**Palliative Care Equity Working Group**

**Terms of Reference**

Purpose

*Important note: The palliative care equity working group is overseen by the national palliative care steering group (the steering group). These terms of reference (TOR) are a sub-set of the steering group TOR and should be read in conjunction with this more comprehensive document* (see Appendix A).

The purpose of the palliative care equity working group is to provide advice and recommendations to the steering group and working groups to support the equity goals of the national palliative care work programme.

For the purposes of this work the “Te Whatu Ora, Achieving Equity in Health and Wellness Definition of Equity” will be adopted:

*In Aotearoa New Zealand, people have* ***differences*** *in health that are not only* ***avoidable*** *but* ***unfair*** *and* ***unjust****. Equity recognises different people with different levels of advantage* ***require different approaches and resources*** *to get equitable health outcomes (see appendix for poster version).*

**Equity Group**

Working in partnership with the steering group, the key deliverables of the equity working group will be:

* identifying unwarranted variation, inequitable outcomes in the access to and outcomes from palliative care services in Aotearoa and offer sustainable and practical solutions to mitigate these
* providing recommendations on achieving equitable access to, and outcomes from, paediatric and adult palliative care services for all New Zealanders and their whānau
* sense check proposals from the steering group and other workings groups to ensure equity is addressed in all documents, proposals, and recommendations
* provide support and advice to the steering group and other working groups on equity issues.

The steering group has identified the following as priorities with regards to palliative care services and equity in Aotearoa: Māori, Pacific peoples, rural Māori, rural, refugee and migrant communities, people who aren’t enrolled with a GP or are otherwise disengaged from health services, and with low health literacy, people with disabilities, people with frailty or dementia, in prison, and people experiencing homelessness. Adults with non-cancer diagnosis, high need adolescents, children, and young people as they transition into adulthood, have also been identified as priorities.

Our starting point is an acknowledgement that one standard approach does not work for everyone. The opportunity for the equity working group is to keep whānau in the centre of system design, consider reasonable accommodations, or alternative models of care that can practicably be adopted, so that palliative care services meet the needs of all New Zealanders, regardless of who they are or where they live.

The working group will provide recommendations and proposals to the steering group and may also be required to present to Executive Leadership Teams as appropriate.

Scope

For the group to support the goals of the national palliative care work programme and avoid duplication of other forums, the following areas have been approved by the steering group as in or out of scope.

**In-scope:**

* Supporting the work of the national palliative care steering group and work programme in addressing inequity in the provision and outcomes from paediatric and adult palliative care services in Aotearoa.
* Publicly (crown) funded health services.
* Recommendations to support equitable and consistent implementation of paediatric and adult palliative models of care in Aotearoa.
* Tools that enable equity for example technology, where this relates to the national palliative care work programme.

**Out-of-scope:**

* Clinical pathways and clinical practice.
* Pharmaceuticals and medical devices.
* Addressing inequity improvements and system improvements for health and disability services that fall outside of the national palliative care work programme.
* Advance care planning.
* Assisted dying.

Timeframe

This group will work alongside the steering group and will therefore, operate for the duration of the steering group, which is initially proposed to be 2 years. This can be reviewed and revisited with permission from Te Whatu Ora on the recommendation of the steering group.

Meetings/Participation

* Meetings will begin in October 2023 and are likely to continue until July 2025. Meetings will be held quarterly and will be approximately 2- 4 hours. Meetings will be held via video conference, using Team. Infrequent in-person meetings can be called by the chairs with the permission of Te Whatu Ora.
* If a member misses more than 2 consecutive meetings, they may be asked to reconsider their capacity to continue their working group membership.

Membership

Te Whatu Ora is committed to working in partnership with Māori across the governance, design, delivery, and monitoring of health and disability services. Equity Working Group members will bring diverse perspectives and viewpoints, such as Māori, Pacifica, whaikaha (disability), consumer, LGTBQ+, and Asian world views, as well as different spiritual perspectives. The Working Group will be co-chaired by 2 people elected from within the group, one of whom will reflect the aspirations of Māori.

Members of the Working Group will bring expertise and leadership in the areas of:

* wellbeing for Māori, Pacific, and Asian communities
* whaikaha (disability) community
* LGBTQIA+ community
* different spiritual perspectives
* people with experience of receiving palliative care services
* access to palliative care services
* equity
* analysis and research specifically in relation to equity in health services
* health service policy, planning and funding
* primary, community and specialist palliative care services

Members will be appointed by the national palliative care steering group. Te Whatu Ora will appoint discretionary non-voting ex-officio members as required. Resignations of members must be submitted in writing to the co-chairs.

Members are likely to be required to serve a minimum term of 2 years. Any vacancies that occur will be filled via a nomination process, with approval at the discretion of the steering group. The group may also be disbanded at any time if Te Whatu Ora believes that the objectives have been fulfilled, the working group is no longer required, or it is not meeting its intended purpose.

Roles and responsibilities of working group members

**Working group members** are responsible for:

* bringing their expertise in equitable delivery of palliative and end-of-life care services
* acting in accordance with the principles outlined in the national palliative care working group charter (see Appendix E)
* providing input on behalf of the sector, community and/or organisations they represent
* engaging with their respective organisations and networks and keeping them updated
* contributing to the development of recommendations and proposals.

The **co-chairs** are responsible for:

* providing leadership to the group and running efficient and effective meetings that result in clear resolutions and actions
* providing regular progress reports to the steering group
* speaking on behalf of the working group as required
* managing conflict of interest processes
* corresponding and working with other networks as required and acting as spokespersons for the working group
* reviewing all input developed by the working groups and providing timely and constructive feedback before wider distribution

**Te Whatu Ora** is responsible for:

* providing programme management and administrative support for the working group
* managing work programme budgets and resource requirements
* providing advice to the Minister, who then makes any final decisions with respect to budget bids and strategic direction
* responding to enquiries from media, members of the public and other interested parties
* reporting overall working group activities and achievements to the wider palliative care sector and key stakeholders.

Reporting

The working group co-chairs will provide regular progress reports to the steering group and Te Whatu Ora as required.

Action points, key communications and key decisions will be documented and held by Te Whatu Ora. These will be subject to Official Information Act requirements.

NB: Quorum, External persons, Decision-making, Conflicts of interest, Conflict resolution, Resources, and budget as per the Steering Group TOR.

**Appendix A**

****

**Appendix B**

**National palliative care steering group**

**Terms of Reference**

Purpose

The purpose of the National palliative care steering group (the steering group) is to provide regular and ongoing oversight of the national palliative care work programme and recommendations to Te Whatu Ora - Health New Zealand for national service improvements.

Te Whatu Ora are committed to working in partnership with Government agencies, providers of palliative care services (primary and specialist), consumers, and communities to ensure palliative and end-of-life care meets the needs of all New Zealanders and their whānau. Work will be informed by cross-agency and cross-sector input, national and international evidence, the lived experiences of people with palliative care needs and their whānau, and the priorities identified by communities.

Working in partnership, the initial focus of the steering group will be overseeing the following key deliverables:

* providing recommendations on achieving equitable access to, and outcomes from, palliative care services for all New Zealanders
* identifying and recommending core palliative care services that will be publicly funded
* developing a national model for paediatric and adult palliative care
* proposing national adult specialist palliative care service specifications and corresponding pricing framework
* providing recommendations to sustain a clinically and culturally competent, diverse workforce that represents the community it is serving and meets service demands
* developing a national outcomes and reporting framework.

These deliverables will be achieved, in part, through the establishment of working groups. The steering group will agree and oversee the scope, function, and deliverables of any working groups. This will initially include the establishment and oversight of the following groups:

* equity
* models of care[[1]](#footnote-2) - paediatric
* models of care – adult
* sustainable funding
* workforce
* measures and reporting.

The steering group will provide recommendations and proposals to the Te Whatu Ora Interim Director of Population Health (or appropriate role as confirmed by Te Whatu Ora). The steering group may also be required to present to Executive Leadership Teams as appropriate.

Background

Te Whatu Ora holds responsibility for developing a palliative care work programme, co-sponsored by Te Aka Whai Ora – Māori Health Authority, that supports a nationally consistent approach to planning, funding, service delivery and outcomes. This includes responding to the action in Te Pae Tata - Interim New Zealand Health Plan 2022 to:

*Develop a nationally consistent model for paediatric and adult palliative and end-of-life care that is integrated across primary and community health and strengthens the equitable provision of palliative care across Aotearoa* (pg 63).

Commitment to Te Tiriti o Waitangi

Te Whatu Ora are committed to meeting our Te Tiriti o Waitangi obligations. This will be reflected in our palliative care work programme through:

1. co-sponsorship of the programme by Te Whatu Ora and Te Aka Whai Ora leads
2. engaging with Iwi Māori Partnership Boards as our Tiriti o Waitangi partners
3. engaging with iwi and other hauroa Māori providers, Māori stakeholders, and palliative care focussed Māori and equity groups, as directed by and appropriate to them
4. embedding a Tiriti-dynamic health system approach through:

* **Whanaungatanga - Relationship and Connection**

Relationships are intentional, respectful, and reciprocal.

* **Kotahitanga - Collective Action**

Shared decision-making responsibilities equally in partnership as Tangata Whenua and Tangata Tiriti committed to creating outcomes of mutual benefit.

* **Tino Rangatiratanga - Self determination**

The right of Tangata Whenua to participate in making decisions about their health and to have meaningful ways to decide how health outcomes might be provided for their benefit, is recognised.

* **Ōritetanga - Equal opportunity**

Commitment to ensuring equitable outcomes for Tangata Whenua and for other under-served groups in our communities.

* **Wairuatanga - Spirituality**

Different worldviews, belief systems, spirituality, and ways of doing, being and knowing are respected and valued.

Pae Ora (Healthy Futures) Act 2022, health sector principles:

Pae Ora legislation puts people and whānau at the centre of service design and development. We will engage with people who have experience of palliative and end-of-life services where possible, such as patients and their whānau, communities and the clinicians providing care.

As outlined in section seven of the Pae Ora Act 2022 (see appendix 1), the following guiding principles will direct and guide our work. These principles reflect our Te Tiriti obligations and help ensure that the experiences of people with palliative and end-of-life care needs are at the centre of decision making. These principles include:

* Māori and other population groups have access to services in proportion to their health needs and receive equitable levels of service and equitable health outcomes
* we will engage with Māori, and other population groups to develop services that reflect people’s needs and aspirations
* we will provide opportunities for Māori to exercise decision-making authority on matters of importance to them
* we will provide choice of services to Māori and other population groups, by resourcing services to meet their needs and aspirations, providing culturally safe and responsive services, developing, and maintaining a culturally diverse workforce
* we will harness clinical leadership, innovation, technology and lived experience to continuously improve palliative care services and outcomes
* we will develop services that are tailored to peoples’ physical needs, preferences, and circumstances, and provide services that reflect mātauranga Māori.

Membership

Te Whatu Ora is committed to working in partnership with Māori in the governance, design, delivery, and monitoring of health and disability services. The steering group will be co-chaired by 2 people elected from within the group, one of which will reflect the aspirations of Māori.

Members of the steering group will bring expertise and leadership in the areas of:

* primary, community and specialist palliative care services
* people with experience of receiving palliative care services
* wellbeing for Māori and Pacific people
* access to palliative care services
* equity
* research and academic communities
* health service policy, planning and funding
* workforce.

Alongside consumer and whānau voice, membership will include, but not be limited to, stakeholder sectors including hospice, hospital palliative care, aged residential care, and general practice. Membership may also include crown agencies including Te Whatu Ora Hospital and Specialist Services, Regional Commissioning and Manatū Hauora – Ministry of Health. Consideration will be given to ensuring diversity of cultural perspectives, clinical roles, and geographic spread.

Initial members will be appointed by the national palliative care work programme co-sponsors and Interim Director of Population Health Programmes Commissioning.

Te Whatu Ora will appoint discretionary non-voting ex-officio members as required, for example specific clinical roles, such as allied health professionals, can be brought onto the steering and working groups as required.

Members are likely to be required to serve a minimum term of 2 years from July 2023 until June 2025. Any vacancies that occur will be filled via a nomination process, with approval at the discretion of the steering group. The group may also be disbanded at any time if Te Whatu Ora believes that the objectives have been fulfilled, the steering group is no longer required, or it is not meeting its intended purpose.

Resignations of members must be submitted in writing to the co-chairs.

Roles and responsibilities of steering group members

**Steering group members** are responsible for:

* bringing their expertise in palliative and end-of-life care
* acting in accordance with the principles outlined in the national palliative care steering group charter (see appendix 3)
* providing input on behalf of the sector, community and/or organisations they represent
* engaging with their respective organisations and networks and keeping them updated
* sponsoring working groups established by the steering group
* contributing to the development of recommendations and proposals.

The **co-chairs** are responsible for:

* providing leadership to the group and running efficient and effective meetings that result in clear resolutions and actions
* providing regular progress reports to Te Whatu Ora
* speaking on behalf of the group as required
* managing conflict of interest processes
* corresponding and working with other networks as required and acting as spokespersons for the steering group
* reviewing all input developed by the steering group and working groups and providing timely and constructive feedback before wider distribution
* assisting with conflict resolution within the steering group, working groups and with members of other organisations should such arise.

**Te Whatu Ora** is responsible for:

* leading and completing the national palliative care work programme as agreed by the Interim Director of Population Health, Te Whatu Ora
* providing programme management and administrative support for the co-chairs, the steering group, and working groups
* managing work programme budgets and resource requirements
* providing advice to the Minister, who then makes any final decisions with respect to budget bids and strategic direction
* responding to enquiries from media, members of the public and other interested parties
* reporting overall work programme activities and achievements to the wider palliative care sector and key stakeholders.

Meetings

Meetings will begin in August 2023 and are likely to continue until June 2025. Meetings will be held approximately monthly at the outset, and then every 8 weeks and will be approximately 2 hours. Meetings will be held via video conference, using Teams. Face-to-face meetings can be called at the discretion of the co-chairs and with the agreement of Te Whatu Ora.

If a member misses more than 2 consecutive meetings, they may be asked to reconsider their capacity to continue their steering group membership.

Working groups

The establishment of working groups to progress work on behalf of the steering group will be discussed and agreed with steering group members and Te Whatu Ora. The steering group will be responsible for developing a brief scoping document for each proposed new working group. New working groups can only be established if the resources to support them have been approved by Te Whatu Ora. The steering group will then be responsible for agreeing and overseeing working group memberships (including appointing co-chairs), processes, reporting, deliverables, and timeframes.

Steering group members will be expected to sponsor[[2]](#footnote-3) (or co-sponsor) at least one working group to provide a direct link between the steering group and working groups and to ensure the working groups deliver. This will require attendance at working group meetings and completing working group activities between scheduled steering group meetings.

Quorum

A quorum of half of the total number in the steering group plus one will be required for a steering group meeting to proceed, assuming that there is appropriate representation in accordance with the agenda.

Apologies must be communicated to co-chairs in advance of the meeting, and where appropriate any comments, reports or queries forwarded to the co-chairs for inclusion in the meeting.

To minimise disruption of continuity, substitutes are generally not encouraged. However, substitutes can be invited at the discretion of the co-chairs and the member who is unable to attend.

External persons

External persons may be invited to attend steering group and working group meetings at the request of the co-chairs (on behalf of the group), to provide advice, additional expertise, and assistance where necessary.

Decision-making

Decisions will be made by consensus, or if consensus cannot be reached, by majority. If consensus is not reached, dissenting positions are to be recorded and included in formal advice or viewpoints.

Conflicts of interest

Conflict of interest processes will be applied, and members will be expected to disclose any potential conflicts of interest as part of a standard agenda item.

Any potential, perceived, or actual conflicts of interest will be documented by the co-chairs in a separate conflicts of interest register.

Conflict resolution

If situations of conflict should arise between two or more steering group members, those members should attempt to resolve the conflict in the first instance. If this fails, the issue should be raised with the co-chairs. If either co-chair is part of the conflict, Te Whatu Ora should be involved.

Resources and budget

There is some discretionary funding to support travel and meeting costs of the steering group dispensed via Te Whatu Ora in accordance with Te Tāhū Hauora: Health Quality and Safety Commission, partners in care consumer engagement operational policy.

Members employed by government agencies or crown entities are not eligible for additional remuneration. Other members may be eligible for reimbursement in accordance with the Health Quality and Safety Commission, partners in care consumer engagement policy (see appendix 2). This fee will cover preparation for and participation in meetings. Additional expenses incurred by any member, while fulfilling their membership responsibilities, will require prior approval from Te Whatu Ora and be reimbursed on an actual and reasonable basis, with receipts required.

Reporting

The steering group will be required to provide regular updates about what is being progressed to Te Whatu Ora as well as any questions or concerns relating to the deliverables of the group.

The working group sponsors and co-chairs will provide regular progress reports to the steering group.

Action points, key communications and key decisions will be documented and held by Te Whatu Ora. These will be subject to Official Information Act requirements.

Review

The Terms of Reference will be reviewed by the steering group every 6 months to ensure they continue to be relevant and reflect the requirements of most members, sponsors, and Te Whatu Ora.

**Appendix 1**

**Pae Ora (Healthy Futures) Act 2022**

**7 Health sector principles (pg 9-11)**

(1) For the purpose of this Act, the health sector principles are as follows:

(a) the health sector should be equitable, which includes ensuring Māori and

other population groups—

(i) have access to services in proportion to their health needs; and

(ii) receive equitable levels of service; and

(iii) achieve equitable health outcomes:

(b) the health sector should engage with Māori, other population groups, and

other people to develop and deliver services and programmes that reflect

their needs and aspirations, for example, by engaging with Māori to

develop, deliver, and monitor services and programmes designed to

improve hauora Māori outcomes:

(c) the health sector should provide opportunities for Māori to exercise decision-

making authority on matters of importance to Māori and for that

purpose, have regard to both—

(i) the strength or nature of Māori interests in a matter; and

(ii) the interests of other health consumers and the Crown in the

matter:

(d) the health sector should provide choice of quality services to Māori and

other population groups, including by—

(i) resourcing services to meet the needs and aspirations of iwi, hapū,

and whānau, and Māori (for example, kaupapa Māori and whānau-

centred services); and

(ii) providing services that are culturally safe and culturally responsive

to people’s needs; and

(iii) developing and maintaining a health workforce that is representative

of the community it serves; and

(iv) harnessing clinical leadership, innovation, technology, and lived

experience to continuously improve services, access to services,

and health outcomes; and

(v) providing services that are tailored to a person’s mental and physical

needs and their circumstances and preferences; and

(vi) providing services that reflect mātauranga Māori:

(e) the health sector should protect and promote people’s health and wellbeing,

including by—

(i) adopting population health approaches that prevent, reduce, or

delay the onset of health needs; and

(ii) undertaking promotional and preventative measures to protect and

improve Māori health and wellbeing; and

(iii) working to improve mental and physical health and diagnose and

treat mental and physical health problems equitably

**Appendix 2**

**Te Tāhū Hauora: Health Quality and Safety Commission**

**Partners in Care consumer engagement operational policy**

Purpose of policy

1. To ensure:

a. Health Quality & Safety Commission staff include consumers in all relevant policies, programmes, and projects

b. consumers are supported and engage with Commission programmes in a

consistent manner.

Context

2. Consumer engagement is one of the strategic priorities for the Commission and underpins all projects and programmes. This is to ensure the Commission is driven by what matters to consumers and whānau, and by what will improve the health of communities and populations.

3. The importance of partnerships between health service organisations/health professionals and consumers, whānau and carers is now well established and documented. Benefits include improved outcomes, better experience of care, lower costs per case and increased workforce satisfaction. One way to provide excellent health care within limited resources is improved engagement with consumers, whānau and carers involving decisions about their own health care and the services they receive.

Scope

4. All Commission policy development, programmes and projects will demonstrate how they have involved and partnered with consumers. This includes those either procured or initiated by the Commission for delivery within the health sector.

5. All programme plans will include information on how consumers have been considered

and included in the planning process. This will include in developing evaluation criteria.

6. All board papers will include a section on ‘implications for consumers’.

7. Consideration will always be given to including relevant consumer speakers at workshops, education and training, and other Commission hosted or sponsored events.

8. All consumer representatives will be reimbursed for their time where applicable.

Paying consumers

9. The Commission pays consumers for their time. Payment will vary according to the level

of involvement and whether the consumers working with the Commission have paid

employment that enables them to participate within the context of their job.

10. Members of advisory groups to the Commission who are staff of a New Zealand public

sector organisation, including public service departments, state-owned enterprises or

Crown entities are not permitted to claim fees to attend consumer network meetings.

However, reasonable expenses for all members will be met by the Commission (eg,

travel, parking, and accommodation).

11. Group members who are not from the public sector will have fees and costs covered as

follows:

1. A standard $330.00 (GST excl) payment per meeting. Members are also entitled

to preparation time where appropriate. Preparation time will generally be half a

day for every full meeting day. In some cases, more or less may be appropriate

depending upon the nature of the work to be undertaken, which covers 0.5 day of

pre-reading agenda documents, preparation and one-day full meeting attendance.

b. In some circumstances, an hourly rate of $41.25 (GST excl.) applies.

12. Administration staff can help with the documentation needed to set up meeting fees, tax

obligations and conflict of interest register.

Implementation

13. This policy was updated as at June 2022.

**Appendix E**

## **National palliative care working group charter**

This charter outlines our commitments, key principles, and rules of engagement we will follow as members of a national palliative care working group (the working group).

We are members of a group of clinical, sector and community leaders; key people from provider organisations and people with consumer and Māori perspectives who have been selected to successfully lead the working group to achieve its objectives.

We share common objectives and commitments which are outlined in this charter.

**Purpose**

The purpose of the working group is to provide regular and ongoing oversight of the national palliative care work programme and provide recommendations to Te Whatu Ora - Health New Zealand for national service improvements.

**Principles**

The foundation of our agreement is a commitment to act in good faith to reach consensus decisions. We will conduct ourselves, and undertake our role, in a manner consistent with the following principles:

* we will adopt a people-centred, whole-of-system approach, that focuses of reducing health inequities and meeting future service demands
* we will support clinical and consumer led service development
* we will conduct ourselves with honesty and integrity, and develop a high degree of trust
* we will promote an environment of high quality, performance and accountability, and low bureaucracy
* we will strive to resolve disagreements professionally, constructively, and co-operatively, and wherever possible achieve consensus decisions
* we will seek to make the best use of finite resources in planning health services to achieve improved health outcomes for our populations
* we will balance a focus on the highest priority needs in our communities, while ensuring appropriate care across all our rural and urban populations
* we will adopt and foster an open approach to sharing information
* we will actively monitor and report on our achievements.

**Commitments**

We will work actively and in partnership with our fellow members, in an innovative and open manner, to produce outstanding results. To achieve this, we make the following commitments:

* **Shared responsibility:** We will actively address all tasks and duties of our role as members of our working group and will comply with the operational provisions and guidance for our team.
* **Shared decision-making:** We agree that our decisions will be supported by the best available evidence. We will use our best endeavours to facilitate unanimous decisions and will not prevent a consensus being reached for trivial or frivolous reasons.
* **Shared accountability:** We agree that we will have a robust, professional, airing of views, but that once our group has reached a decision, we will all abide by that decision and support it publicly. This includes keeping confidential the views of individuals expressed during the discussion but does not prevent us sharing the issues that were balanced in reaching that decision.
* **Good faith:** We agree to openly discuss all matters that affect our ability to make firm decisions, including any conflicts of interest and any limits on our mandate (where we carry these from participant organisations), so that all members of our group are fully aware of any restrictions, caveats or further authority that may be required. We also agree not to publicly criticise individuals, organisations, or government agencies in relation to the work of the working group.
* **Te Tiriti o Waitangi:** We agree that the Te Tiriti o Waitangi establishes the unique and special relationship between Iwi, Māori, and the Crown. Parties with Treaty obligations will honour these when participating in working group activities.
* **Confidentiality:** To encourage the open sharing of information we agree to keep confidential matters shared on a confidential basis, to enable improved decision-making.
* **Active engagement:** We agree our members’ continuous involvement in and attendance at our group meetings is critical and will make every effort to attend and participate fully as well as complete the work required between meetings in a timely way.

If a member of our working group does not act in accordance with our purpose, principles and commitments, Te Whatu Ora ex-officio members will discuss the situation with the member involved and/or with the co-chairs. If no resolution can be achieved, then the member may be removed from the working group in consultation with Te Whatu Ora.

**Commitment to serve**

Based on the above, I agree to serve as a member of the national palliative care working group:

|  |  |
| --- | --- |
| **Signed:** |  |
| **Name:** |  |
| **Date:** |  |

1. “Model of Care” broadly defines **the way health services are delivered**. It outlines best practice care and services for a person, population group or patient cohort as they progress through the stages of a condition, injury, or event. It aims to ensure people get the right care, at the right time, by the right team and in the right place. [↑](#footnote-ref-2)
2. The sponsor is responsible for the overall success of the working group, including attending working group meetings, defining success criteria, and ensuring deliverables are completed [↑](#footnote-ref-3)