

2007-2012

November 2007



# *Te Whaioranga*

Pharmaceutical Management Agency

Māori Responsiveness *Strategy Action Plan*

“He hānore,  
he korōria  
he maungārongo  
ki te whenua,  
he whakaaro pai  
ki ngā tāngata katoa”  
Me mihi ki te hunga mate kua wehe ki te pō. Ki tō tātou  
kaumatua tuatahi  
a Rongo WiRepa, haere e Koro,  
otirā koutou ngā mate katoa,  
haere haere haere atu rā!  
Ki te hunga ora, ko te tūmanako  
kia piki ai te ora ki runga i a tātou katoa.  
Mā te Atua koutou e manaaki.

*Haere e whai i te waewae o Uenuku,  
kia ora ai te tangata*

Go search for the footprints of Uenuku  
so that mankind may be nurtured

# Executive summary

Te Whaioranga, PHARMAC's Māori Health Action plan, outlines PHARMAC's contribution to improving Māori Health over the next 5 years.

PHARMAC's contribution is one part of a suite of health solutions within the wider NZ Health sector.

**The primary goal of Te Whaioranga is to ensure that Māori have access to subsidised medicines and have the knowledge to use these medicines safely and appropriately.**

The key Māori Health related objectives for PHARMAC over the next 5 years include:

- Delivering cost effective programmes that enhance access to and use of pharmaceuticals by Māori;
- Developing enhanced performance metrics to improve Māori Health;
- Improving internal policy and process to consider the impact on Māori health of new pharmaceutical investments;
- Producing quality ethnicity data analysis to focus campaigns to improve outcomes, efficiency and effectiveness;
- Improving internal responsiveness to Māori health issues;
- Increasing stakeholder relationships across the sector;
- Improving relationships with Iwi / Hapū and Māori Health organisations.



# Introduction

PHARMAC has been concerned for some time that the benefits of subsidised medicines may not be reaching Māori at the same rates as other New Zealanders.

The overall aim of Te Whāioranga – Māori Health Action Plan aligns with that of He Korowai Oranga<sup>1</sup> - whānau ora; Māori families supported to achieve their maximum health and wellbeing through the safe and appropriate use of medicines.

PHARMAC undertook fifteen consultation hui across New Zealand to discuss the issues of access to medicines. This provided the opportunity for whānau, Māori health providers, GPs, nurses and pharmacists to identify areas of need in relation to medicines. Many of the issues and ideas raised at these hui were incorporated into PHARMAC's Māori Responsiveness Strategy - MRS (2002).

## Māori Responsiveness Strategy: A Summary

The 2002 Māori Responsiveness Strategy had six strategic goals:

1. Incorporate Māori strategic priorities.
2. Improve human resources.
3. Improve ethnicity data collection and analysis.
4. Improve our performance in negotiating with suppliers and assessing new drug applications.
5. Improve our performance in informing Māori about available subsidised medicines.
6. Improve Māori representation and participation.

These goals have been updated taking into account the progress PHARMAC has made in relation to Māori Health.

The 2007 – 2012 goals build from the original 2002 goals, they are:

1. Integrate Māori strategic priorities.
2. Enhance internal PHARMAC capability in relation to Māori Health issues.
3. Improve the quality of data analysis in relation to Māori Health.
4. Prioritise Māori health priority areas in Funding and Procurement.
5. Advance Optimal Use of Medicines for Māori.
6. Ensure significant Māori representation and participation within PHARMAC.

1. MOH:He Korowai Oranga 2002

The Māori Responsiveness Strategy provides the framework for establishing Te Whaioranga. The report "Implementing PHARMAC's Māori Responsiveness Strategy (2006)" summarises several areas where PHARMAC could progress its approach to produce benefits for Māori. These include:

- targeting resources at priority areas;
- improving the quality of information and processes upon which decisions are based;
- promoting awareness amongst Māori of subsidised medicines;
- monitoring utilisation of medicines; and
- PHARMAC continuing to develop and implement initiatives that support an ongoing commitment to Māori health outcomes.

Te Whaioranga sets out the activities PHARMAC will undertake to achieve the strategic goals of the Māori Responsiveness Strategy over the next 5 years.

### Expectations of PHARMAC

As a Crown Entity, PHARMAC has a responsibility for improving whānau ora and Māori health through its statutory functions. PHARMAC's role in the health sector is to manage the national Pharmaceutical Schedule on behalf of all District Health Boards. As well as performing its statutory function, PHARMAC considers Government priorities as outlined in legislation and government strategies when setting strategy and determining actions. These include:

- New Zealand Public Health and Disability Act 2000
- New Zealand Health Strategy
- New Zealand Disability Strategy
- He Korowai Oranga – Māori Health Strategy, 2002
- New Zealand Primary Care Strategy, 2001
- Whakatataka Tuarua – Ministry of Health

## Te Tiriti o Waitangi The Treaty of Waitangi

PHARMAC acknowledges<sup>2</sup> the special relationship that exists between the Crown and Māori and recognises the articles of the Treaty of Waitangi expressed through the principles of Partnership, Protection and Participation.

PHARMAC shall demonstrate its commitment to the Treaty of Waitangi through the following actions:

Partnership – working together with Iwi, hapu, whānau, Māori communities and Māori organisations to develop strategies for Māori health gain through use of medicines.

Protection – ensuring Māori enjoy the same access to medicines as non Māori to receive at least the same level of health whilst acknowledging and safeguarding Māori cultural concepts and values.

Participation – involving and encouraging Māori participation at all levels within the health sector in planning, procurement, access and optimal use of medicines.

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2. PHARMAC Operating Policies and Procedures 2006

# PHARMAC Vision, Mission and Values

The PHARMAC vision is Leading Edge Medicines Management, the Te Whaioranga goal in relation to the vision is;

**Māori have the right to the right medicine, at the right time, for the right price and with the right information to understand how to use medicines.**

| PHARMAC Strategic Goals                         | Te Whaioranga Goal  |
|---|---|
| <b>Best health outcomes</b> (“outcome mission”) | Māori deserve and are entitled to the best health outcomes reasonably achievable through medicines.   |
| <b>To be understood</b> (“external mission”)    | Our decisions and processes need to be understood by all, including Māori.  |
| <b>Make a difference</b> (“internal mission”)   | PHARMAC recognises that to make a difference to Māori Health, it needs effective Māori representation and the goals of the Māori health action plan need to be incorporated into the work of all staff. |
| PHARMAC Values                                  | Te Whaioranga Values  |
| <b>Make it happen</b>                           | There’s no need to wait – we know the problem, let’s get on with finding and implementing solutions.  |
| <b>Above the Line</b>                           | Te Āo Māori (the Māori world) is at the forefront of our heart and minds. We walk the talk.   |
| <b>We Add Value</b>                             | Where proposed solutions look like they are not working, we don’t waste time in stopping them and trying something else.  |
| <b>Unity</b>                                    | To achieve our goals, we cannot do it alone. We must be grounded in Te Āo Māori and operate in Te Āo Pakeha.  |

*He iti te toki e rite ana ki te tangata*

‘A little adze can do as much work as a man’

The ability of PHARMAC to deliver on its Māori Responsiveness Strategy requires a whole of PHARMAC approach. The initiatives identified within Te Whaioranga form the basis of a 5 year plan which will include an annual review. Continual consultation is essential to ensure the activities are focussed, successful and relevant. Regular performance measurement will ensure we are on task.

## Te Whaioranga implementation plan

| 2007/2012 Te Whaioranga Initiative / Activity |  |  |
|---|--|--|
| 1   | Māori Responsiveness Strategic Goal  | Status of activity   |
| 1.1   | PHARMAC policy development and review considers and includes the Māori Responsiveness Strategy.  | In progress & developing<br>Future activities include improved consideration of the Māori Responsiveness Strategy within policy.   |
| 1.2   | Human Resource systems including recruitment / performance management and the Career Advancement Plan's programme incorporate Māori Responsiveness Strategy specific requirements. | In progress and developing<br>Future activity includes permanent resourcing of existing positions and the inclusion of the MRS within performance management & Career Advancement Plans. |
| 1.3   | Strategic documents include and or reflect the aims and objectives of the Māori Responsiveness Strategy and Māori health priorities.   | In progress.   |
| 1.4   | An annual Māori training and staff development plan is supported through adequate resource.  | In progress and developing.<br>Future activity includes committed resource allocation and internal commitment to participate.  |
| 1.5   | Operational and Pharmaceutical budgets reflect Māori Responsiveness Strategy priorities.   | In progress and developing.<br>Future activity includes improved process.  |
| 1.6   | Strategic Communications – a Māori communication and consultation plan is developed and a review of existing relationships is conducted.   | New development.   |
| 1.7   | Government relationships – Regular engagement with government reporting on PHARMAC's Māori Responsiveness Strategy,  | New development.<br>Future activity includes regular contact with officials.   |
| 1.8   | PHARMAC website meets State Services Commission guidelines in relation to the use of Te Reo Māori.   | In progress and developing.  |
| 1.9   | A Māori health section is included on the PHARMAC website  | New development  |
| 1.10  | An annual Matariki event.  | New development (2007).  |
| 1.11  | Māori macrons / keyboard and dictionary made available to all staff.   | New development  |

| 2 Enhance Internal Capability |  |   |
|-------------------------------|--|---|
| 2.1                           | Improve and further develop the existing Māori stakeholder database.   | In progress and developing.<br>Future activity includes improved methods of capture of stakeholder information.                           |
| 2.2                           | The Māori Health Team will work strategically and constructively across all teams to provide advice regarding Māori health issues or wider Iwi/Māori.          | New development.<br>Future activity includes systematic and improved process for integrated team work.                                    |
| 2.3                           | PHARMAC will exhibit leadership externally regarding Māori health issues with a focus on optimal use of medicines by Māori.                                    | In progress and developing.<br>Future activity includes information sharing with key external organisations.                              |
| 2.4                           | Provide a forum for PHARMAC to incorporate specialist advice on Māori issues through access to Kaumatua & Māori Caucus members to strengthen PHARMAC business. | In progress and developing.<br>Future activity includes improved process to incorporate specialist cultural advice into PHARMAC business. |
| 2.5                           | To access specialist advice from Kaumatua to ensure PHARMAC staff are culturally safe when engaging with Māori.  | New development<br>Future activity includes an engagement process and cultural competency training.                                       |
| 2.6                           | Develop and implement the annual PHARMAC Māori Staff Training and Development Plan.  | In progress and developing.   |

| 3 Improve the Quality of Data Analysis |  |  |
|--|--|--|
| 3.1                                    | Māori ethnicity research and analysis is prioritised and resourced internally.   | In progress and developing.<br>Future activity includes considering dedicated and allocated resource.                    |
| 3.2                                    | Technology assessments (including cost utility analysis) consider Māori health status where relevant.                            |  |
| 3.3                                    | Regular reports provided in relation to Māori access to Hospital Exceptional Circumstances and Cancer Exceptional Circumstances. | In progress and developing.<br>Future activity includes improving information sharing.                                   |
| 3.4                                    | Increased communication of data analysis to key stakeholders.  | New development.<br>Future activity includes considering dedicated and allocated resource and growing internal capacity. |

| 4 Prioritise Māori Health priority areas in Funding and Procurement |  |  |
|---|--|--|
| 4.1   | <p>Prioritisation considers Māori health priority areas</p> <ul style="list-style-type: none"> <li>- Diabetes (and renal disease)</li> <li>- Respiratory disease (including Asthma, Chronic Obstructive Pulmonary Disease (COPD), Lung Disease)</li> <li>- Heart / Cardiovascular Disease (including management of cardiovascular risk – smoking cessation, raised blood pressure, thrombosis, dyslipidaemia, metabolic syndrome)</li> <li>- Mental Health</li> <li>- Cancer and Smoking Cessation</li> <li>- Arthritis and Gout</li> <li>- Tamariki Ora</li> <li>- Obesity</li> </ul> | <p>In progress and developing.<br/>Future activity includes process development and improved data analysis.</p>                |
| 4.2   | <p>Kaumātua, Māori Caucus and the Māori Health team are used as internal consultants.</p>  | <p>New development.<br/>Future activity includes incorporating specialist cultural advice within decision support tools.</p>   |
| 4.3   | <p>PHARMAC consultation processes include the Māori Health Sector.</p>   | <p>In progress and developing.<br/>Future activity is incorporated with the development of the Māori stakeholder database.</p> |
| 4.4   | <p>Where Māori have an increased prevalence or burden of disease and an increased capacity to benefit from new pharmaceutical applications, consideration of impact to Māori is taken into account.</p>  | <p>New development.<br/>Future activity includes internal process development.</p>   |

| 5 Advance optimal use of medicines for Māori |   |  |
|--|---|--|
| 5.1  | <p>Conduct a workshop for the Māori health team about EC access criteria.</p>   | <p>In progress and developing.</p>   |
| 5.2  | <p>Work with Māori health providers on Pharmaceutical Schedule training.</p>  | <p>New development.<br/>Future activity is incorporated into current campaigns.</p>  |
| 5.3  | <p>A specific clause is added to PHARMAC contracts regarding Māori responsiveness</p>   | <p>New development.<br/>Future activity includes process of consultation with external parties and joint development of the clause to consider impact to Māori</p> |
| 5.4  | <p>Access and Optimal Use campaigns in the Māori health priority areas will be specifically targeted at Māori. The campaigns will target populations groups and specific geographical areas where there is a high Māori population.</p>     | <p>In progress and developing.<br/>Future activity includes increased stakeholder engagement with Iwi/ Māori organisations.</p>                                    |
| 5.5  | <p>The He Rongoa Pai, He Oranga Whanau – Whanau Staying well with medicines training programme is delivered to Māori health providers throughout the country. The programme includes a Māori traditional healing - Rongoa Māori module.</p> | <p>In Progress</p>   |
| 5.6  | <p>The Māori resource framework is used for all campaigns where Māori have greater burden of disease</p>  | <p>New development.</p>  |

|          |  |   |
|----------|--|---|
| <b>6</b> | <b>Ensure significant Māori representation and participation</b>   |   |
| 6.1      | PTAC and sub-committees have Māori Health representatives  | In progress.<br>Future activity includes development of identification and recruitment plan.          |
| 6.2      | Appropriate Māori representation on all Technical Advisory Groups related to the Māori health priority areas |   |
| 6.3      | Provide high quality advice and papers to both Māori Caucus and CAC.   | New development.<br>Future activity incorporates improved communications and relationship management. |

## Links to government and PHARMAC strategy

### The Māori responsiveness strategy role within the MOH health outcomes framework

| Better health                                   | Reduced inequalities  | Better participation & independence  | Trust & security   |
|---|---|--|--|
| MRS SG 5  | MRS SG 1  | MRS SG 6   | MRS SG 3   |
| Focus on optimal use of and access to medicines | Improving Primary Care sector delivery to Māori through the provision of information and increased knowledge of Te Ao Māori and the impact of racism in the health sector | Increased Māori participation in the internal functions of PHARMAC.<br><br>Supporting self-determining health behaviour. | Improving cultural competency in the health sector. Recognition of the role that rongoā Māori has in Te Ao Māori |

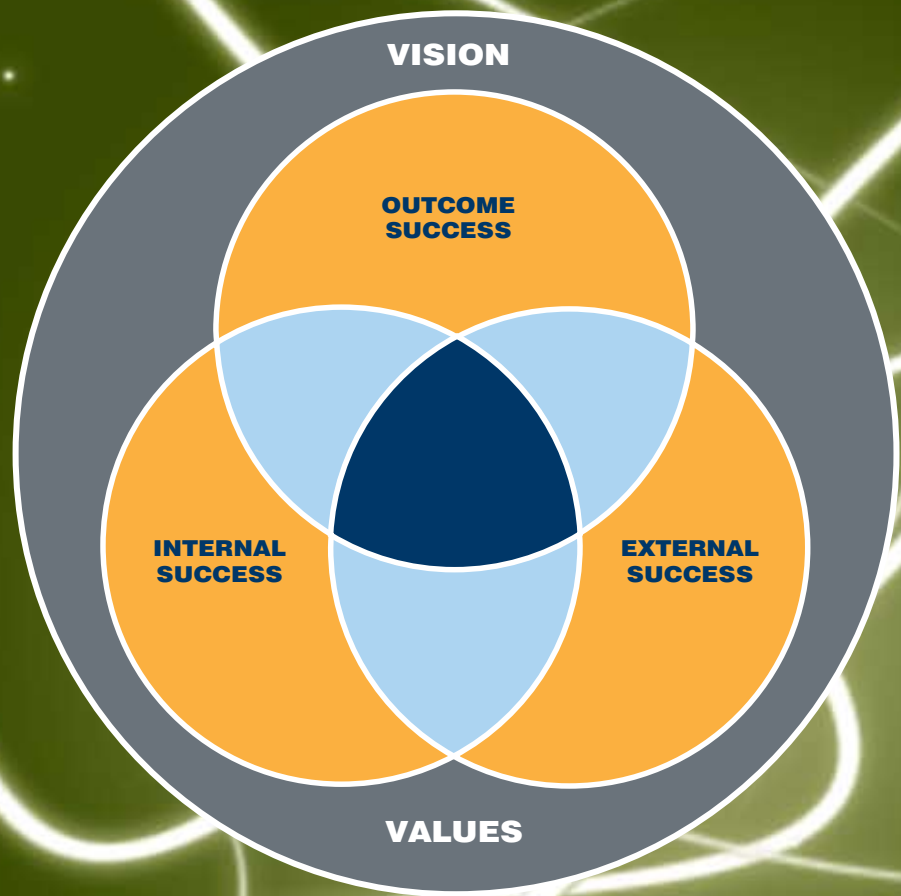
3. The PHARMAC Māori Caucus comprises Māori members of the PHARMAC Board, PTAC, Consumer Advisory Committee and Māori Health Team.

| Equity & access  | Quality   | Efficiency & value for money   | Effectiveness   | Intersectoral focus   |
|--|---|--|---|---|
| MRS SG 1 / 5   | MRS SG 1 / 6  | MRS SG 4   | MRS SG 1/2/3/4/5/6  | MRS SG 1 / 6  |
| <p>Developing tools internally to identify disparity and to provide explicit solutions with the decision criteria.</p> <p>Increase Māori team advocacy skills.</p> <p>Implement a cultural safety programme for Māori staff.</p> | <p>Māori people deserve only the best. High quality analysis, focus and decision making.</p> <p>Māori people are provided with quality information to self advocate for quality services.</p> | <p>Reducing cost as a barrier to access.</p> <p>Prioritising Māori health.</p> <p>Being cognisant of rural and remote populations.</p> | <p>He Rongoā Pai – He Oranga Whanau.</p> <p>Whānau Staying well with Medicines programme.</p> <p>Monitoring the outcomes of PHARMAC decisions.</p> <p>Prioritising high quality data analysis.</p> <p>Promoting Optimal Use of Medicines.</p> | <p>PHARMAC works with DHBs to deliver on Māori health priority areas.</p> <p>Whole of Government approach working with MOH, MSD, TPK, NGOs.</p> <p>Representation on National Committee's.</p> <p>Relationship with Te Tumu Whakararae.</p> |

MRS SG = Māori Responsiveness Strategy Strategic Goal

Te Whanau

# Framework



**for success**

## PHARMAC framework for success

PHARMAC's framework for success supports the Māori Responsiveness Strategy and Te Whaioranga ensuring a balanced outcome, external and internal focus.

| Outcome Success – “Best Health Outcomes”  |  |
|---|--|
| “Māori deserve and are entitled to the best health outcomes reasonably achievable through medicines within the amount of funding provided”. |  |
| Strategy  | Explanation  |
| Define improved performance metrics   | PHARMAC is committed to improving Māori Health through optimal use of medicines. To achieve this we need to have a clear and concise picture of Māori health statistics in the defined Māori Health priority areas. Using this data we will measure the progress we are making towards positive Māori health outcomes and focus our campaigns to achieve results.                                  |
| Pursue better budgeting process to determine optimal pharms budget  | PHARMAC budgeting process includes adequate resource and consideration of the Māori Responsiveness Strategy and the Māori Health Action Plan.  |
| Streamline the application and prioritisation process   | The ability to consider Māori health priorities during the application and prioritisation process is potentially important to ensuring that best health outcomes are achieved through use of medicines. An improved process for consideration of Māori Health priorities will be developed and implemented in consultation with the PHARMAC Analysis & Assessment and Funding & Procurement teams. |
| Better integration of supply and Access & Optimal Use work  | The Māori Health Team will work across the whole of the organisation to provide assistance with integrating Māori health priorities between supply side (Analysis & Assessment, Funding & Procurement) and access/optimal use aspects (Access & Optimal Use).  |
| Increased focus on optimal use of medicines   | Optimal use of medicines by Māori is a key focus. Awareness raising and information sharing with Māori consumers, communities and their healthcare providers is vital to ensuring optimal use. Providing information and, subsequently, services in a culturally efficacious way is the key.   |
| Increased contribution to policy considerations   | PHARMAC will play a lead role in the development and implementation of national policy that will support positive Māori Health gains. Internally PHARMAC will promote a culture of responsiveness to Māori health issues in relation to medicine use.  |

| External Success – “To Understand and to be Understood”                |   |
|--|---|
| “By people who prescribe, dispense, educate about and take medicines”. |   |
| Strategy   | Explanation   |
| Stronger relationships across the medicines system                     | Show leadership throughout the sector by building relationships for mutual win/win benefit.   |
| Closer working relationships with DHB’s                                | The Māori Health Manager will form close links with Te Tumu Whakarae (Māori General Managers from DHBs) through providing support, advice and analysis about Māori use of medicines by each DHB.  |
| Increased communication and stakeholder engagement activity            | A specific Iwi/Māori relationship management & communications plan is developed internally and led by the Māori Health Team.  |
| Improved communications capability                                     | Improve current communication channels to reach Māori consumers, communities and their healthcare providers. This will include using Māori communication networks and informal networks through a comprehensive and detailed database. It will also include PHARMAC’s wider communications to prescribers and the health sector to ensure these consistently incorporate impacts on and health gains for Māori. |

### Internal Success – “Make a Difference”

“We are committed to delivering, monitoring and measuring how we make a difference to Māori health outcomes”.

| Strategy  | Explanation   |
|---|---|
| Improved performance management process.                | Our internal policy, process and practise will support the Māori Responsiveness Strategy. We will develop clear and achievable metrics to measure our performance across the whole of the organisation. |
| Stronger capability management.                         | Comprehensive whole of PHARMAC training will occur annually to encourage and nurture whole of organisation capability and responsiveness to Māori.  |
| Making PHARMAC an even greater place to work.           | We will support our Māori Caucus and staff by providing and encouraging use of Te Reo Māori and cultural practises.   |
| Clarification of accountabilities and responsibilities. | Encourage internal ownership of identified objectives through all PHARMAC teams to ensure implementation of the Māori Responsiveness Strategy.  |

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