

Strategic Plan

2026–2028



Table of Contents

Our commitment to Te Tiriti o Waitangi	3
Overview	3
Our future is guided by our past	4
Our Strategic Goals	6
Strategy on a Page	7
Goal 1: Strengthen Hauora Māori and equity	9
Goal 2: Enable primary care services in the right place, at the right time	12
Goal 3: Enable integrated community-primary-secondary systems	15
Goal 4: Strengthen collective action for hauora through partnerships	18
Goal 5: Advance organisational excellence, discipline and capabilities	21
Tracking Our Progress	24

THINK Hauora is the primary Primary Health Organisation (PHO) for the MidCentral rohe. Our strategy is grounded in the unique landscape of the region we serve, reflecting the intrinsic relationship between hauora and the taiao (natural environment).



Our commitment to Te Tiriti o Waitangi

3

Te Tiriti o Waitangi is the founding document of Aotearoa New Zealand. It established a partnership between rangatira and the British Crown and placed obligations on the Crown to iwi and hapū. The longstanding, clearly evidenced disparities in health and other socio-economic outcomes for iwi and hapū reflect the Crown's failure to uphold these obligations.

As a Primary Health Organisation (PHO) providing primary health services, we acknowledge those same obligations. This strategy reflects our commitment to seek to uphold them, which we summarise below:

Article 1: Kāwanatanga	We are responsible stewards of our network, enabling and connecting health services to provide for all our communities.
Article 2: Tino rangatiratanga	We are honourable Tiriti partners, recognising the hauora sovereignty of mana whenua.
Article 3: Ōritetanga	We are committed to equitable health access, treatment, and outcomes for Māori.

Our commitment to Te Tiriti also encompasses the five treaty principles identified in the Waitangi Tribunal's WAI 2575 Stage One Hauora report: Tino rangatiratanga, Equity, Active Protection, Options and Partnership.

Overview

THINK Hauora proudly serves the communities of Manawatū District, Palmerston North City, Tararua District, Horowhenua District and Ōtaki within the Kapiti Coast District. The organisation builds on a history of evolving opportunities, challenges and changes, from a single organisation in the early 2000s to the amalgamated, place-based backbone provider of primary care that it is today.

THINK Hauora is the primary PHO for the MidCentral rohe, working across the health system to support our general practice members to strengthen primary care and improve outcomes for our whānau and communities. We do this by:

- Supporting general practices to deliver primary care,
- Planning, funding and delivering services that respond to local needs
- Working alongside primary care and community partners to improve coordination across the system, and
- Advocating for our network at regional and national levels.

In 2026, we are facing an uncertain and changing primary care environment. THINK Hauora is meeting, and adapting to, a series of concurrent pressures, including continued funding challenges, the introduction of competitive PHOs operating across the country, significant reform within Health New Zealand and the ongoing delays around policy direction on the role of PHOs. Taken together, these have created an environment that challenges the place-based, integration focus of THINK Hauora and other locally focused PHOs.

Our current operating environment requires an adaptive, short-cycle strategic posture that is grounded in values, relationships, and learning that supports an ongoing focus on place-based, locally planned and delivered integrated care.

Our future is guided by our past

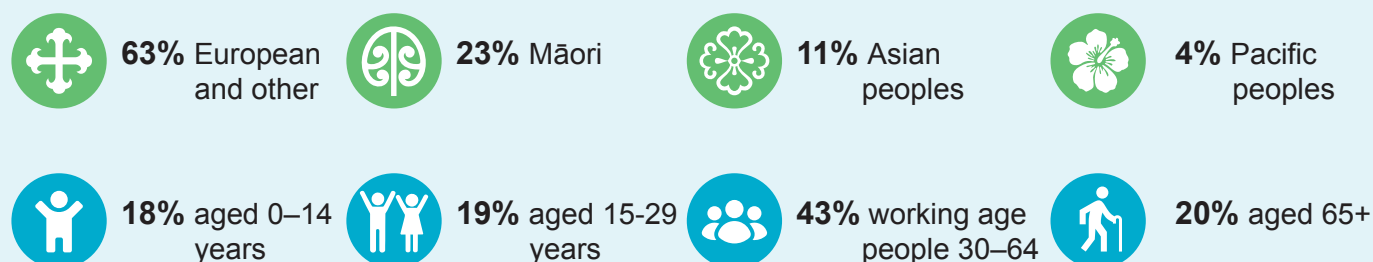
Where we've been

Between 2019 – 2025 THINK Hauora was guided by the WEAVING strategy, which served the organisation well during a period of sector stability. This strategic reset sets our organisational direction while considering the evolving primary care landscape. As with the WEAVING strategy, THINK Hauora remains committed to equity-focused, place-based and integrated ways of working that meet the needs of our whānau and community. Our past mahi highlights Integrated Care as changes that enhance teamwork and whānau centeredness across dimensions of policy, health systems, organisations, and health and hauora providers.

The whānau and communities we serve

MidCentral rohe is home to an estimated 197,000 people, of which 91% are enrolled with a general practice. Ours is a diverse population and geography, across rural and urban communities, supported by an evolving health system.

Population snapshot



Equity and unmet needs

While many in our rohe have good access to care, inequities persist. Māori make up nearly a quarter of the population who experience the worst health outcomes. Rural communities face additional challenges, including distance, workforce shortages, and an ageing population. Tangata whaikaha are historically underrepresented as well.

The provider network we serve

Thirty-one general practices across the MidCentral rohe have selected THINK Hauora as their PHO of choice. These practices provide care to more than 153,000 people across a diverse geography in both rural and urban settings. We are proud to work closely with these practices to enable the delivery of excellent primary care for all enrolled patients; support the primary care workforce; and find solutions to the most complex challenges in the primary health care space.

Where we're going

The THINK Hauora Strategic Plan 2026 - 2028 gives us the opportunity to think through how our purpose and role continue to evolve while continuing to meet our legal obligations. Our focus is on being a strong, resilient, and sustainable organisation that can respond effectively to the changing needs of our General Practices, primary care providers, and communities. We are committed to supporting our practices and primary care workforce, improving access to care, and reducing inequities in both access and outcomes.

Our vision remains Connecting Communities for Wellbeing

Our purpose: Strengthening primary and community care to improve health and wellbeing for people and whānau.

Our role: THINK Hauora supports primary care and community partners to deliver place-based health and hauora within the MidCentral rohe.

Our value proposition: THINK Hauora is the trusted local partner that enables integrated, place-based primary care—connecting practices, providers, and communities to improve access, equity, and health outcomes for whānau.

Our values: As the primary PHO for the MidCentral rohe, our values are foundational to everything we do:

Tūturu – We act with trust and integrity in all that we do

Manaakitanga – We respect and care for our people

Kotahitanga – We work in partnership and unity

Mana – We are responsible and accountable to our people

Māia – We act with courage



As a part of the strategic reset:

- We are strongly equity-led
- We are committed to upholding the articles of Te Tiriti
- We are relational and community-driven
- Our strategy is a living, adaptive system responding to the changes required of us
- We will collaborate at all levels that assist in delivering on our purpose rather than taking an isolated path
- We will be focused and disciplined – doing fewer things well and prioritising the wellbeing of our kaimahi

Our Strategic Goals

Our strategy is built around **five interconnected goals**:

- 1) Strengthening hauora Māori and equity,
- 2) Enabling primary care services in the right place at the right time,
- 3) Facilitating integrated community, primary, and secondary systems,
- 4) Strengthening collective action for hauora through partnerships, and
- 5) Advancing organisational excellence, discipline and capabilities.

Together, these goals deliver on our purpose and role and address the hauora needs and aspirations of the whānau and communities we serve.

As the primary PHO for MidCentral rohe, these goals aim to become a stronger backbone enabler of primary care. Through them we seek to enable improved population health outcomes through targeted, locally relevant services and support general practices in a way that reflects the broader obligations and expectations of all PHOs, including current health targets.

Hauora is inextricably linked to the taiao (natural environment). Our Strategy on a Page reflects this understanding, aligning our key strategic elements with the unique landscape of our rohe.



Our Vision
 Connecting
 Communities for
 Wellbeing

Strengthening hauora
 Māori and equity

Enabling primary care
 services in the right place
 at the right time

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Our Purpose Strengthening primary and
 community care to improve health and
 wellbeing for people and whānau

Our Values



Tūturu
 We act with trust
 and integrity in all
 that we do



Manaakitanga
 We respect and
 care for our
 people



Kotahitanga
 We w
 partners
 un

Articles of te Tiriti o Waitangi



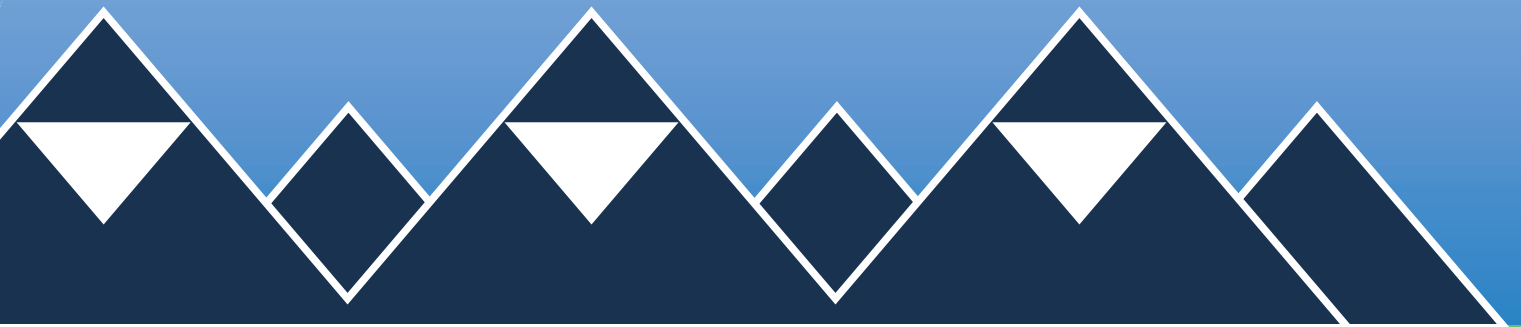
Kāwanatanga



Tino rangatiratanga



Ōritetanga



Facilitating integrated
community, primary, and
secondary systems

Strengthening collective
action for hauora
through partnerships

Advancing organisational
excellence, discipline
and capabilities

**Our
Goals**

Our Role THINK Hauora supports primary care and community partners to deliver place-based health and hauora within the MidCentral rohe



Whānau
Work in
partnership and
community



Mana
We are responsible
and accountable to
our people



Māia
We act with
courage

Goal 1: Strengthening Hauora Māori and equity

What do we mean by this?

Our decisions, investments, services, and partnerships are led by hauora Māori, equity, local data, and whānau voice – not just by intention. We will use evidence to understand inequities, measure progress over time, and guide the systemic and operational shifts needed to strengthen equity, improve health outcomes, and grow whānau wellbeing.

What does success look like?

- Improved hauora Māori outcomes, led by mana whenua and Māori service providers who experience fewer barriers and greater support to deliver care that works for their communities.
- Improved health outcomes for other priority demographic groups – particularly Pasifika and rural communities – measured through key disaggregated health metrics.
- Providers and partners are more confident and capable in delivering care that works for Māori and priority communities.
- More people from priority groups are enrolled, engaged, and receiving care earlier, reflecting stronger trust and better connection with primary and community care
- We are culturally capable, with hauora Māori, te Tiriti, and equity embedded in our organisation and prioritised through service delivery. Our reputation in the network and community reflects this.
- Enrolments among priority groups increase, reflecting high trust in and access to service providers.



Strategic Action	Over the next two years	The impact we expect to see
1. Mana whenua engagement We will engage with mana whenua to understand their aspirations and expectations of us and identify any opportunities to partner in primary health.	• Our relationships with mana whenua are strong and opportunities for partnership are actively underway. Should mana whenua wish to formalise these relationships, any relevant documentation has been agreed and signed. • There is greater awareness among whānau and the Māori community about our role in primary care and our relationship with mana whenua.	• Mana whenua see THINK Hauora as an honourable Tiriti partner and valuable ally in delivering primary care for whānau. • Māori enrolment in primary care has increased and utilisation of services has grown. • We can demonstrate measurable improvements of key hauora Māori outcomes.
2. Māori Health Plan We will build on and refresh Ka Awatea, our Māori Health Plan, to deliver our strategic intentions with a specific focus on hauora Māori outcomes.	• Our Māori Health Plan will be finalised and published within the next year. • All practices will have been briefed and provided insights, opportunity, and support to enhance their own Māori health plan or equivalent.	• 95% of practices in THINK Hauora network reflect culturally competent care for their Māori whānau. • Measurable improvement of key Pasifika and key Rural health outcomes.
3. Pasifika Health Plan We will develop a Pasifika Health Plan to deliver our strategic intentions to this group.	• Through consultation and engagement with Pasifika voices, we will finalise and publish a Pasifika Health Plan within the next year.	• THINK Hauora is a high-performing, highly capable organisation that has made a demonstrable impact on strengthening hauora Māori and equity.
4. Rural Health Plan We will develop a Rural Health Plan to deliver our strategic intentions to this group.	• Through consultation and engagement with rural voices, we will finalise and publish a Rural Community Health Plan within the next year.	

5. Improved cultural and equity capability

We will develop and deliver a range of initiatives to improve the capability of our kaimahi in hauora Māori, health equity, kaupapa Māori, and te Tiriti o Waitangi.

- A cultural training package will be embedded within THINK Hauora by early 2027.
- Within one year, we have established a baseline for organisational cultural capability on which to grow and improve.

6. Equity Framework

We will apply a measurement framework to analyse equity and equitable outcomes. The equity framework will guide how we interpret data and make decisions.

- We will develop and implement a measurement framework that focuses on equity and outcomes to ensure we are monitoring and analysing data from an equity lens.
- We use and share community health data with our network, iwi, and community partners to articulate equity achievements, gaps, and opportunities.

Goal 2: Enabling primary care services in the right place, at the right time

What do we mean by this?

Primary care is under significant pressure, and timely access to care is a challenge across the motu. Our role is to work alongside general practice, Māori providers, community partners and wider health services to strengthen access to care in ways that are practical, sustainable and locally responsive.

This means supporting the workforce, systems, relationships and service models needed so people and whānau can get the right care earlier, closer to home, and in the way that best meets their needs.

Where THINK Hauora directly provides services, we will be clear about why we are doing so, what need is being met, and whether direct delivery remains the best way to improve outcomes for whānau — or whether our role should shift to enabling others to deliver.

What does success look like?

- Success means primary care is more sustainable, better connected, and easier for people and whānau to access when they need it.
- For general practice and primary care providers, this means THINK Hauora is working alongside the network to enable workforce planning, share useful data and insights, and maintain continuity of care as our population grows and workforce pressures continue.
- For people and whānau, it means they can access care in a timely way, understand the care options available to them, and have confidence that the system will respond to their needs.
- Over time, success will be seen through stronger whānau-centred approaches, improved equity of access, and reduced pressure on urgent care and hospital services where care could be safely and appropriately provided in primary or community settings.



Strategic Action	Over the next two years	The impact we expect to see
1. Enable increased enrolment to primary care We will work with our GP Network, community partners and whānau to enable increased enrolment into primary care.	• Using the equity framework, we will Identify communities with low enrolment, share findings with partners • Identify barriers to enrolment through engagement with GPs, mana whenua, whānau and community partners	• Whānau and community can access the care they need, when they need it. • THINK Hauora is enabling primary care enrolment and system engagement, through whānau voice and community partnerships.
2. Timely access to care We will collaborate with our GP Network and communities to ensure enrolled patients have access to primary care within seven days, in alignment with the Government Health Access Target.	• Actively support the implementation of the government health access target • Routinely monitor patient access data (such as Health Quality and Safety Commission survey data) • Work with GP Network to identify challenges with access and develop solutions for pinch points • Identify models of care that work for whānau and places where we can make improvements for priority populations	• We have met the government health target - 80% of all enrolled users can access their GP within seven days of seeking an appointment. • THINK Hauora demonstrates impact on populations with the poorest health outcomes through excellent contract service deliver. • THINK Hauora has a view on the current and future needs of the primary care workforce to ensure long-term sustainability and growth of the primary care sector in MidCentral
3. Contract review to improve impact for priority populations We will review our contracts to ensure that we are delivering for whānau and people who have the poorest health outcomes.	• Undertake in-depth service delivery review of largest contracts • Identify best approaches for contract delivery • Strengthen reporting to demonstrate our impact	

4. Enable a sustainable and growing primary care workforce & community

We will work with our Network, key stakeholders and regional partners to identify ways to stabilise and grow the primary care workforce.

- Conduct a workforce gap analysis for MidCentral primary care, and consider how we leverage our contracts to innovate solutions
- Reevaluate the way we undertake Interprofessional Education (IPE) and Continuing Professional Development (CPD) offerings
- Identify innovative ways to grow and support the workforce
- Undertake a GP / Primary Care burnout survey

5. Enable an after-hours solution that meets the needs of our community

We will work with our Network and key stakeholders to enable an after-hours approach that meets the needs of our community and within the bounds of our health system.

- Enable the MidCentral Alliance work on after-hours solutions
- Continue to convene conversations with GPs, community, Emergency Department (ED), and other key stakeholders to identify problems, innovate and find solutions
- Engage and lead on After-Hours policies, Health New Zealand Strategy, and other key engagements around after-hours within our rohe
- Enable practices to meet their legislative Back-to-Back obligations

Goal 3: Facilitating integrated community-primary-secondary systems

What do we mean by this?

People and whānau often experience the health system as fragmented, with services, providers and information not always well connected. This can lead to delays, duplication, frustration, and poorer health outcomes.

Through this goal, THINK Hauora will work alongside primary care, iwi and Māori providers, community organisations, and hospital and specialist services to strengthen coordination across the system. Our role is to support better communication, stronger relationships, shared understanding of local needs, and practical approaches that improve how care is experienced by whānau.

Over time, we want to see care become more connected and easier to navigate, with providers better able to share relevant information appropriately and work together to support better outcomes for people and whānau.

What does success look like?

- People and whānau experience care as more connected, with fewer gaps, less duplication, and clearer pathways between primary, community and hospital services.
- Providers have stronger relationships, clearer communication channels, and better shared understanding of how to support people with complex needs.
- Digital tools, shared care information and referral processes advance and mature, supporting safer and more coordinated care.
- People with complex needs are supported through the system in a way that feels joined up, respectful and easier to navigate.



Strategic Action	Over the next two years	The impact we expect to see
1. Support Digital Innovation for Integration Digital tools, shared care information and referral processes are improving over time, supporting safer and more coordinated care.	• Support practical digital integration across e-referrals, HealthOne, the National Primary Care Dashboard and Shared Digital Health Record, so that information, referral processes and primary care insights are easier to use, safer and more actionable across the system.	• Whānau experience more proactive, coordinated and equitable care because clinicians and system partners have better access to the information and insights needed to identify need, reduce care gaps, improve referral pathways and support safer decisions. • People and whānau receive more timely answers, closer to home where possible, with diagnostic services better supporting early decision-making, reduced delays, less duplication and more appropriate use of hospital and specialist capacity.
2. Strengthen Integrated Diagnostic Services People and whānau have more timely and equitable access to diagnostic services, with clearer referral pathways, and better communication between providers.	• Strengthen community-referred radiology and laboratory pathways by improving referral criteria, information flow, access monitoring, equity insights and provider communication across primary, community and hospital settings.	• People with complex needs experience care as more joined up, respectful and easier to navigate, while providers have clearer pathways, escalation routes and shared responsibilities across primary, community, hospital and social care settings.
3. Improve Safe Transfer of Care People with complex needs are supported through the system in a way that feels joined up, respectful and easier to navigate.	• Improve the points where people move between services, settings and teams. This includes identifying priority pressure points in ED flow, supporting implementation of transfer-of-care expectations, strengthening HealthPathways, improving use of Enhanced Primary and Community Care (EPCC), progressing sustainable after-hours options, and influencing regional clinical service planning so that primary and community care are designed into future models from the outset.	• The system identifies risks, harm, inequity and pathway gaps earlier, learns across organisational boundaries, and improves care in a more coordinated and accountable way for people and whānau.

4. Build Integrated Clinical Governance

People and whānau experience care as more connected, with fewer gaps, less duplication, and clearer pathways between primary, community and hospital services.

- Build stronger district, regional and networked general practice clinical governance arrangements that support shared learning, clearer escalation, better use of primary care intelligence, and collective improvement across the system.

Goal 4: Strengthening collective action for hauora through partnerships

18

What do we mean by this?

Improving health and wellbeing requires organisations, providers, iwi, communities and government agencies to work together in ways that are practical, trusted and locally responsive.

THINK Hauora has an important role in connecting people, supporting shared understanding of local needs, and helping create alignment where collective action will improve outcomes for whānau.

This goal focuses on strengthening relationships across takiwā, district and regional settings to support coordinated planning, locally informed decision-making, and integrated place-based approaches that reflect the needs and aspirations of mana whenua and our communities.

What does success look like?

- THINK Hauora has a strong and coordinated network of partnerships across the health sector and wider system, including iwi, community providers, central/local government, and regional partners such as Te Pae Oranga (the iwi Māori Partnership Board, (IMPB)), Te Tihi o Ruahine, Health New Zealand and other PHOs.
- These partnerships focus on shared priorities and opportunities, enable joint planning, aligned initiatives, and, where appropriate, shared delivery, and are supported by regular, coordinated engagement.
- THINK Hauora is recognised as a trusted and proactive partner that brings people together, identifies opportunities, and supports collective action to improve outcomes for whānau and communities.



Strategic Action	Over the next two years	The impact we expect to see
1. Connect with mana whenua and iwi/Māori Hauora providers to support an integrated care approach	• Undertake joint planning and co-design with mana whenua • Maintain regular, kanohi ki te kanohi engagement • Co-develop a shared kaupapa (what matters to whānau) with mana whenua	• Iwi and Māori providers co-leading priorities and decisions • Consistent joint planning and coordinated delivery of the takiwā plan with General Practices as anchor hauora partner
2. Establish Locality-Place Based Partnership Engagement Forum using integration and connected care frameworks	• Facilitate joint planning and co-design of local activities to support Hauora with mana whenua, General Practices and takiwā Alliance Leadership partners • Attend regular engagement forums, hui, and feedback loops for continuous engagement including focus on collection action with communities' approach including backbone support • Set up Community Lived Experience Forums with identified community of champions	• Improved and equitable hauora outcomes across all takiwā • Equitable hauora outcomes for Māori significantly improved • A system that is whānau-centred, culturally grounded, and connected • Enduring trust-based relationships enabling collective impact at scale
3. Apply Data and Storytelling insights to create shared evidence	• Facilitate "Kōrero Data" sessions with whānau • Build accessible dashboards and locality insights combining data + lived experience	

4. Create Collective Takiwā Locality Hauora Action Plans with mana whenua and partners for implementation	• We will work with mana whenua, general practices, whānau and community to develop takiwā locality plans to support equitable connected / integrated care with locally defined measures of success	
5. Co-Develop aligned Ikaroa Central Region Priorities to support primary and community care	• Build and formalise relationships with PHO partners regional and national to ensure patient care continuity • Understand the needs of General Practice and providers • Confirm measures and reporting for shared Ikaroa Central Region priorities	



Goal 5: Advancing organisational excellence, discipline and capabilities

What do we mean by this?

At THINK Hauora we strive to achieve excellence in all that we do, whether it's for our organisation, our network partners or whānau and community.

To ensure our ongoing relevance and sustainability in a complex and changing sector we will strengthen our organisational capability and operating discipline, ensuring we can respond to the needs of our network, whānau and community with increasing efficiency and effectiveness.

What does success look like?

- We consistently deliver on our value proposition and are the PHO of choice for practices across the Midcentral district. Our funders and key stakeholders see us as critical to enabling high-quality primary care.
- Data, insights and evidence underpin our planning, decision-making and prioritisation.
- We have a clear line of sight to organisational performance, with reporting that enables early identification and timely resolution of issues.
- Our collaboration with other PHOs leads to more cost-effective delivery of our core services.
- To improve organisational quality, we leverage AI and digital tools to strengthen and streamline our systems and processes and actively support our practice partners to do the same.
- Our workforce is engaged, resilient and stable and we retain key skills and capability in a competitive labour market.



Strategic Action	Over the next two years	The impact we expect to see
1. Strengthen practice partnerships We will be an active partner in the success of general practice, providing targeted support, insights and enablement to strengthen capability, sustainability and performance across our network.	• A clearly defined practice partnership model will support stronger enablement and communication • Key general practice-facing business processes will be enhanced • We will create more opportunities for collective responses to significant issues facing general practice	• Practices see THINK Hauora as a trusted, responsive and high-value partner, THINK Hauora is the PHO of choice • There is better alignment between PHO support and practice need • Continued place-based, integrated care PHO focus within MidCentral
2. Secure organisational sustainability We will evolve in response to the changing PHO landscape to put our organisation on a sustainable footing.	• We will maintain active and responsive financial sustainability and scenario planning • The retention of general practices and high-risk contracts and services will be a significant priority • Our underfunded contracts with Health NZ will be renegotiated to ensure funding levels match demand and meet the true costs of delivery • We will actively investigate options for stronger strategic and operational collaboration with other PHOs, including shared services	• THINK Hauora has an efficient and sustainable operating model • Strong regional partnerships and shared service capability • THINK Hauora has a stable, engaged and high-performing workforce with strong alignment to organisational purpose and values • A consistent culture of follow-through, delivery and responsiveness • Improved organisational ability to stay on track and respond quickly when priorities shift
3. Strengthened and streamlined organisational systems and processes We will strengthen and streamline our systems and	• Our key quality, risk and assurance systems and frameworks will be strengthened • Key processes will be streamlined through	

processes to ensure efficient, consistent and compliant service delivery, supported by strong governance, risk management and assurance.	automation and greater use of digital/AI tools	
4. Develop and embed an organisation-wide approach to using data, insights and evidence We will have organisational systems, frameworks and capability required for data, insights, and evidence to inform planning, prioritisation, investment decisions, and service design. Our decisions will be transparent and equity-led.	• We will place more focus on recognising and protecting Māori Data Sovereignty • Data, insights and evidence, including equity impact and assumptions, will more consistently inform organisational decision making, planning and service delivery	
5. A proud and stable workforce We will attract, develop and retain a high-performing workforce, ensuring we have the capability, capacity and culture required to deliver on our strategic priorities.	• Grow kaimahi engagement and connection • Understand and plan for current and future workforce and capability requirements • Strengthen recruitment, retention and succession planning to ensure sustainability of critical roles • Enhance health, safety and wellbeing practices	
6. A stronger focus on organisational performance We will embed a disciplined organisational performance system that drives accountability, early identification of risks and issues, and timely intervention to ensure delivery against our strategic priorities and obligations.	• Establish a clear organisational performance cadence, focussed on delivery against goals and obligations and applying the equity framework. • Accountability for managing and ensuring performance against organisational goals and obligations will be more clearly defined and embedded within leadership practice.	

Tracking Our Progress

We have designed an organisational performance framework so we can demonstrate collective and organisational impact, support accountability, and strengthen continuous improvement across THINK Hauora and the wider network we support.

The framework, in its entirety, will sit alongside the Strategic Plan and provide a structured approach to monitoring progress against our strategic goals, organisational responsibilities, and contribution to broader health system priorities. The framework combines quantitative measures, qualitative insights, and whānau and provider experience to help us understand what is working, where improvement is needed, and where we are making the greatest difference.

The framework will include measures that:

- monitor progress against Government health priorities and access targets;
- reflect the outcomes and indicators that matter to THINK Hauora, our communities and partners;
- demonstrate organisational performance and stewardship responsibilities; and
- support ongoing learning, adaptation and improvement

The Framework is comprised of four performance dimensions:

- 1) Sustainability and Assurance,
- 2) Organisational Capability and Improvement,
- 3) Service Delivery and Network Support, and
- 4) Impacts and Outcomes.

Each dimension reflects the different types of organisational accountabilities that THINK Hauora is working to achieve with an eye to meeting the expectations of our core stakeholders: whānau and communities, our Board and funders, and our kaimahi. As with our five strategic goals, success in any one dimension depends on progress across all four. A summary of each dimension is below.

1) Sustainability and Assurance

The sustainability and assurance dimension asks, “Are we operating sustainably, responsibly and with appropriate oversight?” It focuses on financial sustainability, organisational stewardship, governance and assurance responsibilities.

Sustainability and assurance measures included in this performance framework are:

- Financial performance and sustainability,
- Risk management and internal controls,
- Legislative, regulatory and contractual compliance,



- Delivery against strategic priorities,
- Governance and assurance activities, and
- Compliance with key sector obligations, including PHO Service Agreement requirements.

2) Organisational Capability and Improvement

The organisational capability and improvement dimension asks, “Do we have the capability, culture and information needed to succeed? Are we learning, adapting and improving over time?” It focuses on the organisational and system enablers that support long-term effectiveness and sustainability.

Measures included here for organisational capability and improvement are:

- Workforce capability, capacity and stability,
- Staff engagement and organisational culture,
- Data, digital and analytical capability,
- Quality improvement and innovation activity,
- Use of insights to inform decision-making, and
- Organisational learning and adaptability.

3) Service Delivery and Network Support

The service delivery and network support dimension asks, “Are we effectively supporting high-quality, connected primary and community care?” This dimension focuses on the quality, effectiveness and responsiveness of the services, programmes and network support functions delivered or enabled by THINK Hauora.

Measures include:

- Funded service delivery and contractual performance;
- Clinical and service quality indicators,
- Provider and network engagement,
- Coordination and integration activity,
- Access and responsiveness measures, and
- Trust and confidence across the network and communities we serve.

4) Impact & Outcomes

Finally, the impact and outcomes dimension asks, “Are we contributing to improved outcomes for people and whānau?” This focuses on the outcomes and changes THINK Hauora is seeking to influence across the rohe and is informed both by government targets as well as our deep understanding of our communities’ health needs.

Measures included are:

- Government health access and prevention targets;
- Immunisation and screening measures;
- Equity indicators across priority populations;
- Whānau and community voice and experience; and
- Place-based measures that reflect local priorities and aspirations.

Together these measures will paint a picture of how THINK Hauora delivers impact — one that reflects our responsibilities, our relationships, and our ongoing commitment to improving health and wellbeing for people, whānau and communities across our rohe.





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