



## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 24 November 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,
<b>Apologies</b>	None

Time	Item	Lead	Paper type	Page ref
2.00pm	Karakia	All		
	Mihimihi	Chair		
2.10 pm	Register of interests	Chair		
2.12pm	Minutes and actions	Chair		
2.15pm	Part 1: Establishment Mahi			
2.15pm	• CE Report	Chad Paraone	Verbal update	
2.20pm	• Communications and Engagement Plan	Matt Gifford Karl Fergusson	Decision	
2.45pm	• Introduction to the Health NZ Plan – Joint Session with HNZ		Introduction	
3.30pm	• CE Recruitment	Kathrine Clarke Heather Walker (Mana Recruitment)	Discussion	
4.15pm	Part 2: FY21 Mahi			
	Part 3: FY22+ Strategy			



	• No papers			
	Part 4: General Mahi			
	• No papers			
4.25pm	Whakamutunga	Chair		
4.30pm	Karakia	All		

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## Interim Māori Health Authority Board Minutes

Wednesday, 24 November 2021. 2.00pm-3.30pm.

Online via [Teams](#)

Chair for the meeting	Sharon shea
Board attendees	Sue Crengle, Mataroria Lyndon, Lady Tureiti Moxon, Fiona Pimm, Awerangi Tamihere, Chris Tooley, Tipa Mahuta
In Attendance	Chad Paraone (Acting CE), Kathrine Clarke, Heather Walker (Mana Recruitment)
Apologies	None

### Welcome and apologies

1. Karakia.

### Minutes and actions

Minutes and Actions were noted as being read and accepted

### Register of interests

Chris Tooley noted changes to his interests.

#### Action

- Update Interest Register.

### Board-only time

Board moved into Board only time

### Part 1: Establishment Mahi

#### New Zealand Health Plan

The Board was joined by Health NZ

Separate draft minutes attached

#### CE Recruitment

An overview of the recruitment process was provided by the co-chairs. The Board noted and received summary reports provided from Mana Recruitment and CPI report compiled by About

Potential **9(2)(a)**. The short-listed candidates presented a 10-15 minutes presentation to the Board, followed by Q&A from the members.

Following the presentations and the Q&A, board members were invited to provide a verbal summary of their assessment of the candidates. It was agreed that the process would continue with the short-listed candidates. The co-chairs will continue to update the board on the progress

## Part 2: MHA and HNZ Joint Meeting

The Health New Zealand Board joined the meeting at 2.45pm. The agenda items was an introduction to the New Zealand Health Plan. NOTE: there are separate minutes for this meeting.

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## Action register – live actions

Key

G	GREEN means on track
A	AMBER means progressing, but behind due date
R	RED 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 met 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!



## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 1 December 2021. 2.00pm-5.00pm.

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, Rosalie Percival, Kris MacDonald
<b>Apologies</b>	None

Time	Item	Lead	Paper type	Page ref
2.00pm	Karakia	All		
	Mihimihi	Chair		
2.10 pm	Register of interests	Chair		
2.12pm	Minutes and actions	Chair		
2.15pm	Board only time			
2.45pm	Part 1: Establishment Mahi			
2.45pm	• CE Report	Chad Paraone		
3.00pm	• Insurance and Banking Arrangement	Rosalie Percival (TU)	Decision	
3.20pm	Part 2: FY21 Mahi			
3.20pm	Communications and Engagement Plan	Matt Gifford Karl Fergusson	Decision	
3.50pm	Health NZ Plan follow-up discussion	Chad Paraone Kris MacDonald	Discussion	
	Part 3: FY22+ Strategy			
	• No papers			



	Part 4: General Mahi			
	<ul style="list-style-type: none"><li>TU Newsletter</li></ul>			
4.25pm	Whakamutunga	Chair		
4.30pm	Karakia	All		

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### **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 Minutes

Wednesday, 01 December 2021 - 2.00pm - 5.00pm.

Online via [Teams](#)

<b>Chair for the meeting</b>	Sharon Shea
<b>Board attendees</b>	Tipa Mahuta, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon, and Sue Crengle
<b>Apologies</b>	Awerangi Tamihere
<b>In Attendance</b>	Chad Paraone, Deb Te Kawa, Kathrine Clarke, Michelle Boynton  Grant McGregor, Karl Fergusson, Kris MacDonald, Matt Gifford and Rosalie Percival

### Welcome and apologies

The chair, Sharon Shea, declared the meeting open, and requested apologies. The Board opened the meeting with a karakia.

### Minutes

The minutes of the meeting held on Wednesday, 26 November 2021, were confirmed as being in order.

### Register of interests

Additional interests were tabled. None affect the matters to be discussed during the meeting.

### Action Items

The action items, including the progress and otherwise, were noted.

### Board-only time

The Board moved into Board-only time.



## Part 1: Establishment Mahi

### Acting CE Report

The Acting CE report was noted as being read.

The Board signalled their interest in iMHA recruitment. They asked to be kept updated and involved regarding provided insights about candidates. The Board were asked to forward to CE names of potential interim team members.

The Board signalled a desire to continue to contribute to iHNZ interim team members. CE was asked to liaise with the co-chairs as the first point of contact (and individual board members were asked to nominate people for the CE HNZ's consideration).

The Board welcomed the upcoming briefing on the legislation.

The Board sought and received advice on their role in Budget22.

Management advised that the meeting on Wednesday, 8 December 2021 would introduce the overarching approach and principles that might guide MHA's direct commissioning for 2021/22. The Board also noted the meeting after that would include a proposed direct commissioning investment plan for 2021/22, building on the Board's guidance.

The Board indicated their ongoing interest in ensuring Whānau Voice is central to the way MHA and HNZ works. Management advised the meeting on Wednesday, 15 December would include an item on the target MHA operating model.

There was also discussion about the localities prototype, in particular the Board's role. Management undertook to keep the Board updated on the work.

### Joint Working Group memberships

Item moved to the meeting on Wednesday, 8 December 2021.

### Insurance and Banking Arrangement

The Board took the paper as read. After some discussion it:

1. **Endorsed** NZ Health Partnerships extending the existing DHB Shared Banking and Collective Insurance arrangements to cover all Health New Zealand and Māori Health Authority activities, effective from 1 July 2022.
2. **Endorsed** the Collective Insurance Renewal Strategy 2022/23, noting the following:

9(2)(b)(ii)

- iii. that the existing DHB Collective Insurance cover expires on 1 July 2022

9(2)(b)(ii)

Management undertook to provide further advice on extending shared banking and collective arrangements to health providers.

## Part 2: FY21 Mahi

### Communications and Engagement Plan

The Board took the paper and attachment as read.

After some discussion about what good communications and engagement with Māori and whānau looks like, and need for skilled experienced Māori capability to support that, the Board:

1. Noted the proposed and phased approach to meeting engagement and communications needs to 1 July 2022.
2. Approved the three phased strategic approach and tactical implementation to communications and engagement
3. Agreed to a facilitated session with the TU Communications and Engagement team in order to urgently develop a process to determine priority engagements, and start the stakeholder analysis and engagement plan.

### Interim Health NZ Plan follow-up discussion

This item followed a discussion at a joint meeting with iHNZ Board on 24 November 2021. At that meeting it was agreed the iMHA Board would provide feedback on the approach outlined for developing the interim New Zealand Health Plan (the plan). The following general comments were provided. The plan can be improved by:

- Inclusion of Māori values as a foundation for the plan, and then reflected throughout.
- Pae Ora needs to be the framing for the document (broader than just hauora), integrating Te Tiriti and Equity right up front, and capturing wider views and approaches to wellbeing.
- An integrated approach that ensures other state agencies also support the pae ora of whānau.
- A plan that better reflects the need for integration across the health sector, starting with how the working groups are organised, how they link together and approach their task.
- Recognition of 'unmet need' and how the system and services will tackle this.
- An explicit focus on building trust with whānau, particularly those not well served currently. This means general/mainstream service design and delivery needs to work harder to build authentic relationships with whānau.
- Demonstrating that the plan is informed by an appreciation of the workforce challenges and how these will be addressed.
- Recognition that further work is required to fully reflect te taiao, and how the MHA kaitiaki role extends to the environment.

Additional and specific feedback will be sent to Kris MacDonald via the secretariat. Kris was also asked to seek the feedback provided at the iHNZ meeting by the co-chair (Sharon Shea) and others that pertain to Maori health.

## Part 3: FY22+ Strategy

N/A

## Part 4: General Mahi

The TU Newsletter was noted.

The Board noted the invitation to the joint Board meeting with the Ministry of Health on Thursday, 2 December 2021.

## Board-only time

The Board moved into committee. Board-only time.

## Next meeting

The next meeting is Wednesday, 8 December 2021.

## Closure

There being no further business, the chair declared the meeting closed at 17.10. The Board closed with a karakia.

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These minutes were approved by Sharon Shea

Date:

## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 8 December 2021. 1.00pm-7.00pm

Online via [Teams](#)

<b>Chair for the meeting</b>	Tipa Mahuta
<b>Board attendees</b>	Sharon Shea, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon, and Sue Crengle
<b>In Attendance</b>	Chad Paraone, Deb Te Kawa, Kathrine Clarke, Michelle Boynton Ngā manuhiri: Amohaere Houkamau, Ashley Bloomfield, Maia Wikaira, Mara Andrews, Oliver Poppelwell, Peter Huskinson and Simon Medcalf
<b>Apologies</b>	

Time	Item #	Description	Lead	Type	Page ref
	<b>0.0</b>	<b>Governance Matters</b>			
1.00pm		Karakia	All		
		Mihimihi	Chair		
1.10pm	0.1	Register of interests	Chair	Disclosure	
1.12pm	0.2	Minutes	Chair	Approve	
1.15pm	0.3	Actions	Chad Paraone	Noting	
		Board only time			
	<b>1.0</b>	<b>Establishment Mahi</b>			
1.30pm	1.1	Acting Chief Executive's Report	Chad Paraone	Noting	
1.45pm	1.2	Letters of Expectations 2021/22 iMHA Workplan November 2021/22	Chad Paraone	Noting	
2.00pm	1.3	Joint Working Group memberships	Chair	Decision	



2.15pm	1.4	Advice on draft Terms of Reference for the Public Health Advisory Committee	Chad Paraone	Discussion	
	2.0	<b>FY21 Mahi</b>			
2.30pm	2.1	The process for providing input to the Bill  Approach to Tiriti o Waitangi obligations in the Pae Ora Bill	Simon Medcalf Oliver Poppelwell	Discussion	
3.15pm		<b>Break</b>			
3.30pm	2.2	Advice to the iMHA	Maia Wikaira Whāia Legal  Amohaere Houkamau from 3.45pm	Discussion	To follow
4.15pm	2.3	Introductions Update on COVID Briefing on transfer of functions project	Ashley Bloomfield	Discussion	No papers
5.00pm		<b>Break</b>			
5.05pm	2.4	iMHA Commissioning and B21 funds	Mara Andrews	Endorse	
	3.0	<b>FY22+ Strategy</b>			
5.30pm	3.1	Hospital and Specialists Services	Peter Huskinson	Discussion	
	4.0	<b>General Mahi</b>			
6.00pm	4.1	Any other matters	Chair	Discussion	
6.15pm	4.2	Board Matters	Deb	Noting	To follow
6.20pm	4.3	Next Agenda	Chair	Noting	To follow
6.25pm		Whakamutunga	Chair		
6.30pm		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, whakamaui 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 Minutes

Wednesday, 8 December 1pm – 7pm Online via [Teams](#)

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Tipa Mahuta until 3.15pm Sharon Shea from 3.15pm until close
<b>Board attendees</b> Ngā mema o te Poari	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon, and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Ashley Bloomfield, Chad Paraone, Deb Te Kawa, Johnny Whaanga, Kathrine Clarke, Maia Wikaira, Mara Andrews, Maree Roberts, Michelle Boynton, Oliver Poppelwell, Peter Huskinson, Robyn Shearer and Simon Medcalf
<b>Apologies</b> Ngā tamōnga	

### Karakia and mihi

Tipa Mahuta as Chair declared the meeting open. She welcomed everyone to the meeting. The Board began with a Karakia Hauora.

### Joint Working Groups

Members indicated their preferred Joint Working Groups. Members noted the next step would be the terms of reference, which should be available pre-Christmas.

#### Update from the Acting Chief Executive

Chad Paraone spoke to the key work underway. He called attention to iMHA recruitment, the iMHA work plan, outlining the key milestones until July 2022, and the work underway on banking arrangements. The Chair raised the need for iMHA to consider its subcommittees, particularly a risk, audit, and assurance committee in the new year. A general discussion followed regarding aligning recruitment to interim roles across iHNZ and iMHA. The Board's keen interest in receiving regular updates was noted by management.

#### Letters of Expectations 2021/22 and iMHA Workplan November 2021/22

Chad Paraone spoke to the final Letters of Expectations for iMHA and iHNZ. He confirmed the iMHA expectations are aligned with the iMHA workplan. He then sought feedback on the iMHA work plan, which included:

- Breaking out the communications and engagement work, given its strategic importance to the iMHA.
- The importance of language, particularly with priority groups, with respect to equity and Tiriti.
- Ensuring that language does not limit the scope of the reforms or ministerial ambition and expectations.
- Ensuring alignment between the iMHA and iHNZ plans.
- Making sure there is space to co-lead and co-invest with public sector agencies like Te Puni Kōkiri and Accident Compensation Corporation.
- Ensuring there are people on board to do the work.
- Aligning the milestones to scheduled board meetings.

#### Advice on draft Terms of Reference for the Public Health Advisory Committee

Chad Paraone spoke to the draft Terms of Reference for the Public Health Advisory Committee and sought feedback and comment, which included:

- A desire to understand the evolving institutional arrangements. The Board asked for a visual explaining the roles and responsibilities of the new agencies. The Board also asked for a deeper understanding of the Maori Provider Expert Reference Group.

- A preference for a more substantial Te Tiriti commitment to reflect the standard set by the Public Service Act 2020 and the Pae Ora Bill, and to integrate that commitment through the terms of reference, for example:
  - o Consideration of a co-Chair – potentially from iMHA – to ensure alignment across work programmes.
  - o Consideration of an annual report obligation - a public performance report on public health outcomes achieved for and with Māori and whanau.

At this point in the meeting, Tipa Mahuta vacated the Chair, and Sharon Shea took over as Chair.

#### Process for providing input into the Pae Ora (Healthy Futures) Bill

Oliver Poppelwell and Simon Medcalf joined the meeting.

Simon outlined the Transition Unit's (TU) intended approach to developing the departmental report for the Pae Ora (Healthy Futures) Bill. He also clarified the TU process for securing decisions from Ministers and Cabinet for any amendments to the Bill. He called attention to how the Board could engage in this process to help inform and improve the quality of advice to Ministers.

Oliver spoke to the TU's view on how Ministers have approached legislating for te Tiriti o Waitangi in the Bill. There was some general discussion about the policy intent and implications. There was broad agreement that the Board's views would assist in improving the quality of advice going to Ministers. The Board:

- a. Noted the Transition Unit's expectations regarding the timetable and process for seeking Ministerial agreement and drafting the departmental report to propose changes to the Pae Ora Bill.
- b. Agreed to discuss proposed amendments to the Bill and commentary on broader issues for Ministerial advice at its planned meeting on Wednesday, 19 January 2022.

#### In-Committee

The Board held an in-committee session. Maia Wikaira joined the session.



### **Ministry of Health: Introductions, COVID and Transfer of Functions**

The Chair welcomed Ashley Bloomfield, John Whaanga, Maree Roberts, and Robyn Shearer to the meeting. After a round of introductions, the Chair acknowledged the work of the Ministry. She invited the Ministry officials to brief the Board on their roles and responsibilities.

Maree outlined her experience and the work of her group. She offered some insight into how she sees her team working with both the iMHA and MHA. Robyn offered a similar insight. John called the Board's attention to some of the shared challenges, both now and into the future. He outlined how he thinks the Ministry and the iMHA can meet those challenges together, particularly workforce issues. Ashley updated the Board on the COVID response.

The Chair closed the session by thanking the Ministry for their time and insight.

The Board resolved: it was very important that the Ministry of Health acted in a partnered and transparent way regarding the transfer of functions to iMHA; and that the Ministry of Health transferred the full resources required to ensure the iMHA could discharge its mandated functions in its workplan (which may include people, putea, technology or other). This included people and resources from the DDG Māori Health team and those across the broader MoH team that were relevant to the iMHA functions and powers.

### **MHA Commissioning and B21 funds**

Chris Tooley tabled his conflict of interest. Mr Tooley listened to the conversation but did not participate.

Mara Andrews joined the meeting. Mara introduced the approach to interim commissioning. The Chair acknowledged the work, mainly how the approach lays the foundation for future investments. She also acknowledged the proposals to recognise and embed innovative Māori solutions, supporting the Government's reform programme. There was discussion on whether the quantum was correct and whether other appropriations should be included. This discussion was followed by further korero on ensuring procurement reduces the compliance burden for providers. In closing, there was a general discussion on priority areas for focus, including the need for a more inclusive and outcome focus. The Board acknowledged the need for evaluation, review, and improvement. The Board:

- a. Directed iMHA to integrate their discussion into a paper for consideration at their meeting on Wednesday, 15 December 2021.

### **Hospital and Specialist Services**

This item was deferred to Wednesday, 15 December 2021.

#### General business

There was no general business.

#### Board administration

- Register of interests – noted and updated with additional interests. None of the additional interests impacts items on the agenda. The Chair reminded everyone to update the register on an ongoing basis as needed.
- Minutes were accepted without changes for the interim Māori Health Authority Board meeting of 1 December 2021.
- Actions register – noted.
- Future agenda – noted.

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### Open actions

No	Action	Responsible Owner	Due Date	Status	Comments
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.
MHA131021-08	Create general risk management process/register	Hauora Māori Team	19/01/22	G	Risk register and management plan to be based off the work plan. Work plan has been presented to the Board and changes currently being made. For sign off by co-chairs. Completed plan presented back to the board as an information item 08/12/21. Risk management plan to follow as part of implementation to be presented at the first board meeting.
MHA271021-24	A schedule of future agenda items covering off all aspects of the reform work program to be developed and circulated to the Board.	Chairs in conjunction with Hauora Māori Team TU	15/12/21	A	Future agenda items will be drawn from the agreed work plan and brought to the Board meeting scheduled for 15/12/21. Delayed will be available on 19/01/22.

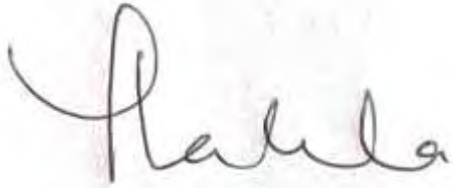


MHA271021-29	Future agenda item to consider Board's name	Hauora Māori Team TU	19/01/22	G	Commissioning conversation to happen in the new year.
MHA171121-33	Equity framework for the TU and HNZ to be developed	Hauora Māori Team TU	19/01/22	G	Framework to be presented to TU Steering Committee. Draft framework to be made available to Board pre-Christmas for discussion at its first meeting in the new year.
MHA171121-36	Acting CE to progress with interim roles aligned to the draft structure	Acting CE	Ongoing	A	In progress. Board expressed active interest. Regular updates required.
MHA171121-39	Schedule Board decision points on 2021/22 commissioning approach and investment plan, and update on MHA operating model design work.	iMHA Board Secretariat	15/12/21	G	Scheduled agenda items: 8 Dec 21 - MHA's 2021/22 direct commissioning approach 15 Dec 21 - MHA's 2021/22 direct commissioning investment plan 15 Dec 21 – Early thinking and approach to MHA Operating Model design
MHA011221-40	Regular update to the Board on the locality prototypes work programme.	Acting CE	26/02/22	G	

MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	Acting CE	26/02/22	G	Rosalie to report back.
MHA011221-42	Board and TU Communications & Engagement team to support facilitated session re prioritising stakeholder engagement.	TU Communications and Engagement Team	15/12/21	G	
MHA011221-44	Board to provide feedback on Interim Health NZ Workplan.	iMHA Board Secretariat	TBC	G	
MHA081221-46	Review the workplan based on board feedback	Acting CE	15/12/21	G	
MHA081221-47	A visual explaining the roles and responsibilities of the new agencies.	iMHA Board Secretariat	20/12/21	G	
MHA081221-48	Information on Maori Provider Expert Reference Group.	iMHA Board Secretariat	20/12/21	G	
MHA081221-49	Regular updates on the Transfer of functions project; in line with the resolution in these minutes.	Acting CE	15/12/21	G	

### Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA271021-23	Transfer of functions from the MOH to be sent to the Board.	Hauora Māori Team TU	01/11/2021	Done	MOH updated the board at its meeting on 08/12/21.
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	Done	Agenda item 08/12/21
MHA171121-32	Follow-up on the independent advice provided to the Minister on the Bill.	Hauora Māori Team TU	19/01/2021	Done	



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Signed Tipa Mahuta



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Signed Sharon Shea

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## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 15 December 2021. 2.00pm-6.10pm

Online via [Teams](#)

<b>Chair for the meeting</b>	Sharon Shea
<b>Board attendees</b>	Tipa Mahuta, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b>	Chad Paraone, Deb Te Kawa, Kathrine Clarke, Michelle Boynton Ngā manuhiri: Carl Billington, Claudia Gerdes, Helene Carbonatto, Jacky Tsao, John Whaanga, Karl Ferguson, Mara Andrews, Maree Roberts, Martin Hefford, Matthew Gifford, Pamela Cohen, Peter Huskinson, Simon Medcalf and Tom O'Brien
<b>Apologies</b>	

Time	#	Description	Lead	Type	Page ref
	0.0	<b>Governance Matters</b>			
2.00pm		Karakia	All		
		Mihimihi	Chair		
2.10pm	0.1	Register of interests	Chair	Disclosure	
2.12pm	0.2	Minutes	Chair	Approve	
2.15pm	0.3	Actions	Chad Paraone	Noting	
		Board only time			
	1.0	<b>Establishment Mahi</b>			
2.45pm	1.1	Acting Chief Executive's Report <ul style="list-style-type: none"> <li>Current Year Operating Budget</li> </ul>	Chad Paraone	Noting	
3.00pm	1.2	iMHA Operating Model	Claudia Gerdes	Discussion	
3.15pm	1.3	iHNZ Operating Model	Martin Hefford Claudia Gerdes	Noting	
3.30pm	1.4	Mapping Stakeholders	Karl Ferguson	Prioritisation	



			Carl Billington Matthew Gifford		
3.50pm		<b>Break</b>			
	2.0	<b>FY21 Mahi</b>			
4.00pm	2.1	The process for developing the GPS	Simon Medcalf John Whaanga Maree Roberts Pamela Cohen	Discussion	
4.20pm	2.2	iMHA Commissioning and B21 funds	Mara Andrews	Decision	
4.35pm		<b>Quick Break</b>			
	3.0	<b>FY22+ Strategy</b>			
4.45pm	3.1	Joint Board Paper: Transfer of contracts for health services to entities	Helene Carbonatto Jacky Tsao	Noting	
5.00pm	3.2	Joint Board Paper: National agreements for primary and community services	Helene Carbonatto	Noting	
5.20pm	3.3	Joint Board Paper: Pay Parity	Helene Carbonatto Tom O'Brien	Noting	
5.40pm	3.4	Joint Board Paper: Hospital and Specialists Services	Peter Huskinson	Noting	
	4.0	<b>General Mahi</b>			
6.00pm	4.1	Any other matters	Chair	Discussion	
	4.2	Board Matters	Deb	Noting	
	4.3	Next Meetings 19 January 2022 1-7pm 26 January 2022 2-5pm 29 January 2022 possible workshop with iHNZ 10 February 2022 930am-4.30pm 23 February 2022 2-5pm	Chair	Noting	
6.10pm		<b>Whakamutunga</b>	Chair		
		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!

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## Interim Māori Health Authority

### Board Meeting Minutes

Wednesday, 15 December 2pm – 7pm 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	Tipa Mahuta, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Chad Paraone, Deb Te Kawa and Michelle Boynton Ngā manuhiri: Carl Billington, Claudia Gerdes, Helene Carbonatto, Jacky Tsao, John Whaanga, Karl Ferguson, Mara Andrews, Maree Roberts, Martin Hefford, Matthew Gifford, Pamela Cohen, Peter Huskinson, Simon Medcalf and Tom O'Brien
<b>Apologies</b> Ngā tamōnga	

### Karakia and mihihihi

Sharon Shea, as Chair, declared the meeting open. She welcomed everyone to the meeting. The meeting began with Karakia Hauora.

### Update from the Acting Chief Executive

Chad Paraone spoke to the work underway. He called attention to progress on iMHA recruitment. He also spoke to the draft operating budget for the interim Māori Health Authority for 2021/2022. The Board sought and received assurance on the link between the key milestones and drafting operating budget.

### **iMHA Operating Model**

The Chair welcomed the team working on the Day 1 operating model. The Board noted iHNZ and iMHA are developing Day 1 operating models concurrently. The Board then discussed the concept of operating models and why they matter. The Board noted the process for developing operating models. The Board made it clear that they wanted the Day 1 operating model informed by their thinking about what success will look like, their own values, principles, and purpose. The Board also made it clear the iMHA Operating Model needs to be shaped by the incoming chief executive. The Chair asked members to send specific comments to the board secretariat.

### **iHNZ Operating Model**

The Chair welcomed the team working on the Day 1 operating model for iHNZ. They noted the progress as well as the use of organisational design principles. The Board spoke of the need to understand the evolving institutional arrangements. The Chair asked members to send specific comments to the board secretariat.

### **Mapping Stakeholders**

The Chair welcomed the team working on mapping stakeholders. The discussion focussed on clarifying the scope and focus of the Board's immediate engagement activities to lay the foundations for beginning to sketch out an action plan for the initial six months of the coming calendar year. The Board made it clear that its engagement approach for the first year will look different to its approach in 18 months. It also made it clear that it has many relationships to establish and a range of potential issues to navigate – and that as a result, early engagement activities will likely lean more on the Board Chairs/Co-chairs initially. The Board indicated it would need strong support for those activities because Hauora leaders are keen to engage.

There was then a discussion about the shared principles to drive engagement. Broadly speaking those principles, included: whakawhanaungatanga; engagement has to be for a purpose; moving beyond 'Vote Health'; whānau as the first and ultimate stakeholder; that whānau need a narrative for health that they haven't had before; engagement that inspires trust and confidence in the Māori Health Authority; be able to create a sense of partnership and shared ownership, i.e., we have to move beyond knowledge dissemination; and finally, a way to stay closely attuned to stakeholders' perceptions.

### The process for developing the GPS

The Chair welcomed the team working on the Government Policy Statement (GPS). She asked the team the purpose of the GPS. The team explained the GPS is a core element of the accountability framework for the reformed health system. They said the GPS would: cover the whole publicly funded health system; be for three years, with minor amendments possible but no significant year-on-year changes; and define the Government's priorities and expectations.

The Board discussed how the GPS would set:

- Medium-term policy direction, reflecting national strategies and the broader policy agenda.
- Priority objectives for focus in three years.
- Specific outcomes, actions, deliverables and expectations in support of those objectives.
- Funding parameters for a multi-year budget.
- The basis for monitoring of delivery of outcomes and progress, including data requirements.
- Other high-level national requirements, including rules on minimum service access.

The Board clarified with the team that the GPS places statutory requirements on all health entities to give effect to GPS, and the GPS must also be given effect through the NZ Health Plan. The Board also clarified that the Minister must consult with the MHA and have regard to their views in developing the GPS, and the MHA must engage with Māori organisations in providing its advice on the GPS.

The Board made it clear that the current draft needs the following changes:

- Te Tiriti needs to be the baseline equity with other equities stemming from that.
- The GPS should include Te Tiriti performance measures and Wai 2575 principles.
- The GPS needs to be aspirational, Te Tiriti centred, with the transformational approach front and centre.
- The GPS position within the wider accountability framework needs to be clearer.

The Board asked the team to come back in the new year with advice on how the GPS will respond to the above feedback.

### iMHA Commissioning and B21 funds

Chris Tooley tabled his conflict of interest. Mr Tooley listened to the conversation but did not participate.

The Chair welcomed Mara Andrews to the meeting. She reminded the Board that at its last meeting, it was agreed that a revised paper needed to consider an interim commissioning approach and 2021/2022 funds need to be made widely available to Māori providers against a transparent set of criteria that they may apply for. The Board:

**Noted** that there is \$15.8m to be commissioned this year, and that the Board has directed that funds should be made available to all Māori providers to apply for against a set of appropriate criteria. Note that an option to provide an across the board % uplift of current contract values was considered, however the data is not yet in a position to confirm current DHB/MOH contract values with all providers in order to calculate such an approach.

**Endorsed** the proposed categories and criteria for the funds:

- (a) supporting Māori provider and workforce development initiatives
- (b) introducing or expanding Mātauranga and Rongoa Māori solutions
- (c) Kaupapa Māori population health approaches in Wai Ora (Taiao), Mauri Ora (lifestyle behaviours) and Whānau Ora (inter-sectoral social determinant solutions)
- (d) Retaining a (\$0.8m) for MHA to commission exemplar projects or initiatives that can offer 'spread' to other areas in terms of learnings.

**Agreed** to option 2 for allocation of the available funds:

<b>MHA 2021-2022 BUDGET</b>				
	<b>Option 1 (\$m)</b>	<b>Option 2 (\$m)</b>	<b>Option 3 (\$m)</b>	
Provider & Workforce Development	5	5	5	One off
Te Ao Māori Solutions	6	5	8	Ongoing
Population Health: Mauri Ora, Wai Ora Whānau Ora	4	5	2	Ongoing
Exemplar projects	0.8	0.8	0.8	One off
<b>TOTAL</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	

**Asked** management to retain flexibility to be able to shift allocation across categories, should this be appropriate.

#### **Joint Board Paper: Transfer of contracts for health services to entities**

The Chair welcomed the team working on transferring contracts for health services to entities. The discussion revolved around the contracts for health services and other funding arrangements that Health NZ and the MHA will inherit from District Health Boards (DHBs) and the Ministry of Health (the Ministry) upon their establishment. The Board noted the contents of this paper, including the limitations and restrictions associated with the information and analysis presented. It also noted the ongoing stocktake and attestation process underway with DHBs and the Ministry to identify and catalogue the full extent of funder arm agreements currently commissioned.

#### **Joint Board Paper: National agreements for primary and community services**

The Chair welcomed the team working on the national agreements for primary and community services. The discussion revolved around the management of the national service agreements, which will transfer to Health New Zealand (HNZ) from 1 July 2022, subject to joint co-commissioning responsibility across iMHA and iHNZ.

The discussion focused on: the community pharmacy agreement, the Primary Health Organisation agreement, the adolescent dental agreement and the aged residential care agreement. The Board made it clear that these agreements need good monitoring, especially regarding the equity, Te Tiriti and the five shifts at the heart of the health reform.

The Board:

**Noted** that there are currently four national agreements (the PHO service agreement, the aged residential care agreement, the community pharmacy agreement, and the community dental agreement) with a combined value exceeding \$3 billion per year, which carry contractual obligations to begin negotiation for renewal in the near future.

**Noted** that in the medium-term these agreements will need to be fundamentally changed to deliver on the future health system operating model, particularly achieving treaty compliance, and desired equity outcomes, and adopting new approaches to primary and community care, but that in the short-term these contracts must continue to ensure continuity of services.

**Agreed** that while negotiation obligations in relation to these contracts will fall on DHBs and/or the Ministry of Health, the interim Health NZ and the interim Māori Health Authority play a leading role in the renegotiation of these contracts, given that they will inherit them from 1 July 2022.



**Noted** the proposal to ensure the existing four agreements remain in place with cost-of-living adjusters to be addressed in 2022/23, the value to be advised to joint boards in February 2022.

**Noted** the approach proposed in this paper to managing the community pharmacy, aged residential care and dental contracts between now and FY2024/25.

**Endorsed**, in principle, the proposed approach to disaggregating and re-commissioning the PHO Services Agreement between now and FY2024/25, subject to a further conversation.

#### Pay Parity

The Chair welcomed the team working on pay parity. The discussion revolved around the issue of pay parity for the NGO sector. The Board noted that pay parity in this context refers to the wage gap between the clinical workforce that operates in community settings (e.g., nurses, social workers, physios, clinical psychologists, etc.) and those same workforces operating in district health boards.

The Board discussed how growing and retaining an NGO workforce to advance the vision for the system to be primary and community-based is heavily reliant on the ability to close the pay gap that currently exists between the NGO workforce and their DHB counterparts. The discussion then moved to the options available for the interim health boards.

The Board was very clear that pay parity needs its strategy. They also asked officials to advise on the pay equity issues.

The Board:

**Noted** that there are significant and variable disparities between funded workforces and DHB-employed workforces where people are in similar roles and carrying out similar functions.

**Noted** that these disparities drive workforce and service sustainability challenges for the primary and community sector, are likely to impede the implementation of reforms, and intersect with and exacerbate gender and ethnic pay disparities.

**Noted** that funding will be required to address pay disparities, which have been estimated in excess of \$450m per year.

**Noted** that the MHA could consider early steps towards pay parity for nurses employed via Hauora providers in 2021/22 (through MHA commissioning approaches), but at a total cost of 9(2)(i), it may be preferable to address through a more deliberate joined up approach and future bids.

### Joint Board Paper: Hospital and Specialists Services

The Chair welcomed the team working on hospital and specialist services. The Board congratulated the team on their work. The Board:

**Noted** the findings and recommendations and agreed to consider them alongside the development of both operating models.

**Noted** the early decisions to be made on strategic options for regional governance and the recommended clinical service organisation.

**Noted** the areas set out for further detailed work including more detailed organisational structures and clinical governance.

### Board administration

- Register of interests – noted and updated with additional interests. None of the additional interests impacts items on the agenda. The Chair reminded everyone to update the register on an ongoing basis as needed.
- Minutes were accepted without changes for the interim Māori Health Authority Board meeting of 8 December 2021.
- Actions register – noted.
- Future agenda – noted.

### Open actions post meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA131021-03	Create skills matrix	iMHA Board	27/10/2021	G	Scheduled for 18 and 19 January 2022
MHA131021-08	Create general risk management process/register	Hauora Māori Team	19/01/22	G	Scheduled for 26 January 2022

MHA271021-24	A schedule of future agenda items covering off all aspects of the reform work program to be developed and circulated to the Board.	Chairs in conjunction with Hauora Māori Team TU	15/12/21	G	Scheduled for 10 February 2022
MHA271021-29	Future agenda item to consider Board's name	Hauora Māori Team TU	19/01/22	G	Scheduled for 26 January 2022
MHA171121-33	Equity framework for the TU and HNZ to be developed	Hauora Māori Team TU	19/01/22	G	Draft added to as read items on 18 and 19 January 2022.
MHA171121-36	Acting CE to progress with interim roles aligned to the draft structure	Acting CE	Ongoing	A	In progress. Board expressed active interest. Regular updates required.
MHA011221-40	Regular update to the Board on the locality prototypes work programme.	Acting CE	26/02/22	G	Scheduled for 10 February 2022
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	Acting CE	26/02/22	G	Scheduled for 10 March 2022
MHA011221-44	Board to provide feedback on Interim Health NZ Workplan.	iMHA Secretariat	24/12/21	A	Awaiting feedback
MHA081221-46	Review the workplan based on board feedback	Acting CE	15/12/21	G	Scheduled for 26 January 2022 as part of Chief Executive's Update

MHA081221-47	A visual explaining the roles and responsibilities of the new agencies.	iMHA Secretariat	20/12/21	G	Draft added to as read items on 18 and 19 January 2022.
MHA151221-50	Schedule a pay equity briefing	iMHA Secretariat	TBC	G	TBC
MHA151221-51	Schedule the GPS team to come back in the board with advice on how they have reshaped the GPS based on the Board's feedback.	iMHA Secretariat	19/12/21	G	Scheduled for 19 January 2022

**Actions closed at this meeting**

No	Action	Responsible Owner	Due Date	Status	Comments
MHA171121-39	Schedule Board decision points on 2021/22 commissioning approach and investment plan, and update on MHA operating model design work.	iMHA Secretariat	15/12/21	G	Done
MHA011221-42	Board and TU Communications & Engagement team to support facilitated session re prioritising stakeholder engagement.	TU Comms and Engagement Team	15/12/21	G	Done
MHA081221-48	Information on Maori Provider Expert Reference Group.	iMHA Secretariat	20/12/21	G	Done



MHA081221-49	Regular updates on the Transfer of functions project; in line with the resolution in these minutes.	Acting CE	15/12/21	G	Done
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*Tipa Mahuta*

Signed Tipa Mahuta

*Sharon Shea*

Signed Sharon Shea



## Interim Māori Health Authority Wānanga and Board Meeting Agenda

Tuesday, 18 January 2022 4.00pm-9.00pm and Wednesday, 19 January 2022 8.00am-3.30pm

Chair for the meeting	Tipa Mahuta
Board attendees	Sharon Shea, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
In Attendance	Chad Paraone, Riana Manuel and Deb Te Kawa Pou Tikanga: Rahui Papa Facilitator: Susan Huria iMHA senior managers: Bernard Te Paa, Nicola Ehau and Nigel Chee will join you at 10.45am on day two.
Apologies	

Venues: Tuesday night at Ramada by Wyndham in Manukau, 770A Great South Road, Manukau.  
Wednesday at Vodafone Events Centre, 770 Great South Road, Manukau.

Time	#	Description	Lead	Type	Page ref
		Welcome			
		Check-in available from 2.00pm Deb available to assist	All		
4.00pm		Whakatau	Rahui Papa		
		Session One: Whakawhanaungatanga			
5.00pm		<b>Te Ao Māori Governance</b> Good governance principles and practices are universal, but governance in Te Ao Māori is different. What are the extra dimensions of governance that matter to us?	All with Susan Huria facilitating	Korerorero	
	Wā1	Our health and disability system	-	Background reading	



Time	#	Description	Lead	Type	Page ref
7.00pm		Dinner	Chair		
		Breakfast			
		Check-out by 8.00am. Move across the road to the Vodafone Events Centre.	All with Susan Huria facilitating	Korerorero	
		Session Two: Wānanga			
8.30am		Karakia	All		
8.35am		Reflections on day one	Chair		
8.50am		<b>Shared Vision</b> What does success look like in 2040, 2030 and 2024? What does that mean for us over the next six months?	All with Susan Huria facilitating	Korerorero	
	Wā2	Māori Advisory Group Vision for the Health System	-	Background reading	
	Wā3	Draft intervention logic	-	Background reading	
	Wā4	Whānau Voice Research	-	Background reading	
10.30am		Break: Morning Tea			
10.45am		Session Two continues. * IMHA senior managers will join the korero. They are there to listen, so they are better placed to implement the Board's shared vision. Chair to welcome them.	All with Susan Huria facilitating	Korerorero	
		Session Three: Wānanga			
11.30am		<b>Core IMHA Values, Principles and Purpose</b> What are our core values, principles, and purpose?	All with Susan Huria facilitating	Korerorero	
	Wā5	DRAFT IMHA Values and Principles	-	Background reading	
12.30		Wrap up and thanks	Chair		
12.45pm		Break: Lunch			





	0.0	<b>Governance Matters</b>			
1.15pm		Karakia	All		
1.20pm	0.1	Register of interests	Chair	Disclosure	
1.25pm	0.2	Minutes	Chair	Noting	
1.30pm	0.3	Actions	Chad Paraone	Noting	
1.40pm	0.4	Report back on iHNZ meeting	Sharon Shea	Noting	
	1.0	<b>Establishment Mahi</b>			
1.50pm	1.1	Ministry of Health function transfers January 2022	Ashley Bloomfield Chad Paraone Maree Roberts Martin Hefford	Discuss Note next steps	
	2.0	<b>FY21 Mahi</b>			
2.05pm	2.1	Engagement Korero: Whakawhanaungatanga	Karl Ferguson	Noting	
	3.0	<b>FY22+ Strategy</b>			
2.15pm	3.1	Report back: Te Tiriti framing in the interim Government Policy Statement	Pamela Cohen Maree Roberts Simon Medcalf	Discuss Noting next steps	
2.30pm	3.2	iMHA Draft Paper to the Minister: Finalising the detailed powers and functions of the Iwi Māori Partnership Boards <ul style="list-style-type: none"> <li>Appendix – Te Tiriti Analysis</li> </ul>	Mara Andrews Tom O'Brien	Discuss Approve	
2.50pm	3.3	TU Draft Cabinet Paper: Health and Disability System Review – policy decisions for Pae Ora (Healthy Futures) Bill Departmental Report	Oliver Poppelwell	For your information	
3.00pm	4.0	<b>Board Only Time</b>			
	5.0	<b>General Mahi</b>			
3.20pm	5.1	Any other matters	Chair	Discussion	
	5.2	As read items: 5.1 Plan on a page	Chair	Noting	





		5.2 DRAFT Te Tiriti o Waitangi and Equity Reflection Tools 5.3 Health Strategy and Planning Artefacts 5.4 Fortnightly Governance Report			
	5.3	Next Meetings 26 January 2022 2-5pm 27 January 2022 possible workshop with iHNZ 10 February 2022 930am-4.30pm 23 February 2022 2-5pm	Chair	Noting	
	5.4	Next Agenda 26 January 2022	Chair	Noting	
3.30pm		Whakamutunga	Chair		
		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!

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## Interim Māori Health Authority

### Board Meeting Minutes

Wednesday, 19 January 2022 2-6.20 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea
<b>Board attendees</b> Ngā mema o te Poari	Tipa Mahuta, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Chad Paraone, Riana Manuel, Board Secretariat and Senior Managers, iMHA  Ashley Bloomfield, Maree Roberts, Martin Hefford, Oliver Poppelwell and Pamela Cohen
<b>Apologies</b> Ngā tamōnga	

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Chris Tooley led the Karakia Hauora.

## Update from the Acting Chief Executive

Chad Paraone spoke to the work underway. He called attention to progress on iMHA recruitment. He also confirmed the secretariat would develop a professional development policy for the Chair's review. The policy will enable individual board members to continue their professional development. Chad also called the Board's attention to the action items that were being reported back at this meeting.

The Chair, on behalf of the Board, thanked Chad Paraone for his leadership and management of the interim Māori Health Authority.

The Chair also asked for the Board's formal thanks to be conveyed to Kathrine Clarke for her support to the Board.

## Ministry of Health function transfers January 2022

The Chair welcomed the Director General to the board meeting. She then welcomed the team working on the function transfers. There was a discussion of about the process: it included a recap of why transfers are proceeding ahead of 1 July and what this means for iMHA and iHNZ. There was a discussion on the next steps and the role of Ministers.

The Board made it clear they wanted the incoming chief executives to be able to influence and shape the process. They also reminded officials about the importance of data and digital to both iMHA and iHNZ, and why those functions and resource will need to be a priority. The Board made it clear to management that they expected to see the function transfers work integrated into their next update on the day 1 operating model and day 1 organisational design and structure. The Board asked for advice on whether the findings of the most recent Tribunal hearing on COVID-19 and the Immunisation Programme were going to influence the function transfer process. The board also made it clear to the Ministry and the team that transfer of functions was to occur with pace in order to enable the iMHA (and iHNZ) to fulfil their obligations regarding the reform agenda.

## **Engagement Korero: Whakawhanaungatanga**

The Chair asked the Board for their advice and comments on the paper. While the Board were broadly comfortable with the paper and the principles, what they want to see is the communications and stakeholder engagement plan and the team that will be supporting them. They also want to see a plan that is informed by their workshop output.

## **Report back: Te Tiriti framing in the interim Government Policy Statement**

The Chair welcomed the team working on the interim Government Policy Statement. The team outlined the process, they made it clear they were continuing to seek the Board's input before updating the Minister. The team also made it clear they would be coming back to the Board in early February for more advice on the role and purpose of the GPS within the accountability framework for the reformed health system. The Board's questions revolved around how Te Tiriti principles (rangatiratanga, equity, active protection, options, and partnership) would be practically implemented in the GPS structure and priorities. The Board is clear that the framing of the GPS must reflect the expectations of Māori as Te Tiriti partners and prioritise a system that aligns with a te ao Māori worldview. The Board also asked to see the outcome and impact measures in the next draft.

## **iMHA Draft Paper to the Minister: Finalising the detailed powers and functions of the Iwi Māori Partnership Boards**

The Chair asked Chad Paraone to update the Board on the draft paper. Chad briefed the Board on where the paper was at and how the Board's initial advice was integrated. The Board noted the next steps.



## **Health and Disability System Review – policy decisions for Pae Ora (Healthy Futures) Bill Departmental Report**

The Chair welcomed the team working on advice to Cabinet on the Pae Ora (Healthy Futures) Bill. The discussion focussed on the process and its advisory role and responsibilities to Ministers. The Board sought and received assurance on how public submissions were being integrated into the advice.

Board members discussed particular aspects of the bill. Some of the views put forward by the Transition Unit were not aligned with some of the views of the iMHA board members.

Overall, the Board sought to prioritise more explicit reference to the Principles in the legislation; stronger weighting of accountability statements towards implementing te Tiriti, and that the Minister of Health should be included as an 'entity' which needed to abide by the legislation (not just entities as described). It was agreed that the Co-chairs would provide direct advice to the Minister about iMHA views and meet with him to advocate for changes and enhancement to the legislation accordingly.

### **As read items**

In relation to the as read items, the Board.

- Asked for an easier to use plan on a page, with a dashboard, to be reported at each meeting.
- Asked for the draft Te Tiriti o Waitangi and Equity reflection tools to be more strengths-based and stronger on outcomes and impact.
- Asked for an accountability version of the Health Strategy and Planning Artefacts tablemats.

## Board administration

- Register of interests – noted.
- Minutes were accepted without changes for the interim Māori Health Authority Board meeting of 15 December 2021.
- Actions register – noted.
- Future agenda – noted.
- Begin training and development for board members.

## Whakamutunga and Karakia

Tipa Mahuta, as Chair, declared the meeting closed at 2.30. The meeting closed with Karakia Hauora.

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## Open actions post meeting

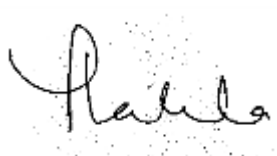
No	Action	Responsible Owner	Due Date	Status	Comments
MHA131021-08	Create general risk management process/register	Hauora Māori Team	19/01/22	G	Scheduled for 10 February 2022.
MHA271021-24	A schedule of future agenda items covering off all aspects of the reform work program to be developed and circulated to the Board.	Chairs in conjunction with Hauora Māori Team TU	15/12/21	G	Scheduled for 10 February 2022
MHA271021-29	Future agenda item to consider Board's name. Rahui Papa to advise.	Hauora Māori Team TU	19/01/22	G	Scheduled for 10 February 2022
MHA011221-40	Regular update to the Board on the locality prototypes work programme.	Acting CE	26/02/22	G	Scheduled for 10 February 2022
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	Acting CE	26/02/22	G	Scheduled for 10 March 2022
MHA011221-44	Board to provide feedback on Interim Health NZ Workplan.	iMHA Secretariat	24/12/21	O	Awaiting feedback
MHA081221-46	Review the workplan based on board feedback.	Acting CE	15/12/21	G	Scheduled for 26 January 2022 as part of Chief Executive's Update

MHA151221-50	Schedule a pay equity briefing	iMHA Secretariat	TBC	G	TBC
MHA190122-52	Clarify how the function transfers work integrates with the day 1 operating model and day 1 organisational design and structure at next board meeting.	Acting CE	26/2/22		Scheduled for 26 January 2022
MHA190122-53	Provide advice on whether the findings of the most Tribunal hearing on COVID-19 and the Immunisation Programme are going to influence the function transfer process.	Acting CE	10/2/22		Scheduled for 10 February 2022
MHA190122-54	Provide a communications and stakeholder engagement plan. Ensure the plan covers the resources required to support the plan. Ensure the plan is informed by the wānanga output.	Acting CE	TBC		TBC
MHA190122-55	Prepare draft advice to the Minister on behalf of the Board as an input into decision-making on the policy decisions for Pae Ora (Healthy Futures) Bill. Ensure the draft covers a discussion on a more robust Ti Tiriti clause and the links between the Ti Tiriti clause and the health principles.	Acting CE	10/2/22		Scheduled for 10 February 2022
MHA190122-56	Ensure the next version of the GPS includes impact and outcomes.	Acting CE	10/2/22		Scheduled for 10 February 2022



## Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA131021-03	Create skills matrix	iMHA Board	27/10/2021	G	Scheduled for 18 and 19 January 2022
MHA171121-33	Equity framework for the TU and HNZ to be developed	Hauora Māori Team TU	19/01/22	G	Draft added to as read items on 18 and 19 January 2022.
MHA171121-36	Acting CE to progress with interim roles aligned to the draft structure	Acting CE	Ongoing	A	In progress. Board expressed active interest. Regular updates required.
MHA081221-47	A visual explaining the roles and responsibilities of the new agencies.	iMHA Secretariat	20/12/21	G	Draft added to as read items on 18 and 19 January 2022.
MHA151221-51	Schedule the GPS team to come back in the board with advice on how they have reshaped the GPS based on the Board's feedback.	iMHA Secretariat	19/12/21	G	Scheduled for 19 January 2022



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Signed Tipa Mahuta



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Signed Sharon Shea

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## Interim Māori Health Authority Wānanga and Board Meeting Agenda

Wednesday, 26 January 2022 2-6.20 pm

<b>Chair for the meeting</b>	Sharon Shea
<b>Board attendees</b>	Tipa Mahuta, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b>	Chad Paraone, Riana Manuel, and Board Secretariat  Manuhiri: Bernard Te Paa, Helene Carbonatto, John Whaanga, Mara Andrews, and Nigel Chee
<b>Apologies</b>	

### Online

Time	#	Description	Lead	Type	Link
		<b>Welcome</b>			
	<b>0.0</b>	<b>Governance Matters</b>			
2.00pm	0.1	Karakia	All		1
2.05pm	0.2	Agenda	Chair	Noting	2
2.10pm	0.3	Register of interests	Chair	Disclosure	5
2.15pm	0.4	Minutes	Chair	Approve	8
2.20pm	0.5	Actions	Chad Paraone	Noting	11
2.30pm	0.6	Special Briefing:	John Whaanga and Bernard Te Paa	Discussion	-
	<b>1.0</b>	<b>Establishment Mahi</b>			
3.00pm	1.1	Operating Model: Update	Nigel Chee	Noting	15
3.30pm	1.2	Draft Mana Ōrite Relationship Agreement iMHA and iHNZ	Chad Paraone	Discussion Feedback	36



Time	#	Description	Lead	Type	Link
4.00pm	1.3	Draft Terms of Reference: Finance, Risk and Audit Committee	Chad Paraone	Discussion Feedback	41
4.15pm	1.4	Draft Terms of Reference: Remuneration Committee	Chad Paraone	Discussion Feedback	44
		<b>Break</b>			
4.30pm	2.0	<b>Board Only Time</b>			
	2.1	Outline of key points to be discussed with Minister on Pae Ora (Healthy Futures) Bill	Chad Paraone	Discussion	47
	3.0	<b>FY21 Mahi</b>			
5.00pm	3.1	Co-commissioning approach for Health New Zealand and Māori Health Authority	Helene Carbonatto Mara Andrews	Endorsement	48
5.20pm	3.2	Locality Prototype Update	Mara Andrews	Discussion Noting	81
	4.0	<b>FY22+ Strategy</b>			
5.45pm	4.1	NZ Health Plan workshop	Nigel Chee	Discussion	87
	5.0	<b>General Mahi</b>			
6.15pm	5.1	Any other matters	Chair	Discussion	
-	5.2	As read items: 5.2.1 Wānanga Output 5.2.2 Hauora Tūmatanui: Public Health Transformation 5.2.3 New Agenda Template 5.2.4 New Board paper Template	Chair	Noting	
-	5.3	Next Meetings 27 January 2022 workshop with iHNZ 10 February 2022 930am-430pm 18 February 2022 Pōwhiri 23 February 2022 2-5pm 10 March 2022 930am-430pm 23 March 2022 2-5pm	Chair	Noting	
-	5.4	Next Agenda	Chair	Noting	
6.20		<b>Whakamutunga</b>	Chair		





Time	#	Description	Lead	Type	Link
		Karakia	All		

Keep them up to date on the powhiri

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## Interim Māori Health Authority

### Board Meeting Minutes

Wednesday, 26 January 2022 2-6.20 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea
<b>Board attendees</b> Ngā mema o te Poari	Tipa Mahuta, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Chad Paraone, Riana Manuel and Board Secretariat  Manuhiri: Bernard Te Paa, Helene Carbonatto, John Whaanga, Mara Andrews, and Nigel Chee
<b>Apologies</b> Ngā tamōnga	

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Chris Tooley led the Karakia Hauora.

## Special Briefing

John Whaanga briefed the Board on the Government's Omicron strategy and what it might mean for the health sector. He began by setting the scene. He reminded the Board that while the community Delta outbreak was on its tail end, Omicron cases amongst border returnees increased substantially. He called attention to top-of-mind priorities, including: use of Rapid Antigen Testing (RATs); use of masks and face coverings; booster shots; boosters for 12–17-year-olds; shortening the interval for receiving boosters; shortening the interval for 12–17-year-olds receiving boosters. He then outlined the three phases: stamp it out; flatten the curve; and manage it. He then covered what he described as the equity lens: how those most at risk are being supported. In closing, he talked about the adjustments the Ministry of Health is making towards their approach and response to the new challenges presented by Omicron.

The Board asked several questions. Their questions targeted: the practicality of the isolation periods; the urgent need to fund providers who are working with whānau who are being directed to use self-isolating services so that the health system can focus on COVID-positive individuals and whānau with high clinical needs; the urgent need for the Ministry of Social Development, Ministry of Housing and Urban Development and Kaingā Ora to ramp up whānau-centric support – and stop working in their silos; increased support for providers who are stilling work with unvaccinated people and whānau; the need to focus on those at risk of poor outcomes and those who – because of the nature of their work – are susceptible to higher transmission (i.e., Māori and Pacific communities, disabled people, people with drug/alcohol addiction, people who experience high levels of material deprivation); and finally, the need to consider COVID-19 therapeutics to support care in the community.

The Board thanked John Whaanga for the briefing, and they invited him to come back regularly to keep them up to date.

## Operating Model Update

The Board then turned their attention to the operating model. The Chair welcomed Nigel Chee. Nigel began by reminding the Board of the EY presentation they considered in December 2021. He advised a decision had been made to bring the work in-house. Nigel then outlined the six core components of the iMHA target operating model. He talked about the link between the operating model and the organisation structure.

The Board repeated their messages from December: the Māori Health Authority needs to be a tikanga and kaupapa-based organisation. The operating model and everything that flows from it needs to reflect that. The Board also discussed the growing empirical evidence about how Māori work experiences differ from non-Māori and how that alone should provide the additional impetus to design an operating model that was not just another 'public sector' operating model. The Board asked for more work to be done on: the inclusion of whānau voice, the monitoring and evaluation functions and powers, the role of the Māori Health Authority in the wider system, and the inclusion of the concept of supply and support.

### **Draft Mana Ōrite Relationship Agreement iMHA and iHNZ**

The Chair asked the Board for their advice and comments on the paper. The Board discussed using the word relationship instead of the word partnership. They resolved to use the term kawenata. The Board indicated a preference for the waka hourua metaphor. The Board also discussed the tone of the kawenata and the need to workshop the concepts with the iHNZ Board, so the concepts were well understood and shared. The Board delegated any changes to the Chairs, with a view to seeing a second draft at their next meeting.

### **Draft Terms of Reference: Finance, Risk and Audit Committee**

The Chair asked the Board for their advice and comments on the paper. The Board discussed the need for a Committee. It resolved that a Committee would be appropriate. The Board discussed the need for the Committee to be future-focused and be good stewards of financial and non-financial assets, which are likely to grow. The Board clarified that risk and oversight of the sufficiency of the mitigations would sit ultimately with the Board. There was broad agreement about the use of an independent Chair. The Board delegated any changes to the Chairs, with a view to seeing a second draft at their next meeting. They also asked for the subsequent discussion to include consideration of the role of the proposed Independent Chair.



## Draft Terms of Reference: Remuneration Committee

The Chair asked the Board for their advice and comments on the paper. The Board discussed the need for a Committee. It resolved that a Committee would be appropriate. The Board discussed the role and scope of the Committee. The Board made it clear that the Committee needed to consider people development matters to establish a tikanga and kaupapa based organisation. The Board clarified that health and safety would sit ultimately with the Board. The Board delegated any changes to the Chairs, with a view to seeing a second draft at their next meeting.

## Co-commissioning approach for Health New Zealand and Māori Health Authority

The Chair welcomed Helene Carbonatto and Mara Andrews to the meeting. Helene explained that the paper outlined the proposed co-commissioning framework for Health New Zealand (HNZ) and the Māori Health Authority (MHA). She explained that commissioning for the framework is the process by which health services are designed, planned, organised, funded, and monitored to achieve the Government's vision of a health system that is people orientated, equitable, accessible, and cohesive. She noted that MHA would develop its specific commissioning framework for the services MHA is accountable for.

9(2)(g)(i)

[REDACTED]

## Locality Prototype Update

The Chair welcomed Mara Andrews to the meeting. Mara spoke to the key objective of the locality approach being to improve equity of outcomes for Māori. She advised that the new Iwi Māori Partnership Boards (IMPBs) would be a foundational element in the new system and a key stakeholder in the development and agreement of Locality Plans. The Board discussed the linkage between the national localities team and the IMPB development work. The Board noted:

- a. that in this transition year, mana whenua iwi are required to be included in the development and implementation of any locality prototype proposals before they will be selected.
- b. that Māori Co-Director of Localities are positioned to support mana whenua through this process to make their decisions about participation (or not) in prototypes.
- c. noted that from 1 July, once legislation is passed, Iwi Māori Partnership Boards which include mana whenua iwi representation will be involved in developing and agreeing on locality planning (with the support of the MHA) with HNZ Locality Commissioners.

## NZ Health Plan Workshop

The Chair welcomed Nigel Chee back to the hui. Nigel reminded the Board that the NZ Health Plan is a core accountability document. He briefed the Board on the developed process: an initial conceptual framework to be discussed on 27 January 2022; Draft priorities by the end of February 2022; Draft document for Ministerial approval by the end of March 2022; and consultation during April and May 2022. He took the Board through the six focus areas in the initial draft. He encouraged the Board to identify 2-3 outcomes for Maori health for each service area and each enabler based on their strategy workshop.

## As read items

In relation to the as read items, the Board.

- Noted the wānanga output
- Noted the Hauora Tūmatanui: Public Health Transformation and asked to hear from the senior public health leaders.
- Noted the changes to the templates.

## Board administration

- Register of interests – discussed as it relates to the progress of the Health Futures (Pae Ora) Bill in the House.
- Actions register – noted, but with direction to add firm dates.
- Future agenda – noted.
- Asked to be kept up to date on the powhiri.

## Whakamutunga and Karakia

Sharon Shea, as Chair, declared the meeting closed at 2.30. The meeting closed with Karakia Hauora.

## Open actions post meeting

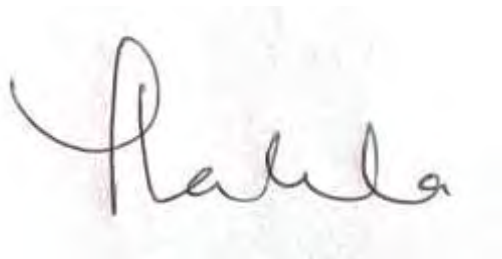
No	Action	Responsible Owner	Due Date	Status	Comments
MHA131021-08	Create a risk management process and register	Acting CE	19/01/22	O	Scheduled for 10 February 2022
MHA271021-24	Bring a schedule of future agenda items covering off all aspects of the reform work program to the Board	Three Chairs with CEs and TU	15/12/21	O	Scheduled for 10 February 2022
MHA271021-29	Schedule a future agenda item to consider Board's name.	Chairs with Incoming CE and Rahui Papa.	19/01/22	G	Scheduled for 23 February 2022
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	Acting CE	26/02/22	G	Scheduled for 10 March 2022
MHA081221-46	Review the workplan based on board feedback.	Acting CE	15/12/21	G	Scheduled for 10 February 2022. As part of CE's Update.
MHA151221-50	Schedule a pay equity briefing	Secretariat	TBC	G	Scheduled for 10 March 2022
MHA190122-53	Provide advice on whether the findings of the most Tribunal hearing on COVID-19 and the Immunisation Programme are going to influence the function transfer process.	Acting CE	10/2/22	G	Scheduled for 10 February 2022



MHA190122-54	Provide a communications and stakeholder engagement plan. Ensure the plan covers the resources required to support the plan. Ensure the plan is informed by the wānanga output.	Acting CE	19/1/22	G	Scheduled for 10 February 2022
MHA190122-56	Ensure the next version of the GPS includes impact and outcomes.	Acting CE	10/2/22	G	Scheduled for 10 February 2022
MHA260122-57	Standing item for MOH to brief regularly on COVID and Omicron.	Secretariat	10/3/22	G	Scheduled fortnightly with Ashley Bloomfield and John Whaanga
MHA260122-58	Bring the Waka Hourua and Committee Terms of Reference back for consideration and review.	Secretariat	10/2/22	G	Scheduled for 10 February 2022
MHA260122-59	Integrate the Board's views on the operating model into the next version.	Secretariat	23/2/22	G	Scheduled for 23 February 2022
MHA260122-60	Get on advice on how to progress the next iteration of the co-commissioning advice with iHNZ Board.	Secretariat	23/2/22	G	Scheduled for 23 February 2022

## Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-40	Regular update to the Board on the locality prototypes work programme.	Acting CE	26/02/22	G	Scheduled for 10 February 2022
MHA011221-44	Board to provide feedback on Interim Health NZ Workplan.	iMHA Secretariat	24/12/21	A	Workshop scheduled.
MHA1190122-52	Clarify how the function transfers work integrates with the day 1 operating model and day 1 organisational design and structure at next board meeting.	Acting CE	26/2/22	G	Scheduled for 26 January 2022
MHA1190122-55	Prepare draft advice to the Minister on behalf of the Board as an input into decision-making on the policy decisions for Pae Ora (Healthy Futures) Bill. Ensure the draft covers a discussion on a more robust Ti Tiriti clause and the links between the Ti Tiriti clause and the health principles.	Acting CE	10/2/22	G	Scheduled for 10 February 2022

A handwritten signature in black ink, appearing to read 'Tipa Mahuta', written on a light-colored, slightly textured background.

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Signed Tipa Mahuta

A handwritten signature in black ink, appearing to read 'Sharon Shea', written on a light-colored, slightly textured background.

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Signed Sharon Shea

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## Interim Māori Health Authority Board Meeting Agenda

Thursday, 10 February 2022 10.30-6.30 pm

<b>Chair for the meeting</b>	Sharon Shea and Tipa Mahuta
<b>Board attendees</b>	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b>	Chad Paraone, Riana Manuel, and Board Secretariat Manuhiri: Ashley Bloomfield, Bernard Te Paa, Dale Bramley, Helen Wyn, Hikitia Ropata, Janice Wilson, Jo Gibbs, Karl Fergusson, Mara Andrews, Maree Roberts, Martin Hefford, Nigel Chee, Pamela Cohen, Ramon Pink, Simon Medcalf, Tane Cassidy and Tom O'Brien
<b>Apologies</b>	Tipa Mahua will join the hui at 11.30am Sue Crengle will leave at 1pm and come back at 5pm

[Click here to join the meeting](#)

Time	#	Description	Lead	Type	Link
		Welcome			
	0.0	Governance Matters			
10.30	0.1	Karakia	All		
10.32	0.2	Agenda	Chair	Noting	



Time	#	Description	Lead	Type	Link
10.35	0.3	Register of interests	Chair	Disclosure	
10.40	0.4	Minutes 19 Jan 22	Chair	Approve	
10.45	0.5	Actions 19 Jan 22	Chad Paraone	Noting	
10.50	0.6	Minutes 26 Jan 22	Chair	Approve	
10.55	0.7	Actions 26 Jan 22	Chad Paraone	Noting	
	1.0	<b>Establishment Mahi</b>			
11:00	1.1	Joint Working Groups Report Backs	Chairs	Noting	No papers
11:15	1.2	Acting Chief Executive Update	Chad Paraone	Noting	
11.45	1.3	iMHA Programme Summary Report	Chad Paraone	Noting	
12.15	1.4	TU Paper for Minsters: Allocation of commissioning budgets across entities	Mara Andrews Martin Hefford Tom O'Brien	Noting	
1.10	1.5	Co-Chairs Report Back	Chairs	Executive Time	-
		<b>Break</b>			
1.35	1.6	Operating Model Update	Nigel Chee	Noting	
1.45	1.7	Draft Waka Hourua Kawenata iMHA and iHNZ	Chad Paraone	Endorsement	

Time	#	Description	Lead	Type	Link
2.15	1.8	Draft Terms of Reference: Finance, Risk and Audit Committee and Role Description for Independent Chair	Chad Paraone	Endorsement	
2.45	1.9	Draft Terms of Reference: People Development and Remuneration Committee	Chad Paraone	Endorsement	
3.00	1.10	Ministry of Health Functions Transfers: Update	Bernard Te Paa Helen Wyn	Noting	
		<b>Break</b>			
		<b>Tipa Mahuta takes over as Chair</b>			
3.30	2.0	<b>Welcome to Fepulea'i Margie Apa</b>	Chairs Riana Manuel	Welcome	-
4.00	3.0	<b>Board Only Time</b>	Chairs	Executive Time	-
	4.0	<b>FY21 Mahi</b>			
4.30	4.1	Whakawhanaungatanga: tactical engagement plan	Karl Fergusson Matthew Gifford	Endorsement	
5.00	4.2	Introduction to Health Quality and Safety Commission 4.2.1 Consumer Voice Framework 4.2.2 Draft Code of Consumer Expectations	Dale Bramley Janice Wilson Hikitia Ropata	Welcome Discussion	
5.40	4.3	Introduction to the National Public Health Service Ramon Pink, Tane Cassidy and Jo Gibbs	Jo Gibbs Ramon Pink	Welcome	

Time	#	Description	Lead	Type	Link
			Tane Cassidy		
	<b>5.0</b>	<b>FY22+ Strategy</b>			
6.00	5.1	Government Policy Statement	Ashley Bloomfield Maree Roberts Pamela Cohen Simon Medcalf	Discussion	Noting
	<b>6.0</b>	<b>General Mahi</b>			
6.25	6.1	Any other matters	Chair	Discussion	No papers
	6.2	As read items: 6.2.1 Fortnightly Report 6.2.2 Media Summary	Chair	Noting	
	6.3	Next Meetings 23 February 2022 2-5pm 10 March 2022 930am-430pm 23 March 2022 2-5pm 14 April 2022 930am-430pm 27 April 2022 2-5pm	Secretariat	Noting	No Papers
-	6.4	Survey	Secretariat	Noting	No papers
-	6.5	Next Agenda	Chair	Noting	
	<b>7.0</b>	<b>Whakamutunga</b>	Chair		

Time	#	Description	Lead	Type	Link
6.30	7.1	Karakia	All		



## Interim Māori Health Authority

### Board Meeting Minutes

Thursday, 10 February 2022 10.30-6.30 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Chad Paraone and Board Secretariat  Manuhiri: Ashley Bloomfield, Bernard Te Paa, Dale Bramley, Helen Wyn, Hikitia Ropata, Janice Wilson, Karl Fergusson, Mara Andrews, Maree Roberts, Martin Hefford, Nigel Chee, Pamela Cohen, Simon Medcalf and Tom O'Brien
<b>Apologies</b> Ngā tamōnga	Tipa Mahua joined at 11.30am  Sue Crengle left at 1pm

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Chad Paraone led the Karakia Hauora.

## Joint Working Group Report Backs

The board discussed the progress being made. The Chairs asked for clarity on how the Working Groups will report to the boards.

## Acting Chief Executive Update and Programme Summary

The Chair asked Chad Paraone to speak to his final update. Before Chad began, the Chair asked the board to note Chad's last meeting as Acting Chief Executive. She asked the board to join her in thanking Chad for all his work.

Chad then took the board through his final report. The final report covered the interim Māori Health Authority (iMHA) work programme and the elements of the broader reform programme that the iMHA is engaged with.

The board discussion moved along three lines: the need for the incoming Chief Executive to shape the culture of iMHA as a Te Ao Māori organisation; the importance of building on the energy and wairua established so far; the active management of risk in line with board expectations and risk tolerances.

The Chairs asked the secretariat to work with the incoming chief executive towards dashboard reporting.

## TU Paper for Minsters: Allocation of commissioning budgets across entities

The iMHA Board

- a. noted that Cabinet has taken in-principle decisions about how the allocation of budgets for the commissioning of health services in the future system should align to the direction of reforms,
- b. endorsed – in principle - the proposed approach to operationalising those in-principle decisions, namely that:

9(2)(f)(iv)

- c. noted that subject to iMHA in-principle endorsement of the proposed approach, the Minister of Health anticipates seeking Cabinet's agreement to the allocation of commissioning budgets ahead of Budget 22 to inform the overall appropriation structure for Vote Health
- d. noted that a similar paper will be provided in parallel to the interim Health NZ Board for information and feedback.

The board's in-principle decision is based on getting assurance concerning clarity about the definitions: in particular, what officials mean by Kaupapa Māori and whether it includes mainstream organisations who say they are delivering Kaupapa Māori and Whānau Ora services, but are not; having flexibility into the design of the appropriations as well as transfer mechanism; clarity about what is happening with the COVID specific investments, and how the out-years are working; further discussion with iHNZ on how to grow investment in hauora Māori services; assurance that the appropriation design for both votes is outcome-based; assurance that the appropriation design enables innovation; assurance that there will be regular reviews of the appropriation structure; and the extension of service provision definitions to include professional associations.

### Operating Model: Update

The board noted the operating model update. The board repeated their expectation that the incoming chief executive would shape the operating model, and the operating and organising models would be whānau centred and nested in Te Ao Māori.

## Draft Waka Hourua Kawenata

The board discussed the draft Waka Hourua Kawenata between iMHA and iHNZ. They endorsed the draft noting it solidifies the value both boards place on their relationship and their commitment to Te Tiriti, achieving equity and overseeing the critical system shifts at the heart of the health reforms. From here, the Chairs will oversee any changes to get it approved and executed in Māehe 2022.

## Terms of Reference for Committees

The board discussed the draft terms of reference for the Finance, Risk and Audit Committee. They endorsed them and delegated the Co-Chairs any additional changes and the responsibility for recruiting an Independent Chair and appointment to the Committee.

The board also discussed the draft terms of reference for the People Development and Remuneration Committee. They endorsed the terms of reference and delegated any additional changes and appointment to the Committee to the Co-Chairs.

The board asked the secretariat to get the first committee meetings up and running in Māehe 2022.

## Ministry of Health Functions Transfers: Update

The Chair welcomed the team working on the Ministry of Transfers update. They noted the progress.

## Welcome to Fepulea'i Margie Apa

Tipa Mahuta took over as Chair. The board welcomed Fepulea'i Margie Apa. They offered their support and let her know they would always welcome her to their table.



## **Whakawhanaungatanga: tactical engagement plan**

The board deferred this item.

## **Introduction to Health Quality and Safety Commission**

The Chair welcomed Dale Bramley, Janice Wilson and Hikitia Ropata. The discussion revolved around the Health Quality and Safety Commission's context and progress in developing the consumer voice framework, which the board noted was a vital component of the health system reforms. Several members focussed on consumer/whānau voice work and the related code of expectations for consumer/whānau engagement which were in development. Noting the excellent work underway, the board encouraged the Health Quality and Safety Commission to consider whether their work was practically impacting communities and marae.

## **Introduction to Public Health Leaders**

The board deferred this item to the next meeting.

## **Government Policy Statement**

The Chair welcomed Ashley Bloomfield, Maree Roberts and Pamela Cohen. The Chairs complimented how the team included the board in their work and reflected some of the board's thinking; especially the need for a more transformational and aspirational approach to reflect this and the inclusion of Te Tiriti at the centre.

The board is concerned that the GPS lacks objectives, impacts and outcomes, and is still weakest in the elements that matter to iwi, hapu, whānau and Māori. The board also expressed concern about an emerging risk between the alignment of the GPS, NZ Health Plan and Hauora Plan. The board asked the secretariat to explore one of the joint working groups picking up the lead for mitigating the misalignment and the possibility of a joint board workshop on the GPS and NZ Health Plan.

## As read items

In relation to the as read items, the board.

- Provided feedback on how they want their meetings to run, their agenda and how the resource centre could look.
- Noted the next agenda and upcoming meetings

## Board administration

- Register of interests – noted.
- Minutes were accepted without changes for the interim Māori Health Authority Board meeting of 26 January 2022.
- Actions register – noted.
- Future agenda – noted.

## Whakamutunga and Karakia

Tipa Mahuta, as Chair, declared the meeting closed at 5.50. The meeting closed with Karakia Hauora.

### Open actions post-meeting

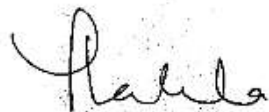
No	Action	Responsible Owner	Due Date	Status	Comments
MHA131021-08	Create general risk management process/register	Hauora Māori Team	19/01/22	G	Scheduled for discussion with Chairs on 22 Feb 22.
MHA271021-24	A schedule of future agenda items covering all aspects of the reform work program will be developed and circulated to the board.	Chairs in conjunction with Hauora Māori Team TU	15/12/21	G	Scheduled for discussion with Chairs on 22 Feb 22.
MHA271021-29	The future agenda item to consider entity name. Rahui Papa to advise.	Hauora Māori Team TU	19/01/22	G	Scheduled for discussion with Chairs on 8 Mar 22.
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	Acting CE	26/02/22	G	Scheduled for 10 Mar 22
MHA151221-50	Schedule a pay equity briefing	iMHA Secretariat	TBC	G	Scheduled for 23 Mar 22
MHA190122-60	Incoming chief executive to move towards dashboard reporting on programme	CE	10/02/22	G	Scheduled for 10 Mar 22
MHA190122-60	Progress Kawenata and TOR for committees to have them in place by the end of Mar 22	iMHA Secretariat	30/03/22	G	Scheduled for discussion with Chairs on 22 Mar 22

## Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-40	Regular update to the board on the locality prototypes work programme.	Acting CE	26/02/22	G	Scheduled for 10 February 2022
MHA011221-44	Board to provide feedback on Interim Health NZ Workplan.	MHA Secretariat	24/12/21	O	Awaiting feedback
MHA081221-46	Review the workplan based on board feedback.	Acting CE	15/12/21	G	Scheduled for 26 January 2022 as part of Chief Executive's Update
MHA100122-52	Clarify how the function transfers work integrates with the day 1 operating model and day 1 organisational design and structure at next board meeting.	Acting CE	26/2/22		Scheduled for 26 January 2022
MHA100122-53	Provide advice on whether the findings of the most Tribunal hearing on COVID 19 and the Immunisation Programme are going to influence the function transfer process.	Acting CE	10/2/22		Scheduled for 10 February 2022
MHA100122-54	Provide a communications and stakeholder engagement plan. Ensure the plan covers the resources required to support the plan. Ensure the plan is informed by the wānanga output.	Acting CE	TBC		TBC
MHA100122-55	Prepare draft advice to the Minister on behalf of the board as an input into decision.	Acting CE	10/2/22		Scheduled for 10 February 2022



	making on the policy decisions for Pae Ora (Healthy Futures) Bill. Ensure the draft covers a discussion on a more robust Ti Tiriti clause and the links between the Ti Tiriti clause and the health principles.				
MHA100122-56	Ensure the next version of the GPS includes impact and outcomes.	Acting CE	10/2/22		Scheduled for 10 February 2022



Signed Tipa Mahuta



Signed Sharon Shea

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 23 February 2022 1.00-5.00 pm

Chair for the meeting	Sharon Shea and Tipa Mahuta
Board attendees	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
In Attendance	Riana Manuel and Board Secretariat Manuhiri: Ashley Bloomfield, Jo Gibbs, John Whaanga, Kathrine Clarke, Mara Andrews, Nicola Ehau, Nigel Chee, Ramon Pink and Tane Cassidy
Apologies	

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Time	#	Description	Lead	Type
1.00	1.0	<b>Governance Matters with Tipa in the Chair</b>		
1.02	1.1	Karakia	All	
1.05	1.2	Agenda and any other items	Chair	Noting
1.10	1.3	Register of interests	Chair	Disclosure
1.15	1.4	Minutes 10 Feb 22	Chair	Approve

Time	#	Description	Lead	Type
1.20	1.5	Actions 10 Feb 22	Chair	Noting
1.25	1.6	Joint Working Groups Report Backs	Board	Noting
1.40	1.7	Chief Executive Update and Programme Summary Report	Riana Manuel	Noting
2.00	2.0	<b>Board Only Time</b>	Board	Executive Time
2.30	3.0	<b>Standing Item: Director General of Health</b>	Ashley Bloomfield John Whaanga	Noting
3.00	4.0	<b>Shaping and Transformation</b>		
3.00	4.1	Introduction to Public Health leaders	Jo Gibbs Kathrine Clarke Nicola Ehau Ramon Pink Tane Cassidy	Whakawhanaungatanga Expectation Setting
<b>3.30 Ten-minute break. Sharon takes over as Chair.</b>				
3.40	5.0	<b>Decisions</b>		
3.40	5.1	Waka Hourua Concept	Nigel Chee	Endorsement
4.10	5.2	Operating Model	Nigel Chee	Endorsement
	6.0	<b>Information</b>		
4.45	6.1	Iwi Māori Partnership Board	Mara Andrews	Noting



Time	#	Description	Lead	Type
4.45	7.0	<b>Administrative Matters</b>		
	7.1	As read items: 6.2.1 Fortnightly Report 6.2.2 Media Summary	Chair	Noting
	7.2	Next Meetings 10 March 2022 1-5pm 23 March 2022 1-5pm 14 April 2022 1-5pm 27 April 2022 1-5pm	Secretariat	Noting
	7.3	Next Agenda	Secretariat	Noting
	8.0	<b>Whakamutunga</b>	Chair	
5.00	8.1	Karakia	All	

## Interim Māori Health Authority

### Board Meeting Minutes

Wednesday, 23 February 2022 1.00-5.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat  Manuhiri: Ashley Bloomfield, Jo Gibbs, John Whaanga, Kathrine Clarke, Mara Andrews, Nicola Ehau, Nigel Chee, Ramon Pink and Tane Cassidy
<b>Apologies</b> Ngā tamōnga	Tipa Mahuta left at 4.00pm. Lady Tureiti Moxon left at 2pm and came back at 2.15pm. Sue Crengle left at 5.05pm

### Mihimihi

Tipa Mahuta, as Chair, declared the meeting open with the Karakia Hauora.

### Joint Working Groups Report Backs

The Chair asked the secretariat to support report backs from each working group within the context of papers on the agenda.

## Chief Executive Update and Programme Summary

Riana Manuel updated the board on her first week. She offered her reflections on readiness, immediate challenges, as well as where her attention will be focussed in the coming weeks. The board offered their full support. In response, Riana highlighted items on the agenda which she required insight and guidance on from the board.

In addition, Riana assured the board that her focus was on implementing the board's vision.

In closing, the Chairs asked Riana to provide dashboard reporting against the work programme every fortnight and keep the formal (written) chief executive update to a monthly report.

## Standing Item: Director General of Health

The Chair welcomed Ashley Bloomfield and John Whaanga. 9(2)(g)(i)

The Chair sought advice on the recently announced Whānau Ora investment: including what the \$140m was being invested in, and whether it was in-year funding, or had a sustainable funding track. The Chair also asked officials to work together to ensure iMHA board members were well placed to support and speak to those type of announcements.

There was then a discussion about hauora provider access to personal protective equipment (PPE) and rapid antigen tests (RATs). Several board members advised they were seeing uneven access to both. The Chair asked for advice.

The Chair also sought advice on how and when the iMHA should start to place its reporting against progress in front of Ministers and Select Committee. The Chair noted the importance iMHA placed on building and maintaining the trust and confidence of the Executive and Parliament.

In closing the Chair thanked both Ashley and John for their time, and their ongoing commitment to positive working relationships between the Ministry of Health and the iMHA.

## Introduction to Public Health leaders

The Chair welcomed the public health leaders. She invited them to introduce themselves. The board made its expectations clear. First and foremost, they expect transformation. They also expect the lessons from the vaccination roll-out to have been learnt. They also expect:

- PHS alignment and contribution with MHA draft vision of whakahiko te whanau oranga and enacting Te Tiriti.
- Not to have to endorse a traditional public health knowledge or operating model but a uniquely Aotearoa model recognising and incorporating Kaupapa Maori and Pasifika korero/narratives too.
- A shift from a predominant focus in surveillance/assessment to also incorporate population health including cross sector action and te environment/taiao.
- Clarity about how the new system will overcome the silos between policy/planning and service delivery, including a joined-up approach that enables end-to-end commissioning (for example).
- Clarity about accountability.
- Leadership that includes and builds consensus with various actors across public health including academia, activism, community public health, Maori public health, PHUs.

Tipa exited the meeting and Sharon took over as chair.



## Waka Hourua Concept

The board welcomed the progress on the Waka Hourua Concept. They noted the need for expert peer review. Individual board members provided comment and guidance. Much of the discussion centred on the strategic framework: in particular who sets 'strategy' and how to ensure the strategy is simple to explain, for example, 1 System, 2 Worldviews working in partnership, 3 Goals, 4 (Clinical) Priorities and 5 System Shifts. The Chair asked for comments to be provided to the secretariat for integration. The Chair noted the concept would come to the next board meeting.

## Operating Model

The board welcomed the progress on the operating model. The board also noted the link between the operating model and organisational design. While the board endorsed, in principle, the alignment between the operating model and organisational model, the board invited the chief executive to be more ambitious and ensure the Waka Hourua Concept informed the operating model and the organisational design. The chief executive welcomed the advice and invited the Chairs to consider coming together to help shape the work.

## IMPBs

The board noted the need for assurance on how inclusive the process is for establishing the IMPBs. Given the need for a fuller discussion, this item was deferred to the next meeting. The board noted they would receive regular updates.

## As read items

Noted.

## Board administration

- Register of interests – new items noted.
- Minutes were accepted without changes for the interim Māori Health Authority Board meeting of 10 Feb 2022.
- Actions register – noted.
- Future agenda – noted.

## Whakamutunga and Karakia

Sharon Shea, as Chair, declared the meeting closed at 5.10. The meeting closed with Karakia Hauora.

### Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA271021-29	The future agenda item to consider entity name. Rahui Papa to advise.	Hauora Māori Team TU	19/01/22	G	Scheduled for discussion with Chairs on 8 Mar 22.
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	Acting CE	26/02/22	G	Scheduled for 10 Mar 22
MHA151221-50	Schedule a pay equity briefing	iMHA Secretariat	TBC	G	Scheduled for 23 Mar 22
MHA190122-60	Incoming chief executive to move towards dashboard reporting on programme	CE	10/02/22	G	Scheduled for 10 Mar 22
MHA190122-60	Progress Kawenata and TOR for committees to have them in place by the end of Mar 22	iMHA Secretariat	30/03/22	G	Scheduled for discussion with Chairs on 22 Mar 22
MHA230222-61	The Chair asked the secretariat to support report backs from each working group.	iMHA Secretariat	10/03/22	G	Scheduled for 10 Mar 22
MHA230222-62	MOH advice on Whānau Ora investment, hauora provider access to PPE and RATs, advice on how and when the iMHA should start to place its reporting against progress in front of Ministers and Select Committee.	MOH	10/03/22	G	Scheduled for 10 Mar 22

MHA230222-63	Members to send comments on the Waka Haurua concept and the strategic framework to the secretariat for integration.	Members	30/02/22	G	Scheduled for discussion with Chairs on 1 Mar 22
MHA230222-64	Secretariat to explore a kanohi ki te kanohi wānanga to ask and answer a number of strategic questions, including how to shape the operating model to reflect the Waka Haurua concept.	iMHA Secretariat	30/02/22	G	Scheduled for discussion with Chairs on 1 Mar 22

### Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA131021-08	Create general risk management process/register	Hauora Māori Team	10/01/22	G	Scheduled for discussion with Chairs on 22 Feb 22.
MHA271021-24	A schedule of future agenda items covering all aspects of the reform work program will be developed and circulated to the board.	Chairs in conjunction with Hauora Māori Team TU	15/12/21	G	Scheduled for discussion with Chairs on 22 Feb 22.



## Interim Māori Health Authority Board Meeting Agenda

Thursday, 10 March 2022 1.00-6.00 pm

Chair for the meeting	Sharon Shea and Tipa Mahuta
Board attendees	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
In Attendance	Riana Manuel and Board Secretariat Manuhiri: Ashley Bloomfield, John Whaanga, Bex Stevenson, Nigel Chee, Mara Andrews, Nikki Canter-Burgoyne and Sue Chetwin
Apologies	

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Time	#	Description	Lead	Type
1.00	1.0	Governance Matters Sharon in Chair		
1.02	1.1	Karakia	All	
1.05	1.2	Agenda and any other items	Chair	Noting
1.10	1.3	Register of interests	Chair	Disclosure
1.15	1.4	Minutes 23 Feb 22	Chair	Approve

Time	#	Description	Lead	Type
1.20	1.5	Actions 23 Feb 22	Chair	Noting
1.25	1.6	Joint Working Groups Report Backs	Board	Noting
1.40	1.7	Chief Executive Update and Dashboard	Riana Manuel	Noting
2.00	2.0	<b>Board Only Time</b>	Board	Executive Time
2.30	3.0	<b>Standing Item: Director General of Health</b>	Ashley Bloomfield John Whaanga	Noting
<b>3.00 Break</b>				
3.05	4.0	<b>Shaping and Transformation Tipa in Chair</b>		
3.05	4.1	Population Health Outcomes	Elana Curtis Nigel Chee	Discussion
3.30	4.2	Pharmac Review Panel	Sue Chetwin	Discussion
4.15	4.3	Capital Charge Settings	Bex Stevenson	Shaping
<b>4.30 Break</b>				
4.40	5.0	<b>Decisions</b>		
4.40	5.1	Day One Operating Model and Organisation Design	Nigel Chee	Endorsement
5.10	5.2	MHA commissioning framework	Mara Andrews	Endorsement

Time	#	Description	Lead	Type
5.30	5.3	Localities	Nikki Canter-Burgoyne	Endorsement
5.55	6.0	<b>Administrative Matters</b>		
	6.1	As read items: 6.2.1 Engagement 6.2.2 Media Summary 6.2.3 IMPB Update 6.2.4 Original Terms of Reference	Chair	Noting
	6.2	Seven meetings to go. 23 March 2022 1-5pm 14 April 2022 1-5pm 27 April 2022 1-5pm 12 May 2022 1-5pm 25 May 2022 1-5pm 9 June 2022 1-5pm 22 June 2022 1-5pm	Secretariat	Noting
	6.3	Next Agenda	Secretariat	Noting
	7.0	<b>Whakamutunga</b>	Chair	
6.00	7.1	Karakia	All	

## Interim Māori Health Authority

### Board Meeting Minutes

Thursday, 10 March 2022 1.00-6.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat  <b>Manuhiri:</b>  Ashley Bloomfield, Belinda Loring, Dr Elana Curtis, Dr Tristram Ingham, Frank McLaughlin, Gabrielle Baker, Heather Simpson, John Whaanga, Kadin Latham, Leanne Te Karu, Mara Andrews, Martin Hefford, Nigel Chee, Nikki Canter-Burgoyne and Sue Chetwin
<b>Apologies</b> Ngā tamōnga	

### Mihimihi

Sharon Shea, as Chair, declared the meeting open with the Karakia Hauora.



## **Joint Working Groups Report Backs**

Sharon invited the various members to update the board on each Joint Working Group's progress. The board noted that every group – except one – had confirmed its terms of reference and had met at least twice. The board also noted that every group now had a co-convenor.

## **Co-Chair Report Backs**

As part of their report back, Sharon and Tipa reported they had forwarded papers on capitation, national contracts, and aged care to the Joint Working Groups for further their information and shaping. They also advised that they had reviewed a public information campaign paper and a paper on the new website on the board's behalf. They confirmed they had encouraged officials not to forget the leadership role of the Māori Health Authority across the new health system and to integrate the lessons from the vaccine roll-out and the roadshows when engaging with Māori, whānau, rural and vulnerable communities. Sharon and Tipa also confirmed that they sought assurance on behalf of the board that the campaign would be politically neutral – offering information and not justifying policy decisions.

## **Chief Executive Update and Programme Summary**

Riana Manuel spoke to her first monthly report. The board welcomed and complimented Riana on the quality of the report. The board indicated an interest in shared services and data and digital. Several board members made it clear that the Māori Health Authority needs to develop its data and digital strategy. Sharon indicated a need to bring the data and digital work to the board soon.



## **Standing Item: Director General of Health**

Tipa welcomed Ashley Bloomfield and John Whaanga. Ashley updated the board on the current approach to Omicron. There was a discussion about hauora provider access to rapid antigen tests (RATs). John Whaanga updated the board on how to access RATs. A map was simultaneously provided to the board. There was then a discussion about how an equity impact lens could be integrated into the protection framework. Ashely acknowledged there was work to do, and he welcomed the advice from the board. In closing, the Chair thanked both Ashley and John for their time and ongoing commitment to positive working relationships between the Ministry of Health and the iMHA.

## **Māori Population Health Outcomes and Priorities**

Tipa welcomed the team and thanked them for their work. Nigel Chee advised the board the paper was prepared following their January wānanga. He reminded the board it was commissioned as an input into the NZ Health Plan, so the board could have confidence that the priority and outcome areas were evidence-based. He invited the board to comment and guide the team. The board's comments focussed on the need for it to have more visibility over the research pipeline. The board indicated a preference for strengths-based research, alongside disparities analysis. In addition, the board asked the researchers to use the most up-to-date data available.

Tipa asked Chris Tooley, in his role as the co-convenor of the joint working group on strategic planning oversee the research and its integration in the NZ Health Plan. Chris Tooley acknowledged the importance of the research in helping to create a better strategic flow between the various planning and accountability documents. Tipa asked Nigel to advise the process for confirming the board's strategic priorities, and officials reconciled the priorities from the wānanga, the draft kawenata and the research. The board encouraged the team to continue progressing the work to clarify iMHA priorities and ensure they inform the planning and accountability work.

## **Pharmac Review Panel**

Tipa took over as Chair. Tipa welcomed the Pharmac Review Panel. The panel provided high-level insight into their review. Tipa welcomed another conversation with Sue Crengle and Leanne Te Karu.

## Capital Charge Settings

Deferred.

## Day One Operating Model and Organisation Design

Tipa welcomed the progress on the operating model. The board noted the link between the operating model and organisational design. There was some discussion about where the Mātauranga Māori and evaluation functions would best sit. Overall, the board endorsed the operating model and the organisational design. They also thanked Riana for her leadership.

## MHA Commissioning Framework

Tipa welcomed Mara to the board. She asked Mara to assume the paper was read. Tipa asked the board to offer Mara advice. The discussion revolved around three main themes.

The board welcomed the distinction between direct commissioning (Te Ao and Mātauranga Māori); co-commissioning with HNZ and partnered commissioning with external agencies (outside the health sector).

The board cautiously welcomed the proposed definitions for Te Ao Māori. Though members did think the definitions would need to be tested with providers, as well as whānau, and possibly the IMPBs.

The board also cautiously welcomed the proposed definitions for providers, but they also thought these would have to be tested. The board welcomed the commissioning values and principles drawn from the Board's Waka Hourua strategic framework but cautioned Mara and Riana to ensure there was alignment across all the documents.

While the Board agreed in principle with the proposed framework, it did ask to see what the engagement and consultation would look like. Board members are concerned not to create consultation fatigue. In closing, on behalf of the board, Tipa complimented Mara on the work to date.

## Localities

Chris Tooley left the room.

The board had a full discussion on the locality proposal. They canvassed the locality prototype proposals received, the proposed approach to progressing the establishment of locality prototypes, how the prototypes will be resourced and funded, the critical considerations in the broader rollout of localities, how the implementation of prototypes will be communicated and the outcomes framework.

While suffice to say the board understands and supports primary and community services being organised as localities and delivered through networks of providers that are willing to work towards shared outcomes and objectives, the board is concerned that the intervention logic is still insufficiently precise and that a strong assurance and control system made of shared outcomes and objectives, with easy to access evaluation and fast-fail mechanisms will need to roll out at the same time. The board also strongly recommends that communications and engagement strategies run alongside the rollout to avoid confusing providers, let alone IMPBs.

The board noted the paper. They also noted the change in approach to locality prototype establishment to accept all prototype proposals, noting the varying levels of support required for implementation based on their relative readiness and maturity level. They noted that a communications plan would be implemented alongside the rollout. They noted the use of a locality partnership agreement. While they delegated the operational decisions relating to resourcing and launching prototypes to the chief executive, they made it clear they wanted regular assurance on the rollout and expected it to be actively managed on the risk register.

## As read items

Noted, including the Original Terms of Reference.

Deferred for discussion at the next meeting 6.2.1 Engagement Paper

## Board administration

- Register of interests – new items noted.
- Minutes were accepted without changes for the interim Māori Health Authority Board meeting of 23 Feb 2022.
- Actions register – noted.
- Future agenda – noted.

## Whakamutunga and Karakia

Tipa Mahuta, as Chair, declared the meeting closed at 6.00pm. The meeting closed with Karakia Hauora.

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## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA271021-29	The future agenda item to consider entity name. Rahui Papa to advise.	CE	19/01/22	G	Scheduled for discussion with Chairs on 29 Mar 22.
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	CE	26/02/22	G	Scheduled for 10 Mar 22 Rescheduled for 27 Apr 22
MHA151221-50	Schedule a pay equity briefing	CE	30/03/22	G	Scheduled for 23 Mar 22
MHA100321-65	Bring Data and Digital to the board	CE	30/4/22	G	Scheduled for 27 Apr 22
MHA100321-66	Clarify the process for confirming the board's strategic priorities, including how officials will reconcile the priorities from the wānanga, the draft kawenata and the research.	CE	30/3/22	G	Scheduled for 22 Apr 22
MHA100321-67	Ensure board has visibility on the engagement and consultation exercise for the MHA commissioning framework.	CE	30/4/22	G	Scheduled for 27 Apr 22
MHA100321-68	Regular assurance on the rollout of localities.	CE	14/4/22	G	Scheduled for 14 Apr 22



## Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA190122-60	Incoming chief executive to move towards dashboard reporting on programme	CE	10/02/22	G	Scheduled for 10 Mar 22
MHA190122-60	Progress Kawenata and TOR for committees to have them in place by the end of Mar 22	iMHA Secretariat	30/03/22	G	Scheduled for discussion with Chairs on 22 Mar 22
MHA230222-61	The Chair asked the secretariat to support report backs from each working group	iMHA Secretariat	10/03/22	G	Scheduled for 10 Mar 22
MHA230222-62	MOH advice on Whānau Ora investment, hauora provider access to PPE and RATs, advice on how and when the iMHA should start to place its reporting against progress in front of Ministers and Select Committee.	MOH	10/03/22	G	Scheduled for 10 Mar 22
MHA230222-63	Members to send comments on the Waka Hourua concept and the strategic framework to the secretariat for integration.	Members	30/02/22	G	Scheduled for discussion with Chairs on 1 Mar 22
MHA230222-64	Secretariat to explore a kanohi ki te kanohi wānanga to ask and answer a number of strategic questions, including how to shape the operating model to reflect the Waka Haurua concept.	iMHA Secretariat	30/02/22	G	Scheduled for discussion with Chairs on 1 Mar 22



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Signed Tipa Mahuta



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Signed Sharon Shea

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## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 23 March 2022 1.00-5.00 pm

Chair for the meeting	Sharon Shea and Tipa Mahuta
Board attendees	Awerangi Tamihere, Chris Tooley, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
In Attendance	Riana Manuel and Board Secretariat
Apologies	Fiona Pimm

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Time	#	Description	Lead	Type
1.00	1.0	<b>Governance Matters Sharon in Chair</b>		
1.00	1.1	Karakia	All	
1.02	1.2	Agenda and any other items	Chair	Noting
1.04	1.3	Register of interests	Chair	Disclosure
1.06	1.4	Minutes 10 March 22	Chair	Approve
1.08	1.5	Actions 10 March 22	Chair	Noting
1.10	1.6	Joint Working Groups Report Back	Board	Noting

Time	#	Description	Lead	Type
1.30	1.7	Dashboard and Financials	Riana Manuel	Noting
	1.8	Media Policy	Secretariat	Noting
2.00	2.0	<b>Board Only Time</b>	Board	Executive Time
2.30	3.0	<b>Shaping and Transformation</b>		
2.30	3.1	Outcomes and Performance Framework	Riana Manuel	Discussion
<b>3.00 Break</b>				
3.05	4.0	<b>Decisions Tipa in the Chair</b>		
3.05	4.1	NZ Health Plan Focus areas for health gain and service delivery transformation	Riana Manuel	Endorsement
3.40	4.2	Assurance and Reprioritisation of the Workplan	Riana Manuel	Endorsement
4.10	4.3	Te Mauri o Rongo - Health Charter	Riana Manuel	Endorsement
4.30	5.0	<b>Information</b>		
4.30	5.1	Engagement Update	Secretariat	Noting

Time	#	Description	Lead	Type
4.45	6.0	<b>Administrative Matters</b>		
4.45	6.1	As read items: 6.1.1 Media Summary 6.1.2 IMPB Update 6.1.3 Day One Governance Matters	Chair	Noting
4.50	6.2	Six meetings to go. 14 April 2022 1-5pm 27 April 2022 1-5pm 12 May 2022 1-5pm 25 May 2022 1-5pm 9 June 2022 1-5pm 22 June 2022 1-5pm	Secretariat	Noting
4.55	6.3	Next Agenda	Secretariat	Noting
5.00	7.0	<b>Whakamutunga</b>	Chair	
5.00	7.1	Karakia	All	



## Interim Māori Health Authority

### Board Meeting Minutes

Wednesday, 23 March 2022 1.00-5.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Awerangi Tamihere, Chris Tooley, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat  Manuhiri: Deb Jensen
<b>Apologies</b> Ngā tamōnga	Fiona Pimm

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Sue Crengle led the Karakia Hauora.

## Joint Working Groups Report Backs

Sharon invited the various members to update the board on each Joint Working Group's progress. The board noted the progress. The board discussed and endorsed the expansion of the terms of reference for the strategic health planning group to include all accountability documents and alignment of the same. Sharon, while acknowledging the value of the JWG's, asked the secretariat to assist with a framework or matrix to ensure the board could overcome any silos the JWG's were creating. Awerangi encouraged the board to think innovatively integrating the board's own strategic framework across the work of the JWG's.

## Co-Chair Report Backs

As part of their report back, Sharon and Tipa reported they had considered items 1.8 and 4.2 on the agenda.

## Dashboard and Financials

Riana Manuel spoke to the dashboard and financials. The board noted both reports. The board indicated an interest in receiving some additional assurance on the B21 investment. They also asked to see the risk register. The Chair reminded the secretariat that there needs to be a board workshop on the risks and sufficiency of the mitigations. The Chair also asked for more detailed financial information at its next meeting.

## Outcomes and Performance Framework

Sharon welcomed the advice. She opened it up to the board for comment and guidance. The board discussion followed four main lines. The need for the outcomes and performance hierarchy to encourage collective impact and joint effort. The need to build on existing outcomes frameworks that are already working well. The need for the language to be relevant to the Māori Health Authority, for example asserting mana

motuhake and indigenising the health system. The need for a shared view on how all the planning, reporting and accountability products fit together. On behalf of the board Awerangi Tamihere offered to prepare some guidance for the board to consider. The Chair asked for the secretariat to prepare a visual on how all the products fit together using Tō Tātou Waka Hourua.

## **NZ Health Plan Focus areas for health gain and service delivery transformation**

Tipa took over as Chair. Tipa welcomed the advice and opened it up to the board for discussion and comment. The board noted the improvement in this version. They welcomed the focus on innovation. They also called to attention to how uneven the draft is, including in some critical business-as-usual areas. There was broad agreement the workforce elements needed a lot of work. Individual board had some specific comments that the secretariat was asked to facilitate. The board noted the focus areas for health gain and service delivery transformation. They also noted the work is still in the formative stages, with the experiences, aspirations, and expertise of whānau, consumers, health professionals, non-government organisations, whānau Māori, Pacific, Tāngata Whaikaha, policymakers, and the many expert working groups across the health sector still needing to be weaved into the document. The board endorsed the use of Tō Tātou Waka Hourua. Tipa reminded the secretariat that the board still needs to confirm its strategic priorities and is happy to do that kanohi-ki-te-kanhoi as a matter of urgency. It was suggested the board could do this at its April hui in Auckland

## **Assurance and Reprioritisation**

Tipa welcomed the advice on the assurance reviews and proposals to reprioritise the workplan. She advised the board that her and Sharon had reviewed the proposals early in the week. The board welcomed the assurance reviews and noted their roles. The board also welcomed and endorsed the reprioritisation of the work plan, with one caveat. The caveat is that the board is still able to pursue the transformational priorities across the wider reform work programmed.

## Te Mauri o Rongo Health Charter

Tipa called the board's attention to the Te Mauri o Rongo Health Charter Update, noting this was the first time the interim Māori Health Authority Board had seen the work. The board discussion followed four lines. The importance of the Health Charter as a critical element of the reform that will lay the foundation for how voice and expertise of the health workforce is valued and harnessed. Whether the work is sufficient for a kupu such as Te Mauri o Rongo; in short, using te reo and te ao Māori concepts with integrity in the design and implementation phase. Whether the draft as it currently stands, and the process used to develop it is and was underpinned by the need to reinforce the principles of Te Tiriti and the Crown's obligations to it. That the Charter should be seen as a part of a wider transformation package to show how it will be implemented over time. Tipa asked the Secretariat to invite the team working on the health charter to asked themselves whether it would look different if it was using Tō Tātou Waka Hourua.

## Media Policy and Engagement Update

Tipa welcomed Deb Jensen to the hui. After some whakawhanaungatanga, Deb spoke to both the media policy and the engagement update. The board endorsed the media policy, noting it is transitional and only applies to the work of the Māori Health Authority. The board noted the engagement update and welcomed Deb's advice and guidance.

## As read items

Noted all the items, including the IMPB support functions and processes.

## Board administration

- Register of interests – new items noted.
- Minutes were accepted with minor changes for the interim Māori Health Authority Board meeting of 10 Mar 2022.

- Actions register – noted.
- Future agenda – noted.

## **Whakamutunga and Karakia**

Tipa Mahuta, as Chair, declared the meeting closed at 5.00pm. The meeting closed with Karakia Hauora.

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## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA271021-29	The future agenda item to consider entity name. Rahui Papa to advise.	CE	19/01/22	A	Scheduled for discussion with Chairs on 29 Mar 22.
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	CE	26/02/22	G	Scheduled for 10 Mar 22 Rescheduled for 27 Apr 22
MHA151222-50	Schedule a pay equity briefing	CE	30/03/22	G	Scheduled for 27 Apr 22
MHA100322-65	Bring Data and Digital to the board	CE	30/4/22	G	Scheduled for 27 Apr 22
MHA100322-66	Clarify the process for confirming the board's strategic priorities, including how officials will reconcile the priorities from the wānanga, the draft kawenata and the research.	CE	30/3/22	G	Scheduled for 8 Apr 22 wānanga
MHA100322-67	Ensure board has visibility on the engagement and consultation exercise for the MHA commissioning framework.	CE	30/4/22	G	Scheduled for 27 Apr 22
MHA100322-68	Regular assurance on the rollout of localities	CE	14/4/22	G	Scheduled for 14 Apr 22
MHA230322-69	Develop a framework or matrix to ensure the board can overcome any silos the JWG's are creating	CE	18/4/22	G	Strategic Framework needs to be completed. This is scheduled for the wānanga

MHA230322-70	Provide additional assurance on the B21 investment.	CE	24/3/22	G	To be provided urgently and placed in board books for all the board to see.
MHA230322-71	Provide board the current risk register and organise a board workshop on the current risks and sufficiency of the mitigations.	CE	29/3/22	G	Register provided. Workshop details to be reported to Chairs at their shaping hui on 29/3/22
MHA230322-72	Ensure next board report has more detailed financial information in it.	CE	14/4/22	G	CFO briefed on requirements
MHA230322-73	Prepare a visual on how all the planning, reporting and accountability documents fit together using Tō Tātou Waka Hourua.	CE	14/4/22	G	Scheduled for 8 Apr 22 wānanga
MHA230322-74	Schedule a wānanga so the board can confirm its strategic priorities.	Secretariat	28/3/22	G	Scheduled for 8 Apr 22 wānanga
MHA230322-75	Invite the team working on the health charter to consider Tō Tātou Waka Hourua.	CE	28/3/22	G	To be communicated to the team as part of the weekly call between Chairs and CEs.

Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
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Signed Tipa Mahuta



Signed Sharon Shea

## Interim Māori Health Authority Board Meeting Agenda

Thursday, 14 April 2022 1.00-5.00 pm

<b>Chair for the meeting</b>	Sharon Shea and Tipa Mahuta
<b>Board attendees</b>	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b>	Riana Manuel and Board Secretariat Manuhiri: Juanita Te Kani, Mara Andrews and Nigel Chee
<b>Apologies</b>	

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Time	#	Description	Lead	Type
	1.0	<b>Governance Matters Sharon in Chair</b>		
1.00	1.1	Karakia	All	
1.02	1.2	Agenda and any other items	Chair	Noting
1.04	1.3	Register of interests	Chair	Disclosure
1.06	1.4	Minutes 23 March 22	Chair	Approve
1.08	1.5	Actions 23 March 22	Chair	Noting



Time	#	Description	Lead	Type
1.10	1.6	Joint Working Groups Report Backs	Board	Noting
1.30	1.7	Chief Executive Report and Dashboard	Riana Manuel	Noting
2.30	2.0	<b>Board Only Time</b>	Board	Executive Time
3.40		<b>Break (Tīpa in the Chair)</b>		
3.45	3.0	<b>Wānanga Next Steps and Heads Up NZHealth Plan</b>	Nigel Chee	Discussion
4.00	4.0	<b>Shaping and Transformation</b>		
4.00	4.1	Policy Work Programme	Juanita Te Kani	Discussion
	5.0	<b>Decisions</b>		
4.20	5.1	Proposed Regions and Office Locations	Mara Andrews	Endorsement
4.40	5.2	Information Sharing	Juanita Te Kani	Endorsement
	6.0	<b>Information</b>		
4.50	6.1	Public Health Operating Model	Secretariat	Noting only
4.55	7.0	<b>Administrative Matters</b>		
	7.1	As read items: 7.1.1 Media Summary 7.1.2 Day One Governance Matters: Update 7.1.3 Monthly Report: Update	Chair	Noting



Time	#	Description	Lead	Type
	7.2	Five meetings to go 27 April 2022 1-5pm 12 May 2022 1-5pm 25 May 2022 1-5pm 9 June 2022 1-5pm 22 June 2022 1-5pm	Secretariat	Noting
	7.3	Next Agenda	Secretariat	Noting
5.00	8.0	<b>Whakamutunga</b>	Chair	
	8.1	Karakia	All	

## Interim Māori Health Authority

### Board Meeting Minutes

Thursday, 14 April 2022 1.00-5.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat
<b>Apologies</b> Ngā tamōnga	

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Chris Tooley led the Karakia Hauora.

### Joint Working Groups Report Backs

Sharon invited the various members to update the board on each Joint Working Group's progress. The board noted the progress. The board discussed the need to bring the data and digital workstream to an upcoming board meeting as a priority.

## Chief Executive Report and Dashboard

Riana Manuel spoke to the report and dashboard. The board noted both reports. The board asked for more assurance on the recent commissioning investment, including who made decisions and when the board was advised about any changes. The board also asked for an opportunity to hear from the Rāhui Papa on the proposed ignoa. The Chair asked the secretariat to ensure the board had early visibility on all briefings going to the Minister.

## Wānanga Next Steps and Heads Up

Sharon welcomed Nigel Chee to the meeting. Nigel spoke about the various products. Sharon opened the floor to the board for comment and guidance. The board welcomed the products. They endorsed conceptual flexibility of the fleet as opposed to one waka hourua. They also endorsed the strategic framework. Nigel then spoke about the outline of the NZ Health Plan. The board noted the conceptual framework. They provided specific drafting advice. They welcomed the upcoming opportunity to review the NZ Health Plan. They asked Nigel to use the strategic framework, as well as their clinical and enabling priorities, to advise whether the work is aligned with the board's goals.

## Policy Work Programme

Deferred to next meeting.

## Proposed Regions and Office Locations

Sharon welcomed the advice and opened it up to the board for discussion and comment. The board noted the advice but asked for substantive reconsideration; including assurance that a regional governance structure was not being built, that the future of work is being considered, and that there is some alignment with what and how iwi/hapū see their boundaries.

## Information Sharing

Deferred until after the digital and data governance group has considered the papers, especially as they related to Māori data sovereignty.

## As read items

Noted all the items.

## Board administration

- Register of interests – deletions noted.
- Minutes were accepted for the interim Māori Health Authority Board meeting on 23 March 2022
- Actions register – noted.
- Future agenda – noted.

## Whakamutunga and Karakia

Tipa Mahuta, as Chair, declared the meeting closed at 5.00 pm. The meeting closed with Karakia Hauora.



## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	CE	26/02/22	A	Scheduled for 10 Mar 22 Rescheduled for 27 Apr 22
MHA151222-50	Schedule a pay equity briefing	CE	30/03/22	A	Scheduled for 27 Apr 22
MHA100322-65	Bring Data and Digital to the board	CE	30/4/22	G	Scheduled for 27 Apr 22 Scheduled for 12 May 22
MHA100322-67	Ensure board has visibility on the engagement and consultation exercise for the MHA commissioning framework.	CE	30/4/22	A	Scheduled for 27 Apr 22
MHA230322-70	Provide additional assurance on the B21 investment.	CE	24/3/22	R	To be provided urgently and placed in board books for all the board to see. Additional assurance required to be reported back to meeting on 27 April 2022.
MHA230322-71	Provide board the current risk register and organise a board workshop on the current risks and sufficiency of the mitigations.	CE	29/3/22	A	Register provided. Workshop details to be reported to Chairs at their shaping hui on 29/3/22. Waiting for CE to advise when tolerance workshop can happen.



MHA230322-77	Book data and digital in for a board shaping korero	Secretariat	12/5/22	G	
MHA230322-78	Rethink footprint advice and bring it back to Chairs for shaping before it goes to the Board	CE	12/5/22	G	
MHA230322-79	Ensure the board can hear from Rahui Papa	Secretariat	19/2/22	G	
MHA230322-80	Send information policy paper to data and digital for their review	Secretariat with JWG	19/2/22	G	

### Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA271021-29	The future agenda item to consider entity name. Rahui Papa to advise.	CE	19/01/22	G	Scheduled for discussion with Chairs on 29 Mar 22.
MHA100322-66	Clarify the process for confirming the board's strategic priorities, including how officials will reconcile the priorities from the wānanga, the draft kawenata and the research.	CE	30/3/22	G	Scheduled for 8 Apr 22 wānanga
MHA100322-68	Regular assurance on the rollout of localities	CE	14/4/22	G	Scheduled for 14 Apr 22
MHA230322-69	Develop a framework or matrix to ensure the board can overcome any silos the JWG's are creating	CE	18/4/22	G	Strategic Framework needs to be completed. This is scheduled for the wānanga

MHA230322-72	Ensure next board report has more detailed financial information in it.	CE	14/4/22	6	CFO briefed on requirements
MHA230322-73	Prepare a visual on how all the planning, reporting and accountability documents fit together using Tō Tātou Waka Hourua.	CE	14/4/22	6	Scheduled for 8 Apr 22 wānanga
MHA230322-74	Schedule a wānanga so the board can confirm its strategic priorities.	Secretariat	28/3/22	6	Scheduled for 8 Apr 22 wānanga
MHA230322-75	Invite the team working on the health charter to consider Tō Tātou Waka Hourua.	CE	28/3/22	6	To be communicated to the team as part of the weekly call between Chairs and CEs.

*Tipa Mahuta*

Signed Tipa Mahuta

*S Sharon*

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Signed Sharon Shea

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## Interim Māori Health Authority Out-Of-Cycle Hui Agenda

Tuesday, 19 April 2022 9.00-10.30 am

<b>Chair for the meeting</b>	Sharon Shea and Tipa Mahuta
<b>Board attendees</b>	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Lady Tureiti Moxon, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b>	Riana Manuel and Board Secretariat. Manuhiri: Rahui Papa and Bernard Te Paa
<b>Apologies</b>	

Time	#	Description	Lead	Page
9.00	1.1	Karakia	All	
9.02	1.2	Agenda and any other items	Chair	
9.03	1.3	Register of interests	Chair	
9.05	1.4	HNZ MHA Establishment Deck DRAFT	All	
10.00	1.5	Tō Tātau Ignoa	Riana Manual, Rahui Papa and Bernard Te Paa	No Papers
9.00	1.6	Karakia	All	

## Interim Māori Health Authority

### Out of Cycle Board Meeting Minutes

Tuesday, 19 April 2022 9.00-10.30 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona Pimm and Mataroria Lyndon
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat  Rahui Papa and Bern Te Paa
<b>Apologies</b> Ngā tamōnga	Sue Crengle

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Mataroria led the Karakia Hauora.

### Tō Tātau Ignoa

Sharon welcomed Rahui Papa. She asked him to talk the board through the process for recommending Te Aka Rau Ora as a possible ignoa for Māori Health Authority. Rahui talked the board through the importance of holding fast to the parent vine – kia mau ki te aka matua – as we



embark on our journey. The board welcomed the advice and thanked Rahui for the advice and guidance. The board endorsed the ignoa. They also sought assurance the narrative from Rahui would be integrated into the institutional narrative and story. Sharon asked for a formal appreciation and acknowledgement to be provided to the rōpu involved in the name.

## Establishment Deck

Sharon asked Riana to introduce the context for the establishment deck. Riana advised the deck was still draft – and it was a change pack mostly for DHB staff. She advised the first briefing would be with stakeholders, then second tier managers and staff. The board provided specific comments. The themes were as follows:

- Graphics are dated and outmoded. It creates an unfortunate view of who Māori and whānau are.
- The deck itself is dense and crowded. It currently takes several reads and needs more signposts for busy readers unfamiliar with the reforms.
- Creates the impression that nothing is substantially different – but this could be mitigated by a slide that shows the system shifts as well as Te Tiriti and equity goals flow into the establishment work.
- Concern that change management is undercooked – but this could be mitigated by a slide showing what will be different in two months, in six months, in one year, te mea te mea.
- Where is the messaging for Māori staff? Assuming the deck finds a broader audience, what is the messaging for whānau and iwi/hapū leaders?
- Currently creates confusion about who is institutionally accountable for hauora whānau outcomes and disability outcomes in HNZ. This need fixing.
- Noted that HNZ is not very all-of-government facing – and why is that?
- Need MHA to urgently develop its own communications and engagement plan.

## Board administration

- Register of interests – noted.

## Whakamutunga and Karakia

Awerangi Tamihere, as Chair, declared the meeting closed at 10.40. She closed with Karakia Hauora.

### Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-41	Further advice to be provided on extending shared banking and collective arrangements to health providers.	CE	26/02/22	A	Scheduled for 10 Mar 22 Rescheduled for 27 Apr 22
MHA151222-50	Schedule a pay equity briefing	CE	30/03/22	A	Scheduled for 27 Apr 22
MHA100322-65	Bring Data and Digital to the board	CE	30/4/22	G	Scheduled for 27 Apr 22 Scheduled for 12 May 22
MHA100322-67	Ensure board has visibility on the engagement and consultation exercise for the MHA commissioning framework.	CE	30/4/22	A	Scheduled for 27 Apr 22

MHA230322-70	Provide additional assurance on the B21 investment.	CE	24/3/22	R	To be provided urgently and placed in board books for all the board to see. Additional assurance required to be reported back to meeting on 27 April 2022.
MHA230322-71	Provide board the current risk register and organise a board workshop on the current risks and sufficiency of the mitigations.	CE	29/3/22	A	Register provided. Workshop details to be reported to Chairs at their shaping hui on 29/3/22. Waiting for CE to advise when tolerance workshop can happen.
MHA230322-77	Book data and digital in for a board shaping korero	Secretariat	12/5/22	G	
MHA230322-78	Rethink footprint advice and bring back to Chairs for shaping before it goes to the Board	CE	12/5/22	G	
MHA230322-80	Send information policy paper to data and digital for their review	Secretariat with JWG	19/2/22	G	

Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA230322-79	Ensure the board can hear from Rahui Papa	Secretariat	19/2/22	6	



Signed Tipa Mahuta



Signed Sharon Shea



## Interim Māori Health Authority Board Meeting Agenda

Wednesday, 27 April 2022 1.00pm - 6.00 pm

Chair for the meeting	Sharon Shea and Tipa Mahuta
Board attendees	Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle
In attendance	Riana Manuel and Board Secretariat Manuhiri: Juanita Te Kani, Nigel Chee and Rachel Haggerty
Apologies	

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Time	#	Description	Lead	Type
	<b>1.0</b>	<b>Governance Matters Sharon in Chair</b>		
1.00	1.1	Karakia	All	
1.02	1.2	Agenda and any other items	Chair	Noting
1.04	1.3	Register of interests	Chair	Disclosure
1.06	1.4	Minutes 14 April 2022 and 19 April 2022	Chair	Approve
1.08	1.5	Actions 14 April 2022 and 19 April 2022	Chair	Noting
1.10	1.6	Joint Working Groups Report Back	Board	Noting



Time	#	Description	Lead	Type
1.20	1.7	Chief Executive Dashboard	Riana Manuel	Noting
1.50	2.0	Board Only Time	Board	Executive Time
2.20	Break			
2.30	3.0	Shaping and Transformation		
2.30	3.1	Policy	Riana Manuel and Juanita Te Kani	Shaping
3.00	4.0	Decisions Tipa in Chair		
3.00	4.1	Interim Government Policy Statement	Riana Manuel and Juanita Te Kani	Endorsement
4.25	Break			
4.30	4.2	Interim NZ Health Plan	Riana Manuel, Nigel Chee, and Rachel Haggerty	Endorsement
	5.0	Information		
5.55				
5.55	6.0	Administrative Matters		
	6.1	6.1.1 Public Advisory Committee 6.1.2 Health Reform Day One Readiness Assessment 6.1.3 Quality Functions in Our Future Health System 6.1.4 Media Summary 6.1.5 Day One Governance Matters: Update 6.1.6. Monthly Report: Update	Chair	Noting

Time	#	Description	Lead	Type
	6.2	Four meetings to go 12 May 2022 1-5pm 25 May 2022 1-5pm 9 June 2022 1-5pm 22 June 2022 1-5pm	Secretariat	Noting
	6.3	Next Agenda	Secretariat	Noting
6.00	7.0	Whakamutunga	Chair	
	7.1	Karakia	All	

## Interim Māori Health Authority

### Board Meeting Minutes

Wednesday, 27 April 2022, 1.00-6.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat  Manuhiri: Juanita Te Kani, Nigel Chee and Rachel Haggerty
<b>Apologies</b> Ngā tamōnga	Tipa Mahuta arrived at 1.20  Chris Tooley will leave at 4.55

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Riana Manuel led the Karakia Hauora.

## Joint Working Groups Report Backs

Sharon invited the various members to update the Board on each Joint Working Group's progress. The Board noted the progress. The Board discussed the need to bring the data and digital workstream to an upcoming board meeting as a priority.

## Chief Executive Dashboard

Riana Manuel spoke to the dashboard. The Board noted the report. The Board asked for additional assurance on investment; the Co-Chairs indicated they were happy to take an out-of-cycle decision if necessary.

## Policy

Sharon welcomed Juanita Te Kani. The discussion followed four main lines. The Board made it clear that it sees itself as having an active role in shaping policy. Second, the Board welcomed the focus on maximum impact and asked for additional advice on who it should be partnered with. The Board signalled the advice should cover who was ready, willing, and able, as well as what instrument to use and when to use it. Third, the Board asked the policy team to use the Board's strategic framework to suggest issues of high importance. Finally, the Board asked for regular opportunities to influence and work on alignment with other health entities at a governance level. Some members may want to take on this role and responsibility.

## Government Policy

The Board focussed its comments on five areas.

- They began by acknowledging the role of Whakamaua as the starting point for Hauora Māori and the opportunity to refine Whakamaua to reflect the aspirations for the new health system as expressed by the Māori Health Authority and iwi-Māori Partnership Boards. But the Board made it clear it was tasked with finding a balance between old expectations and stability, consolidation, and transformation.
- The Board re-asked for a strengthening of Te Tiriti throughout the iGPS. The Board reminded officials of its previous requests.
- The Board also asked for greater emphasis on addressing the determinants of health and non-communicable diseases within the iGPS.



- The Board also sought assurance – and received it from the Ministry of Health - that the iGPS (including the technical appendices) and particularly the interim iGPS measures, be flexible to accommodate six-monthly updates as the whole system moves through the transition period so that the integrity of the whole is maintained while various parts are improved.
- Finally, the Board invited the Ministry of Health to rethink the measures, stating that the mix was problematic and likely to create confusion and administrative burden for the new health entities and providers.

Specific drafting comments have been relayed to the Ministry of Health officials.

## Interim NZ Health Plan

Tipa welcomed Rachel and Nigel. She thanked them for their work on behalf of the Board. The Board offered the following comments:

- Indigenising the health system is light and requires more content.
- Enabling mana motuhake requires greater breadth as it focuses more on kawanatanga and kaitiakitanga rather than mana motuhake and rangatiratanga.
- Ensuring health outcomes accountability includes whanau, hapū, iwi accountability or the accountabilities of other Government agencies.
- Collective impact focuses on how the health system works collaboratively but less on how it will work with other Government agencies and their systems.
- Equitable resourcing needs more clarity on how the resourcing will be used and should include provider and community development.

The Board also asked for changes across the following areas:

- All health gain areas: the Board noted Māori (MHA, IMPBs and whānau) governance is light and focuses more on leadership than governance, and IMPBs are not highly visible. The Board noted the distinct lack of an outcomes focus.
- Implementing evidence-based policy: the Board noted mental health is underpinned by sound evidence, but the other three health gain areas (cancer, LTCs, first 2000 days) are lacking. The Board also noted Māori knowledge base as evidence is not recognised.

The Board expressed concern about ensuring primary care works for Māori. They noted the access issues are not covered.



Regarding ensuring all services are integrated and whānau centred, the Board noted it needs to be strengthened in cancer and LTCs. The Board noted that the first 2000 days don't include a holistic approach to upbringing and that the links to adults and older people are minimal. The Board noted that mental health focuses on Hospital and Specialist Services and needs primary care and community services.

The Board also noted the section on developing a culturally safe workforce and a strengthened Māori workforce. The Board welcomed the statements on cultural safety, workforce development and pipelines.

The Board noted the work to be done on ensuring Māori data requirements are met: including strengthening across all health gain areas, the lack of a reference to Māori Data Sovereignty, the decision not to elevate other forms of data (e.g. storytelling), and the lack of focus on Māori knowledge systems.

Specific drafting comments were captured and forwarded to the team.

## **As read items**

Noted all the items.

## **Board administration**

- Register of interests – deletions noted.
- Minutes were accepted for the interim Māori Health Authority Board meeting on 14 April 2022 and 19 April 2022.
- Actions register – noted.
- Future agenda – noted.

## **Whakamutunga and Karakia**

Tipa Mahuta, as Chair, declared the meeting closed at 6.00 pm. The meeting closed with Karakia Hauora.

## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-41	Further advice will be provided on extending shared banking and collective arrangements to hauora providers.	CE	26/02/2022	A	<del>Scheduled for 10 March 2022</del> <del>Rescheduled for 27 April 2022</del> <del>Reshaped with Co Chairs</del> Rescheduled for 9 June 2022
MHA151222-50	Further advice on pay equity between so-called regulated and non-regulated workforce.	CE	30/03/2022	A	<del>Scheduled for 27 April 2022</del> <del>Reshaped for Co Chairs</del> Rescheduled for 9 June 2022
MHA100322-65	Bring Data and Digital to the board shaping.	CE	30/4/2022	A	<del>Scheduled for 27 April 2022</del> <del>Reshaped with Co Chairs</del> Scheduled for 12 May 2022
MHA100322-67	Ensure the Board has visibility on the engagement and consultation exercise for the MHA commissioning while it is taking its next commissioning decision.	CE	30/4/2022	A	<del>Scheduled for 27 Apr 22</del> <del>Reshaped with Co Chairs</del> Scheduled for 25 May 2022

MHA230322-70	Provide additional assurance on the B21 investment.	CE	24/03/2022	R	<p>To be provided urgently and placed in board books for all the Board to see.</p> <p>Additional assurance must be reported back to the meeting on 27 April 2022.</p> <p>Still open. Board wants additional assurance.</p> <p>Co-Chairs to work with the secretariat on the form and function of the additional assurance.</p>
MHA230322-71	Provide the Board with the current risk register and organise a board workshop on the current risks and sufficiency of the mitigations.	CE	29/03/2022	A	<p>Register provided. CE to convene workshop details to be reported to Chairs at their shaping hui on 29/3/22. They are waiting for CE to advise when the tolerance workshop can happen.</p> <p>Reshaped with Co-Chairs.</p> <p>Secretariat is working with Board on the risk and tolerance workshop for June.</p>
MHA230322-77	Book data and digital in for a board shaping korero.	Secretariat	12/05/2022	G	Scheduled for 12 May 2022.
MHA230322-78	Rethink footprint advice and bring it back to Chairs for shaping before going to the Board.	CE	12/05/2022	G	Scheduled for 10 May 2022.



MHA230322-80	Send information policy paper to data and digital for their review.	Secretariat with JWG	19/02/2022	G	Secretariat with officials supporting JWG on data and digital.
MHA230322-81	Assist Chris Tooley and Awerangi Tamihere to commission advice on who MHA can partner with for shared outcomes: confirm criteria, offer options and clarify the process over the next three years.	Secretariat with JWG	30/05/2022	G	Secretariat with the officials supporting JWG on planning and accountability.
MHA230322-82	Schedule MHA commissioning and co-commissioning board paper for 12 May or 25 May.	Secretariat	12/05/2022	G	MHA Commissioning is scheduled for 25 May 2022.
MHA230322-83	Bring functions transfer options to the next Chairs Shaping hui for consideration and noting on either 12 May 2022 or 25 May 2022.	CE	12/05/2022	G	Functions Transfer is scheduled for 12 May 2022.
MHA230322-84	Bring advice to Chairs Shaping hui on roll-over of DHB contracts, as well advice on the COVID Cliff.	CE	17/05/2022	G	
MHA230322-85	Ensure the CE's monthly report and dashboard have current and forecasting FTE count. The report also needs to include 'comings and goings'.	CE	12/05/2022	G	
MHA230322-86	Bring outcomes performance and monitoring iHNZ paper to an upcoming Board meeting – noting the difference between the two.	CE	23/05/2022	G	

MHA230322-87	Secretariat to schedule an out-of-cycle meeting on investment assurance advice.	Secretariat	3/05/2022	G	
MHA230322-88	CE to explore whether MHA will have access to cabinet papers and cabinet officials' committees.	CE	30/06/2022	G	
MHA230322-89	Bring a policy framework to the board post-July. Also, include critical definitions from the policy paper in the glossary officials are preparing for day one.	CE	30/06/2022	G	
MHA230322-90	Bring advice to the board post-July on which essential institutional products the MHA could and should be influenced, e.g., CE performance expectations, budgets, SOIs and SPEs, the long term insights briefing and the long term fiscal position.	CE	30/06/2022	G	
MHA230322-91	Show the Board how their feedback on iGPS will be integrated into the next draft, and where it has not, why it has not been integrated.	CE	31/05/2022	G	
MHA230322-92	Consider preparing a formal note back to the Ministry of Health capturing the Board's position on iGPS.	CE	31/05/2022	G	
MHA230322-93	Chairs to consider a joint meeting for a final decision on iNZ Plan.	Chairs	18/05/2022	G	



MHA230322-93	Schedule a wānanga on what decolonising and indigenising means for MHA. This can be a post-1 July wānanga.	Secretariat	30/06/2022	G	
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### Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
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Signed Tipa Mahuta

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Signed Sharon Shea

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## Interim Māori Health Authority Out-Of-Cycle Hui Agenda

Tuesday, 3 May 2022 12.00-1.pm

<b>Chair for the meeting</b>	Sharon Shea and Tipa Mahuta
<b>Board attendees</b>	Chris Tooley and Lady Tureiti Moxon,
<b>In Attendance</b>	Riana Manuel and Board Secretariat. Manuhiri: Juanita Te Kani and Mara Andrews,
<b>Apologies</b>	Awerangi Tamihere, Fiona Pimm, Mataroria Lyndon and Sue Crengle

Time	#	Description	Lead	Type	Page
12.00	1.1	Karakia	All		1
12.02	1.2	Agenda and any other items	Chair	Noting	2
12.03	1.3	Register of interests	Chair	Disclosure	3
12.05	1.4	Additional Investment Assurance	All	Endorsement	7
12:55	1.5	Karakia	All		39

## Interim Māori Health Authority

### Out of Cycle Board Meeting Minutes

Tuesday, 3 May 2022, 12.00-1 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Lady Tureiti Moxon and Chris Tooley
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat.  Manuhiri: Juanita Te Kani and Mara Andrews.
<b>Apologies</b> Ngā tamōnga	Awerangi Tamihere, Fiona Pimm, Mataroria Lyndon and Sue Crengle

## Mihimihi

Sharon Shea, as Chair, declared the meeting open. Chris Tooley led the Karakia Hauora.



## Additional Investment Assurance

Sharon Shea thanked Riana Manuel for the additional clarity and visibility on the quantum of funding based on the Budget 2021 announcement. She invited discussion from the Board, noting she would follow up with other members. The discussion focussed on four main lines.

Firstly, the importance of investing in front-line hauora provision as effectively and efficiently as possible. The Board agreed MHA must not become another bureaucracy using its hierarchical tendencies to create complex rules and regulations and administrative burdens for providers. It was also noted that investment must be prudent and based on regular assurance mechanisms administered by MHA that ensures funding is spent appropriately and a positive difference is being made. Sharon talked about clarity regarding runways (off and on) which could be used to support prudent, responsible, and transformational investment. The executive management confirmed that appropriate risk and risk management was in place to ensure value for money for taxpayer dollars.

Secondly, the need to keep building the Board's confidence in investments through regular and accurate reporting.

The third line of discussion was much broader and related to the need for an investment strategy. The discussion revolved around the need for the Board to confirm its outcomes framework to confirm the commissioning models, including the three approaches and their related definitions. There was also a discussion about the out-years, specifically: year one theme (Transition: Ensuring transition of current contracts to partners); year two theme (Allowing providers to look at how they can best spend their money and report in a way that makes sense to the outcomes they have determined with whānau); year three theme (Bringing on new providers in our current investment programmes).

There was also a brief discussion about the need to ensure IMPBs are supported as they build their backbone teams and give training and development on commissioning for outcomes, overall roles in the health reforms, and ensuring the Board can assure itself that an evident change organisational strategy underpins the IMPBs strategy.

There was also a discussion on where the investment decision-making function should sit. The Co-Chairs agreed to take this away for consideration and discussion with the secretariat and CE. The Co-Chairs also asked for the commissioning and outcomes advice to come to the Board as a matter of priority.

The final discussion focussed on the need for good communications and, in particular, the need for the Board to have an assurance that there are plans in place and visibility on what is being messaged to providers.

In closing, the Co-Chairs undertook to hear from colleague board members. In the meantime, the Co-Chairs:

- a. noted the total value of Budget 2021 is \$26.692 million, which consists of:
  - \$3.192 million for the establishment of the Iwi Māori Partnership Boards (IMPBs) – (consisting of \$1.596 million from Te Aka Rau Ora | Interim Maori Health Authority and \$1.596 million from the Ministry of Health) approved by the Te Aka Rau Ora Board on 17 November 2021
  - \$15.8 million in Budget 2021 Funding, which was approved by Treasury in 2020 - allocation approved by the Board on 13 December 2021
  - \$3.3 million – Māori Health Directorate, Ministry of Health uncommitted funds at the time of staff transfer on 1 March 2022
  - \$4.4 million – Mental Health Directorate, Ministry of Health uncommitted funds for Covid workforce mental wellbeing on 24 March 2022
- b. note the Budget 2021 commissioning clarifications.
- c. endorse a review of opportunities to improve and strengthen our financial management systems and processes to support our commissioning process that builds on the findings of Deloitte's report.

## Board administration

- Register of interests – noted.
- Advice that a quorum is not required for Schedule 11 committees, and the Co-Chairs will seek the advice of other board members before finalising these minutes.

## Whakamutunga and Karakia

Sharon Shea, as Chair, declared the meeting closed at 12.50. Riana Manuel closed with Karakia Hauora.

## Open actions post-meeting

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MHA230322-87	Secretariat to schedule an out of cycle meeting on investment assurance advice.	Secretariat	3/05/2022	G	

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Signed Tipa Mahuta



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Signed Sharon Shea

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## Interim Māori Health Authority Board Meeting Agenda

Thursday, 12 May 2022 1.00pm - 5.00 pm

Chair for the meeting	Sharon Shea and Tipa Mahuta
Board attendees	Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle
In attendance	Riana Manuel and Board Secretariat Manuhiri: Bernard Te Paa, Juanita Te Kani, Craig Green and Craig Owen
Apologies	

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Time	#	Description	Lead	Type
	1.0	<b>Governance Matters Sharon in Chair</b>		
1.00	1.1	Karakia	All	
1.02	1.2	Agenda and any other items	Chair	Noting
1.04	1.3	Register of interests	Chair	Disclosure
1.06	1.4	Draft Minutes 27 April 2022	Chair	Noting
1.08	1.5	Draft Actions 27 April 2022	Chair	Noting
1.10	1.6	Draft Minutes 5 May 2022	Chair	Noting

Time	#	Description	Lead	Type
1.12	1.7	Draft Actions 5 May 2022	Chair	Noting
1.15	1.8	Joint Working Groups Report Back	Board	Noting
1.30	1.9	Chief Executive Monthly Report and introducing Craig Green and Craig Owen	Riana Manuel	Noting
2.15	1.10	Budget 22	Craig Green	Discussion
2.45	2.0	<b>Board Only Time</b>	<b>Board</b>	<b>Executive Time</b>
3.15	<b>Break</b>			
3.20	3.0	<b>Shaping and Transformation</b>		
3.20	3.1	Data and Digital	Riana Manuel Bernard Te Paa and Craig Owen	Shaping
4.00	4.0	<b>Decisions Tipa in Chair</b>		
4.00	4.1	Day One Governance Matters: OIA	Chairs	Note Chairs Endorsement
4.05	4.2	Day One Governance Matters: Response to Assurance Review	Riana Manuel	Endorsement
4.30	4.3	Quality Functions in Our Future Health System	Riana Manuel Juanita Te Kani	Endorsement
	5.0	<b>Information</b>		
4.40	5.2	DHB Functions Transfer	Riana Manuel Craig Owen	Information
4.55	6.0	<b>Administrative Matters</b>		

Time	#	Description	Lead	Type
	6.1	6.1.1 Media Summary 6.1.2 Monthly Report: Update 6.1.3 For discussion at your next meeting: Regions and Locations	Chair	Noting
	6.2	Three meetings to go 25 May 2022 1-5pm 9 June 2022 1-5pm 22 June 2022 1-5pm	Secretariat	Noting
	6.3	Next Agenda	Secretariat	Noting
5.00	7.0	<b>Whakamutunga</b>	Chair	
	7.1	Karakia	All	

## Interim Māori Health Authority

### Board Meeting Minutes

Thursday, 12 May 2022 1.00pm - 5.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat  Manuhiri: Craig Green, Craig Owen, Juanita Te Kani and Robyn Kamira
<b>Apologies</b> Ngā tamōnga	

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Riana Manuel led the Karakia Hauora.



## Joint Working Groups Report Backs

Sharon invited a discussion on the effectiveness of the working groups. She asked members to comment on what was working and what could be improved. Three themes emerged: effectiveness is mixed, depending on the capability of supporting officials to embrace the goals at the heart of the reforms; confusion about the role of the working groups; and emerging silos between the work of each group and how members could be using their strategic framework to mitigate the silos. The Board also asked for a wānanga on its policy function.

## Chief Executive Monthly Report

Riana Manuel spoke to her monthly report. The Board noted the report. The Board's questions focussed on recruitment and IMPBs. In relation to recruitment the Board asked for visibility on who was being employed. Riana took the request away, after advising the board she needed to understand their governance interest in individual appointments and employment arrangements. On IMPBs it was agreed the Board will have a workshop on IMPBs in June. Riana introduced Craig Owen and Craig Green to the Board.

## Budget 22

Sharon welcomed Craig to the meeting. She asked Craig to talk the Board through the upcoming Budget process.

## Data and Digital

Sharon asked Mataiara and Sue to frame the paper. She then welcomed Robyn Kamira. Robyn provided an overview of the work programme. She focussed the Board on what is required to ensure that Day 1 standing up of the organisation and those innovative pieces of work that will move the organisation into a more transformative state. The Board canvassed the key risks associated with this significant quantum of work and asked for assurance on capacity and capability.

## Day One Governance Matters: OIA

Tipa and Sharon advised they had endorsed the Official Information Act (OIA) policy and Proactive Release policy that came to the board in early April. They advised they had received assurance that MHA and HNZ were working together to ensure our information-sharing policies reflect Māori data sovereignty principles; agreed that MHA and HNZ should have separate policies due to their establishment as different statutory entities; and noted the new Boards would be asked to align the principles, practices and requirements for the respective information-sharing policies.

## Day One Governance Matters: Response to Assurance Review

Deferred to next meeting.

## Quality Functions In The Health System

Tipas asked Juanita to brief the Board on the quality functions advice. Juanita called attention to the key elements of the quality system that will be in place for Day 1. She outlined the work needed over the next three months to get the quality system ready for Day 1. She provided assurance on how iHNZ and iMHA are working together in preparation for Day 1.

The Board:

- Noted that previous advice has been provided by the Transition Unit to the Minister of Health on quality functions in the future health system, and this advice has been made available for your reference.
- Noted that the health system can continue to deliver current quality functions on Day 1, based on existing systems in place.
- Noted that from Day 1 onwards, significant further work is needed from Health NZ, the Māori Health Authority, HQSC and the Ministry of Health to deliver a stronger quality system.

## **DHB Functions Transfer**

Riana updated the Board on her approach to DHB Functions Transfer. The Board noted and endorsed her decision.

## **As read items**

Noted all the items.

There was some discussion about the possible regions and locations.

## **Board administration**

- Register of interests – deletions noted. Chairs asked Deb to sharpen up conflicts of interest.
- Actions register – noted.
- Future agenda – noted.

## **Whakamutunga and Karakia**

Tipa Mahuta, as Chair, declared the meeting closed at 5.00 pm. The meeting closed with Karakia Hauora.

## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-41	Further advice will be provided on extending shared banking and collective arrangements to hauora providers.	CE	26/02/2022	A	<del>Scheduled for 10 March 2022</del> <del>Rescheduled for 27 April 2022</del> <del>Reshaped with Co Chairs</del> Rescheduled for 9 June 2022
MHA151222-50	Further advice on pay equity between so-called regulated and non-regulated workforce.	CE	30/03/2022	A	<del>Scheduled for 27 April 2022</del> <del>Reshaped for Co Chairs</del> Rescheduled for 9 June 2022
MHA100322-67	Ensure the Board has visibility on the engagement and consultation exercise for the MHA commissioning while it is taking its next commissioning decision.	CE	30/4/2022	A	<del>Scheduled for 27 Apr 22</del> <del>Reshaped with Co Chairs</del> Scheduled for 25 May 2022
MHA230322-71	Provide the Board with the current risk register and organise a board workshop on the current risks and sufficiency of the mitigations.	CE	29/03/2022	A	<del>Register provided. CE to convene workshop details to be reported to Chairs at their shaping hui on 29/3/22. They are waiting for CE to advise when the tolerance workshop can happen.</del>



					Reshaped with Co-Chairs.  Secretariat is working with Board on the risk and tolerance workshop for June.
MHA230322-78	Rethink footprint advice and bring it back to Chairs for shaping before going to the Board.	CE	12/05/2022	G	Scheduled for 10 May 2022  Scheduled for 9 June 2022
MHA230322-81	Assist Chris Tooley and Awerangi Tamihere to commission advice on who MHA can partner with for shared outcomes: confirm criteria, offer options and clarify the process over the next three years.	Secretariat with JWG	30/05/2022	G	Secretariat with the officials supporting JWG on planning and accountability.  CE asked to note this is a priority.
MHA230322-82	Schedule MHA commissioning and co-commissioning board paper for 12 May or 25 May.	Secretariat CE	12/05/2022	G	MHA Commissioning is scheduled for 25 May 2022.  CE asked to note this is a priority.  25 June 2022
MHA230322-84	Bring advice to Chairs Shaping hui on roll-over of DHB contracts, as well advice on the COVID Cliff.	CE	17/05/2022	G	9 June 2022
MHA230322-85	Ensure the CE's monthly report and dashboard have current and forecasting FTE count. The report also needs to include 'comings and goings'.	CE	12/05/2022	G	9 June 2022

MHA230322-86	Bring outcomes performance and monitoring iHNZ paper to an upcoming Board meeting – noting the difference between the two.	CE	23/05/2022	G	9 June 2022
MHA230322-88	CE to explore whether MHA will have access to cabinet papers and cabinet officials' committees.	CE	30/06/2022	G	Post 1 July
MHA230322-89	Bring a policy framework to the board post-July. Also, include critical definitions from the policy paper in the glossary officials are preparing for day one.	CE	30/06/2022	G	Post 1 July
MHA230322-90	Bring advice to the board post-July on which essential institutional products the MHA could and should be influenced, e.g., CE performance expectations, budgets, SOIs and SPEs, the long term insights briefing and the long term fiscal position.	CE	30/06/2022	G	Post 1 July
MHA230322-91	Show the Board how their feedback on iGPS will be integrated into the next draft, and where it has not, why it has not been integrated.	CE	31/05/2022	G	25 May 2022
MHA230322-92	Consider preparing a formal note back to the Ministry of Health capturing the Board's position on iGPS.	CE	31/05/2022	G	
MHA230322-93	Chairs to consider a joint meeting for a final decision on iNZ Plan.	Chairs	18/05/2022	G	

MHA230322-93	Schedule a wānanga on what decolonising and indigenising means for MHA. This can be a post-1 July wānanga.	Secretariat	30/06/2022	G	Post 1 July
MHA120522-94	Schedule a wānanga on policy function.	Secretariat	30/6/2022	G	Post 1 July
MHA120522-95	Schedule a wānanga on IMPBS for June.	Secretariat	30/5/2022	G	
MHA120522-96	Bring FTEs actuals against forecast and assurance on data and digital capability to next meeting.	Secretariat	30/05/2022	G	

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## Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
<del>MHA100322-65</del>	<del>Bring Data and Digital to the board shaping.</del>	<del>CE</del>	<del>30/4/2022</del>	A	<del>Scheduled for 27 April 2022</del> <del>Reshaped with Co Chairs</del> <del>Scheduled for 12 May 2022</del>
<del>MHA230322-77</del>	<del>Book data and digital in for a board shaping korero.</del>	<del>Secretariat</del>	<del>12/05/2022</del>	G	<del>Scheduled for 12 May 2022</del>
<del>MHA230322-80</del>	<del>Send information policy paper to data and digital for their review.</del>	<del>Secretariat with JWG</del>	<del>19/02/2022</del>	G	<del>Secretariat with officials supporting JWG on data and digital.</del>
<del>MHA230322-83</del>	<del>Bring functions transfer options to the next Chairs Shaping hui for consideration and noting on either 12 May 2022 or 25 May 2022.</del>	<del>CE</del>	<del>12/05/2022</del>	G	<del>Functions Transfer is scheduled for 12 May 2022.</del>

*Handwritten signature*



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Signed Tipa Mahuta



A handwritten signature in black ink, appearing to read 'Tipa Mahuta', written in a cursive style.

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Signed Sharon Shea

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## Interim Māori Health Authority

### Board Meeting Agenda

Wednesday, 25 May 2022 1.00pm - 5.00 pm

Chair for the meeting	Sharon Shea and Tipa Mahuta
Board attendees	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle
In attendance	Riana Manuel and Board Secretariat Manuhiri: Bernard Te Paa, Craig Green, Juanita Te Kani, Mara Andrews and Nigel Chee
Apologies	Lady Tureiti Moxon

[Click here to join the meeting](#)

Time	#	Description	Lead	Type
	<b>1.0</b>	<b>Governance Matters Sharon in Chair</b>		
1.00	1.1	Karakia	All	
1.02	1.2	Agenda and any other items	Chair	Noting
1.05	1.3	Register of interests	Chair	Disclosure
1.10	1.4	Draft Minutes 27 April 2022	Chair	Noting
1.12	1.5	Draft Actions 27 April 2022	Chair	Noting
1.14	1.6	Draft Minutes 3 May 2022	Chair	Noting

Time	#	Description	Lead	Type
1.16	1.7	Draft Actions 3 May 2022	Chair	Noting
1.18	1.8	Draft Minutes 12 May 2022	Chair	Approve
1.20	1.9	Draft Actions 12 May 2022	Chair	Noting
1.22	1.10	Joint Working Groups	Board	Noting
1.40	1.11	Chief Executive Dashboard and Financials	Riana Manuel Craig Green	Noting
2.00	2.0	<b>Board Only Time</b>	<b>Board</b>	<b>Executive Time</b>
2.40	<b>Break</b>			
2.45	3.0	<b>Shaping and Transformation</b>		
2.45	3.1	NZ Health Plan: Update	Riana Manuel Nigel Chee	Discussion
3.10	4.0	<b>Decisions Tipa in Chair</b>		
3.10	4.1	Day One Governance Matters: Response to Assurance Review	Riana Manuel	Noting
3.25	4.2	Te Mauri o Rongo: New Zealand Health Charter	Riana Manuel Bernard Te Paa	Endorsement
3.40	4.3	Co-Commissioning	Riana Manuel Mara Andrews	Endorsement
	5.0	<b>Information</b>		
4.40	5.1	Memo Progress update and influence across the interim Government Policy Statement on Health	Riana Manuel Juanita Te Kani	Information

Time	#	Description	Lead	Type
4.50	5.2	Matariki Event	Chairs	Information
4.55	6.0	<b>Administrative Matters</b>		
	6.1	6.1.1 Media Summary 6.1.2 Day One Governance Readiness	Chairs	Noting
	6.2	Two meetings to go 9 June 2022 1-5pm 22 June 2022 1-5pm	Secretariat	Noting
	6.3	Next Agenda	Secretariat	Noting
5.00	7.0	<b>Whakamutunga</b>	Chairs	
	7.1	Karakia	All	



## Interim Māori Health Authority

### Board Meeting Minutes

Wednesday, 25 May 2022 1.00pm - 5.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat Manuhiri: Bernard Te Paa, Craig Green, Juanita Te Kani, Mara Andrews and Nigel Chee
<b>Apologies</b> Ngā tamōnga	Lady Tureiti Moxon

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Sharon board led the Karakia Hauora.

### Joint Working Groups Report Backs

Sharon invited a discussion on the work of the working groups. The conversation focussed on two matters:

- The need to get updated advice on pay parity and pay equity. In this respect the Board noted the outstanding action item. They asked Riana to update them at their next board meeting.
- The risks that will be carried by Health New Zealand, for example cyber security issues in DHBs. In this respect the Board noted those risks were owned by Health New Zealand, and that the role of the Māori Health Authority would be to support and encourage Health New Zealand to actively manage and mitigate them. The Co-Chairs asked Riana to consider whether advice should be commissioned for the new Māori Health Authority on whether cyber security are priority matters for hauora providers.

## Chief Executive Dashboard and Financials

Riana Manuel spoke to her dashboard. The Board noted the dashboard. They Board sought assurance on the communications and engagement function; they asked for visibility on the communications plan for the upcoming NZHealth Plan and B22 investment engagements; they also asked for visibility on the day one communications to providers. Riana provided the Board assurance and asked for a standing item on the next two agendas so the Board has visibility on the work. Communications was highlighted by the Board as an urgent issue and they wanted action not just planning.

Craig Green spoke to the financials including unpacking DE and NDE acronyms. The Board asked for clarification on the IPETs. The Board sought assurance on financial risks and the in-year burn-rate. Craig advised the Board that there were no financial risks. When the Board asked for clarification on the in-year-burn-rate and the capacity issues in key areas, Craig assured the Board the two were unrelated. The Board sought assurance that the CFO was working with and supporting the B22 paper and investment strategy, Craig confirmed he was.

The Board then discussed the importance of the monitoring tool over the next three to five years time. The Board agreed that its monitoring strategy and capability will need to be agile, responsive and able to mature over time. They also agreed its initial focus should be on assisting to improve the performance of Health New Zealand – and others, if there are shared outcomes – and ensure investments in them maximise value for money and contribute to a pro-Tiriti and pro-equity system (improved equity of access, experience and outcomes). The Board reminded management that it has previously suggested developing the accountability and monitoring function, distinct from the MHA outcomes function.

## iNZHealth Plan Update

Sharon welcomed Nigel to the meeting. She asked Nigel to update the board on the progress of the iNZHealth Plan. Nigel began by briefing the board on the most recent feedback. He explained the immediate challenges were ensuring the iNZHealth Plan:

- Better reflected the policy settings in the Pae Ora Bill;
- Was more action-orientated;
- Integrated the Budget 22 announcements; and
- Was readable from the point of view of the sector.

There was then discussion on the implementation plan and the HNZ Hauora Plan. In respect of the HNZ Hauora Plan the Board reminded management that the Pae Ora Bill expects the Māori Health Authority to monitor the HNZ Hauora Plan, so it should not be shaping or endorsing that particular plan.

There was then a discussion about engagement, and how the iNZHealth Plan would be socialised with stakeholders. Nigel advised the communications and engagement plan for iHNZHealth Plan and the B22 investments was currently being prepared and would come to the board at its next meeting. The team were reminded that the Board would like to support the team at the engagements in a way that is appropriate for governance.

On behalf of the board, Sharon acknowledged the work of Nigel and his team. She asked him to convey the Boards thanks and appreciation for their work.

## Day One Governance Matters: Response to the assurance review

Tipa took over Chairing the meeting. Tipa reminded the Board that this item was considered at its last meeting, but deferred to this meeting because the advice was incomplete. Sharon asked Riana to introduce the item. Riana said the advice has been designed to provide the Board oversight of two inter-related assurance deliverables:

Day One Readiness Assessment completed by Deloitte through April 2022 focusing on MHA findings, specific recommendations for MHA, and a proposed response. This summary includes a status update where our mahi has progressed significantly since the review, and our proposed (or already underway) approach to actioning the recommendations that reference the MHA.

A reprioritised workplan for your noting, which will be the foundation of an internal iMHA business readiness (for day 1) health check. Note this version will replace the November 2021 version as a reprioritised March 2022 version.

The Board considered the advice. There was a discussion on statutory compliance on day one. Riana provided the Board assurance that the Delotties assurance covered all legislative and compliance matters. Sharon sought assurance from Riana that the day one readiness assessment was a full assurance report, and iMHA was well placed to hand over to the day one entity. Riana provided that assurance. The Co-Chairs sought assurance that independent legal advice was being procured to support the day one Board. Riana provided that assurance. There was also a discussion on risk management and tolerance. Sharon sought assurance on management's risk register and that its mitigations were sufficient. Riana provided that assurance.

The Board noted:

- a. The summary of day one readiness assessment report recommendations, and the MHA response and progress to date.
- b. The key recommendations that mention the iMHA, and the draft response and actions which will be monitored for delivery through the programme dashboard reporting.
- c. The Transition Unit have advised there is currently no need to update any Letters of Expectations in response to the recommendations from the assessment.
- d. The proposed interim Māori Health Authority Workplan 2022 -2023 (year 1-2), internal use and sharing with HNZ and MoH to ensure shared understanding of scope and priorities for transition and how we will build on this in Year 1 for transformation.
- e. The MHA workplan 2022-2023 replaces the workplan for November 2021 and finalises the reprioritised version supplied in March 2022.
- f. The MHA will continue to align communications planning for the MHA workplan with other related deliverables, for example, the Statement of Intent and Statement of Performance Expectations for the MHA before sharing our workplan any further than as noted above.
- g. Reminded management that the incoming Board of the day one entity may want to change or reshape the workplan.



## Te Mauri o Rongo: New Zealand Health Charter

Tipa welcomed Bern Te Paa to the meeting. Bern reminded the Board that Te Mauri o Rongo – New Zealand Health Charter was presented to the Board at its 23 March 2022 meeting. Bern then took the Board through how their feedback has been integrated in the current version of Te Mauri o Rongo – New Zealand Health Charter. The Board focussed on the need for indigenisation opportunities for the hauora workforce, and how that might be different from decolonising the health workforce. They made it clear that this would be for a day one board to further develop. The Board also asked Bern to make sure there were no political statements in the charter. They reminded him that the charter had to endure beyond the politics. The Board thanked Bern for his work. They asked Bern to convey their thanks and appreciation to the team working on the charter. The Board endorsed Te Mauri o Rongo – New Zealand Health Charter.

## Co-Commissioning

This paper was late. Tipa and Sharon agreed to defer the Board's decision to 9 June. Tipa invited discussion to inform management of their thinking. The discussion followed ten key lines.

- First, the Board said the work is travelling in the right direction.
- Second, the Board wants to make sure that the standards which apply to Māori providers apply to non-Māori around performance. In this respect, the Board wants all providers to deliver, and if there are consequences such as disinvestment, they should be the same.
- Third, the Board is still exploring the unintended consequences between co-commissioning, IMPBs and localities. They asked Riana to consider resolving this at the next stage and provide assurance to the day one Board.
- Fourth, the Board thinks the tools to effect decommissioning and recommissioning need to be more explicit
- Fifth, the Board encourage someone to edit the document and tidy up on language and terminology; for example, are we using the term kaupapa Māori services or not in the reform? The Board has asked for a new and common language to be tidied for several months now.
- Six, the Board want the document to reflect its previous advice on not using 'Governance' in the operational space. The Board encourages the use of Leadership and Decision-Making instead of 'Governance'.
- Seven, questions remain about how well the data and digital work are integrated into co-commissioning.

- Eight, the need for the incoming Board to get some advice on how the MHA monitoring function impacts its commissioning, co-commissioning and partnered commissioning?
- Nine, the Board made several comments about improved communications (about this paper, and generally).
- Finally, the paper could offer better clarity on the continuum of MHA commissioning for outcomes, co-commissioning and partnered commissioning.

The Board thanked Mara for her work. They noted her advice on the need for the Board to put their penny down on their risk appetite and tolerance. They sought assurance that their risk workshop had been designed and booked. They received that assurance from management.

## Update and influence across the iGPS

Tipa asked Juanita to brief the Board on the progress of the interim Government Policy Statement (iGPS), including how the Board's feedback has been integrated. Juanita reminded the Board that the iGPS is a critical accountability vehicle for the implementation and consolidation of the health system reforms in the first two years. It sets expectations for the interim New Zealand Health Plan (iNZHP), which will be used to demonstrate how health system entities will deliver on the Government's priorities. Juanita reminded the Board they have provided feedback on December 2021, January 2022 and April 2022. Juanita then covered how the feedback has been integrated and shaped the development of the iGPS.

## Matariki

Riana briefed the Board on a draft plan for celebrating Matariki. The Board noted the programme needed to be developed and socialised more widely. Communications were very important.

## **As read items**

Noted all the items. The discussion on IMPBs was covered in the co-commissioning discussion above.

## **Board administration**

- Register of interests – noted. Chairs asked those who had not worked with Deb to sharpen up conflicts of interest, to do so before the next board meeting.
- Actions register – noted.
- Future agenda – noted.
- Directed Secretariat to include IMPBs, Communications/Engagement, Readiness as a standing items for the remaining two meetings.

## **Whakamutunga and Karakia**

Tipa Mahuta, as Chair, declared the meeting closed at 5.25 pm. The meeting closed with Karakia Hauora.

## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-41	Further advice will be provided on extending shared banking and collective arrangements to hauora providers.	CE	26/02/2022	R	<del>Scheduled for 10 March 2022</del> <del>Rescheduled for 27 April 2022</del> <del>Reshaped with Co Chairs</del> Rescheduled for 9 June 2022 CE report
MHA151222-50	Further advice on pay equity between so-called regulated and non-regulated workforce.	CE	30/03/2022	R	<del>Scheduled for 27 April 2022</del> <del>Reshaped for Co Chairs</del> Rescheduled for 9 June 2022 CE report
MHA100322-67	Ensure the Board has visibility on the engagement and consultation exercise for the MHA commissioning while it is taking its next commissioning decision.	CE	30/4/2022	A	<del>Scheduled for 27 Apr 22</del> <del>Reshaped with Co Chairs</del> <del>Scheduled for 25 May 2022</del> Rescheduled for 9 June 2022



MHA230322-71	Provide the Board with the current risk register and organise a board workshop on the current risks and sufficiency of the mitigations.	CE	29/03/2022	A	<p>Register provided. CE to convene workshop details to be reported to Chairs at their shaping hui on 29/3/22. They are waiting for CE to advise when the tolerance workshop can happen.</p> <p>Reshaped with Co-Chairs.</p> <p>Secretariat is working with Board on the risk and tolerance workshop for June.</p> <p>Scheduled for 13 June 2022</p>
MHA230322-78	Rethink footprint advice and bring it back to Chairs for shaping before going to the Board.	CE	12/05/2022	G	<p>Scheduled for 10 May 2022</p> <p>Rescheduled for 9 June 2022</p>
MHA230322-81	Assist Chris Tooley and Awerangi Tamihere to commission advice on who MHA can partner with for shared outcomes: confirm criteria, offer options and clarify the process over the next three years.	Secretariat with JWG	30/05/2022	G	<p>Secretariat with the officials supporting JWG on planning and accountability.</p> <p>CE asked to note this is a priority.</p> <p>Rescheduled for 9 June 2022</p>
MHA230322-82	Schedule MHA commissioning and co-commissioning board paper for 12 May or 25 May.	Secretariat CE	12/05/2022	G	<p>MHA Commissioning is scheduled for 25 May 2022.</p>

					CE asked to note this is a priority. Rescheduled for 9 June 2022
MHA230322-84	Bring advice to Chairs Shaping hui on roll-over of DHB contracts, as well advice on the COVID Cliff.	CE	17/05/2022	G	9 June 2022 CE report
MHA230322-85	Ensure the CE's monthly report and dashboard have current and forecasting FTE count. The report also needs to include 'comings and goings'.	CE	12/05/2022	G	9 June 2022 CE report
MHA230322-86	Bring outcomes performance and monitoring iHNZ paper to an upcoming Board meeting – noting the difference between the two.	CE	23/05/2022	G	9 June 2022
MHA230322-88	CE to explore whether MHA will have access to cabinet papers and cabinet officials' committees.	CE	30/06/2022	G	Post 1 July
MHA230322-89	Bring a policy framework to the board post-July. Also, include critical definitions from the policy paper in the glossary officials are preparing for day one.	CE	30/06/2022	G	Post 1 July
MHA230322-90	Bring advice to the board post-July on which essential institutional products the MHA could and should be influenced, e.g., CE performance expectations, budgets, SOIs and SPEs, the long term insights briefing and the long term fiscal position.	CE	30/06/2022	G	Post 1 July

MHA230322-93	Schedule a wānanga on what decolonising and indigenising means for MHA. This can be a post-1 July wānanga.	Secretariat	30/06/2022	G	Post 1 July
MHA120522-94	Schedule a wānanga on policy function.	Secretariat	30/6/2022	G	Post 1 July
MHA120522-95	Schedule a wānanga on IMPBS for June.	Secretariat	30/5/2022	G	Board agreed to push out to post 1 July. To be included in the formal advice on legal risks and expectations on Board decision-making in respect of IMPBs. Follows Co-Chairs request for legal advice on day one governance matters on 26 April 2022.
MHA120522-96	Bring FTEs actuals against forecast and assurance on data and digital capability to next meeting.	Chief Executive	30/05/2022	G	9 June 2022 CE report
MHA250522-97	Directed Secretariat to include IMPBs, Communications/Engagement, Readiness as a standing items for the remaining two meetings	Secretariat	31/05/22	G	Underway

### Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA230322-91	Show the Board how their feedback on iGPS will be integrated into the next draft, and where it has not, why it has not been integrated.	CE	31/05/2022	✓	25 May 2022
MHA230322-92	Consider preparing a formal note back to the Ministry of Health capturing the Board's position on iGPS.	CE	31/05/2022	✓	
MHA230322-93	Chairs to consider a joint meeting for a final decision on iNZ Plan.	Chairs	18/05/2022	✓	Not possible

Signed Tipa Mahuta

Date

Signed Sharon Shea

Date



# Interim Māori Health Authority

## Board Meeting Agenda

Thursday, 9 June 2022 1.00pm - 6.00 pm

<b>Chair for the meeting</b>		Sharon Shea and Tipa Mahuta		
<b>Board attendees</b>		Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle		
<b>In attendance</b>		Riana Manuel and Board Secretariat Manuhiri: Juanita Te Kani, Mara Andrews and Nigel Chee		
<b>Apologies</b>				
Time	#	Description	Lead	Type
	1.0	<b>Governance Matters Sharon in Chair</b>		
1.00	1.1	Karakia	All	
1.02	1.2	Agenda and any other items	Chair	Noting
1.04	1.3	Register of interests	Chair	Disclosure
1.06	1.4	Draft Minutes 12 May 2022	Chair	Endorse
1.08	1.5	Draft Actions 12 May 2022	Chair	Noting
1.10	1.6	Draft Minutes 25 May 2022	Chair	Endorse
1.12	1.7	Draft Actions 25 May 2022	Chair	Noting

Time	#	Description	Lead	Type
1.15	1.8	Joint Working Groups	Board	Noting
1.30	1.9	Chief Executive Report	Riana Manuel	Noting
2.00	2.0	Board Only Time	Board	Executive Time
2.30	Break			
2.40	3.0	Standing Items		
2.40	3.1	Communications and Engagement	Riana Manuel	Discussion
3.00	3.2	IMPBs Risks and Mitigations	Riana Manuel	Discussion
3.20	3.3	Day One Readiness	Riana Manuel	Discussion
3.40	4.0	Shaping and Transformation		
3.40	4.1	Outcomes Framework	Riana Manuel Nigel Chee	Shaping
4.00	5.0	Decisions Tipa in Chair		
4.00	5.1	B22 Commissioning Framework and Investment Strategy	Riana Manuel Mara Andrews	Endorsement
4.30	5.2	Commissioning Terms, Outcomes, and Indicators	Riana Manuel Mara Andrews	Endorsement
4.50	5.3	Co-Commissioning	Riana Manuel Mara Andrews	Endorsement
5.10	5.4	Regions	Riana Manuel Mara Andrews	Endorsement

Time	#	Description	Lead	Type
5.30	6.0	Information		
5.30	6.1	System Accountability, Monitoring and Reporting	Riana Manuel Juanita Te Kani	Information
5.45	6.2	NZ Health Plan	Riana Manuel Nigel Chee	Information
5.55	7.0	Administrative Matters		
5.55	7.1	As read 7.1.1 Media Summary 7.1.2 Day One Governance Readiness	Chairs	Noting
5.55	7.2	One meeting to go: 21 June 5pm-9pm 22 June 2022 10-4pm	Secretariat	Noting
5.55	7.3	Next Agenda	Secretariat	Noting
6.00	8.0	Whakamutunga	Chairs	
	8.1	Karakia	All	

## Interim Māori Health Authority

### Board Meeting Minutes

Thursday, 9 June 2022 1.00pm - 6.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Lady Tureiti Moxon, Awerangi Tamihere, Chris Tooley, Fiona Pimm, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat Manuhiri: Juanita Te Kani, Mara Andrews and Nigel Chee
<b>Apologies</b> Ngā tamōnga	

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Chris Tooley led the Karakia Hauora.

### Joint Working Groups Report Backs

Sharon asked for an update on the working groups. The conversation focussed on the need to ensure alignment between the groups.



## Chief Executive Report

Riana Manuel spoke to her report. The Board noted the report.

While noting the item on the agenda, the Board indicated it was still seeking assurance on the design of the monitoring function and the high-level framing of the outcomes framework.

The Board also sought assurance on the process for supporting the IMPBs. As part of this discussion, the Board sought assurance that the legal advice they wanted was underway regarding their day one role, responsibilities and decision-making rights.

The Board also sought assurance on the delegations. Officials advised the delegation instrument would be available at the next Board meeting. Officials also advised that the risk tolerance workshop had been postponed. Riana would bring that conversation to the next Board meeting.

Finally, the Board sought assurance on day one readiness. Riana took the Board through the day one readiness plan.

## Outcomes Framework

Sharon welcomed Nigel to the meeting. She asked Nigel to call attention to the salient points in the paper.

Nigel advised he was seeking the Board's guidance and feedback on the draft strategic outcomes framework. He also advised that the outcomes framework is but one of the tools that support the implementation of the Board's strategic framework. Nigel explained the outcomes framework would measure what is done against what the Board intends to achieve (outcomes) and what it may want to monitor.

The Board discussion centred on three main themes. Firstly, the successful integration of the vision for Oranga Māori in a set of outcomes, strategies and measures. Secondly, how the outcomes framework appears to guide the entire system in the short, medium and longer term. Thirdly, the Board is comfortable with the proposed architecture but needs to test some measures with key hauora experts, including Ta Mason Durie. The Board wants assurances that they are focused on the vital measures that will help them to know when and how to influence, intervene and guide the system in the short to medium term.

## B22 Commissioning Framework and Investment Strategy

Tipa took over Chairing the meeting. Tipa reminded the Board about the whakapapa of this item and the decision it was being asked to take. Tipa then welcomed Mara. Mara began by reminding the Board that they had asked for an investment strategy to support the commissioning decision. She explained how the three commissioning domains supported a set of commissioning outcomes, which would then support a set of whānau outcomes. She then called attention to the Te Ao Māori solutions. She took the Board through each of the solutions. She also took the Board through the investment logic map. Finally, Mara explained what the allocations might look like from 2022/23 to 2025/26.

The Board discussion revolved around three key themes. The first was the definitions of committed and uncommitted funding. The Board sought assurance on the definitions and clarity about what "uncommitted" means given the contracts already in place and the obligations in the interim New Zealand Health Plan. The second discussion focused on ensuring the commissioning work and investment strategy are aligned to the Board's outcomes framework and related impact measures. Finally, there was an in-depth discussion on the broad approach to contract management. In this respect, the Board was seeking assurance on several issues, including clarity about their role in investments, how they would get assurance on the investments, off-ramps for poor performance, comfort that the administrative burden would be eased over time, insight into out-year contracting and comfort that a change or transition management plan was underpinning the proposals. Concerning this last point, several members reminded officials that the change management challenge is not just an internal one – but a transformation of the system and hauora network.

The Board congratulated Mara on the work and made it clear the work was going in the right direction. However, while noting the advice and the proposed priorities asked for another conversation on the investment, subject to matters above being addressed.

## Co-Commissioning

Tipa asked Mara to speak to the co-commissioning paper. Mara reminded the Board of their previous feedback. The Board discussion centred on one main item: the need for the draft to integrate the Board's previous feedback. Several members clarified that this would be the first of many co-commission projects, so it needed to set the standard. Members made it clear that the proposals still lack specificity on shared

outcomes, criteria for partnering for whom and on what, options, and the process for deciding on whom to partner and co-commission and co-invest with over the next three to five years.

## Regions

Tipa asked Riana and Mara to speak to the region's paper. Riana began by explaining she was presenting a final option and recommendation for endorsement. She also clarified that the proposal would be reviewed within 12 months. Mara reminded the Board that she had developed several options for Board consideration, and given Cabinet's expectations, and she was asking the Board to endorse alignment with IHNZ's four regional areas (4 locations) with District offices (4 locations). Mara discussed the benefits of the alignment with IHNZ's boundaries and the risks of not having any boundaries.

The Board endorsed the proposal. The Board thanked Mara for her advice. They asked her to convey their thanks and appreciation to the team working on the advice and decision.

## System Accountability, Monitoring and Reporting

Tipa took the item as read. She conveyed the Board's thinking as follows. The Board notes the approach, particularly the collaboration between the various agencies. However, the Board would like to see the framework informed by its strategic and outcomes framework. The Board looks forward to its wānanga post 1 July.

## NZ Health Plan

Tipa asked Nigel to update the Board on the NZ Health Plan, and Nigel did that. Tipa thanked Sharon, Chris and Nigel for their work.

## **Standing and as read items**

All items were noted. Discussion centred on the identity, including the ingoa.

## **Board administration**

- Register of interests – noted. One addition from Sue Crengle, which did not impact the meeting.
- Actions register – noted.
- Future agenda – noted.

## **Whakamutunga and Karakia**

Tipa Mahuta, as Chair, declared the meeting closed at 6.05 pm. The meeting closed with Karakia Hauora.

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT



## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-41	Further advice will be provided on extending shared banking and collective arrangements to hauora providers.	CE	26/02/2022	R	<p><del>Scheduled for 10 March 2022</del></p> <p><del>Rescheduled for 27 April 2022</del></p> <p><del>Reshaped with Co Chairs</del></p> <p><del>Rescheduled for 9 June 2022 CE report</del></p> <p>Rescheduled for new Board</p>
MHA151222-50	Further advice on pay equity between so-called regulated and non-regulated workforce.	CE	30/03/2022	R	<p><del>Scheduled for 27 April 2022</del></p> <p><del>Reshaped for Co Chairs</del></p> <p>Rescheduled for 9 June 2022 CE report</p> <p>Rescheduled for new Board</p>
MHA100322-67	Ensure the Board has visibility on the engagement and consultation exercise for the MHA commissioning while it is taking its next commissioning decision.	CE	30/4/2022	R	<p><del>Scheduled for 27 Apr 22</del></p> <p><del>Reshaped with Co Chairs</del></p> <p>Scheduled for 25 May 2022</p>

					Rescheduled for 9 June 2022 Reschedule for 22 June 2022
MHA230322-71	Provide the Board with the current risk register and organise a board workshop on the current risks and sufficiency of the mitigations.	CE	29/03/2022	R	Register provided. CE to convene workshop details to be reported to Chairs at their shaping hui on 29/3/22. They are waiting for CE to advise when the tolerance workshop can happen.  Reshaped with Co-Chairs.  Secretariat is working with Board on the risk and tolerance workshop for June.  Scheduled for 13 June 2022  Reschedule for 22 June 2022
MHA230322-81	In the context of policy advice and co-commissioning, assist Chris Tooley and Awerangi Tamihere to commission advice on who MHA can partner with for shared outcomes: confirm criteria, offer options and clarify the process over the next three years.	Secretariat with JWG	30/05/2022	O	Secretariat with the officials supporting JWG on planning and accountability.  CE asked to note this is a priority.  Rescheduled for 9 June 2022

					The advice missed. So it has been rescheduled for 22 June 2022.
MHA230322-88	CE to explore whether MHA will have access to cabinet papers and cabinet officials' committees.	CE	30/06/2022	G	Post 1 July
MHA230322-89	Bring a policy framework to the board post-July. Also, include critical definitions from the policy paper in the glossary officials are preparing for day one.	CE	30/06/2022	G	Post 1 July
MHA230322-90	Bring advice to the board post-July on which essential institutional products the MHA could and should be influenced, e.g., CE performance expectations, budgets, SOIs and SPEs, the long-term insights briefing and the long-term fiscal position.	CE	30/06/2022	G	Post 1 July
MHA230322-93	Schedule a wānanga on what decolonising and indigenising means for MHA. This can be a post-1 July wānanga.	Secretariat	30/06/2022	G	Post 1 July
MHA120522-94	Schedule a wānanga on policy function.	Secretariat	30/6/2022	G	Post 1 July
MHA120522-95	Schedule a wānanga on IMPBS for June.	Secretariat	30/5/2022	G	Board agreed to push out to post 1 July. To be included in the formal advice on legal risks and expectations on Board decision-making in respect of IMPBs. Follows Co-Chairs request for legal advice on day one governance matters on 26 April 2022.



MHA090622-95	Provide the Board with the legal advice they have asked for on their day one role, responsibilities and decision-making rights.	CE	10/5/2022	G	Underway
MHA090622-96	Provide the Board with the advice on organisational delegations it has asked for so it can sign off the instrument of delegation to the chief executive for day one.	CE	22/5/2022	G	At the next board meeting
MHA090622-97	Provide the Board with the opportunity to table its risk tolerance.	CE	22/5/2022	G	At the next board meeting
MHA090622-98	Test the outcomes framework with key hauora experts, including Ta Mason Durie.	CE	Post 1 July	G	Post 1 July
MHA090622-99	Integrate the Board's advice and guidance into the commissioning work before the following conversation.	CE	22/5/2022	G	Report back at the next board meeting
MHA090622-100	Integrate the Board's advice and guidance into the co-commissioning work.	CE	22/5/2022	G	Report back at the next board meeting
MHA090622-101	Schedule a wānanga on the institutional approach to monitoring.	Secretariat	Post 1 July	G	Post 1 July



## Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA230322-78	<del>Rethink footprint advice and bring it back to Chairs for shaping before going to the Board.</del>	CE	12/05/2022	G	Scheduled for 10 May 2022 Rescheduled for 9 June 2022
MHA230322-82	<del>Schedule MHA commissioning and co-commissioning board paper for 12 May or 25 May.</del>	Secretariat CE	12/05/2022	G	MHA Commissioning is scheduled for 25 May 2022. CE asked to note this is a priority. Rescheduled for 9 June 2022
MHA230322-84	<del>Bring advice to Chairs Shaping hui on roll-over of DHB contracts and the COVID Cliff.</del>	CE	17/05/2022	G	9 June 2022 CE report
MHA230322-85	<del>Ensure the CE's monthly report and dashboard have current and forecasting FTE count. The report also needs to include 'comings and goings'.</del>	CE	12/05/2022	G	9 June 2022 CE report
MHA230322-86	<del>Bring outcomes performance and monitoring iHNZ paper to an upcoming Board meeting – noting the difference between the two.</del>	CE	23/05/2022	G	9 June 2022
MHA120522-96	<del>Bring FTEs actuals against forecast and data and digital capability assurance to the next meeting.</del>	Chief Executive	30/05/2022	G	9 June 2022 CE report

MHA250522-97	Directed Secretariat to include IMPBs, Communications/Engagement, and readiness as a standing item for the remaining two meetings	Secretariat	31/05/22	G	Underway
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Signed Tipa Mahuta

Date

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Signed Sharon Shea

Date

## Interim Māori Health Authority Board Meeting Agenda

Wednesday 22 June 2022 12.40pm - 16.30 pm

<b>Chair for the meeting</b>	Sharon Shea and Tipa Mahuta			
<b>Board attendees</b>	Lady Tureiti Moxon (Teams) Chris Tooley (Teams) Fiona Pimm, Mataroria Lyndon and Sue Crengle			
<b>In attendance</b>	Riana Manuel and Board Secretariat Manuhiri: Craig Green, Craig Owen, Juanita Te Kani, Mara Andrews and Nigel Chee			
<b>Apologies</b>	Awerangi Tamihere			
Time	#	Description	Lead	Type
	1.0	<b>Governance Matters Sharon in Chair</b>		
12.40	1.1	Karakia	All	
12.42	1.2	Agenda and any other items	Chair	Noting
12.44	1.3	Register of interests	Chair	Disclosure
12.46	1.4	Draft Minutes 12 May 2022	Chair	Endorse
	1.5	Draft Actions 12 May 2022	Chair	Noting
12.48	1.6	Draft Minutes 25 May 2022	Chair	Endorse
	1.7	Draft Actions 25 May 2022	Chair	Noting

Time	#	Description	Lead	Type
12.50	1.8	Draft Minutes 09 June 2022	Chair	Endorse
	1.9	Draft Actions 09 June 2022	Chair	Noting
12.52	1.10	Joint Working Groups	Board	Noting
13.10	1.11	Chief Executive Dashboard	Riana Manuel	Noting
13.30	2.0	<b>Board Only Time</b>	<b>Board</b>	<b>Executive Time</b>
14.00	3.0	<b>Standing Items</b>		
14.00	3.1	Communications and Engagement	Riana Manuel	Discussion
14.15	3.2	IMPBs Risks and Mitigations	Riana Manuel	Discussion
14.30	3.3	Day One Readiness	Riana Manuel	Discussion
		<b>Break</b>		
14:45	4.0	<b>Shaping and Transformation Tipa in Chair</b>		
14:45	4.1	Delegations Framework	Riana Manuel Craig Green	Shaping
15:00	4.2	Risk	Riana Manuel Craig Green	Shaping
15.30	4.3	Monitoring: role, discharge, mitigate and risks	Riana Manuel Nigel Chee	Shaping
15:45	4.4	B22 Commissioning Framework	Riana Manuel Mara Andrews	Shaping



Time	#	Description	Lead	Type
	5.0	<b>Decisions</b>		
16.10	5.1	Co-Commissioning	Riana Manuel Mara Andrews	Endorsement
16.18	5.2	Banking	Riana Manuel Craig Green	Endorsement
16.20	6.0	<b>Information</b>		
16.22	6.1	NZ Health Plan	Riana Manuel Nigel Chee	Information
16.25	7.0	<b>Administrative Matters</b>		
16.25	7.1	As read 7.1.1 Media Summary 7.1.2 Day One Governance Readiness	Chairs	Noting
16.25	7.2	Next Agenda Day One Agenda	Secretariat	Noting
16.30	8.0	<b>Whakamutunga</b>	Chairs	
	8.1	Karakia	All	

## Interim Māori Health Authority

### Board Meeting Minutes

Wednesday, 22 June 2022 12.40pm -16.30 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Sharon Shea and Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Lady Tureiti Moxon and Chris Tooley (online)  Fiona Pimm, Mataroria Lyndon and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat Manuhiri: Craig Green, Craig Owen, Juanita Te Kani, Mara Andrews and Nigel Chee
<b>Apologies</b> Ngā tamōnga	Awerangi Tamihere

### Mihimihi

Sharon Shea, as Chair, declared the meeting open. Riana led the Karakia Hauora.

## Joint Working Groups Report Backs

The discussion revolved around the joint committees. The Board explored the upsides and downsides.

## Chief Executive Dashboard

Riana Manuel spoke to the dashboard. The Co-Chairs sought assurance on day one readiness, particularly the assertion that 94% of workstreams were reporting on track for delivery. Riana provided it. Other members sought assurance and an update on the engagement and communications plan as well as the financial systems. Riana provided it.

## Delegations

Riana spoke about her approach to her internal delegations. The Board discussed their approach to delegations, and they reiterated their expectations:

- Critical decisions will be reserved to the day one Board.
- Significant matters will come before the Board.
- Delegations must be informed by the Board's own risk appetite.
- Board is happy for decisions to be close to where the work gets done, except when someone is new to the organisation, or the domain or the Board has no risk appetite in that domain.
- Decision rights will be removed in the case of poor decision-making.
- The delegations policy and register must clarify where decision-making rights sit and who is accountable.
- Similarly, the policy and register must enable trust, respect, and collaboration.

- Finally, the policy must articulate and incentivise a set of Te Ao Māori leadership behaviours.

The Board has decided to reserve everything except to itself except management decisions and decisions for which it is conflicted and cannot assemble a quorum. It has decided to take this approach in recognition that while it is neither practicable nor possible for the Board to perform all of the functions or exercise all of the powers required to operate the Māori Health Authority effectively, several institutional and governance products need to be finalised; for example, outcomes and impact measures, commissioning and co-commissioning, out-year investment strategy, monitoring approach and methodology and the establishment of a material number of IMPBs. With that in mind, the Board delegated the instrument drafting to the Co-Chairs.

## Risk

Riana explained her approach to risk management. The Board noted the approach and agreed to postpone the risk tolerance workshop until 1 July 2022.

## Monitoring

Further to the discussion at the last Board meeting on behalf of the Board, Sharon reiterated that the MHA approach to monitoring is needed to build provider and whānau capability. She also made it clear that the monitoring approach to HNZ and the wider public service needs to enable better and longer-term investments and disinvestments. She suggested that the wānanga needed advice on what works and does not work in monitoring public service agencies and investments.

## B22 Commissioning Framework

Tipa asked Mara to speak to the B22 commissioning paper. Mara reminded the Board of their previous feedback. She called the Board's attention to the direct and partnered commissioning budget. She confirmed it was \$95.5m for 2022/2023. She confirmed it was a cumulative



figure of \$437.8m over 4 years, including this sum. She took the Board through the draft investment logic map to inform the commissioning approach.

The Board reviewed the funding categories. The Board noted an implementation plan was in development and would be tied to the short, medium and long-term outcomes from the Board's Outcomes Framework, which is also in development. The Board asked for the evaluation plan, indicators and reporting measures to support the investments. The Board considered the allocation option. The Board could not decide on the allocation based on the information made available to it. They wanted to know what the in-year allocation would look like in the context of HNZ's investments.

### **Co-Commissioning**

The Board declined to endorse this paper. It has not addressed its feedback.

### **Banking**

The Board noted the advice and delegated the matter to the Co-Chairs.

### **NZ Health Plan**

The Board noted the timing.

## Standing and as read items

All items were noted. The Board asked the Co-Chairs to meet with Riana to discuss IMPBs and the assurance process both the Board will need in place and the organisation.

## Board administration

- Register of interests – noted. One addition from Sue Crengle, which did not impact the meeting.
- Minutes from 12 May 2022 and 25 May 2022 were confirmed.
- Minutes from 9 June 2022 were not confirmed.
- Actions register – noted.
- Daagenda – noted.

## Whakamutunga and Karakia

Tipa Mahuta, as Chair, declared the meeting closed at 3.35 pm. The meeting closed with Karakia Hauora.

## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
MHA011221-41	Further advice will be provided on extending shared banking and collective arrangements to hauora providers.	CE	26/02/2022	R	<p><del>Scheduled for 10 March 2022</del></p> <p><del>Rescheduled for 27 April 2022</del></p> <p><del>Reshaped with Co Chairs</del></p> <p><del>Rescheduled for 9 June 2022 CE report</del></p> <p>Rescheduled for new Board</p>
MHA151222-50	Further advice on pay equity between so-called regulated and non-regulated workforce.	CE	30/03/2022	R	<p><del>Scheduled for 27 April 2022</del></p> <p><del>Reshaped for Co Chairs</del></p> <p>Rescheduled for 9 June 2022 CE report</p> <p>Rescheduled for new Board</p>
MHA100322-67	Ensure the Board has visibility on the engagement and consultation exercise for the MHA commissioning while it is taking its next commissioning decision.	CE	30/4/2022	R	<p><del>Scheduled for 27 Apr 22</del></p> <p><del>Reshaped with Co Chairs</del></p> <p>Scheduled for 25 May 2022</p>

					<p>Rescheduled for 9 June 2022</p> <p>Reschedule for 22 June 2022</p> <p>Post 1 July</p>
MHA230322-71	Provide the Board with the current risk register and organise a board workshop on the current risks and sufficiency of the mitigations.	CE	29/03/2022	R	<p>Register provided. CE to convene workshop details to be reported to Chairs at their shaping hui on 29/3/22. They are waiting for CE to advise when the tolerance workshop can happen.</p> <p>Reshaped with Co Chairs.</p> <p>Secretariat is working with Board on the risk and tolerance workshop for June.</p> <p>Scheduled for 13 June 2022</p> <p>Reschedule for 22 June 2022</p> <p>Post 1 July</p>
MHA230322-81	In the context of policy advice and co-commissioning, assist Chris Tooley and Awerangi Tamihere to commission advice on who MHA can partner with for shared outcomes: confirm criteria, offer options and clarify the process over the next three years.	Secretariat with JWG	30/05/2022	O	<p>Secretariat with the officials supporting JWG on planning and accountability.</p> <p>CE asked to note this is a priority.</p>



					<p>Rescheduled for 9 June 2022</p> <p>The advice missed-</p> <p>So it has been rescheduled for 22 June 2022.</p> <p>Post 1 July</p>
MHA230322-88	CE to explore whether MHA will have access to cabinet papers and cabinet officials' committees.	CE	30/06/2022	G	Post 1 July
MHA230322-89	Bring a policy framework to the board post-July. Also, include critical definitions from the policy paper in the glossary officials are preparing for day one.	CE	30/06/2022	G	Post 1 July
MHA230322-90	Bring advice to the board post-July on which essential institutional products the MHA could and should be influenced, e.g., CE performance expectations, budgets, SOIs and SPEs, the long-term insights briefing and the long-term fiscal position.	CE	30/06/2022	G	Post 1 July
MHA230322-93	Schedule a wānanga on what decolonising and indigenising means for MHA. This can be a post-1 July wānanga.	Secretariat	30/06/2022	G	Post 1 July
MHA120522-94	Schedule a wānanga on policy function.	Secretariat	30/6/2022	G	Post 1 July
MHA120522-95	Schedule a wānanga on IMPBs for July. Use the legal advice on Board's role as one input.	Secretariat	30/5/2022	G	Board agreed to push out to post 1 July. To be included in the formal advice on legal risks and

					expectations on Board decision-making in respect of IMPBs. Follows Co-Chairs request for legal advice on day one governance matters on 26 April 2022.
MHA090622-96	Provide the Board with the advice on organisational delegations it has asked for so it can sign off the instrument of delegation to the chief executive for day one.  Board delegated instrument to Co-Chairs.	Secretariat	29/6/2022	G	Needs to be done by the day one Board before 1 July.
MHA090622-97	Provide the Board with the opportunity to table its risk tolerance.	CE	22/5/2022	O	Post 1 July
MHA090622-98	Test the outcomes framework with key hauora experts, including Ta Mason Durie.	CE	Post 1 July	G	Post 1 July
MHA090622-99	Integrate the Board's advice and guidance into the commissioning work before the following conversation.	CE	22/5/2022	G	Additional information required Post 1 July
MHA090622-100	Integrate the Board's advice and guidance into the co-commissioning work.	CE	22/5/2022	G	Post 1 July
MHA090622-101	Schedule a wānanga on the institutional approach to monitoring. Advice on what has worked and not worked as one input.	Secretariat	Post 1 July	G	Post 1 July

MHA220622-102	Banking matters delegated to Co-Chairs to resolve with CFO	CFO	29/6/2022	G	Must be done before day one.
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### Actions closed at this meeting

No	Action	Responsible Owner	Due Date	Status	Comments
<del>MHA090622-95</del>	<del>Provide the Board with the legal advice they have asked for on their day one role, responsibilities and decision-making rights.</del>	<del>CE</del>	<del>10/5/2022</del>	<del>G</del>	<del>Underway</del> Done

Signed Tipa Mahuta

Date

Signed Sharon Shea

Date

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## Māori Health Authority

### Board Meeting Agenda

Wednesday 29 June 2022 1.00pm - 3.00 pm

<b>Chair</b>	Tipa Mahuta			
<b>Board attendees</b>	Fiona Pimm, Mataroria Lyndon, Sharon Shea and Sue Crengle			
<b>In attendance</b>	Riana Manuel and Board Secretariat Craig Green, Craig Owen, Juanita Te Kani			
<b>Apologies</b>	Awerangi Tamihere			
Time	#	Description	Lead	Type
1.00	1.0	<b>Governance Matters Sharon in Chair</b>		
1.00	1.1	Karakia	All	
1.02	1.2	Agenda and any other items	Chair	Noting
1.05	1.3	Register of interests	Chair	Disclosure
1.10	2.0	<b>Board Only Time</b>	<b>Board</b>	Executive Time
1.30	3.0	<b>Shaping and Transformation</b>		
1.30	3.1	Induction and Programme	Secretariat	Shaping
1.45	4.0	<b>Decisions</b>		

Time	#	Description	Lead	Type
1.45	4.1	Appointment of Chief Executive and delegation of terms and conditions to Chair/s	Chair Craig Owen	Resolution
2.00	4.2	Confirmation of Delegation Instrument	Riana Manuel Craig Green	Resolution
2.30	5.0	<b>Information</b>		
2.30	5.1	Day One Activities	Riana Manuel	Information
2.45	5.2	Governance Manual	Secretariat	Information
2.55	6.0	<b>Administrative Matters</b>		
2.55	6.1	As read 7.1.1 Day One Governance Readiness 7.1.2 Access to information iMHA	Chair	Noting
2.55	6.2	Day One Agenda	Secretariat	Noting
3.00	7.0	<b>Whakamutunga</b>	Chair	
3.00	7.1	Karakia	All	

## Māori Health Authority

### Board Meeting Minutes

Wednesday, 29 June 2022 1.00pm - 3.00 pm

<b>Chair for the meeting</b> Te Kaihautū mō te hui	Tipa Mahuta
<b>Board attendees</b> Ngā mema o te Poari	Fiona Pimm, Mataroria Lyndon, Sharon Shea and Sue Crengle
<b>In Attendance</b> Ngā manuhiri	Riana Manuel and Board Secretariat Manuhiri: Craig Green, Craig Owen, Juanita Te Kani
<b>Apologies</b> Ngā tamōnga	Awerangi Tamihere

## Mihimihi

Tipa Mahuta declared the meeting open. She led the Karakia Hauora.

The Board resolved to acknowledge Lady Tureiti Haromi Moxon. The acknowledgement read:

Mokori anō kia rere a mihi ki a manu māreikura. We mihi to your tireless dedication to protecting the hauora of our people. Over the past nine months, you have been our guide. You have reminded us of what matters, and you reminded us to be vigilant. We will continue to rely on your guidance and leadership. Nā konā e noho kotahi nei tatou.

The Board resolved to also acknowledge Chris Tooley. The acknowledgement read:

Kia pū te hau o mihi ki a te taikākā o te rākau. We mihi to your tireless dedication to protecting the hauora of our people. You should be very proud of the work you have done on both the GPS and Health Plan. Your strength and resilience on these documents will produce significant health gains for our whānau. Be assured we will carry on your work, and we will need your ongoing contribution. Nā konā e noho kotahi nei tatou.

## Induction and Board Programme

The Chair asked the secretariat to speak to the induction. The secretariat explained that the induction would be led using a legal risk lens and based on the following topics:

- An Introduction to the role: What kind of entity is MHA? What is new and different about this compared to existing Crown Entities? What is the Board collectively responsible for? What are members individually responsible for? What is the Chief Executive responsible for? How independent is the MHA? And what can the Minister do? And what can't the Minister do?
- Relationship with HNZ: What different roles does MHA have in respect of HNZ? How can it reconcile competing roles (working with and monitoring)? Sharing services. Sharing information. Maintaining independence. And dispute resolution.
- Relationships with Iwi Māori Partnership Boards and other Maori organisations: What is the role of IMPBs? What is the proposed relationship between MHA and IMPBs? Managing conflicts of interest. Potential for judicial review or challenge. Engaging with other Iwi, Hapū, Maori and Whānau organisations.
- Measuring success: What are the Board's reporting obligations? What are you being asked to measure and/or report on? What are your key risks? How do you mitigate risk in a new environment? How to improve the quality of advice.

The secretariat called attention to the possibility of a briefing from the central agencies at the first joint board meeting.



The Board welcomed the induction. They broadly agreed with the content and noted that it would be supported by legal advice. They asked for the sessions to be organised around their availability over the next few weeks. They indicated they were happy to run the topics together over two sessions.

The Chair then asked the secretariat to speak to the Board Programme. The secretariat explained the programme was more like architecture and was a draft. The Board welcomed the format and requested an opportunity to shape the main themes. In the meantime, they asked for the outcomes theme to come forward to investment and commissioning. They also asked for the relationship with Health New Zealand to be added as a standing order. They welcomed the proposed deep dives but asked for an opportunity to prioritise those. The Board also asked for an opportunity to reshape their 2022/23 and 2023/24 calendar.

### **Decision: Appointment of Chief Executive**

The Board resolved to delegate the appointment of the Chief Executive and her terms and conditions to the Chair. The Board asked the Chair to report the outcome to the next board meeting.

### **Decision: Confirmation of Delegation Instrument**

The Chair asked the Chief Executive to speak to the delegation instrument. The Board discussed the purpose, role and benefits of the sound delegations system. They made it clear they saw delegations as a system of decision-making rights, critical to culture shaping, over and above the essential legal obligations. They noted their own expectations of a sound delegations system. They reminded the secretariat of the urgent need to progress the risk appetite workshop.

The Board resolved the following:

- a) Confirms its delegation instrument as follows:

*Through this instrument, the Board reserves specific powers that it considers are necessary to remain at the Board level, delegates certain powers to standing committees of the Board, and delegates certain powers to the Chief Executive.*

*Some of the powers reserved by the Board are:*

- *the approval of strategic direction;*
- *the statement of intent, statement of performance expectations and the annual report;*
- *setting risk appetite;*
- *approval of any delegation of functions or powers to persons outside the Māori Health Authority;*
- *the approval of annual operating and capital budgets, including the investment strategy and annual financial plan;*
- *the approval of the remuneration policy;*
- *the shaping and design of the policy and monitoring programmes;*
- *setting the investment levels for each Iwi Māori Partnership Board;*
- *allocating or reallocating funding to and within activity classes; and approving certain high-value and high-risk funding, planning and procurement decisions.*

*The Board amends the Instrument of Board delegation from time to time as needed.*

*The Board of the Māori Health Authority specifies delegations to the Chief Executive as set out in Table One of the Delegated Authority Policy for;*

- *Human Resource Functions, and*
- *Operating Expenditure, and*
- *Execution of Contracts, Deeds and Leases*

*To perform their duties, the Board of the Māori Health Authority delegates to the Chief Executive all of its responsibilities, duties and powers to act on any matter, subject to the abovementioned restrictions.*

*Note that this delegation expressly excludes any power, responsibility or duty delegated to an Iwi Māori Partnership Board, Committee of the Board, Subcommittee (including an Officer Subcommittee) or the Board, or other subordinate decision-making body established by statute.*

*The Chief Executive may sub-delegate any of these responsibilities, duties, or powers unless this is expressly excluded as set out in this document. These sub-delegations need to be accessible to the Board. The Board expects to be kept up to date on changes and assured changes are aligned to their expectations of a delegations system.*

*The significance of every decision must be considered before it is made, and delegates must assess whether it is appropriate to elevate the decision. Matters of significance include matters before Ministers, matters about the Iwi Māori Partnership Boards, accountability documents and media matters.*

- b) Directs a rapid review of the delegations framework to ensure it is aligned with the Board's expectations and risk appetite.
- c) Directs the secretariat to design a process of regular review of the delegations to ensure they are ongoingly fit-for-purpose.
- d) Resolves to delegate urgent decisions to the Chair, who will report those decisions to the Board at subsequent meetings.

## Day One Activities

The Chair asked the Chief Executive to take the Board through day one activities. The Board noted the briefing and thanked officials for their work. The Board sought assurance on three matters: that the costs were modest, that COVID protocols were in place, and that live streams were included so that people could see the event without being there. Assurance was provided.

## Governance Manual

The Chair called attention to the draft governance manual. The secretariat reminded the Board that the manual was a draft and would evolve for the induction as the Board decided on the governance culture it wanted to create.

## As read items

Noted all the items.



## **Board administration**

- Register of interests – noted.
- Future agenda – noted.
- Directed Secretariat to ensure the decisions from today's meeting were ratified at the next meeting, once Board members have their official appointment letters.
- Directed the secretariat to read all the agendas, minutes and papers from the interim Māori Health Authority into the record of the Board of Te Aka Whai Ora.

## **Whakamutunga and Karakia**

Tipa Mahuta, as Chair, declared the meeting closed at 3.00 pm. The meeting closed with Karakia Hauora.

## Open actions post-meeting

No	Action	Responsible Owner	Due Date	Status	Comments
TAWO220629001	Ensure induction sessions are organised around the availability of Board members.	Secretariat	4/7/22		
TAWO220629002	Make changes to the draft Board Programme as directed. Work with the Board to reshape their 2022/23 and 2023/24 calendar.	Secretariat	4/7/22		
TAWO220629003	Chair to report the outcome of the Chief Executive appointment back to the next board meeting.	Chair	1/7/22		
TAWO220629004	Complete a rapid review of the delegations framework to ensure it is aligned with the Board's expectations and risk appetite.	Chief Executive	1/8/22		
TAWO220629005	Design a process of regular review of the delegations to ensure they are ongoingly fit-for-purpose.	Secretariat	1/8/22		
TAWO220629006	Re-ratify 29/6/22 decisions at the next Board meeting or when Board members have accepted their official appointment letters.	Secretariat	1/7/22		
TAWO220629007	Establish a process to support the Chair in reporting urgent decisions to the Board at subsequent meetings.	Secretariat	1/7/22		

**Actions closed at this meeting**

No	Action	Responsible Owner	Due Date	Status	Comments
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Signed Tipa Mahuta

Date