13/10/2021	Circulate draft paper on IMPBs	Chad Paraone	15/10/21	
4	13/10/2021	Update Board on roadshow invitations, take-up and progress	TU Communications and Engagement Team	15/10/21	
5	13/10/2021	Create and circulate interests register and policy to Board	Hauora Māori Team TU	18/10/21	
6	13/10/2021	Provide information on who/what TU is engaging with re IMPBs (contact Fiona Pimm)	Hauora Māori Team TU	20/10/2021	
7	20/10/2021	Next iteration of the work plan	Hauora Māori Team TU	22/10/2021	ACT
8	13/10/2021	Provide information re invoicing	Hauora Māori Team TU	22/10/2021	
9	20/10/2021	Discuss how best to proceed with further sessions on IMPBs	Hauora Māori Team TU / Co-Chairs	22/10/2021	
10	20/10/2021	Next iteration of the work plan	Hauora Māori Team TU	22/10/2021	
11	20/10/2021	Follow up re Board members' availability for a full-day meeting with the iHNZ Board	Hauora Māori Team TU	27/10/2021	



	Date of meeting	Action	Responsible owner	Due date	Status
12	13/10/2021	Create skills matrix	iMHA Board / Transition Unit	27/10/21	
13	13/10/2021	Update Board on interim CE and resource	Hauora Māori Team TU	27/10/21	
14	13/10/2021	Update Board on interim CE and resource	Hauora Māori Team TU	27/10/21	
15	13/10/2021	Create general risk management process/register	Hauora Māori Team TU	27/10/21	
16	13/10/2021	Send notes on early workplan draft to the Hauora Māori Team TU	Board members	27/10/21	
17	13/10/2021	Schedule of induction programme to the Board	Hauora Māori Team TU	ASAP	
18	13/10/2021	Update on the Departmental Agency Agreement	Hauora Māori Team TU	03/11/21	
19	13/10/2021	Develop risk management process for appointed interim CE	Hauora Māori Team TU	TBC by recruitment subcommittee	
20	20/10/2021	Organise deep dive on legislation with specialist adviser and session with Public Service Commission (PSC) on role in the system	Hauora Māori Team TU	03/11/2021	
21	20/10/2021	Work with Communication and Engagement team to determine a process for managing media requests. Suggested that there be a centralised register of	Hauora Māori Team TU / TU Communications and Engagement Team	05/11/2021	
22	20/10/2021	Work plan added to the board agenda	Chair	10/11/2021	

### Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa tawhito  
He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

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Raise up the health of people, of family, of all.  
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## Te Rārangi Take mō te Poari o te Mana Hauora Māori Taupua

### Interim Māori Health Authority Board Meeting Agenda

Wednesday, 27 October 2021. 2.00pm-4.30pm.

Online via [Teams](#)

Chair for the meeting	Tipa Mahuta
Board attendees	Sharon Shea, Sue Crengle, Mataroria Lyndon, Lady Tureiti Moxon, Fiona Pimm, Awerangi Tamihere, Chris Tooley
In Attendance	Chad Paraone, Kathrine Clarke, Mara Andrews (Transition Unit)
Apologies	

Time	Item	Lead	Paper type
2.00pm	Karakia	All	
	Mihimihi	Chair	
2.05pm	Board-only time	Chair	
2.35pm	Register of interests	Chair	
2.40pm	Minutes and actions	TU Lead	
2.55pm	Correspondence	TU Lead	For information
3.00pm	Part 1: Establishment Mahi	Chair	
	• Draft Work Plan	Transition Unit	



3.45pm	Part 2: FY21 Mahi		
	<ul style="list-style-type: none"> <li>Iwi Māori Partnership Boards (IMPBs) workshop</li> </ul>	Mara Andrews Chad Paraone	
	Part 3: FY22+ Strategy		
	<ul style="list-style-type: none"> <li>No papers</li> </ul>		
	Part 4: General Mahi		
	<ul style="list-style-type: none"> <li>No papers</li> </ul>		
	Part 5: Risk and risk management		
	<ul style="list-style-type: none"> <li>No papers</li> </ul>		
4.25pm	Whakamutunga	Chair	
4.30pm	Karakia	All	

## Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa  
tawhito

He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
Elevate and celebrate the gifts of the Earth Mother  
People are bound by the spiritual forces of ancestry  
Uplift the spirit! Support the spirit!  
Raise up the health of people, of family, of all.  
A spirit that guides me  
Hold fast! Uphold the essence.  
Bring it together! It is complete!



## Ngā miniti a te Poari o te Mana Hauora Māori Taupua

### Interim Māori Health Authority Board Minutes

Wednesday, 27 October 2021. 2.00pm-4.30pm.

Online via [Teams](#)

<b>Chair for the meeting</b>	Tipa Mahuta
<b>Board attendees</b>	Sue Crengle, Mataroria Lyndon, Lady Tureiti Moxon, Fiona Pimm, Awerangi Tamihere, Chris Tooley. Apology for lateness Sharon Shea
<b>In Attendance</b>	Kathrine Clarke, Bernard Te Paa, Mara Andrews (Transition Unit)
<b>Apologies</b>	None

### Welcome and apologies

1. Karakia.
2. Chair: Tipa Mahuta.
3. Mihimihi.

### Board-only time

Board only time was deferred pending time at the end of the meeting.

### Register of interests

The Board noted they had submitted their interests. Interests will be updated as appropriate.

### Minutes and actions

The Board discussed and approved the minutes and actions of the meeting of Wednesday 20 October 2021.



## Part 1: Establishment mahi

### iMHA and iHNZ chair meeting update

The Chairs discussed briefly the Transfer of functions from the Ministry of Health paper.

The Pae Ora (Healthy Futures) Bill must stay on the agenda for both boards.

The Departmental Agency and interim staffing was raised as an information item. Noting that this is an agenda item with the iHNZ for the 3 November. The roles and responsibilities will be discussed at this meeting. This item will be led by the Public Service Commission. Note: item 16 on the Action List.

These items and others that have already been tabled need to be scheduled for future meetings and circulated to the Board.

### COVID funding

General update and \$120m funding. Board expressed its interest in being a part of the solution for this and other decision that impact on hauora Māori. The Board was interested in understanding how the investment will be monitored. The Boards position is equity based and any future actions or advice is based on this.

### Work plan and priorities

The updated draft work plan was circulated to the Board. Board members to provide feedback directly to Kathrine Clarke prior to next week, this will support the discussion on the 3 November 2021.

### CE recruitment

Verbal update provided on the process to date. The Board to receive an interim report on progress at the next Board meeting.

### Actions

1. Transfer of functions from the Ministry of Health paper to be made available to the Board.
2. A schedule of future agenda items to be circulated.
3. Work plan an agenda item for the 3 November 2021
4. Mana Recruitment to provide an interim report for the next board meeting.

## Part 2: FY21 Mahi

### iMHA Iwi Māori Partnership Boards (IMPBs) engagement process

The chair provided an overview of the process following previous discussion.

Adviser from the Hauora Māori TU team reiterated the process to date with an emphasis on:

- government expectations of IMPBs
- anticipated core functions
- skills matrix/capability

It was acknowledged that a significant amount of work had gone into determining the functions, boundaries and the importance of the right mix of skills and capabilities. This third round of engagement should be inclusive.

The Board agreed that it should prepare a document which outlined the Board framework/principles for engagement. Summary of the principles discussed during the meeting include:

- IMPBs are empowered
- kotahitanga
- kaitiaki
- rule setters

The discussion document should also include the context for the engagement. The Chairs will lead the development of the paper with the TU and distribute for comment to the Board noting there will be a quick turnaround timeframe. In addition to the document, a schedule of the third engagement and nominated Board member attendance will be sent out for confirmation and/or change.

All correspondence and comment to either the Board paper and schedule to be sent to Kathrine Clarke.

#### **Actions**

4. Co-Chairs and Hauora Māori Team TU to develop the document outlining the Boards framework/principles for IMPBs for distribution and input from other members.
5. Schedule of engagement and proposed attendance to be distributed for confirmation and/or change.

### **Part 3: General**

The Board should consider its name in the future. This is part of the communications and branding of the MHA and should be discussed. There is an alignment with the values and skills of Board members. The skills will also assist with the establishment of working groups and committees.

#### **Action**

6. Future agenda item

### **Part 4: Correspondence**

The correspondence from Health Safety Quality Commission New Zealand was noted.

### **Part 5: Risk Management**

Risk Management plan to be developed in line with the work plan.

## Action register – live actions

### Key

	On track
	Progressing but behind, due date
	Behind due date

	Date of meeting	Action	Responsible owner	Due date	Status
8	13/10/2021	Provide information re invoicing	Hauora Māori Team TU	22/10/2021	Information forward to the Board 28/10/21.
11	13/10/2021	Create skills matrix	iMHA Board / Transition Unit	27/10/21	Decision made on the to arrange a facilitated meeting to determine the boards values, and skills of Board members. Date still to be confirmed. Agenda item 10/11/21
12	13/10/2021	Update Board on interim CE and resource	Hauora Māori Team TU	27/10/21	Departmental Agency operationalised on 1 November 21. Chairs briefed on the
13	13/10/2021	Create general risk management process/register	Hauora Māori Team TU	27/10/21	To be aligned to the work plan. Agenda item 10/11/21
14	13/10/2021	Send notes on early workplan draft to the Hauora Māori Team TU	Board members	27/10/21	Agenda item 10/11/21
15	13/10/2021	Schedule of induction programme to the Board	Hauora Māori Team TU	ASAP	PSC induction completed. Further schedule for induction delayed due to COVID and the inability to meet in person.



	Date of meeting	Action	Responsible owner	Due date	Status
21	27/10/2021	Transfer of function from the MOH to be sent to the Board	Hauora Māori Team TU	01/11/2021	TU continues to work closely with the MOH.
22	27/10/2021	A schedule of future agenda items covering of all aspects of the reform work program to be developed and circulated to the board	Chairs in conjunction with Hauora Māori Team TU	01/11/2021	Aligned to the work plan. Agenda item 10/11/21
16	13/10/2021	Update on the Departmental Agency Agreement	Hauora Māori Team TU	03/11/21	Agreement signed on the 29/10/21, by interim CE. Final signed copy received from MOH 05/11/21
17	13/10/2021	Develop risk management process for appointed interim CE	Hauora Māori Team TU Mana Recruitment	TBC by recruitment subcommittee	In development with Mana Recruitment. Agenda item 10/11/21
18	20/10/2021	Organise deep dive on legislation with specialist adviser and session with Public Service Commission (PSC) on role in the system	Hauora Māori Team TU	03/11/2021	PSC induction completed on the 03/11/21.
20	20/10/2021	Work plan added to the board agenda 3 November	Chair	03/11/2021	Agenda item 10/11/21
19	20/10/2021	Work with Communication and Engagement team to determine a process for managing media requests. Suggested that there be a centralised register of	Hauora Māori Team TU / TU Communications and Engagement Team	05/11/2021	Chairs to meet with the Communications and Engagement Team on 08/11/21.



	Date of meeting	Action	Responsible owner	Due date	Status
20	27/10/2021	Mana Recruitment to provide an interim report for the next board meeting	Hauora Māori Team TU with Mana Recruitment	01/11/2021	Agenda item 10/11/21
21	27/10/2021	Co-Chairs and Hauora Māori Team TU to develop the document outlining the Boards framework principles for IMPBs for distribution and input from other members.	Chairs and Hauora Māori Team TU	01/11/2021	Agenda item 10/11/21
22	27/10/2021	Schedule of engagement and proposed attendance to be distributed for confirmation	Hauora Māori Team TU	01/10/2021	Agenda item 10/11/21

### Action register

	Date of meeting	Action	Responsible owner	Due date	Status
1	13/10/2021	Contact Board re return of letters	Hauora Māori Team TU	10/10/2021	completed
2	13/10/2021	Summary report provided to the CE recruitment sub-committee	Mana Recruitment	15/10/21	completed
3	13/10/2021	Circulate draft paper on IMPBs	Chad Paraone	15/10/21	completed
4	13/10/2021	Update Board on roadshow invitations, take-up and progress	TU Communications and Engagement Team	15/10/21	completed
5	13/10/2021	Create and circulate interests register and policy to Board	Hauora Māori Team TU	18/10/21	completed



	Date of meeting	Action	Responsible owner	Due date	Status
6	13/10/2021	Provide information on who/what TU is engaging with re IMPBs (contact Fiona Pimm)	Hauora Māori Team TU	20/10/2021	completed
7	20/10/2021	Next iteration of the work plan	Hauora Māori Team TU	22/10/2021	completed
9	20/10/2021	Discuss how best to proceed with further sessions on IMPBs	Hauora Māori Team TU / Co-Chairs	22/10/2021	completed
10	20/10/2021	Follow up re Board members' availability for a full-day meeting with the iHNZ Board	Hauora Māori Team TU	27/10/2021	½ day meeting confirmed for the 03/11/2021

#### Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
 Tuuria, tuuria te mata hau noo Papa  
 Paiheretia te tangata ki te kawa tupua, ki te kawa tawhito  
 He kawa ora! He kawa ora!  
 He kawa ora ki te tangata  
 He kawa ora ki te whaanau  
 He kawa ora ki te iti, ki te rahi  
 He kawa taataki ki au mau ai  
 Tuuturu o whiti, whakamaua kia tiina  
 Hui e! Taaki e!

Elevate and celebrate the gifts of the Sky Father  
 Elevate and celebrate the gifts of the Earth Mother  
 People are bound by the spiritual forces of ancestry  
 Uplift the spirit! Support the spirit!  
 Raise up the health of people, of family, of all.  
 A spirit that guides me

Hold fast! Uphold the essence.  
Bring it together! It is complete!

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## Te rārangi take mō te Poari o te Mana Hauora taupua

### Interim Health New Zealand Board Meeting Agenda

Wednesday, 3 November. 8.30am –12.30pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Rob Campbell
<b>Board attendees</b> Ngā mema o te Poari	Hon. Amy Adams, Dr Curtis Walker, Cassandra Crowley, Vui Mark Gosche, Sharon Shea, Vanessa Stoddart, Dame Dr Karen Poutasi
<b>In Attendance</b> Ngā manuhiri	Stephen McKernan, Martin Hefford, Rachel Cunningham, Sarah Simpson, Bex Sullivan, Simon Medcalf, Rosalie Percival, Andrew Norton (Transition Unit) Paul Ingle (Hardy Group)
<b>Apologies</b> Ngā tamōnga	

Te wā	Te Take (Item)	Te Kaikōrero	Te momo pepa
8.30am	Karakia	Curtis Walker	
8.35am	<b>Mihimihi: Introduction to interim Chief Executive</b>	Chair	
8.45am	<b>Update on permanent CE appointment process – Paul Ingle, Hardy Group will attend this session</b>	Chair	
9.15am	<b>Health NZ Board Administration</b> <ul style="list-style-type: none"> <li>• Apologies</li> <li>• Register of Interests</li> <li>• Ongoing schedule of meetings</li> </ul>	Chair and Secretariat	
9.25am	<b>Health NZ workplan discussion</b> <ul style="list-style-type: none"> <li>• Next steps to formulate specific Board workplan</li> </ul>	Chair and CE/TU	Endorse
10.15am	Paramanawa / Break		
10.30am	<b>Finance workstream – transition and preparedness</b> <ul style="list-style-type: none"> <li>• Finance, Procurement Information Management System Business Case</li> </ul>	Rosalie Percival	Information
11.30am	<b>Update on NZ Health Charter and employment relations arrangements</b>	Andrew Norton	Information
12.30pm	Kai o te rānui/ Lunch break		

Next Health New Zealand meetings:

- Tuesday 16 November, 10am – 2pm (may be used for final CE panel interviews)
- Wednesday 17 November, 1 – 5pm (may be used for final CE panel interviews)
- Monday 29 November, 10am – 2pm
- Thursday 2 December, 1pm – 5pm
- Tuesday 14 December, 10am – 2pm





## Ngā miniti a te Poari o te Mana Hauora taupua

### Interim Health New Zealand Board Meeting Minutes

Wednesday, 3 November. 8.30am –12.30pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Rob Campbell
<b>Board attendees</b> Ngā mema o te Poari	Hon. Amy Adams, Cassandra Crowley, Vui Mark Gosche, Dame Dr Karen Poutasi, Sharon Shea, Vanessa Stoddart, Dr Curtis Walker
<b>In Attendance</b> Ngā manuhiri	Stephen McKernan, Martin Hefford, Rachel Cunningham, Sarah Simpson, Bex Sullivan, Simon Medcalf, Rosalie Percival, Andrew Norton (Transition Unit) Paul Ingle (Hardy Group)
<b>Apologies</b> Ngā tamōnga	None

#### Karakia and mihihihi

Dr Walker opened the meeting with te karakia hauora and acknowledged the Board in their first hui and the Transition Unit for the preparatory mahi. Rob Campbell (Chair) congratulated and welcomed Martin Hefford in his new role as Acting Chief Executive for Health New Zealand. Mr Hefford introduced himself, covering his personal and professional kaupapa and leadership philosophy.

#### Update on permanent Chief Executive appointment process

The Chair recapped the work of the panel to date, which has included brief introductory meetings with 18 longlisted candidates for them to share their motivations, relevant transformation experience and understanding of equity issues. The Chair also noted the importance of this decision and reiterated his view that the appointment will not progress until the full Board is satisfied. Members of the panel shared their insights on the process, diversity and capability of candidates before Paul Ingle joined to update further on overall shortlisting status and criteria for inclusion or discounting.



It was noted an initial shortlist of four candidates has been identified, with further extensive panel interviews scheduled in the coming week. There are an additional three candidates who remain in the mix and may also be invited for interview. A discussion followed on the characteristics of these seven candidates and the remaining process. It was noted the panel will consider and discuss with Hardy Group whether to include the additional three candidates but will provide a fulsome evaluation regardless to the full Board following the four initial interviews to gain agreement on how to proceed from that point.

The Chair also invited Sharon Shea to provide an update on the equivalent appointment process for the Māori Health Authority. The panel (including Rob Campbell) are progressing towards the next round of detailed interviews also and are pleased with the capability and skill of the potential candidates.

#### **Health NZ Board Administration**

No apologies were tendered.

The Board noted the register of interests, and some updates still to be made. A discussion followed on the policy for declarations; for example, some DHB's require declaration of direct investments in addition to other governance roles. All agreed to review again and take a position of declaring all interests, noting these may be made public at a future point in standard reporting processes for Crown Entities. It was also noted that interests can change at short notice, and therefore an opportunity to declare any conflicts should be provided for on meeting agendas. Please see actions.

The draft meeting schedule for 2022 was noted as likely being achievable, subject to two remaining responses and taking into account a standing meeting for DHB Chairs with the Minister each Friday. This will be confirmed as soon as possible following the meeting. It was also noted that further information on the Ministry of Health payment process for schedular payments will also be shared shortly.

#### **Health NZ workplan discussion**

Stephen McKernan joined the meeting and introduced the other Transition Unit attendees (Bex Sullivan and Simon Medcalf) before providing an overview of the creation, purpose and scope of the workplan. It was noted the intention of this session was to facilitate discussion on the key components in order to formulate a Board-specific workplan for delivery to the Minister of Health within the month of November.

A brief discussion followed on the ability of the interim Board (in its current form) to have influence over important matters, and the focus on the achievement of 'transition' over the desired system shifts or 'jolts'. All agreed to use the session tentatively held on 16 November for a workshop or 'deep dive' session on this item, specifically to agree strategic objectives, priorities, the role of governors vs management and agree a common understanding of



some aspects (particularly relating to equity). The Chair suggested and the Board agreed to come to this session with a personal presentation or overview of what they're hoping to achieve as a collective Board.

Martin Hefford acknowledged the challenges of being across a programme of this size and shared a suggested list of workplan priorities for the Board. The Board suggested these be turned into workstreams for the Board and noted a preference to identify Board priorities and distinguish governance vs. operational aspects and allow for appropriate delegation to management. The Chair also asked that Tipa Mahuta be invited to attend the workshop session and asked Martin Hefford to specifically report back ahead of the next meeting (see actions). Mr McKernan noted there may already be people within the health sector over these priorities, and that there may also be additions to the discussion – notably governance of capital arrangements – and some difficult aspects ahead in relation to the size and scope of first budgets, and transfer of functions from the Ministry of Health (and sequencing of those). A clear desire to remain focused on the five key system shifts was noted.

Some minor issues with the Diligent links and access were also discussed (please see actions).

#### **Health NZ Finance Day One – overview, budgets and balance sheet presentation**

Rosalie Percival gave an overview presentation, outlining key decision points, high-level Vote Health and interim agency budget setting processes, current costs, balance sheets and consolidation of entities as well as co-dependencies and risks. Discussion followed with interest shown in what decisions must be accepted by interim Boards and what can be influenced, mechanisms for inter-district funding flows in the new system and what can be considered discretionary spend (not already allocated). A further presentation on these aspects was requested; please see actions.

A clear desire to remain focused on investment in equity, measurable outcomes and achieving the five key system shifts was noted.

The Board endorsed management's proposed approach to the current budgeting cycle, without wanting to signal cost growth to the sector.

A discussion followed on the need to establish an interim committee over the finance and audit components of the reform programme to facilitate quicker decision-making. Whilst several members were willing to participate, it was agreed that Vui Mark Gosche, Vanessa Stoddart and Cassandra Crowley will initially work with the Secretariat and Transition Unit to recommend to the Board a proposed Terms of Reference, Committee Chair and whether other aspects such as risk should be included.



## Update on New Zealand Health Charter and Employment Relations arrangements

Andrew Norton attended to brief the Board on the development of the Charter, those involved, why the Charter is important and how this complements the Transition Unit workstreams relating to Change, Workforce and Communications and Engagement. A discussion followed on the type of feedback received so far and how this fits with legal employer obligations or professional codes. It was noted this is more about moral obligations and building a new culture, and to date a lot of valuable and detailed feedback has been given. The Board requested some examples of Charters (if they exist), to be advised or included in the schedule of future engagements and queried whether there was sufficient inclusion of the Māori perspective and the consumer voice in the Charter development. Stephen noted that whilst there is still work to complete on the consumer perspective, Claire Braatvedt is a connection point between the two workstreams and suggested that an overview of this work is provided at the next meetings (16 / 17 November). It was also suggested the Charter workstream approach the Chairs of existing DHB consumer councils to provide input on the Charter together.

The discussion moved to the Employment Relations environment, and a discussion followed on the need to examine some significant workforce and labour issues as well as achieving reform outcomes. It was agreed the Board and interim Health New Zealand would need to agree some principles sooner rather than later and these should be brought back for discussion. It was also noted by members of the Board that 'old ways' will not achieve a new culture, and that a People / Culture Committee (or similar) may be required in due course. A further briefing on workforce risks and opportunities was requested; please see actions.

The Board then ended this session before commencing the joint meeting with the Māori Health Authority at 1.00pm.

### Open actions

No.	Action	Responsible owner	Due date	Comments
BD031121-01	<b>CE recruitment:</b> Consider interviewing additional (3) candidates to those initially shortlisted (4)	Panel to discuss and report back	12 Nov 2021	
BD031121-02	<b>Board administration:</b> All Board members to provide further updates to register of interests as per discussion	Board members / Secretariat	16 Nov 2021	





No.	Action	Responsible owner	Due date	Comments
BD031121-03	<b>Board administration:</b> Meeting agendas will be amended to include an opportunity to declare conflicts; and a standing item to update on the Māori Health Authority Board meetings.	Secretariat	16 Nov 2021	
BD031121-04	<b>Health NZ workplan / Board workplan:</b> Schedule deep-dive session, identify Board priorities and distinguish governance/ operational aspects. Tipa Mahuta to be invited to attend. Provide A3 printable versions of the Gantt chart.  Identify aspects that can be delegated to management and those that Board must own. Reframe in terms of reform agenda. Establish Board workstreams subsequently.	Interim CE and Secretariat	16 Nov 2021  Circulate before next meeting	
BD031121-05	<b>Health NZ / Board workplan:</b> Each Board member will also come prepared to present individually on their desired objectives as a Board (5 – 10 mins).	All Board members	16 Nov 2021	
BD031121-06	The Secretariat will continue working to resolve Diligent functionality issues (links / timing out), and work with Vanessa and Cassandra on a preferred resource centre structure	Secretariat	16 Nov 2021	
BD031121-07	<b>Finance Day One Presentation:</b> Future presentation requested on discretionary vs non-discretionary aspects of budget and ability to influence.  Establish interim Finance/Audit Committee. Draw up draft Charter. Consider whether Risk should be included or stay at full Board level. Elect Chair. Seek Board endorsement.	Martin Hefford / Rosalie Percival  Martin Hefford, Secretariat, Vui Mark, Vanessa, Cassandra		



No.	Action	Responsible owner	Due date	Comments
BD031121-08	<p><b>Health Charter:</b></p> <p>Board interested to see examples of Charters rated highly. (e.g. Kaiser Permanente Employee Compass). Board invited to sit in on consultation/engagements.</p> <p>Consumer voice - Background paper or update for upcoming meeting.</p> <p>Include DHB Consumer Council Chairs in engagement.</p>	<p>Andrew Norton (via Secretariat)</p> <p>Stephen McKernan / Claire Braatvedt</p> <p>Andrew Norton</p>	16/17 November	
BD031121-09	<p><b>Employment Relations environment:</b></p> <p>Formulate a set of principles/policy position sooner rather than later, particularly in relation to pay parity in commissioned services.</p> <p>Circulate G Moss report on <i>Options for Health Employment Relations Arrangements</i> once finalised (to inform Board view)</p> <p>Form people/culture /workforce committee.</p> <p>Provide a briefing/risk matrix on health workforce definition/ issues/opportunities/challenges (such as ER, pay equity and parity) as part of ongoing induction.</p>	<p>Martin Hefford</p> <p>Andrew Norton / Martin Hefford</p> <p>Vanessa Stoddart / Secretariat</p> <p>Andrew Norton / TU</p>	Can be circulated out-of-cycle or discussed in weekly Chair meetings	



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## Te rārangi take mō te hui kotahi a ngā Poari Mana Hauora taupua o Aotearoa

### Interim Health New Zealand and Māori Health Authority Joint Agenda

Wednesday, 3 November. 1.00pm – 5.00pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Rob Campbell, Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Awerangi Tamihere, Dr Chris Tooley, Fiona Pimm, Mataroria Lyndon, Dr Sue Crengle, Lady Tureiti Moxon, Hon. Amy Adams, Dr Curtis Walker, Cassandra Crowley, Vui Mark Gosche, Vanessa Stoddart, Dame Dr Karen Poutasi
<b>In Attendance</b> Ngā manuhiri	<p><b>Transition Unit:</b> Stephen McKernan, Martin Hefford, Chad Paraone, Kathrine Clarke, Rachel Cunningham, Sarah Simpson, Simon Medcalf, Oliver Poppelwell, Tim Saunders, Mara Andrews, Rosalie Percival, Brent Harvey (TBC)</p> <p><b>Public Service Commission:</b> Margaret Mabbett (Principal Analyst), Mereama Chase (Manager, System Improvement), Nick Brown (Director Crown Entity Resource Centre)</p> <p><b>Ministry of Health:</b> Dr Ashley Bloomfield, Robyn Shearer and Maree Roberts (Deputy Director-General System Strategy and Policy)</p>
<b>Apologies</b> Ngā tamōnga	

	Joint Board session with Māori Health Authority		
1.00pm	Karakia and mihi mihi	Chairs	
1.15pm	Public Service Commission: Departmental agencies and Crown Entities (joint induction briefing session)	PSC	For information
2.15pm	Ministry of Health: briefing on approach to transfer of functions and arrangements	Ministry of Health	For information
3.00pm	Paramanawa / Break		
3.15pm	Transition Unit briefing on Pae Ora (Healthy Futures) Bill - Simon Medcalf, Oliver Poppelwell and Tim Saunders will present	Transition Unit	For information
3.40pm	Key November activities from workplan: <ul style="list-style-type: none"> <li>Localities and prototypes</li> <li>Leadership wānanga</li> </ul>	Martin Hefford Mara Andrews	Endorse (jointly)
4.25pm	Finance, Procurement Information Management System Business Case	Transition Unit	Endorse (jointly)
4.50pm	Whakamutunga	Chairs	
5.00pm	Karakia	All	



## Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa  
tawhito

He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
Elevate and celebrate the gifts of the Earth Mother  
People are bound by the spiritual forces of ancestry  
Uplift the spirit! Support the spirit!  
Raise up the health of people, of family, of all.  
A spirit that guides me  
Hold fast! Uphold the essence.  
Bring it together! It is complete!



## Ngā miniti a te hui kotahi a ngā Poari Mana Hauora taupua o Aotearoa

### Interim Health New Zealand and Māori Health Authority Joint Meeting Minutes

Wednesday, 3 November. 1.00pm – 5.00pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea
<b>Board attendees</b> Ngā mema o te Poari	Dr Sue Crengle, Mataroria Lyndon, Tipa Mahuta, Lady Tureiti Moxon, Fiona Pimm, Awerangi Tamihere, Dr Chris Tooley, Hon. Amy Adams, Rob Campbell, Cassandra Crowley, Vui Mark Gosche, Dame Dr Karen Poutasi, Vanessa Stoddart, Dr Curtis Walker
<b>In Attendance</b> Ngā manuhiri	<b>Transition Unit:</b> Stephen McKernan, Martin Hefford, Chad Paraone, Kathrine Clarke, Rachel Cunningham, Sarah Simpson, Simon Medcalf, Oliver Poppelwell, Tim Saunders, Mara Andrews, Rosalie Percival <b>Public Service Commission:</b> Margaret Mabbett (Principal Analyst), Mereama Chase (Manager, System Improvement), Nick Brown (Director Crown Entity Resource Centre) <b>Ministry of Health:</b> Dr Ashley Bloomfield, Robyn Shearer, Maree Roberts, John Whaanga, Fergus Welsh
<b>Apologies</b>	None

The Chair opened the meeting. Members introduced themselves as part of whakawhanaungatanga.

#### Public Service Commission: Departmental agencies and Crown Entities (joint induction briefing session)

The Public Service Commission attendees gave an overview of the role of Section 11 Committees vs Crown Entity Boards, comparing the differences along with key changes in the Public Service Act 2020, and the corresponding purpose, principles and values. This presentation also outlined the Crown Entities



Act, and the collective and individual duties for Board members (noting there may be slight differences for the Māori Health Authority but many principles will be the same). Questions followed and focused on aspects relating to monitoring and how the Ministry of Health is preparing to take on their new role.

The Boards and interim entities were encouraged to meet with the Ministry of Health jointly and agree the monitoring frameworks early, and to spend time considering what policy decisions the Boards may want to influence with the Ministry. Section 9(2)(g)(i)

Māori Health Authority Board members also noted their dual accountability to the Crown and Māori.

#### Ministry of Health: briefing on approach to transfer of functions and arrangements

The Chair welcomed the Ministry of Health attendees, who shared a presentation covering the existing and future stewardship role of the Ministry, specific functions in the reformed system, the Budget22 process (including the new multi-year funding allocation and re-base to remove deficit effects), approach to partnerships and functions analysis and transfer. It was noted the Boards may wish to undertake future deep-dive sessions on the functions transfers as this was a high-level overview and due diligence is ongoing.

Section 9(2)(g)(i)

Board members also enquired whether it may be possible to share the Ministerial briefing on shifting roles (due in a fortnight). Please see actions.

The discussion turned to data as a key enabler and 'currency' within the new system and how best to manage, share and use this. The Health New Zealand Chair requested that the new interim Chief Executives discuss this point further with the Chairs to establish whether joint governance is required over national collection of data with shared access and what aspects of this critical work should come back to the Boards.

It was also suggested that Shayne Hunter and John Whaanga present or speak with the Boards further on this at future meetings. Members of the Board thanked the Ministry for their mahi relating to the COVID-19 response, the achievement of a multi-year funding path and for their work on the reform.





### Transition Unit briefing on Pae Ora (Healthy Futures) Bill

The Legislation team attended to give an overview of the Bill development, key aspects and aims, feedback received so far and the remaining process. Questions were raised relating to amendments considered for other Acts, such as the Privacy Act, how protection is afforded through the legislation for the reform and resulting entities (should there be a future change of Government and reform direction), clarification on the definition of 'consult' and how some of the locality assumptions have been defined.

The Chair wrapped up the session but suggested further discussion may be required. Comments, suggestions or further questions may be directed to the team via the Board Secretariat, but would need to be received before the end of December. Please see actions.

### Localities and prototypes

Martin Hefford introduced the team and explained this was a key early initiative to bring to both Boards, particularly to achieve some of the key system shifts in the reforms. Vui Mark Gosche, Sharon Shea, Cassandra Crowley, Chad Paraone, Tipa Mahuta, Dr Chris Tooley and Karen Poutasi noted their interests as existing DHB Chairs/members or locality providers. Mataroria Lyndon noted he is no longer with Mahitahi Hauora although this is still noted on his register at present.

A brief presentation on selection parameters was provided, before each member posed questions. Feedback or queries included challenges with population sizes within large geographical areas, definition of selection parameters, how the localities work with the Iwi-Māori Partnership Boards, and the approach being taken (to consult on a pilot rather than co-design with the community). Section 9(2)(g)(i)

Members of the Board enquired about the the ability to pause or mirimiri (to massage these), given the political and financial commitments already made and whilst the interim Boards are in their Section 11 Committee form. Further discussion noted that this is an opportunity to work with those willing to signal and test new ways of doing things in the system, and the importance of including some 'bottom-up' innovation from within the sector to achieve the reforms.

The Boards agreed that although there are remaining concerns, they would endorse in principle to proceed with developing the concept but direct management to form a working group from the joint Boards (including the Chairs) to continue providing the Boards' view and some early governance. It was noted it would be critical to ensure the appropriate management and governance structures are established as soon as possible.





Please see actions.

### Leadership wānanga

The Boards noted the paper and posed various questions about the early prioritisation, the cost of the initiative and the approach to implementing as outlined. Mr Hefford noted that the paper represents the first part of a two-part process where management will bring a business case back to the Board in May 2022. Mr McKernan noted there is a variable range of capability within the sector, particularly in relation to important aspects such as commissioning. As an example, there will be approximately Section 9(2)(b)(ii) from the Ministry of Health and this initiative aims to build the capability in the reformed sector to ensure the system shifts are achieved (particularly relating to equity). Mr Paraone also noted the feedback from approximately 40 hui with Section 9(2)(g)(i) Planning, Funding and Contracting staff and management. This has been factored into the design of the proposed initiative.

It was suggested to endorse the concept in principle but ensure feedback is considered and an alternative proposal either be discussed further with any People / Culture/ Workforce Committee or between the Chairs with the interim Chief Executives.

### Finance, Procurement Information Management System Business Case

The Board noted the paper and raised some questions regarding implementation and consolidation. Ms. Shea noted she had some further comment about IT as an enabler but will share separately outside the meeting. The Boards jointly:

- (a) Endorsed approval by the Interim Agencies Chief Executives for Section 9(2)(b)(ii)
- (b) noted the endorsement of the Health & Disability Transition Unit Steering Group, and approvals from supporting reviewers, including DPMC Procurement & Legal.
- (c) noted this is the only achievable and viable solution for day one readiness that is fit for purpose and retains enduring value.
- (d) noted the significant sector investment made by the sector in developing the FPIM, the dedicated implementation and support team in place for it within New Zealand Health Partnerships (NZHP), and the number of DHBs and entities either on the system or progressing implementations.

## Whakamutunga and karakia

The Chairs thanked the group for the honest and open kōrero, and the Transition Unit for their support and mahi. The meeting closed with the karakia hauora.

### Open actions

No.	Action	Responsible owner	Due date	Comments
<b>BD031121-10</b>	<b>PSC Briefing:</b> Boards/entities encouraged to meet with MoH and agree monitoring framework early (jointly) and consider which policy changes they may wish to influence. Board papers (and templates) to include statements upfront about how the initiative will achieve equity and health outcomes in the health system (and where applicable achieve other system shifts).	Joint Boards and Secretariats	TBC	
<b>BD031121-11</b>	<b>PSC briefing:</b> Māori Health Authority to consider and discuss their role as an independent entity with dual accountability to the Minister and to Māori, and how that fits within the PSC framework.	Māori Health Authority Board and Secretariat	TBC	
<b>BD031121-12</b>	<b>MoH presentation:</b> TU to investigate if Ministerial briefing can be shared with Boards  Interim CEs to discuss with Board Chairs what joint data governance may be required, along with high level principles for data-sharing in the new system. Names suggested included C. Crowley, Hon. A. Adams and members of the Māori Health Authority TBD.	Martin Hefford and Chad Paraone	Next meeting with Chairs	





No.	Action	Responsible owner	Due date	Comments
	<p>Paper on high level data principles (or transfers) to be shared with the Boards in the next meetings</p> <p>Consider joint committee/working group with MoH to consider transfer of functions/budget.</p>	<p>S McKernan (comment in meeting TBC?)</p> <p>A Bloomfield to work with M Hefford and C Paraone.</p>		
<b>BD031121-13</b>	<p><b>Pae Ora (Healthy Futures) Bill:</b></p> <p>Further Board feedback or questions on the Bill may be directed to the Legislation team via the Secretariat but must be received before the end of December.</p>	Boards and Secretariat		
<b>BD031121-14</b>	<p><b>Localities:</b></p> <p>Form joint working group (led by the Chairs) to consider Board feedback and input on localities.</p> <p>MHA Secretariat to note M. Lyndon's updated interest in Mahitahi Hauora</p>	Boards and management (Chairs need to be involved).		
<b>BD031121-15</b>	<p><b>Leadership Wānanga:</b></p> <p>Consider further as part of Workforce / People &amp; Culture working group or between the Chairs and interim CEs.</p>	Chairs and interim Chief Executives		



## Te Rārangi Take mō te Poari o te Mana Hauora Māori Taupua

### Interim Māori Health Authority Board Meeting Agenda

Wednesday, 10 November 2021. 1.00pm-7.00pm<sup>1</sup>.

Online via [Teams](#)

<b>Chair for the meeting</b>	Sharon Shea
<b>Board attendees</b>	Tipa Mahuta, Sue Crengle, Mataroria Lyndon, Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley
<b>In Attendance</b>	Chad Paraone, Kathrine Clarke, Mara Andrews, Ririwai Fox (Transition Unit), Heather Walker (Mana Recruitment).
<b>Apologies</b>	Fiona Pimm

Te wā	Te Take (Item)	Te Kaikōrero	Te momo pepa
1.00pm	Karakia	All	
	Mihimihi	Chair	
2.00pm	Part 1: Establishment Mahi	Chair	
	• CE Report	Chad Paraone	For information
	• Letter of Expectation	Chad Paraone	Decision
	• Draft Work Plan	Chad Paraone	Decision
3.00pm	• CE Recruitment Report	Mana Recruitment Heather Walker	For information
3.30pm	• Break		
3.35pm	Board-only time	Chair	
3.45pm	Register of interests	Chair	
3.50pm	Minutes and actions	Chair	

<sup>1</sup> Note that we will be flexible with our time based on the agenda so meetings may or may not be for the full time period. 1





4.00pm	Minutes and actions from the Joint Board Meeting	Chair	
4.25pm	Draft ongoing meeting schedule	Chair	Discussion
4.45pm	Part 1: Establishment Mahi cont.		
	<ul style="list-style-type: none"> <li>Facilitated strategic discussion <ul style="list-style-type: none"> <li>Values</li> <li>Board skills</li> </ul> </li> </ul>	Chair	Discussion
5.00pm	Part 2: FY21 Mahi		
	<ul style="list-style-type: none"> <li>Iwi Māori Partnership Boards (IMPBs)</li> </ul>	Mara Andrews Chad Paraone	Decision
	<ul style="list-style-type: none"> <li>IMPB Stakeholder engagement schedule</li> </ul>	Chair	Paper
5.30pm	Part 3: FY22+ Strategy		
	<ul style="list-style-type: none"> <li>FY22 Budget</li> </ul>	Chair Chad Paraone	No Paper. Verbal by Chad
	Part 4: General Mahi		
	Part 5: Risk and risk management		
5.55pm	Whakamutunga	Chair	
6.00pm	Karakia	All	

## Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa  
tawhito

He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
Elevate and celebrate the gifts of the Earth Mother  
People are bound by the spiritual forces of ancestry  
Uplift the spirit! Support the spirit!  
Raise up the health of people, of family, of all.  
A spirit that guides me  
Hold fast! Uphold the essence.  
Bring it together! It is complete!

## Ngā miniti a te Poari o te Mana Hauora Māori Taupua

### Interim Māori Health Authority Board Minutes

Wednesday, 10 November 2021.

1.00pm-5.30pm.

Online via [Teams](#)

Chair for the meeting	Sharon Shea
Board attendees	Sue Crengle, Mataroria Lyndon, Lady Tureiti Moxon, Chris Tooley.
In Attendance	Chad Paraone (interim CE) Kathrine Clarke, Bernard Te Paa, Mara Andrews, Ririwai Fox, Matthew Gifford (Transition Unit)
Apologies	Fiona Pimm, Awerangi Tamihere

### Welcome and apologies

Karakia.

Mihimihi.

### Part 1: Establishment mahi

#### Letter of Expectation

General discussion about the overall intent of the Letter of Expectation (LOE). Recognition that this is a key accountability document. The following were noted as possible inclusions and/or strengthening:

- **Inter-agency connections**  
... an expectation for the iMHA to make connections with relevant key agencies over the next 7 months, in advance/anticipation of deeper collaboration in the 22/23 and outyears for the purpose of advancing hauora Māori. Including, but not limited to, social sector agencies that impact on determinants of health, Treasury and Public Service Commission.
- **Relationship with HNZ**  
... an expectation that iMHA and iHNZ work closely together to ensure te Tiriti and equity are embedded in the combined work over the next 7 months (and that this is replicated in the HNZ LoE).  
*This point is made on page 3 (under 'Strategic approach to iMHA functions') but seeking for it to be pulled out and emphasised.*
- **Broaden out Equity**  
... acknowledgement that, while there is an explicit focus on Māori health equity, MHA should also factor in to its work that equity also extends to other spheres including clinical, rural, disability, takatāpui and Rainbow community, and Pasifika.



*This point is touched on top of page 4 (under 'Strategic approach to iMHA functions') but seeking for it to be pulled out and emphasised.*

- **Accountability back to Māori**

...a more explicit expectation that the iMHA considers it's accountability to Māori, as envisaged in the Bill, and works through how it will deliver on this in practice come 1 July 2022.

*This point is touched on in page 9, in terms of MHA growing capability to engage with Māori, but seeking for this point to be strengthened.*

- **Whole of system accountability**

...an expectation that the whole system is accountable for improving Māori health equity and outcomes, and to emphasise the levers that have been designed for the MHA to be jointly leading role in this alongside HNZ (and MoH).

### **Action**

- a) Changes to the LOE be made, and the final draft to be provided to the Co-Chairs for sign off.
- b) Request that the Health New Zealand Letter of Expectation be circulated to the Board.

### **Work Plan**

Overview provided to the Board on the structure and the intent of the work plan. It was noted that the work plan will be summarised as a means of tracking progress. The summarised work plan will have key milestones for Day 1 (1 July). Further consideration should also be given to the critical work that will continue past this date, noting that this is the opportunity to set the foundation. Noting that some comments may be relevant to both HNZ and MHA work plans. The key comments and/or suggested alternations were made:

#### *Strengthening the language*

- i. The language is strengthened to prioritise kaupapa Māori approaches, Te Tiriti o Waitangi responsiveness, and equity, embedding the intent of the reform. In short, a very explicit pro-Tiriti and pro-equity stance.
- ii. There are bold and firm statements upfront articulating the Board's role, responsibilities, identity, and mandate as a key partner to the Crown that can support it to meet its Tiriti o Waitangi obligations.
- iii. Ensuring that there is recognition of the balance of power in the partnership between the Māori Health Authority and Health New Zealand.
- iv. Ensuring that it is clear that the entire health system is jointly accountable for Māori health outcomes, not just the Māori Health Authority.

#### *Improving emphasis on critical areas*

- v. **Workforce:** Culture and leadership to be at the forefront, and how it will be linked to the larger workforce development strategy. This also need some reordering with the culture and leadership being at the forefront and is linked to a larger workforce development strategy that embeds the intent of the reform.

- vi. **Transfer of Functions:** Reiterating the importance of transferring *the best* roles and functions to enable the best outcomes in order to give effect to the purpose of the reform, noting that the transfer includes the function and associated resource.
- vii. **Hospital and Specialist Services:** Strengthening the emphasis on MHAs oversight role for Hospitals and Specialist care.
- viii. **New Zealand Health Plan:** Ensure that the board has an opportunity to see the plan as it develops. Equity must be at the front and centre of the plan.
- ix. **Consumer Voice:** Add a more substantial and intentional plan of work for how the new health system will prioritise the consumer voice.

#### *Adding key workstreams*

- x. **Board Identity:** Include a programme of work where the board can wānanga about its identity and vision to set the foundation for the future.
- xi. **Legislation:** Clarify the Board's role in refining the Pae Ora Bill.
  - a. **Note:** the interim CE will follow up on the practicalities of how the Board can provide their feedback.
- xii. **Interagency Engagement:** In recognition of the social determinants of health, ensure there is consideration given to how the Māori Health Authority will engage with the wider system (i.e., Treasury, MSD) to achieve positive health outcomes.

#### **Action**

- c) Changes to the Work Plan be made, and the final draft to be provided to the Co-Chairs for sign off.
- d) Summarised plan inclusive of key milestones will be presented back to the full board

#### **Interim CE Report**

The interim CE report was accepted as read and acknowledged.

### **Part 2: FY21 Mahi**

#### **iMHA Iwi Māori Partnership Boards (IMPBs) engagement process**

The paper as presented to the Board was taken as read. It was acknowledged that significant work has been undertaken to date. The Board recognised the importance of this work and accepted the proposed approach and schedule of engagement, notwithstanding that there is the need to confirm the attendance of individual members. The Board members will need to be briefed prior to attendance at the IMPB engagement.

#### **Actions**

- e) Schedule of engagement and proposed attendance to be confirmed.
- f) Prior to board members attending any meetings they will be provided with a briefing.

### **Register of interests**

Board members noted they had submitted their interests. Interests will be updated as appropriate. Sharon Shea noted interests were missing and would be provided.

### **Minutes and actions**

The Board accepted the minutes and actions of the meeting of Wednesday 27 October 2021.

## Part 1: Establishment mahi

### CE recruitment

Mana Recruitment provided a comprehensive report of the process and on how the shortlisted candidates were determined. Short listed interview will commence on the 11 November 21. Mana reported that we are tracking close to expected timelines and a further report back to the Board will be provided within the next 2 weeks for further deliberation. The full board will be advised of any risks as and if they are identified.

#### Action

- g) Mana Recruitment report to be sent to the two board members who were not present at the meeting
- h) Report to be provided to the full board within two weeks

### Strategic Planning

Throughout the meeting it was affirmed the importance of a strategic planning session. The core values and position of the Board is essential and will support the work plan, the work of the Transition Unit and the partnership with Health New Zealand and the Ministry of Health.

The proposal is for this to be independently facilitated and if possible, in person.

#### Action

- i) Co-chairs to work with the secretariat to agree the timing and agenda for this session. NOTE: please see item 11 in the Action table below.

## Part 3: General

### FY22 Budget

The Co-Chairs will raise with the interim CE during their regular catch-up. The Chairs requested an updated from the interim CE regarding FY21 budget, and FY22.

### Report back to the board on joint Chairs forum

Sharon provided a verbal report on the continued willingness of Health New Zealand to work in a joined-up way with the MHA.

#### Action

- j) Co-Chairs to raise with interim CE FY21 and 22 budget during the regular meetings.

### Administration

Where possible the distribution of information to the Board members should allow for ease of printing. The Board agreed that if a Board members requests either a PDF or work document to be sent to them via email that this will occur. Some consideration to privacy and confidentiality will need to be considered and should be included in any board manuals and board Terms of Reference as outlined in the session with the Public Service Commission, as part of the joint board meeting (03/11/21).



The Draft Terms of Reference and Draft Board Manual to be included on the 17/11/21 Board agenda.

Information on invoicing will be sent to the Board including clarifications about tax implications before the next board meeting.

#### **Action**

- k) 17 November Board agenda to include draft Terms of Reference and Draft Board Manual
- l) Invoicing information to be sent to Board members.

#### **Meeting Schedule**

General agreement to adopt the meeting schedule. Also agreed who possible that the Board continues to meet with Health NZ at least monthly, but more often if need be. The schedule can be updated as and when necessary.

### **Part 5: Risk Management**

#### **Action**

Risk Management plan to be developed in line with the work plan.

## Action register – live actions

### Key

	On track
	Progressing but behind, due date
	Behind due date

	Date of meeting	Action	Responsible owner	Due date	Status
8	13/10/2021	Provide information re invoicing	Hauora Māori Team TU	22/10/2021	Information forward to the Board 28/10/21 and updated on the 11/11/21
11	13/10/2021	Create skills matrix	iMHA Board / Transition Unit	27/10/2021	Co-Chairs and secretariat to agree timing and agenda for a strategic planning session.
13	13/10/2021	Create general risk management process/register	Hauora Māori Team TU	27/10/2021	To be aligned to the work plan. Agenda item 17/11/21
15	13/10/2021	Schedule of induction programme to the Board	Hauora Māori Team TU	ASAP	PSC induction completed. Further schedule for induction delayed due to COVID and the inability to meet in person.
21	27/10/2021	Transfer of function from the MOH to be sent to the Board	Hauora Māori Team TU	17/11/2021	TU continues to work closely with the MOH. This has been strengthened in the workplan.
22	27/10/2021	A schedule of future agenda items covering of all aspects of the reform work program to be developed and circulated to the board	Chairs in conjunction with Hauora Māori Team TU	01/11/2021	Aligned to the work plan. Schedule of meetings approved 10/11/21 and agenda to be agreed between the co-chairs and interim CE.

	Date of meeting	Action	Responsible owner	Due date	Status
18	20/10/2021	Organise deep dive on legislation with specialist adviser and session with Public Service Commission (PSC) on role in the system	Hauora Māori Team TU	03/11/2021	PSC induction completed on the 03/11/21.
20	20/10/2021	Work plan added to the board agenda 3 November	Chair	03/11/2021	Agenda item 10/11/21
19	20/10/2021	Work with Communication and Engagement team to determine a process for managing media requests. Suggested that there be a centralised register of	Hauora Māori Team TU / TU Communications and Engagement Team	05/11/2021	Chairs to meet with the Communications and Engagement Team on 08/11/21.
20	27/10/2021	Mana Recruitment to provide an interim report for the next board meeting	Hauora Māori Team TU with Mana Recruitment	01/11/2021	Agenda item 10/11/21
21	27/10/2021	Co-Chairs and Hauora Māori Team TU to develop the document outlining the Boards framework principles for IMPBs for distribution and input from other members.	Chairs and Hauora Māori Team TU	01/11/2021	Agenda item 10/11/21
22	27/10/2021	Schedule of engagement and proposed attendance to be distributed for confirmation	Hauora Māori Team TU	01/10/2021	Agenda item 10/11/21
23	10/11/2021	Changes to the LOE be made, and the final draft to be provided to the Co-Chairs for sign off.	Interim CE	TBC	Progress on the changes has commenced.
24	10/11/2021	Health New Zealand Letter of Expectation	Secretariat	10/11/2021	Sent on the 10/11/2021



	Date of meeting	Action	Responsible owner	Due date	Status
		be circulated to the Board.			
25	10/11/2021	Changes to the Work Plan be made, and the final draft to be provided to the Co-Chairs for sign off.	Interim CE	TBC	Progress on the changes commenced.
26	10/11/2021	Summarised plan inclusive of key milestones will be presented back to the full board	Interim CE	TBC	Progress on the changes commenced.
27	10/11/2021	Schedule of engagement and proposed attendance to be confirmed	Secretariat	Prior to engagement	Progressing
28	10/11/2021	Prior to board members attending any meetings they will be provided with a briefing.	TU staff	Prior to engagement	Progressing
29	10/11/2021	Mana Recruitment report to be sent to the two board members who were not present at the meeting	Secretariat	12/11/2021	On track
30	10/11/2021	Report to be provided to the full board within two weeks	Mana Recruitment	17/11/2021	On Track
31	10/11/2021	Co-Chairs to raise with interim CE FY22 Budget, during regular meetings	Co-Chairs Interim CE	TBC	On Track
32	10/11/2021	17 November 21 Board agenda to include draft Terms of Reference and Draft Board Manual	Interim CE	17/11/2021	On Track

	Date of meeting	Action	Responsible owner	Due date	Status
33	10/11/2021	Invoicing information to be sent to Board members.	Secretariat	12/11/2021	On Track

### Action register

	Date of meeting	Action	Responsible owner	Due date	Status
1	13/10/2021	Contact Board re return of letters	Hauora Māori Team TU	10/10/2021	completed
2	13/10/2021	Summary report provided to the CE recruitment sub-committee	Mana Recruitment	15/10/21	completed
3	13/10/2021	Circulate draft paper on IMPBs	Chad Paraone	15/10/21	completed
4	13/10/2021	Update Board on roadshow invitations, take-up and progress	TU Communications and Engagement Team	15/10/21	completed
5	13/10/2021	Create and circulate interests register and policy to Board	Hauora Māori Team TU	18/10/21	completed
6	13/10/2021	Provide information on who/what TU is engaging with re IMPBs (contact Fiona Pimm)	Hauora Māori Team TU	20/10/2021	completed
7	20/10/2021	Next iteration of the work plan	Hauora Māori Team TU	22/10/2021	completed
9	20/10/2021	Discuss how best to proceed with further sessions on IMPBs	Hauora Māori Team TU / Co-Chairs	22/10/2021	completed
10	20/10/2021	Follow up re Board members' availability for a full-day meeting with the iHNZ Board	Hauora Māori Team TU	27/10/2021	completed

	Date of meeting	Action	Responsible owner	Due date	Status
12	13/10/2021	Update Board on interim CE and resource	Hauora Māori Team TU	27/10/21	completed
14	13/10/2021	Send notes on early workplan draft to the Hauora Māori Team TU	Board members	27/10/21	completed
16	13/10/2021	Update on the Departmental Agency Agreement	Hauora Māori Team TU	03/11/21	completed
17	13/10/2021	Develop risk management process for appointed interim CE	Hauora Māori Team TU Mana Recruitment	TBC by recruitment subcommittee	completed

#### Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
 Tuuria, tuuria te mata hau noo Papa  
 Paiheretia te tangata ki te kawa tupua, ki te kawa tawhito  
 He kawa ora! He kawa ora!  
 He kawa ora ki te tangata  
 He kawa ora ki te whaanau  
 He kawa ora ki te iti, ki te rahi  
 He kawa taataki ki au mau ai  
 Tuuturu o whiti, whakamaua kia tiina  
 Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
 Elevate and celebrate the gifts of the Earth Mother  
 People are bound by the spiritual forces of ancestry  
 Uplift the spirit! Support the spirit!  
 Raise up the health of people, of family, of all.  
 A spirit that guides me



## Te rārangi take mō te Poari o te Mana Hauora

### Interim Health New Zealand Board Meeting Agenda

Tuesday, 16 November. 10.00am – 2.00pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Rob Campbell
<b>Board attendees</b> Ngā mema o te Poari	Hon. Amy Adams, Cassandra Crowley, Vui Mark Gosche, Dame Dr Karen Poutasi, Sharon Shea, Vanessa Stoddart, Dr Curtis Walker
<b>In Attendance</b> Ngā manuhiri	Martin Hefford, Rachel Cunningham, Sarah Simpson, (Transition Unit) Tipa Mahuta (Co-Chair of Māori Health Authority)
<b>Apologies / Ngā tamōnga</b>	

Te wā	Te Take (Item)	Te Kaikōrero	Te momo pepa
10.00am	Karakia	All	
10.05am	Mihimihi	Chair	
10.15am	Update from the Acting Chief Executive	Martin Hefford	For information
10.30am	Workshop session on Health NZ workplan <ul style="list-style-type: none"> <li>Board members to share their desired objectives (max 10 mins each)</li> <li>Session to define priorities and Board / governance roles and resulting workplan</li> </ul>	All  Martin Hefford	For discussion
12.00pm	Kai o te rānui/ Lunch break		
12.20pm	Workshop session on Health NZ workplan (continued)	Martin Hefford	
1.40pm	Discussion on potential interim working groups / subcommittees <ul style="list-style-type: none"> <li>Finance and Audit</li> <li>People / Culture (Workforce)</li> <li>Transforming Health Services</li> </ul>	Martin Hefford	
1.50pm	Whakamutunga	Chairs	
2.00pm	Karakia	All	

Next Health New Zealand meetings:

- Monday 29 November, 10am – 2pm
- Thursday 2 December, 1pm – 5pm
- Tuesday 14 December, 10am – 2pm

## *Ngā miniti a Poari o te Hauora Aotearoa*

### Interim Health New Zealand Board Meeting Minutes

Tuesday 16 November. 10am – 2pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Rob Campbell
<b>Board attendees</b> Ngā mema o te Poari	Hon. Amy Adams, Cassandra Crowley, Vui Mark Gosche, Dame Dr Karen Poutasi, Sharon Shea, Vanessa Stoddart, Dr Curtis Walker
<b>In Attendance</b> Ngā manuhiri	Martin Hefford (Acting CE), Stephen McKernan (Director, Transition Unit) (until 12pm), Rachel Cunningham (Head of Board Secretariat), Sarah Simpson (Senior Advisor), Lucy Hickman (Corporate Services) and Tipa Mahuta (Co-Chair of Māori Health Authority)
<b>Apologies</b> Ngā tamōnga	

#### Karakia and mihi

The Chair welcomed the group; Dr Walker opened the meeting with Karakia Hauora. It was noted that Dr Poutasi was required to step out at 10.30am for a short time.

#### Update from the Acting Chief Executive

Martin Hefford outlined that the main focus of activity is on developing the interim Health New Zealand (iHNZ) workplan, in the form of a strategic framework which will be the focus of today's session. Whilst not included with this pack, a detailed workplan and budget is being developed for the next seven months and should be ready for discussion and endorsement at the meeting of 29 November.

He further outlined progress on the transfer of Transition Unit functions to the Departmental Agency (iHNZ). This will take place in tranches, but some aspects may remain with the Transition Unit where it makes sense to continue sharing functions (such as Pacific health).

Discussion is ongoing with the Ministry of Health regarding their transfer of functions and resources. Stephen McKernan noted that the Ministry has some independent analysis underway on what may safely be transferred and when (such as responsibility for managing the ongoing pandemic response). All agreed that further combined involvement from the Transition Unit, interim Māori Health Authority (iMHA) and iHNZ, in addition to the Ministry of Health and Public Service Commission, was a priority. Stephen McKernan noted the risk to the reform programme if appropriate people and capability are not able to be transferred in a timely manner.

Martin Hefford also noted that an assessment Section 9(2)(b)(ii) is taking place. Stephen McKernan noted his interest and s 9(2)(g)(i)

A brief discussion followed on aspects of the Acting Chief Executive report including:

- s 9(2)(b)(ii)  
The Board requested a clear and well documented options paper in order to support an informed decision.
- Risks involved with the transfer of functions from the Ministry of Health and Transition Unit - All were agreed that strong relationships and the right leadership will be critical, but some assurance is provided through the mandated delegations to the Transition Unit director and respective Acting Chief Executives.
- s 9(2)(g)(i)  
The Board requested visibility over expectations of the Ministry in the reform (as per a Letter of Expectations) and any view or analysis of an ideal operating model or structure for the future Ministry. Please see actions.

Following the break at 12pm, this item was revisited and the following discussions took place.



- Minister's Letter of Expectations – the Board asked that Martin Hefford note the points made by the iMHA Board on their Letter in case these points should be reiterated by iHNZ in their response. Section 9(2)(g)(i)  
[REDACTED]
- Accommodation – Martin Hefford covered off the intention to provide an options paper that includes a stocktake of shared services, corporate offices and other accommodation that exist now, for comparison against Board preferences. The Board were comfortable with this direction, reiterating the need for a well documented process, and recommending seeking input or advice from the Government Property Group (within MBIE).  
[REDACTED]
- Section 9(2)(b)(ii)  
[REDACTED]

#### **Workshop session: sharing of desired objectives**

The Chair introduced the purpose of the session and invited Board members to share, for up to ten minutes, what they each hope to achieve or focus on in relation to the proposed health reforms. Themes included:

**Equity** – all New Zealanders living healthier lives and achieving equity right across the system (access and outcomes), whether across ethnicity, geographies or gender (population health). The importance of (deprivation) funding noted in order to achieve equity, and in addressing institutional racism and cumulative disadvantage that exists.

**Demonstrating true Tiriti partnership (and partnership with communities)** – as the foundation of everything being done. The importance of co-designing or commissioning services to suit the communities we serve (rather than only those that deliver it) was also noted in reference to this (not only for the Māori population but Pasifika also), and will be vital to achieving the desired shift to primary and community care. Become an organisation that engages with people to understand their needs so the system is easy to navigate. Create choices and options through scaling Māori and Pacific providers.

**A shift to focus on wellness rather than sickness** – prevention over treatment; solutions over problems and how to influence other social determinants or areas of responsibility for other agencies that impact on people's health (housing, regulation, justice) particularly through health intelligence and evidence-based interventions. Working with other entities / agencies / NGOs to ensure support for the most transient and/or disadvantaged. Create a human-centred experience; refer to people and whānau, not patients or consumers.

**Ways of working together and culture change** – reducing effort or working at cross-purposes. Relationships with other agencies will be key to share philosophies, align and achieve change. Acknowledged the importance of building the right team.

**Quality and efficiency** – bring out the aspects of the health system that work well and not accept anything less than excellence. That the system provides the best possible care where and when it is needed.

**Desire to effect change** – how to best demonstrate early ownership, momentum, system leadership and accountability; set expectations for quality of life and then deliver on them, and how to gain early insight and input into key decisions such as on localities, definition of districts etc and what should be managed centrally vs locally.

**Workforce** – criticality of having a highly skilled, engaged, representative and well paid health workforce. There is an opportunity to begin with the education system to build a New Zealand workforce and remove the reliance on an international workforce. Aspiration to address pay gaps and inequity, and for the health system to be an employer of choice.

**Wise investment in infrastructure, innovation and intergenerational design** – for example – fit for purpose IT systems or hospital facilities, or in education (for workforce) and to ensure investment in not just data or digital but in innovation so spend is future-proofed for potential ‘jump shifts’ in technology. Ensure that investment goes to the right places for the short and long term – to support people’s health (at the frontline) not build bureaucracy.

**Mental health, disability and other aspects of the system** – noted disparities for those affected by disability or mental health issues and opportunities to address in the new system. Address the gap between care for acquired conditions vs accidents or injuries.

The group took a short break at 12pm, and Stephen McKernan left the meeting.

#### **Workshop session: Health NZ annual plan and workplan and discussion on potential working groups and committees**

The Chair asked that the plan be taken as read, and the focus of the discussion be on priorities requiring significant Board input or decision. Martin Hefford presented the draft plan, noting the following comments:


**Vision** – the Board noted that as this is an interim plan for a short period, this aspect should be guided by wording proposed in the Pae Ora legislation. The incoming Chief Executive and Board should then determine this for the new entity (post July 2022).

**Identity** – the Board noted their preference to retain interim Health New Zealand as a naming convention / brand, and in the same way, allow the incoming Chief Executive and ongoing reform design work to inform this.

**Strategic objectives** – the Board asked that the third point (Transforming the Health Sector) be the first objective outlined, and requested that the Covid pandemic existence and impact be included. It was noted the Board saw this as about creating an organisation capable of coping and effectively managing crisis responses, with COVID being the current example.

The importance of language was noted, particularly in relation to changing the narrative to wellness over sickness along with acknowledging the excellence already within the system. Overall, the Board agreed the need to convey respect to those in the system at all times. Further detailed feedback was noted on these points for amendment including the difference between equity and obligations or partnership under te Tiriti.

s 9(2)(g)(i)



The Chair then opened a discussion on potential working groups or subcommittees and sought feedback. The Board indicated preferred interest areas and broadly agreed:

- To include innovation with any Data and Digital group that may be formed
- The proposed *Transforming Healthcare Services* group should be separated into smaller groupings by topic
- Risk should remain at Board level for now, and not be included with any other group (noting it may have its own group or committee in time)
- Change management should be included; perhaps within finance and audit but not approached as solely an HR function



The Chair requested that Martin Hefford circulate a revised working group proposal and canvas Board members to indicate their interest in each.

Martin Hefford recapped the discussion, noting that the focus until the end of the year is on developing this plan, the operating model and the Transition Unit and MoH transfers. From January to March, the focus will be on establishing leadership, finalising budget and on the NZ Health Plan. After that will follow the early delivery phase where iHNZ will take on MoH and shared services functions. A discussion followed regarding the proposed interim leadership structure, and feedback was provided on the need to avoid perpetuating a separation between primary and secondary care. The Chair asked for feedback from the iMHA Board on this aspect also. The Board acknowledged Martin Hefford's point that appointing interim people to do the required work is becoming critical, and agreed that the interim CEO could proceed with interim leadership appointments (not running past 30 June 2022), but requesting that consultation with the appropriate people be sought prior to appointments being finalised. Board members were requested to provide any further feedback on the key workstreams outside the meeting.

#### **Resolution regarding senior regional appointments**

This paper was tabled at the meeting and added to Diligent following the meeting. The resolution to proceed with senior regional appointments in tandem with iMHA was endorsed, subject to a minor amendment to clarify that any appointments would be made subject to appropriate consultation and employment processes.

The Chair closed the meeting and thanked everyone for their participation. Dr Walker closed the meeting with Karakia Hauora.



## Te rārangi take mō te Poari o te Mana Hauora

### Interim Health New Zealand Board Meeting Agenda

Wednesday, 17 November. 1.30pm – 3.30pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Rob Campbell
<b>Board attendees</b> Ngā mema o te Poari	Hon. Amy Adams, Cassandra Crowley, Vui Mark Gosche, Dame Dr Karen Poutasi, Sharon Shea, Dr Curtis Walker, Vanessa Stoddart
<b>In Attendance</b> Ngā manuhiri	Transition Unit: Stephen McKernan, Martin Hefford, Rachel Cunningham, Sarah Simpson, Philippa Shierlaw (TBC) Paul Ingle (Hardy Group)
<b>Apologies</b> Ngā tamōnga	

Te wā	Te Take (Item)	Te Kaikōrero	Te momo pepa
1.30pm	Karakia	All	
1.35pm	Mihimihi	Chair	
1.40pm	Panel update on permanent Chief Executive appointment process (Paul Ingle in attendance)	Chair	
3.00pm	Break / Paramanawa		
3.10pm	<b>Board Administration</b> <ul style="list-style-type: none"> <li>• Apologies</li> <li>• Minutes and actions of the previous meeting</li> <li>• Register of interests</li> <li>• Declaration of potential conflicts</li> <li>• Discussion on draft Section 11 Committee Terms of Reference and development of Governance manual</li> </ul>	Chair and Secretariat	
3.30pm	Commence joint meeting with Māori Health Authority (please refer to next agenda and link)		

## Ngā miniti a te Poari o te Hauora Aotearoa

### Interim Health New Zealand Board Meeting Minutes

Wednesday 17 November. 1.30pm – 3.30pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Rob Campbell
<b>Board attendees</b> Ngā mema o te Poari	Hon. Amy Adams, Cassandra Crowley, Vui Mark Gosche, Dame Dr Karen Poutasi, Sharon Shea, Vanessa Stoddart, Dr Curtis Walker
<b>In Attendance</b> Ngā manuhiri	Stephen McKernan (Director, Transition Unit), Martin Hefford (Acting CE), Rachel Cunningham (Head of Board Secretariat), Sarah Simpson (Senior Advisor), Philippa Shierlaw (Executive Assistant) Paul Ingle (Hardy Group)
<b>Apologies</b> Ngā tamōnga	

#### Karakia and mihihihi

The Chair opened the meeting; Dr Walker led the Karakia Hauora. The Board agreed to take it in turn to open each meeting. The Chair also introduced Philippa Shierlaw and a brief outline on the roles and responsibilities of the Secretariat members followed.

The Chair also raised a matter of discussion for the three Chairs on how the Boards can best be briefed on COVID-19 and the role they will eventually play. It was noted that it would be advantageous to gain an understanding of the response and future role and responsibilities, lessons learned, but also not to get in the way in the near term. Martin Hefford will seek a briefing for the Board from the Director General and/or Russell Simpson of Ministry of Health.



### **Panel update on permanent Chief Executive appointment process**

Paul Ingle joined the meeting. The Chair confirmed with the Board that management remain in the meeting and noted the opportunity for Board-only discussion following the third round of interviews. Paul shared a presentation outlining the search process to date, before outlining some brief summary analysis from the initial panel interviews. Three candidates were recommended to proceed to the third round of interviews, and discussion and questions followed. Next steps were outlined including the approach for the third round of interviews (involving the full Board on the 27th and 28th of November), psychometric testing and reference checking.

Queries were raised about any cultural profiling being undertaken given the desired equity outcomes, and the range of reference and other checking being undertaken. The Chair requested a 30 - 60 min briefing for Board members with the consultant undertaking the psychometric testing in advance of the final interviews, and also noted that the three Chairs were discussing but yet to agree on how to assess compatibility between the two entity Chief Executives.

Sharon gave a brief overview on the Māori Health Authority process. The full Board will shortly move to interviewing four candidates. There is a commitment to understand the alignment and 'fit' between the iHNZ and iMHA CEOs.

### **Board administration**

- No apologies were noted
- Minutes were accepted without changes for the interim Health NZ Board meeting of 3 November 2021
- Actions register – it was noted that in addition to the progress notes for each action, the background briefing material for an item relating to workforce and ER issues from 3 November has been received overnight. This will be uploaded to the Diligent Resource Centre for the Boards information.
- Register of interests – the Chair noted one additional interest; along with Sharon Shea. No conflicts were noted for this meeting but the Board requested this declaration be moved up the order of the meeting agenda to ensure it takes place first.

A discussion then followed on the draft Terms of Reference and Board Governance Manual. Rachel Cunningham outlined the purpose of each document and how the Governance Manual in particular will continue to develop as the Pae Ora Bill and other key documents are finalised. The Board queried the mechanism for providing advice to the interim Chief Executive and Minister under the Terms of Reference and provided some minor feedback and queries on the draft Governance Manual. It was noted next steps include circulating the draft Terms of Reference to the Public Service Commission, Ministry of

Health and Treasury ahead of eventual sign-off by the Minister. Any amendments from those entities will be shared with the Board again ahead of providing to the Minister.

The Information Security Guidelines from Ministry of Health were noted. Rachel Cunningham discussed that these are an example of policies that will apply to the Board now that iHNZ has taken its form as a Departmental Agency, and prior to the Board of Health New Zealand developing their own.

Board members also noted the Departmental Agency Agreement included for information in the Board papers.

The Board then adjourned this session at 2.45pm before commencing the joint meeting with the interim Māori Health Authority at 3.30pm.

### Open actions

No.	Action	Responsible owner	Due date	Comments
BD161121-01	<b>Acting CE update</b>			
	- An accommodation options paper is to be provided to the Board for decision	Martin Hefford	TBC	
	- A copy of the Minister's Letter of Expectations (or similar document) for Ministry of Health in the new system to be shared with the Board	Stephen McKernan		
	- Analysis or a report on the ideal (or proposed) Ministry structure to be shared with both Boards (when ready)	Stephen McKernan		
	- iMHA Board feedback on the iMHA LOE to be noted and considered before response provided to the Minister (including reciprocal statements that share system accountability for equity and Te Tiriti implementation)	Martin Hefford		
	- 9(2)(b)(ii) [REDACTED]	Martin Hefford		

No.	Action	Responsible owner	Due date	Comments
BD161121-02	<b>Annual plan workshop session</b> A copy of the Health NZ draft annual plan to be included for the iMHA Board meeting on Wednesday 17 November, particularly to seek feedback on the values and proposed interim leadership roles. Annual workplan to be revised and circulated in order to try and achieve agreement within original November timeframe. The risk regarding leadership and capability to deliver on workstreams be logged in risk register (to be developed)	Secretariat Sharon Shea Martin Hefford Secretariat	17 Nov 2021	Completed following meeting
BD161121-03	<b>Working groups or subcommittees</b> The Board will be provided with a revised committee proposal with suggested nominations for each. Joint groups to be discussed with iMHA.	Martin Hefford		
BD161121-04	<b>Resolution regarding senior regional appointments</b> Board members to provide any further feedback outside the meeting	Board		
BD171121-01	<b>COVID-19 briefing</b> A briefing to be sought from the Director General and/or Russell Simpson of Ministry of Health for the Board(s) and subsequently establish a regular reporting mechanism	Martin Hefford		
BD171121-02	<b>Board administration</b> The conflicts of interest declaration to be moved up the agenda order to occur first in any meeting	Secretariat		



No.	Action	Responsible owner	Due date	Comments
BD031121-04	<b>Health NZ workplan / Board workplan:</b> Identify aspects that can be delegated to management and those that Board must own. Reframe in terms of reform agenda. Establish Board workstreams subsequently.	Interim CE and Secretariat	29 Nov 2021	
BD031121-06	The Secretariat to continue working to resolve Diligent functionality issues (links / timing out), and work with Vanessa and Cassandra on a preferred resource centre structure	Secretariat	16 Nov 2021	Ongoing
BD031121-07	<b>Finance Day One Presentation:</b> Future presentation requested on discretionary vs non-discretionary aspects of budget and ability to influence.  Establish interim Finance/Audit Committee. Draw up draft Terms of Reference. Consider whether Risk should be included or stay at full Board level. Elect Chair. Seek Board endorsement.	Martin Hefford / Rosalie Percival  Martin Hefford, Secretariat, Vui Mark, Vanessa, Cassandra		
BD031121-08	<b>Health Charter:</b> Board interested to see examples of Charters rated highly. (e.g. Kaiser Permanente Employee Compass). Board invited to sit in on consultation/engagements. Consumer voice - Background paper or update for upcoming meeting. Include DHB Consumer Council Chairs in engagement.	Andrew Norton (via Secretariat) Stephen McKernan / Claire Braatvedt Andrew Norton	16/17 November	
BD031121-09	<b>Employment Relations environment:</b> Formulate a set of principles/policy position sooner rather than later, particularly in relation to pay parity in commissioned services.	Martin Hefford	Can be circulated out-of-cycle or discussed in	

No.	Action	Responsible owner	Due date	Comments
	Form people/culture /workforce committee.	Vanessa Stoddart / Secretariat	weekly Chair meetings	

**Actions closed at this meeting**

No.	Action	Responsible owner	Due date	Comments
<b>BD031121-01</b>	<b>CE recruitment:</b> Consider interviewing additional (3) candidates to those initially shortlisted (4)	Panel to discuss and report back	12 Nov 2021	Completed. Panel recommendations received 17 Nov 2021.
<b>BD031121-02</b>	<b>Board administration:</b> All Board members to provide further updates to register of interests as per discussion	Board members / Secretariat	16 Nov 2021	Completed
<b>BD031121-03</b>	<b>Board administration:</b> Meeting agendas will be amended to include an opportunity to declare conflicts; and a standing item to update on the Māori Health Authority Board meetings.	Secretariat	16 Nov 2021	Completed
<b>BD031121-04</b>	<b>NZ Health Workplan/Board workplan:</b> Schedule deep dive session, identify Board priorities and distinguish governance / operational aspects. Tipa Mahuta to be invited to attend. Provide A3 printable versions of the Gantt chart.	Interim CE and Secretariat	16 Nov 2021	Completed/in progress

No.	Action	Responsible owner	Due date	Comments
	Identify aspects that can be delegated to management and those that Board must own. Reframe in terms of reform agenda. Establish Board workstreams subsequently.			
BD031121-05	<b>Health NZ / Board workplan:</b> Each Board member will also come prepared to present individually on their desired objectives as a Board (5 – 10 mins).	All Board members	16 Nov 2021	Completed
BD031121-09	<b>Employment Relations environment:</b> Circulate G Moss report on <i>Options for Health Employment Relations Arrangements</i> once finalised (to inform Board view) Provide a briefing/risk matrix on health workforce definition/ issues/opportunities/challenges (such as ER, pay equity and parity) as part of ongoing induction.	Martin Hefford Andrew Norton / TU	Can be circulated out-of-cycle or discussed in weekly Chair meetings	Background briefing papers uploaded to Diligent



## Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa  
tawhito

He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
Elevate and celebrate the gifts of the Earth Mother  
People are bound by the spiritual forces of ancestry  
Uplift the spirit! Support the spirit!  
Raise up the health of people, of family, of all.  
A spirit that guides me  
Hold fast! Uphold the essence.  
Bring it together! It is complete!



## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 17 November 2021. 2.00pm-3.30pm<sup>1</sup>.

Online via [Teams](#)

<b>Chair for the meeting</b>	Tipa Mahuta
<b>Board attendees</b>	, Sue Crengle, Mataroria Lyndon, Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona
<b>In Attendance</b>	Chad Paraone, Kathrine Clarke, (Transition Unit), Heather Walker (Mana Recruitment), include Mara
<b>Apologies</b>	Sharon Shea – noting she had the opportunity to join

Te wā	Te Take (Item)	Te Kaikōrero	Te momo pepa
2.00pm	Karakia	All	
	Mihimihi	Chair	
	Register of interest Noted that there are some changes, action Updated as reported	Chair	
2.05pm	Part 1: Establishment Mahi	Chair	
	• IMPB Budget	Chad Paraone Mara Andrews	Decision
2.30pm	• Organisational structure	Chad Paraone	Decision
	• CE Report	Chad Paraone	For Information
2.40pm	• Departmental agency s11 Committee Terms of Reference	Chad Paraone	For information
2.50pm	• CE Recruitment Report	Mana Recruitment Heather Walker	For information
3.15pm	Minutes and actions	Chair	
	Joint Board Minutes 03/11/2021	Chair	

<sup>1</sup> Note that we will be flexible with our time based on the agenda so meetings may or may not be for the full time period. 1



	Resolution on regional appointments	Chair / Chad Paraone	
	Board-only time <ul style="list-style-type: none"><li>Update from interim Health NZ meeting – including feedback on proposed interim leadership structure (new item)</li></ul>	Chair	
3.30pm	Part 2: Joint Board Meeting		



## Interim Māori Health Authority Board Minutes

Wednesday, 17 November 2021. 2.00pm-3.30pm.

Online via [Teams](#)

Chair for the meeting	Tipa Mahuta
Board attendees	Sue Crengle, Mataroria Lyndon, Lady Tureiti Moxon, Fiona Pimm, Awerangi Tamihere, Chris Tooley. Apology for lateness Sharon Shea
In Attendance	Chad Paraone (Acting CE), Kathrine Clarke, Mara Andrews (Transition Unit)
Apologies	None

### Welcome and apologies

1. Karakia.
2. Chair: Tipa Mahuta.

### Board-only time

Board-only time was deferred, pending time at the end of the meeting.

### Register of interests

It was noted that there were changes to the interest register for Sharon Shea, Sue Crengle and Tipa Mahuta.

#### Action

- Update Interest Register.

### Minutes and actions

Minutes and Actions from the meeting of 10 November 2021 were accepted.

### Part 1: Establishment Mahi

#### Acting CE Report

The Acting CE Report was taken as read.

## Discussion

### *Legislation*

Noted that the public submissions to the Committee are open. Clarity requested on the ability for the MHA to provide a submission. It was noted that there is the ability to provide direct advice to the Minister. There is also the ability to support the departmental advice that will be provided to the Minister. The Board would appreciate the opportunity to meet with the appropriate person to discuss the independent advice the Minister received on the Bill.

### *General*

All papers and information that are coming to the Board should have an Equity and Te Tiriti section at the front. This should also include any papers that HNZ Board is receiving. There should be an Equity framework for all the work of the TU to reflect the intent of the reform. There is an opportunity for HNZ and the MHA to co-design the framework. It was noted that the Hauora Māori team is working across all aspects of the TU.

The Board expressed an interest in understanding how the new \$120m was being invested to support the Māori vaccination rates. Understanding the monitoring of the investment should be part of the work of the Board. It was agreed that it would be useful to invite the Director General of Health to attend an MHA Board meeting. The purpose of the meeting initially maybe broader than this topic.

There was a general discussion about the influence and role of the MHA across sectors.

### **Actions**

- Acting CE to provide clarity on the pathway to provide input into Pae Ora (Healthy Futures) Bill at next meeting.
- Follow-up on the independent advice provided to the Minister on the Bill.
- Equity framework for the TU and HNZ to be developed
- Invite to the Director General of Health to attend an MHA Board meeting

### **S11 Terms of Reference**

The paper was taken as read.

As referred to previously, this should include Equity and Te Tiriti. Comments to be provided directly to Kathrine Clarke. On receipt of the feedback and amendments, these will be sent to the co-chairs for sign off.

### **Action**

- Comments on s11 ToR to be provided to Kathrine Clarke, final sign off by the Co-Chairs.

### **Proposed Roles – Interim Management Structure**

The paper was taken as read.

Acting CE provided the context for the paper, he noted that these will be a mix of fixed term employment agreements, contractors and/or secondments. It was noted that this initial structure would not necessarily be the ongoing structure as there are some additional pieces of work that need to occur prior to landing on the actual structure, including the MHA Operating Model and its alignment with the operating model of Health NZ.

The Board recognised the need to progress with the necessary roles as outlined in the paper but commented that there is the opportunity to shape the organisational structure differently. The Board accepted the recommendation.

In addition to the paper presented to the Board, the Acting CE briefed the Board on the need to put in place senior regional roles. Health NZ is progressing on these, and the advice to the Board was that the MHA should consider this in tandem with HNZ. There may be the opportunity to share roles and or influence the appointment and or key performance indicators. The Acting CE will progress this in consultation with the co-chairs, the chair of HNZ, the Acting CE for HNZ and the TU.

#### **Action**

- Acting CE to progress with interim roles.
- Acting CE to progress the regional leadership roles discussion with HNZ and the TU.

#### **CE recruitment**

Due to time constraints this was not discussed and will be on the next Agenda

#### **Action**

- Add CE recruitment to agenda for next meeting.

## **Part 2: FY21 Mahi**

### **Iwi Māori Partnership Boards (IMPBs) Budget**

The paper was taken as read.

The chair acknowledged the work that had occurred to date. An overview of the budget was provided to the Board of comment.

Key considerations from the discussion include the importance of being able to clearly define the role and function of the IMPBs. The overall budget was discussed, noting that the budget is to enable the establishment for the IMPBs in this transition phase.

The Board accepted the recommendation in principle, noting however, that this is a transitional phase, and that we should progress, noting the tight timeframe.



## Action register – live actions

### Key

<b>G</b>	<b>GREEN</b> means on track
<b>A</b>	<b>AMBER</b> means progressing, but behind due date
<b>R</b>	<b>RED</b> means behind due date

No.	Ref.	Action	Responsible owner	Due date	Status	Narrative
1.	MHA131021-03	Create skills matrix	iMHA Board / Transition Unit	27/10/2021	A	Decision made to arrange a facilitated meeting to determine the boards values, and skills of Board members. Date still to be confirmed. Agenda item 10/11/21.  Preference for face to face strategic planning session. This will support the development of the skills matrix.
2.	MHA131021-07	Develop risk management process for appointed interim CE	Hauora Māori Team TU Mana Recruitment	TBC by recruitment subcommittee	G	In development with Mana Recruitment. To be presented to the Board; agenda item 24/11/21
3.	MHA131021-08	Create general risk management process/register	Hauora Māori Team TU	27/10/2021 Revised date 01/12/21	G	To be aligned to the work plan. Work plan has been presented to the Board and changes currently being made inclusive of the risk management plan. For sign of by co-chairs.

No.	Ref.	Action	Responsible owner	Due date	Status	Narrative
						Completed plan presented back to the board as an information item 01/12/21
4.	MHA131021-12	Incorporate feedback into the communications strategy and return to Board	TU Communications and Engagement Team	27/10/2021	G	The TU Communications and Engagement Team have meet with the co-chairs within the due date. The advice provided by the co-chairs will be included in the revised plan to be presented back to the full board. Agenda item 24/11/21
5.	MHA131021-16	Early communications with members of the Board is with the TU – follow-up on these required	Hauora Māori Team TU	22/10/2021	G	This will be included in the communication and engagement plan noted above – ref MHA131021-12
6.	MHA201021-18	Work with Communication and Engagement team to determine a process for managing media requests. Suggested that there be a centralised register of requests	Hauora Māori Team TU / TU Communications and Engagement Team	05/11/2021	G	Chairs to meet with the Communications and Engagement Team on 08/11/21. Included in the communications and engagement plan noted above – ref MHA131021-12
7.	MHA271021-23	Transfer of function from the MOH to be sent to the Board	Hauora Māori Team TU	01/11/2021	G	TU continues to work closely with the MOH. Rescheduled as an agenda item 24/11/21
8.	MHA271021-24	A schedule of future agenda items covering of all aspects of the reform work program to be developed and circulated to the Board.	Chairs in conjunction with Hauora Māori Team TU	01/11/2021	A	Aligned to the work plan above – ref MHA131021-08. Schedule for the future agenda item. Changes to the work plan currently being made following the board meeting.

No.	Ref.	Action	Responsible owner	Due date	Status	Narrative
9.	MHA271021-25	Work plan added to the board agenda for 3 November	Chair	03/11/2021	G	Agenda item 10/11/2021. Updated work plan to be provided back to the co-chairs for sign off. Risk management plan to be included – Ref MHA131021-08.
10.	MHA271021-29	Future agenda item to consider Board's name	Hauora Māori Team TU	TBC	G	Aligned to the strategic planning session. Ref MHA131021-03
11.	MHA171121-31	Acting CE to provide clarity on the pathway to provide input into Pae Ora (Healthy Futures) Bill at next meeting.	Acting CE	24/11/2021	G	Progressing
12.	MHA171121-32	Follow-up on the independent advice provided to the Minister on the Bill.	Hauora Māori Team TU	02/12/2021	G	Progressing. Also see action above – ref MHA171121-32
13.	MHA171121-33	Equity framework for the TU and HNZ to be developed	Hauora Māori Team TU	08/12/2021	G	Work within the Hauora Maori Team to lead this work and bring back to the Board
14.	MHA171121-34	Invite the Director General of Health to attend an MHA Board	Hauora Māori Team TU	08/12/2021	G	In progress



No.	Ref.	Action	Responsible owner	Due date	Status	Narrative
15.	MHA171121-35	Comments on s11 ToR to be provided to Kathrine Clarke, final sign off by the Co-Chairs	Hauora Māori Team TU	01/12/2021	G	Progressing
16.	MHA171121-36	Acting CE to progress with interim roles aligned to the draft structure	Acting CE	TBC	G	Progressing
17.	MHA171121-37	Acting CE to progress the regional leadership roles discussion with HNZ and the TU	Acting CE	TBC	G	Progressing
18.	MHA171121-38	Add CE recruitment to agenda for next meeting	Hauora Māori Team TU	24/11/2021	G	Agenda items

## Action register - completed

No.	Ref.	Action	Responsible owner	Date completed	Status
1.	MHA131021-01	Summary report provided to the CE recruitment sub-committee	Mana Recruitment	15/10/2021	completed
2.	MHA131021-02	Create and circulate interests register and policy to Board	Hauora Māori Team TU	18/10/2021	completed
3.	MHA131021-06	Circulate draft paper on IMPBs	Chad Paraone	15/10/2021	completed
4.	MHA131021-11	Update Board on roadshow invitations, take-up and progress	TU Communications and Engagement Team	15/10/2021	completed
5.	MHA131021-13	Provide information on who/what TU is engaging with re IMPBs (contact Fiona Pimm)	Hauora Māori Team TU	20/10/2021	completed
6.	MHA131021-14	Contact Board re return of letters	Hauora Māori Team TU	10/10/2021	completed
7.	MHA131021-15	Provide information re invoicing	Hauora Māori Team TU	28/10/2021	completed
8.	MHA131021-05	Update Board on interim CE and resource	Hauora Māori Team TU	27/10/2021	
9.	MHA201021-17	Follow up re Board members' availability for a full-day meeting with the iHNZ Board	Hauora Māori Team TU	27/10/2021	½ day meeting confirmed for 03/11/2021

No.	Ref.	Action	Responsible owner	Date completed	Status
10.	MHA201021-19	Next iteration of the work plan	Hauora Māori Team TU	22/10/2021	completed
11.	MHA271021-27	Co-Chairs and Hauora Māori Team TU to develop the document outlining the Boards framework principles for IMPBs for distribution and input from other members.	Chairs and Hauora Māori Team TU	01/11/2021	completed
12.	MHA201021-20	Organise deep dive on legislation with specialist adviser and session with Public Service Commission (PSC) on role in the system	Hauora Māori Team TU	03/11/2021	completed
13.	MHA131021-04	Update on the Departmental Agency Agreement	Hauora Māori Team TU	03/11/2021	completed
14.	MHA271021-26	Mana Recruitment to provide an interim report for the next board meeting	Hauora Māori Team TU with Mana Recruitment	01/11/2021	completed
15.	MHA201021-21	Discuss how best to proceed with further sessions on IMPBs	Hauora Māori Team TU / Co-Chairs	22/10/2021	completed
16.	MHA131021-09	Send notes on early workplan draft to the Hauora Māori Team TU	Board members	27/10/2021	completed
17.	MHA131021-09	Send notes on early workplan draft to the Hauora Māori Team TU	Board members	27/10/2021	completed.



No.	Ref.	Action	Responsible owner	Date completed	Status
18.	MHA271021-28	Schedule of engagement and proposed attendance to be distributed for confirmation	Hauora Māori Team TU	01/11/2021	completed
19.	MHA201021-22	Provide information on timeline for IMPB engagement and legislation	Hauora Māori Team TU with Policy Team	03/11/2021	completed
20.	MHA131021-05	Update Board on interim CE and resource	Hauora Māori Team TU	27/10/2021	completed 17/11/21
21.	MHA171121-30	Update Interest Register	Hauora Māori Team TU	17/11/2021	completed

### Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa tawhito  
He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
Elevate and celebrate the gifts of the Earth Mother  
People are bound by the spiritual forces of ancestry  
Uplift the spirit! Support the spirit!  
Raise up the health of people, of family, of all.  
A spirit that guides me  
Hold fast! Uphold the essence.  
Bring it together! It is complete!



## Te rārangi take mō te hui kotahi a ngā Poari Mana Hauora o Aotearoa

### Interim Health New Zealand and Māori Health Authority Joint Agenda

Wednesday, 17 November. 3.30pm – 5.30pm. Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea, Tipa Mahuta, Rob Campbell
<b>Board attendees</b> Ngā mema o te Poari	Aweraangi Tamihere, Dr Chris Tooley, Fiona Pimm, Mataroria Lyndon, Dr Sue Crengle, Lady Tureiti Moxon, Hon. Amy Adams, Dr Curtis Walker, Cassandra Crowley, Vui Mark Gosche, Vanessa Stoddart, Dame Dr Karen Poutasi
<b>In Attendance</b> Ngā manuhiri	Transition Unit: Stephen McKernan, Martin Hefford, Chad Paraone, Kathrine Clarke, Rachel Cunningham, Sarah Simpson, Philippa Shierlaw, Meneka Gooneratne, Helen Parker, Mara Andrews, Helene Carbonatto, Deborah Roche, Andrew Norton, Mel Dooney
<b>Apologies</b> Ngā tamōnga	

Te wā	Te Take (Item)	Te Kaikōrero	Te momo pepa
3.30pm	Mihimihi	Chairs	
3.35pm	Joint update on key reform initiatives <ul style="list-style-type: none"> <li>Localities</li> <li>Co-commissioning</li> <li>NZ Health Plan</li> </ul>	Chad Paraone / Martin Hefford	Updates only
4.40pm	Joint kōrero on: <ul style="list-style-type: none"> <li>Workforce Development and Employment Relationships</li> <li>Formation of working groups or subcommittees</li> </ul>	Rob Campbell  CEs	
5.15pm	Whakamutunga	Chairs	
5.25pm	Karakia Hauora	All	



## Karakia Hauora

Tuuria, tuuria te mata hau noo Rangi  
Tuuria, tuuria te mata hau noo Papa  
Paiheretia te tangata ki te kawa tupua, ki te kawa  
tawhito

He kawa ora! He kawa ora!  
He kawa ora ki te tangata  
He kawa ora ki te whaanau  
He kawa ora ki te iti, ki te rahi  
He kawa taataki ki au mau ai  
Tuuturu o whiti, whakamaua kia tiina  
Hui e! Taaiki e!

Elevate and celebrate the gifts of the Sky Father  
Elevate and celebrate the gifts of the Earth Mother  
People are bound by the spiritual forces of ancestry  
Uplift the spirit! Support the spirit!  
Raise up the health of people, of family, of all.  
A spirit that guides me  
Hold fast! Uphold the essence.  
Bring it together! It is complete!

## DRAFT schedule of Board meetings – November 2021 to June 2022

Please note this is a work in progress; for discussion and to be finalised once meetings are confirmed with both Boards.

	November	December	January	February	March	April	May	June
<b>Public Holidays</b>		DPMC / MoH closedown 27 Dec – 10 Jan 2022	24 January Wellington Anniversary Day 31 January Auckland and Nelson Anniversaries	7 February Waitangi Day	14 March Taranaki Anniversary Day 21 March Otago Anniversary Day	Easter 15 – 19 April ANZAC Day 25 April	xx May Budget Day	Queen's Birthday – 6 June Matariki – 24 June
<b>Location</b>	Virtual / TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
<b>Health New Zealand Board</b>	<b>Wed 3 November (joint)</b> 8.30am – 5pm	<b>TBC Thu 2 December</b> 1pm – 5pm	<b>Fri 14 January</b> 11am – 4pm	<b>Fri 11 February</b> 11am – 4pm	<b>Fri 11 March</b> 11am – 4pm	<b>Fri 8 April (to avoid Easter)</b> 11am – 4pm	<b>Fri 13 May</b> 11am – 4pm	<b>Fri 10 June</b> 11am – 4pm
	<b>Tue 16/Wed 17 November</b> TBC if both required	<b>TBC Tue 14 December</b> 10am – 2pm	<b>Fri 28 January</b> 11am – 4pm	<b>Fri 25 February</b> 11am – 4pm	<b>Fri 25 March</b> 11am – 4pm	<b>Fri 29 April</b> 11am – 4pm	<b>Fri 27 May</b> 11am – 4pm	<b>Fri 1 July</b> 11am – 4pm
	<b>Mon 29 November</b> 10am – 2pm							
<b>Papers due to Secretariat</b>								

<b>CE / Exec Paper Review</b>								
<b>Papers published to Board</b>								
<b>Location</b>	Virtual / TBC	Virtual/TBC	TBC	TBC	TBC	TBC	TBC	TBC
<b>Māori Health Authority</b>	<b>Wed 3 November (joint)</b> 1.00pm – 5.00pm	<b>Wed 1 December</b> 2.00pm – 5.00pm	TBC					
	<b>Wed 10 November</b> 1.00pm – 7.00pm	<b>Wed 8 December</b> 1.00pm – 7.00pm	TBC	<b>TBC Thurs 10 February</b> 9.30am - 4.30pm	<b>TBC Thurs 10 March</b> 9.30am - 4.30pm	<b>TBC Thurs 14 April</b> 9.30am – 4.30pm	<b>TBC Thurs 12 May</b> 9.30am – 4.30pm	<b>TBC Thurs 9 June</b> 9.30am – 4.30pm
	<b>Wed 17 November</b> 2.00pm – 5.00pm	<b>Wed 15 December</b> 2.00pm – 5.00pm	<b>Wed 19 January</b> 1.00pm-7.00pm					
	<b>Wed 24 November</b> 2.00pm – 5.00pm		<b>Wed 26 January</b> 2.00pm - 5.00pm	<b>TBC Wed 23 February</b> 2.00pm - 5.00pm	<b>TBC Wed 23 March</b> 2.00pm-5.00pm	<b>TBC Wed 27 April</b> 2.00pm-5.00pm	<b>TBC Wed 25 May</b> 2.00pm-5.00pm	<b>TBC Wed 22 June</b> 2.00pm-5.00pm
<b>Papers due to Secretariat</b>								
<b>CE / Exec Paper Review</b>								



Papers published to Board								
Location								
HNZ or joint Committees (to be determined)								

NOTE: All papers for Board and Board Committees should be uploaded a **minimum of 3 working days** prior to the meeting. Papers are due by 2.00pm on any outlined date above.

Updated as at 2 November 2021.