



COLLECTIVE ACTION WITH COMMUNITIES

Pae Ora - Our Future

Urgent and Unplanned Care

Proactive Care

Routine and Preventative Care

COLLECTIVE ACTION FOR COMMUNITIES

Leadership, Culture and Iwi Partnership

Manaakitanga

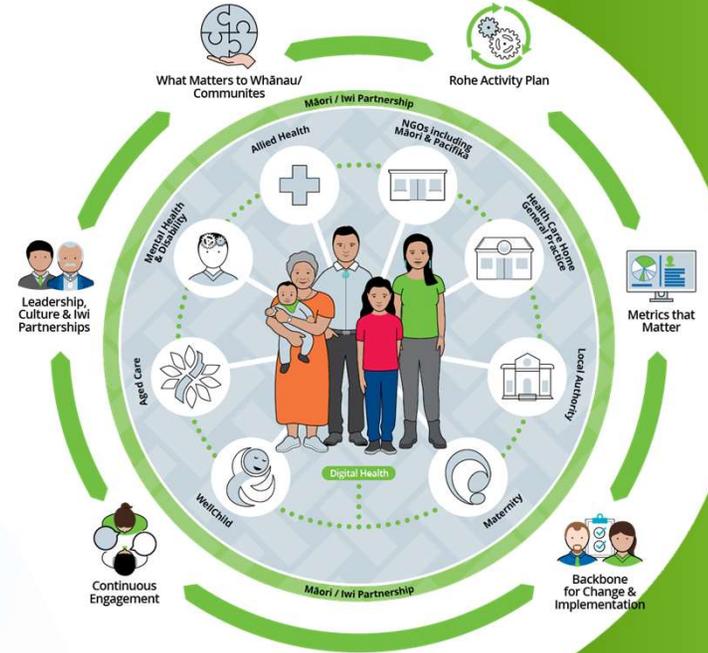
Kaitiakitanga

Pūkengatanga

Whakapono

Oritetanga

Tino Rangatiratanga



Transforming Healthcare Outcomes, Everyday



SECTION ONE

DEFINING COLLABORATIVE GOVERNANCE

1. What is collaborative governance?
2. What are the core elements and principles of this?
3. Honouring Te Tiriti o Waitangi

Making sense of Governance

Traditional governance

Describes how an organisation, community or network, makes decisions. It determines:

- Who has power
- Who makes decisions
- How representative voices are heard
- How accountability works.

Collaborative governance

An (in)formal agreement whereby representatives of different interest areas using a codesign approach, are collectively empowered to make decisions or recommendations to a final decision-maker, who will not substantially change consensus recommendations.

Collaborative governance is anticipated to evolve as you progress through the various stages of your Locality CI initiative

In a nutshell...

Leadership power in hands of a few influential leaders



Leadership power localised and shared among the community network representatives and those impacted by the changes



Governance elements & principles

Core elements of collaborative governance

- Working through a **host/convener**
- **Managing overlapping roles** in the governance structure
- A **leadership group**
- A **backbone** support
- A **fiscal/legal** agent
- Executive or **Coordinating** Committee
- **Working Groups** and/or Action Teams

There is **no one right answer** for how best to establish a collaborative governance model.

Instead, models are shaped by the following factors:

- local context;
- member attributes;
- magnitude and pace of change desired;
- the style and spirit of the leadership;
- the group's framework for change;
- the preferences of the convener or fiscal sponsor; and
- the flexibility and adaptability your initiative requires.

Collaborative governance principles

- **Transparency and Accountability:** Decisions take place in the public eye.
- **Equity and Inclusiveness:** All interests who are needed and willing contribute to solutions.
- **Effectiveness and Efficiency:** Solutions are tested to make sure they make practical sense.
- **Responsiveness:** Public concerns are authentically addressed.
- **Forum Neutrality:** Different perspectives are welcome; the process itself has no bias.
- **Consensus-Based:** Decisions are made through consensus rather than majority rule.

Honouring Te Tiriti o Waitangi

The Ministry of Health provides a clear framework relating to Te Tiriti o Waitangi with a clear vision of Pae ora, strong principles including.

Our Te Tiriti o Waitangi Framework



Te Tiriti o Waitangi

The text of Te Tiriti, including the preamble and the three articles, along with the Ritenga Māori declaration, are the enduring foundation of our approach. Based on these foundations, we will strive to achieve the following four goals, each expressed in terms of mana:

- Mana whakahaere**
 Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources.
- Mana motuhake**
 Enabling the right for Māori to be Māori (Māori self-determination) to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori.
- Mana tangata**
 Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness.
- Mana Māori**
 Enabling Ritenga Māori (Māori customary rituals) which are framed by te ao Māori (the Māori world), enacted through tikanga Māori (Māori philosophy and customary practices) and encapsulated within mātauranga Māori (Māori knowledge).

Principles of Te Tiriti o Waitangi

The principles of Te Tiriti o Waitangi, as articulated by the Courts and the Waitangi Tribunal, provide the framework for how we will meet our obligations under Te Tiriti in our day-to-day work. The 2019 Hōuoro report recommends the following principles for the primary health care system. These principles are applicable to wider health and disability system. The principles that apply to our work are:

- Tino rangatiratanga**
 The guarantee of tino rangatiratanga, which provides for Māori self-determination and mana motuhake in the design, delivery, and monitoring of health and disability services.
- Equity**
 The principle of equity, which requires the Crown to commit to achieving equitable health outcomes for Māori.
- Active protection**
 The principle of active protection, which requires the Crown to act, to the fullest extent practicable, to achieve equitable health outcomes for Māori. This includes ensuring that it, its agents, and its Treaty partner are well informed on the extent, and nature, of both Māori health outcomes and efforts to achieve Māori health equity.
- Options**
 The principle of options, which requires the Crown to provide for and properly resource kaupapa Māori health and disability services. Furthermore, the Crown is obliged to ensure that all health and disability services are provided in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care.
- Partnership**
 The principle of partnership, which requires the Crown and Māori to work in partnership in the governance, design, delivery, and monitoring of health and disability services. Māori must be co-designers, with the Crown, of the primary health system for Māori.

He Korowai Oranga

Meeting our obligations under Te Tiriti is necessary if we are to realise the overall aim of Pae Ora (healthy futures for Māori) under He Korowai Oranga (the Māori Health Strategy).

- Along with the high-level outcomes for the Māori Health Action Plan:
- Iwi, hapū, whānau and Māori communities can exercise their authority to improve their health and wellbeing.
 - The health and disability system is fair and sustainable and delivers more equitable outcomes for Māori.
 - The health and disability system addresses racism and discrimination in all its forms.
 - The inclusion and protection of mātauranga Māori throughout the health and disability system.



Te Tiriti o Waitangi and the health and disability system



[Te Tiriti o Waitangi Framework \(health.govt.nz\)](https://www.health.govt.nz/te-tiriti-o-waitangi-framework)



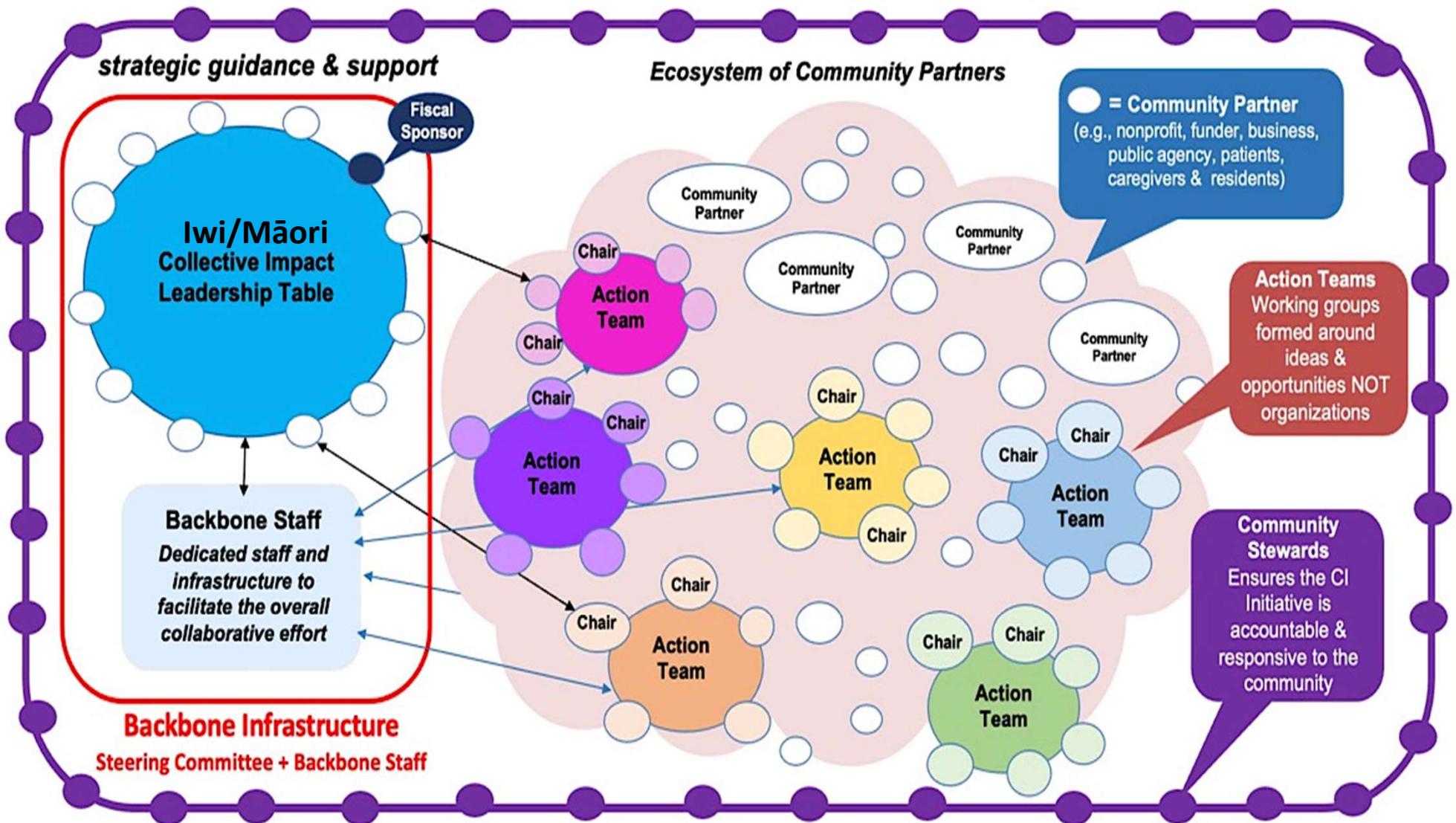
SECTION TWO

EXPLORING LEADERSHIP STRUCTURE AND RESPONSIBILITIES

1. How is a collaborative leadership model structured?
2. How do I go about engaging iwi and cultural groups?
3. How do I embed equity into leadership?
4. What are the core functions of each leadership group?
5. What are common collaborative governance progress measures?

Collaborative Leadership Structure

Common Agenda - Shared Metrics – Mutually Reinforcing Activities – Continuous Communication



Culture and Iwi Partnership

- Partner with Iwi in your rohe (and the right people within the organisation)
 - Do the appropriate organisations have a seat at the table? The right people at the table may change as the project progresses.
- Is whakawhanaungatanga and cultural competency a must have part at all meetings?
- Trust takes time to build and historical relationships may need time to heal from previous projects

Embedding equity into leadership

- There is a requirement to look inwardly to embed equity into leadership.
- Understand and dismantle the systemic privilege in your culture. i.e. Symptoms like perfectionism, either/or thinking, and defensiveness are a few of the clues to systemic privilege.
- Create a culture of psychological safety and belonging; get comfortable being uncomfortable, practice having difficult and awkward conversations in real time, fostering deep trust, and building emotional intelligence.
- Set clear expectations for behaviours among all members of the locality network
- Align the mission of their locality network to the broader equity issues being faced by the communities being serviced
- abandon a "one-size-fits-all" mindset and tailor services to community members' unique conditions and cultural factors.



Equity vs Equality



Other underserved populations

Leadership function overview

The Leadership Groups within a Locality collective impact initiative performs the following functions. Leadership exists at all levels within the overall network.

Collaborative Governance Group	<ul style="list-style-type: none">• Provides strategic direction and decision making• Champions the work• Aligns own work to the common aspirations and what matters to whanau• Some Collaborative Governance Group members serve on work groups
Backbone	<ul style="list-style-type: none">• Provides dedicated staff – cross sector resources• Supports the work of partners by assisting with strategic guidance, supporting aligned activity, establishing shared measurement, building public will, advancing policy, and mobilising resources
Work Groups (Action Teams)	<ul style="list-style-type: none">• Comprised of cross-sector community partners targeting particular element of common agenda• Typically led by co-chairs, supported by backbone• Designs and implements strategies, involving non-working group members as needed
Community partner	<ul style="list-style-type: none">• Individual organisations and members of the community• Partners should have access to a variety of opportunities to learn about and engage in the initiative, and will be key to implementing strategies• Ultimate ‘power’ resides within the community and those with lived experience

The Backbone and Governance are often considered two side of the same coin....

The backbone outlines the structure...and Collaborative governance outlines how the structure operates

Collaborative Governance Progress Measures

- The group is making satisfactory progress
- The effort and conflict required to make progress is reasonable
- Members are achieving some personal/organisational objectives
- Everyone involved is learning much more about the complex issue
- The overall process is self-refueling, leading to greater ambition and capacity