Ministerial Advisory Committee for Health Reform Implementation

IN CONFIDENCE

Ministerial Advisory Committee for Health Reform Implementation

Report: Assessment of Te Whatu Ora Data and Digital Service

17th August 2023

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1. Purpose

The purpose of this report is to provide an assessment of the Te Whatu Ora Data and Digital Service's progress towards, and consistency with, health reform objectives. The report highlights findings and provides recommendations.

2. Introduction

Data & Digital is a critical enabler for the health system's reform agenda, especially in terms of leveraging scarce clinical resources to provide efficient and safe services to more people. The ICT (Information and Communications Technology) aspects of the merger of DHB's and related entities is huge and represents the largest ICT programme ever undertaken in New Zealand. It is a complex area with a history of underinvestment that has resulted in a build-up of technical debt. Further, there is a lack of clarity of the current state of data and digital services and resources in each of the twenty-nine organisations now part of Te Whatu Ora / Te Aka Whai Ora. Together, these issues complicate the task of integrating data and digital services and resources (including people) into a coherent system that is efficient and effective. It is important to acknowledge the complexity of the task, the careful planning required to bring it to fruition, and the level of funding necessary to support it.

This assessment was tasked with identifying progress on implementation of the reform agenda regarding data and digital (D & D), with specific emphasis on the enablement of reform outcomes and the achievement of system efficiencies. It takes a high-level view. This report identifies who has been interviewed, documentation cited, and key themes that have emerged. It then discusses findings relating to each of the areas under consideration, which are the operating model, strategy, investment planning and prioritisation, performance measurement, system integration, and risk management. It considers the challenges the service faces and provides examples of reform outcomes and efficiencies being realised or enabled to date. Finally, a conclusion and recommendations are provided.

This report reflects the status at a point in time. In early August the major findings were discussed with D & D, following which D & D provided an update on their recent actions. The update is included at the end of the report and reflects further progress toward clarifying their direction and approach.

3. Interviews and key documentation

A total of 13 people from Manatū Hauora, Te Whatu Ora, and Te Aka Whai Ora, were interviewed over a period of three months from April through to June and are listed in Table 1. Key documents cited and their status are listed in Table 2.

4. Key themes

Several themes have emerged from the discussions and document review. These are:

- *Strategies, models, frameworks, and roadmaps* – how these are being realised in practice is still to be made clear. The Horizon 1 Roadmap seems to be overly ambitious and lacks coherence.
- *Organisational functioning* - this is still in a state of flux with the operating model not yet confirmed. There is a national / regional tension that will require careful management.
- *Governance and investment planning* - there remains a lack of clarity on the functions of governance, planning/investment, management, and delivery across the three organisations.
- *Technological innovation assessment* - the respective roles and responsibilities regarding technological innovation assessment and investment in New Zealand are unclear.
- *Data* – progress has been made with capture, sharing and use. There is much work to be done on data standardisation and to ensure completeness and accuracy.
- *Architecture* - a draft Architecture Blueprint has been produced, providing strategic direction primarily for the ongoing development of the technology ecosystem of Te Whatu Ora, Te Aka Whai Ora, and the wider health ecosystem.
- *Technology infrastructure* – there is a focus on addressing technical debt and bringing all districts up to a minimum acceptable standard. A full understanding of the current state technology landscape is still being developed.
- *Cyber security* – the programme to uplift capability and capacity (technology and people) is well underway.

5. Operating model

There is a Data and Digital Future State Operating Model document (October 2022) that sets out the drivers and design considerations for an operating model, and the domains it will include. It does not, however, describe the actual operating model and how it will function. An integrated business services model is being pursued, which is positive. This is an approach that integrates technology services into the structure of the organisation's business services to ensure the focus is on delivery to customer needs.

The D & D division will be divided into eight streams: Cyber security, Integration (focus on internal customers), Business Support, ICT, Sector Digital Channels (focus on external customers), Strategy and Investment, Data Services, and Clinical Informatics. The Tier 3 roles for these streams have been confirmed. The structures and roles at Tier 4 and below have yet to be finalised. On 6th July D & D reported that they *"are part way through the consultation on the move to national structures and ways of working. The staff consultation period has concluded. Management are currently reviewing feedback and finalising the structures. The current timetable is to finalise and communicate the new structures in late July / early August."*

5.1 Is the operating model fit for purpose?

Based on what we have seen, we cannot say if the operating model is fit for purpose. The move towards greater integration with the business units that deliver the services Te Whatu Ora exists to provide is positive. The eight streams within D & D cover the key areas one would expect to see addressed. The actual functioning of the model, including the links to the key decision-making groups and committees, is not yet finalised. All areas interviewed are still "forming".

It is recommended that the operating model be confirmed as soon as possible. The operating model must be well integrated with the organisation as a whole and contain the necessary mechanisms for robust decision-making and continued adaptation to a changing environment, whilst balancing national and regional expectations. This should include full integration with the overall Te Whatu Ora operating model and clear articulation of the fora and processes for agreeing and prioritising realistic programmes

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of work. The operating model must include mechanisms for identifying and resolving national/regional tensions, whether they be related to technology, people, or processes. Through its mechanisms and processes the operating model must also ensure that initiatives are aligned, and that the system has adequate capacity and capability to achieve them.

5.2 How is data and digital incorporated through the other operating models in Te Whatu Ora?

As all entities are still determining and refining their operating models, the relationships between them are not yet clear and will continue to evolve. Although Te Aka Whai Ora D & D has defined its operating model, it has not yet been implemented and the implementation process itself will see the model evolve. There is a close working relationship, however, between Te Aka Whai Ora D & D and Te Whatu Ora D & D. Te Aka Whai Ora has representation on several groups and committees (See Table 4).

There is also a close working relationship between Te Whatu Ora D & D and the directorate for improvement and innovation. The National Director for Improvement and Innovation is the chair of the Data and Digital Joint Oversight Group, which has a focus on data sharing through the tripartite agreement. The analytics branch of this directorate works closely with D & D on systems for data collection, and the improvement and innovation branch works closely with D & D regional staff.

There is a somewhat confusing landscape of groups and committees, with the purpose and scope of each and the relationships between them remaining unclear. A diagram showing the full committee/group structure would be useful.

6. Strategy

Further to the D & D Future State Operating Model document there are three documents that together set out the D & D strategic direction and initiatives. These are the Data and Digital Strategy, the Data and Digital Horizon 1 Roadmap, and the draft Architecture Blueprint. These documents are aligned around one vision and five priority areas. However, they then break down into a somewhat confusing collection of themes, goals, flagship initiatives, roadmap initiatives, guiding principles and customer needs and priorities, reflecting a lack of clarity and focus.

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A draft Architecture Blueprint was released internally for feedback in May. The Blueprint addresses needs across three distinct paradigms - Legacy Technology (sustaining), Digital Foundations & Transformation (enabling), and Emerging Technology (innovating). This is a positive approach that seeks to stabilise and sustain current systems whilst concurrently setting up the conditions for, and transitioning to, the use of new technologies.

On 6th July D & D report that *"the overarching D & D strategy/roadmap, operating model, and programme governance are being operationalised and progressed as per the documents previously shared. The key focus in the past month has been on the work to operationalise and optimise these plans. This includes the development of a more detailed Integrated Plan (i.e., phasing of initiatives by quarter, linking to emerging organisational and sector priorities). This work is then contributing into, and being aligned to, the FY23 operational plan for Te Whatu Ora. These plans are currently iterating with*

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the D & D Senior Leadership team and Executive. We are targeting to finalise these in the coming weeks".

6.1 How is progress being made with implementing the data and digital actions in Te Pae Tata?

See section 7.2.

6.2 Are there medium-term and long-term data and digital strategies?

The flagship initiatives across the three time-horizons indicate medium and longer-term objectives.

6.3 What are the key milestones over the next 2 – 5 years?

The flagship initiatives can be seen as key milestones.

6.4 What is the status of Hira? (Is there an implementation plan?)

The Hira governance function reports to the Data and Digital Innovation Committee every quarter. Initial focus is on three areas: accessibility to personal health data, clinician access to data, and API (Application Programming Interface) access out to the community.

There has been a programme reset to reduce the financial burn rate and increase the value produced by focusing on delivery. A milestone plan was approved by the HPGG (Hira Programme Governance Group), dated 29 March 2023. It is recommended that an updated plan and a clear statement of the expected system usability against that originally anticipated be prepared and that the programme's progress be closely monitored.

6.5 How does Manatū Hauora contribute to these strategies?

The DDG Evaluation, Innovation, and Research at Manatū Hauora was aware of the strategy development but was not closely involved. His directorate has a role in championing innovation but to date has not developed this function. Their role will be in advising Te Whatu Ora about how they can utilise new technologies. A framework is being established to address innovations as they arise to determine the rules that govern their application. They have had some conversations with Te Whatu Ora regarding AI and machine learning. There is a tripartite agreement between the three agencies (Manatū Hauora, Te Whatu Ora, and Te Aka Whai Ora) to ensure common standards and shared access to health data.

6.6 How do Te Aka Whai Ora strategies connect?

Te Aka Whai Ora had some input into the Te Whatu Ora D & D strategy, however, as Te Aka Whai Ora was in its initial development phases at the time its requirements have, and will continue to, evolve. Te Aka Whai Ora has now developed its own D & D strategy and has ongoing involvement through its place on various Te Whatu Ora D & D committees to promote its strategic objectives. Te Aka Whai Ora has also developed a pre-draft of a conceptual Māori Data Governance Framework.

7. Investment planning and prioritisation

7.1 What arrangements are in place for planning and prioritising investment in data and digital?

There is an investment framework and related governance model document. The investment framework addresses questions of the fit of an initiative to the reform objectives (should it be done), its fit with other investments, and its timing. The Data and Digital Portfolio Strategic Oversight Group is responsible for ensuring investment balance and alignment to strategic objectives. Table 4 lists key decision-making groups and committees. Diagram 1 illustrates the relationships between key groups. It is unclear, however, how well this is working in practice. The operating model currently under development must

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make this clear and ensure that planning is robust and that its decisions are clearly linked to the D & D and organisation's vision.

As with Better Business Case processes in general, the National Director of Improvement and Innovation identified the need for early engagement of the Treasury and other relevant government bodies when considering significant initiatives (e.g., a national Electronic Medical Record system). Attaining agreement on direction and approach before investing effort in, and raising expectations about, digital solutions is necessary.

There was concern expressed at the current level of funding for D & D. One study cited by D & D (from Deloitte) suggests that the level of ICT funding in Te Whatu Ora is well below the average for health services. This is an area that requires further examination, including clarification of how ICT can, and is expected to, support health service delivery, including making better use of scarce clinical skills, and what that would cost.

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8. Performance measurement

8.1 How are the benefits from initiatives underway (including benefit realisation plans within the business cases) being monitored, measured, captured, quantified?

D & D are working with the EMPO in Te Whatu Ora to establish performance measures. No further information was obtained.

9. System integration

9.1 How will Te Whatu Ora integrate systems at a national level, and rationalise to achieve enhanced performance, sustainability, and realise efficiencies?

For each region there are leads for D & D who report to the Chief of D & D. These roles will change under the proposed new structure as elements of the roles move to the appropriate D & D stream.

Efforts to identify the current IT system landscape are underway, but it is unclear at present how advanced this is. Digital tools are being used to interrogate the network to help build this picture. From an IT systems perspective there are no artefacts to combine or integrate to create this view.

Three initial focus areas under development are building a national roadmap for maternity services, an anaesthetic information system, and inpatient prescribing. There is also a focus on resolving the inequities in technology infrastructure. Four key areas for this are digital workspace, hybrid multi-cloud, network communications and wide area networks, and facilities/infrastructure.

Efforts are underway to align D & D staff throughout Te Whatu Ora with the new structure. This process will also be impacted by the final operating model, its confirmed Tier 4 roles and functions, and their spread throughout national, regional, and local levels.

9.2 What plans are in place, and what progress has been made?

The Architecture Blueprint sets out, amongst other things, the current state and desired future state for system integration. The development of the architecture blueprint is a positive step towards ensuring a coherent approach to system development. Detailed planning is required to guide integration steps.

10. Risk management

There is a cyber security stream under the Chief of D & D. The Tier 3 manager has been appointed and is the CISO (Chief Information Security Officer). Risk and assurance is also included in the Business Support and Strategy and Investment streams (in the proposed D & D operating model structure).

10.1 How are risks being identified and managed? e.g. end of life transaction engines, cyber security, HR, contract management?

The only detail identified here relates to cyber security. A cyber security programme of work has been established and is managed as one of the eight operational streams of the D&D structure. The programme is centred around ten goals across three workstreams. These workstreams are: security leadership, capability, and assurance; sector protect; sector detect, respond, recover. The aim is to move from simply reacting to cyber security breaches to be being proactive, using threat intelligence capabilities and toolsets. Cabinet reporting for June 2023 shows progress against all ten goals, especially regarding dedicated and experienced security leadership, external and internal vulnerability management, and cyber incident response plan partner and capability.

The current status of the IT landscape, with its technical debt issue, means overall the system is harder to protect. Legacy systems introduce vulnerabilities, cannot be protected with toolsets, and provide poor usability. A key focus area, therefore, is on improving the protection of individual systems (e.g., each DHB), before integrating across systems, to limit the reach of any breach. Progress on this is such that it will not delay system integration.

A dedicated incident coordination team (20-25 people) is being established over an 18 to 24-month period. The team will be formed, although not of dedicated staff, within 12 months. Until then other D&D staff will be co-opted to a small core team as required. A permanent cyber security staff complement of approximately 60 people is anticipated, with the current reliance on contractors decreasing as the overall maturity level is raised over the next two years. A major challenge is the attraction and retention

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of staff. An earn-as-you-learn training programme is being pursued, with an equity lens to attract Māori and Pasifika.

An 'Emergency Operations Centre (EOC) in a box' has been developed for a rapid and effective response to cybersecurity issues. It is based on the CIMS framework and is an approach can be applied to any technical outage. It was stress-tested through Cyclone Gabrielle, providing a nationally coordinated response.

10.2 What risk management processes and plans are in place?

Work is underway to build a suitable risk classification and framework to allow for appropriate prioritisation. Technical debt is an area that is receiving attention and is informing the broader D & D investment framework. Risk management processes should include:

- Operational risks
  - Lack of management of technical debt, leading to failures
  - Loss of (DHB) people with knowledge of legacy systems through restructuring, leading to failures
  - Increased level of legacy system change through transition, leading to failures.
- Security/Privacy Risks
  - Lack of implementation of security and privacy controls in legacy systems (increased by technical debt issue) leading to breaches.
- Transition risks
  - Not having the required architecture and standards to enable rationalisation and transition
  - Not having the required transition methods and tools to safely transition systems and data
  - Not having the required people in place with knowledge of legacy and new systems
  - Not having the right technology and partnership in place to support transition.

11. Challenges

All entities are still forming and will continue to evolve - All entities are new and/or evolving, so there is a lack of clarity in some key areas of functioning. Operational functioning must be set up such that the entities can remain in step with each other and evolve together.

Loss of organisational knowledge - There is a potential loss of organisational knowledge as people move around the system to new roles or leave due to restructuring as in many cases their knowledge is not captured in the institutional memory. This movement of people also creates a challenge in terms of continuity and coordination of work underway.

Attraction and retention of skilled D&D staff – There is a high reliance on contractors. The service faces difficulty matching remuneration levels offered elsewhere.

National / regional tension - Regional solutions have been identified and are being developed. Regional views on how to proceed to address issues may not align with central views. Working through this tension is necessary and may be challenging.

D & D as critical enabler but a history of technical debt and a rapidly changing environment - The size, complexity, and criticality of D & D, coupled with the poor state of the IT landscape (legacy systems and a poor understanding of the IT landscape), and rapid change in the health and technology environments represent a significant challenge.

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12. Achieving reform outcomes and efficiencies

Examples of positive outcomes / efficiencies that have been or will be enabled by actions taken to date are shown in Table 5. These relate to access to data, data analytics people capability uplift, and IT system rationalisation, cyber security, and the leveraging of Covid response technologies to improve vaccination and screening programmes.

13. Conclusion

Many artefacts have been developed to describe strategy, operating model characteristics, technical architecture, and planned initiatives, for example. The direction set is anchored back to Te Pae Tata, the five Pae Ora system shifts, consumer needs, and the Interim Government Policy Statement. Importantly, D&D are on the path to developing a clear understanding of their capability and capacity in terms of people, processes, and technology, across the system. Whilst significant progress has been made, there remains an overall lack of clarity on priorities for the near and medium terms.

Relationships between the three organisations Te Whatu Ora, Te Aka Whai Ora, and Manatū Hauora are still forming. People from these organisations sit on cross-organisational groups and committees, although the details of planning and prioritisation processes across these organisation is unclear.

Table 6 provides a summary of the status of the key elements that are the focus of this report. Progress is being made in some areas, especially in terms of access to, and use of, data, cyber security, and architecture development. Progress against the Horizon 1 Roadmap, however, indicates potential issues with planning and prioritisation of initiatives and understanding the capabilities and capacity of Te Whatu Ora D & D and of the organisation as a whole. Due to the state of flux prevalent throughout D&D not all areas of interest to this assessment were able to be pursued. In particular, we were not able to:

- confirm details of the planning and prioritisation processes across the three organisations
- confirm the relationships between the various committees and groups associated with D & D decision making.
- develop a full understanding of Hira plans, progress, issues.
- identify performance measurement processes.
- identify the progress on system integration.

14. Recommendations

1. That the operating model be finalised as soon as possible as outlined in Section 5, including details of mechanisms and processes for planning and prioritisation of initiatives and investments within D & D, within Te Whatu Ora, and across the three organisations.
2. That the Horizon 1 Roadmap be reviewed as outlined in Section 7.2 to ensure it is coherent and consistent with the organisation's capability and capacity.
3. That the expected status of Hira at the end of Horizon 1 be clearly stated and that the programme be closely monitored, as noted in Section 6.4.
4. That the technical architecture be aligned with an organisational functional architecture, and a detailed data architecture developed.
5. That operational, security/privacy, and transition risks be identified and actively managed.
6. That the level of D & D funding be closely examined against reform expectations and the organisation's ability to meet those expectations financially and in terms of capacity and capability.
7. That the roles between the three organisations regarding D & D innovations be clarified.

D & D have provided an update (see below) that shows progress is being made on developing a refinement of their, direction and roadmap with greater clarity concerning milestones and progress monitoring, and integration with the organisation's operational priorities.

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Update provided by D & D as at 16th August 2023

D & D provided this excerpt from their latest update provided to the Data, Digital and Innovation Committee:

"Integrated Planning – Reshaping our near-term work programme (2023/24) to provide greater focus:

1. Data & Digital have started developing a detailed Data & Digital work programme for 2023/24 (D&D Integrated Plan), which will provide a more granular view of deliverables by quarter, and the ability to demonstrate planned delivery across various dimensions (e.g., Consumer/Clinical/Corporate, by service, by geography) underpinned by the objectives to simplify and unify our technology landscape.

2. The intention is for the single integrated plan to bring together a consolidated view of previously approved strategies (Te Pae Tata Commitments, D&D Strategy & Roadmap) and with consideration to emerging priorities (incl. big shifts, Reform Roadmap Priorities, Operating Plan 2023/24 priorities) as well as near term service priorities.

3. The D&D Integrated Plan will reflect the overarching prioritisation and sequencing of activity ('in flight' + new), including key milestones and interdependencies, to ensure we have the right balance of tactical and strategic interventions while defining key delivery milestones and benefits for key stakeholder groups.

4. This includes shaping/identifying a targeted set of quick wins (e.g., scaling of the best digital solutions into the areas of greatest need) and opportunities to consolidate and sequence individual activities for greater impact and value.

5. The target is to complete a 'first pass' of this plan for ELT review in early Sept ahead of wider DDI consideration next month. This plan (including 'plan-on-a-page' view) will then form the basis of future performance reporting, noting the plan is likely to evolve as Te Aka Whai Ora and the wider Delivery and Enabling Services firm-up their FY23/24 delivery agendas."

D & D note that they *"are currently at the point where we have the initial draft plan and we're also aligning the underlying data sets (i.e., consolidated view of PMO delivery reporting). Implicit within this work is operationalising our new 'national ways of working' (i.e., linking demand through design and delivery). The plan itself is currently being finalised with the Management team (incl. consideration to emerging demand, particularly from the Hospital and Specialist Services Group) and the next step is finalisation with the Executive and Board Sub-Committee late Aug/early Sept. We'll then pivot to using this as our more detailed work programme for performance reporting for this FY."*

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Table 1: Interviewees

Name	Role	Interview date
Te Whatu Ora - Data & Digital – key roles		
Leigh Donoghue	Chief of D & D (from 1 May)	12 June
Stuart Bloomfield	Interim Chief of D & D (up to 1 May)	19 April
Darren Douglass	GM Digital Strategy and Investment – D & D	
James Allison	Director of ICT (CTO)	9 May
George Smith	Business Support Group Manager	10 May
Michael Dreyer	GM Customer-facing Platforms	26 May
Sonny Taite	GM Cyber Security and CISO	4 July
Dr Lara Hopley	Chief of Clinical Information	24 May
Te Whatu Ora - Improvement and innovation – key roles		
Dr Dale Bramley	National Director – Improvement & innovation	22 May
Delwyn Armstrong	Director of Health Analytics and Insights	3 May
Te Aka Whai Ora - key roles		
Kingi Kiriona	DCE – Mātauranga Māori	18 May
Kadim Latham	Acting GM D & D	
Manatū Hauora - key roles		
Dean Rutherford	DDG Evaluation, innovation, and research	2 May

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Table 2: Documentation

Name	Status	Document Date
Cyber Security Brief	Update (internal)	July 2023
Architecture Blueprint	Draft (internal)	May 2023
Hira – T1 Summary – SRO level	Internal	March 2023
Digital Strategy	Approved, not yet published	March 2023
D & D Future State Operating Model	Internal document, not approved for public distribution	October 2022
Horizon 1 roadmap	Approved, not yet published	March 2023
National Digital Facilities Framework	Published	November 2022
Hira information (from Te Whatu Ora website)	Published	n.d.
Investment framework and related governance model	Published Appendix 1 to the Data and Digital Infrastructure and Capability: Enabling Health System Transformation.	October 2021
Sector cyber security strategy and roadmap	Published Appendix 4 to the Data and Digital Infrastructure and Capability: Enabling Health System Transformation.	October 2021

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Table 4: Key committees / groups

	Group / committee	Accountability	Purpose	Membership	Other
1	Data, Digital, and Innovation Committee (DDI)	Te Whatu Ora Board committee	Includes overseeing data, digital, health intelligence, research, and innovation work programmes.	Some Te Whatu Ora Board members, plus some executives e.g., Business Support Group Manager, representative from Te Aka Whai Ora D & D	Meets monthly
2	Data and Digital Joint Oversight Group	Reports to DDI?	Focus on data sharing through the Tripartite agreement.	Chair: Dr Dale Bramley, National Director Improvement and Innovation. DDG Evaluation, Research, and Innovation Manatū Hauora, and research sits on this group, as do the three CEs.	Met for the first time in April 2023
3	Data governance group	Reports to Data and Digital Joint Oversight Group	Involved with determining what data should be captured.	Tripartite. Staff in the Evaluation, innovation, and research directorate (Manatū Hauora) sit on this group	
4	Whanau, Consumer and Clinician Digital Council	Reports to Data and Digital portfolio strategic oversight group	Provides a link between the Te Whatu Ora D & D Executive, and clinicians, consumers, whānau, hapori, and communities.	D & D GM Digital Strategy and Investment sits on this committee.	Meets fortnightly
5	Data & Digital Portfolio Strategic Oversight Group	Chief D & D and Executive	• Investment strategy across all D & D budgets • Funding allocation across the portfolio • Investment approval • Oversight of portfolio performance (value for money, delivery, benefits, risk)	• Te Whatu Ora Chief D & D (Chair) • Te Whatu Ora D & D, Finance • Te Aka Whai Ora D & D • Clinical • Data intelligence • Primary/community • Innovation	

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	Group / committee	Accountability	Purpose	Membership	Other
			• Oversight of Data & Digital Strategic Roadmap delivery	• Ex officio: Treasury, Government Chief Digital Officer, Chief Data Steward, DPMC cyber office [Manatū Hauora?]	
6	Data and Digital Portfolio Investment Management Group	Chief D & D and Executive in line with Delegations Policy	• Investment prioritisation • Delivery roadmap planning • Rationalisation and simplification • Oversight of delivery performance	• Te Whatu Ora D & D, Finance • Te Aka Whai Ora D & D • Clinical, Primary/community, Data intelligence, Innovation	
7	Delivery Initiatives	(by delivery initiative) Senior Responsible Officer Business owner	• Delivery planning • Execution • Benefits delivery		
8	Hira Governance Group	Reports quarterly to the DDI		• Te Aka Whai Ora have representation on this group	
9	Te Rangapū Tiriti partnership group		Helps set priorities and co-design new initiatives – to improve Māori outcomes.		

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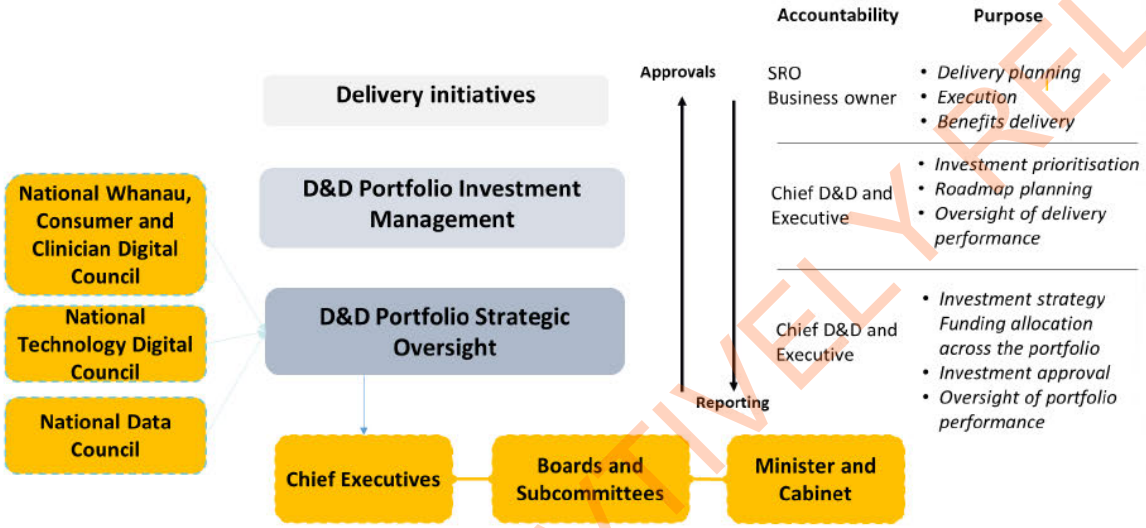
Diagram 1: Relationships between key groups



Strategic Oversight Group Members
Chief Data and Digital (Chair)
DCE, Matauranga Māori, Te Aka Whai Ora
HSS
Commissioning
Service Innovation and Improvement
Finance
Director Strategy and Investment, D&D
Ex-officio
Treasury
DIA/Digital Public Service
Chairs, National Digital Councils
Ministry of Health

Notes:-

- The role of the 3x Councils is to provide advice and recommendations on priorities and designs, with a view to ensuring cross-cutting themes are taken into account (i.e., whole-of-business, whole-of-life) in support of reform and Pae Ora / Te Pae Tata objectives.
- In addition, there is a National Data Governance Group being established, with representation from Te Whatu Ora, Te Aka Whai Ora, and the Manatū Hauora to ensure a sector wide approach to data governance.

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Table 5: Outcomes enabled / efficiencies (being) realised – some early examples

Name	Description	Benefits
Intranet	Small DHB was unable to afford an intranet – this can now be provided.	Information availability / sharing.
Tripartite data agreement	An agreement between Manatū Hauora, Te Whatu Ora and Te Aka Whai Ora to work collaboratively on data sharing.	Standardisation of data elements and definitions, shared access to data across the three organisations.
Analytics capability	Access to a larger, integrated pool of resources.	Upskilling of all analytics staff, greater opportunities for specialisation, improved job satisfaction and retention, improved analytics standard.
National data sharing platform	One common platform for data sharing and analytics, instead of each DHB purchasing and establishing its own.	Financial efficiency, improved data access.
Rapid data automation	Rapid transfer of operational data from periphery to centre.	Can generate and up-to-date understanding of the operational situation e.g., ED and inpatient waitlists (FSA and procedure).
Data access for Te Aka Whai Ora	Te Aka Whai Ora now have access to data about the health of Māori.	Te Aka Whai Ora have full access to waitlists and other information, to inform policies and practices.
Intranet for Iwi Māori Partnership Boards	Connects all IMPBs together, allowing them to work collectively on issues identified. Platform to go live in June.	Greater cooperation between IMPBs for identifying solutions to Māori health issues.
Māori data sovereignty framework	A pre-draft conceptual framework has been produced.	Raises the level of trust in the data and its potential uses by IMPBs and other Hauora Māori providers.
Cyber Security Uplift	Development of a dedicated national resource to address cyber security concerns – including protection, detection, response, and recovery from incidents – is well underway.	Upskilling of staff - development of a dedicated team of skilled people; improved ability to detect issues through the use of technology.
Leveraging innovation	The technology solutions developed for the Covid response are being leveraged to improve delivery of vaccination and screening programmes.	Can help to move beyond legacy systems and do so efficiently.

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Table 6: Summary of Status

Key area	Designed &/or documented?	Roles / people / fora identified and operational?	Status
Operating model	Forming	In part	Incomplete
Strategy	Documented	n/a	n/a
Roadmap (Horizon 1) implementation	Documented	In part	Issues apparent
Hira	High-level plan documented	3rd party provider being sought	Plan reset at end March 2023 – current status unclear
Investment planning and prioritisation mechanisms	Documented	In part	Unclear how this operates in practice
Performance measurement	Design underway	Unknown	Unknown
System integration	Under development	In part	Unknown
Current state of infrastructure	Not yet documented.	n/a	Being ascertained
Future state architecture	Blueprint drafted	n/a	Under review
Risk management			
• **Cyber Security strategy and roadmap**	Documented	In part	Recently updated
• **Cyber Security capability and capacity uplift**	Designed	In part	Well underway
• **Other risks identified and being managed**	Framework under development	In part	Unknown

PROACTIVELY RELEASED