

## MIDLAND CANCER NETWORK EXECUTIVE GROUP

The purpose of this report is to document in detail the Midland Cancer Network (MCN) Māori governance structures roles and responsibilities for the MCN Executive Group. A proposal for establishing the Midland Cancer Network' (Hewitt, 2006) endorsed the concept that the establishment of the MCN would utilise and build on existing structures.

This report outlines the current Midland DHB governance structures and linkages for Māori for each DHB and considers the current situation for Pacific people and refugees and new migrants (RNMs). This review does not intend to complete an analysis for all ethnic populations but focus on the priority groups.

The Midland DHBs Bay of Plenty (BOP), Lakes and Waikato recognise the importance of ensuring the principles of the Treaty of Waitangi are upheld and align accordingly with the New Zealand Public Health and Disability Act 2000. Moreover, there is a need to ensure Māori are able to participate at all levels where decisions are made in relation to the development of health and disability services to meet their needs.

It is important to understand what mechanisms are made available to iwi and other population groups across the Midland region. In order to gain a clear understanding of this the following areas were explored:

- Identifying iwi governance roles and responsibilities for BOP, Lakes and Waikato DHBs.
- The current development regarding governance structures for Pacific peoples, refugees and new migrant groups.

## BACKGROUND

Reducing inequalities is a dual purpose goal of the New Zealand Cancer Control Action Plan 2005 – 2010, which is the guiding document for implementing the six goals of the Cancer Control Strategy (2003).

Objective two (2) of goal five (5) refers to ensuring that there are effective governance structures for Māori to address inequalities in accessing health services. Furthermore for Māori to be a part of the decision making process to improve their health outcomes.

## TREATY OF WAITANGI

Treaty Principles within the framework of the New Zealand Public Health and Disability Act 2000 should guide all DHBs in addressing all issues related to Māori health.

*Partnership:* - Practice processes that enable Māori to engage and contribute to decisions at all levels of decision-making based on mutual understanding and cooperation.

*Participation:* - DHBs should form joint partnerships in identifying priority areas for Māori health gain and Māori are involved in overall strategic and operational planning processes.

*Protection:* - DHBs should be committed to a bi-cultural approach in its delivery of health and disability services which includes the utilisation of tikanga Māori. DHBs are required to work with Māori to ensure the protection of Māori cultural concepts, values, practices and other taonga are preserved.

## BAY OF PLENTY MĀORI GOVERNANCE STRUCTURE

The BOP Māori Health Rūnanga consists of seventeen (17) iwi and forms a partnership with the BOPDHB. The role of the Rūnanga is to discuss issues pertaining to Māori health and working towards Māori health gain.

The role of the General Manager (GM) Māori Health is to link directly with the Rūnanga and to liaise with the DHB. The GM's role is essential to ensuring that effective communication and coordination are maintained between both parties.

The Māori Health team work collaboratively across the DHB organisation with services such as funding and planning, corporate and service provision. This type of model is similar to the principle of partnership within the Treaty of Waitangi framework.

#### PACIFIC ADVISORY

There is no current governance structure in place for Pacific peoples to link directly with the BOPDHB. However the DHB has specific funding that will enable developments to establishing groups which will focus on priority areas for Pacific peoples which are tobacco control and increased cervical screening. The BOPDHB has recently established the Technical Advisory Group (TAG) who will focus on cancer control. TAG has made provisions within their infrastructure to have Pacific people's representation. Therefore this would prove to be a vital link for TAG and the MCN.

#### REFUGEES and NEW MIGRANTS

There is no current governance body established for both these population groups. Further to this the BOPDHB health needs data indicate there is a low population of RNMs residing in the area. Although there is no formal representation for these groups, the BOPDHB provides specific health education programmes, which target the needs of RNMs.

#### LAKES DHB MĀORI GOVERNANCE

A relationship with the two (2) iwi of Lakes – Ngāti Tuwharetoa and Te Arawa - has been established and ratified to represent the two iwi governance bodies (Te Nohanga Kotahitanga o Tuwharetoa and Te Roopu Hauora o Te Arawa). This has been a critical mechanism for ensuring that iwi participate in all of the Board's activities.

The GM Māori Health links directly with both iwi governance bodies whilst maintaining and co-ordinating the relationship between iwi governance bodies of Te

Arawa and Ngāti Tuwharetoa. Similar to BOP iwi structure the Lakes Māori Health align closely with the DHB's organisation services.

#### PACIFIC ADVISORY

There is no specific governance body established at present for the Pacific peoples in the Lakes area. However the Rotorua Pacific Island Development Charitable Trust (PIDCT) represents the interests of Pacific peoples and is currently involved with the Lakes DHB Health Eating Healthy Action steering group. Through discussions with the PIDCT regarding cancer control and reducing inequalities there is an opportunity for the MCN to form links with the PIDCT.

#### WAIKATO DHB MĀORI GOVERNANCE

The Iwi Māori Council (IMC) consists of four (4) Tanui iwi who are Waikato, Pare Hauraki, Pare Maniapoto and Raukawa.

The IMC has an integral role and responsibility to engage effectively with the Waikato District Health Board. The IMC and the Waikato DHB discuss and prioritise a range of health matters including reviewing the Waikato DHB District Annual Plan.

This IMC ensures that iwi have sufficient coverage and representation. It is the role of the Kaumātua Kaunihera to provide cultural advice and support to the DHB and Waikato health providers.

The role of GM Māori Health for the Waikato DHB is an important link for the MCN. The GM Māori Health is a representative of the MCN and provides a strong connection to GM Māori Health regionally and nationally.

Waikato Māori have a dedicated position that is based within the Waikato PHO which has ninety percent (90%) of the Waikato enrolled population. The key areas of this role are to facilitate and coordinate community groups that focus on improving access to health services for Māori.

## PACIFIC GOVERNANCE

The Waikato District Health Board and the Pacific Advisory Group (PAG) plan to reduce inequalities, and improve health outcomes for Pacific peoples as outlined in the Waikato Pacific Health and Disability Action Plan 2002 – 2005 (under development at present), and DHB Strategic Plan 2006 – 2015 and Action Plan 2003. In recent times PAG has undergone some significant changes in relation to internal infrastructure. Senior group members have moved on subsequently affecting the overall capabilities of the group.

The Waikato PHO is the largest of the four (4) in the Waikato. Within the Waikato PHO is an established position for Pacific peoples. The purpose of this role to coordinate community groups that focus on improving access, to health services particularly within the primary health care environment.

## RNMS ACTION GROUP

The Waikato DHB and the RNMs Action Group is focused on achieving the health related objectives as described in a specific RNMs Strategic Plan 2002 - 2007. The RNMs Action Group is currently involved with the Waikato DHB HEHA steering group.

## MIDLAND GM MĀORI GROUP FORUM

The Midland GM Māori Group forum consists of Maori GMs from Lakes, Waikato, BOP, Taranaki and Tairāwhiti DHBs, and is mandated by the Midland DHBs – regional collaboration principles (2007).

The Midland DHBs have recognised that there is much to gain in a collaborative approach to planning and delivery of some services and initiatives. The collaboration activity is driven from within a regional structure.

The GM forum aligns with the collaboration principles and the Midland GM forum hold meetings on a regular basis to share information and experiences of their work which includes any Māori health initiatives.

The MCN team have strong links with the Midland GM Māori Group through the Waikato DHB Māori GM who is a member of the MCN Executive Group.

The MCN provide regular reports to the Midland collaborative structure including the Midland GM Māori Group. The MCN also attends and updates the Midland GM Māori Group forum as required.

#### MIDLAND CANCER NETWORK MĀORI GOVERNANCE STRUCTURES

A proposal for establishing the Midland Cancer Network (Hewitt, 2006) endorsed the concept that the MCN would utilise and build on existing structures.

The MCN has developed linkages with Māori governance structures in the Midland region. The MCN provides regular reports on progress to the Midland collaborative structure which includes the Midland GM Māori forum.

There is GM Māori representation on the MCN Executive Group. The Network work programme includes addressing inequalities through all work streams across the cancer continuum. The network infrastructure supports this critical programme through a portfolio role within its team.

#### SUMMARY OF GOVERNANCE STRUCTURE REVIEW

The review confirms that the current Midland DHBs Māori governance structures will align with the network to support the advancement of cancer control for Māori.

When considering the structures for Pacific peoples and RNMs, their infrastructures are not as strong. However, there are various links for the MCN to utilise the range of key stakeholders such as the Pacific Island Development Charitable Trust Lakes and TAG (BOP). This will assist to address existing gaps to advance cancer control for Pacific peoples and other minority groups.

Taking a wider focus for the MCN and cancer control, considerations for the other population groups such as Asians will need to be tabled in future planning and developments. The Asian population is projected to increase over the next decade and over a period is predicted to exceed Māori. There will be expected variations also in identifying the health needs for Asians and other groups.

## ATTACHMENTS: MIDLAND REGION IWI GOVERNANCE MATRIX

## BOP MATRIX

TITLE	ROLE	RESPONSIBILITIES
<b>Māori Health Rūnanga</b>	<p>The BOPDHB Māori Health Runanga members consist of the following iwi groups: <i>Te Whanau a Apanui, Te Whanau a Te Ehutu, Ngai Tai, Whakatohea, Ngati Awa, Tuhoe, Ngati Manawa, Tuwharetoa ki Kawerau, Ngati Rangitahi, Ngati Makino, Ngati Whakaue ki Maketu, Tapuika, Waitaha, Ngati Pukenga, Ngati Ranginui and Ngati Te Rangi.</i></p> <p>The role of the Māori Health Rūnanga is to provide strategic direction to the BOPDHB at a governance level to assist with the development of the ten year strategic plan and provided advice on all matters pertaining to the impact of health and disability services to Māori</p>	<ul style="list-style-type: none"> <li>• To make decisions in Partnership with the BOPDHB</li> <li>• Contribute to decision making</li> <li>• Participate in the planning and delivery of services</li> <li>• Provide a vehicle for effective consultation and engagement with whānau, hapu and iwi</li> </ul>
<b>GM Māori Health</b>	To focus on specific Māori health objectives which includes: Direction, Funding Relationships Workforce Capacity	<ul style="list-style-type: none"> <li>• Development of Māori health</li> <li>• Liaise with Māori council'</li> <li>• Funding of Māori Health services</li> <li>• Māori workforce development</li> <li>• Building Māori capacity</li> </ul>
<b>Te Puna Hauora</b> (Māori health services)	Te Puna Hauora provides health services in the secondary sector to the Māori population of the region.	<ul style="list-style-type: none"> <li>• Provide kaupapa Māori health services to Māori in the region</li> </ul>
<b>Inpatient Wards</b>	General Medicine, Paediatric and Kaupapa Social Workers	<ul style="list-style-type: none"> <li>• Kaupapa services delivered to children</li> </ul>
<b>Kaupapa Paediatric Ward</b>	This service consists of Kaupapa Māori nursing positions that are designated to assist Māori children and their	<ul style="list-style-type: none"> <li>• Ensure best health outcomes for the patient and whānau.</li> </ul>

	<p>whānau who present to the paediatric wards. Kaupapa social workers cement this model in the paediatric service to ensure best health outcomes for the patient and whānau.</p>	
<p><b>Kaupapa Māori Nursing</b></p>	<p>This service consists of Kaupapa Māori nursing positions with a dedicated Kaupapa social worker that assist Māori patients and whānau who present to the medical wards. This team provides a multidimensional focus utilising the model of whānau centred care.</p>	<ul style="list-style-type: none"> <li>• The scope of service deals with patients with complex medical, respiratory, and cardiac pathology.</li> </ul>
<p><b>Kaupapa Social Worker Service</b></p>	<p>Provide assistance to Māori and their whānau who require;</p>	<ul style="list-style-type: none"> <li>• Social work, liaison and support services</li> <li>• Liaison with Iwi provider services</li> <li>• Liaison with other government agencies</li> <li>• Liaison with regional tertiary hospitals</li> <li>• Manage the whānau emergency accommodation units</li> <li>• Involved in monitoring of care/ discharge care plans of Tūrora</li> <li>• Involved in support for any bereavement- Tupāpaku issues</li> </ul>

<p><b>Whānau Emergency Accommodation Units</b></p>	<p>The whānau houses are emergency accommodation for whānau with patients in the wards. Two units are available that consist of two small bedrooms, fully equipped for basic, temporary accommodation ie. Washing, cleaning, cooking and sleeping facilities.</p>	<ul style="list-style-type: none"> <li>• Provide emergency accomodation</li> </ul>
<p><b>Out patients clinics</b></p>	<p>Te Puna Hauora Kaupapa Māori Nursing Services Outpatient clinics are held regularly under the following specialties:</p> <p>Coordinated by a Practice Nurse and Specialist Consultant - these clinics operate from the Te Puna Hauora building and Te Puna Hauora Ambulatory services Pod situated in the main hospital. This includes the inclusion of other health professionals, podiatrist, dietician etc. when appropriate, during these clinic sessions.</p>	<ul style="list-style-type: none"> <li>• Medical</li> <li>• Diabetes</li> <li>• Paediatric</li> <li>• Gynaecology</li> </ul>
<p><b>Specialist Nursing Kaupapa Community Nursing Service</b></p>	<p>Coordinates outpatient clinics and integrates community nursing follow up</p>	<ul style="list-style-type: none"> <li>• Outpatient clinics include - medical, paediatric and gynaecology issues</li> <li>• Community follow up from a ward episode</li> <li>• Iwi / hapū provider referral for assistance</li> <li>• Previous referrals to the service.</li> <li>• tūroro and hapū, iwi workers.</li> <li>• Build and strengthens</li> </ul>

		relationships with whānau,
<b>Kaupapa Diabetes Education</b>	Coordinates the diabetes outpatient clinics and community nursing follow up	<ul style="list-style-type: none"> <li>• Communities follow up from a ward episode.</li> <li>• Iwi/Hapū provider referral for assistance.</li> <li>• Previous referrals to the service.</li> <li>• Provides support and education to both tūrora and whānau who have been diagnosed with diabetes.</li> <li>• Support and assistance not exclusive but can include podiatry referral and follow up, dietician education and support, glucose blood tests monitoring and education.</li> </ul>
<b>Kaupapa Cardiac Liaison</b>	Coordinates community-nursing follow up for cardiac patients	<ul style="list-style-type: none"> <li>• Communities follow up from a ward episode.</li> <li>• Iwi/Hapū provider referral for assistance.</li> <li>• Previous referrals to the service.</li> <li>• Provides support and education to both tūrora and whānau regarding cardiac events and ongoing monitoring.</li> <li>• Cardiac rehabilitation post event.</li> <li>• Involved with Māori cardiology outpatient</li> </ul>

		clinics and heart failure clinic
<p><b>Kaupapa Māori Specialist Mental Health Services</b></p> <p><b>Kaupapa Māori Inpatient Team</b></p> <p><b>Te Wharemaiangiangi</b></p>	<p>Te Wharemaiangiangi is a 24 hour 7 day per week acute inpatient unit for adults.</p>	<p>The Kaupapa Māori Inpatient Team provides the following services:</p> <ul style="list-style-type: none"> <li>• Kaupapa Māori nursing</li> <li>• Cultural programs e.g. Te Reo, Waiata, Karakia</li> <li>• Cultural assessment</li> <li>• Cultural input into treatment plans</li> <li>• Social work intervention</li> </ul>
<p><b>Kaupapa Māori Post Discharge Follow Up in the Community</b></p> <p><b>Rangatahi Pakeke Team</b></p>	<p>The following services are provided by the Rangatahi Pakeke Team following discharge from Te Wharemaiangiangi.</p>	<ul style="list-style-type: none"> <li>• Kaupapa Māori psychiatric nursing in the community</li> <li>• Links to whānau, hapū and Iwi</li> <li>• Coordination of supports within the community</li> </ul>
<p><b>Kaupapa Māori Specialist Mental Health Services (18+ years)</b></p>	<p>The Rangatahi Pakeke Team provides the following services for adults in the community:</p>	<ul style="list-style-type: none"> <li>• Kaupapa community nursing</li> <li>• Psychological therapeutic intervention</li> <li>• Assessment &amp; intervention for mental illness co-existing with alcohol, drug and/or other addiction</li> <li>• Cultural &amp; clinical assessments</li> <li>• Case management</li> </ul>

		<ul style="list-style-type: none"> <li>• Early intervention</li> <li>• Social work intervention</li> <li>•</li> </ul>
<p><b>Tamariki Mokopuna Team</b></p> <p>(Kaupapa Māori Specialist Mental Health Services (0 - 17 years))</p>	<p>The Tamariki Mokopuna Team provide the following services to children, adolescents and their Whanau</p>	<ul style="list-style-type: none"> <li>• Individual &amp; whānau counseling</li> <li>• Psychological therapeutic intervention</li> <li>• Consult Liaison</li> <li>• Social work intervention</li> <li>• Cultural &amp; clinical assessments</li> <li>• Case management</li> <li>• Early intervention</li> </ul>

LAKES MATRIX

TITLE	ROLE	RESPONSIBILITIES
<p><b>Te Roopu Hauora o Te Arawa</b> (TRHOTA) And <b>Te Nohanga Kotahitanga o Tuwharetoa</b>  TNKOT</p>	<p>TRHOTA and TNKOT have mandated representatives from iwi in its governance group. Both groups work closely with Lakes DHB to provide input to strategic planning in order to ensure that Te Arawa and Ngāti Tuwharetoa health needs are incorporated into Lakes DHB planning and developments</p> <p>Members from the iwi governance body sit on the three public Advisory Committees of the Lakes DHB.</p>	<ul style="list-style-type: none"> <li>• Review DHB and strategic and annual plans prior to finalisation.</li> <li>• Provides an appropriate and meaningful avenue for Māori input</li> <li>• Represents iwi throughout the Te Arawa area.</li> <li>• Reducing health disparities between Māori and non-Māori</li> <li>• Supporting providers in maximizing the quality and</li> </ul>

		<p>delivery of core health services to Māori</p> <ul style="list-style-type: none"> <li>• Improving access to health and disability support services for Māori, particularly in deprived and disadvantaged sections of the population;</li> <li>• Promoting the delivery of services appropriate to Māori culture</li> </ul>
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LAKES MATRIX CONTINUED...

TITLE	ROLE	RESPONSIBILITIES
<p><b>Te Huinga Takiora Māori</b> (Māori health services)</p>	<p>The Māori Health team is located on D Floor, Edward Guy Building, Rotorua Hospital.</p>	<ul style="list-style-type: none"> <li>• maintaining and co-ordinating the relationship between iwi governance bodies of Te Arawa and Ngāti Tuwharetoa</li> <li>• supporting building the capacity and capability of Māori providers</li> <li>• developing processes to ensure Māori participation in Lakes DHB activities</li> </ul>
<p><b>Te Whakaruruhau</b></p>	<p>Te Whakaruruhau is a strategic implementation team that manages and co-ordinates Māori health within the Lakes DHB provider arm (Rotorua and Taupo hospitals and community services). Te Whakaruruhau sub-contracts in Rotorua Hospital; and to Tuwharetoa Health Services Ltd to deliver Te Oranga services (refer below) in Taupo Hospital. Te Whakaruruhau also supports the ongoing development of Pō Te Atatū within the Lakes DHB Mental Health Services in addition to liaison and active support for secondary and community services.</p> <p>Te Whakaruruhau is key to ensuring the</p>	<ul style="list-style-type: none"> <li>• Strategic planning ensuring Māori services align with health objectives</li> <li>• Coordinates Māori services with the DHB</li> <li>• Sub contracts to Māori providers</li> <li>• Ongoing development of Māori services</li> </ul>

	ongoing development and implementation of Māori health, and monitoring of progress of the attainment of Māori health objectives within all services.	
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WAIKATO MATRIX

TITLE	ROLE	RESPONSIBILITIES
<b>Iwi Māori Council</b>	<p>The Māori Council consists of four (4) Tainui iwi who are: Waikato, Pare Hauraki, Pare Maniapoto and Raukawa</p> <p>Provide advice and direction on all matters pertaining to the impact of health and disability services to Māori.</p>	<ul style="list-style-type: none"> <li>• Review DHB and strategic and annual plans prior to finalisation</li> <li>• Provides an appropriate and meaningful avenue for Māori input</li> </ul>
<b>Kaumātua Kaunihera</b>	<p>Is a council of Māori elders who provide cultural leadership, advice and guidance to the Waikato DHB and Health Waikato</p>	<ul style="list-style-type: none"> <li>• Provide leadership on cultural matters to Waikato DHB and Health Waikato</li> <li>• Provide advice and guidance of health services in Waikato</li> </ul>
<b>Te Puna Oranga</b> (Māori health services)	<p>Māori Health Service comprises of three units that provide three core functions that form the bases for Waikato DHB Māori Health.</p> <p><b>Development Unit</b> To develop district wide strategies and initiatives that create structural change across the health sector to address inequalities health disparities for Māori relative to non – Māori.</p> <p><b>Change Management Unit</b> To develop organizational culture change across Health Waikato to address health disparities for Māori and develop culturally responsive services</p>	<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Service planning</li> <li>• Māori provider capacity building: change management</li> <li>• Service provision (cultural support/advocacy)</li> </ul>

	<p>To deliver cultural support and advocacy for Māori patients and their whānau across targeted Health Waikato service areas.</p>	
<p><b>Kaitakawaenga Services</b> (Māori cultural facilitator)</p>	<p>Complementary to clinicians within the multidisciplinary team, the focus of the role is to provide recommendations to multidisciplinary teams that will inform the care and discharge planning process via a cultural assessment process with Māori tangata whaiora.</p> <p>The role will also support the development and implementation of an integrated service delivery approach that best meets the needs of Māori Tangata whaiora and their whānau.</p> <p>The role needs to support the development and implementation of an integrated service delivery approach consistent with tikanga best practice standards to best meet the needs of Māori tangata whaiora, their whānau, hāpu and key stakeholders, and therefore will work across both community and inpatient settings as appropriate.</p>	<ul style="list-style-type: none"> <li>• Ensures cultural advisory recommendations are part of the multidisciplinary team (MDT) care and discharge planning process.</li> <li>• Monitors that the cultural advisory recommendations are being carried out as agreed by MDT.</li> <li>• Ensures that the multidisciplinary team is aware of appropriate inpatient and rehabilitation options for Māori tangata whaiora.</li> <li>• Provides quality cultural advice and support for clinical staff within the team.</li> <li>• Participates in the CAT/MIT tangata whaiora assessment and contributes to the implementation,</li> <li>• monitoring and evaluation of treatment objectives via a cultural assessment. Includes, supporting the statutory function of DAO (duty authorised officer) in a culturally appropriate way that ensures the clinician as well as the tangata whaiora and whanau are supported</li> </ul>

		within the DAO process.
<b>T Hospitals</b> <b>Kaitiaki</b> <b>Kaiwhiriwhiri</b>	<p>Māori Patient Services have Kaitiaki or Māori Patient Advocates that work in some of the wards at Waikato Hospital.</p>	<ul style="list-style-type: none"> <li>• cultural support and advocacy for patients and their whanau ensuring the rights of patients are being upheld</li> <li>• can relay concerns that patients and whanau have about their care to other hospital staff so that such issues can be addressed</li> <li>• Can link patients and whanau into other hospital services and can assist / support them while they are in hospital.</li> </ul>
<b>Māori Chaplaincy Service</b>	<p>Chaplaincy Assistants work under the guidance of our Hospital Chaplains providing pastoral care to inpatients in wards and departments.</p>	<ul style="list-style-type: none"> <li>• Pastoral care to patients</li> </ul>
<b>Te Roopu Taurima O Waikato</b>	<p>Te Roopu Taurima O Waikato is a voluntary support group made up of Health Waikato staff employed in various departments on the Waikato Hospital campus, who have come together to complement the existing services in meeting the cultural needs of clients and staff.</p>	<ul style="list-style-type: none"> <li>• Support the cultural needs of clients</li> </ul>

