



BACKGROUND

CCN is committed to improving the hauora (health and wellbeing) of all our communities through productive and truly equal partnerships and meaningful engagement.

We recognise the Te Tiriti o Waitangi as a foundation that guides our approach and agree that the Te Tiriti o Waitangi establishes the unique and special partnership between Tangata Whenua and Tangata Tiriti.

THE CHARTER

This Charter document outlines our commitments and enduring principles for the way CCN signatories and all members across our Leadership Team, Support Team, and other CCN collaborative groups will operate.

We are a collaborative of health professionals, mana whenua, consumers, and cross sector partners, managers from provider organisations and Te Whatu Ora Waitaha working together to provide leadership to and achieve the objectives of CCN.

We have been selected not as representatives of specific organisations or communities of interest, but because collectively we provide the range of perspectives and competencies required for CCN to achieve its objectives.

While we contribute to different areas of CCN, we share the principles and commitments outlined in this Charter. The Charter should be read together with the CCN District Alliance Agreement (“the Agreement”).

PURPOSE

Our purpose is to lead and guide CCN as it seeks to achieve equitable and improved health outcomes and pae ora (healthy futures) for all our communities, as outlined in the Agreement. We aim to provide increasingly integrated and coordinated health and social services through clinical, Iwi, hapu and whānau Māori, and community led service design and development and its implementation within a ‘best for person/whānau, best for system’ basis.

Our priority is to implement the [CCN Strategic Focus 2019-2024](#), and continuously evaluate our priorities to ensure we remain responsive to the needs of our community and health system.

PRINCIPLES

The foundation of our Agreement is a commitment to improving the hauora (health and wellbeing) of all our communities. We will act in good faith to design equitable health services and collectively make decisions about how, when and where services are delivered.

As a member of CCN we will conduct ourselves and undertake our leadership role in a manner consistent with the following principles of our Charter.

Equitable health outcomes

- We will strive to achieve equitable health outcomes for Māori and populations that experience inequities through accessible, culturally appropriate services and addressing discrimination.
- We will focus on populations with the highest needs in our communities, while ensuring appropriate care across all our rural and urban populations.

People and their whānau at the centre of everything we do

- We will use the Kia Kotahi Partnership in Design framework that puts person/whānau at the centre of the design of ā tātou (our own) health system and services.
- We will bring people together in collaborative groups or forums to design equitable health services and collectively make decisions about how, when and where services are delivered.

Leadership and consensus

- We will support clinical leadership in partnership with consumers and community members in the design and development of ā tātou (our own) health system and services.
- We will conduct ourselves with honesty and integrity and develop a high degree of trust.
- We will strive to resolve disagreements co-operatively and achieve consensus decisions.
- We will strive to bring the perspectives of our networks and community to CCN group discussions.
- We will foster and ensure an open and transparent approach to sharing information.

Performance and accountability

- We will promote an environment of high quality, performance and accountability, and low bureaucracy.
- We aim to strengthen integration, leverage efficiencies in the system and create equitable access to healthcare.
- We will actively monitor and report on our alliance achievements, including public reporting.

We acknowledge there are some areas where Te Whatu Ora Waitaha may exercise a reserved power as outlined in the Agreement. We understand Te Whatu Ora Waitaha will exercise its reserved powers in good faith and will consult with the Leadership Team before exercising a reserved power (subject to any need for urgency).

COMMITMENTS

We will work in partnership with Māori and collaboratively with our CCN group members, in an innovative and open manner, to produce outstanding results. To achieve this, we make the following commitments:

- **Te Tiriti o Waitangi:** We recognise the Te Tiriti o Waitangi as a foundation that guides our approach and are committed to working in partnership with Iwi, hapu and whānau Māori.

- **Shared responsibility:** We will actively address all tasks and duties of our role as members of our CCN collaborative and will comply with the operational provisions and guidance for our groups, as set out in the Agreement.
- **Shared decision-making:** We agree that our decisions will be made by consensus. We will use our best endeavours to facilitate unanimous decisions and will not prevent a consensus being reached for trivial or frivolous reasons.
- **Shared accountability:** We agree that we will have a robust airing of views, but that once our team has reached a decision, we will all abide by that decision and support it publicly. (This includes keeping confidential the views of individuals expressed during the discussion but does not prevent us sharing the issues that were balanced in reaching that decision).
- **Good faith:** We agree to openly discuss all matters that affect our ability to make firm decisions, including any conflicts of interest and any limits on our mandate (where we carry these from participant organisations), so that all members of our team are fully aware of any restrictions, caveats or further authority that may be required.
- **Confidentiality:** To encourage the open and transparent sharing of information we agree to keep confidential matters shared on a confidential basis, to enable improved decision-making.
- **Active engagement:** We agree our members' continuous involvement in and attendance at our CCN meetings is critical and will make every effort to attend and participate fully.

If a member of our CCN group does not act in accordance with our principles and commitments, in the first instance we will discuss the situation with the member involved. If no resolution can be found that member may be removed in accordance with the process outlined in the Agreement.

MANDATE AND FUNCTIONS

CCN LEADERSHIP TEAM

For members of the CCN Leadership Team, our role is set out in the Agreement. Broadly, our functions are to:

- Agree CCN objectives and Key Results Areas within the scope of our activities including the systems and KPIs for assessing achievement of these.
- Agree the work, activity and services that need to be provided to meet our objectives.
- Make recommendations on the method and form of contracting to give effect to agreed priorities and service delivery mechanisms, on a best practice basis.
- Monitor the outcomes of CCN and use that information to inform our stakeholders (particularly our populations) and to guide further decisions on prioritisation and service change.
- Develop a process for how CCN will review its scope and objectives, to keep refreshing our strategy and approach to meet our objectives.
- Determine, run, and review an agreed process for refreshing our membership.
- Discuss with Te Whatu Ora Waitaha any potential exercise of a reserved power.

In respect of any Workstreams, Service Level or Service Development Groups, our role is to:

- Establish service level and other collaborative groups as necessary to oversee the development and delivery of services that fall within scope of CCN, including determining the groups scope and objectives, approving the membership of CCN groups, and disestablishing groups as required.
- Provide system-level oversight and monitoring of the work lead by CCN and ensuring connectedness and a whole of system approach.
- Adjudicate should any disputes arise within a CCN group that are unable to be resolved at that level.

WORKSTREAM, SERVICE LEVEL, SERVICE DEVELOPMENT AND OTHER COLLABORATIVE CCN GROUPS

For members of CCN groups, the scope of our activities and decision-making is as determined on the establishment of a CCN group, by the CCN Leadership Team. Within that scope our role is broadly to review all aspects of the delivery of those health services to people and their whānau and to develop new approaches to improve their effectiveness and quality. This includes deciding how such improvements would best be implemented, considering our finite resources.

LEADERSHIP TEAM RELEASE OF LIABILITY

As members of the CCN Leadership Team, we are committed to direct and lead CCN in accordance with this Charter and the provisions in the Agreement. It is not our intention that our actions as members of our Leadership Team will give rise to an action in law from CCN group participants or other members of our Leadership Team.

COMMITMENT TO SERVE

On the basis of the above, I agree to serve as a member of a [name of group] for CCN.

Signed: _____

Name: _____

Date: _____