

CONFIDENTIAL – NOT FOR DISTRIBUTION**MEMORANDUM FOR PHARMAC BOARD MEETING 27 AUGUST 2024**

To: Pharmac Board
From: Chief Executive
Date: August 2024
Item: 3.3

Rōpū Māori external advisory group (Rōpū) – Options for Board consideration**Recommendations**

It is recommended that the Board:

note the LOE, GPS and the Minister of Health's Cabinet paper, *Vision and priorities to address Māori health need* (12 August 2024)

note the current approach to partnership with te Rōpū and the Board

consider the options for the future of te Rōpū relationship with the Board provided in this paper; and

resolve to make a decision based on the options provided or defer for further discussion.

Purpose of Paper

This paper is supplementary to the summary briefing provided to the Pharmac Board Chair, in July 2024. It sets out options for the Board in consideration of the LOE, GPS and the emerging strategic direction for Pharmac in relation to the Board in its work with Te Rōpū.

Strategic Direction

Pharmac is required to give effect to the GPS and the Minister for Pharmac's Letter of Expectations (LOE). Both signal a shift away from a Tiriti o Waitangi approach to Māori health, to one more focused on driving improvements in Māori health outcomes and achieving health targets. Alignment between the LOE and the GPS are shown in Appendix 1.

The Minister of Health's Cabinet paper, *Vision and priorities to address Māori health need* also provides further direction for the wider health system, including Pharmac (Appendix 2).

Background:

The refresh of Te Whaioranga Māori Responsiveness Strategy Te Rautaki o Te Whaioranga (Te Whaioranga) was formally announced and released into the public domain in December 2020. Within Te Whaioranga the priority area Māori Leadership and Advice has the overall aim of increasing and supporting Māori participation in governance, leadership and management decision-making at all levels. A key action in the strategy is the establishment of a Māori Advisory Rōpū to guide Pharmac senior leaders and Board.

The Rōpū has been set up to assist Pharmac to:

Give effect to Pharmac's commitment to upholding Te Tiriti o Waitangi and understand and support whānau Māori to achieve best health and wellbeing through access to, and optimal use of, medicines and medical devices.

The composition of Te Rōpū is comprised of members nominated by our existing Māori Health Professional Bodies (MHPB) - Te Ohu Rata o Aotearoa (Te ORA Māori medical professionals), Ngā Kaitiaki o te Puna Rongoa (MPA Māori Pharmacists Association), Te Rūnanga o Aotearoa – Tōpūtanga Tāpuhi Kaitiakitanga o Aotearoa (Māori Nurses), Ngā Pou Mana Tangata Whenua Allied Health (NPM) together with the 2 Whānau Ora Commissioning agencies.

Status of Te Rōpū

Te Rōpū is not a statutory committee to the Pharmac Board and as such, functions as a partner to Te Pātaka Whaioranga Pharmac Board as agreed in the paper to the Board in February 2024. Both the Board and Te Rōpū acknowledge that statutory accountability for Te Pātaka Whaioranga Pharmac, including for the exercise of Te Pātaka Whaioranga Pharmac's functions and powers, including decision-making, resides with the Board under the Crown Entities Act.

The Role of Te Rōpū

Te Rōpū provides strategic Māori advice and input to the Board and Te Pātaka Whaioranga Pharmac. At a high level, the Rōpū provides:

- advice and guidance on te Tiriti o Waitangi excellence.
- Shared input into key organisational policies decision-making
- Shared input into key project, clinical and strategy governance decision-making
- assistance to understand and support whānau Māori to achieve best health and wellbeing through access to, and optimal use of, medicines and medical devices.

Partnership framework

The Board and Te Rōpū have worked to progress the partnership discussion and to align a shared vision and a shared decision-making approach. On 24 August 2023, a strategic Wānanga was held between the Board and Te Rōpū members to seek clarification of these arrangements and allow for finalisation of the Terms of Reference for Te Rōpū.

The Board/ Rōpū partnership framework was approved by the Board at the Board meeting in February this year. At that juncture however, it was agreed by both the Board and Te Rōpū that more work was needed to further affirm the principles for the partnership and to clarify how the 2 parties will work together to fulfil the purposes of the partnership.

The review of the TOR that would further inform the relationship is in its final stages and at this stage has not been formally approved.

Discussion

Shifting perspectives

It should be noted that a key driver behind the formation of Te Rōpū was to meet our obligations under the auspices of Te Tiriti and to work towards building a Tiriti based partnership with an external Māori advisory group.

This is set out in the strategic priority area *Māori leadership and advice* within Te Whaioranga Māori Responsiveness Strategy as a key outcome.

As described above in the section on the role of Te Rōpū, the discussion has moved from a Māori advisory committee being tasked with providing guidance to Board and SLT to one of shared decision making, shared strategy development and input into matters of governance. Board should deliberate on whether there is still an appetite to continue in this direction.

Changing focus

Changes in the operating environment will require Pharmac to give effect to the GPS and shift to a focus on targets and Māori health outcomes. This will require an increased emphasis on data and evidence, and to shift decision making and resources in the health system closer to communities, and to work with partners within the health system and beyond.

The GPS signals a discernible shift to the 15 Iwi Māori Partnership Boards (IMPB's) as a key source of leadership, advice, and guidance. There is also the Hauora Māori Advisory Committee (HMAC) of Manatū Hauora which has a critical system monitoring role. Currently Pharmac is listed as one of the Crown entities subject to the monitoring function of this committee however there has been no engagement with HMAC to this point.

The Board should consider in the current environment whether Te Rōpū should maintain a similar role or whether Pharmac would be better placed to work with these IMPB and HMAC instead.

Pre-existing relationships

As previously touched on Te Rōpū is comprised of members nominated and selected from existing our Māori Health Professional Bodies (MHPB's) and Whānau Ora Commissioning Agencies with whom we have had existing longstanding relationships. The relationships with the MHPB's are currently being strengthened with a view to moving from a transactional partnership to one which has added value for both organisations. Pharmac has existing MOA's with these groups.

Something of high strategic value would be a partnership with the MHPB's that allowed for input into our clinical assessment and decision-making processes. Also of note is that the MHPB's have significant reach with a collective membership exceeding 5500. Through this membership cohort and in negotiation with the MHPB's there is a potential opportunity to extend reach into communities, Māori whānau and patient voice.

The situation of having Te Rōpū and the MHPB's resourced at the same time to work with Pharmac should also be considered in these deliberations.

We are currently reviewing the value of working in partnership with the Whānau Ora Commissioning Agencies. There is a relatively high outlay for this relationship with limited value coming back to Pharmac.

Options

1. Continue with the partnership framework with Te Rōpū and further develop and affirm the principles of engagement, partnership, responsibility, and accountability. This would require a series of hui with Te Rōpū to clarify and reach agreement on how the partnership will operate.
2. Reorient the partnership with Māori by shifting resource to the partnership arrangements currently in place with the MHPB's, supplemented by building relationships with IMPB's and HMAC
3. Reserve a decision pending further discussion.

Legal Advice

Legal advice has not been sought at this point. Previous advice provided suggests that Pharmac has a legal obligation to uphold and honour its commitments to Te Tiriti and advancing health equity for Māori, specifically by virtue of Pae Ora (Health Futures) Act 2022 and more generally as a public body carrying out the business of the Crown. However, it is not clear how this might affect the decision making authority of the Board in terms of Te Rōpū as a non-legislated committee of the Board.

Risk Implications

Description	Mitigation
Potential risk to reputation, particularly from Māori stakeholder groups	Communication plan to reflect shifts in operating environment and the way Pharmac will be working with Māori
Potential legal challenge	Commission legal advice

Appendices

- Appendix One Points of alignment – LOE and GPS
- Appendix Two Ministry of Health Cabinet Paper – Vision and priorities to address Māori health need.

Appendix One

Points of alignment – Letter of Expectation (LOE), and Government Policy Statement on Health 2024-2027 (GPS)	
LOE	GPS
<p>Timely access to quality health care and good outcomes for all New Zealanders with relative need as the key criterion (p.1)</p>	<p>Three of the 5 Priority areas for health system include:</p> <p>Access – ensuring all New Zealanders have equitable access to the health care services they need, no matter where they live.</p> <p>Timeliness – making sure all New Zealanders can access these services in a prompt and efficient way.</p> <p>Timely access to health services is necessary to improve health outcomes for all New Zealanders, particularly for Māori and other population groups with high health needs. Barriers that delay access to health services have negative impacts on health outcomes, particularly people who live in rural communities and in more deprived communities (p. 26)</p>
<p>Treaty of Waitangi: Pharmac's role should focus on delivering improved health outcomes underpinned by robust data and evidence, in accordance with its statutory responsibilities. This should serve all New Zealanders based on actual need, without assigning their background as a proxy of need (p.2)</p>	<p>In line with the requirements set out in the Pae Ora (Healthy Futures) Act 2022 (Pae Ora Act), the GPS sets the Government's priorities for improving health outcomes for all New Zealanders, including those with the highest need. This includes priorities for the population groups consistent with the Pae Ora Act health strategies: Māori, Pacific peoples, disabled people, women, and people living in rural communities (pp 9 and 14)</p> <p>The Government is committed to improving the health and wellbeing of Māori by continuing to implement Pae Tū: Hauora Māori Strategy, and Whakamaua: Māori Health Action Plan 2020–2025 in a pathway to consolidating and further focusing Māori health outcomes (p.9)</p>

Points of alignment – Letter of Expectation (LOE), and Government Policy Statement on Health 2024-2027 (GPS)

LOE	GPS
	Māori have worse health outcomes than non-Māori across most measures of health , including those related to non-communicable diseases and key modifiable risk factor (p.16)

<p>Organisational culture</p> <p>(1) Partnership work is strengthened to ensure stakeholders understand how Pharmac operates, that it's legitimacy, credibility and trust is enhanced and that all feedback and ideas are dealt with respectfully and valued.</p> <p>(2) Priority is given to identifying and pursuing any opportunities to work collaboratively and collectively with other entities, government and non-government, where partnership will result in process improvements, health gains, or enable efficiencies. (expectation 2)</p> <p>(9) Has appropriate processes and methodologies for ensuring that those living with a disease, and their carers and family, can participate and provide input into the decision-making processes. This should include the involvement of patient groups.</p> <p>(10) Continues to act in accordance with the <i>Code of expectations for health entities' engagement with consumer and whānau</i></p>	<p>The Government will shift decision making and resources in the health system closer to communities (p.6)</p> <p>The Government is committed to improving the health and wellbeing of Māori by continuing to implement Pae Tū: Hauora Māori Strategy, and Whakamaua: Māori Health Action Plan 2020–2025 in a pathway to consolidating and further focusing Māori health outcomes. These documents provide the guiding framework for health entities to work together with Māori to respond to Māori health aspirations and address Māori health needs (p.9)</p> <p>As a government we will work with our partners to advance Māori health aspirations and enable Māori to live healthier and more independent lives. IMPB's will play an emerging role in this partnership (p.9)</p> <p>The Hauora Māori Advisory Committee (HMAC) will provide further guidance around Māori health priorities. It will also assist the monitoring of Māori health outcomes and the cultural and clinical performance of the system (p.9)</p> <p>Government to continue to support improved health outcomes through a population-needs-based focus, including for groups with the highest health needs: Māori, Pacific peoples, disabled people, women, people living in rural communities, people on low incomes and people with mental health and addiction challenges (p.12)</p>

Broader health system priorities and accountability

Pharmac to contribute to broader health system priorities.
This includes:

- giving effect to the GPS on Health (Action 15)
- Acting in accordance with Code of expectations (HQSC)
- Working with Health NZ as it develops the Health Plan (Action 17)
- Draft a new SPE (Action 19)
- Update SOI to reflect new priorities by 31/10/24 (Action 20)
- Continue to outline how Pharmac is implementing the 2022 Pharmac Review including implementation timelines (Action 21)

(pp 4 -5)

Pharmac is one of 4 health entities which must give effect to the GPS (p. 1). (Action 15)

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MEMORANDUM FOR BOARD : OCTOBER 2024

To: Pharmac Directors
From: Chief Executive
Date: October 2024
Item: 1.0

Future Māori Engagement and Partnership**Recommendations**

It is recommended that the Board:

agree our planned future approach to engagement and partnership with Māori stakeholders

resolve to disestablish Te Rōpū and move to enhance relationships with key clinical Māori professional groups

agree to meet with Te Rōpū as soon as possible and earlier than 29 October 2024, to communicate their decision.

Purpose

This paper provides the Board with an update on our planned future approach to engage and partner with Māori.

Strategic Direction

In keeping with the provisions of the Pae Ora (Healthy Futures) Act 2022 (the Act), Pharmac's strategic direction embeds its commitment to upholding the articles and principles of Te Tiriti. This sits alongside:

- Our statutory objective in the Act "*to secure for eligible people in need of pharmaceuticals, the best health outcomes that are reasonably achievable from pharmaceutical treatment and from within the amount of funding provided*"
- The direction set in our Māori Responsiveness Strategy (Te Whaioranga) which intersects with all of Pharmac's strategic priority areas, organisational policies, and strategies
- Alignment with the Pae Tū: Hauora Māori Strategy 2023¹
- Our Statement of Intent 2023/24-2026/27 as a tool for ensuring te Tiriti is applied to all strategic priorities under 'Organisational Excellence' and
- Our Statement of Performance Expectations 2024/25 which includes a reference to contributing to health equity and giving effect to the Tiriti policy.

¹ Required to be prepared by the Minister of Health pursuant to s. 42 of the Act.

Background

At its meeting on 27 August 2024, the Board agreed to review current arrangements with the Māori advisory group, Te Rōpū and to:

- reorient the partnership with Māori by shifting resource to the partnership arrangements currently in place with the Māori Health Professional Bodies (MHPBs), supplemented by building relationships with Iwi Māori Partnership Boards (IMPBs) and the Hauora Māori Advisory Committee (HMAC) of Manatū Hauora, which plays a critical system monitoring role.

It should be noted that at the time the Rōpū was formed in 2020, that the environment within Pharmac was quite different. The Māori advisory capacity within Pharmac was minimal and Māori staffing levels were relatively low. We did not have our Tiriti and Equity policies and the Māori Directorate was not in place. At the time, the formation of a Māori body to provide advice and guidance to Pharmac, was supported to address the needs of the Organisation. This was to be on a fixed term of three years, followed by a review.

Since that time, the needs of the Organisation have evolved. The current government have changed the strategic direction for the health system and our Tiriti and Equity policies are now in place. We now have two Māori Directors on SLT, four Māori staff at principal advisor level and a general increase in Māori staff numbers within Pharmac. Our relationships with our Māori health professional bodies have also grown over this time and we have built relationships with other parts of the sector, including Pou Hauora Directorate of the Ministry of Health and the former Māori Health Authority.

He mihimihi / acknowledgements

The Board were unequivocal in their views that Te Rōpū are a group of Māori with significant mana and standing, not only among whānau, hapu and iwi, but within their respective professions where they are all held in high regard.

The level of expertise across a wide range of health domains is evident with the skill composition of Te Rōpū, ranging from Clinical Pharmacy, Clinical Psychology, Clinical Nursing, Clinical Anaesthesia, General Practice and Public Health to Policy, Governance, Strategic leadership, Te Tiriti o Waitangi, Kaupapa Māori Research, Law and Commerce, Audit and Risk, to name a few.

On this basis, it is appropriate that the contribution of former and current members of Te Rōpū is acknowledged and valued. Pharmac Te Pātaka Whaioranga have received the generosity of Te Rōpū in terms of guidance, advice and the provision of insights to improve our work for Māori.

He mihinui ki Te Rōpū, kua whai take nā koutou ki te whakatō purapura hei wheiao mo Te Pataka Whaioranga, hei wheiao mō te iwi. E tika ana te tuku mihi mō ngā mahi i whakatakotohia e Te Rōpū kei mua i ā tatou katoa. He haerenga, he hui wānanga, he whakaputanga whakaaro i runga i ngā tini ahuatanga o ā tatou mahi katoa. Otirā kāre e mutu ngā mihi ki tēnei puna Rangatira. Tēna koutou, tēnā koutou, tēna koutou katoa.

Planned way forward

The Board are committed to engagement with Māori and want to increase that, both in terms of Pharmac specific activity and also working in collaboration with our health sector partners.

In order to take this new and improved way of working forward, we plan to:

- Align more specifically to the Government's approach to the Act, the GPS and the Minister's Letter of Expectation, particularly in the areas of partnership with stakeholders, pursuing any opportunities to work collaboratively and collectively with other entities, government and non-government, where partnership will result in process improvements, health gains, or enable efficiencies.
- Continue to engage closely with Ministry of Health, in particular the Deputy Director-General Māori Health and team over the coming months. This is important from a strategic standpoint as the Pae Tū Hauora Māori Strategy is currently being renewed by the Ministry. With the expiration of our own Te Rautaki o Te Whaioranga Māori Responsiveness Strategy, alignment to the new Pae Tū will have significant importance. This includes how we give effect to Pae Tū as an organisation through Te Whaioranga.
- Complete a review of our partnerships with the Whānau Ora Commissioning Agencies. We noted in August there is a relatively high outlay for this relationship with limited value coming back to Pharmac. The review will include examining whether our limited resources are better utilised in other areas of Māori stakeholder relationships.
- Seek to engage with the Hauora Māori Advisory Committee (HMAC). This is a committee of the Minister of Health that monitors system performance for Māori at a national level and advises the Minister on progress, risks and opportunities for Māori health (noting that as a Crown Entity, Pharmac is subject to HMAC's monitoring function). HMAC have nine population priorities within its monitoring system performance remit for Māori health, including communicable diseases, cancers, diabetes, cardiovascular disease, and complex co-morbidities.
- Shift resource to strengthen the long-term partnership arrangements currently in place with the four Māori Health Professional Bodies. Discussions are now underway with these groups, focusing on strategic partnerships and improved collaboration.
- Seek to build relationships with the Iwi Māori Partnership Boards IMPBs. These boards will be an invaluable link into Māori communities with decision making roles at a local level. The Minister of Health has required each IMPB to develop community plans based on local health priorities.
- Continue discussions with Māori Clinical Networks within Health NZ. Each of the Clinical Networks work in specific areas of Māori health. With the current focus on Māori population health need there is great potential to work collaboratively with these groups. Early discussions between Pharmac's Director Advice & Assessment/CMO and Kaituruki Director Māori with clinical leaders have been positive.

A draft plan for Māori advice, partnership, collaboration, and engagement is provided in Appendix One.

Māori as a population group with the highest health needs

Continuing to strive to engage and partner with Māori aligns with the GPS, our Te Tiriti and Equity policies and acknowledges the need to proactively address the needs of Māori as a population group that are furthest behind or with the greatest health needs. As also noted in the GPS, Māori have worse health outcomes than non-Māori across most measures of health.

Equity Implications

This proposal also aligns with our Equity policy and supports our work on behalf of New Zealand to strive to improve health outcomes for all New Zealanders, particularly for Māori and other population groups with high health needs.

Financial Implications

Although not costed at this stage, there is likely to be a financial implication for new work including working with IMPBs, HMAC and Māori Clinical Networks. Other areas will be managed or redistributed within the existing budget currently accorded to the work of the Māori Directorate.

Legal Advice

Legal advice has been sought at various points post the Act coming into force, including how Pharmac can achieve the Minister’s expectations in this area within the legislative framework which applies to Pharmac. No specific advice sought on the contents of this paper.

Risk Implications

Risk description	Mitigation
Potential risk to reputation, particularly from Māori stakeholder groups including Te Rōpū.	Communication plan to reflect shifts in operating environment and the way Pharmac will be working with Māori.
Delayed notification to Te Rōpū may risk conclusions being made by Te Rōpū and other stakeholder groups.	Notifying Te Rōpū at the earliest stage possible.
Negative impact on Pharmac staff, particularly kaimahi Māori and staff who are engaged with Te Rōpū.	Careful consideration and planning of an appropriate process to communicate the decision to staff.

Communication

An internal communications plan will be available to update staff and to signal the changes in direction for the organisational Māori engagement work.

Next steps

1. Set up an online meeting with Board to inform Te Rōpū of decision.
2. Board discuss with Te Rōpū options for final, in person meeting.
3. Kaituruki Director Māori to inform Māori Directorate staff of Board decision.
4. Inform all staff of Board decision.
5. SLT to discuss impact on Māori Directorate and way forward.

Appendices

Appendix One: Programme of work for Māori Advice, Partnership, Collaboration and Engagement.

Board Members

By adding your signature to this document, it is taken that you approve the recommendations as detailed on page one:

Paula Bennett, Chair	Date
Peter Bramley, Deputy Chair	Date
Talia Anderson-Town, Board member	Date
Diana Siew, Board member	Date
Margaret Wilsher, Board member	Date

Appendix One

Programme of work for Māori Advice, Partnership, Collaboration and Engagement

Initiative	Accountable	Lead	Description	Key deliverables 2024/25	Key deliverables 2025/26	Notes
Alignment to Government priorities	Kaituruki Director Māori		Align more specifically to the Government's approach to Pae Ora and the GPS, and the Minister LOE, particularly in the areas of partnership with stakeholders, pursuing any opportunities to work collaboratively and collectively with other entities, government and non-government, where partnership will result in process improvements, health gains, or enable efficiencies.	Review alignment to revised Tiriti o Waitangi policy for Māori advice and partnership. Review alignment to the Engagement Strategy.		
Alignment to Te Whaioranga Strategy	Kaituruki Director Māori	Pou Tohu Mātāmua Māori	Ensure the advice, partnership and engagement work is reflected in the Māori/ Crown partnership priority of Te Whaioranga.	Review against new priorities for Māori advice.	Update Māori/ Crown priority in new Te Whaioranga Strategy.	
Engagement with Pou Hauora Māori Directorate, Ministry of Health	Kaituruki Director Māori	Kaituruki Director Māori Director Equity and Engagement Pou Hauora Māori Directorate	Realign to new Pae Tū Hauora Māori Strategy (under development). Build on existing partnerships.	Continue engagement with Pou Hauora Māori MoH for strategic insights. Ensure new Te Whaioranga Strategy provides for Pharmac to give effect to the renewed Pae Tū.	Renew Te Whaioranga.	Pou Hauora Māori MoH undergoing restructure.
Review partnerships with Whānau Ora Commissioning Agencies	Kaituruki Director Māori	Te Pou Tohu Mātāmua Māori Crown Relationships	Review current partnership arrangements against new priorities.	Review and assess current arrangements – provide paper for SLT consideration and decision making.	Report back on progress.	
Māori Health Professional Bodies	Kaituruki Director Māori	Pou Tohu Mātāmua Māori Crown Relationships	Shift resource to strengthen the long-term partnership arrangements currently in place with the four Māori Health Professional Bodies. Discussions underway with these groups, focusing on strategic partnerships and improved collaboration.	Complete review of MOA's. Produce a plan for building and enhancing relationships. Plan consultation hui in Quarter 4 MHPBs.	Report back on strategic partnerships.	

COMMERCIAL IN CONFIDENCE

Initiative	Accountable	Lead	Description	Key deliverables 2024/25	Key deliverables 2025/26	Notes
Health NZ Māori Health Clinical Networks	Kaituruki Director Māori Director Advice and Assessment & CMO	Pou Tohu Mātāmua Māori- Principal Advisor Te Whaioranga	Continue discussions with Māori Clinical Networks within Health NZ. Create collaborative advice process.	Create collaborative framework for bringing key advice into Pharmac. Discuss resource requirements. Negotiate planned engagement.	Report back on progress.	Early in transition from Te Aka Whai Ora to Health NZ.
HMAC	Kaituruki Director Māori	Kaituruki Director Māori Director Equity & Engagement	Build engagement framework with HMAC.	Signal interest for initial engagement with HMAC. Negotiate plan for regular meetings and other engagement. Discuss resourcing requirements.	Report back on progress.	HMAC resetting own priorities. Timing dependent.
Iwi Māori Partnership Boards	Kaituruki Director Māori	Kaituruki Director Māori SLT Māori Directorate support	Meet with IMPB's. Set up engagement framework.	On publication of community health plans discern key priorities that relate to Pharmac work. Meet with IMPB leadership group (Chairs?).	Report back on progress.	IMPB's at various stages of readiness. Might need to shift to quarter 1 2025/ 26.
Māori Directorate cross organisation advice framework	Kaituruki Director Māori	Kaituruki Director Māori Pou Hauora Māori Directorate	Advice framework for Pou Hauora Māori Directorate.	Scope advice capability across Pou Hauora Māori Directorate. Develop and affirm framework with SLT.	Evidence of advice provided across organisation. Report on advice provided.	

Official Information released under the Official Information Act 1982

From: [Jacqui Webber](#)
To: [Rebecca Mason](#); [Eugene Berryman-Kamp](#)
Cc: [Board Chair](#)
Subject: Letter from Pharmac Board Chair re Te Rōpū
Date: Tuesday, 22 October 2024 3:18:00 pm
Attachments: [2024-10-22 Chair letter to Te Ropu Co-chairs.pdf](#)

Tēnā kōrua

Please find attached a letter from Hon Paula Bennett, following your recent hui.

We look forward to receiving your response with regard to holding a formal poroporoākī/poroākī on 29 October at Pharmac. We would appreciate your response by Thursday 24 October so that arrangements can be made.

Ngā mihi

Jacqui

Jacqui Webber | Board Secretary and EA to Board Chair

Pharmac | Te Pātaka Whaioranga | PO Box 10 254 | Level 9, 40 Mercer Street, Wellington
s 9(2)(a) | www.pharmac.govt.nz

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22 October 2024

Rebecca Mason
Eugene Berryman-Kamp
Co-Chairs, Te Rōpū

By email s 9(2)(a) s 9(2)(a)

Tēnā kōrua Rebecca Mason rāua kō Eugene Berryman-Kamp

Board decision to disestablish Te Rōpū

Thank you for meeting with myself, Talia Anderson-Town and Pharmac senior staff on Friday 18 October 2024.

As discussed in our meeting, this letter is to confirm the Board decision to disestablish Te Rōpū. The Board has been giving a lot of thought on how best to work alongside Māori, after I received the Minister's Letter of Expectations and in the context of our wider operating environment.

As I noted in the meeting, addressing the health needs of all New Zealanders, with the greatest health needs in our communities, is a priority. The Board is well aware that Māori have worse health outcomes than non-Māori across most measures of health and that Pharmac plays an important role in ensuring there is equal access to medicines and medical devices.

The decision to disestablish Te Rōpū was done in order to strengthen Pharmac's other partnership arrangements and relationships. Pharmac will now look to focus on those relationships we have in place (ie four Māori health professional bodies) and look to build strong connections with iwi Māori partnership Boards and the Hauora Māori Advisory Committee within Ministry of Health.

Pharmac and the Board acknowledge the value and expert advice and guidance Te Rōpū have provided since its formation in 2021. These contributions have left an indelible mark on our work and our aspirations to do more for Māori in medicines and devices.

If appropriate, I would like to offer a formal poroporoākī/poroākī with Te Rōpū, Board and staff, to close this kaupapa in the most appropriate way, on 29 October at Pharmac. Please let us know if Te Rōpū members are still available on this date and we will hold the flights that were in place for the meeting previously planned for this date.

Once again, I thank you and the members of Te Rōpū for your work with Pharmac and wish you all the best for the future.

Ngā mihi

A handwritten signature in black ink, appearing to read 'Paula Bennett', with a stylized flourish at the end.

Hon Paula Bennett
Chair, Pharmac Board

cc Associate Minister of Health
Pharmac Board

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Subject: FW: RESPONSE NEEDED Māori Engagement paper for Board
Sent: 10/10/2024, 9:04:17 am
From: Sarah Fitt<Sarah.Fitt@pharmac.govt.nz>
To: Trevor Simpson
Cc: Jacqui Webber

This was the plan from Paula on Tuesday and your paper has gone out to Board for review and decision.

Suggest when you speak to co-chairs today can say Board are having some discussions on future of Te Ropu, post LoE etc and Board Chair will be calling them shortly directly to discuss.

Plan for their meeting to go ahead on 24th (which some Board members may attend, TBC) and cancel meeting on 29th

Sarah

Sarah Fitt | Chief Executive

PHARMAC | Te Pātaka Whaioranga | PO Box 10-254 | Level 9, 40 Mercer Street, Wellington
DDI: +64 4 901 3218 | P: +64 4 460 4990 | s 9(2)(a) | www.pharmac.govt.nz

From: Board Chair <BoardChair@Pharmac.govt.nz>
Sent: Tuesday, October 8, 2024 2:58 PM
To: Jacqui Webber <Jacqui.Webber@pharmac.govt.nz>; Paula Bennett - Board Chair <paula.bennett@bayleys.co.nz>; Sarah Fitt <sarah.fitt@pharmac.govt.nz>
Subject: Re: RESPONSE NEEDED Māori Engagement paper for Board

Hi Sarah and jacqui

Can you please send this out to the board for it to be approved via email.

I propose that in the first instance we advise the Minister under no surprises and then I set up a call with the co-chairs to let them know the boards decision - perhaps with Talia, nicola and Trevor on the call too? And ask them how they would like the decision to be discussed with the other Te Ropu members. Ie. Via a Teams call with me and some board members or by themselves.

I would advise them that their meeting this months would be their last (Jacqui, can you remind me when this is?) and that we won't be doing the special board meeting with them at the end of the month.

I would be interested in others views on this way forward?

thanks

From: Jacqui Webber <Jacqui.Webber@pharmac.govt.nz>
Sent: Friday, October 4, 2024 3:22 PM
To: Paula Bennett - Board Chair <paula.bennett@bayleys.co.nz>
Cc: Board Chair <BoardChair@Pharmac.govt.nz>
Subject: RESPONSE NEEDED Māori Engagement paper for Board

Hi Paula

Here's the Māori Engagement paper for your review.

Can you please let me know whether you would like a Board call set up to discuss this, or whether you are happy for me to email by circular to Board for their decision. Thanks

Ngā mihi

Jacqui

Jacqui Webber | Board Secretary and EA to Chair

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Official Information Act 1982

Subject: Fwd: Can I please have a brief on Te Ropu? history what it currently does. any cost?

EMAIL 3

Sent: 17/07/2024, 12:29:11 pm

From: Sarah Fitt<Sarah.Fitt@pharmac.govt.nz>

To: Trevor Simpson

Cc: Jacqui Webber

Trevor

Can you pull together a short briefing for Paula to discuss at their Board only session next Thursday

Should include the recommendations that we recently discussed esp in light of LoE.

We can discuss more tomorrow at our catch up

Sarah

Sarah Fitt

Chief Executive

PHARMAC

From: Board Chair <BoardChair@Pharmac.govt.nz>

Sent: Wednesday, July 17, 2024 12:09:18 PM

To: Jacqui Webber <Jacqui.Webber@pharmac.govt.nz>; Sarah Fitt <sarah.fitt@pharmac.govt.nz>

Subject: Can I please have a brief on Te Ropu? history what it currently does. any cost?

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Official Information Act 1982

Subject: Notes for you from 10am hui
Sent: 18/10/2024, 11:04:11 am
From: Nicola Ngawati<Nicola.Ngawati@pharmac.govt.nz>
To: Trevor Simpson

EMAIL 4

Follow Up Flag: Follow up
Flag Status: Flagged

Kia ora

A few notes of main points from Co-Chairs which I think we should go through with rest of SLT at Directors only on Monday

Rebecca

- very disappointed with the news
- Pharmac does not have a good track record engaging with Māori. Don't see how this will change going forward
- Many previous reports note this fact.
- not correct to talk about Māori engagement – should be about partnership with Māori
- very concerned about the safety of kaimahi Māori at Pharmac
- one of the practices TR followed was to connect in with kaimahi Māori at each hui so that they had an avenue to connect through TR into senior leaders.
- well known that Pharmac is a culturally unsafe environment for kaimahi Māori
- sad that the avenue of TR will now be closed for kaimahi Māori
- worries about how kaimahi Māori will cope
- look back at the previous reviews including racism review.
- noted Pharmac's obligations under Pae Ora in relation to Māori. Board decision to disestablish TR don't detract from that.

s 9(2)(g)(i)

Eugene

- very disappointed
- other TR members will be disappointed.
- noted Paula is well aware of the depth and breadth of experience of TR members
- he and Rebecca will need time to digest and discuss how they want this news conveyed to TR members.
- requested a note from the Board on what the decision is and the reasons for this. Asked for this before their TR teams hui on 24 October. Trevor to follow this up thanks**
- they will let Paula now how they want the decision communicated
- Noted that the TR will want a poroporoaki in Wellington to formally conclude TR. Soon. Not in a few months. Up to TR members if they wish to attend.
- decision not a shock in the political environment but anticipate reverberations . this will hit kaimahi Māori hard and be noticed across the sector.

Mauri ora
Nicola

Dr Nicola Ngawati | Director - Equity and Engagement
Te Pātaka Whaioranga | Pharmac
s 9(2)(a)

Subject: Re: Can I please have a brief on Te Ropu? history what it currently does. any cost?
Sent: 17/07/2024, 12:38:34 pm
From: Sarah Fitt<Sarah.Fitt@pharmac.govt.nz>
To: Jacqui Webber; Trevor Simpson

This won't be ready for the weekend and will need to go in Directors only section early next week

Sarah Fitt
Chief Executive
PHARMAC

From: Jacqui Webber <Jacqui.Webber@pharmac.govt.nz>
Sent: Wednesday, July 17, 2024 12:33
To: Sarah Fitt <sarah.fitt@pharmac.govt.nz>; Trevor Simpson <trevor.simpson@pharmac.govt.nz>
Subject: RE: Can I please have a brief on Te Ropu? history what it currently does. any cost?

Hi Both

Is it possible to have this on Friday for me to publish their papers for the weekend to read?

Ngā mihi

Jacqui

Jacqui Webber | Board Secretary
s 9(2)(a) www.pharmac.govt.nz

From: Sarah Fitt <sarah.fitt@pharmac.govt.nz>
Sent: Wednesday, July 17, 2024 12:29 PM
To: Trevor Simpson <trevor.simpson@pharmac.govt.nz>
Cc: Jacqui Webber <Jacqui.Webber@pharmac.govt.nz>
Subject: Fwd: Can I please have a brief on Te Ropu? history what it currently does. any cost?

Trevor
Can you pull together a short briefing for Paula to discuss at their Board only session next Thursday
Should include the recommendations that we recently discussed esp in light of LoE.
We can discuss more tomorrow at our catch up
Sarah

Sarah Fitt
Chief Executive
PHARMAC

From: Board Chair <BoardChair@Pharmac.govt.nz>
Sent: Wednesday, July 17, 2024 12:09:18 PM
To: Jacqui Webber <Jacqui.Webber@pharmac.govt.nz>; Sarah Fitt <sarah.fitt@pharmac.govt.nz>
Subject: Can I please have a brief on Te Ropu? history what it currently does. any cost?

Subject: RE: Te Rōpū hui - 24th and 29th
Sent: 8/10/2024, 9:35:05 am
From: Sarah Fitt<Sarah.Fitt@pharmac.govt.nz>
To: Trevor Simpson
Cc: Jacqui Webber

Follow Up Flag: Follow up
Flag Status: Flagged

Kia ora Trevor

Paula mentioned it yesterday, She has had an initial review of the paper and will have some more feedback on it for you. Her plan is then to have a teams call with co-chairs, share the paper with them and then ask Board to attend their next meeting. Not sure if she wants to have a Board meeting/call to review and approve the paper before she speaks to c-chairs. Jacqui may want to confirm this with Paula and come back to you

Ngā mihi,

Sarah

Sarah Fitt | Chief Executive

PHARMAC | Te Pātaka Whaioranga | PO Box 10-254 | Level 9, 40 Mercer Street, Wellington
DDI: +64 4 901 3218 | P: +64 4 460 4990 | s 9(2)(a) | www.pharmac.govt.nz

From: Trevor Simpson <trevor.simpson@pharmac.govt.nz>

Sent: Tuesday, October 8, 2024 9:14 AM

To: Sarah Fitt <sarah.fitt@pharmac.govt.nz>

Subject: FW: Te Rōpū hui - 24th and 29th

Kia ora Sarah,

Please see below from Rebecca. Wondering if we are anyway forward with the Board on this before I think about a response?

Ngā mihi

Trevor Simpson | Kaituruki Māori | Director Māori

Te Pātaka Whaioranga Pharmac | PO Box 10 254 | Level 9, 40 Mercer Street, Wellington
DDI: +64 4 830 8499 | P: +64 4 460 4990 | s 9(2)(a) | www.pharmac.govt.nz

From: Rebecca S 9(2)(a)

Sent: Monday, October 7, 2024 4:46 PM

To: Rongo Toelupe <rongo.toelupe@pharmac.govt.nz>; Leanne Manson <leanne.manson@pharmac.govt.nz>; Trevor Simpson <trevor.simpson@pharmac.govt.nz>

Cc: Eugene Berryman-Kamp S 9(2)(a)

Subject: Te Rōpū hui - 24th and 29th

Kia ora koutou,

Hope you are all well, as we head towards the end of the year.

I was just thinking that it's been a while since we had an update from Pharmac and so it would be helpful if you could send out a quick summary email to Te Rōpū for both our hui on the 24th and 29th confirming:

- the time/location
- agenda

Ngā mihi,

Rebecca

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Official Information Act 1982

Subject: RUN SHEET for 10am
Sent: 18/10/2024, 9:42:32 am
From: Nicola Ngawati<Nicola.Ngawati@pharmac.govt.nz>
To: Trevor Simpson

From: Nicola Ngawati
Sent: Thursday, October 17, 2024 3:46 PM
To: Jacqui Webber <Jacqui.Webber@pharmac.govt.nz>
Cc: Sarah Fitt <Sarah.Fitt@pharmac.govt.nz>; Trevor Simpson <trevor.simpson@pharmac.govt.nz>
Subject: Your teams meeting - Friday 18 October at 10am with Te Ropu Co-Chairs: Run sheet

Kia ora Jacqui
 Can you please pass the following email to Paula thanks
 Nicola

++++++

Kia ora Paula
 As requested please find below an outline/run sheet for your teams meeting at 10am tomorrow.
 Regards
 Nicola

Friday 18 October 2024- 10-10.30am

Run sheet teams call with Te Rōpū Co-Chairs (Eugene Berryman-Kamp & Rebecca Mason)

Also present: Trevor Simpson (Director Māori Directorate), Nicola Ngawati (Director Equity and Engagement) and Talia Anderson (Board Member)

Purpose of meeting:

- Advise Eugene and Rebecca of Board decision to disestablish Te Rōpū
- provide some background
- thank them for their valued contribution and those of the wider Te Rōpū members
- ask how they would like to convey the decision to the rest of Te Rōpū (do they wish to do this or would they prefer you do this via teams).

10.00 - 10.05	Brief welcome – thanks for making the time to meet (Paula) Pass to Trevor for an opening karakia
10.05 - 10.10	Introductions – led by Paula
10.10 – 10.15	Paula – why are we here? <ul style="list-style-type: none"> • The Board has been giving a lot of thought to how best to engage with Māori after I received the Minister’s Letter of Expectations and in the context of our wider operating environment • Reinforce that addressing the health needs of Māori as a population group with the greatest health needs in our communities remains a priority • Well aware that Māori have the worse health outcomes than non-Māori across most measures of health. • Have called this meeting to let you know of the Board decision to disestablish Te Rōpū

- Note this was done in order to strengthen Pharmac's other partnership arrangements and relationships with other groups
- Pharmac will now look to focus on those relationships we have in place (ie: four Māori health professional bodies) and look to build strong connections with iwi Māori partnership Boards and the Hauora Māori Advisory Committee within Ministry of Health.
- Acknowledge that value Pharmac and the Board have placed on the expert advice Te Rōpū have provided to Pharmac since Te Rōpū was formed in 2021.

10.15 - 10.18	Pass to Trevor to acknowledge Te Roopu's contribution
10.18 - 10.27	Allow opportunity for Eugene and Rebecca to respond/ask questions
10. 28 - 10.30	Closing karakia (Trevor)

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