



Minutes of the Board

Chair	Rae Lamb
Members	Andrew Connolly, Peter Crampton, Shenagh Gleisner, Tristram Ingham, David Lui, Jenny Parr, Ron Paterson and Tereki Stewart.
In attendance	Peter Jansen, Gillian Bohm, Victoria Evans, Fritz Evile, Richard Hamblin, Don Matheson, Bevan Sloan, Martin Thomas, Stephanie Turner, Deon York, Paula Farrand (EA to the Board).
Apologies	Nil.
Guests	Ria Earp, Chair, Te kāhui piringa Angie Smith, Co-chair, Te kāhui mahi ngātahi Morag McDowell, Health and Disability Commissioner

The hui was held at Front & Centre, 69 Tory Street, Wellington, on 22 September 2023.

The hui began at 10am.

1. Board only time

2. Board and chief executive time

At 11:25am Stephanie Turner opened the meeting with a karakia timatanga. Rae welcomed the executive leadership team, Health and Disability Commissioner, co-chair of Te kāhui mahi ngātahi and chair of Te kāhui piringa to the meeting.

3. Standard business

4.1 Minutes of the meeting held 27 July 2023

No changes were made to the previous minutes.

4.2 Actions update from 27 July 2023

No updates to the actions.

4.3 Interests register

Updates to the interests register were provided to the board secretary.

4.4 Board activities

Board activities were confirmed.

4. Patient story

The Director of He Hoa Tiaki | Partners in Care shared three written stories recently published on the Te Tāhū Hauora [website](#) from the infection prevention control team which

highlight the stories of three consumers with healthcare-associated infection (HAI) and the impact it had on them and their whanau.

Board members noted that one in 15 patients will acquire an HAI whilst in a public hospital and agreed it was important to highlight the needless harm these cause to our health system.

Deputy Chair Andrew Connolly and board member Jenny Parr suggested that reading these stories would aid health professionals.

5. Health and Disability Commissioner report

The Health and Disability Commissioner highlighted the launch of their new consumer rights video on Friday 15 September, ahead of World Patient Safety Day on 17 September. This new module supports three e-learning modules for health providers launched a year ago which have been completed by nearly 7,000 providers to date.

The Commissioner thanked the Te Tāhū Hauora Director of Communications for supporting the recent launch and promoting it via social media and thanked the Medical Director & Executive Lead and the Chief Advisor, Quality & Safety for attending the launch.

The board viewed the video with members commenting on how it will help consumers.

The Commissioner advised she had received correspondence from Te Whatu Ora in response to a letter she sent in July expressing concerns related to delays and patients' rights, with a focus on cancer management. This was forwarded to the Te Tāhū Hauora Chief Executive.

The letter stated Te Whatu Ora was working through the issues raised and the Commissioner noted some positive actions being taken but there is still work to be done. Some of the issues will be highlighted at the National Quality Forum on Wednesday 27 September.

Board member Ron Paterson assured the Commissioner that the board is very supportive of how she is highlighting the issues being seen in the health system.

The Commissioner said there is growing concern not just about patients' rights not being upheld, but increases in patient harm. She highlighted a small number of emergency department (ED) complaints with serious consequences as a result of delays, in addition to increasing cancer wait times and a national shortage of radiation oncologists. The Commissioner will keep the board advised.

The Board Chair asked if there were any further ways in which Te Tāhū Hauora could help and suggested coordinating on their briefings to the incoming minister (BIM) post-election to ensure an honest account is presented.

6. Chief Executive report

The Chief Executive report was taken as read. He highlighted an entry around the Te Ao Māori Framework and the decision to cease it in light of other developments across the health sector like the Manatū Hauora Ao Mai te Rā anti-racism kaupapa and the lack of engagement with health providers to participate in the pilot and undertake evaluation, due to sector pressures.

The Chief Executive noted that Manatū Hauora and the Health Minister have been made aware of the decision. He noted that Te Tāhū Hauora is amongst the first agencies to pilot

the Ao Mai te Rā anti-racism maturity model alongside Tokona te Raki, a Ngai Tahu social innovation lab.

The Chief Executive highlighted the National Quality Forum as a key means for collaboration by agencies involved in monitoring system quality, safety and performance. An additional National Quality Forum will be held on 6 December focussed solely on maternity.

The Chief Executive also updated the board on the development of the clinical governance framework, building on from the initial work undertaken by Synergia and assured the board they will see a draft in due course.

He also noted the work underway relating to Iwi Māori Partnership Boards (IMPBs). The Director of Health Quality Intelligence added that some conversations with select IMPBs have been held and a meeting with the Ngai Tahu IMPB is taking place shortly. A verbal update will be provided at the November board meeting and a fuller presentation will take place at the February 2024 board meeting.

7. Finance report

The Director of Corporate Services discussed two papers: the finance report and the risk report.

The finance report was taken as read. The Director noted that whilst it is still fairly early in the new financial year, quite a bit of work has been done in the past two months to get on top of the cost overruns at the end of the last financial year.

He pointed out there are still pressures in operating costs and work will continue with teams over the coming months. He said a big focus has been getting on top of the annual leave liability. The number of people with leave over four weeks has reduced from 37 to 27 and work continues to get staff to reduce their leave balances.

The Board Chair said the board has strong health and safety obligations and asked to be kept updated on this issue in future reports and show more detail. She said it is important people with high leave balances take time off.

There was discussion on the risk report and it was agreed health workforce fragility was a risk to be added. A risk around further possible changes to the health system in the coming months was also discussed and the board suggested rewording two other risks.

Action: Add clinical workforce fragility to the risk register and reframe the wording for two other current risks around financial management and future changes to the health system.

The Health and Disability Commissioner and the Medical Director & Executive Lead left the meeting at 12:30pm.

8. Draft annual report

The Senior Advisor, Policy and Accountability and the Senior Policy Analyst joined the meeting for this item and welcomed feedback on the draft report.

The Board Chair suggested that some data and information is included to reflect the current pressures and challenges in the health system as well as how we have responded. There was concern by the board that the workforce would not see what they are experiencing reflected in the report.

Board member Jenny Parr suggested more context should be added into the tables outlining progress towards achieving strategic priorities and longer-term outcomes, particularly around the collection of data and the use of stakeholder surveys to demonstrate impact.

The Senior Advisor, Policy and Accountability said the annual report will be shared with Audit New Zealand shortly and will be sent back to the board in October with a tight timeframe to provide final feedback.

9. Consumer code of expectations reporting

The Senior Advisor, Policy and Accountability reminded the board that every six months, Te Tāhū Hauora is required to report on the code of expectations as a health entity, with the first report due on 29 September.

Since the draft report was provided to the board, staff had met with Te kāhui mahi ngatahi | consumer advisory group and Kōtuinga kiritaki | consumer network, who agreed to the scores that had been given and provided useful feedback to incorporate into the report.

Te kāhui mahi ngatahi Co-chair Angie Smith congratulated Te Tāhū Hauora staff on the way they managed the meeting with both groups and how the feedback provided was incorporated into the report.

The Board Chair suggested an addition to the experience section of the report to include a further example in governance of the board composition, which includes a number of lay members with lived consumer experience. Board member Jenny Parr also suggested an addition to the experience section, to include the issue of surgical mesh as listening to the voices of consumers. She also noted that Te Whatu Ora districts may have a reduced capacity to do this work due to a restructure which sees some consumer engagement positions disestablished. It was suggested that Te Tāhū Hauora share the template it has used for QSM reporting with Te Whatu Ora districts.

10. Staff engagement survey results

The Human Resources Lead joined the meeting for this item and shared highlights of the recent AskYourTeam staff engagement survey. The overall score was 71 percent, the same rate as 2020.

The highest scoring question was with 89 percent of staff agreeing 'I believe a te ao Māori perspective is relevant to my work'.

The lowest scoring question of the survey related to management of performance.

This is an area Te Tāhū Hauora needs to address, and work is already underway. Other key themes included working in silos and the need for more collaboration.

Board Chair Rae Lamb asked to what extent teams are involved in making change and whether workload is a problem. The Human Resources Lead noted that more work is needed on flexible working, to ensure the organisation is flexible by default. In addition a wellness committee is considering how to further support staff wellbeing.

Action: The Chief Executive was asked to provide further information at the next board meeting in November on what action is being taken to look into the issues of workload and potential burnout raised in the AskYourTeam survey.

11. Te Kāhui Piringa partnership opinions

The two papers were taken as read.

The first paper related to a partnership agreement between Te Kāhui Piringa and the Board, based on a report by Buddle Findlay, commissioned by the Chief Executive.

Board member Tereki Stewart sought further clarification on what a partnership agreement would mean. The Chief Executive explained that they would be embarking on a good faith relationship with Te Kāhui Piringa, to establish a way of working. Te Kāhui Piringa Chair Ria Earp also explained the agreement would be a way of working and what the group would be working on, in good faith.

Following discussion the Board Chair concluded there was consensus for a partnership agreement with further discussion to come around details of agreement and the capacity of Te Kāhui Piringa members who are a group of incredibly busy people.

Te Kāhui Piringa Chair Ria Earp said a meeting would be held later in the year between Te Kāhui Piringa and the board where the work plan and how the group works would be discussed.

Decision: The board agreed to a partnership agreement and noted further work was needed to draft an agreement for the board and Te Kāhui Piringa for joint approval.

12. Refreshing our relationship with ACC

The Chief Executive noted that a Memorandum of Understanding existed between ACC, Manatū Hauora and the Health and Disability Commissioner at the time Te Tāhū Hauora was formed nearly 12 years ago. Due to changes in personnel and priorities over the years, the Chief Executive sought agreement from the board to renew and refresh the relationship with ACC, given the various areas where this is crossover between both agencies, including the trauma programme, surgical safety, adverse event reporting and more recently the neonatal encephalopathy taskforce. The Chief Executive also noted that ACC is represented at the National Quality Forum. The board agreed there is value in refreshing the relationship.

Action: The Board Chair will contact the ACC Board Chair to arrange a meeting, together with both Chief Executives.

13. Embedding Tiriti and equity

The Director of the Equity Group outlined a narrative that has been developed with Ahuahu Kaunuku to bring together the best of what Te Tāhū Hauora has to offer, strongly linked to the organisational enduring priorities of embedding Te Tiriti and pursuing health equity using He Awa Whiria, a kaupapa Māori approach that guides and celebrates tangata whenua and tangata Tiriti. The board will be updated with progress on this piece of work.

14. Noting papers

The noting papers were taken as read.

The Te kāhui mahi ngatahi co-chair spoke to the environmental scan noting paper and pointed out concerns around the consumer voice not being heard in some locality areas like Wairoa. This feedback will be provided to the Te Whatu Ora and Te Aka Whai Ora Chief Executives through existing communications channels including CEs meetings and to be included in the BIM.

Action: The Te Kāhui mahi ngatahi environmental scan will become a standing agenda item instead of a noting paper.

15. Agenda for next board meeting on 23-24 November 2023

- A discussion on safety in the health system and whether it is improving, based on insights by Te Tāhū Hauora.
- PREMs and PROMs presentation – any insights.
- Briefing to the incoming Minister – an honest assessment of risks to the sector and drawing out any insights and possible solutions for the new Health Minister as well as priorities and next steps.
- Actions Te Tāhū Hauora has taken since responding to the independent performance review.
- Clinical governance framework.

Tereki Stewart closed the meeting at 3:18pm with a karakia.