

NATIONAL MĀORI PHO COALITION

Whānau Ora Business Case

TO IMPLEMENT:
BETTER, SOONER MORE CONVENIENT
PRIMARY HEALTH CARE



MARCH 1, 2010 ©

Whānau Ora Business Case - Summary

1 INTRODUCTION

1.1 Purpose

This Business Case sets out the National Māori Primary Health Organisation Coalition's (the Coalition) proposed Whānau Ora System that can be implemented throughout the Coalition's membership. Over time it can be expanded out throughout Aotearoa and across a range of health and social service sectors. It is proposed:

The creation of a Whānau Ora System that will enable the delivery of high quality health and social services will result in positive Whānau Ora outcomes with wide ranging benefits for Māori whānau and the nation.

The approach to this Business Case has been one of “proof of concept” that through three initial programmes:

- Whānau Ora Centres
- two Whānau Ora programmes
 - Māmā, Pēpi & Tamariki
 - Ki Tua Oranga / Long Term Conditions)

it can be demonstrated that a Whānau Ora System can fundamentally change the way in which health and social services are delivered to Māori whānau and high needs families, resulting in a measurable improvement in health and social outcomes.

1.2 What is “Whānau Ora?”

Whānau Ora can be interpreted in a number of ways and means different things to different people and organisations. Ultimately it is whānau themselves who determine what Whānau Ora means to them.

In this Business Case we speak of Whānau Ora as whānau who are nurtured, healthy, vibrant and energetic, engaged and knowledgeable, confident, productive and self-reliant. Whānau who are on a journey to achieving self-determined success, can participate meaningfully within their communities and succeed within a supportive environment.

In this Business Case, we use the kupu ‘Whānau’ inclusively, embracing Māori whānau who have whakapapa links to each other, hapū, iwi and waka, and other families within Aotearoa New Zealand who seek Māori-led Whānau Ora, irrespective of ethnic or cultural background.

The Coalition's vision is to create a Whānau Ora System that will support the delivery of quality health and social services to Māori whānau and high-needs families, achieving positive Whānau Ora outcomes through a whānau-centred, Māori-driven, integrated, funded and resourced, sustainable Whānau Ora System.

Our vision of Whānau Ora is expressed in the Whānau Ora Tohu – '*Te Kūao o Whānau Ora*'. The female life essence or mauri is conceptualised as a koru on the right of the rito (flax shoot) and the male life essence is represented as a koru on the left. Our pēpi and tamariki are embodied as small koru under the female. The rito growing from the kakano represents Whānau Ora realised by future generations of whānau. At the base of the kakano are ngā tipuna which provide our whakapapa links to the past.

The circle symbolises the nurturing environments within

- the kakano (seed) – the **developmental phase of Whānau Ora**
- the whenua (placenta) – the **transitional phase of Whānau Ora**
- Papatuanuku (Earth Mother) – the **sustainable implementation phase of Whānau Ora**



1.3 What is the Coalition seeking through this Business Case?

The global approach has been one of proof of concept. This has resulted in a Business Case that:

- Has been informed by widespread engagement with Māori and industry participants
- Considered the changes required in the bureaucracy of healthcare to sustain Whānau Ora services
- Designed three initial Whānau Ora programmes and services
- Modelled service impacts, financial and deliverables at a macro level.

Through this Business Case the Coalition is seeking to:

- Work with the District Health Boards (DHBs) in nine districts to develop local business cases to implement Whānau Ora centres and the two Whānau Ora programmes over the next three years
- Work with the Ministry of Health and other key stakeholders to determine the ongoing funding models for the successful implementation of the Whānau Ora System beyond the initial three service developments
- Enter into further discussions with the Ministry of Health (MoH), DHBs and other agencies with regard to the implementation and rollout of the Whānau Ora System
- Secure support to develop and implement the Whānau Ora infrastructure that will sustain the Coalition's implementation of a Whānau Ora System including outcomes, service delivery and high performing provider infrastructure from the MoH and DHBs.

- Secure implementation funding to roll out, manage and evaluate the Whānau Ora System, across the Coalition’s membership through Year One
- Secure funding to facilitate a wider, sustainable Whānau Ora System across Māori providers, hapū, iwi and other key stakeholders at national and regional levels.

1.4 Background to the development of this Business Case

In mid-2009, the Ministry of Health called for expressions of interest (EOI) from primary health care providers ready and able to make innovative and large scale changes to the way they deliver health care.

The National Māori PHO Coalition was one of the nine applicants chosen (out of 70) to move through to the next stage of development in implementing the Governments’ *‘Better, Sooner, More Convenient’* healthcare policy.

1.5 Approach to developing the Whanau Ora System

Valuing the core principle of Whanaungatanga, in preparing this Business Case the Coalition engaged and consulted with a wide range of stakeholders, including:

- 11 Coalition PHO members, their 60 providers and extensive networks
- 9 DHBs within which the Coalition members are located
- Hapū and iwi throughout much of the North Island
- Māori and high needs communities including providers
- Senior clinicians in the primary and secondary healthcare sector.

1.6 The need for the Whānau Ora System to address health inequalities for Māori

The compelling health inequalities that exist for Māori are an indicator of the high level of unmet need amongst whānau, and the failure of the current system to systematically reduce inequalities.

Evidence of the failure of the health system to care for Māori whānau is extensive. The evidence base reviewed to inform this Business Case concluded that “tamariki, rangatahi and wahine [now] attend [primary care] as often as Europeans of similar age; they are noted to receive a lesser quality and intensity of care”. They also noted that the impacts of this situation included:

- Reduced life expectancy, greater ill health and more disability for individual Māori and whānau
- Greater suffering of Māori communities from disproportionate loss of lives, poorer health and the economic impacts of sicker whānau members
- Greater costs for government and DHBs in providing care to Māori at a younger age compared to European populations¹.

¹ Mauri Ora Associates; “Improving Primary health for Whānau: what works?” Jan 2010 p3

The Coalition's members have demonstrated, through Whānau Ora-type initiatives that they can be more effective at delivering services in a way that reduces inequalities and improves outcomes for Māori whānau and other high needs families.

The Coalition members, Māori and high needs providers in general have identified that the current system has incentivised individualised care that addresses specific identified health concerns rather than considering the removal of barriers to good healthcare.

Throughout this Business case it is demonstrated that Coalition providers achieve success in the two following measurable ways:

- Coalition members are achieving excellent results for their populations when measured under the PHO performance programme (PPP) indicators
- Coalition providers are cost effective and use their funds efficiently and, within the Coalition, are providing Whānau Ora case co-ordination services across its network from what would otherwise be profit margins

The review of the evidence for interventions to improve health for minority groups over the last 15 years have consistently found programmes require the following elements to be successful and that non-targeted and single facet programmes do not reduce inequalities. Programmes need to be:

- Systemic, multifaceted and intensive approaches
- Appropriate needs assessment
- Community partnerships
- Multi-disciplinary teams delivering care including community health workers
- Using culturally appropriate methods and a range of activities
- Feedback and support for practitioners².

The proposed Whānau Ora System promotes a systematic approach to building all of these elements into future services under a Whānau Ora model.

1.7 Better, Sooner, More Convenient Healthcare through the Whānau Ora System

The Whānau Ora approach aligns closely with the objectives of “*Better, Sooner, More Convenient*” Primary Health Care, including:

- Putting patients first (whānau -centred care)
- Having care closer to homes (inc. rural papakāinga / marae)
- Integrated care (with Whānau Ora Coordinators / networks / localities)
- Trusting health professionals (Whānau Ora Workforce)
- Working together for better care (kotahitanga); healthier lifestyles (oranga).

² Mauri Ora Associates; “Improving Primary health for Whānau: what works?” Jan 2010 p4

1.8 Whānau Ora – The Coalition’s Role

The Coalition acknowledges the important and valuable role that current Whānau Ora programmes and providers play throughout Māori organisations and Aotearoa communities.

It will continue to develop strong Whānau Ora working relationships within and outside the Coalition’s membership base, including:

- Other Whānau Ora Providers nationally
- Hapū, iwi and pan- Māori organisations
- The Ministry of Health, and other key government ministries and agencies
- DHBs and other health sector stakeholders (regionally and nationally).

The primary role for the Coalition with regard to Whānau Ora, is to ensure the effective design, implementation and evaluation of a national Whānau Ora System across its current and future membership.

1.9 National Māori Primary Health Organisation Coalition

The Coalition is a national network of 11 Māori-led Primary Health Organisations (PHOs) representing urban, rural, hapū, iwi and matawaka groups and organisations which serve more than 250,000 Māori and non-Māori high-needs whānau through Aotearoa New Zealand. The Coalition is governed by an Executive Committee made up of representatives from each PHO.

The Coalition Clinical Leadership Group provides direction and advice on the work of the Coalition and will further develop as a Whānau Ora Clinical Governance Group. The management will also work with a Tikanga Leadership Group, and a Strategic Advisory Group of multi-disciplinary specialists and experts to support the ongoing work of the Coalition. The competency and experience of the Clinical Leadership Group is a significant strength in terms of the Coalition’s current and future role.

The current membership of the Coalition is:

- Te Puna Hauora, Matawaka, North Shore City
- Waiora Healthcare, Te Whānau o Waipareira, Waitakere City
- Tamaki Healthcare, Ngati Whatua, Central Auckland
- Te Kupenga o Hoturoa, Matawaka, Papakura Marae, Manukau City
- Nga Mataapuna Oranga, Tauranga
- North Waikato PHO, Tainui, Waikato and Manukau
- Toiora PHO, Kirikiriroa Marae, Waikato
- Te Ao Hou PHO, Whakatane
- Ngati Porou Hauora, Ngati Porou, Tairāwhiti
- Te Tihi Hauora O Taranaki, Taranaki
- Te Oranganui Iwi Health Authority, Whanganui

During the preparation of the Business Case the Coalition received a number of requests and expressions of interest from other PHOs throughout the country that are seeking membership of the Coalition. Expanding out the membership is a strategic goal of the Coalition.

1.10 Future role of the Coalition

The Coalition is continuing to implement its future development model based on core values and reflecting Whānau Ora concepts contained in the Business Case, by:

- Engaging with the Government to ensure policy/political support
- Providing strong governance over the business structure designed to implement Whānau Ora
- Ensuring the success of the business model is built on the success of whānau developing within a “ Whānau Ora” whanaungatanga/relational model
- Supporting the growth and development of Coalition members to deliver Whānau Ora and rolling this out to support rapid expansion of Whānau Ora excellence in practice and delivery as a major part of the change process
- Developing and maintaining strong whakapapa links with whānau, hapū and iwi within their rohe and locality
- Engaging in whānau and community development; enabling whānau and community to pursue their aspirations with confidence.

The Whānau Ora Clinical Governance Group, through its clinical leadership and governance functions, will have a central place in planning, decision-making and monitoring activity undertaken by the Coalition. It will support the design and implementation of:

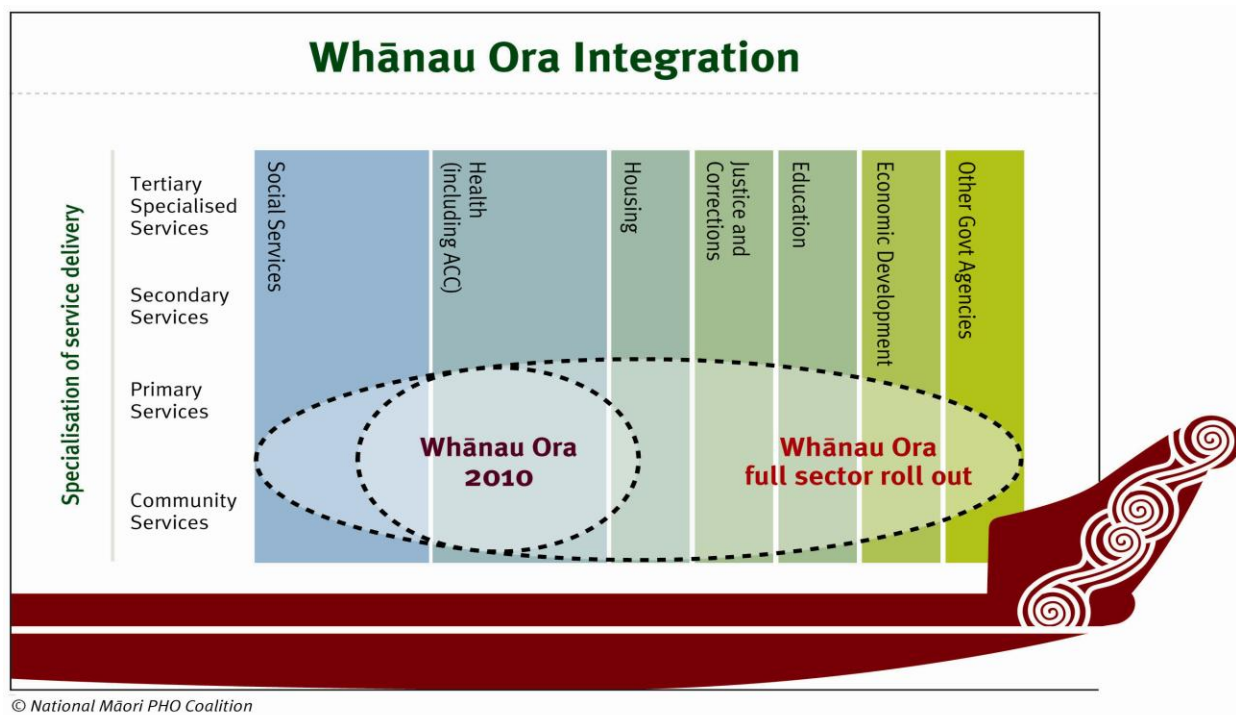
- Culturally appropriate and effective practice
- A Whānau Ora framework of ‘best’ practice
- Care programmes and pathways
- A systems approach to patient safety and effective care
- Effective Whānau Ora clinical and inter-sector networks
- Whānau Ora workforce development

1.11 The “Whānau Ora System”

This Business Case outlines the changes required that will transform current systems, processes and services, within the health sector.

This requires developing and strengthening connections and collaborative relationships at all levels including whānau, hapū, iwi and their communities, local primary health care providers and the health workforce, other PHOs, regional entities such as DHBs, the Ministry of Health and other Government ministries and agencies. It provides the Coalition’s perspective on what a new Whānau Ora System could look like within a broader Whānau Ora industry.

While Whānau Ora programmes have interdependencies across agencies and providers, this Business Case focuses on implementing Whānau Ora from within the health sector as a starting point for effecting systems change (see diagram below – Whānau Ora 2010). The Whānau Ora System starts with the Coalition’s membership and is future-proofed to be expanded out widely throughout a national Whānau Ora ‘industry’.

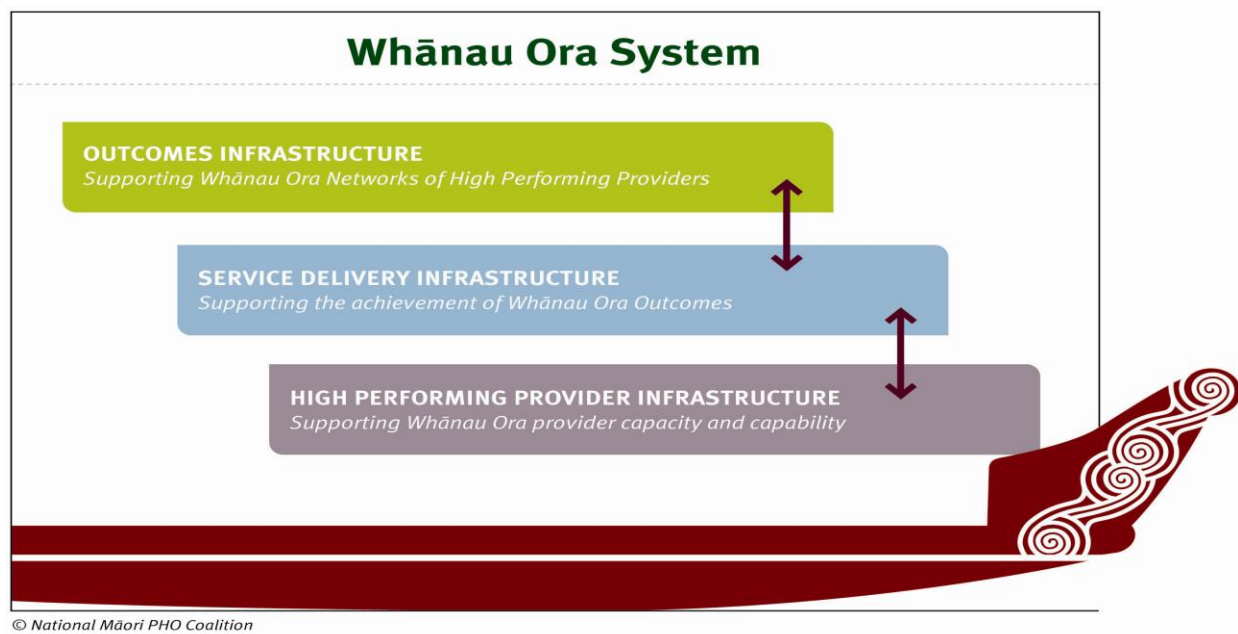


2 WHAKATIKATIKA - THE WHĀNAU ORA SYSTEM

2.1 The Whānau Ora System

We demonstrate that implementing a Whānau Ora System, specifically designed to centre all activities around whānau and for their direct benefit, will enable the Coalition to keep our promise to Māori whānau and high needs families to support them to achieve Whānau Ora. Investment in an enhanced and dedicated Whānau Ora System is now required. Three key “infrastructures” make up the Whānau Ora System:

- Outcomes Infrastructure
- Service Delivery Infrastructure
- High Performing Provider Infrastructure.



2.1.1 Outcomes Infrastructure

Outcomes infrastructure supports Whānau Ora networks of high performing providers by refocusing effort from “what is done” to “what is achieved”. This infrastructure ensures that providers are delivering services that are designed, funded and contracted to achieve Whānau Ora outcomes. Key principles have informed the development of the “outcomes” approach. The proposed outcomes infrastructure must be:

- Whānau -centric and whānau-driven
- Shared across providers and funders as a key point of engagement; able to link outputs with outcomes and critical performance measures such as the health targets.

The Outcomes Infrastructure supports Whānau Ora Networks of High Performing Providers, through:

- Whānau Ora **Outcomes Design**
 - The development of an outcomes framework to refocus the sector effort from ‘what we do’ to ‘what we achieve’ with whānau and high needs families
- Whānau Ora **Programme Design**
 - The development and design of Whānau Ora Programmes that prioritise delivering Whānau Ora outcomes to whānau and high needs families
- Whānau Ora **Funding and Contracting**
 - The development of a funding strategy that supports the Whānau Ora System and uses relational contracts to reward the achievement of outcomes.

2.1.2 Service Delivery Infrastructure

Whānau Ora service delivery infrastructure is designed to support the achievement of Whānau Ora outcomes through the development of effective service delivery models that are structured and incentivised to deliver on Whānau Ora.

The service delivery infrastructure supports the achievement of Whānau Ora outcomes through:

- Whānau Ora **Locality**
 - The community of common interest as defined by Māori and appropriate for delivering Whānau Ora services
- Whānau Ora **Locality Governance (Leadership)**
 - To protect the cultural integrity and deliver on Whānau Ora outcomes across multiple organisations on behalf of a locality
- Whānau Ora **Networks and Network Leads**
 - The supported network of health and social providers who collaborate to deliver on Whānau Ora outcomes
- Whānau Ora **Centres and Programmes**
 - The integrated models of health and social services that strengthen Māori whānau and high needs families in the Whānau Ora Locality.

2.1.3 High Performing Provider Infrastructure

The delivery of effective Whānau Ora services requires providers who have the infrastructure and support to deliver the services and programmes consistently and effectively. The Whānau Ora System supports Whānau Ora provider capacity and capability through:

- **Fit for Purpose Framework**
 - A framework to support targeted and effective investment to escalate the growth of high performing Whānau Ora providers, centres and networks
- Whānau Ora **Clinical Governance**
 - The provision of Whānau Ora clinical governance and leadership that ensures high quality of patient clinical and cultural care
- Whānau Ora **Workforce**
 - Development and sustaining a Whānau Ora workforce that supports whānau and high needs families to achieve their Whānau Ora outcomes
- Whānau Ora **Knowledge / Information Management and Technologies**
 - The creation of a knowledge and information management platform and technologies to support the delivery of Whānau Ora outcomes.

2.2 Whānau Ora Programmes and Centres

While Whānau Ora programmes can and will address the full spectrum of Whānau needs across all Whānau (Pēpi through to Kaumātua), this Business Case sets out two initial integrated programmes. We have chosen these as starting points that address both ‘ends’ of the intergenerational continuum of well-being for whānau:

- Māma Pēpi and Tamariki
- Ki Tua Oranga Programme Long-term Conditions

Whānau Ora Centres provide the physical infrastructure to deliver Whānau Ora programmes.

2.2.1 Māma, Pēpi and Tamariki Programme

The purpose of the Māma, Pēpi and Tamariki programme is to implement an outcomes-focused, integrated Whānau Ora model of care across the continuum from pre-conception, hapūtanga (pregnancy), birth, pēpi (0-1 year) and tamariki (1-4 years) in high needs communities.

It becomes the corner post of the long-term success of Whānau Ora. Within the broader approach and outcomes of Whānau Ora, this programme will support integrated Whānau-oriented community and primary care services that deliver on outcomes for our at-risk and vulnerable Māma, Pēpi and Tamariki.

Specifically, the Māma, Pēpi and Tamariki programme will:

- Integrate health promotion with the wider social circumstances and determinants of risk and ill-health for Whānau and high needs populations, with a focus on teen pregnancy and preconception health for wahine in situations of potential risk
- Engage wahine within a whānau kaupapa and supportive cultural context (e.g. use of Tikanga and Te Reo) while seeking to maximise whānau support and capacity
- Build stronger support for wahine and whānau throughout pregnancy to deliver healthy pēpi with supportive engagement from papa
- Support wahine and whānau to raise stronger and healthier pēpi – through breastfeeding, safe home environments, pēpi developing strong bonds with māma and papa, protecting pēpi from avoidable accidents and infections
- Support wahine and whānau to raise stronger and healthier tamariki – focus and integrate whānau with the community, available health services, early childhood education and social support including safe housing and accommodation. This is to ensure healthy development during the critical early years of cognitive and social development, as these are the foundation for subsequent educational attainment and life skills development
- Use multi-tiered comprehensive Whānau Ora planning and needs assessment tools as a means of enabling wahine and whānau to link with the services required while ever-moving towards independence
- Create a partnership if required between wahine/whānau and a kaimanaaki/co-ordinator role, if it is needed, which will support appropriate engagement in services, continuity of care and navigation through the complexity of health and social service needs
- Provide integrated health and community partnerships and multi-disciplinary teams supported by shared information, care processes and practice support
- Use Whānau-focused service performance measures to guide delivery, service improvement and commissioning
- The Whānau Ora programmes are delivered, in principle, via Whānau Ora Centres

2.2.2 Ki Tua Oranga - Long-term Conditions Programme

The purpose of the Ki Tua Oranga - Long-term Conditions programme is to implement an outcomes focused integrated programme of Whānau Ora support across the life course of wellness and prevention from the time ill-health develops and as complications arise through to end stage of life, for Māori and high needs communities.

Long-term conditions are the major non-accident drivers of acute demand. By increasing our capacity for earlier recognition of long-term conditions and addressing the barriers to whānau engagement and participation in planned, proactive care Ki Tua Oranga has the potential to substantially reduce acute demand.

Within the broader approach and outcomes of Whānau Ora, this programme will support integrated whānau-oriented community, social, primary health and specialist healthcare services that deliver on outcomes for at-risk and vulnerable whānau.

Specifically, the Ki Tua Oranga programme will:

- Integrate health promotion with the wider social circumstances and determinants of risk and ill-health for Whānau and high needs populations
- Focus on engaging Whānau within a supportive cultural context (e.g. use of Tikanga and Te Reo) in developing their capacity to maintain healthy lifestyles and support the complex changes required to manage Ki Tua Oranga
- Use comprehensive Whānau Ora planning tools and needs assessment as a means of enabling Whānau and their members to learn about their condition, develop goals, plans and action that will allow them to live to the fullest and function well, despite their condition
- Create a partnership between Whānau affected by Ki Tua Oranga and a Whānau Ora Co-ordinator role that will support continued engagement, continuity of care and navigation of services for Whānau through the complexity of health and social service needs
- Focus the level of service according to Whānau need, capacity and complexity. This will enable effective responses both to individual circumstances, and to the causes of loss of engagement, continuity or adherence to treatment. Loss of continuation of care increases the burden of illness for Whānau, leads to late presentation which then requires more complex and more expensive care
- Use evidence-based, culturally competent care programmes that emphasise prevention and planned/proactive care, minimising the use of acute interventions
- Provide integrated health and community partnerships with multi-disciplinary teams supported by shared information, care processes and practice support
- Use Whānau-focused service performance measures to guide delivery, service improvement and commissioning
- Be delivered to Whānau through a Whānau Ora Network, which will be linked to a Whānau Ora Centre. Assessment, and if necessary case management, will be co-ordinated from the Whānau Ora Centre. Where Whānau needs are unable to be met through service providers in the Whānau Ora Network, other service providers in the Whānau Ora Centres Locality Network will be accessed to ensure whānau needs are comprehensively addressed.

2.2.3 Whānau Ora Centres

Whānau Ora Centres and programmes are the integrated models of health and social services that strengthen Māori whānau and high needs families in the locality. Whānau Ora Centres are the key infrastructure in the system that delivers Whānau Ora assessment and case co-ordination known as the Whānau Ora Model of Care (see 2.3).

Whānau Ora Centres:

- are Māori owned, governed and led and apply Whānau Ora models of practice to all interventions with Whānau who access their services
- manage an enrolled population and provide primary care services and packages of care to Māori and high needs populations within a locality which may be funded on a programme basis

- are the providers of Whānau Ora assessment and manage all aspects of service access with the individual whānau through Whānau Ora case coordination
- offer Whānau Ora assessment to anyone enrolled with a Centre but may be available to anyone subject to funding support

Whānau Ora Centres will deliver comprehensive and integrated services that are a combination of health and social support services.

It is important to note that while Whānau Ora Centres will individually provide a range of different services based on the needs of their local communities, there will be a set of 'core' services provided from within Whānau Ora Centres. These will expand over time but it is expected that at a minimum, a Whānau Ora Centre will provide:

- Whānau Ora triage at point of entry
- A comprehensive Whānau Ora needs assessment
- Whānau Ora Co-ordinators who will navigate whānau through complex clinical and intersectoral pathways
- General Practice Clinics
- Nurse-led walk-in clinics
- Extended and After Hours care.

2.3 Whānau Ora Model of Care

The core elements of the Whānau Ora models of care include:

1. **'Any door is the right door'** – a managed point of entry such that whatever the presenting need there are common pathways towards engaging whānau in a more holistic process of understanding their needs and requirements and supporting effective action.
2. **Whānau Ora planning and self care support** – developing an appropriate level understanding of the risks and needs of whānau.
3. **Assigned Whānau Ora Co-ordinator** – a person trusted by whānau with the competency to lead and co-ordinate support from other professionals. This is envisaged as a role that could be fulfilled by a range of people of different skills depending on the level of social and health complexity of the situation.
4. **Integrated service delivery, coordination and management** - providers outside the network (e.g. specialist services) will be communicated with via established integrated care programmes via the Whānau Ora Co-ordinators as a point of contact.
5. **Re-evaluation of needs** – we envisage whānau will own their own Whānau Ora plans while their need for specific programmes will change over time. With the goal of supporting greater self-determination, support should be planned through developing whānau capacity. However, equally, the Whānau Ora model of care should facilitate active follow-up and seamless step up in intensity without requiring whānau to explain their needs to a new set of professionals in a different setting.

2.4 Whānau Ora Workforce

The Coalition is committed to developing a well-resourced incentivised workforce who has a 'stake' - a clear commitment to Whānau Ora. They will be connected to their communities and to the wellbeing of Aotearoa. The model wraps both community and clinical expertise around the individual, in the first instance, supporting whole-of-whānau wellness in the longer term.

It requires:

- Health and social professionals with Whānau Ora competencies who practice in a manner to improve health and social outcomes
- The development of a Whānau Ora Co-ordinator role to walk alongside Whānau to support them achieving outcomes and to 'navigate' through healthcare and social services networks
- Greater collaboration between all members of the healthcare team and beyond into other sectors
- A workforce that uses both clinical and cultural competencies
- Relationships with appropriate stakeholders including educators, trainers, funders, professional and regulatory bodies that support Whānau Ora workforce development
- Significant investment, funding and resources to support this workforce development.

2.5 Knowledge Management to Support Whānau Ora

Technology is a way of expressing knowledge and the Technology Strategy proposed to support Whānau Ora will need to be transformational from a person-centric model to one focused on the development of a whānau initially and then be able to be extended to hapū, iwi and the wider community.

One of the key goals of the information system will be to develop a Whānau Ora plan taking into consideration the wider determinants of health and cultural diversification. This will ensure a central repository and reduce information being stored in silos.

It is recognised that time, effort and a considerable financial investment has been recently injected into health and other sectors' IT systems. Wherever possible the Whānau Ora IT system will link with mainstream. An appropriate information management capability is a critical pre-requisite for the successful delivery of Whānau Ora.

The average spend on IT systems in health is estimated to be 2.5 - 5% of existing revenue.³ In order to instigate significant transformational change the financial commitment increases to 5% per annum of total revenue plus 3% capital investment in the first three years.

2.6 Funding in a Whānau Ora system

The Whānau Ora System has a number of components that require investment/funding to enable a Whānau Ora System to be implemented. The roll out of the Whānau Ora system can commence by reprioritising current primary healthcare spend; then integrating MoH/DHB spend on Māori whānau and high needs families, reprioritising MoH spend on Māori development and clinical training, and developing more efficient provider models in the community. The Coalition

³ Progressing and Transforming Health, Regional Information Strategy 2010 to 2020, The PATH to the Future, 2009

has identified three possible stages that may assist to develop confidence in the affordability of this Whānau Ora System.

Stage One:

- Identifying and devolving current resources in Vote Health to Whānau Ora Programmes, Whānau Ora Centres and Networks for Māori & high needs communities
- Implementing funding and contracting mechanisms for Whānau Ora Programmes, Centres & Networks that supports the outcomes framework
- Managing the achievement of efficiencies through integration of services and development of provider networks

Stage Two:

- Developing funding sources for the gaps in programmes, that are required to reduce inequalities and improve health outcomes as identified by the Whānau Ora programme planning process
- Developing funding mechanisms that invest in the reduction of inequalities and equity at a regional level

Stage Three:

- Developing a macro funding formula for ongoing allocation of funding to Whānau Ora, from a range of government agencies towards programmes that reward achievement of outcomes for Māori and high needs families

3 PUĀWAITANGA – IMPLEMENTING WHĀNAU ORA

3.1 Leading and implementing the next stages

Briefly outlined here is the Coalition's approach to leading and implementing the next stage of the development and implementation of this Business Case, including the immediate next stages of engagement, system deliverables in Year One, and the overview of the evaluation, risk management and quality improvement processes.

Commencing March 2010 the Coalition is entering into specific locality negotiation to translate this Whānau Ora Business Case into a specific implementation plan for each locality after key agreements are reached.

There are four domains in which the implementation process is being managed:

- Agreement with key stakeholders
- Systems Planning
- Service Delivery and Implementation
- Monitoring and Evaluation

3.2 Key Whānau Ora System Deliverables – Year One

Deliverables for Whānau Ora are subject to agreement in each locality as to the implementation of the Whānau Ora System. These deliverables are based on the known capabilities of Coalition members and the assumption that we will receive support from other key stakeholders, including the Ministry of Health and the DHBs.

It is important to note the negotiation of agreed performance metrics with key stakeholders in each locality commences in March 2010.

1. Services available to whānau and high needs families

1.1. Whānau Ora Centres:

1.1.1. Up to 11 Whānau Ora Centres will provide Whānau Ora care coordination critical to the delivery of Whānau Ora programmes. This includes nurse-led clinics.

1.2. Māmā Pēpi & Tamariki programmes:

1.2.1. We will implement three Māmā Pēpi & Tamariki programmes from three Whānau Ora Centres across high needs and rural localities. The numbers who will access these programmes will be agreed at each locality level

1.3. Ki Tua Oranga programmes:

1.3.1. We will implement three Ki Tua Oranga programmes from three Whānau Ora Centres across high needs and rural localities. The numbers who will access these programmes will be agreed at each locality level

2. Improvements in health targets and health outcomes for whānau

2.1. Whānau Ora Outcomes Framework:

2.1.1. We will achieve Whānau Ora Outcomes within four domains: Nurturing whānau, Healthy whānau, Engaged whānau and Knowledgeable whānau.

3. Sustainability of a Whānau Ora System

3.1. Whānau Ora Localities

3.1.1. We will define and confirm 11 Localities with members – and confirm with relevant agencies (e.g. DHB / hapū / iwi)

3.2. Whānau Ora Networks and Governance

3.2.1. We will create 11 Whānau Ora Networks of high performing providers that deliver service user outcomes

3.2.2. We will create 11 Whānau Ora governance structures, that are specific to each Network, which protect the cultural integrity

3.3. Māori Health Workforce

3.3.1. We will implement programmes to develop more Whānau Ora Case Co-ordinators

3.3.2. We will implement Clinical Leader learning across the Network

3.3.3. We will implement new Clinical placements and new graduate programmes within Whānau Ora Centres

3.3.4. We will develop programmes to support the development of mentors and preceptors across the network

3.4. Clinical Governance

3.4.1. We will establish and implement local Clinical Governance Networks to support Whānau Ora Networks.

3.5. Fit for Purpose Providers

3.5.1. We will implement a Fit for Purpose framework that targets investment into provider capacity and capability

3.6. Information Technology

3.6.1. We will establish and implement IT infrastructure linked to Whānau Ora outcomes, performance management, programme implementation and clinical governance

3.3 Whānau Ora Evaluation Framework

As a major innovation in the delivery of health services, it is essential that Whānau Ora be evaluated thoroughly, concurrent with its implementation within a Whānau Ora Evaluation Framework. The evaluation will have three main goals:

- Through formative evaluation, **support the transition to Whānau Ora**
- Through summative evaluation, **identify interim and longer-term Whānau Ora outcomes and impacts**
- Through continuous monitoring and evaluation, **to provide accountability** of the Whānau Ora System to Māori whānau, communities and funders
- Meta-evaluation will involve an on-going review of the evaluation structure, systems and processes, to ensure their relevance and suitability to Whānau Ora stakeholders

4 CONCLUSION

The next stage of this business case is critical to the development of a Whānau Ora System. We are now in a position to commence the critical analysis of the system within each region, district and locality. This process will involve significant engagement with hapū and iwi representatives, DHBs, MoH as well as providers.

This process includes applying Whānau Ora infrastructure locally across all three domains:

- Whānau Ora outcomes infrastructure
- Whānau Ora service delivery infrastructure
- High performing providers

We are confident that this Whānau Ora System can be implemented across the health sector within the funding for Vote Health. This will allow us to deliver on our promise to our whānau and the people of New Zealand.

National Maori Primary Health Organisation Coalition