



**dapaanz**

fostering excellence in addiction practice

# Board Policies



GOVERNANCE MANUAL FOR THE  
ADDICTION PRACTITIONERS' ASSOCIATION AOTEAROA NEW ZEALAND

**SUSAN PATON**



## history

The Addiction Practitioners' Association Aotearoa New Zealand (dapaanz) is the membership association representing the professional interests of practitioners working in addiction treatment. It was set up in 2002 by addiction practitioners passionate about developing a professional addiction treatment sector. At the time, the Practitioner Competencies for Alcohol and Drug Workers in Aotearoa - New Zealand were 'hot off the press' and a national body was needed to implement and oversee these standards of practice.

Our acronym, dapaanz, reflects our first name - the Drug and Alcohol Practitioners' Association Aotearoa–New Zealand. In 2010, we broadened our membership to include problem gambling practitioners and smoking cessation practitioners and our legal name became the Addiction Practitioners' Association Aotearoa New Zealand. Dapaanz is an incorporated society and a registered charity. Dapaanz has a Constitution (2016), which provides the legal framework and principles that guide and govern dapaanz's work.

We also work to a Strategic Intent 2016-2020 that is regularly reviewed by the Board and guides and underpins our work and priorities.

## our purpose- to tatou whakaaro

To make recovery more likely - by fostering excellence in addiction practice

## our values - to tatou uara

- effectiveness/whakamana – we judge our success by the calibre of excellence of those in addiction practice
- positive/whakamanawa – we are unrelenting in our search to make a greater difference
- empowerment/mana motuhake – we believe in showing people they have the power they need to act for themselves
- compassion/atawhaitanga – we are deeply human. We treat people with sensitivity and empathy
- real/tika – we don't shy away from saying what needs to be said. We are truthful in our actions and realistic in our expectations.

## our behaviours/attitudes – tō tātou whanonga/waiaro

- we speak up.
- we will provoke discussion and debate in pursuit of our purpose
- we care for and empathise with our members
- we have confidence in our worth as an organisation and the value of those we represent
- we look for opportunities to introduce new ideas and approaches
- our actions and decisions are robust, principled, consistent and considered (both in what we do and what we don't do)
- we celebrate and share our achievements and partnerships

## core functions

- we exist to support our members
- we foster and maintain good, ethical practice in addiction treatment through promotion of our code of ethics, our addiction intervention competency framework, and our registration process.
- we provide professional development and networking opportunities.
- we use every opportunity to promote addiction treatment and advocate for our members and people affected by addiction. We do this through submissions, using our influence with key people and organisations, and by raising issues in a range of settings. We also seek to raise the profile of the workforce through various media.

## te tiriti o waitangi

We are committed to Te Tiriti O Waitangi. Our objective is that rangatiratanga permeates the operation and delivery of the dapaanz business. To achieve this:

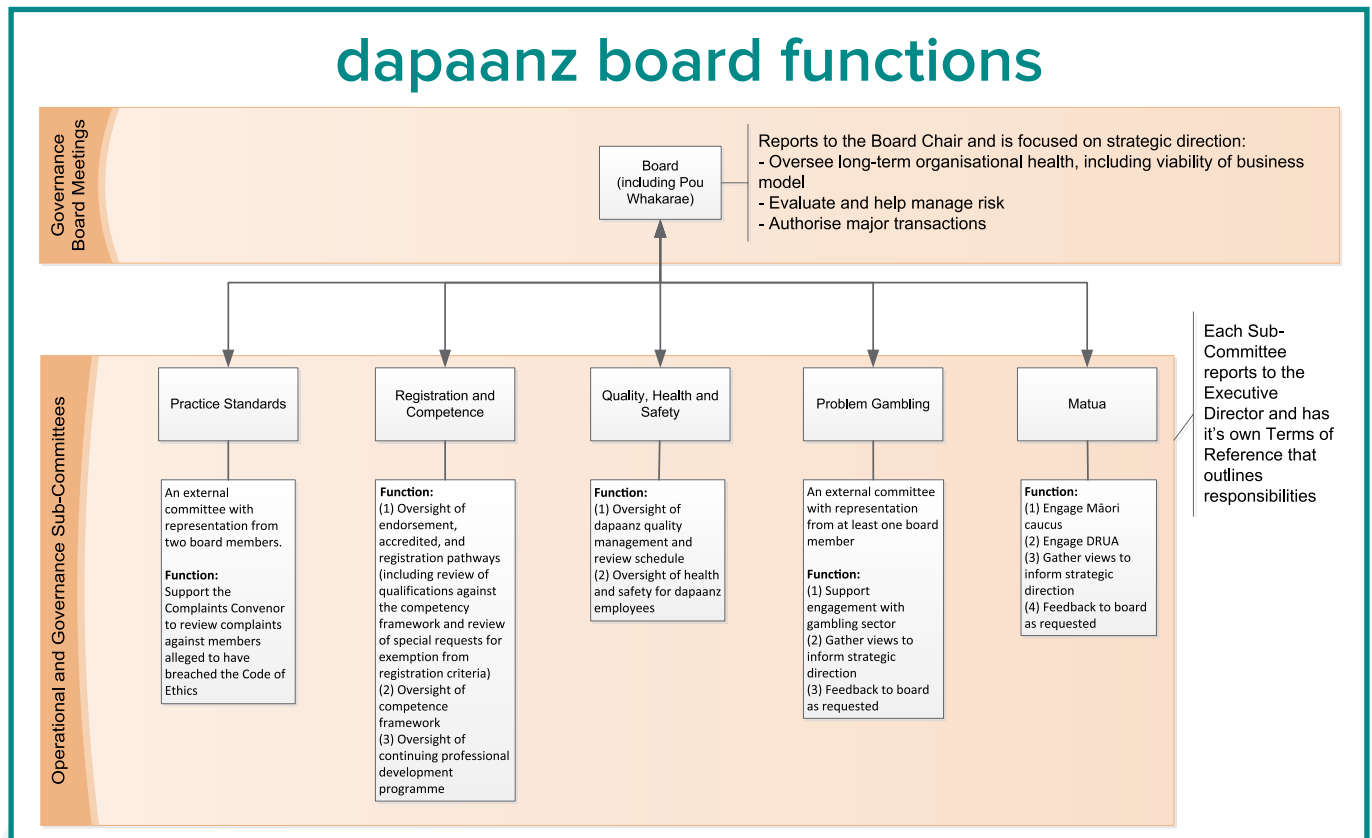
- we seek to actively protect the interests of Tangata Whenua/Māori and Te Tiriti O Waitangi.
  - the duty of the dapaanz is not passive but is active protection of Māori people in the use of their Taonga ‘to the fullest extent practicable’
- we seek to make informed decisions
  - in order to act reasonably and in good faith, dapaanz will make sure it is informed in decisions relating to Tangata Whenua
  - dapaanz will ensure Māori participation and understanding of tikanga Māori on the Practice Standards Committee and in making all critical decisions
- the Pou Whakarae role will be a voting member of the dapaanz board (this person will be put forward by Māori caucus – not an elected member)
- we ensure that the role of Pou Whakarae and voice of Māori are protected in the Constitution.
  - we seek to review our responsiveness to Tiriti o Waitangi every two years
- we promote cultural fluency to our members through Continuing Professional Development (CPD) and the recognition that cultural competency (including te reo) is of equal importance to clinical competency

Please see Appendix 1 for the background paper on Te Tiriti O Waitangi

## how the board operates

The dapaanz Board provides strategic governance for dapaanz. There are also significant operational activities undertaken by sub-committees outside of Board meetings. One example in 2016, is the Education Subcommittee’s review of 18 addiction-specific courses to assess whether they covered the dapaanz competencies and so could be listed on the website as meeting qualification requirements for registration.

Board members are expected to exemplify the values and principles expounded in the Code of Ethics, and Practitioners on the Board are expected to abide by best practice principles and be fully competent in their practice.



## 1 The Board's Job Description

The Board of dapaanz consists of 9-10 members, 8 of whom are elected from the membership for a term of two years, and a Pou Whakarāe who is nominated by the Māori Caucus. The Board can appoint 1-2 additional members if a specific skill-set or demographic is being sought.

### 1.1 Basic Duties of Board Members

To act in good faith and in the best interests of dapaanz.

To exercise the care, diligence and skill that a 'reasonable' member of a board would exercise in the same circumstance, taking into account, but without limitation, (a) the nature of the members; (b) the nature of the decision; and (c) the position of the member and the nature of the responsibilities undertaken by him or her.

To fully participate in dapaanz's decision making process and to act in good faith in the best interests of dapaanz.

To ensure dapaanz complies with New Zealand legislation, common law and relevant legislation relating to business practice and legislation covering issues such as resource management, trade practices, privacy, industrial relations, occupational health and safety, dangerous goods, building codes and customs excises.

Work closely with key stakeholders for the betterment of dapaanz.

Review, approve and monitor the key activities and financials by bringing a more detached view to bear on operational activities, budgets, management accounts and financial information.

### 1.2 Additional Duties of Board Members

Formulate dapaanz's strategic direction and ensure that strategic options have been examined properly, having regard to the economic and historical factors.

Contribute to the development of dapaanz's policies.

Monitor and mitigate risks facing dapaanz.

Disclose matters relating to the affairs of a member in which he/she has a material or personal interest.

Devote sufficient time to the role to ensure he/she is bringing an independent and objective dialogue to the matters debated.

Act as a member of a committee of the board to engage in a particular subject or area of operation.

### 1.3 Board Members must not:

Improperly use the information they gain during their member' duties for personal gain or to the detriment of the organisation.

### 1.4 Personal Traits

- ▶ Integrity, probity and high ethical standards
- ▶ Sound judgement
- ▶ Tact, diplomacy and sensitivity
- ▶ Independent thought
- ▶ Impartiality.

## 2 Code of Ethics and Proper Behaviour

The Board is committed to the adoption of ethical conduct in all areas of its responsibilities and authority.

Board members:

- (i) Shall act honestly and in good faith at all times in the interest of dapaanz and its stakeholders, ensuring that all stakeholders, particularly its members, are treated fairly according to their rights;
- (ii) Shall carry out their duties in a lawful manner and ensure that dapaanz carries out its business in accordance with the law and the terms of its own constitution;
- (iii) Shall act in accordance with the principles of the Treaty of Waitangi;
- (iv) Shall avoid conflicts of interests in as far as this is possible. Where such conflicts arise, the Board member/s concerned will act within the terms of the Board's Conflict of Interests policy;
- (v) Shall be diligent, attend Board meetings and devote sufficient time to preparation for Board meetings to allow for full and appropriate participation in the Board's decision making;
- (vi) Shall observe the confidentiality of non-public information acquired by them in their role as Board members and not disclose to any other person such information;
- (vii) Shall act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognising both the legal and moral duties of the role;
- (viii) Shall interact with the Board and dapaanz in a positive and constructive manner;
- (ix) Shall be loyal and supportive to the Board, abiding by Board decisions once reached;
- (x) Shall not do anything that in any way denigrates dapaanz or harms its public image;
- (xi) Shall inform the Executive Director immediately if there is a Complaint against their practice, a disciplinary action instituted by their employer or any Police action instigated against them.

### The Board:

- (i) Shall meet regularly to monitor the performance of management and dapaanz and to do this the Board will ensure that appropriate monitoring and reporting systems are in place and that these are maintained and utilised to provide accurate and timely information to the Board;
- (ii) Shall ensure that there is an appropriate separation of duties and responsibilities between itself and the Executive Director and that no one has unfettered powers of decision making;
- (iii) Shall ensure that the independent views of Board members are given due consideration and weight;
- (iv) Shall ensure that stakeholders are provided with an accurate and balanced view of dapaanz performance including both financial and service provision;
- (v) Shall regularly review its own performance as the basis for its own development and quality improvement;
- (vi) Shall carry out its meetings in such a manner as to ensure fair and full participation of all Board members;

## 3 Conflicts of Interest

The Board places great importance on making clear any existing or potential conflicts of interest for its Board members. All such conflicts of interest shall be declared by the Board member concerned as soon as they arise and officially documented in a Conflicts of Interests Register. Accordingly:

- (i) Any business or personal matter which is, or could be, a conflict of interest involving the individual and his/her role and relationship with dapaanz must be declared and registered in the Conflicts of Interest Register;
- (ii) All such entries in the Register shall be presented to the Board and minuted at the first Board meeting following entry in the records;
- (iii) Where a conflict of interest is identified and registered, the Board member concerned shall not vote on that issue. Only with the unanimous agreement of all other Board members present may the Board member concerned participate in any Board discussion on that topic. Failing such agreement being reached, the individual shall either refrain from participation or leave the room;
- (iv) When the Chairman is aware of a real or potential conflict of interest involving one of more Board members, the Chairman must take whatever steps are necessary to ensure that the conflict is managed in an appropriate manner according to this policy;

- (v) Individual Board members, aware of a real or potential conflict of interest of another Board member, have a responsibility to bring this to the notice of the Board.

Examples of conflicts of interest are:

- (i) When a Board member or his/her immediate family or business interests stands to gain financially from any business dealings, programmes or services of dapaanz
- (ii) When a Board member offers a professional service to dapaanz
- (iii) When a Board member stands to gain personally or professionally from any insider knowledge if that knowledge is used for personal or professional advantage
- (iv) When a Board member is involved with, or has a loyalty to an organization, or a person that dapaanz is required to make decisions about, or, and those decisions may affect their business

## 4 Confidentiality

The objective of meetings of the Board is to bring together ideas of Board members in free and open discussion. However, there will be times when an issue arises which may need to be treated with discretion. These are handled as outlined below:

“In Committee” Sessions:

When necessary, it is general business practice that “In Committee” Sessions are held during meetings. This is used when issues which need to be discussed are sensitive, and Board members need to be totally comfortable that what is said in the confines of the meeting room will not be repeated outside the meeting.

“In Committee” sessions are held to:

- (i) Discuss commercially sensitive matters
- (ii) Discuss personal and personnel issues
- (iii) Enable an open and frank discussion

## 5 Board Evaluation – Cost of Governance

The Board members recognise that governance is a cost to the organisation which therefore will increase its governance capability and performance. The board will carry out a formal evaluation on its activities annually. The Board may use the following or similar questionnaire in assessing its performance.

1	Board members have little knowledge and understanding of dapaanz	1	2	3	4	Board members have a very good understanding of dapaanz
2	The Board lacks a clear sense of its Governance responsibilities	1	2	3	4	The Board has a very clear understanding of its Governance responsibilities
3	The Board lacks the skills to meet the long-term needs of the service	1	2	3	4	The Board has all the skills it needs to meet the long term needs of the service
4	The Board spends too much time on matters that are the responsibility of the Executive Director	1	2	3	4	The Board spends the greater part of its time thinking about the future of dapaanz
5	The Board’s meeting agenda allows it to wander away from the important issues	1	2	3	4	The Board’s meeting agenda focuses its attention on those matters most important to the future success of the service
6	Discussions at Board meetings are superficial with little challenge to what is said	1	2	3	4	The Board meetings are filled with thorough and challenging discussions

7	There is a low level of trust within the Board	1	2	3	4	There is a very high level of trust within the Board
8	Board meetings are tense and uncomfortable	1	2	3	4	Board meetings are relaxed with different points of view valued and explored in a positive manner
9	Board meetings are dominated by one or two Members and others hardly contribute	1	2	3	4	Everyone is involved and contributes
10	The Board just doesn't face up to important issues facing dapaanz	1	2	3	4	The Board faces up to the harsh realities facing dapaanz and deals with them constructively
11	The Board simply 'rubber stamps' whatever Executive Director says	1	2	3	4	The Board doesn't delve into matters which are not its responsibility and works effectively on what is its responsibility
12	The Board's approach to risk management is casual and 'not interested'	1	2	3	4	The Board has clearly identified the risks to dapaanz and regularly monitors those risks
13	The reports the Board considers do not contain helpful information for the governance of dapaanz	1	2	3	4	The reports the Board receives help the Board to understand and make good decisions

## 6 Monitoring Executive Director performance

Systematic and rigorous monitoring of Executive Director job performance will be solely against the only expected Executive Director job outputs of:

- (i) organisational accomplishment of Board policies on Results and;
- (ii) organisational operation within the boundaries established in Board policies on Executive Director Limitations.

The Board will acquire monitoring data by one or more of three methods:

- (i) by internal report, in which the Executive Director discloses compliance information to the Board;
- (ii) by external report, in which an external, third party selected by the Board assesses compliance with Board policies; and
- (iii) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

In every case, the standard for compliance shall be any reasonable Executive Director interpretation of the Board policy being monitored.

All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on routine schedule as shown at the foot of each policy page.

There will be established an agreed-upon date when the Executive Director and the Chairman meet annually to carry out a formal appraisal based on the criteria agreed to and set at the beginning of the monitoring period. The format and process for this meeting will be negotiated and agreed upon between the Executive Director and the Chairman. In the absence of the Chairman, another Board member will act.

## 7 Executive Director Responsibilities

The job of the Executive Director is to manage dapaanz in accordance with Board policy and commonly accepted business and professional practice and ethics.

Executive Director shall not:

- (i) fail to operate at all times within the constitution and regulations of dapaanz;
- (ii) cause or allow any practice, activity, decision, or organisational circumstance that is in any way unethical, unlawful, imprudent, or which violates any Board policy or expressed Board values;
- (iii) conduct any business activity which is clearly outside dapaanz's competency areas;
- (iv) fail to keep the Board informed of the true and accurate position of the outcomes of programmes and services, financial position, significant management issues and all matters having real or potential legal / organisational risk considerations for the organisation;
- (v) fail to submit data in a timely, accurate and understandable fashion addressing the various issues to be monitored by the Board;
- (vi) fail to inform the Board of significant trends, implications of Board decisions, issues arising from policy matters or changes in the basic assumptions upon which the Board's strategic Results policies are based;
- (vii) fail to present information in a manner which enhances Board members' understanding of the issues contained therein;
- (viii) fail to keep Board members informed when for any reason there is actual or anticipated non-compliance of a Board policy;
- (ix) fail to marshal for the Board as many staff and external points of view, issues and opinions as needed for fully informed Board choices;
- (x) fail to inform the Board of such occasions when it violates one of its own policies;
- (xi) fail to seek Board approval on all matters having real or potential legal considerations for dapaanz including all new contracts entered into over \$10,000;
- (xii) fail to ensure that there are effective communication channels relevant to the Board's task;
- (xiii) fail to deal with the Board as a whole except when responding to individual requests for information or requests from Board committees or working parties;
- (xiv) fail to have a complete manual of sound operational practices in line with industry norm and best practice;
- (xv) fail to seek board approval for position descriptions of all new staff and/ or changes to existing position descriptions of senior management;
- (xvi) fail to involve the board in the appointments process of senior management positions.

## 8 Health and Safety

This policy should be read in conjunction with the Health and Safety at Work Act 2015. Under this Act all Board members are considered officers of a person undertaking a business or undertaking (PCBU), and are expected to exercise due diligence to ensure that the organisation complies with its health and safety duties and obligations. It is expected that before becoming an officer, a person will carefully consider and understand the duties and responsibilities of the officer role.

The Board also state in this policy that the work environment is smoke and alcohol free.

The Board also state in this policy that we have a commitment to child protection and recognise the important role and responsibility we all have in the protection of children. It includes an expectation that if child abuse is suspected that this be reported to the appropriate authorities.

### Purpose

The board is committed to ensuring the health and safety of all workers, visitors and contractors by complying with relevant health and safety legislation, regulations, New Zealand standards, and approved codes of practice.

The board is committed to providing and maintaining a safe and healthy workplace for all workers, and other people in the workplace. We will achieve this through:



- Meeting the requirements of due diligence as outlined in the document Worksafe position on officers' due diligence
- Ensuring the employment arrangements with the Executive Director include specific responsibilities and accountabilities in regard to health and safety
- Holding management to account for implementing the Health and Safety Policy
- Ensuring adequate resources and support for management holding health and safety responsibilities
- Having Health and Safety on the agenda at each Board meeting
- Annually reviewing that the requirements of the Health and Safety Policy and Management Plan have been met, and investigate any exceptions to the requirements
- One of the Board members to attend the Annual Review Meeting
- One of the Board members to review and sign-off all accident investigation reports
- Providing staff with EAP assistance of up to 3 sessions with an appropriately qualified professional relevant to problem areas identified. A further 3 sessions can be negotiated on application to the Board Chair if required.
- Making itself available to any staff member who feels their health and safety concerns are not being adequately addressed by management.

All workers are encouraged to play a vital and responsible role in maintaining a safe and healthy workplace through:

- being involved in improving health and safety systems at work
- following all instructions, rules, procedures and safe ways of working
- reporting any pain or discomfort as soon as possible
- reporting all injuries, incidents and near misses
- helping new workers, staff members, trainees and visitors to the workplace understand the safety procedures and why they exist
- reporting any health and safety concerns or issues through the reporting system
- keeping the work place tidy to minimise the risk of any trips and falls

## Others in the workplace

All others in the workplace including Board members and visitors are encouraged to:

- follow all instructions, rules and procedures while in the office
- report all injuries, incidents and near misses to the Board

All other visitors and contractors including Board members are provided with basic health and safety rules, information and training and are encouraged to engage in positive health and safety practices.

Health and safety is everyone's responsibility.

Chairperson \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Next review date: \_\_\_\_/\_\_\_\_/\_\_\_\_

## 9 Protection of Assets

The Executive Director shall not fail to take all prudent and reasonable actions to protect dapaanz's assets – physical, financial and intellectual – are protected against all foreseeable damaging circumstances. Therefore, the Executive Director must not:

- (i) Fail to protect intellectual property, information, and files from loss, significant damage or improper use;
- (ii) Make or allow any purchase of goods or services without protection against conflict of interest;
- (iii) Permit any unauthorized person to handle cash or other easily realizable assets;
- (iv) Allow assets to be insured for less than is considered necessary for prudent risk management;
- (v) Allow premises to be subjected to unauthorized or improper use, wear and tear or insufficient maintenance;
- (vi) Fail to ensure that there are appropriate and effective security systems in place to adequately safeguard against loss, common damage or theft of staff, member or dapaanz property;
- (vii) Fail to maintain an appropriate up-to-date Asset Register;
- (viii) Fail to ensure that premises used by Dapaanz meet appropriate local and/or central government standards and/or any other statutory or minimum code requirements.

## 10 Treatment of Stakeholders/Members

With respect to interactions with stakeholders, members or those applying to be members, the Executive Director shall ensure that the conditions, procedures or decisions applying are safe, dignified, not necessarily intrusive, and provide appropriate confidentiality or privacy.

Accordingly, the Executive Director shall:

- (i) use application forms that only require information for which there is a clear necessity;
- (ii) use methods of collecting, reviewing, transmitting or storing client information that protect against improper access to the material elicited;
- (iii) maintain facilities that provide a reasonable level of privacy, both visual and aural;
- (iv) establish with clients a clear understanding of what may be expected and what may not be expected of them;
- (v) inform clients of this policy and provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

## 11 Treatment of Staff

With respect to the employment and treatment of staff, the Executive Director shall provide an environment that is fair, culturally safe, safe, dignified, not intrusive, and that provides appropriate confidentiality or privacy.

Accordingly, the Executive Director shall not:

- (i) deny to any employees their right to personal dignity, safety (including cultural safety), ethical position-related dissent and to an approved and fair internal grievance process;
- (ii) operate without written personnel policies that make clear rules for staff and protect against unfair practices such as preferential treatment for personal reasons;
- (iii) discriminate against any staff member expressing an ethical dissent;
- (iv) violate any part of relevant workplace employment legislation;
- (v) deny the right of any staff member to join a relevant professional association or union or to have access to the services of that union as these relate to the workplace and related conditions;

- (vi) fail to keep the Board fully informed about impending disputes and grievances that may lead to termination of employment or action against the Board;
- (vii) prevent staff from bringing a grievance to the Board (via the Chairman) when (a) a Board policy has been violated to his/her detriment; or (b) a Board policy does not adequately protect his or her human rights; or (c) when a matter which the staff member(s) considers poses a serious threat to the viability and/or reputation of the organisation occurs, has occurred or is imminently to occur.(Such matters may relate, but not be limited to, for example, financial wrong doing, serious ethical breaches, and conflicts of interest).
- (viii) fail to ensure that all staff members are acquainted with their rights under this policy.

Authorisation\_\_\_\_\_Chairman Review by: February 2020

## Appendix 1

### Tiriti O Waitangi

Whai Kai ano tetahi taha, whai tao ana tetahi taha;  
whakatika tonu mai te whai tao, ka mate ko te whai kai

Pursue food with one part (of you) and pursue the spear with the other;  
always pursue the spear and pursuit of food will suffer

In June 2016, the dapaanz board agreed to strengthen dapaanz's response and approach to Tiriti O Waitangi. This was done not just in acknowledgment of the mana status of Māori, and commitment to increase Māori participation in leadership; but additionally, in acknowledgment of Māori as a key Partner in the vision for the advancement of dapaanz and the Addiction sector.

Engaging and working with Māori can be daunting, particularly for those who have never worked in te ao Māori. Questions that are often asked: Why are traditional Māori Purakau/stories relevant to present Māori concepts of practice; What is the significance of Powhiri when two groups of people are welcomed? Why do they take turns in speaking? Why does one tribal people need to sit here? Who do I talk to? What do I say?

When protocols are not followed, this can lead to breakdowns, barriers or at times conflicts. However, engaging with Māori can also be exciting, and for the private and public sectors, opportunities abound if done effectively.

The shark asked the kahawai "let's work together" the kahawai replies "ae", then the shark eats him. We don't have a perfect case of what a fantastic organization resembles, however throughout the years we have realized what doesn't work.

The intent of this paper is to design and develop a dapaanz partnership model.

## Statistics

Statistics New Zealand (2012) reported Māori make up 15 percent of the population and the prison population show Māori made up 51 percent (4,391) of the total prison population. European prisoners made up 33 percent (2,835), and Pacific peoples accounted for 12 percent (1,006) of the total. Notably, 58 percent of female prisoners were Māori.

### Mental Health and Addiction: Service use 2011/12

In 2011/12, 147,972 clients were seen by mental health and addiction services. Of these, 80,259 (54.2%) were male, and 67,713 (45.8%) were female.

Of the ethnic groups reported here, Māori were the most likely to be seen by mental health and addiction services, with 5533.6 clients seen for every 100,000 Māori population.

Matua Rāki and Te Pou 2014 survey of the Māori adult mental health and addiction workforce, Māori comprised a greater proportion of the addiction workforce (22 per cent) compared to the mental health workforce (19 per cent)

We are fortunate the addiction sector has recognized cultural appropriateness when working with Māori.

### Tiriti O Waitangi

The Tiriti O Waitangi, marked in 1840 amongst Māori and the English Crown is not law, but rather, since 1975, numerous New Zealand laws have alluded to principles (matapono) of the Tiriti.

The dapaanz Code of Ethics implies members respect the worth, dignity and capability of every human being. In practice, this implies working within a diverse and multicultural society that is the result of a unique

and special social arrangement forged originally between two parties, Māori and non-Māori. Hence, the spirit and intent of the Tiriti of Waitangi is a crucial and overarching value to be treasured and maintained. Members should therefore acknowledge and have respect for cultural diversity in the practice of treatment for addiction disorders.

The current Tiriti O Waitangi, debates and highlights, the Māori Tiriti text. When compared with the English version it shows several crucial differences of meaning, especially in the first and second articles. Many people now focus on the differences between the English and Māori texts, especially regarding the crucial question of sovereignty (Rangatiratanga) and governorship (kāwanatanga).

The English version states the British goals were to safeguard Māori interests from the invading British settlement, provide for British settlement and build a government to preserve peace and order.

The Māori content proposes that the Queen's main promises to Māori were to provide a government while safeguarding tribal rangatiratanga (chiefly autonomy or authority) over their own area and Māori land possession for whatever length of time that they wished to hold it. The importance for dapaanz is to ensure Rangatiratanga is permeated within operations and delivery of our business.

## Cultural fluency enhances communication

Diffidence in cultural fluency can further perplex addressing addiction cognate issues with Māori. Cultural fluency is defined as opportune application of veneration, compassion, flexibility, perseverance, concern, inquisitiveness, openness, an open-mind, tolerance for obscurity and sense of humour.

The significant attributes of cultural fluency are recognizing the opposing definitions of health and wellbeing, supporting choice of treatment approaches and presenting health care (and options) in a culturally responsive manner.

Cultural fluency goes beyond sensitivity and awareness and transcends vigilance and cultural safety. It can include, for example, understanding how or by whom decision making is made in a whānau, and considerations of how Māori values, beliefs and experiences might impact on the establishment and maintenance of a therapeutic relationship.

## Cultural Competency

Te Rau Matatini recommends, cultural competency programmes for all kaimahi, that specifically includes information that may focus specifically on priority groups (in particular, Maori). Culturally capable kaimahi will be able to engage with and have an appreciation of the specific needs of Individuals and their whanau. Mātauranga Māori practice, needs to be integral to their everyday practice.

Durie (2001) said “the variances between cultural competence and cultural safety are possibly offset by their comparisons, they have quite separate starting points and in the New Zealand health context, slightly different histories. Both are about the relationship between the helper and the person being helped, but cultural safety centers on the experiences of the whaiora, while cultural competence is the ability of the health worker to enhance health service delivery by integrating culture into the clinical context. Recognition of culture is not by itself sufficient rationale for requiring cultural competence; instead the point of the exercise is to maximize gains from a health intervention where the parties are from different cultures”.

Culture describes the ways members of a group appreciate each other and convey that understanding. Often, the degrees of meaning are created by behavior rather than words, and much of the communication between members is determined by joint values working at an unconscious or ‘taken for granted’ level. Various groups have their own unique culture – the elderly, the impoverished, specialist groups, gangs, the army. The fact that a sixteen-year-old girl is a Māori for example, may be less applicable in health terms than the fact that she is sixteen.

Durie (2001) further said cultural competence is about the acquisition of skills to achieve a better understanding of members of other cultures. Consistent with the view that it is less about behaving correctly

and more about practicing sound treatment, cultural competence is essentially another dimension to the clinician / client relationship that can provide additional information that will contribute toward better clinical results. A clinician who is culturally competent can use cultural impacts to improve performance.

## Dapaanz Tiriti O Waitangi Policy 2017

Name: *Te Kowhao*

Whakapapa

Māori pedagogy concerning creation and the beginning of time starts with *Io matua kore, the Parentless who was the Always Existent without beginning or end*, who then begat *Io-Taketake*, the foundation of all – from, which all things originate, *Taketake begat te korekore (the void), the infinite realm of the formless and undifferentiated, but ‘potential being’*. *Korekore begat Te Kowhao(Abyss), together they lay down the foundation of all things.*

The purpose of this policy is to provide direction and guidance to enable dapaanz to fulfill its obligations and responsibilities under Te Tiriti O Waitangi.

Guiding Principles

- Mātauranga Māori (Education)
- Tikanga Matatika (Ethics)
- Mana Motuhake (Autonomy)
- Dapaanz will demonstrate the guiding principles with mana, tika and pono
- Dapaanz ensures the Tiriti ‘signified a partnership and interests of Māori.’
  - Dapaanz will ensure that its Māori membership, its bodies and working groups demonstrate Māori interests with the most confidence
- Dapaanz will actively protect the interest of Māori
  - Dapaanz demonstrates active protection of Māori customs, beliefs and the use of Taonga in accord with the guiding principles
- Dapaanz should make informed decisions
  - in order to act reasonably and in good faith, dapaanz must make sure it was informed in making decisions relating to the Tiriti O Waitangi
  - Dapaanz will ensure that the guiding principles related to Tiriti o Waitangi are conveyed through the appointed Pou Whakarae specialist consultant, to provide advice to the complaints and other critical committees, to support their outcomes and recommendations.
- Dapaanz ensures that the Tiriti o Waitangi will mitigate reasonable and equitable solutions on the governance and operations in accordance with its chosen policy.
- Dapaanz in accordance with its Māori membership and Māori Addictions Leadership Caucus ensures the appointment of the Pou Whakarae as a voting member of the dapaanz board
- Dapaanz will ensure that the voice of Māori is protected and a legal and ethical obligation will be protected in the Constitution
- Dapaanz seeks to review its responsiveness to the Tiriti O Waitangi – every 2 years.
- Dapaanz will promote cultural fluency/competency to its members through CPD.

