Terms of Reference

Data and Digital Work Programme

Data and Digital Operating Model Working Group

May 2022

Document owner: Shayne Hunter / Wayne McNee

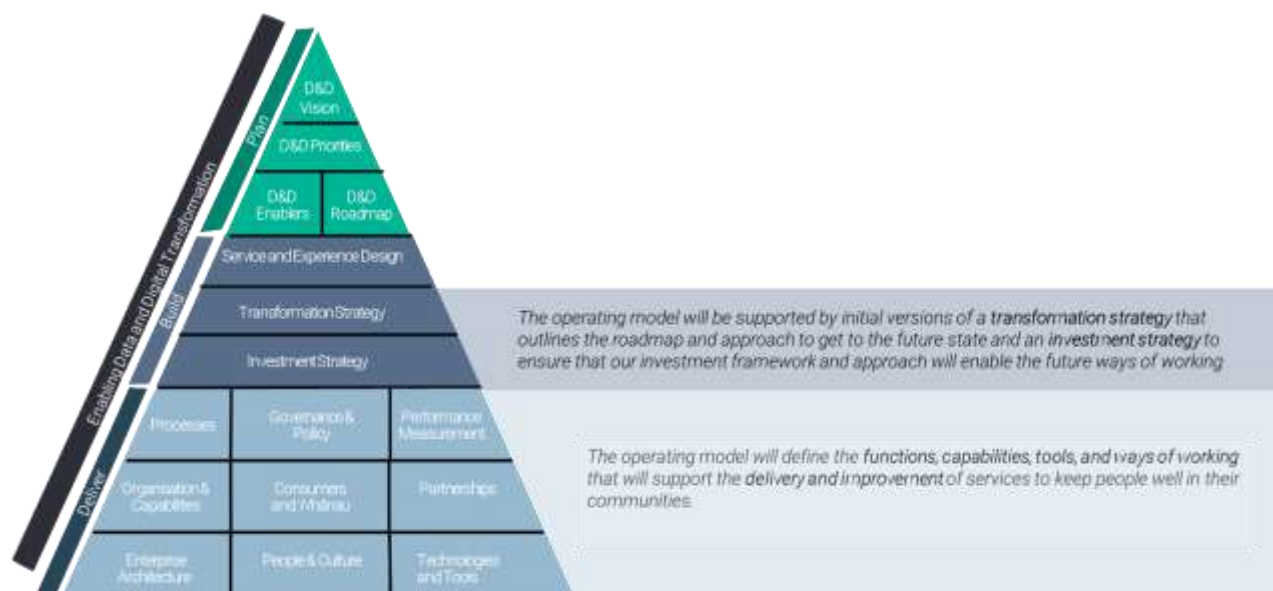**Last updated:** 5 May 2022

Horopaki/Context

The health system reforms present a unique opportunity, and need, to restructure our data and digital capabilities, functions, tools, and ways of working. This restructure is needed to make healthcare more accessible, sustainable, equitable, and resilient. To do this, we need to understand both where we are starting from, and where we want to go at national, regional, and local levels.

Data and digital are enablers and levers that will help us reach and surpass equity, and support the delivery of personalised, seamless, and equitable health experiences based on the needs and preferences of local communities. In addition, enhanced data collection, analysis, and use will promote increases in the long-term wellbeing of all New Zealanders and aid in the delivery of a more efficient and effective health sector. The prioritisation of digital as a critical shift of reform means that patient-consumers can have equity of access to data and digital functions and tools including connectivity, devices, support, and skills. It also allows for patient-consumers to have increased access and ownership of their own health data, and equitable access to health services that reflect local communities' needs.

To keep pace with the data and digital transformation, we will require a new operating model. The operating model is the bridge between strategy and day-to-day operations. It articulates how we will organise ourselves, provides certainty around processes, and guides the behaviours and culture that are needed to realise our ambitions and the vision of the reform.

Kaupapa/Purpose

The purpose of the Data and Digital Operating Model is to define a common view of the Data and Digital functions, capabilities, tools, and ways of working and how they are structured and deployed to deliver value and equity. It will be supported by initial versions of a transformation strategy that outlines the roadmap and approach to get to the future state, and an investment strategy to ensure that our investment framework and approach will enable the future ways of working.

The operating model will be supported by initial versions of a transformation strategy that outlines the roadmap and approach to get to the future state and an investment strategy to ensure that our investment framework and approach will enable the future ways of working.

The operating model will define the functions, capabilities, tools, and ways of working that will support the delivery and improvement of services to keep people well in their communities.

The Data and Digital Operating Model will not just be about technology and infrastructure, it will also be about how consumers and providers experience and access the health system, including those who are digitally excluded. It is about how data and digital will support frictionless, seamless, digital-first journeys that provide high quality, sustainable, and equitable healthcare. It is also about world leading health intelligence being generated and shared both throughout the health sector, and outside it, to advance decision-making processes at all levels. This requires us to work in different ways with the business, patients/consumers, and whānau as partners.

Hōkaitanga/In Scope

The Data and Digital Operating Model will focus on Health New Zealand, and the interfaces it has with the Ministry of Health, Māori Health Authority (including Iwi-Maori Partnership Boards), primary and community care and consumers and their whānau. However, it's design and development will operate under Waka Hourua as a guiding framework, i.e. in partnership with the Maori Health Authority working towards a common Pae Tawhiti (Vision).

The intent is to define a D&D Operating Model that supports the objectives of reform with key deliverables being a documented view to support operations on Day 1 and future state options for the Data and Digital Operating Model supported by an enterprise architecture blueprint.

Key deliverables:

1. Day 1 Data and Digital Operations (assumes limited change)
2. Future State Options and Recommendations
3. Enterprise (Technology) Architecture Blueprint supporting the Day 1 Operations and Future State Options

Note: *The scope of the operating model will include key priorities such as cybersecurity, data and analytics, Māori data sovereignty, and innovation.*

The operating model will also be supported by initial draft versions of a transformation strategy that outlines the roadmap and approach to get to the future state operating model and an investment strategy to ensure that our investment framework and approach will enable the future ways of working.

The deliverables will be provided to the CEs of HNZ and MHA for approval.

Data and Digital Operating Model Working Group

To successfully produce a Data and Digital Operating Model that meets expectations in a very short timeframe requires strong oversight and rapid engagement of the right people, at the right time, in the right way. As such, a Working Group will be established which will include a mix of relevant skills and representatives.

The Working Group will be responsible for providing regular support, iterative feedback, expert advice, and recommendations on the development of the Data and Digital Operating Model through:

- Giving effect to the articles and principles of Te Tiriti o Waitangi (Te Tiriti), as a pro-Tiriti champion, within its scope

- Giving effect to the Māori Sovereignty Framework for data, information, privacy and security
- Giving effect to equity, as a pro-equity champion (within its scope)
- Ensuring patient / consumer / whānau centricity
- Monitoring progress and providing feedback in line with objectives and expectations
- Reviewing and inputting into emerging collateral and options
- Make recommendations for CE approval where required
- Attending and contributing to workshops to develop the Data and Digital Operating Model
- Keeping the CEs and the Board Data, Digital and Innovation Working Group informed
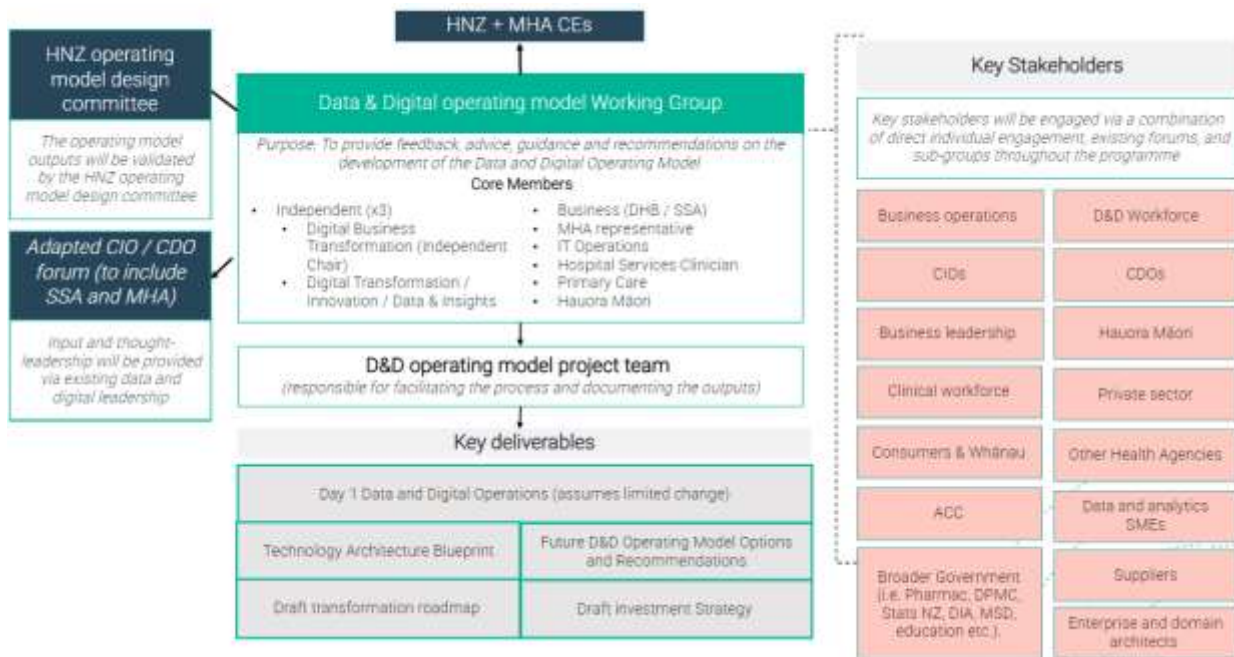
The Working Group's membership is a combination of representative and skills based. There will be a total of 9 members including an independent chair, two independent (non-health sector) members, and at least two nominations from the Māori Health Authority. This membership will explicitly give effect to Te Tiriti o Waitangi through actively partnering with Māori within the Working Group.

The Working Group will be supported by domain specific working and advisory groups as required. It will also work alongside the broader HNZ operating model work programme and feed into the HNZ operating model design committee. Engagement with stakeholders will leverage existing forums and advisory groups where possible and appropriate.

The Working Group will also seek advice from relevant government agencies when required, including but not limited to:

- Treasury, ACC, Stats NZ, DIA, MBIE, Pharmac, HQSC

Working Group Operations

The Working Group will operate as follows:

Operation	Description
Frequency	The Working Group will meet weekly. Every week would focus on delivery on actions and every second week or monthly would be more substantive in terms of papers. The frequency of the regular meetings may be adjusted by the Chair as required to meet the needs of the deliverables.
Reporting	The Working Group will report to the HNZ CE and the Boards will be informed of the Group's work to date. The HNZ CE will provide an update to the Data, Digital and Innovation Joint Board Working Group if requested.
Attendance	Members are expected to attend meeting and send a delegate by exception only. They must inform the Chair at least 48 hours prior to the meeting if a delegate is to attend on their behalf. The Secretariate will manage attendance.
Confidentiality	Standard obligations relating to confidentiality also apply to the work of this working group, as such discretion should be used when discussing any matters relating to working group operations.
Quorum	The quorum for the Working Group is six members, one of them must either be the Chair (or a member delegated to Chair).
Decision Making	Decisions taken by the group will be made by consensus at the meeting. If group consensus cannot be reached the HNZ D&D SRO will have the delegation. Advise with recommendations should reflect any opposing views with decision sitting with the SRO not the working group. Recommendations will be provided to the HNZ CE, who will have the ultimate delegation for the final operating model.
Agenda	The agenda for each meeting will be set by the Secretariat in consultation with the Working Group Chair and members. Each meeting's agenda will be approved by the Chair before it is issued. The agenda and relevant papers for regular meetings will be distributed to attendees at least two working days before the meeting. The Chair can decide if a late paper can be accepted.
Minutes	The Working Group will meet weekly. Every week would focus on delivery on actions and every second week or monthly would be more substantive in terms of papers. The frequency of the regular meetings may be adjusted by the Chair as required to meet the needs of the deliverables.

Approval of Terms of Reference

Approval: Senior Responsible Owner (SRO)
Signed: …………………………………………………………………   Date: …………………………………
Name:

Appendix – Coverage required in the development of the D&D Operating Model

The Working group, domain specific sub-working groups and engagement forums need to cover multiple perspectives including the following stakeholder groups:

- DHB CIO and Shared Services CE/CIOs and the data and digital workforce
- Māori Health Authority
- Secondary Care / Tertiary Care*
- Primary and Community Care*

- Hauora Māori
- Mental Health
- Aged Care
- NGOs
- Population Health/Epidemiology

Business and Clinical

Other areas of expertise that will usefully input into the is work includes but is not limited to:

- Patient / Consumer
- People and Culture
- Innovation
- Equity
- Hauora Māori
- Legislation/Settings including commissioning
- Services within Data & Analytics
- Privacy
- Digital and Technology Innovation
- Service Design and Whānau Voice
- Critical Foundations
- Security

- Strategy Alignment
- Ways of Working – within D&D and with non-D&D
- Transformation Change Management
- Assisted channels (supporting those who are not digitally enabled)
- Shared Services
- Structure Options
- Procurement/Sourcing
- Commissioning
- Investment/Planning
- Vendor/Strategic Partnerships Manager
- Scaled agile