

Hauora Māori Advisory Committee

Scoping document for advice to the Minister and Associate Minister of Health

21 March 2023

Introduction

The creation of Te Aka Whai Ora | Māori Health Authority was a bold and significant feature of the new health system that launched on 1 July 2022. The innovative features crafted into the design of Te Aka Whai Ora and reflected in the Pae Ora (Healthy Futures) Act 2022, were intended to substantially strengthen Māori leadership and influence in the health system and initiate a serious step-change in health system performance for Māori.

Achieving major advances in equitable health outcomes for Māori will take time, given the widespread and deeply entrenched nature of the current disparities. That said, it is strategically important for the reforms that Te Aka Whai Ora provides confidence to both Government and Iwi Māori that it is moving with urgency to deliver on its role, including establishing the capability, capacity and early wins needed to build the change momentum.

With the majority of the Board, and the Chief Executive, having provided leadership (in interim and confirmed roles) for more than a year now, the Minister and Associate Minister of Health are keen to develop a better understanding of the early progress Te Aka Whai Ora has made against Ministerial and Cabinet expectations. The Ministers want assurance that the aspirations, intended benefits and associated outcomes of Te Aka Whai Ora are being realised and that its Budget commitments are being fulfilled.

This includes the approach and progress made by Te Aka Whai Ora in areas such as:

- Te Aka Whai Ora Implementation Plan (focused on Year One and Two);
- Development of the Hauora Māori Strategy (with Manatū Hauora)
- Commissioning and co-commissioning functions;
- Iwi-Māori Partnership Boards and localities planning; and
- Monitoring across the system (with a focus on Te Whatu Ora).

The Ministers have invited the Hauora Māori Advisory Committee to provide independent advice on the above.

This document outlines the proposed scope of this advice.

Scope

A high-level assessment of the early progress and plans of Te Aka Whai Ora against Ministerial and Cabinet expectations, commitments and priorities.

Advice to Ministers on key findings from a Hauora Māori Advisory Committee perspective.

Approach

- 1) Review Ministerial and Cabinet expectations, commitments and priorities with particular regard to Te Aka Whai Ora in Year One and Year Two of operation, including those contained in the Budget22 announcement.

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- 2) Review Te Aka Whai Ora's implementation plan deliverables and commitments for Years One and Two, as they relate to point 1 above, including the extent to which there is a clear view of what success looks like in the next 6-16 months.
- 3) Assess implementation progress against points 1 and 2, including what has gone well and where greater focus may be required in the next 6-16 months.
- 4) Provide high level advice on findings, including commentary on:
 - a. Progress against the implementation plan(s)
 - b. Delivery against Budget 22 announcements
 - c. Hauora Māori Strategy development
 - d. Iwi-Māori Partnership Boards and localities planning
 - e. Commissioning and co-commissioning
 - f. Monitoring across the system (with a focus on Te Whatu Ora)
 - g. Any other matters of significance

The Hauora Māori Advisory Committee will engage independent expertise to assist with this process and will seek information from Te Aka Whai Ora, and others as appropriate, to inform the development of this advice.

Timeframe

A draft report will be delivered to inform advice to Ministers on or before 28 April 2023.

Key Notes and Decisions

Hauora Māori Advisory Committee

Date: Monday, 13 April 2023

Time: 5:00pm - 6:00pm

Venue: Microsoft Teams

Members: Parekawhia McLean (Chair), Dr Jim Mather, Lisa Tumahai, Margareth Broodkoon, Rahui Papa, Tā Mark Solomon

In attendance: Bernard Te Paa, Lisa Ramanui (Manatū Hauora), Chad Paraone, Gabrielle Pye, Bhavya Dhar (EY)

	Topic	Key notes and decisions
1.	Karakia	
2.	Apologies	Amohaere Houkamau, Dr Matire Harwood (joined the meeting late), Lisa Tumahai (left the meeting early)
3.	Discussion on review of Te Aka Whai Ora performance and implementation <ul style="list-style-type: none">Chad and team (EY)	<ul style="list-style-type: none">Update from Chair about discussions with Chair and CE, TAWO. Upcoming meeting – invite extended to all Committee members who may wish to attend.Chad – update supported by presentation on process, focus of discussion was on the preliminary findings and insights (page 3). <p>Finalised report – provide solution / actions quickly. How do we be fair on what are reasonable expectations, how to support success for this organisations. Clear that there has to be trade offs/make tough calls to prioritise.</p> <p>Next meeting: Monday 24 April to workshop findings, recs and shape of final report (course of action) for advice to Ministers.</p> <p>Rahui – apology for next Monday 17 April.</p>
4.	Whakakapi	

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Update on the review of the
establishment and implementation of Te
Aka Whai Ora

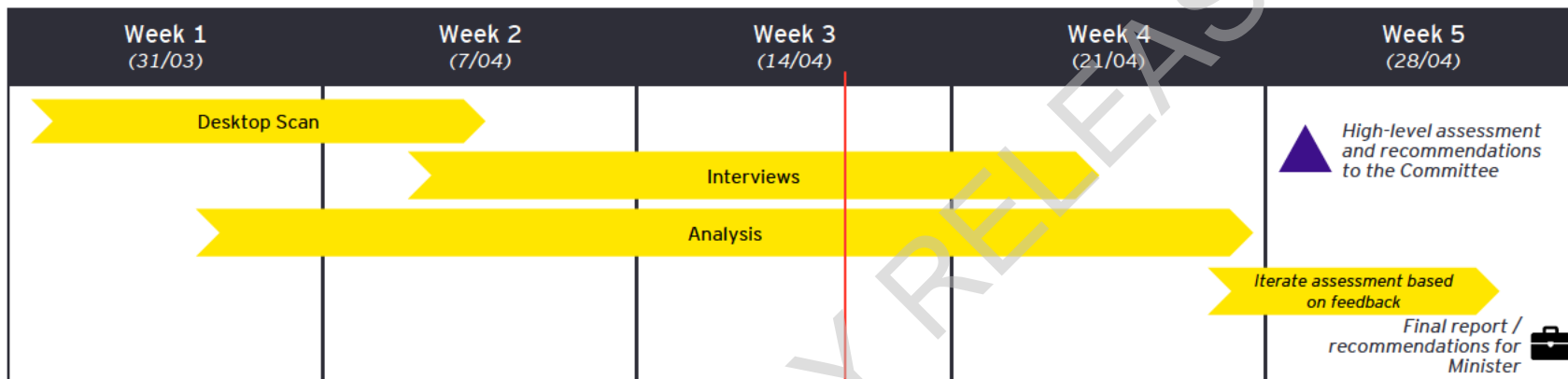
13 April 2022

PROVINCIALY EY



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Update on the progress we have made



Where we are today

- ▶ We have completed our desktop review of all publicly available documents that outline Cabinet expectations, commitments and priorities.
- ▶ We have also reviewed a number of documents received from Te Aka Whai Ora.
- ▶ To date, we have interviewed 6 stakeholders (more interviews are to take place in the coming days).

Updates on focus areas following our desktop review and interviews

Review area	Update(s)
Te Aka Whai Ora Implementation Plan(s) progress	<ul style="list-style-type: none"> • Chief Executive gave assurance that all areas have (at least) started • Timelines appear to have been delayed from the initial implementation plan signed by the interim Board
Hauora Māori strategy development	<ul style="list-style-type: none"> • We're advised this is on track for delivery • Appears Te Aka Whai Ora could have a stronger role in its development (sense that MoH is leading) • Resourcing and capacity issues
Commissioning and co-commissioning	<ul style="list-style-type: none"> • An area of concern across Te Aka Whai Ora stakeholders. Taking longer than expected. • Board leaning in quite heavily in this space • Advised that budget is committed - but large \$\$ amount will not get out the door by June
Monitoring (with a focus on Te Whatu Ora)	<ul style="list-style-type: none"> • Importance of this role is understood • But appears undercooked /well behind where it might be (capacity/capability constraints) • Relationship with Manatū Hauora had some early tension

Updates on focus areas following our desktop review and interviews

Review area	Update(s)
Iwi-Māori Partnership Boards and localities planning	<ul style="list-style-type: none"> • 11 officially confirmed and 4 looking to get across the line (ie. officially recognised) • Appears that individual IMPBs have yet to be 'activated' though (brought into play) • Power of the 'collective of IMPBs' has also yet to be realised • Yet to determine if there is a clear roadmap for IMPB establishment, early support and bringing into play
Delivery against Budget 22 announcements and expectations	<ul style="list-style-type: none"> • Note commissioning comments above - committed funding is across Budget 22 categories including CPI uplift, Te Pae Tata life course priorities), Māori health workforce, Mātauranga Māori • Major point is length of time taken to confirm and implement commissioning plans - result is significant funding will not get to Māori providers/services this year
Other matters of significance	<ul style="list-style-type: none"> • A lot going on - for an entity in 'start-up' mode • Clear challenges with internal capacity and capability (recruitment, onboarding, shaping organisational culture and personnel mindset) • Things are taking a lot longer than expected to achieve/complete • Unclear about degree of explicit prioritisation and resource deployment - across the broad strategic work programme • Board now focussed on prioritising primary care (not hospitals)

Next steps

- ▶ Complete remaining interviews
- ▶ Obtain supporting documentation of focus areas where identified
- ▶ Complete assessment document with options for recommendations
- ▶ Present assessment and workshop recommendations on 24 April
- ▶ Iterate assessment / recommendations based on feedback for advice to the Minister from the Committee on 28 April

Appendices

PROACTIVELY RELEASED

1. Interviewee list

Name	Update
Tipa Mahuta	Interview scheduled for 18 April
Dr Mataroria Lyndon	Interview scheduled for 18 April
Dr Sue Crengle	Interview scheduled for 18 April
Awerangi Tamihere	Interview took place on 12 April
Fiona Pimm	Interview scheduled for 17 April
Stephen McJorow	Interview scheduled for 17 April
Sharon Shea	Interview took place on 11 April
Riana Manuel	Interview took place on 11 April
Kingi Kiriona	Interview scheduled for 14 April
Craig Owen	Interview took place on 5 April
Merewaakana Kingi	Interview took place on 12 April
Nigel Chee	TBC
Jade Sewell	TBC
Mara Andrews	Interview took place on 13 April
Juanita Te Kani	Interview scheduled for 14 April
John Whaanga	Interview scheduled for 21 April

2. Document list

Title
Cabinet paper and minutes: 09 May 2022 - SWC Health Reforms final checkpoint report
Cabinet paper and minutes: 07 October 2021 (a) - Health reform progress and implementation update
Cabinet paper and minutes: 25 March 2021 Health system reform - Final for Cabinet
Cabinet paper and minutes: 07 September 2021 Final Health and Disability Review further policy decisions for the health reform bill
Budget 22 announcements and initiatives (online) - May 2022
Interim Government Policy Statement on Health 2022-2024
Te Aka Whai Ora Board minutes (2022-23)
Te Pae Tata - October 2022
Te Aka Whai Ora Statement of Intent 2022-26
Te Aka Whai Ora Statement of Performance Expectations 2022-23
Te Aka Whai Ora Implementation Plan - December 2021
The Government's Delivery of Expectations - March 2023
Letter of Expectations to Te Aka Whai Ora Board members - December 2021
Letter of Expectations to Te Aka Whai Ora Board members - April 2023
Te Aka Whai Ora organisation structure/chart - December 2022
Te Aka Whai Ora consultation document - April 2023
Hauora Māori Strategy papers - August 2022-March 2023
Te Aka Whai Ora quarterly report (Q1 - 2022-23)
Te Aka Whai Ora quarterly report (Q2 - 2022-23)

Key Notes and Decisions

Hauora Māori Advisory Committee

Date: Thursday, 27 April 2023

Time: 5:00pm - 7:05pm

Venue: Microsoft Teams

Members: Parekawhia McLean (Chair), Amohaere Houkamau, Dr Jim Mather, Lisa Tumahai, Margareth Broodkoorn, Tā Mark Solomon

In attendance: Bernard Te Paa, Lisa Ramanui (Manatū Hauora). Chad Paraone, Gabrielle Pye, Bhavya Dhar, Sophia Mullan (EY)

	Topic	Key notes and decisions
1.	Karakia	
2.	Apologies	Dr Matire Harwood and Rahui Papa. Bernard Te Paa left meeting (5.15pm). Dr Jim Mather left meeting early (6.10pm).
3.	Te Aka Whai Ora – rapid review	<ul style="list-style-type: none">EY outlined the process / next steps (5-6 days). Members to provide feedback by close of play Monday 1 May to EY. A revised version will be circulated on Wednesday, 3 May, noting any further amendments to be received via Chair. The final report will go to Ministers by close of play Friday, 6 May.EY then presented a summary of their report. Report is in six sections plus other areas of significance: governance, people & capability, for the Minister.Overall the Committee are comfortable with the draft report (acknowledged the analysis, information and draft actions were of a high standard and insightful).The Chair recapped by stating that final comments from members will be due Monday, with a further chance to comment on Wednesday.The Chair noted she will be seeking a meeting with Ministers to discuss the report, Members to indicate interest in attending.
4.	Administration	<ul style="list-style-type: none">The next meeting is Out of scope, s 9(2) on Monday, 1 May to discuss recruitment on Te Aka Whai Ora Board.
5.	Whakakapi	Meeting closed at 7.05pm

Hauora Māori Advisory Committee

5 May 2023

Hon Dr Ayesha Verrall
Parliament Buildings
Private Bag 18041
WELLINGTON 6160

Hon Peeni Henare
Parliament Buildings
Private Bag 18041
WELLINGTON 6160

Tēnā kōrua, e ngā Minita

High-level assessment of Te Aka Whai Ora progress against Cabinet expectations, commitments and priorities

On your request to undertake a high-level assessment of the early progress of Te Aka Whai Ora to meet expectations, commitments and priorities as set by Cabinet, we sought external advisory support from Ernst & Young Limited (EY) to undertake this work on our behalf.

Please find attached the report from EY, which responds to the scope and approach as outlined and reviewed by the Hauora Māori Advisory Committee.

EY identified a number of areas of significant concentration during the high-level assessment, including (1) Commissioning and co-commissioning, (2) Implementation plan focused on years one and two, and (3) Delivery against Budget 22 announcements.

The EY report lists 7 high level recommendations based on the high-level assessment. A summary of these recommendations follows:

1. Te Aka Whai Ora Board and executive need to prioritise their focus and resources for the next 6 months to decide what core 'must do' activities are.
2. Issues identified around the level of Board involvement and engagement; the need for urgent resourcing; and upcoming contract renewals, need to be immediately addressed, along with the introduction of a phased approach to 'revamping' and redesigning existing contracts and a shift to integrated contracts over the next 18 months.
3. Te Aka Whai Ora needs to urgently build its internal capacity and capability to support Iwi-Māori Partnership Boards to carry out its role as intended.
4. There is a need to address concerns around the independence of the monitoring function in order for Te Aka Whai Ora to better leverage its monitoring role regarding Māori health outcomes. This function also needs additional resource and capacity.
5. The executive needs to develop, before 30 June 2023, a comprehensive and robust implementation plan for year two. Once developed, this should be used as the basis for Board monitoring.

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6. Reporting needs to be improved to reflect the progress of commissioning in order to provide assurance that the investment being made is where it was promised. It should include how associated services, whānau experience and outcomes are impacted.
7. The executive need to urgently deploy resource to support the critical enabling functions, including HR, Planning, and Finance.

The report also includes some more detailed recommendations & priorities to be addressed “now” (within the next 6 months) and “next” (within the next 6 to 12 months). This report has received the full attention of the Committee in its development and review, and they therefore fully endorse this report.

A copy of this report was shared with the Te Aka Whai Ora Board Chair and Chief Executive for review. They were able to provide the committee with feedback to the report, which we have taken into consideration. We have corrected any factual inaccuracies where necessary, but maintained the key points of the report as a true reflection of the work carried out by EY. A copy of their correspondence is attached.

Manatū Hauora officials have contacted your office regarding your availability for a meeting to discuss this report. I look forward to meeting you next week.

Nāku iti noa, nā



Parekawhia McLean

Chair, Hauora Māori Advisory Committee

Email: hmac@health.govt.nz

Encl: EY report on the high-level assessment of Te Aka Whai Ora progress against Cabinet expectations, commitments and priorities

Correspondence received from Te Aka Whai Ora Chair

Copy to: Hon Peeni Henare, Associate Minister of Health (Māori Health)

Email to: TeWetini.Amaru-Tibble@parliament.govt.nz