

# Pharmac Engagement Strategy

2024-2026

PHARMAC  
TE PĀTAKA WHAIORANGA



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## 1. Context

At Te Pātaka Whaioranga – Pharmac we have well-established systems for assessment and procurement of medicines, and growing capability in the field of hospital medical devices. However, traditionally we have not had a consistent approach to how we engage with partners and stakeholders.

Te Pātaka Whaioranga's Te Tiriti o Waitangi Policy and *Te Pae Ora (Healthy Futures) Act 2022* (the Pae Ora Act) have provided us an opportunity to strengthen our approach and identify actions to improve our engagement with partners and stakeholders.

This strategy enables and links to existing work across the wider health and public sectors. This includes, but is not limited to:

- internal strategies, such as Te Whaioranga and the Pacific Responsiveness Strategy, as well as accountability documents, such as the Statement of Performance Expectations 2023/24 and Statement of Intent
- external strategic documents, such as the *New Zealand Health Strategy* and five Health Strategies for priority populations, the *Code of Expectations for Health Entities' Engagement with Consumers and Whānau*, *Interim Government Policy Statement on Health*, and commitments from the independent review of Pharmac.
- external engagement guidance documents, such as Te Arawhiti's *Crown engagement with Māori guidelines* and Ministry of Pacific Peoples' *Yavu - Foundations of Pacific Engagement Tool*.

## 2. Scope

This Engagement Strategy outlines our approach for engaging with external partners and stakeholders and the actions required to strengthen the way we do it.

Partners are Māori, as te Tiriti o Waitangi partners with the Crown, and our Government health sector partners.

Stakeholders are an external organisation, entity, or individual that may impact or in turn be affected by our work. This includes, but is not limited to, the health sector, Pacific peoples, disabled people and other population groups, Government, representative groups, suppliers (excluding business services), and consumers and their whānau.

Out of scope for this Strategy is engagement with the media and general public. This engagement is generally one-way (broadcast) and captured in external communications strategies and plans.

## 3. Crown/Māori Partnership

We acknowledge Te Mana o te Tiriti o Waitangi and the ongoing partnership it instils between the Crown and Māori. Through our work on behalf of Aotearoa / New Zealand, we strive to improve equitable health outcomes for Māori.

Our [te Tiriti o Waitangi Policy](#) expresses our unequivocal commitment to upholding the mana of te Tiriti o Waitangi and supports us to strive for excellence in enacting te Tiriti partnership in everything we say and do, both within our organisation and in our external relationships.

We will continue to align with Māori and the Crown's broad work on improving and developing relationships and partnerships.

## 4. Enablers

To effectively implement the engagement strategy the following related mahi must also progress or be completed at the same time.

- Te Tiriti o Waitangi accountabilities continue to be embedded at SLT and Board level.
- Employees have knowledge and a shared understanding of Pae Ora across the organisation.
- Te Pātaka Whaioranga Equity Policy is developed, and a shared understanding is embedded and operationalised across the organisation.
- Risk management systems are embedded.

## 5. Purpose

This Strategy outlines the actions and approach to strengthen our engagement with partners and stakeholders.

The Strategy is intended to be succinct and accessible, setting the focus areas and direction for engagement mahi at Te Pātaka Whaioranga.

The Strategy will be supported by an implementation plan that will specify how and when the actions will be delivered.

## 6. Objectives

The Strategy will support us to:

- give effect to *te Tiriti o Waitangi* obligations through acting on the expectations and responsibilities laid out in our Te Tiriti policy
- meet our obligations under the *Pae Ora Act* and other statutory obligations and expectations (see appendix 1)
- strengthen our engagement approach to:
  - be strategic
  - be efficient
  - be coordinated
  - meet the needs and aspirations of our partners and stakeholders
- better understand the experience, views, and challenges of consumers and whānau, with focus on Māori, Pacific peoples, and disabled people
- build new or stronger relationships with partners and stakeholders across the health sector
- develop our people to have the confidence and capability to engage with our diverse range of partners and stakeholders
- demonstrate our values when we engage to meet the needs and aspirations of our partners and stakeholders.

## 7. Principles

### Health Sector Principles

The Pae Ora Act health sector principles sit at the core of everything we do, including engagement.

Specifically, we must:

- prioritise equitable outcomes for Māori, Pacific peoples, disabled people, and other priority groups and
- engage with Māori and priority groups when planning and delivering services.

We also need to take a population health-based approach and collaborate with other agencies to address wider determinants of health.

### Engagement Principles

Our Te Pātaka Whaioranga values are the compass for all engagement mahi, they ground our behaviour and guide our thinking. Descriptions of how the principles apply specifically to engaging with partners and stakeholders are detailed below.

#### **Whakarongo | Listen**

We are approachable and engage in a timely and collaborative manner, striving for early and meaningful two-way engagement at an appropriate level for the relationship.

#### **Tūhono | Connect**

We foster mana-enhancing relationships with respect and care. We demonstrate flexibility, empathy, and understanding.

#### **Wānanga | Learn together**

We display integrity and think broadly. We consistently behave with honesty and courtesy, and show a willingness to learn and be challenged.

#### **Māia | Be courageous**

We are open and constructive, by communicating with transparency and standing up when we see opportunities to do better.

#### **Kaitiakitanga | Preserve, protect, and shelter our future**

We are accountable, operating within statutory frameworks we explore how we can safeguard wellbeing for New Zealanders, now and for the future.

## 8. Levels of Engagement

We determine the level of engagement based on the below Spectrum of Engagement guide so we can effectively plan an effective and transparent engagement process.

The level of engagement may change throughout an engagement process and there can be differing levels of engagement for various partners or stakeholder groups.

Several factors need to be considered when determining the appropriate level of engagement such as statutory obligations and expectations, partner or stakeholder interest/impact, the purpose and objectives of the engagement, and other internal or external factors. The spectrum is intended to be a guide only and methodology may be changed to meet the needs of the population group we are engaging with.

### Spectrum of Engagement

#### **Empower**

We support our partners and stakeholders to develop the solutions and help with implementation.

#### **Co-design**

We work alongside partners and stakeholders to understand the issue, develop solutions, and make a shared decision.

#### **Collaborate**

We will work with partners and stakeholders to understand the issue and develop solutions, but we and our partners or stakeholders keep respective decision-making abilities.

#### **Consult**

We will seek feedback from partners and stakeholders and, once a decision is made, we will communicate how their feedback was considered.

#### **Inform**

We will keep stakeholders and partners informed of what is happening. This is generally one-way communication with limited opportunity to provide feedback.

Note: The Spectrum is based on the International Association for Public Participation (IAP2) *Spectrum of Engagement* and aligns with Te Arawhiti's *Crown engagement with Māori framework*.



## 9. Engagement Framework

The Engagement Framework outlines the high-level approach to the way we engage, what we consider when planning, and the behaviours we demonstrate. This framework will be supported by detailed guidance documentation to be developed as outlined in the [Actions](#) section.

### 1. Plan

*We take a strategic approach to plan meaningful engagement.*

**Define our purpose.** We clearly outline why we're engaging, what we're engaging on and what we want to achieve.

**Identify who to engage.** We give careful consideration to who will be affected by decisions, particularly:

- Māori
- Pacific peoples, disabled people, and other populations who experience poorer health outcomes
- Consumers and whānau.

We also consider what subset of audience we are best to engage with.

**Identify existing relationships** that can be involved, these relationships may be held by internal stakeholders or with health sector partners.

**Identify the level of engagement required** that is appropriate for the kaupapa and level of interest and impact for partners and stakeholders.

**Review existing feedback and insights**, such as research, data, or engagement reports, so we have context to support discussion and do not ask people to repeat themselves.

**Identify any related engagement mahi** being delivered by health sector partners that could be joined-up.

**Develop clear and concise key messages**, written in plain language and translated when required, so people understand our kaupapa and how they can participate.

**Design our approach with partners and stakeholders** so they can let us know what will work for them and to establish a shared understanding of what the engagement will achieve.

**Plan where, when, and how to engage, considering how we can:**

- engage early and often as possible
- ensure equal and fair access to participate
- provide flexible and accessible methods of engagement with sufficient time to engage effectively
- use engagement methods that support and empower people to provide meaningful feedback
- identify potential risks and plan mitigating actions
- outline deliverables and a complete timeline.

**Follow best practice guidance and advice** when planning engagement with Māori, Pacific peoples, and disabled people.

**Plan how we will capture feedback accurately and fully**, with adequate resource and systems in place. We also plan how information will be effectively analysed and summarised later on.

### 2. Engage

*Our engagement with partners and stakeholders is authentic and embodies our principles.*

**Develop an understanding of our partners' and stakeholders' needs**, shared interests, and concerns.

**Prepare clear messaging and questions** specific to who we are engaging with.

**Have tikanga Māori capability** to participate in, or facilitate, relevant protocols.

**Have cultural awareness** to engage appropriately, we can do this by seeking guidance from internal or external support or resources.

**Make time for whakawhanaungatanga** to help establish and maintain relationships.

**Build strong relationships** through mutually beneficial, transparent, and frequent engagement, and acting on our commitments.

**Listen to and value all perspectives**, expertise and lived experience, acknowledging all contributions.

**Adapt our engagement methods** to meet partners' and stakeholders' specific needs.

**Record all feedback.** We file this appropriately so the wider team and other internal stakeholders can access this information.

**Identify and document risks** and escalate when required. When there is a conflict we identify and address it promptly with the goal of finding mutually beneficial solutions and transparent outcomes.

**For Māori, through the process of genuine engagement we:**

- acknowledge their rangatiratanga and status as Tiriti partners
- acknowledge that mātauranga Māori makes an important contribution to solving policy and practical problems
- acknowledge that Māori have the resources and capability to contribute
- acknowledge that some issues affect Māori disproportionately and as such they are better placed to develop the solutions.

### 3. Respond and Review

*We analyse and share what we heard and provide updates on progress and next steps. We review our engagement process with participants and look at where we can improve.*

**Analyse all partner and stakeholder feedback** and prepare reports that accurately reflect the voices of participants.

**Share feedback, themes, and outcomes** with participants and the wider organisation. We inform participants how their feedback has translated into action and outcomes, we also let them know if something is not proceeding.

**Communicate next steps**, milestones, timings, and outcomes with all partners and stakeholders.

**Invite participants to share their experience** engaging with us.

**Review our engagement processes** and identify areas for improvement and share across the organisation.

## 10. Actions

To build and strengthen our engagement capability and leadership, we have developed the following focus areas and actions for our implementation planning and delivery.

Engagement Foundations			
<b>Focus Area</b>	<b>1. Tools and training</b> Lift the confidence and capability of our kaimahi to plan and deliver meaningful engagement with partners and stakeholders.	<b>2. Processes</b> Embed engagement practices across the organisation to elevate the voices of our partners and stakeholders, particularly consumers and whānau.	<b>3. Specialist advice and coaching</b> Establish guidance and support for our teams to plan and deliver best-practice engagement.
<b>Actions</b>	<p><b>1a.</b> We will produce and deliver an engagement training curriculum for our kaimahi.</p> <p><b>1b.</b> We will produce engagement guides for kaimahi, with specific guidance on engaging with Māori, Pacific peoples, and disabled people.</p> <p><b>1c.</b> We will develop tools to deliver a clear Te Pātaka Whaioranga narrative and key messages.</p> <p><b>1d.</b> We will develop templates for engagement planning and implementation.</p> <p><b>1e.</b> We will increase visibility of engagement activity and provide opportunities for kaimahi to participate.</p> <p><b>1f.</b> We will assess the effectiveness and accessibility of our engagement channels and make improvements.</p>	<p><b>2a.</b> We will further embed engagement into our assessment and decision making, with focus on engagement with Māori, Pacific peoples, and disabled people.</p> <p><b>2b.</b> We will develop a consolidated system and procedures to capture partner and stakeholder information, discussions, and feedback.</p> <p><b>2c.</b> We will enable opportunities where possible for Māori to exercise decision-making authority on matters of importance to Māori, such as our assessment process and how we implement decisions.</p> <p><b>2d.</b> We will consider and specify engagement needs and resourcing requirements in our business planning.</p>	<p><b>3a.</b> We will define engagement roles and responsibilities across the organisation.</p> <p><b>3b.</b> We will establish specialist engagement kaimahi who will provide support, advice, and coaching on engagement planning and activity across the organisation.</p> <p><b>3c.</b> We will provide specialist advice and coaching for kaimahi engaging with Māori, Pacific peoples, and disabled people.</p>
More voices and collaboration			
<b>Focus Area</b>	<b>4. Consumer and whānau voices</b> Improve and expand our engagement with consumers and whānau.	<b>5. Advisory network development</b> Increase collaboration, representation, and support with our advisory network.	<b>6. Health sector collaboration</b> Build a proactive, strategic, and coordinated approach to collaborating with our health sector partners.
<b>Actions</b>	<p><b>4a.</b> We will develop a workplan to raise our score in the Consumer Quality Safety Marker.</p> <p><b>4b.</b> We will create opportunities to build relationships and engage with consumers and whānau, particularly Māori, Pacific peoples, and disabled people.</p> <p><b>4c.</b> We will assess our consumer and whānau engagement practices to ensure they are culturally responsive, supportive, accessible, reciprocal, and foster meaningful engagement and self-determination.</p>	<p><b>5a.</b> We will create opportunities for our advisory groups to engage with us through collaboration and co-design methods.</p> <p><b>5b.</b> We will support our advisory members to meaningfully engage with us by developing an induction programme.</p> <p><b>5c.</b> We will support our advisory members to build and maintain connections with other Te Pātaka Whaioranga and health sector advisory groups.</p> <p><b>5d.</b> We will partner with Māori and work with Pacific peoples, disabled people, and consumers and whānau to identify and build appropriate representation into our advisory network.</p>	<p><b>6a.</b> We will create an engagement plan to maintain and build health sector relationships to achieve a one-system culture and ethos.</p> <p><b>6b.</b> We will identify and implement opportunities to coordinate or combine engagement activity and share engagement best practice with our health sector partners.</p>



## 11. Implementation Planning Approach

Upon completion of this engagement strategy a corresponding implementation plan will be developed to outline how and when the actions will be delivered. The implementation planning and delivery approach will include:

- the principle of tino rangatiratanga applied for Māori self-determination and mana motuhake in the design, delivery, and monitoring of this mahi as it relates to Māori, as committed to in te Tiriti o Waitangi policy
- alignment with the requirements and expectations outlined in Te Pātaka Whaioranga's equity policy.
- aligning actions with existing mahi, such as our commitments with Māori and Pacific peoples via Te Whaioranga and Pacific Responsiveness Strategies.
- the establishment of an engagement working group to build the implementation plan and drive delivery. This group will ensure there is representation, cooperation, and ownership from across Te Pātaka Whaioranga to deliver the strategy. Members of the group will need to effectively represent their directorate/area, identify, commit to workplans and drive delivery.