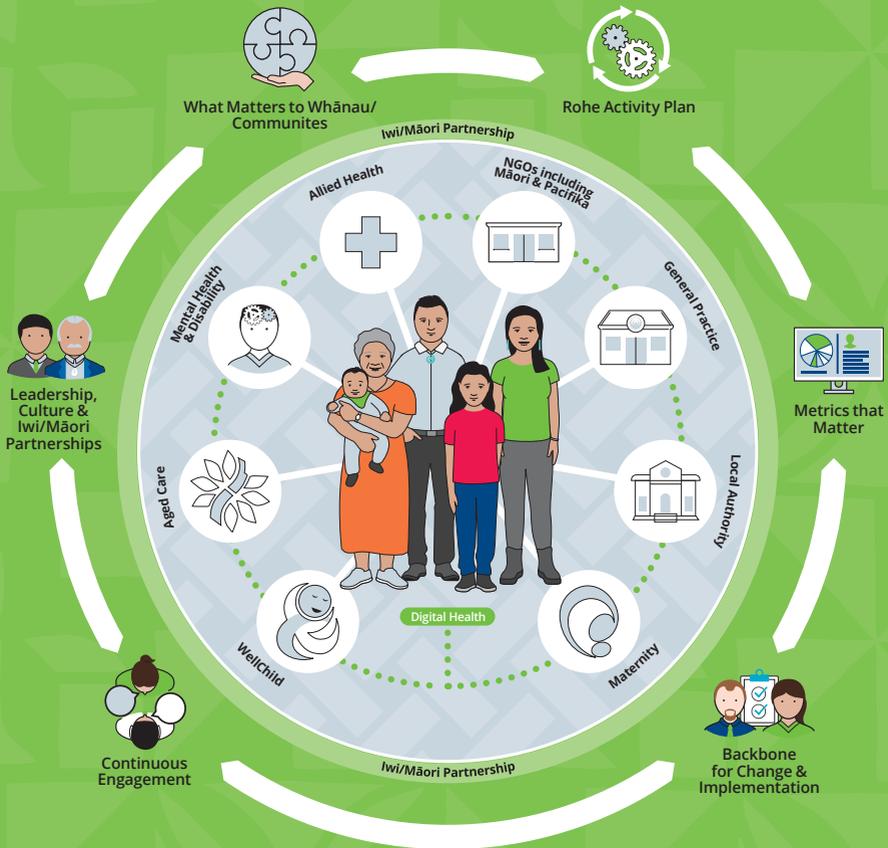




COLLABORATIVE  
AOTEAROA

# Building Blocks of Collective Action with Communities

He waka eke noa  
We're all in this together





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# Foreword



Enjoy this learning journey. Arohanui e te whānau.

**Amarjit Maxwell**  
(Tumu Whakarae,  
Collaborative Aotearoa)

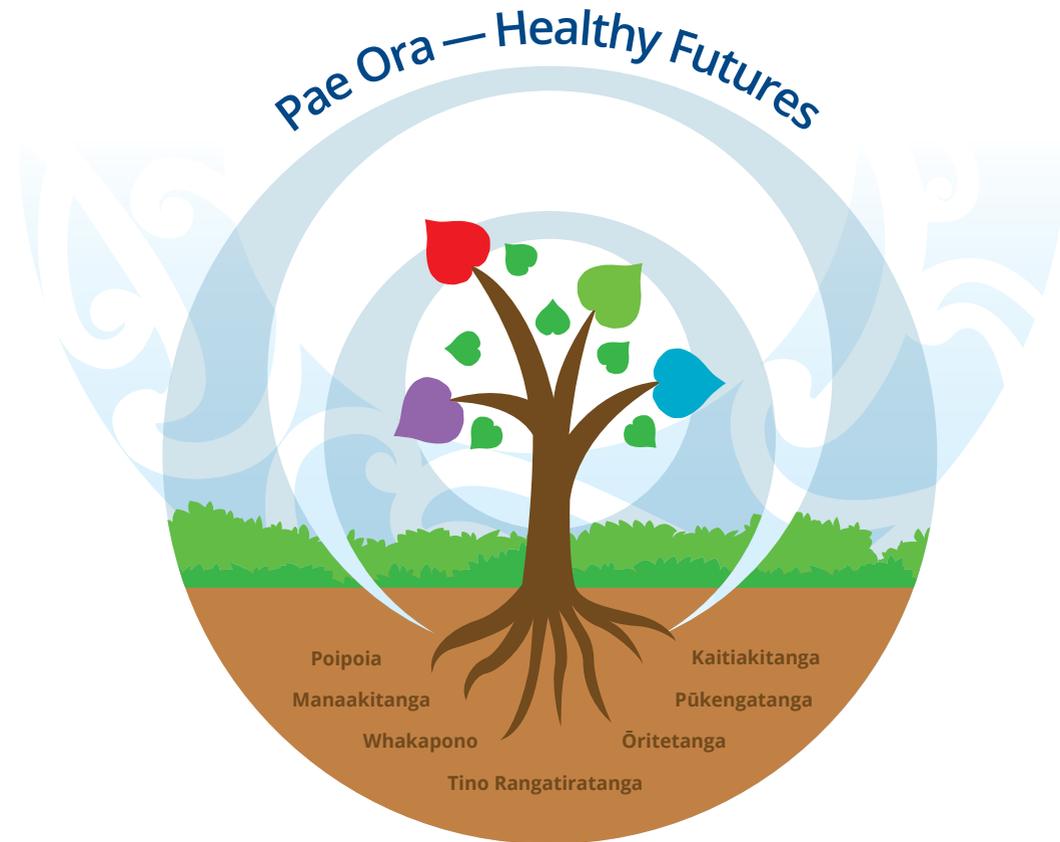
Collective Action with Communities is an approach that has been developed by Collaborative Aotearoa through sector engagement and is focused on honouring Te Tiriti o Waitangi, achieving equity and grassroots leadership.

This mahi “Building Blocks of Collective Action” has been created from a range of open-source materials and are referenced throughout. We see this resource as complementary to the online learning modules to support the vision of localities defined within Pae Ora (Healthy Futures) Act 2022. Access to these online learning modules can be found via Collaborative Aotearoa website [www.collab.org.nz](http://www.collab.org.nz)

Alongside the online learning modules, this resource outlines the Collective Action with Communities approach to support locality teams as they navigate the changing healthcare landscape. This approach has been adapted and tailored for Aotearoa from the internationally renowned Collective Impact framework and is underpinned by equity, excellence, sustainability, partnership and is very much whānau centred.

The current Health Reforms require primary and community services to organise themselves into localities across the motu to serve the needs of their communities more effectively. This is a challenging but exciting time for these teams and communities. We’re promoting and supporting collective action to help localities to improve local health and wellbeing outcomes for all whānau and their communities.

As a provider of services (or anchor partner) for people and their whānau, this approach offers you and key partners from your locality the opportunity, to gather the true aspirations of your community, contribute to making decisions, directing



resources and building relationships to better serve the health and wellbeing needs of your community.

Change is happening...in fact you could call it a change storm that we must navigate to achieve equity for all. This will take courage and bravery to truly bring to life the vision of Pae Ora (Healthy Futures).

Collaborative Aotearoa is very grateful to our network partners who have contributed their stories and wisdom to enrich this mahi. These are woven throughout the document as well as the online modules. Ngā mihi nui!

# Module 01



# 01

## The Foundations of Collective Action with Communities

Taking Collective Action to improve health and wellbeing outcomes

**Let's look at the why and provide some context as part of delivering localities:**

- why we're taking the Collective Action approach and where it came from
- what localities are and what will drive their success
- how we bring together localities and Collective Impact to create Collective Action within our communities.

## Why we're taking the Collective Action approach

### A little bit of history

Let's take a look at where Collective Impact began, and why it's so effective at solving complex social problems.

It's important to note that Aotearoa, New Zealand is not reinventing the wheel with Collective Action with Communities. Collective Action is founded on the tried and true Collective Impact framework which has just celebrated its 10-year anniversary.

### What is Collective Impact?

Collective Impact is about uniting an entire community with a single set of goals — measured in the same way, mutually reinforcing activities, continuous communication and backbone support.

### Where did Collective Impact begin?

The Collective Impact framework for community change was coined in 2011 by John Kania and Mark Kramer as written in the Stanford Social Innovation Review.

Many community organisations, government agencies, philanthropies and socially minded businesses have embraced Collective Impact to help them to make deep and durable changes in the social, economic, and even environmental challenges facing their communities.<sup>1</sup>

### Collective Impact's 10th anniversary

To mark Collective Impact's 10th anniversary and 10-years of learning, the definition of Collective Impact has been updated with an emphasis on the advancement of equity.

“Collective impact is a network of community members, organisations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change.”<sup>2</sup>

1. Source: 'Stanford Social Innovation Review in 2011'

2. Source: Centering Equity in Collective Impact, Stanford Social Innovation Review, 2022

# What are localities/rohe and what will drive their success

“Localities are geographic areas which can be defined and bounded, and which make sense to the people who live there. From a practical perspective, localities are a unit for planning and coordinating health and wellbeing services; enabling the health system to embed a stronger population health focus. Localities bring together services into more responsive provider networks.”

Te Whatu Ora

## Pae Ora legislation

The concept of localities is not new. Some regions have been operating locality plans for several years now. What is new is what's mandated in the new Pae Ora legislation.

Pae Ora (Healthy Futures) lays the foundation to transform our health system to support all people of Aotearoa to live longer and have the best possible quality of life. The purpose of Pae Ora is to:

- protect, promote, and improve the health of all people of Aotearoa
- achieve equity by reducing health disparities among our population groups, in particular for Māori
- build towards Pae Ora for all.

Go to Pae Ora (Healthy Futures) Act 2022 to find out more.

# Primary and community care in Aotearoa

So why is the Collective Action approach right for primary and community care in Aotearoa, New Zealand?

## Honouring Te Tiriti o Waitangi

Localities is a partnership with mana whenua, recognising their tino rangatiratanga.

To treasure and honour all people of Aotearoa, New Zealand, Te Tiriti, equity and the lived experience of our people is at the centre of models of care and locality mahi.

## Driving an equity lens

Care must be delivered in a culturally competent and effective way at the right time, in the right place, by the right service to improve patient outcomes and experience.

We're ensuring that equity is an outcome of Collective Action with Communities through the Pae Ora legislation and Iwi/Māori Partnership Boards.

- A purpose of Pae Ora is to achieve equity by reducing health disparities among our population groups, in particular for Māori.
- Iwi/Māori Partnership Boards will play a key role in ensuring the needs of whānau are realised.

There are five strategies for centering equity in Collective Action with Communities<sup>3</sup>:

- Ground the work in data and context, and target solutions.
- Focus on systems change, in addition to programs and services
- Shift power within the collaborative
- Listen to and act with community
- Build equity leadership and accountability.

“I'd really like to see the services not necessarily being delivered in the same places as they did traditionally, but grouping services together so they are in one spot (location) and I can access them easily – that would work for me and my whānau”

Karōria Johns

3. Source: Collective Impact Forum and Stanford Social Innovation Review



## Whānau led

Primary and community care will be organised into localities that cover all of Aotearoa, New Zealand. Each locality will have a locality plan setting out how services will be managed within that locality.

## Embedding population health through localities

Localities will place a stronger focus on community health and wellbeing, embedding a population health approach.

## Whakaata-whairo (self-reflection)

There's a lot to take in, so pause, and think about what this change means for you and your community.

To make a positive change, what are two community health issues your locality would solve?  
What primary health services would you need to work closely with?

Health is no longer just a GP visit, it could include working with a non health provider.

To help the whānau journey of wellness, what community organisations could you connect and partner with?

Strong relationships are the key to the success of all collective action initiatives.

What relationships need to be built or strengthened in your locality?



# Module 02

# 02

## Building Collective Action

Taking Collective Action to improve health and wellbeing outcomes

### Let's focus on:

- the shift in mindset needed for collective action to thrive
- how your rohe (localities) can get ready for collective action by achieving four pre-conditions
- the six conditions that are critical to collective action success
- how having a whānau-centered lens will enable better health and hauora (wellbeing) outcomes in your community.

## Shifting your mindset<sup>4</sup>

Why do we need mindset shifts for collective action to work?

### **Appreciate and adapt to complexity (reframe the nature of the problem)**

If multiple sectors and diverse perspectives spend time thinking, talking and learning together, we can co-create a richer understanding of the problem which enables us to reframe it and generate options that we wouldn't necessarily have seen if we'd stayed 'in our own lane' (our own silo).

### **Explore program and systems change strategies (refocus our work together)**

Problematic interventions will help a person beat the odds but we have the opportunity to really innovate and think differently and come up with system change strategies for whānau in our communities.

### **Reimagine leadership — individual & collaborative (rethink who is involved)**

We will achieve better outcomes from leveraging the unique strengths of Māori and every partnership in our communities. Having subject matter experts and those with a lived experience or context will increase the odds that your rohe will create workable solutions. This is a change from our traditional contract approach — there will be a greater balance of power in terms of funded providers and those with lived experience.

4. Adapted from work of Tamarack Institute (Ontario, Canada)

# Pre Conditions of Collective Action

"Low trust creates hidden agendas, politics, interpersonal conflict, inter-departmental rivalries, win-lose thinking, defensive and protective communication – all of which reduce the speed of trust. Low trust slows everything – every decision, every communication, and every relationship."<sup>5</sup>

Stephen M.R. Covey

There are four pre-conditions<sup>6</sup> that will signal if you and your community are ready to implement Collective Action. Every community is different so you might find some aspects of the four pre-conditions easier or harder to put in place.

## 1. Community rohe champions

Who are the influential champions and other champions within your community that need to lead discussions with the goal of what matters to whānau for their rohe?

## 2. Is everyone in your rohe onboard?

For Collective Action to succeed, everyone needs to be part of the journey.

Make sure people understand why Collective Action is important and how it will benefit our rohe.

## 3. Check you have adequate resources

Adequate resources goes beyond the obvious funding needs. It will take a group effort and shared ownership to get ready for Collective Action in your community.

## 4. Acknowledge shared history

As influential champions come together to get ready for Collective Action, a vital action is to acknowledge the shared history of their rohe.

For this to genuinely happen, a foundation of trust is needed between all parties in the collective. Some of your historical relationships may need time to heal from previous collaboration.

5. (The Speed of Trust: The One Thing that Changes Everything)

6. Adapted from Tamarack Institute (Ontario, Canada)

## Whakaata-whairo (self-reflection)

Reflect on how ready you and your organisation are for Collective Action.

Thinking about your organisation and rohe, what mindest will need the biggest shift?

- Appreciating and adapting to complexity.
- Exploring program and system change strategies.
- Reimagining leadership.

Using the rating scale of 1 being 'we're starting at ground zero' to 10 being 'we've got this nailed' what rating out of 10 would you give your organisation for each of the four pre-conditions? What actions are needed to move closer to a 10?

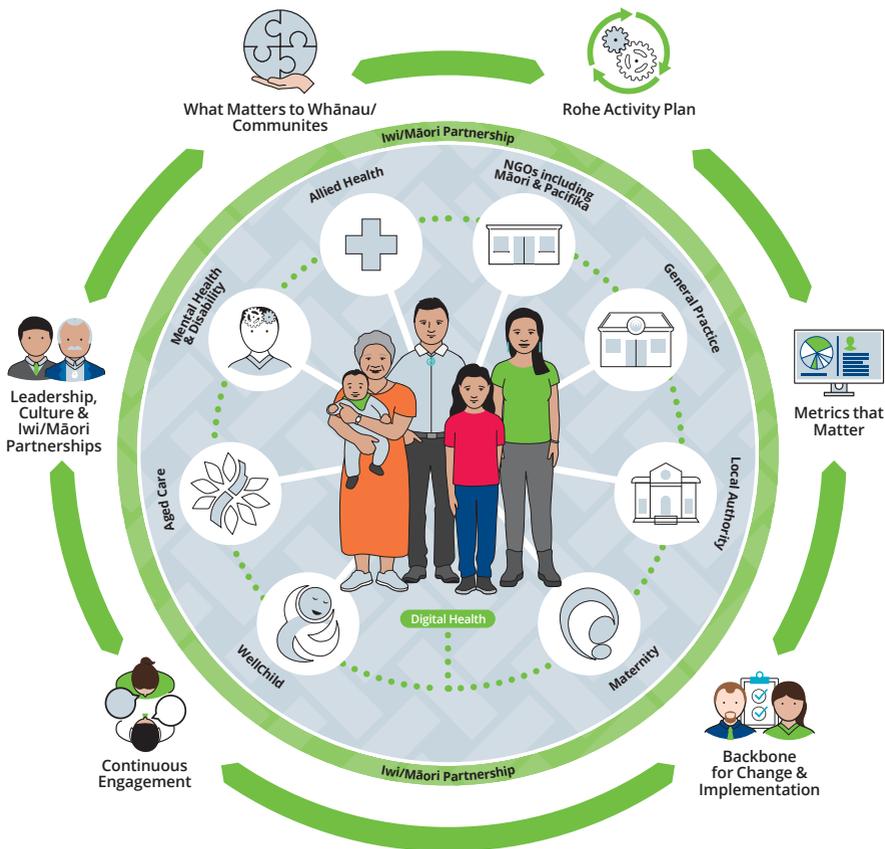
At an individual level, what actions can you take to build trusting relationships? What actions can you take to repair relationships?

As a 'collective group', how can you nurture a culture of trust? What barriers to building trust need to be acknowledged and removed?

# Creating change

Collective Action with Communities reimagines what the future can hold for our communities to deal with the current, prevalent inequities.

**Collective Action is underpinned by equity, excellence, sustainability, partnership and is whānau-centred.**



# The six conditions for success

The Collective Action framework is simple, clear, easy to understand and it gives you the key ingredients for successful community change.

## Leadership, Culture & Iwi/Māori Partnerships

**Collective Action starts with leadership, culture, and Iwi/Māori partnerships.**

Leadership is not held by a few people, it's shared across many. It's important that everyone can work towards a culture of openness and trust. Whakawhanaungatanga (building strong connections through relationships) is at the heart of this mahi.

## What matters to whānau/communities

**Leadership, culture and Iwi/Māori partnerships create what matters to whānau.**

In a nutshell, multiple organisations within the rohe collaborate to resolve a common problem or multiple problems. The vision is the WHAT and the WHY for the mahi we do for our whānau and communities through collective action.

## Rohe activity plan

**Collective Action progresses by delivering on a rohe plan.**

A rohe activity plan will enable system change and foster the power of collaboration to achieve the common vision.

The plan is created and agreed on by all of the organisations in the rohe to address the inequities that exist in their community,

improve community outcomes for whānau and honour Te Tiriti o Waitangi.

## Metrics that matter

**Collective Action is underpinned by metrics that matter.**

Each rohe will develop a common set of measures to evaluate performance and track progress of what matters to whānau and communities.

Collaborative Aotearoa believes that there is 'no data without storytelling and no storytelling without data'.

## Backbone for change and implementation

**Collective Action is facilitated by a dedicated skills-based team who:**

- act as the glue to drive and guide the mahi forward
- support the co-creation of what matters to whānau
- monitor progress.

## Continuous engagement

**Collective Action will enable multi-sector providers to build trust with continuous engagement.**

Whakawhanaungatanga (building strong connections through relationships) is at the core of building trust and taking people on the journey.

# Food for thought

Jude MacDonald (the Chief Executive of the Whanganui Regional Health Network) has some insights about what will be different as a result of collective action and how we can bring the community voice forward.

## **We are building a future for the next generation, not tomorrow**

We have so much to learn from our rangatahi.

We must be authentic and do things that show that we are modelling behaviours that tell whānau that we want something different.

## **Collective Action isn't about us and our a career**

It's about leaving this place in a better place.

Māori have a clear and unapologetic plan — they will not be the recipient of someone else's plan. Our role is to lean in, listen and be really clear about the points they are making and then go back and reflect on 'What am I going to do about this in my world?'.  
**Whānau must feel safe in non Māori health models**

## **Whānau must feel safe in non Māori health models**

For Māori, health is relationship based.

We need to manage wellness rather than illness. Te Whare Tapa Wha is the essence of our future.

## **Challenge top down thinking**

As a collective we really need to stand our ground and challenge some of the top-down thinking because that is not our future and not how our people wish to live.

## **Trust is the key to success**

Don't underestimate the respect and esteem that Iwi hold for practitioners that care about their people — trusting relationships are key.

## **Reflect on your own family**

Examine your personal beliefs and the aspirations you have for your own family.

Is that different to what Māori wish for their whānau, hapu and Iwi?

## **Whakaata-whairo (self-reflection)**

Reflect on how ready you and your organisation can tailor and deliver better health and hauora (wellbeing) outcomes.

What do you see as the top three strengths your community can draw on to leverage in Collective Action?

Thinking about the grassroots in your community, how would you articulate what the vision of the Pae Ora (Healthy Futures) Bill is?

Which local individuals, organisations, community groups (and unsung heroes) are critical to build momentum and community engagement from the grassroots up?

From what you know already, what are some examples of how Collective Action would need to be tailored to deliver better outcomes for whānau and your community?

Reflect on your organisation's approach to community engagement. What has been successful in the past (that you should keep doing more of)? What lessons have you learnt that should be factored into your future approach when engaging your community?

Hapaitia te ara tika  
pumau ai te  
rangatiratanga mo  
nga uri whakatipu.

Foster the pathway  
of knowledge to  
strength,  
independence and  
growth for future.

In a nutshell we can see rohe  
embracing the same 'recipe for success'

A **whānau-centred lens** is put on everything. All plans must be genuinely informed by the needs and priorities of the people in the rohe (this is a **grassroots** approach to health and wellbeing).

The collective action approach and your mahi needs to be **tailored** to fit whānau and community needs.

The **Pae Ora legislation** is the whetu marama (bright star) of our compass.

You need to speak to the **heart of the people when doing community engagement**.

Keep telling your compelling story to **bring people along with you on the journey**.

Acknowledge the risks and **let go of power**.

**Te Tiriti o Waitangi** is central to Collective Action with genuine commitment to its principles.

The 'magic' comes from **multi-sectorial collaboration and leadership**. Identify and develop community leadership.



Ki te kotahi te kākaho, ka whati;  
ki te kāpuia, e kore e whati

If a reed stands alone, it can be  
broken; if it is in a group, it cannot.



# Module 03

# 03

## On the Road to Collective Action

### Taking Collective Action to improve health and wellbeing outcomes

#### Let's focus on:

- what the journey towards collective action looks like for our rohe
- how your organisation can take an active role.

## Making it real

The collective action approach encourages shared power between those that are funding, providing and receiving the service. It also acknowledges the importance of leadership and a strong backbone.

### Leadership

To ensure strong leadership, a key rohe organisation will pull together the right people to lead with Iwi/Māori partnership boards at the forefront.

### Backbone

Backbone isn't an organisation, it's a set of resources that can flex and change with the needs of the community.

### What matters to whānau

What matters to whānau is about elevating the whānau voice to capture community knowledge and insights in an authentic way that shares the power.

### Anchor partners

Anchor partners are core organisations within a locality who unite for a collective initiative. Leaders within this group engage whānau and the community, take action to address inequities and effect positive system change.

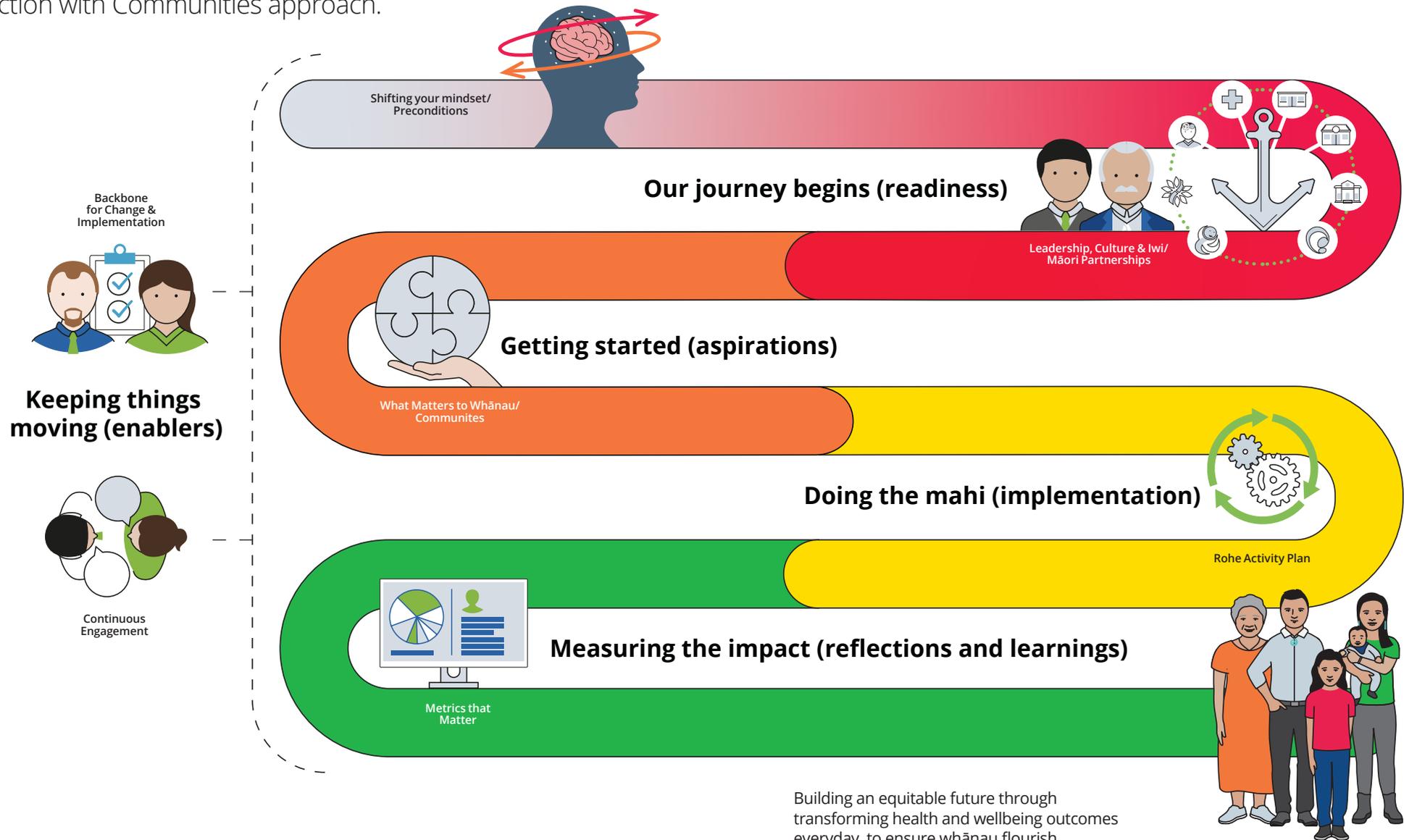
Many primary health and community services can be anchor partners within a rohe, including for example:

- Primary Health Organisations/ Network Providers
- Allied Health
- NGOs including Māori and Pasifika organisations
- General practice
- Local authority
- Maternity
- Well Child
- Aged care
- Mental health and disability.

# The roadmap at a glance

Take a good look at the journey ahead for localities and the Collective Action with Communities approach.

This visual roadmap shows how all the elements you explored in the first two modules fit together.



# Call to action

He aha te mea  
nui o te ao  
He tangata, he  
tangata, he tangata

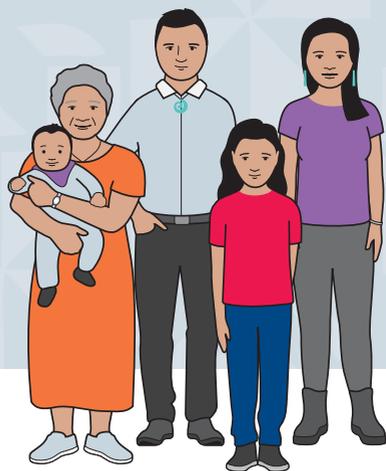
What is the most  
important thing  
in the world?

It is the people,  
it is the people,  
it is the people.

Māori proverb

Take a moment to think about your organisation as an anchor partner in the rohe.

- As an anchor partner, how could your organisation participate at each stage of a locality initiative?
- How do you see your role?
- What input could your organisation have into leadership?
- How can your organisation contribute to the voice of whānau?



## Whakaata-whairo (self-reflection)

Reflect on how you and your organisation can set your own direction for Collective Action using the six conditions.

How could Collective Action help tackle some of the social determinants of health and wellbeing for whānau in your community?

What condition will require most emphasis and planning for the unique context of your community?

What might be an urgent issue or a community aspiration that multiple partners could get in behind?

What are some of the examples of whanaungatanga within your current or future Collective Action mahi?

# Grassroots momentum

“Community engagement is connecting with people most negatively affected by health and social outcomes in ways that acknowledge, protect and enhance their mana.”<sup>7</sup>

So where does collective action fit in?

## **Collective action empowers communities to:**

- set their own direction through what matters to whānau
- deliver on their vision

Building trust and connectedness is at the heart of our mahi

7. Source: Alex Nicholas from the Collaborative Aotearoa 'Community Engagement: What matters to whānau' webinar.



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[localities.org.nz](http://localities.org.nz)  
[collab.org.nz](http://collab.org.nz)