

Te Aka Whai Ora | Māori Health Authority

NGA MINITI A POARI O TE AKA WHAI ORA

Meeting minutes Poutū-te-rangi 2023

Date:	15 Poutū-te-rangi 2023
Location:	69 Tory Street, Wellington, Front + Centre Offices, Wellington
Te Kaihautū Chair	Tipa Mahuta
Ngā mema o te Poari Board attendees	Dr Mataroria Lyndon (online) Dr Sue Crengle Fiona Pimm Awerangi Tamihere Steven McJorow
Ngā Manuhiri In Attendance	Management: Riana Manuel, Te Aka Matua Chief Executive Craig Owen, Maiaka Tōakiaki Deputy Chief Executive Governance & Advisory Merewaakana Kingi, Maiaka Tahua Deputy Chief Executive Te Aka Tahua / Tari Finance & Support Services Kingi Kiriona, Maiaka Deputy Chief Executive Mātauranga Māori (Online) Jade Sewell, Maiaka Deputy Chief Executive Service Development Board Secretariat: Michelle Hippolite, General Manager, Secretariat (online) Kadeen Williams, Secretariat
Ngā Manuhiri In attendance for specific items	Di Sarfati, Director-General, Manatū Hauora

Minister of Health, Beehive, 6.4EW

1. The Board met with Hon Dr Ayesha Verrall, Minister of Health at Parliament and covered the following issues:
 - a. high level expectations of the Minister for Hauora Māori:
 - i. supporting iwi, whānau relationships
 - ii. effective interactions at the Locality level;
 - iii. elevating the voice of whānau;
 - iv. effective commissioning and co-commissioning – support whānau services through commissioning with providers; and

- v. monitoring role of Te Aka Whai Ora – need to be clear about respective agency roles.
 - b. encouraged Board – Te Aka Whai Ora to speak to the outcomes and impact of the Reforms and showing what is being achieved for Hauora Māori;
 - c. Ministers' reflection that Māori health has positive energy and an understanding of the potential of the reforms, especially the inclusion of Iwi-Māori Partnership Boards (IMPBs).
2. The Board were aligned with the Minister and see many opportunities ahead including the following:
- a. data gathering and use for decision-making;
 - b. Te Aka Whai Ora role in monitoring for the whole system;
 - c. involvement in Te Whatu Ora sub-committees;
 - d. nurturing Hauora Māori providers, mātauranga Māori solutions which all contribute to achieving equity;
 - e. accelerating commissioning;
 - f. the relationship with Manatū Hauora and achieving clarity about monitoring and roles of respective agencies;
 - g. Iwi-Māori Partnership Board (IMPBs), particularly emerging IMPBs; and
 - h. organisational appointments.

Karakia and mihi

- The hui began at 10.22am. Karakia was done with the Minister.

Manatū Hauora, Director-General

3. The Board welcomed Di Sarfati, Director-General Manatū Hauora. The key points:
- a. positive meeting with the Minister and alignment on priorities;
 - b. working to have a positive and constructive relationship with Te Aka Whai Ora;
 - c. important to become familiar with Election Guidance issued by the Public Service Commission particularly as it relates to political neutrality in the lead up to the national Election;
 - d. agencies interested in the health reforms and its impact;
 - e. strategies being developed together and working at pace;
 - f. system architecture for monitoring reforms, the health of the whole health system and application of equity, and monitoring of performance and outcomes all related;
 - g. recognise that Te Aka Whai Ora brings te ao Māori and importance of achieving outcomes for whānau Māori; and
 - h. need to resolve information sharing between agencies.
4. Board responded that happy with discussion with the Minister. Need a system to escalate issues quickly that cannot be resolved. Aware of monitoring role and need further discussion with Te Whatu Ora and IMPBs. Working towards providing assurance for multi-year funding. Will consider a discussion with the Auditor-General and Treasury.

Actions

- Consider a Memorandum of Understanding with Manatū Hauora.

- Follow up a meeting with the Auditor-General.
- Develop information protocol with Manatū Hauora.

Continuous disclosure

5. The Board noted a potential conflict for Awerangi Tamihere and Fiona Pimm for agenda discussions about the Iwi Māori Partnership Boards.

Mana Whakahaere | Board Chair update

6. The Chair provided a verbal update to the Board:
 - Hauora Māori Advisory Committee (HMAC) – have had an update that they are working on advising the Minister of potential nominations to fill vacancies. HMAC receiving Quarterly Reports to Minister.
 - Board fees – brief discussion about fee arrangement. Will need to gather Board members record of time on Te Aka Whai Ora business and Te Whatu Ora sub-committees.
 - Board evaluation – requesting independent support for a Board evaluation.

Action

- Gather actuals on Board time on Te Aka Whai Ora business.
- Commission independent advisor to undertake Board evaluation.

Te Aka Matua | Chief Executive report

7. The Board discussed and received the Te Aka Matua | Chief Executive report dated 1 – 28 Hui-tanguru 2023. The Board noted:
 - a. Executive Leadership Team roles are filled;
 - b. key achievements for Hui-tanguru 2023:
 - i. Emergency response team established to coordinate support and relief to whānau and communities in the North Island following Cyclone Gabrielle and earlier flooding events. Initial efforts focussed on relief supplies to support community health, as well as more specific support for medical services and medicines;
 - ii. first of four wānanga regarding the Hauora Māori Strategy held across the motu with over 100 participants. Feedback was generally positive on changes to the health system and approach;
 - iii. 11 recognised Iwi Māori Partnership Boards (IMPBs) have been recognised with formal engagement and consultation underway;
 - iv. milestones with Budget 22 achieved through Request for Proposals (RFPs) for Māori cancer support services (expected investment of \$3.6M), Maturanga Māori and Te Ao Māori solutions;
 - v. co-commissioning with Te Whatu Ora through a shared workplan analytics and established virtual programme office;
 - vi. joint planning sessions and workshops with Te Whatu Ora and Manatū Hauora for next phase of our COVID-19 response and winter preparedness;
 - vii. attendance at Minister Deep Dive sessions to articulate importance of health reforms and expectations of Pae Ora for the Health system;

- viii. areas of focus include commissioning, monitoring, and communications; and
 - ix. areas that need support (amber rating). Need to achieve clarity about roles in the regions.
8. The Board enquired about Chief Operating Officer or Chief Advisor to Chief Executive for Te Aka Whai Ora.
9. The Board noted key focus for Poutū-te-rangi 2023 includes:
- a. cyclone relief work to focus on recovery and engaging with other agencies for future coordinated responses for Māori;
 - b. ongoing discussions with the next emerging Iwi Māori Partnership Boards;
 - c. continued planning for a national Iwi Māori Partnership Board hui;
 - d. the final wānanga for the Hauora Māori Strategy; and
 - e. focus on Oranga Hinengaro tenders for commissioning to market, finalising the Māori workforce development, Kahu Taurima and Innovation agreements.

Action

- Simplify report and expand the people dashboard.
- Ensure Quarterly Reports reviewed by Board.
- Consider Chief Operative Officer or Chief Advisor to Chief Executive role.
- Update on Emergency support.
- Communications strategy and plan.
- Consider localities and roles in the region of Te Aka Whai Ora kaimahi.

Commissioning report

10. The Board received an overview of Budget 22 commissioning and discussed the implementation plan to 30 June 2023. The Board discussed previous discussions and sought feedback about earlier commitments in light of the current state. Management is focusing on forward programme and advised that while data and information had been presented in earlier reports, the *dashboard* of Budget 22 allocations has been developed for monitoring purposes. The Board:
- a. **noted** the dashboard outlining current state of each Budget 22 funding allocation.
 - b. **endorsed** the following actions are being taken to address accelerate commissioning.
 - i. progressing with the go-forward plan to complete commissioning process for Budget 22 funding;
 - ii. shifting resources to high impact, high value work areas by contracting skilled procurement resources to focus on assessing RPFs and the contracting process;
- collapsing the RPF assessment process where it makes sense and ensuring adequate resourcing for the invoicing component of the process;
- iii. determining what can be announced to demonstrate progress;
 - iv. regular monitoring and reports against funding categories;
 - v. communicating with providers the status of their RPFs to mitigate a narrative of inaction; and

- vi. setting out the roles of Regional kaimahi within the end-to-end commissioning process and in monitoring contracts.
- c. **noted** that funding allocations have been made and noted that Te Aka Matua I Chief Executive delegations for funding negotiations.
- d. **directed** weekly engagements with management about commissioning.
- e. **noted** the April 2023 report to the Board will cover:
 - i. a current state update on Budget 21 and our implementation plan;
 - ii. further progress report for Budget 22;
 - iii. the impact of pay parity decisions for current and future budgets; and
 - iv. a future looking 23/24 and 2024 profile in line with the broader Budget work programme being led by Systems, Strategy and Policy.

Action

- Weekly meetings with Management for the next four weeks to discuss commissioning.
- Add contract spend to dashboard.

Equity Adjustments to Capitation

11. The Board received the proposal about Te Aka Whai Ora negotiations with Te Whatu Ora on the implementation of the Budget 22 initiative Primary Care Funding Formula – Equity Adjustments to Capitation. The Board:
 - a. **endorsed** the following position negotiated with Te Whatu Ora:
 - i. proportionate pro-equity funding:
 1. \$80 per Māori or Pacific enrolee of a Māori or Pacific practice.
 2. \$40 per Māori or Pacific enrolee of a non-Māori non-Pacific practice that has 50% or more Māori and Pacific enrolees (and no additional funding for other practices).
 - ii. simplified contracting that includes clauses that:
 1. confirms that Te Whatu Ora will provide funding that must be used to Support Access and equity of service delivery for Māori and Pacific enrolees.
 2. ensures that non-identifiable data is shared (including utilisation and other measures of Access, service delivery, prescribing, investigations, and lab tests).
 - b. **noted** communication will need to reference other funding programmes that contribute pro-equity funding (Comprehensive Primary Care Teams, and other Early Actions programmes) to mitigate criticism that the equity adjustment to capitation is insufficient.

Communications Workshop with the Board during lunch

Iwi-Māori Partnership Board (IMPBs) update

Awerangi Tamihere left the meeting due to conflict - Fiona noted conflict relating to Ngāi Tahu.

12. The Board received a paper providing an update on IMPBs. The Board ask Management to ensure good communication with IMPBs and to clarify role of Regional Directors. The Board:

- a. **noted** that the next four emerging IMPBs have made significant progress and are on track to submit their constitutional and governance arrangements to Te Aka Whai Ora for assessment by Friday 17 March 2023.
- b. **invited** management to consider how Māori authorities' perspective will be taken into account by IMPBs.
- c. **noted** the following issues/risks have been raised by IMPBs and have relevant mitigations in place:
 - i. the role of IMPBs in the commissioning of services;
 - ii. advice on their operating model(s);
 - iii. attracting the right people for the IMPBs; and
 - iv. whether the IMPB model is sufficiently costed to reflect their role and function, including governance responsibilities.
- d. **noted** a more comprehensive IMPB establishment update will be provided post the Regional Hui series and to develop future model with IMPBs.
- e. **noted** that Board members to participate in regional hui.

Regional Hui with IMPBs

- f. **noted** that regional IMPB hui are designed to:
 - i. drive a shared understanding of the legislation as we are aware there are a range of interpretations of the role of IMPBs;
 - ii. actively wānanga what is important for the IMPBs as they consider their obligations and opportunities;
 - iii. meet other IMPB counterparts to share lessons, test their thinking and work collaboratively where it makes sense to do so;
 - iv. show we care about each individual IMPB, while recognising the dynamics at a regional level;
 - v. bring some transparency to what is available from Te Aka Whai Ora to accelerate establishment so IMPBs are well set up;
 - vi. facilitate discussions about their role and function from a system perspective and what that means for each IMPB. This includes testing what makes sense to create economies of scale within a region;
 - vii. enable more deep dives about kaupapa such as data and digital platforms to support IMPBs statutory monitoring function, locality plans and designing ways to input into Te Aka Whai Ora commissioning approaches; and
 - viii. walk away with a detailed plan for the region and each IMPB, and to inform the agenda of the National hui;
- g. **noted** as part of our ongoing development work with the Iwi-Māori Partnership Boards (IMPBs) regional hui are scheduled for:
 - i. North IMPB hui: currently scheduled for Thursday 16 March, Hihiaua Cultural Centre, Whangarei with another potential date being sought;
 - ii. Central IMPB hui: Thursday 30 March, Orlando Country Club, Palmerston North;
 - iii. Te Manawa Taki IMPB hui, Thursday 13 April, venue TBC, Turangi or Taupō; and

- iv. Te Waipounamu IMPB hui, Thursday 27 April, venue TBC, Christchurch, or Nelson.
- h. endorsed the convening of a National IMPB hui on 17 and 18 May, Rydges, Rotorua that aligns with the Board meeting date.

Performance and reporting estimates of appropriations for 2023/24

13. The Board received a paper about the new performance measures for the “Delivering Hauora Māori services” appropriation as part of the Estimates production for Vote Health in 2023/24. The Board:
- a. noted that Te Aka Whai Ora is required, through the Estimates production for 2023/24, to update the performance measures for the “Delivering hauora Māori services” appropriation, as our current measures are now out of date, they do not provide measures for the transferred ex-DHB contracts;
 - b. noted that the Executive agreed to recommend the new performance measures for 2023/34, and these are outlined in table 2 for the “Delivering hauora Māori” to the Board;

Table 2 – Proposed performance measures for “Delivering hauora Māori services” in 2023/24

s 9(2)(f)(iv)

- c. noted the performance measures will become regular reporting to the Minister of Health on accountability to Parliament from the Board; and
- d. agreed to include the new performance measures outlined in table 2 for the “Delivering hauora Māori”.

Updating Te Aka Whai Ora Statement of Performance Expectations 2022/23

14. The Board received a paper to update the financial section of our current Statement of Performance Expectations (SPE) 2022/23 to incorporate funding for staff and contracts transferred under Health Transfers Act and approved in the March Baseline update. The Board

- a. noted Te Aka Whai Ora are required to update the financial statements in our current SPE once the Health Sector Transfers Act transfers contracts and staff were completed;
- b. agreed to update the forecast statement of revenue and expenses with the updated statement outlined in the "Statement of prospective comprehensive revenue and expenditure for the years ended 30 June 2023 and 2024";

Statement of prospective comprehensive revenue and expenditure for the years ended 30 June 2023 and 2024

s 9(2)(f)(iv)

- c. noted Te Aka Whai Ora is finalising the accounting policies to apply to the Financial Statements for the 2022/23 Annual Report;
- d. noted that the Crown Entities Act also requires a statement of cash flow and a statement of financial position as part of the SPE;
- e. agreed the forecast statements of financial position and forecast of cashflow statement are completed in line with the revised forecast statement of revenue and expenses and submitted to the Minister of Health for tabling in Parliament in the updated SPE; and
- f. noted the Performance and Planning Team have started business planning for 2023/24 with Executive and Senior Leadership Teams to inform the development of the SPE for 2023/24 (Year Two). A first draft will be provided to the Board.

Board Sub-Komiti

People, Culture & Remuneration Sub-Komiti

15. The Board received a paper providing an overview of the Chief Executive's six-monthly performance review and planning for the committee. The Board:
 - a. noted the sub-committee met on 27 February to discuss the Chief Executive's six-monthly performance review;
 - b. noted that the Committee will maintain an oversight of remuneration issues, but that this is an annual process;
 - c. agreed that the sub-committee be renamed People, Culture and Workforce to reflect the committee's broader role as already set out in the approved terms of reference; and

- d. **do not** proactively release this paper.

Finance, Accountability & Audit Komiti

16. The Board received a paper providing a summary of the Committee meeting of 1 March 2023. The Board:
- a. **approved** the letter the Audit NZ Audit Engagement letter for 2022/32 which sets out:
 - i. the terms of the audit engagement and the nature, and limitations, of the annual audit; and
 - ii. the respective responsibilities of the Board and the auditors for the financial statements and performance information.
 - b. **do not** proactively release this paper.

Policy report

17. The Board received a paper covering a policy update. The Board:
- a. **noted** progress on COVID-19 and Rongoā;
 - b. **invited** management to ensure we had a lead role in primary and community care; and
 - c. **agreed** that this paper is not proactively released.

System Architecture

18. The presentation sets out thinking of the new system architecture that is intended to integrate direction-setting planning funding and monitoring for the next phase of the health sector reform. The Board:
- a. **received** the Manatū Hauora presentation titled developing the new system architecture; and
 - b. **do not** proactively release this paper.

Hauora Māori Strategy

19. The paper provides an update on the Hauora Māori Strategy wānanga and the next steps. The Board:
- a. **noted** that the steps and timetable for a Hauora Māori Strategy to be developed now that all the wānanga are complete; and
 - b. **do not** proactively release this paper.

Governing Te Pae Tata Delivery – Our Partnership with Te Whatu Ora

20. This paper and attached materials provide information on the planning being undertaken by Te Aka Whai Ora and Te Whatu Ora to deliver Te Pae Tata | New Zealand Health Plan 2024 – 2027 (Te Pae Tata). The Board:
- a. **noted** the proposed collaborative approach, design principles, and key milestones for the development of Te Pae Tata (2024-27), which will inform Budget 2024 requirements;
 - b. **noted** that the project to develop Te Pae Tata (2024-27) is being jointly managed and sponsored by Te Aka Whai Ora and Te Whatu Ora, and that this paper has been developed together;
 - c. **noted** that Te Aka Whai Ora is actively planning the approach to provide Iwi Māori Partnership Boards the opportunity to inform this kaupapa should they wish to do so;
 - d. **noted** that the paper at Appendix 1 ('Te Pae Tata 2024 – 2027: Overview of design process and milestones') was reviewed by the Te Whatu Ora Board on 24 February 2023;

- e. **noted** the preferred governance arrangements for the development and approval of Te Pae Tata (2024-27), either:
 - I. separate Board Meetings: a single report including decision papers is jointly presented at each monthly Board Meeting by both project leads from Te Aka Whai Ora and Te Whatu Ora; or
 - II. combined Board Meetings: a single report including decision papers is jointly presented at the May, August, and November meetings; or
 - III. sub-Committee: a single report including decision papers is jointly presented in an existing (or new) combined Boards sub-committee. The quarterly combined board meeting would be used to check in and monitor progress.
- f. **for recommendation e, endorsed** separate Board meetings;
- g. **approved** the approach to community and iwi engagement, partnering with Manatū Hauora and utilising the planned NZ Health Strategy engagement activity; and
- h. **do not** proactively release this paper.

High level Approach to Budget 2024

21. This paper informed the Board of the overall approach to Budget 2024. The Board:

- a. **noted** that the health reforms have provided the opportunity to shift from an annual budget cycle to a three-year funded pathway, which is conditional on Ministers having confidence that the health system is ready to move to a multi-year funding arrangement;
- b. **noted** that the overall Vote Health Budget 2024 work is led by Manatū Hauora and the Treasury – with a strong focus on the whole health and disability system, with:
 - i. Te Whatu Ora and Te Aka Whai Ora being the joint lead agencies for one of the five workstreams – Funding flow, or the allocative mechanism of budget to operating units; and
 - ii. Te Aka Whai Ora supporting Te Whatu Ora lead on a second workstream – Capital settings, including the allocation of decision making between the various agencies and escalation process to ministers and Cabinet.
- c. **noted** that Te Aka Whai Ora has commenced programme planning across these workstreams and identifying ways of working across our organisation and with other entities to track our input, identify opportunities and ensure Budget 2024 requirements will be met;
- d. **noted** that Management from Te Whatu Ora and Te Aka Whai Ora have established an Oversight Group (jointly chaired) and Working Group to give effect to the Board’s directions and ensure necessary work is carried out;
- e. **noted** that Te Aka Whai Ora will establish its own Senior Leaders group to oversee the wider interrelated work programme covering Budget 2024, Te Pae Tata, and the Government Policy Statement (GPS); and
- f. **approved** the objectives for this work set out in paragraph 19
 - i. The GPS meets minimum standards and provides expectations that are sufficient to guide te development of Te Pae Tata;
 - ii. Te Pae Tata is a fully costed spending plan that responds to the GPS and provides Ministers with a coherent representation of planned activity;
 - iii. Processes and plans are in place to respond to performance and financial risks during the multi-year period;

- iv. There are clear and commonly understood governance structures and financial delegations that enable funding to be allocated in line with the GPS and Te Pae Tata; and
- v. The health system demonstrates capability to manage a multi-year funding settlement in the transition period to July 2024.

Primary & Community Care

22. This paper briefs the Board on current work in the primary and community care workstream. This provides a system change to improve outcomes for Māori in partnership with Manatū Hauora and Te Whatu Ora. The Board:
- a. **noted** this is an opportunity to work in partnership with Manatū Hauora and Te Whatu Ora to drive system change in primary and community care;
 - b. **noted** Te Aka Whai Ora has an opening to drive system, change to improve outcomes for Māori in primary and community care;
 - c. **endorsed** Te Aka Whai Ora taking a lead role in working in partnership with Manatū Hauora on the development of a future vision for primary and community care that is driven by the voice of whānau and Māori about their needs and aspirations for the health system; and
 - d. **endorsed** the retention of Te Aka Whai Ora ability to provide independent advice to the Minister for the voice of Māori to be promoted, understood, and responded to.

Monitoring report

23. The Board noted the paper.

Engagement obligations to Māori

24. The Board noted the paper.

Operating model

25. The Board received an outline of the Te Aka Whai Ora model designs. The Board:
- a. **noted** that Te Aka Whai Ora has developed a narrative for the Aukaha that is based on the Waka Hourua metaphor between Te Whatu Ora and Te Aka Whai Ora;
 - b. **noted** that Te Aka Whai Ora has largely completed Phase 1 of the Project (subject to final reviews and signoff) and has prepared an approach for Phase 2 for the Project;
 - c. **noted** that the Project is due to be completed by 30 June 2023;
 - d. **noted** that any review of organisation structure is out of scope for this Project; and
 - e. **do not** proactively release this paper.

Finance report

26. The Board received a report on the financial performance of Te Aka Whai Ora as at 31 January 2023 and provide the Board with oversight of the management and funding appropriations across the organisation The Board:
- a. **noted** the financial update to 31 January 2023; and
 - b. **noted** that the Commissioning Report highlights a core element of the identified financial and funding risks associated with our non-departmental appropriations.

Board only time

27. The Board met in a Board only session.

Meeting concluded at 4.30pm

Proactively Released