

Briefing

Meeting with Te Hiringa Mahara Mental Health and Wellbeing Commission

Date due to MO:	12/06/2024	Action required by:	20/06/2024
Security level:	UNCLASSIFIED	Briefing number:	BN2024-013
To:	Hon Matt Doocey, Minister for Mental Health		
Copy to:	[REDACTED]		

Contact for Telephone Discussion

Name	Position	Telephone
Karen Orsborn	Chief Executive	[REDACTED]
Stuart Allan	Director Corporate Services	[REDACTED]

Minister's Office to Complete

- | | | |
|--|------------------------------------|---|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Decline | <input type="checkbox"/> Noted |
| <input type="checkbox"/> Needs change | <input type="checkbox"/> Seen | <input type="checkbox"/> Overtaken by event |
| <input type="checkbox"/> See Minister's note | <input type="checkbox"/> Withdrawn | |

Comment:

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To:	Hon Matt Doocey, Minister for Mental Health		

Purpose

1. The purpose of this paper is to provide a proposed agenda and key discussion points for a meeting with Ken Whelan, Kerri Butler and Kirsty Maxwell-Crawford on behalf of Te Hiringa Mahara - Mental Health and Wellbeing Commission on Thursday 20 June 2024.¹ You had previously expressed an interest in participating in an interview as part of our strategic refresh. Due to scheduling constraints, we are suggesting using this meeting instead for this discussion.

Proposed agenda

2. We propose the following items for discussion.
 - i. Strategic refresh – progress update and Future Excellence Horizon

Strategic refresh

3. During 2024 we are undertaking a refresh of our strategy, including our Te Tiriti o Waitangi and Lived Experience position statements. This will inform our 2025-2029 Statement of Intent.
4. We have engaged externally with system leaders and the sector to develop and outline what a future horizon looks like for mental health and wellbeing in Aotearoa New Zealand. This will include understanding the potential shifts in the health system, critical challenges facing communities and future opportunities from the perspective of key leaders and experts in the health sector and wider community.
5. These insights form the basis of a Future Excellence Horizon document. This will guide how the Commission positions itself, prepares and responds to the future needs of the health sector and makes a positive impact to the mental health and wellbeing of communities.
6. To support a consistent approach to our engagement and interviews, we developed the following framing questions. These were drawn from Te Kawa Mataaho – Public Service Commission’s Agency Capability Review model. Key areas of focus for each question are marked in bold. We appointed Ken Whelan, Kerri Butler and Kirsty

¹ Bios for Ken, Kerri and Kirsty are provided at Appendix One.

Maxwell-Crawford to provide feedback on the questions and conduct the Future Excellence Horizon interviews.

Future Excellence Horizon framing questions

- 1) What are the **mental health, addiction and wellbeing outcomes** New Zealanders will expect in the future (**within scope of Te Hiringa Mahara’s expected functions**)?
- 2) Given this future, what are the **expected contributions** Te Hiringa Mahara will need to deliver to meet these expected future outcomes?
- 3) What are the **medium-term environmental/contextual trends** and their potential impacts for the agency and its resources, stakeholders, Māori and whānau, and people with Lived Experience?
 - a. How will the needs of Māori and whānau and people with Lived Experience change over time?
- 4) What are the consequent **challenges, risks and opportunities** in terms of Te Hiringa Mahara’s purpose, the results we will need to achieve, and sort of organisation we will need to be.
- 5) What **capability** does Te Hiringa Mahara require to meet the future state, including **how we will need to operate** and work and **who we will need to work with**?
 - a. Who/what are the critical stakeholders/partners/relationships to deliver results?
- 6) **What will success look like** for the people Te Hiringa Mahara serves over the medium term?

We have completed the following engagement

Approach	Participants / response rate
Future Excellence Horizon interviews	22 participants (some in pairs)
Focus groups with operation / sector leads	Two focus groups, eight participants
Hui with Lived Experience advocacy group leads	Nine participants
Hui with LT	Four participants
Hui with staff	Fourteen participants
Hui with Board	Six participants
Wānanga	Two kanohi ki te kanohi wānanga – one with iwi ahi kā, Māori partners across government and the sector; the second with the Board and leadership team and kaimahi
Short, two question survey ²	Sent to stakeholder database – 113 responses

² The survey asked “What are the key contributions Te Hiringa Mahara can make to improving future mental health and wellbeing outcomes over the next 3 years” and “What do you think Te Hiringa Mahara should stop doing, keep doing and/or start doing”



- Through this engagement, we have developed our draft Future Excellence Horizon. We are looking to share the high-level themes from the Future Excellence Horizon and test these against your priorities.

Current work

We have published (or intend to publish) the following reports, infographics and papers over May and June:

Artefact	Reference number	Publication date
Achieving equity of Pacific mental health and wellbeing outcomes report and infographic	BN2024-008	23 May 2024
He Ara Āwhina discontinued measures	MEM2024-001	31 May 2024
Kua Timata Te Haerenga The Journey Has Begun – Mental Health and Addiction Service Monitoring Report 2024: Access and Options, infographics and updated dashboard	BN2024-009	5 June 2024
Leadership as a mental wellbeing system enabler: Insights on progress toward Kia Manawanui	BN2024-010	13 June 2024
Rangatahi and young people info graphic	BN2024-011	27 June 2024

Board appointments

- We have a Board vacancy following the resignation of Taimi Allan. The Ministry of Health has commenced discussions with the Chair and the process is underway.
- We have a further three Board members with terms finishing in February 2025, we are in discussion with the Ministry regarding both timeframes.

Accountability documents

- You have requested we liaise with the Ministry of Health regarding a timeline for an updated Statement of Intent (SOI) reflecting the new priorities of this government. A draft updated SOI will be provided to your office, copied to the Ministry.
- On receipt of any comments, we will finalise the updated SOI and provide your office with a copy in line with the Crown Entities Act 2004.

Next steps

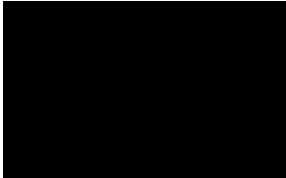
- We will continue to keep you abreast of our work programme and strategic direction through briefings and monthly meetings.



Recommendations

We recommend you:

- | | | |
|----|--|----------|
| a) | note the contents of this briefing | Yes / No |
| b) | note Te Hiringa Mahara intends to proactively release this briefing as part of our proactive release policy | Yes / No |



Karen Orsborn
Chief Executive
Date: 12/06/2024

Hon Matt Doocoy
Minister for Mental Health
Date:

ENDS



Appendix One

Te Hiringa Mahara – 2024 strategic refresh – Future Excellence Horizon interviewers

Kerri Butler



Kerri has worked in various roles in the sector, at local, regional and national levels since 2009. She is an experienced Prince2 practitioner, with over a decade experience in senior project management positions within Te Rau Ora, Te Kete Pounamu, CM Health and Take Notice Limited. Her own lived experience is a key factor in ensuring the delivery of outcomes that are informed by, and meaningful for tangata whaiora.

Ken Whelan



Ken is a senior health executive with over 30 years as a senior manager. For more than 20 of those years, he has been a CEO for health providers and purchasers in New Zealand and Australia. These range from secondary and tertiary providers with large rural and indigenous populations to major quaternary teaching facilities.

Ken's most recent roles include: Crown Monitor for the Counties Manukau and Waikato DHBs and has currently been appointed by the Minister of Health as the Crown Observer on the Te Whatu Ora Board. Deputy Secretary, System Purchasing and Performance for the NSW Department of Health; Chief Executive, Metro North Health and Hospital Service; and co-facilitator of the GE Executive Health Leadership Program (Australia).

His clients value Ken's strengths in delivering strong collaborative leadership and sustainable organisational change. An experienced leader, he has implemented clinical and corporate governance models across systems to improve client flow. Ken has a nursing background where he worked clinically in Mental health.

Kirsty Maxwell-Crawford



Kirsty has over 20 years' experience in national Māori health workforce development, and CEO for Poutiri Trust in the Bay of Plenty. Kirsty has worked formerly at Te Whare Wānanga o Awanuiārangī, Massey University, and was the inaugural CEO of Te Rau Matatini (now Te Rau Ora). Kirsty's background is in organisational psychology, tertiary education, workforce development and NGO service development.