

Hon Peeni Henare

MP for Tāmaki Makaurau

Minister for ACC

Minister of Tourism

Minister for Whānau Ora

Associate Minister for the Environment

Associate Minister of Health (Māori Health)



5 April 2023

Ms Tipa Mahuta

Board Chair

Te Aka Whai Ora | Māori Health Authority

manutatipa@gmail.com

Tēnā koe Tipa,

E te māreikura, e rere ana ngā mihi whakamānawa ki a koe.

Letter of Expectations 2023/24 for Te Aka Whai Ora | Māori Health Authority

As Associate Minister of Health with responsibility for Māori Health, I want to thank you and the board for your commitment to supporting the delivery of health care services for whānau, hapū, iwi, and all Māori communities. Your job is pivotal in improving the health system in line with the aspirations outlined in the Pae Ora (Healthy Futures) Act 2022. I would like to acknowledge the early progress made so far, but our aspirations are high and there is much more to do to achieve equity in health outcomes for Māori and to meet our obligations under Te Tiriti o Waitangi, as we build towards pae ora.

This letter sets out my expectations for Te Aka Whai Ora for the remainder of 2022/23 and for the 2023/24 financial year.

As you know, the interim Government Policy Statement (iGPS) is focused on what should be achieved in the period from July 2022 to June 2024. The iGPS is founded on the Government's current policy for Māori health set out in *Whakamaua: the Māori Health Action Plan 2020-25*. It is important that *Whakamaua* and the iGPS priorities continue to be the foundations that underpin all aspects of your activity.

In this second year of reform, I expect the Board will ensure that Te Aka Whai Ora continues to work in partnership with Te Whatu Ora to fully deliver the commitments you have collectively made in Te Pae Tata.

It will be particularly important for you to focus and deliver on:

- **Enabling and supporting the Iwi-Māori Partnership Boards:** Iwi-Māori Partnership Boards represent a fundamental shift in how iwi, hapū and whānau Māori participate in the health system. It is critical that they have the support to successfully establish themselves and start fulfilling their role to represent local Māori perspectives on the needs and aspirations of Māori, monitor how the health sector is performing in relation to these aspirations, and input into the design and delivery of services and interventions. Providing the boards with comprehensive access to up-to-date health sector data is a priority. Te Aka Whai Ora has the lead role in enabling Iwi-Māori Partnership Boards to effectively fulfil their role.

- **Supporting the implementation of localities:** Emphasising primary healthcare and ensuring fairer access for all New Zealanders are two of the main drivers of the health sector reforms. Localities will be central to the planning and delivery of health services. In addition to supporting Te Whatu Ora with the development and establishment of localities, it is important that you support the Iwi-Māori Partnership Boards to discharge their responsibilities in this process.
- **Strengthening the voice of whānau within the health system:** Creating a health system that responds to the needs and aspirations of iwi, hapū and whānau Māori is a goal of the Government's health reforms. To achieve this, whānau need to have a clear voice in how the system designs and delivers services. Some of this will come through the Iwi-Māori Partnership Boards and the localities, but I expect Te Aka Whai Ora to ensure that all opportunities to collect and act on whānau voice are taken. I also draw your attention to the code of expectations for health entities' engagement with consumers and whānau that was approved in August 2022. The Pae Ora (Healthy Futures) Act 2022 requires Te Aka Whai Ora to act in accordance with the code when engaging with consumers and whānau. It also requires you to report annually on how you have given effect to the code. I look forward to seeing your progress in this area.
- **Your direct commissioning and co-commissioning of health services:** Te Aka Whai Ora now has significant direct commissioning responsibilities, including for some important Government budget initiatives. You also have a critical role in co-commissioning with Te Whatu Ora across the entirety of Vote: Health. I expect you to ensure that commissioning by both you and Te Whatu Ora prioritises achieving wellbeing and equity for Māori and ensures the delivery of culturally safe and effective services.
- **Your role in monitoring Te Whatu Ora's delivery of health services to Māori:** Te Aka Whai Ora has been given a mandate to assess the performance of Te Whatu Ora's delivery of services to Māori. This includes services Te Whatu Ora delivers itself and services it commissions from the community sector. I expect you to start delivering on this function before the end of 2022/23.

I would like to be kept informed of your progress in these areas. To ensure there is a strong foundation for the 2023/24 year, it is paramount that Te Aka Whai Ora and Te Whatu Ora provide a comprehensive view of progress-to-date against Te Pae Tata. In your upcoming quarter three report, please confirm the milestones you are working to over the 2022/23 financial year for the actions you are leading and the actions you are supporting.

A full and comprehensive implementation plan is also required for Te Pae Tata for year two to give assurance of planned progress in the upcoming year. The implementation plan must include specific quarterly milestones for each action, clear links to the iGPS and initiatives funded through Budget 2022. I expect this implementation plan to be the focus of your quarterly reporting to Manatū Hauora and I would like to receive key summaries of your delivery in your quarterly reports.

I expect the relationship between you, as Board Chair, the Director-General of Health, and myself, as Associate Minister of Health, to constructively support each of us with our respective accountability roles. We need to demonstrate an open partnership that fosters progress on agreed priorities and outcomes.

Manatū Hauora is my agent in monitoring the performance of Te Aka Whai Ora. I expect you and the Board to work closely with them, in line with the Statutory Entity Monitoring Operating Model ('It Takes Three') issued by Te Kawa Mataaho, including to discuss performance matters, significant upcoming change, and risk or issues you are being briefed on. The Director-General (or one of her senior team in her absence) will attend my meetings with you.

The 'no surprises' policy is a critical component of maintaining ministerial trust and confidence in your entity. To this end, I require early warning of any issues before they arise, both to Manatū Hauora and, when appropriate, to my office. A 'no surprises' way of working is not intended to interfere with your independent functions, nor with Boards' operational responsibilities. Rather, it covers circumstances where it is prudent for your organisation to disclose to me issues that may require a ministerial response, are possibly considered contentious, or which attract wide public interest (be it positive or negative). Open, timely and effective communication between the Board, the Ministry and myself is vital to maintaining trust and strong relationships, while upholding clear lines of accountability.

The Board has an important role to uphold public service principles and values. Board members are bound by the Code of Conduct for Crown Entity Board Members (the Code) issued under the Public Service Act 2020. Consistent application of the Code is critical to ensure Boards, and Board members, conduct themselves in a way that maintains public trust and confidence. The Code can be found on Te Kawa Mataaho | Public Service Commission's website (www.publicservice.govt.nz). I expect the board to consolidate its capability and expertise and ensure a diversity of perspectives are represented in board discussions.

I want to acknowledge the challenges that have existed as Te Aka Whai Ora has established itself as a new statutory entity. Building financial processes and controls, and new support functions within Te Aka Whai Ora are significant tasks. However, the financial information made available from Te Aka Whai Ora is yet to meet the requirements. For the end of the current 2022/23 financial year, and continuing through 2023/24, I expect that more comprehensive financial information will be made available to Manatū Hauora and the Treasury. This will include monthly full financial statements, a forecast year end position, and a comprehensive analysis of the risks and opportunities that exist for your organisation. Alongside this, I would expect Te Aka Whai Ora to provide a copy of the reporting presented to the Board covering the financial performance of the entity to Manatū Hauora. I expect you to work closely with Manatū Hauora and the Treasury to ensure that the reported financial performance of Te Aka Whai Ora is well understood and clearly explained.

We have now reached the point in the accountability cycle where your Statement of Performance Expectations (SPE) needs to be reviewed and refreshed; however, you must also meet the legislative requirements associated with your current SPE for 2022/23. Accordingly, I ask you to provide as soon as possible your revised SPE for 2022/23 for tabling in the House of Representatives. Please then provide your draft SPE for 2023/24 to Manatū Hauora no later than 28 April 2023, in line with the requirements of the Crown Entities Act 2004.

To date, I also continue to await the signed Te Aka Whai Ora output agreement for 2022/23. This is an important mechanism for Ministers to formalise operational expectations in relation to the funding allocated through the budget process particularly for the period where an interim GPS and interim health plan are in place. I expect the new output agreement for 2023/24 to be signed before the start of the new financial year.

Thank you for your dedication to working together to support our reformed health system in meeting its goals. As you know, there is a considerable amount of hope, aspiration and expectation attached to the establishment of Te Aka Whai Ora. It is critical that Te Aka Whai Ora achieves tangible and measurable change in the health and wellbeing for Māori and communicates this to our communities.

Heoi anō, kia haumarū tonu te noho i runga i ngā āhuatanga o te wā.

Nāku noa, nā,



Hon Peeni Henare

Associate Minister of Health (Māori Health)

cc Hon Dr Ayesha Verrall, Minister of Health

cc Ms Riana Manuel, Chief Executive, Te Aka Whai Ora | Māori Health Authority