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Unuhia te rito o te harakeke
Kei hea te korimako e kō?
Whakatairangitia, rere ki uta, rere ki tai.
Kī mai koe ki ahaū,
He aha te mea nui o te ao?
Māku e kī atu, he tangata, he tangata,
he tangata

(Nā Meri Ngaroto o Te Aupouri)

Remove the centre of the flaxbush
Where then will the bellbird sing?
It will fly inland and seawards aimlessly.
You enquire of me,
What is the greatest thing in this world
I reply, it is people, it is people,
it is people

(Proverb by Meri Ngaroto of the Te Aupouri tribal nation)

FOREWORD

Tēnā koutou and welcome to THINK Hauora

For the last three years Central Primary Health Organisation (PHO) has followed a forward-thinking strategy, and a significant amount of mahi has been directed at improving services to our primary health care provider network, implementing a bold and extensive ICT programme and continuing to partner with MidCentral District Health Board (DHB) to improve health outcomes for the communities we live in.

When developing the new strategy, Central PHO took a far reaching and outward-looking approach. This recognises that the wellbeing of people, whānau and communities is not just an issue of health provision and health providers but involves complex and inter-related connections, systems, and organisations.

Wellbeing touches so much more than health alone, and for us working to provide health services it is necessary to look beyond our own borders and boundaries and connect the dots.

Recent experience in using collective impact further highlights the need to work outside of the isolation of health.

This outward-looking focus has born the 2019–2025 Strategy and the concept of WEAVING. Our new strategy looks at how the organisation can operate to weave connected systems and processes for the betterment of the communities' wellbeing.

This is not a change of direction but a natural extension of the journey we have been on. To complement this new exciting strategy, the Trust Board has taken the bold move to change the name of the organisation to reflect the direction of travel. From July 2019 we will be known as “THINK Hauora”. The vision is “Connecting Communities for Wellbeing”.

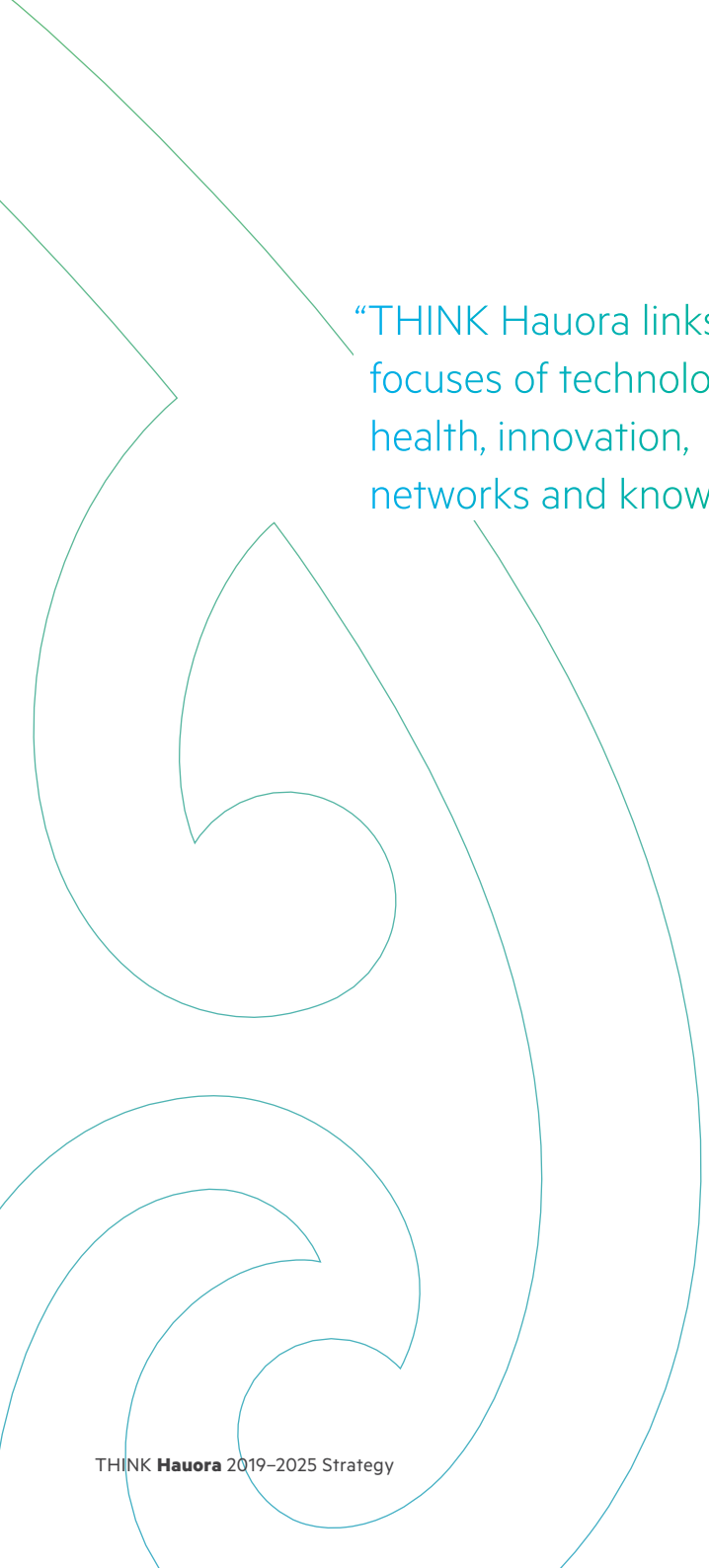
Exciting times are here – now the new mahi begins.



Dr Bruce Stewart

Chairman
THINK Hauora Board
July 2019

“Wellbeing touches
so much more than
health alone”



“THINK Hauora links our focuses of technology, health, innovation, networks and knowledge”

Our journey began with developing a strong foundation for primary health care across our rohe twenty years ago.

This six-year strategy continues to focus on health care, however it is set within a wider context, recognising the connections between health and other aspects of people’s lives. The strategy acknowledges the environments in which we live and work, and their significant impacts on the health and wellbeing of individuals and whānau of the five distinct communities within our rohe. This strategy aligns well to the Government’s Wellbeing Budget.

Over recent years we have deliberately developed into a values-based network and have proven that working collaboratively with our contracted providers and communities through engagement and co-design is not only enjoyable but has created a platform for *excellence every day*.

We are committed to partnerships and are proud of our local alliances with Te Tihi o Ruahine and Raukawa Whānau Ora, and the MidCentral District Health Board.

These partnerships connect on many levels. Thus the concept of WEAVING has been created, both in its process and art, as a framework for this strategy. Our new name and branding, THINK Hauora, links our key focuses of Technology, Health, Innovation, Networks and Knowledge. It calls to partnerships.

With that said it is important this THINK Hauora strategy is viewed more widely than an organisational strategy. This strategy belongs to our people, providers and partners – together we are committed to connecting communities for wellbeing.



Chiquita Hansen

CEO
THINK Hauora
July 2019

TE RAUTAKI - STRATEGIC CONTEXT

The THINK Hauora strategy of Whānau Ora, Equity, Access, Value, Innovation, Networking and Growth is grounded by the New Zealand Health Strategy, the New Zealand Māori Health Strategy and the MidCentral DHB Strategic Imperatives.

NZ Health Strategy Rautaki ā-Motu		NZ Māori Health Strategy He Korowai Oranga		MidCentral DHB Strategic Imperatives Me Mahi		
<i>All New Zealanders live well, stay well, get well</i>		<i>Pae ora – healthy futures</i>		<i>Quality Living, Healthy Lives, Well Communities</i>		
Value and high performance		Te whāinga hua me te tika o ngā mahi Value and high performance		Achieve quality and excellence by design		
Closer to home		Pae Ora Healthy futures for Māori		Connect and transform primary, community and specialist care		
One team		Wai Ora Healthy environments		Partner with people and whānau to support health and wellbeing		
Smart system		Whānau Ora Healthy families				
People-powered		Mauri Ora Healthy individuals		Achieve equity of outcomes across communities		
THINK Hauora Strategic Aims						
W	E	A	V	I	N	G
Whānau Ora Achieving wellbeing	Equity People, community voice and data-driven	Access Easy, available, cross-sectors	Value Teams, technology, performance	Innovation Quality improvement, excellence, engagement	Networking Relationships, partnerships, collective impact	Growth Sustainability, system and alignment focus
Tūhonotia te Hapori ki te Ora – Connecting Communities for Wellbeing						

OUR ROHE

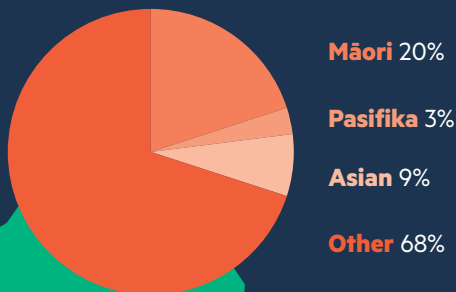
We have a population of

182,110

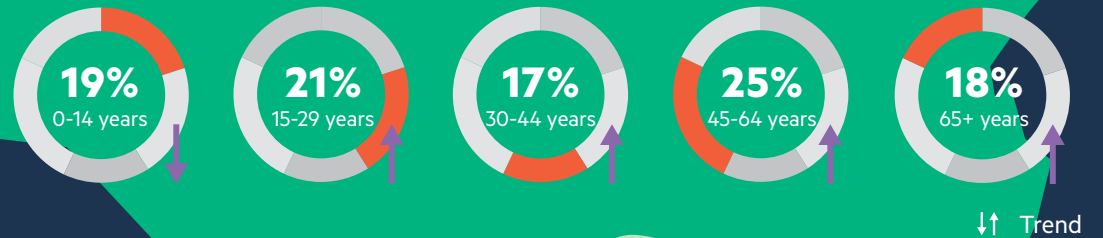


which is estimated to rise to **186,040** by 2023/24

As a district, we have a higher proportion of Māori compared to the national average



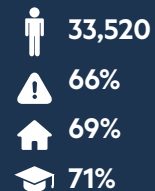
The MidCentral district is made up of:



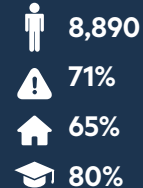
Five

territorial local authority districts are covered by MidCentral DHB

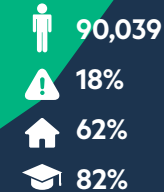
Horowhenua District



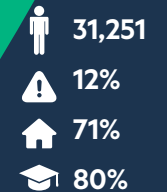
Kāpiti District Ōtaki



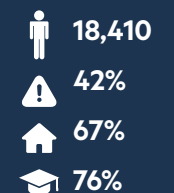
Palmerston North City



Manawatū District



Tararua District



= Population
 = Deprivation
 = Home ownership
 = NCEA Level 2

Graphic adapted from: MidCentral DHB Strategy 2016

OUR STRATEGY OF WEAVING

Unuhia te rito o te harakeke

Kei hea te korimako e kō?

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He aha te mea nui o te ao?

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Remove the centre of the
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Where then will the bellbird sing?

It will fly inland and seawards
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You enquire of me,

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this world

I reply, it is people, it is people,
it is people

Proverb by Meri Ngaroto of the
Te Aupouri tribal nation

Preparation lays ground for our future

As we look to the future, we have chosen weaving, both in its process and art, to provide a lens to view our strategic direction and intention of 'Connecting Communities for Wellbeing'. Weaving provides a blueprint for many things including purpose, preparation, foundation, rhythm, connectedness, prosperity and self-determination.

As a network we are impacted, shaped and motivated by a wide range of strategies and policies. Our strategy weaves these into a strategic document that will help shape the annual plans of the network partners.

This whakataūāki indicates that should the rito (centre) of the harakeke be cut, the harakeke will perish, resulting in far reaching consequences. With the loss of the harakeke, there is no kōrari stalk for the korimako (kōmako) to perch upon, no nectar from the stalk flower for the korimako to suckle on to sustain itself, and thus no song would be heard. Although the proverb origins and purpose are unfamiliar to most, the adage endures—we are urged to treasure and work respectfully with what we have now, while being cognisant of the future.

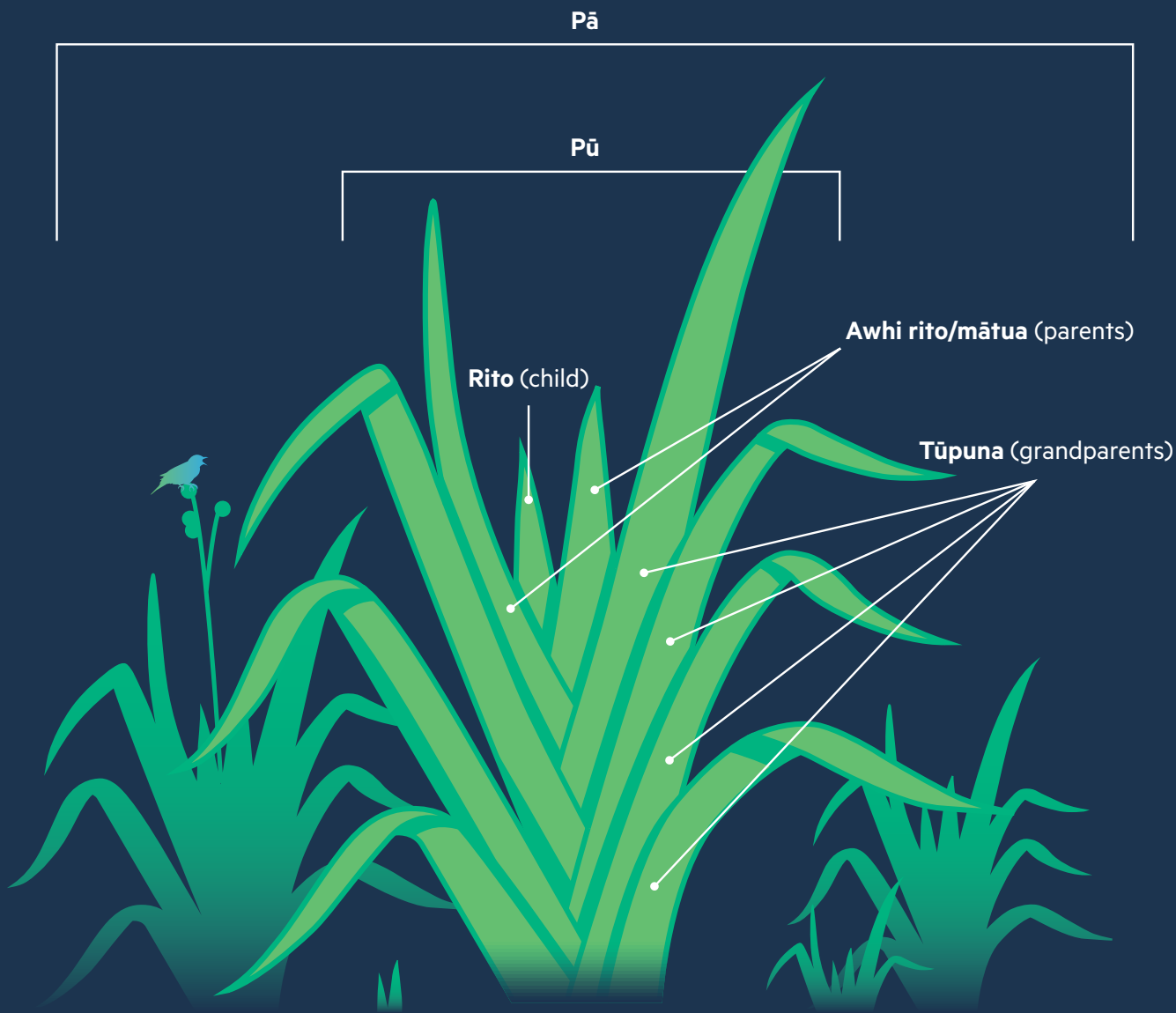
Weaving begins with planning, process and discipline

Te Whare Pora is the House of Weaving where Hineteiwaiwa as the Spirit of all Māori weaving presides.

Harakeke is a commonly used material used for weaving. Depending on the intended use of the harakeke, kairaranga/weavers will select specific varieties based on the pliability, colour and fibre quality. Included in the planning is ascertaining how many rau harakeke will be required. The outer leaves are then harvested and prepared in accordance with custom. All of this requires planning, patience and discipline. Weaving is yet to start.

When weaving does begin, each whenu (warp strand) and aho (weft strand) is woven in a deliberate fashion to form the papa, the foundation for the artform being created.

The whakataūāki speaks to the environment for weaving; to kaitiaki as those responsible for the guardianship of weaving, and to everyone overall.



W
E
A
V
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G

Whānau is a crucial building block of society and is symbolised by pū, a single harakeke and core root base which holds the rito, flanked by the awhi rito or mātua (parents) which are then surrounded by the tūpuna (grandparents). A cluster of harakeke is a pā.

Equitable conditions create the right environments for harakeke to grow and create strong foundations and ongoing sustainable thriving crops.

Access to harakeke was so desired that pā were cultivated, named and treasured.

Values of suitability, durability, versatility abound in this humble plant to the point that tūpuna questioned how other nations could live without it.

Innovative modern designs build on the traditional materials, dyes, patterns and techniques maintained by Kaitiaki and Kairaranga.

Networks of mutual benefit are formed by interconnected, interdependent, synergistic relationships between pū and pā.

Growth comes from the centre. The middle shoot known as the rito or child is protected and nurtured by the awhi rito or mātua (parents) which are then surrounded by the tūpuna (grandparents). The more mature outer leaves generally used for weaving.

OUR HISTORY

In the early 2000s MidCentral District Health Board's (DHB) Primary Health Care (PHC) Strategy enabled investment and growth across our rohe. Primary Health Organisations (PHOs), management support entity, Nursing Development Team (known as Health Care Development between 2007–2018) and cohorts of new long-term condition staff emerged. Access, community participation, service co-ordination, infrastructure, integration and quality provided the framework for the DHB investment.

The Millennium marked a change — the introduction of the Better Sooner More Convenient 2010 policy, introduced by the Ministry of Health to improve primary health care and integration commenced. The amalgamation of four geographical PHOs (Manawatū, Ōtaki, Tararua, Horowhenua) followed, and Central PHO was formed with a vision of 'working together, towards healthy and flourishing communities'. A PHO-DHB Alliance Leadership Team was developed to provide governance of the change and marked a new way of working in partnership.

At this time, the rohe was served by 42 general practice teams and 50 contracted health providers. Priorities included embracing a Whānau Ora approach and the development of a Māori Health team,

initiatives to address the health of older people, creation of system enablers and plans to ensure high-quality care. Many small general practices merged as Integrated Family Health Centres to provide broader co-ordinated care to their enrolled populations.

The Central PHO Board and Alliance Leadership Team joined forces in 2013 and the alignment of annual plans on quality improvement, business intelligence, specialist integration, and acute care began.

The Central PHO Māori Health Team was instrumental in the development of Te Tihi o Ruahine Whānau Ora Alliance (Te Tihi) in 2011. Nine Iwi, Hapū and Māori organisations are part of this Alliance. The Alliance works collectively to develop whānau-centred projects, innovations and processes. In 2017 Te Tihi established their own Charitable Trust and a new entity emerged. The relationship between Central PHO and Te Tihi remains strong with a Board-to-Board Memorandum of Partnership in place. Te Tihi provide ongoing Māori health leadership and stewardship to Central PHO.

Central PHO acquired Horowhenua Community Practice in Levin in 2013. Soon after, Central PHO, together with Te Rūnanga o Raukawa, opened Te Waiora Community Health Services in Foxton.

These ventures ensured a continuity and access of care in line with its founding vision of 'working together, towards healthy and flourishing communities'.

In 2016 a three-year Strategic Plan was developed with five strategic aims: improve access and equity, integrated care for priority populations, partner with people, communities and providers, activate smart systems and quality foundation for success. Central PHO brought financial management and human resourcing capability in-house and commenced preparation for digital health transformation and the transition of data management in-house from 2019.

Te Ara Rau, primary mental health service, was co-designed in 2018 and this model of care has been supported by the 2019 Wellbeing Budget as part of the Government's response to the inquiry into mental health and addiction, He Ara Oranga.

Today, THINK Hauora has a core staff of 110, as well as 25 staff employed within Horowhenua Community Practice. It contracts through 29 General Practice Teams and Integrated Family Health Centres, and 82 providers, for the health and wellbeing of 182,110 people throughout the rohe.

“The amalgamation of four geographical PHOs (Manawatū, Ōtaki, Tararua, Horowhenua) followed, and Central PHO was formed”



CONNECTING OUR PAST AND FUTURE

Connecting our past and future

Our origin from four PHOs into one 'central' PHO was translated through the physical elements within the Central PHO logo. The Tararua maunga; the Ruahine maunga, the Manawatū awa; the Ōtaki waka prow; and the Horowhenua waka stern represent each community. The maunga symbolises the life-force giving rise to nurturing water—common and unifying. The elements within the Central PHO logo carry meanings of connected systems, health and wellbeing, community and continuity.

Our new strategic direction provides an opportunity to reflect and to find an identity which connects our origins with our aspirations.

THINK Hauora is this new identity. THINK Hauora links Technology, Health, Innovation, Networks and Knowledge to the wellbeing of all. It calls to partnerships. This draws inspiration from the prow of a waka drawing all people forward into a shared future. It speaks to equity. Awa is the system which connects people to land and people through time. It gives access to health-giving nourishment and ensuring growth. The logo also evokes imagery of the rohe landscape: mountains, hills, plains, rivers, and a wave surge.

We move forward, keeping our values at the forefront

Trust

Whakapono/Rangatiratanga

Maintaining open and honest relationships

Respect

Whakaaro nui/Manaakitanga

Embracing diversity, uniqueness and ideas

Unity

Kōtahitanga

Valuing strengths and skills

Accountability

He mana tō te kupu

Working in a transparent and responsible manner

Courage

Ka tū te ihiihi/Whakamanawanui/Hautoa

Participating with confidence and enjoyment

Introducing our new vision

Tūhonotia te Hapori ki te Ora

Connecting Communities for Wellbeing



Central PHO logo
2010–2019



THINK Hauora logo
2019–present



COMMITMENT TO TE TIRITI O WAITANGI

We are committed to Te Tiriti o Waitangi (The Treaty of Waitangi), recognising and respecting the principles of **Partnership, Protection and Participation**, and the articles of **Kawanatanga** – governance and the relationship between Treaty Partners, **Tino Rangatiratanga** – the right to be self-determining in all areas, **Oritetanga** – authentic contributions that drive equitable access and outcomes and **Te Ritenga** – honouring the beliefs, values and aspirations of Māori.

- Implementing Te Tiriti o Waitangi articles and principles into the overall governance, planning and delivery of services
- Acknowledging Te Tiriti o Waitangi articles and principles that underpin our strategy
- Being responsive to Māori interests and ensuring these are protected

COMMUNITIES

Horowhenua

Ōtaki

STRATEGIC AIMS

COMMITMENT TO TE
TIRITI O WAITANGI

W

WHĀNAU ORA
Achieving wellbeing

E

EQUITY
People, community voice
and data-driven

A

ACCESS
Easy, available,
cross-sectors

Tūhonoia te Hapori ki te Ora
Connecting Communities
for Wellbeing

KEY AREAS OF FOCUS

- Positively support and influence cross-sector Whānau Ora and Wellbeing policy setting and direction
- Align activities and effort to the Whānau Ora outcomes-based framework and the Stats NZ Wellbeing indicators
- Continue to drive the uptake and utilisation of Ka Ao, Ka Awatea Māori Health Strategic Framework

- Connect information and people to inform and transfer knowledge to develop innovative ways to improve equity
- Health intelligence provides quality and context-based insights to support decision-making to improve equitable health outcomes
- Effective data stewardship and system interoperability will improve the access and flow of information

- Provide leadership for the inclusion of bold political choices for health across all sectors
- Develop a strong affinity between the Health Care Home, Iwi and Māori providers and other community-based health, social and specialist services
- THINK Hauora will give effect to Te Awa-Digital Strategy by continuing to drive the digital connectedness in our rohe

WHĀNAU ORA
OUTCOMES

Rangatiratanga
Self-Managing

Hauoranga
Living Healthy Lifestyles

Kōtahitanga
Whānau Cohesion

QUADRUPLE AIM

Affordable care

Excellent outcomes

Manawatū Tararua

Palmerston North

V

I

N

G

VALUE

Teams, technology,
performance

INNOVATION

Quality improvement,
excellence, engagement

NETWORKING

Relationships, partnerships,
collective impact

GROWTH

Sustainability, system and
alignment focus

- Establish locality-based teams across the rohe to support whānau to meet their health and wellbeing needs
- Locality-based teams will be supported by technology that enables mobility, productivity, knowledge and safety
- THINK Hauora Outcomes Framework will focus expectations on equity of outcomes and any related consumer and practice incentives across our communities

- Recognise and celebrate our provider network achieving *excellence every day* in improving health outcomes
- Drive the implementation of the district's 'Quality Agenda Shared Clinical Governance'
- Achieving our local response to the Mental Health Inquiry 'Realising W.A.I.O.R.A - A Collective Voice' Programme of Action

- Partner with people, community and providers to collectively support our communities' aspirations
- Strive to become a trusted backbone organisation that supports cross-sector alliances within a collective impact methodology
- Partner with local, national and international organisations to improve our approach to research and development

- THINK Hauora will give effect to the MidCentral DHB Health and Wellbeing Locality and Cluster Plans
- Diversify revenue streams to achieve primary health care clinical and financial sustainability
- Cultivate innovative approaches to primary health care workforce development to improve the experience of providing care

Tiaki Taiao
Responsible Stewards of Living &
Natural Environments

Pukenga Rawa
Economic Security &
Wealth Creation

Tuakiritanga
Participating in Te Ao Māori

Pāporitanga
Participating in Society

Excellent experience for
those we serve

Excellent experience
for providers



WHĀNAU ORA

Achieving wellbeing

Developing a Whānau Ora approach to accelerate and ensure equity of Māori health outcomes

Whānau Ora

Whānau Ora ensures the collective capacity within all whānau to problem solve, to nurture each other and to realise aspirations.

Whānau is a crucial building block of society. Whānau Ora is about working in a way that recognises and builds on the strengths and leadership with whānau, and ensure whānau are supported to move in a positive and self-managing way of life. In essence, the inclusion of Whānau Ora principles within the values and philosophy of primary health care providers will ensure whānau-centred initiatives are embedded into everyday practice. Whānau Ora is one part of a systematic approach to Māori health and improving outcomes for Māori.

Whānau Ora Outcomes

Seven priority areas have been identified for concerted focus and attention which will ensure whānau flourish and on-going gains are made in Māori health.

Positively support and influence cross-sector Whānau Ora and Wellbeing policy setting and direction

Whānau Ora Outcomes



Rangatiratanga
Self-Managing



Kōtahitanga
Whānau Cohesion



Hauoranga
Living Healthy Lifestyles



Tuakiritanga
Participating in Te Ao Māori



Tiaki Taiao
Responsible Stewards of Living & Natural Environments



Pāporitanga
Participating in Society



Pukenga Rawa
Economic Security & Wealth Creation



Throughout the document you will see this tohu. It indicates our key areas of focus. The orange colour reflects Ka Ao, Ka Awatea (see page 16).

Te Puni Kōkiri Whānau Ora Outcomes Framework

Empowering Whānau into the Future



Whānau are self-managing and empowered leaders



Whānau are cohesive, resilient and nurturing



Whānau are leading healthy lifestyles



Whānau are confidently participating in Te Ao Māori (The Māori World)



Whānau are responsible stewards of their living and natural environment



Whānau are participating fully in society



Whānau are economically secure and successfully involved in wealth creation

Stats NZ Wellbeing Indicators



Health



Social connections



Education, skills and training



Income



Environment

Whānau Ora and the Wellbeing Indicators:

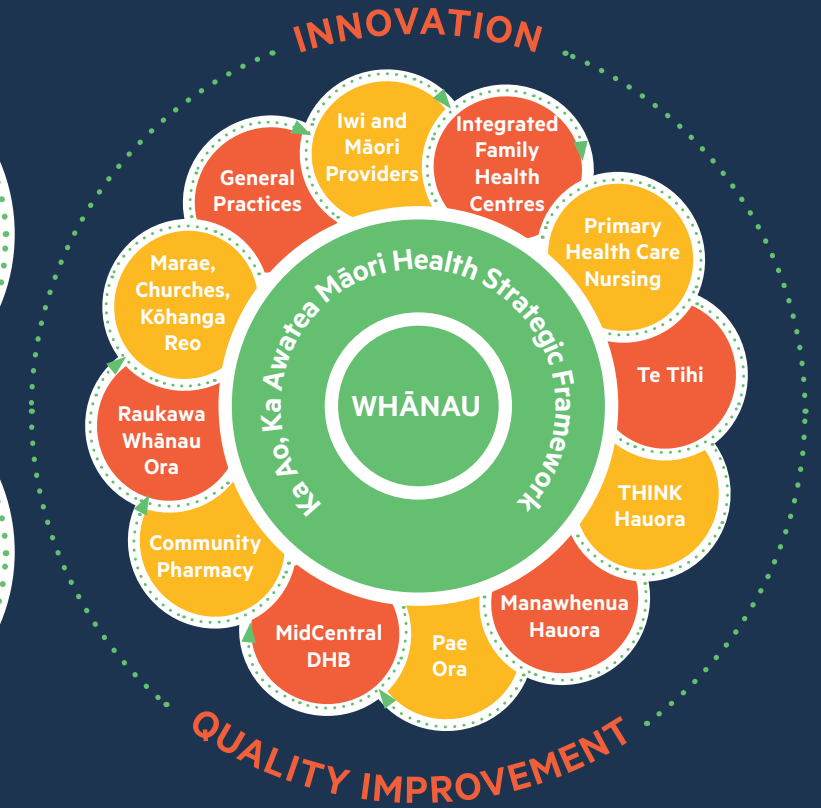
Indicators Aotearoa has worked alongside Stats NZ to develop a source of measure for New Zealand's wellbeing. These indicators go beyond economic measure to include wellbeing and sustainable development. Wellbeing looks at current wellbeing, future wellbeing and trans-boundary impacts (our impact on the rest of the world). The wellbeing indicators have a direct relationship to the Whānau Ora Outcomes Framework and to Treasury's Living Standards Framework.

Align activities and effort to the Whānau Ora outcomes-based framework and the Stats NZ Wellbeing indicators

Ka Ao, Ka Awatea

The Whānau Ora Outcomes Framework provides a tuarā (backbone) to the Māori Health Strategic Framework of our rohe, Ka Ao, Ka Awatea. Four areas have been identified as a pathway to improving whānau health: whānau input, resourcing, new ideas and scaling up solutions. Ka Ao, Ka Awatea recognises the many partners delivering health services collectively to contribute to both individual and community health. Sound relationships between partners, strengthened collaboration, and effective communication systems are all pivotal to innovation and quality improvement in delivery of health services in our community.

 Continue to drive the uptake and utilisation of Ka Ao, Ka Awatea Māori Health Strategic Framework






E

EQUITY

People, community voice
and data-driven

Driving equity of outcomes through people, community voice and data

THINK Hauora knows that pursuing health equity requires both equal and equitable opportunities for all social groups to be as healthy as possible. This requires **creating the right environments** and having a clear focus on improving outcomes for those groups who have had fewer opportunities – particularly Māori and Pasifika. Achieving equity requires us to acknowledge that different groups of people may benefit from different approaches to achieve comparable or equitable outcomes. We will partner alongside providers, whānau, and community to use data to support decision-making and drive innovation. This will contribute to equitable health outcomes and lay the foundation to connecting communities for wellbeing.

 **Connect information and people to inform and transfer knowledge to develop innovative ways to improve equity**

“In Aotearoa New Zealand, people have differences in health that are not only avoidable, but are unfair and unjust. Equity recognises different people with different levels of advantage require different approaches and resources to get equitable health outcomes.”¹

Ministry of Health's definition of Equity 2019.

“Health equity, or equity in health implies that ideally everyone should have a fair opportunity to attain their full health potential and that no one should be disadvantaged from achieving this potential.”

World Health Organisation.





Health intelligence

Data management has transitioned in-house over the last few years and has grown our dynamic approach to health intelligence. Our health intelligence team is responsible for capturing and utilising information to support decision-making to improve the health of the population across our communities. Bringing our data in-house will strengthen our approach to improve health outcomes and address equity at the forefront.

THINK Hauora is passionate and committed as a network to curate and use data, information, knowledge, and wisdom in co-operation with our health and social sectors. This data will be enriched with consumer, whānau and community voice, and will be made available for consumers, whānau and communities to inform their decision-making.

It is important that we propel our health system forward by enabling the meaningful flow of health and social information to drive equitable health outcome improvement.

The THINK Hauora data warehouse will enable a common lens across primary health care and support integration of multiple data sources both within and outside of the health sector. Effective data stewardship and system interoperability will enable a focus on equity, adverse variation and trends to move us from a reactive analysis (what has happened); to an informative analysis (why did it happen); to a predictive analysis (what will happen).



Health intelligence provides quality and context-based insights to support decision-making to improve equitable health outcomes



Effective data stewardship and system interoperability will improve the access and flow of information



ACCESS Easy, available, cross-sectors

Ensuring access to health care is easy, available, cross-sectors

A strong primary health care system is central to improving the health of all New Zealanders and to reducing health inequalities between different groups. In 2016, the Ministry updated the New Zealand Health Strategy. The Health Strategy highlights the need for:

- a shift from treatment to prevention, improving consumers' lives and supporting greater financial sustainability
- overcoming inequities across the health system to strive to deliver healthy outcomes for every New Zealander
- a thorough understanding of how to access the appropriate health options available
- creating customer-friendly services and removing barriers in order to achieve equity
- the Ministry, health providers, other government agencies, NGOs and communities working together to address the social determinants of health

Aligning health care with social services will encourage clinicians to think in broader terms about investment in health – and this greater alignment has the potential to improve population health outcomes while lowering spending on more expensive traditional approaches. THINK Hauora is committed to providing leadership for the inclusion of bold political choices for health across all sectors, therefore **cultivating, naming and treasuring** relationships.

 **Provide leadership for the inclusion of bold political choices for health across all sectors**

Source: NZ Health Strategy 2016

Five most pressing social determinants of health to inflect to drive equity



Housing



Food



Economics



Interpersonal



Education

Source: Engaging Patients in Ongoing Care

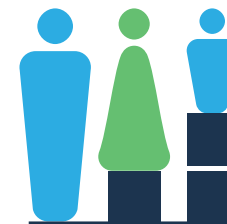


Health Care Home

The Health Care Home model is a key driver to improving access for increased services closer to home, more proactive care, improved self-management, improved consumer experience, and better community health and social service integration. Health Care Home has four core domains:

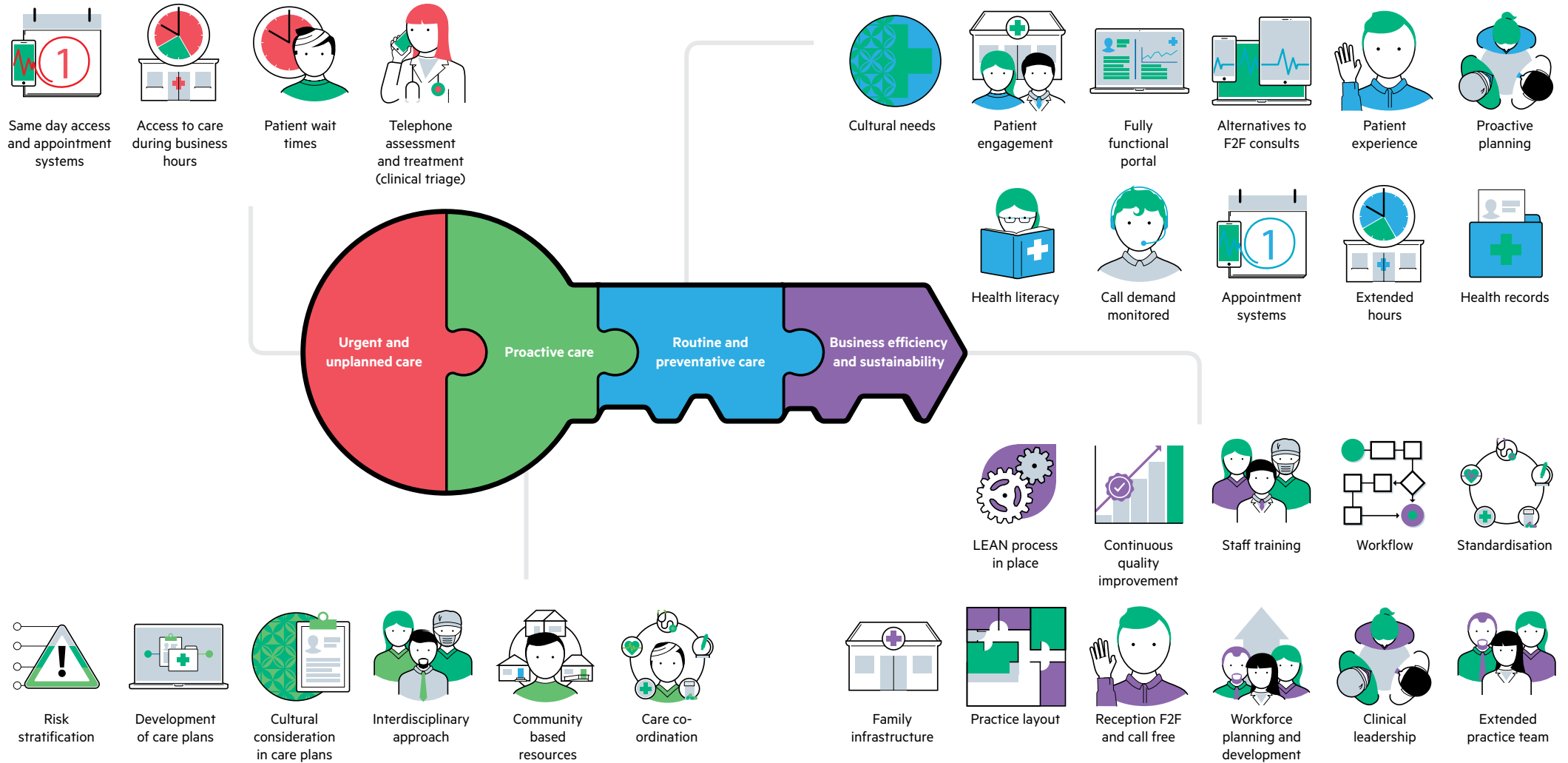
- Ready access to urgent and unplanned care
- Proactive care for those with more complex needs
- Better routine and preventative care
- Improved business efficiency and sustainability

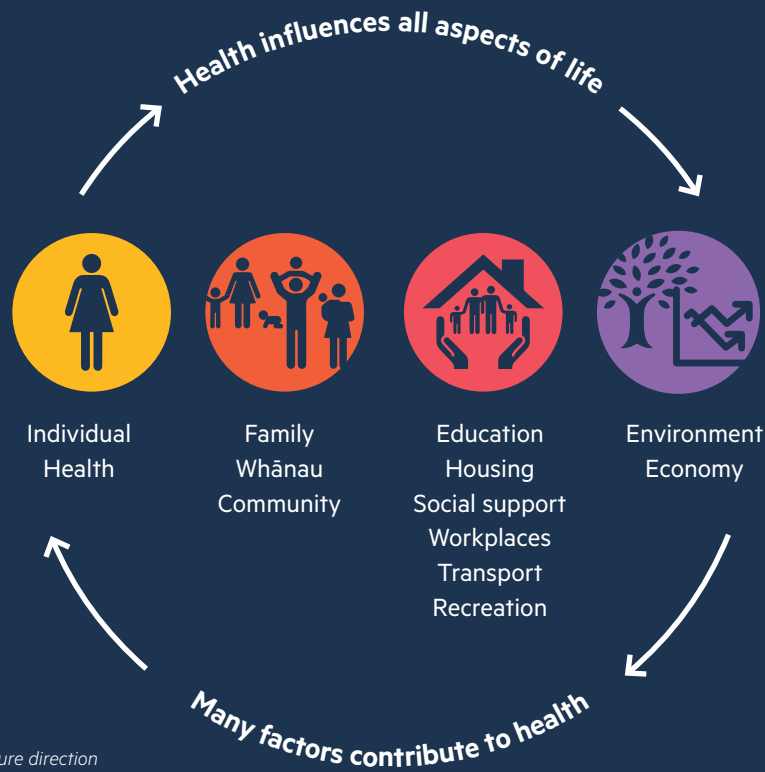
The Health Care Home summary characteristics described on page 22 are supported by a national data set. They focus general practice teams on diversifying access, population health, long term condition, and acute care management at a practice and system level. These measures are part of the THINK Hauora Outcomes Framework on page 43.



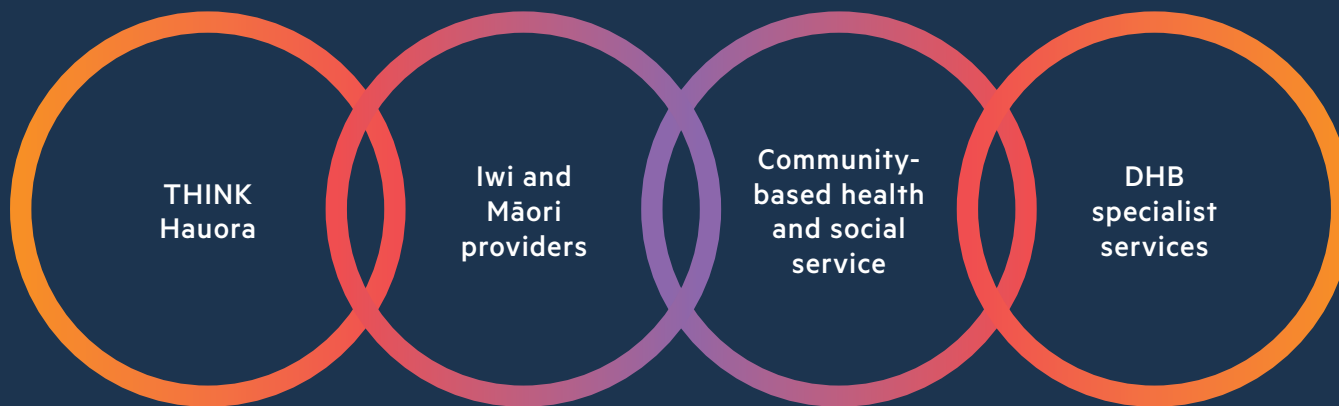
All measures will be reported through an appropriate equity lens

Health Care Home Summary Characteristics





Source: New Zealand Health Strategy, *Future direction*



Our approach to Health Care Home

Effective relationships and linkages with Iwi and Māori providers along with community-based health and social services are paramount to achieving the four domains of Health Care Home.

System connection with MidCentral DHB specialist services is instrumental. The development of the new DHB integrated service models and accompanying clusters have outlined their commitment to support the Health Care Home programme across our rohe, enabling a partnership focussed on care delivery closer to home.

Develop a strong affinity between the Health Care Home, Iwi and Māori providers and other community-based health, social and specialist services

MidCentral DHB Te Awa-Digital Health Strategy Objectives

The district's Te Awa-Digital Strategy supports improved access and achievement of the four Health Care Home domains.

THINK Hauora will give effect to Te Awa-Digital Strategy by continuing to drive the digital connectedness in our rohe



Digitise our consumers, families and whānau experience

Improve access to information enabling greater involvement of people and whānau in wellness and planning, better and more convenient access to services, easier navigation and proactive, individualised wellness and care.



Digital, data-enabled decisions

Improve safety and outcomes, reduce individual and population inequity through use of data for better insights, real-time decision-making, risk stratification, population wellness planning, analysis of wellness outcomes to improve pathways, system performance analysis and reporting.



Inclusive information stewardship and management

Quality and trustworthiness of information for all system participants with timely, safe and appropriate access to knowledge and information.



Digitise our end-to-end processes

Smoother, safer, more informed and co-ordinated wellness journeys across organisational boundaries and between services with optimised workflow, and better alignment of resource to demand.



Interconnected communication and collaboration

Greater level of communication, co-ordination and teamwork amongst all system participants.

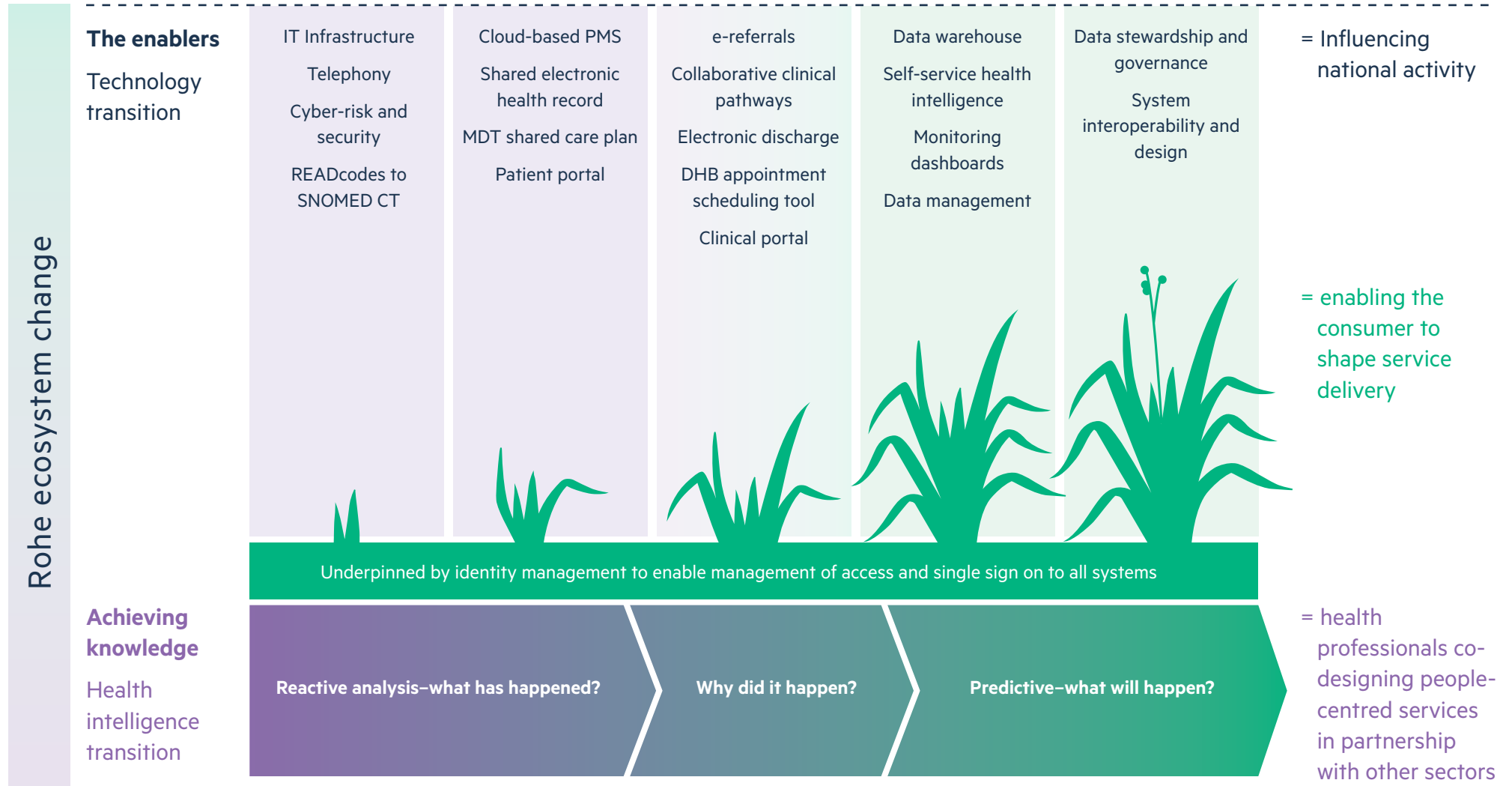


Stable, secure, responsive and sustainable ICT services

Ensure the integrity, continuity, interoperability and performance of systems, rationalise applications, consolidate infrastructure, automate, simplify and digitise processes with continued co-investment in innovation and emerging technologies with a vibrant ecosystem of industry partners.

Realising digital transition in our rohe

THINK Hauora will drive digital connectedness in our rohe.





VALUE Teams, technology, performance

Creating value through teams, technology and performance

Locality-based teams

THINK Hauora will continue to partner to develop **suitable, durable and versatile** locality-based teams across our communities. A key focus will be on self care and the alignment of community health and social services.

Priorities for service alignment at a locality level will be identified through the aspirations and needs of the community. This will involve establishing new ways of working, reconfiguration of the workflow and identifying efficiencies and capacity release to enable staff to work closely across primary, community, specialist and social services. Technology will play a key role.

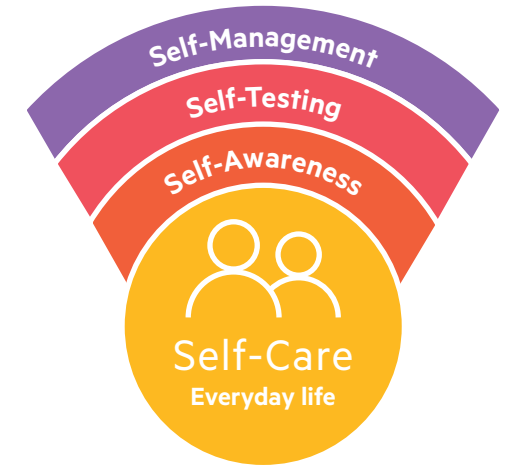
The locality teams will align to six principles:

- People and whānau-centred
- Accessible and virtual
- Comprehensive
- Co-ordinated
- Continuity and choice-enabled
- Accountable

Comprehensive primary health care teams provide the foundation of the locality-based

teams and will be responsible for preventing and managing long term conditions. The Long Term Conditions Population to Last Days of Life framework on page 28 will be used to organise the long term condition approach across the localities. THINK Hauora long term conditions, mental health, acute care, population health programmes and resources will be aligned to the primary health care teams. A strong affinity between the Health Care Home, Iwi and Māori providers and community-based health and social services will be established. Effective processes and technology to work in collaboration with the specialist services will be enhanced.

 **Establish locality-based teams across the rohe to support whānau to meet their health and wellbeing needs**



Self care is the ability of individuals, whānau and communities to promote health, prevent disease, maintain health and to cope with illness and disability with or without the support of a transdisciplinary primary health care team.

Source: WHO Consolidated Guideline on Self-Care Interventions for Health, 2019

Transdisciplinary Primary Health Care Team (Health Care Home)

People and whānau are leaders in their care and are supported by their primary health care team who they know and trust.

The team provides comprehensive health care across the lifespan and co-ordinates care to meet the health and wellbeing of the community.

Strong affinity with
Iwi and Māori providers and
community-based health
and social services

Aligned specialist district-wide services

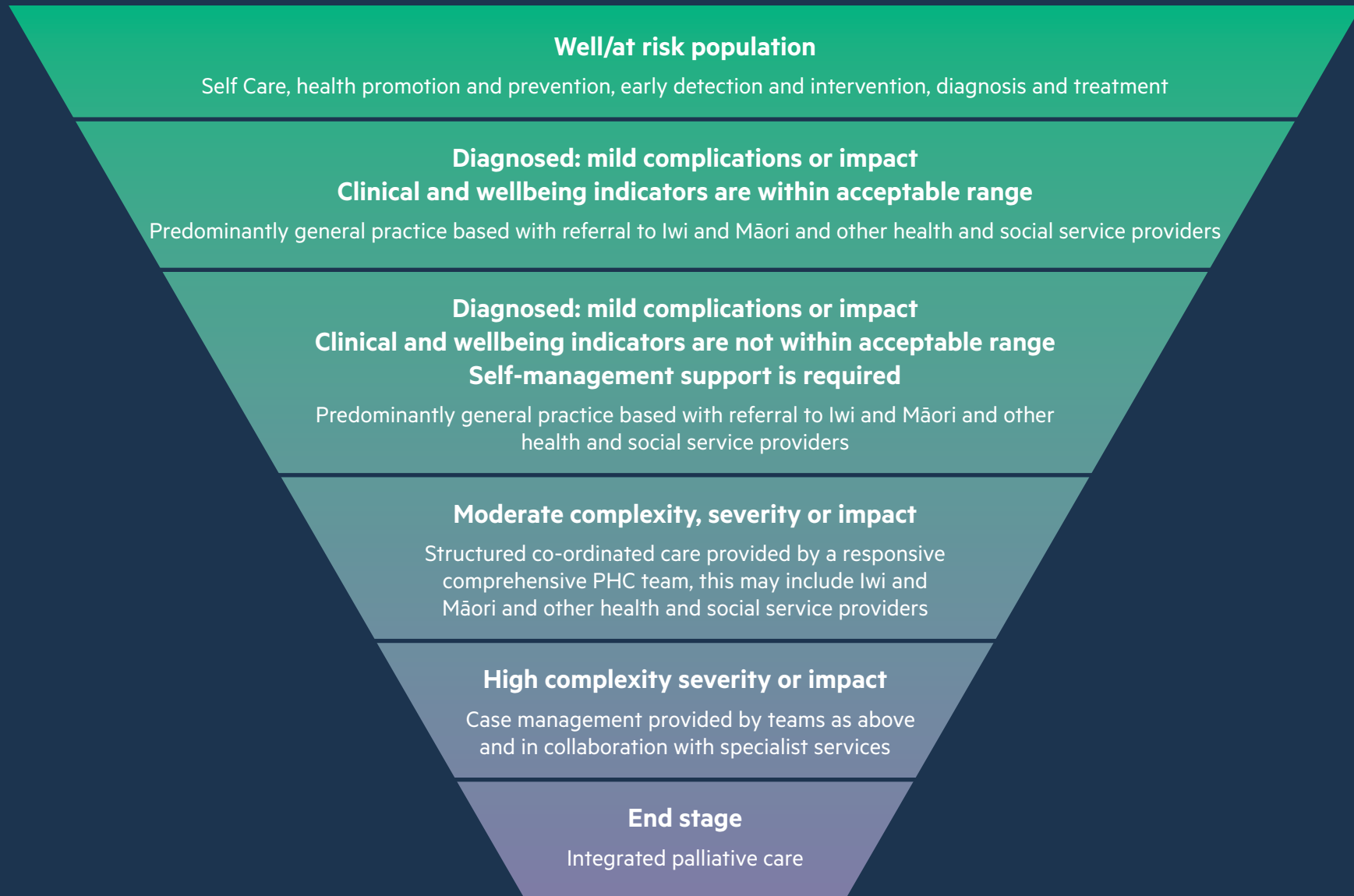
Collaboration between specialist services and primary health care teams will be enhanced to deliver comprehensive health care.

People, whānau and their local community are leaders who are actively included in creating solutions for achieving their health and wellbeing.

People are able to access health and wider sector services which promote health outcomes that are important to them. If required, support and guidance from their primary health care teams will contribute to this.

People self-manage and access support virtually and close to where they live, work and play

Long Term Conditions Population Health to Last Days of Life



Technology

Digital health initiatives in the district will be consumer-led and will encompass the models of care that provide for hauora. Consumers will help co-design inclusive district information stewardship and security policies to support the quality domains and whānau ora outcomes. Technology will enable a connected up environment where information is readily shared to support timely, digital, decision making and equity-based population health investment decisions. Locality based teams will be supported by technology that digitizes the consumer, whānau and workforce experience and will change the way we communicate and collaborate. Processes will be automated wherever possible to enable the workforce to focus on activity that best uses their skills.

 **Locality-based teams will be supported by technology that enables mobility, productivity, knowledge and safety**

Equity and innovation

Digital health initiatives and innovations are to be consumer-led

Enable interoperability in information systems to ensure a streamlined flow of information

Invest in health IT such as wearable devices, smart watches, in-home digital support

Introduce tools and services that simplify health and wellness for consumers, whānau and the workforce

Digital health literacy for consumers, whānau and the workforce

Productivity and mobility

Develop autonomous ICT infrastructure that is secure and self-governing

Introduce workforce efficiency supported by tools and services that allow teleworking and cloud-based anywhere, anytime collaboration

Replace manual processes with digital tools-based workflows

Operate from anywhere, anytime, using any device

Security

Establish cyber citizenship (one secure log in)

Build resilience in the new cyber world

Robust governance, compliance and auditing that provides confidence in the use of information for consumers and the workforce

Contribute to national architecture design that enables data translation to knowledge

Tools and training to develop a skilled workforce conversant with health informatics

Knowledge and analytics

Bidirectional data flows

Predictive population health data that drives equity-based investment

Democratize data to enable evidence-based decision making across the workforce

Curated and centralised data repository to be responsive to local health intelligence needs

Performance

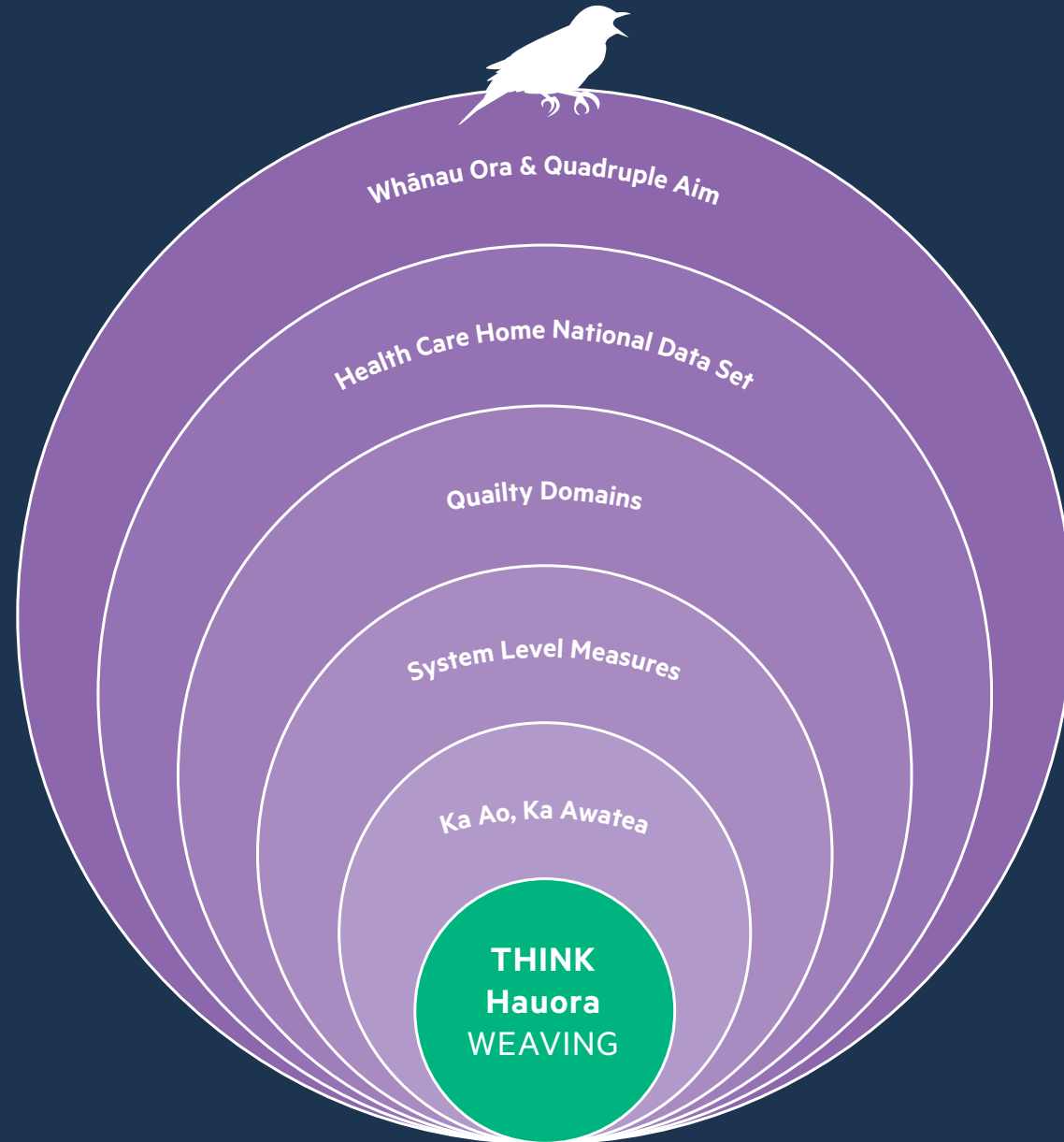
Our performance will be aligned with WEAVING and will be reported at a locality level within the THINK Hauora Outcomes Framework on page 43.

The overarching THINK Hauora outcomes encapsulate the Whānau Ora outcomes and the quadruple aim:

- Affordable care
- Excellent outcomes
- Excellent experience for those we serve
- Excellent experience for providers

High levels of performance in aligning health and social care will be achieved through engaging clinicians and system leaders in collecting and monitoring performance data. A feedback loop on key outcome measures will be used to effect change and connect local quality improvement activities.

The specific measures in the THINK Hauora Outcomes Framework include Ka Ao, Ka Awatea, System Level Measures, Quality Domains and the National Health Care Home Domains (outlined on page 33).



System Level Measures

Preventing and detecting disease early



Amenable mortality rates

Ensuring patient-centred care



Patient experience of care

Keeping children out of hospital



*Ambulatory sensitive hospitalisations (ASH)
0-4 years old*

Ensuring a healthy start



*Proportion of babies who live in
smoke-free households*

Using health resources effectively



Acute hospital bed days per capita

Youth are healthy, safe, and supported



*Access to, and utilisation of, youth
appropriate health services*

System Level Measures are set by the Ministry of Health and the Contributory Measures are co-designed measurements focusing on children, youth and high priority populations.

All the measures and indicators will be set annually and supported by agreed local consumer and practice incentives.

This Outcomes Framework will foster high trust outcome-based agreements across our provider network.


THINK Hauora Outcomes Framework will focus expectations on equity of outcomes and any related consumer and practice incentives across our communities



Activating innovation, improvement, engagement and delivery of excellence

INNOVATION Quality improvement, excellence, engagement

The THINK Hauora network will build on our track record of co-designing innovative approaches in response to the aspirations of the communities we serve. **Building on the traditional through modern design.** Over recent years we have deliberately developed into a values-based network and have proven that working collaboratively with our contracted providers and communities through engagement and co-design is not only enjoyable but has created a platform for *excellence every day*.

 **Recognise and celebrate our provider network achieving excellence every day in improving health outcomes**

Central to the THINK Hauora quality improvement approach has been the co-designing of a district-wide Quality Agenda Shared Clinical Governance Framework in collaboration with MidCentral DHB. Underpinning quality improvement are engaged consumers, providers and system.

 **Drive the implementation of the district's 'Quality Agenda Shared Clinical Governance'**

Quality Domains

The quality domains and consumer, provider and system meanings depicted below are incorporated into the THINK Hauora Outcomes Framework.

Domain	Consumer/Whānau Meaning	Provider Meaning	System Meaning
 Haumaruru Safe	My whānau and I will not be harmed by the health system.	The care our consumers receive does not cause harm.	Our safety system is robust and will identify if things are going wrong. It looks after our people (our population and our providers).
 Whaihua Effective	My whānau and I receive the right treatment for conditions, and it contributes to improving health.	The care provided is based on best evidence and produces the desired outcome.	Our quality culture supports quality improvement, innovation and research.
 Arotahi ki te kiritaki Consumer-centred	My goals and preferences drive my wellbeing/care plan. My whānau and I are treated with respect and dignity. I am at the centre of all my care decisions. Nothing about me without me.	Joint decisions about our consumers' care reflect the goals and preferences of the consumer and his or her whānau or caregivers.	We have an organised consumer voice across our rohe that ensures we partner with people and whānau to support health and wellbeing.
 Māia Efficient	The care my whānau and I receive from all practitioners is well co-ordinated and efforts are not duplicated.	We deliver care to our consumers using available human, physical and financial resources efficiently, with no waste to the system.	Our models of care ensure health and social care alignment. Resources are deployed to ensure best value for our community.
 Wā tōtika Timely	I know how long I must wait to see my health care team for tests or treatments I need and why. I am confident this wait time is safe and appropriate.	Our consumers can receive care within an appropriate and acceptable time after the need is identified.	Our aligned system will ensure people receive health care in a timely way.
 Kia tōkeke ai Equitable	No matter who I am or where I live, I can access services that benefit me.	Our consumers have access to the services they need regardless of their location, age, gender or socio-economic status. The treatment provided aims to ensure equity of outcome so may be different to suit the specific needs of the person.	We have strong and enduring health equity leadership across the rohe at all levels.

The W.A.I.O.R.A Model

THINK Hauora is poised to work with partners across the sectors to drive new innovative ways of realising the aspirations of our five distinct communities. THINK Hauora through engagement with partners has been at the forefront of working across sectors in co-designing improvements across the system. A recent example of partnering to collectively support community aspirations was our contribution to the response in 2018 to the Government's Inquiry into Mental Health and Addictions.

The key drivers for the Inquiry were inequalities in mental health and addiction outcomes, underfunding of mental health and addiction services, and high suicide rates.

Locally, we garnered our combined strengths and used this Inquiry to provide a collective and intersectoral, robust voice on the specific changes needed to enable improved and equitable outcomes. Our vision for the future direction, structure and delivery of mental health services is harnessed in W.A.I.O.R.A.

Whānau Ora

Models of care such as Whānau Ora and whānau-focused initiatives have been identified as offering significant potential benefit within the revitalisation/re-think of mental health.

Access and availability

Access to and availability of appropriate wellbeing services that facilitate flourishing individuals, whānau and communities over the life course and along the wellbeing continuum.

Identity and indigeneity

A strong and flourishing personal, cultural and community identity is considered within the context of overall wellbeing.

Opportunities

The focus for prevention, early intervention and health promotion at a wider system level is considered.

Resiliency and recovery

Resiliency refers to the ability of individual and whānau to respond adaptively to life events, human development stages and rites of passage.

All together

Waiora/wellbeing is achieved using a Whānau Ora, whole-of-system and cross-sectoral approach across all services and activities which have the potential to contribute to flourishing individuals, whānau/family, communities and environments.

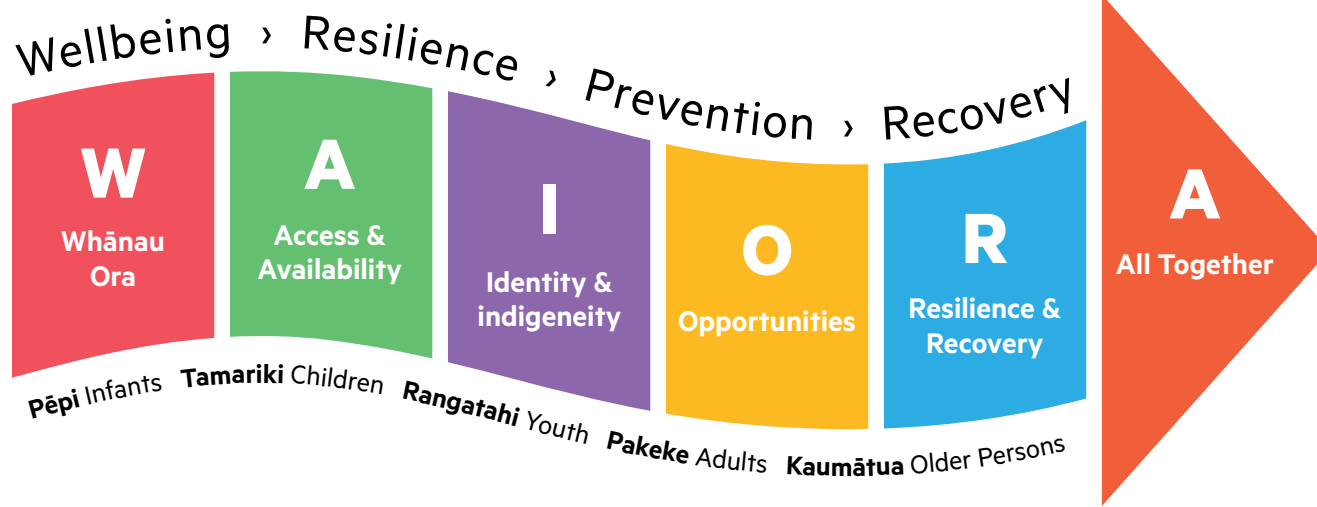
The Wellbeing Budget 2019 is taking mental health seriously and has announced additional investment in strengthening and improving services.



Achieving our local response to the Mental Health Inquiry 'Realising W.A.I.O.R.A - A Collective Voice' Programme of Action

THE W.A.I.O.R.A MODEL

Holistic wellbeing across the wellbeing continuum and life course with a focus on flourishing individuals, whānau/family, communities and environments



Achieving Whānau Ora



Rangatiratanga
Self-Managing



Kōtahitanga
Whānau Cohesion



Hauoranga
Living Healthy Lifestyles



Tuakiritanga
Participating in Te Ao Māori



Tiaki Taiao
Responsible Stewards of Living & Natural Environments



Pāporitanga
Participating in Society



Pukenga Rawa
Economic Security & Wealth Creation

N

NETWORKING Relationships, partnerships, collective impact

Enabling networking and relationships to achieve partnerships

Partnering with people, community and providers to collectively support communities' aspirations is fundamental to our success.

 **Partner with people, community and providers to collectively support community aspirations**


THINK Hauora strives to become a trusted backbone organisation that supports cross-sector alliances within a collective impact methodology. **Synergistic relationships** will be focused on the basis of **mutual benefit**.

This methodology recognises that issues faced by organisations and communities are multi-faceted and require holistic approaches. Many organisations and communities operate in fragmented, restrictive, and systems-driven environments. Their efforts are often isolated within categorical silos according to funding streams, operational regulations, and disciplinary theories and methodologies.

THINK Hauora believes that the people, providers and communities we serve have great strengths upon which to base change strategies. Collective impact engages people, providers and communities as partners in the capacity building process. Collective Impact nurtures relationships and appreciates that relationships are key to everyone's success.

 **Strive to become a trusted backbone organisation that supports cross-sector alliances within a collective impact methodology**

We are committed to building authentic and strong partnerships locally, nationally and internationally. One aspect of this will be to continue to develop our approach to research and development as this is central to the execution of our THINK Hauora strategy.

 **Partner with local, national and international organisations to improve our approach to research and development**

Collective Impact

<p>Common Agenda</p>	<p>Shared whānau and community aspirations drive our partners' shared vision for change including a common understanding of the joint approach</p>
<p>Diverse Voices • Responsive • Community Aspiration</p>	
<p>Shared Measurement</p>	<p>Collecting data, measuring results consistently across all partners to facilitate insights and strategic learning</p>
<p>Alignment • Tracking Progress • Insights • Strategic Learning</p>	
<p>Mutually-Reinforcing Activities</p>	<p>A mutually-reinforcing plan of action with a focus on high leverage and loose/tight working relationships</p>
<p>Weaving • System • Supportive • Centred</p>	
<p>Continuous Communication</p>	<p>Consistent and open communication to partners and pathways for authentic engagement for whānau and communities</p>
<p>Trust • Transparency • Ongoing • Engagement</p>	
<p>Backbone Support</p>	<p>Creating and managing collective impact requires dedicated staff and skills to serve as the container for change for the entire initiative to coordinate participating organisations and agencies</p>
<p>Facilitate • Convener • Co-ordinate • Movement</p>	

Source: Collective Impact: A Framework for Community Change, 2017



GROWTH

Sustainability, system and alignment focus

Driving sustainability through system and alignment focus

THINK Hauora has contributed to the MidCentral DHB Health and Wellbeing Locality and Cluster Plans. These plans are supported by an Integrated Service Model and at the heart of the model is the development of seven clusters supported by enabler groups. The cluster arrangement is a structure to enable MidCentral DHB to organise services to achieve their four strategic imperatives:

- Achieve quality and excellence by design
- Connect and transform primary, community and specialist care
- Partner with people and whānau to support health and wellbeing
- Achieve equity of outcomes across communities

 **THINK Hauora will give effect to the MidCentral DHB Health and Wellbeing Locality and Cluster Plans**

THINK Hauora is confident that the elements of WEAVING outlined throughout the strategy will demonstrably contribute to the achievement of MidCentral's four strategic imperatives.

Looking to the future, THINK Hauora is well-positioned to develop, investigate and secure firm partnerships to diversify revenue streams that enhance elements contained within this 2019–2025 Strategy. Work is occurring in this arena. We have an exciting future ahead developing relationships and forming new alliances. With the new initiatives on the horizon, THINK Hauora, in partnership with the provider network, will strive to achieve primary health care clinical and financial sustainability.

 **Diversify revenue streams to achieve primary health care clinical and financial sustainability**

An engaged networked healthcare workforce is vital to achieving this strategy. THINK Hauora aspires to meet the quadruple aim of affordable care, excellent outcomes, excellent experience for those we serve, and excellence for providers. This includes fostering an engaged networked healthcare workforce. THINK Hauora is committed to cultivating innovating approaches to primary health care workforce development to improve the experience of primary care.

An engaged workforce is vital to achieving the goals of our strategy. At the core of workforce engagement is the experience of joy and meaning in healthcare work; the sense of accomplishment and purpose of contribution. THINK Hauora values its workforce. Like the harakeke, growth and development of the THINK Hauora workforce is both **protected and nurtured**.

 **Cultivate innovative approaches to primary health care workforce development to improve the experience of providing care**



IN SUMMARY

THINK Hauora – Technology, Health, Innovation, Networks and Knowledge – is the overarching focus of our mahi being carried out across our network as we strive to achieve *excellence every day*.

Our 2019–2025 Strategy is aspirational. We are aiming high for what is truly valuable — HAUORA. We must partner with people and whānau as we connect communities for wellbeing. To achieve WEAVING, together we must commit to staying focussed, persistent, and gain momentum to propel us toward our goals and to deliver our areas of key focus.

THINK Hauora will refresh its key areas of focus in partnership with our five communities over the next six years. The network will agree on a suite of measures that are aligned to the THINK Hauora Outcomes Framework annually.

The following two pages provide a high level overview of the THINK Hauora Strategy and THINK Hauora Outcomes Framework.

**Ehara taku toa i te toa
takitahi, engari he toa
takitini**

**My strength is not that
of an individual but that
of the collective**

Māori proverb





STRATEGIC AIMS		KEY AREAS OF FOCUS	WHĀNAU ORA OUTCOMES				
COMMITMENT TO TE TIRITI O WAITANGI	Whānau Ora Achieving wellbeing	W Positively support and influence cross-sector Whānau Ora and Wellbeing policy setting and direction Align activities and effort to the Whānau Ora outcomes-based framework and the Stats NZ Wellbeing indicators Continue to drive the uptake and utilisation of Ka Ao, Ka Awatea Māori Health Strategic Framework	Rangatiratanga Self-Managing		Affordable care		
	Equity People, community voice and data-driven	E Connect information and people to inform and transfer knowledge to develop innovative ways to improve equity Health intelligence provides quality and context-based insights to support decision-making to improve equitable health outcomes Effective data stewardship and system interoperability will improve the access and flow of information	Kōtahitanga Whānau Cohesion			Excellent outcomes	
	Access Easy, available, cross-sectors	A Provide leadership for the inclusion of bold political choices for health across all sectors Develop a strong affinity between the Health Care Home, Iwi and Māori providers and other community-based health, social and specialist services THINK Hauora will give effect to Te Awa–Digital Strategy by continuing to drive the digital connectedness in our rohe	Hauranga Living Healthy Lifestyles		Excellent experience for those we serve		
	Value Teams, technology, performance	V Establish locality-based teams across the district to support whānau to meet their health and wellbeing needs Locality-based teams will be supported by technology that enables mobility, productivity, knowledge and safety THINK Hauora Outcomes Framework will focus expectations on equity of outcomes and any related consumer and practice incentives across our communities	Tuakiritanga Participating in Te Ao Māori				
	Innovation Quality improvement, excellence, engagement	I Recognise and celebrate our provider network achieving <i>excellence every day</i> in improving health outcomes Drive the implementation of the district’s ‘Quality Agenda Shared Clinical Governance’ Achieving our local response to the Mental Health Inquiry ‘Realising W.A.I.O.R.A - A Collective Voice’ Programme of Action	Tiaki Taiao Responsible Stewards of Living & Natural Environments				
	Networking Relationships, partnerships, collective impact	N Partner with people, community and providers to collectively support our communities’ aspirations Strive to become a trusted backbone organisation that supports cross-sector alliances within a collective impact methodology Partner with local, national and international organisations to improve our approach to research and development	Pāporitanga Participating in Society		Excellent experience for providers		
	Growth Sustainability, system and alignment focus	G THINK Hauora will give effect to the MidCentral DHB Health and Wellbeing Locality and Cluster Plans Diversify revenue streams to achieve primary health care clinical and financial sustainability Cultivate innovative approaches to primary health care workforce development to improve the experience of providing care	Pukenga Rawa Economic Security & Wealth Creation				
COMMUNITIES		HOROWHENUA	MANAWATŪ	ŌTAKI	PALMERSTON NORTH	TARARUA	QUADRUPLE AIM



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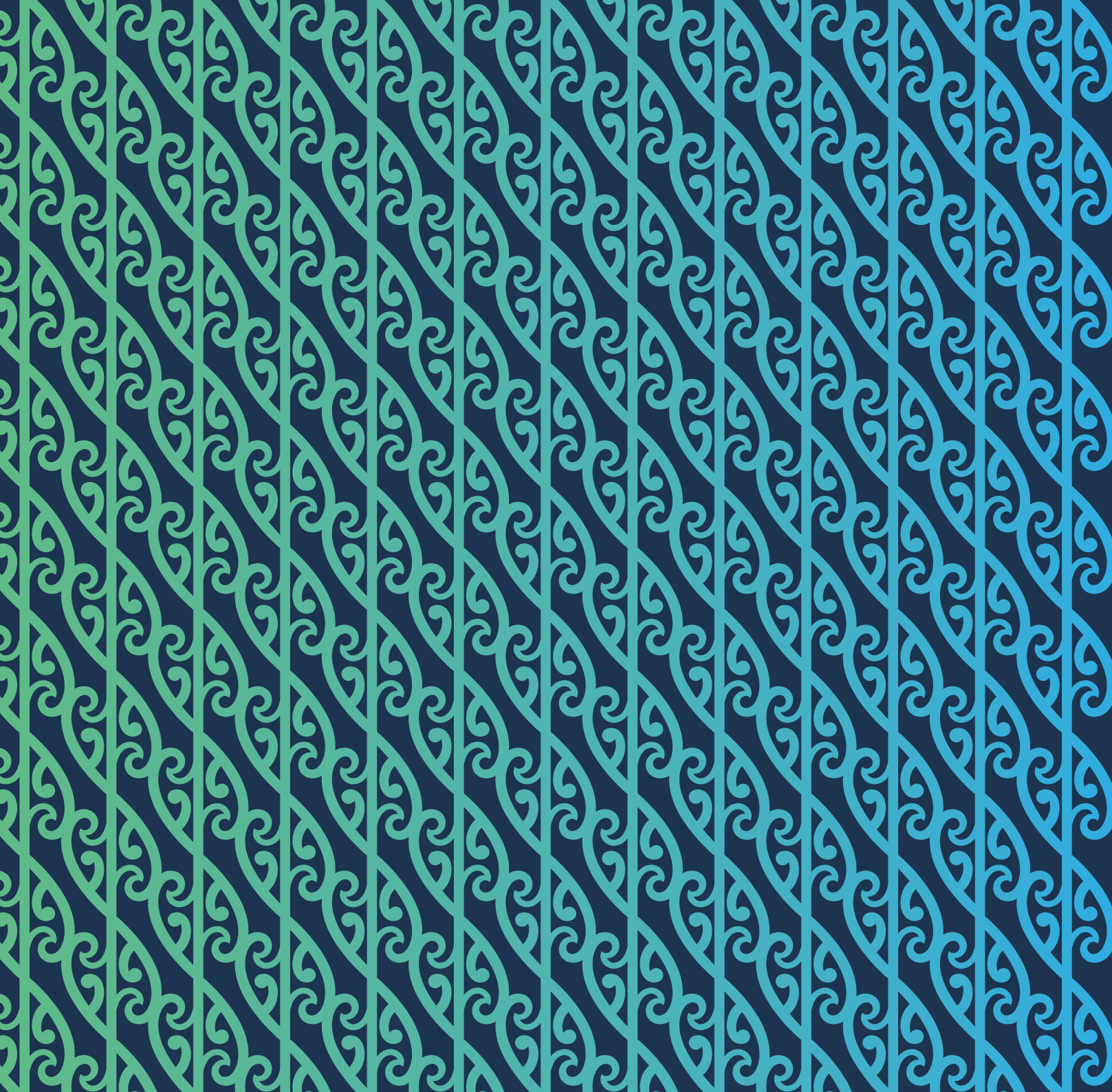
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Mā te whiritahi, ka
whakatutuki ai ngā
pūmanawa ā tāngata

Together weaving the
realisation of potential

