



Past	Current	Future (fourth wave)
Disease focus	Illness	Wellbeing
Hospitals	Community-based care	Health and social systems
Volume	Outputs and outcomes	Value
Fragmented	Coordinated	Integrated
Singular responses	Joined-up actions	Collective impact
Command and control	Collaboration	Co-production
Simple	Complicated	Complex
Low adaptability	Innovative	Agile and adaptive
Patients	Service users	Citizens
Medical model	Recovery model	Social determinants model

Focus on system  
redesign

Improve  
workforce  
capability



Address investment  
and sustainability issues

Support service  
user self-  
determination

Enhance  
community  
engagement

Use the  
evidence



Strengthen  
organisational  
infrastructure



8.1 Illustrative theory of change



Key action area	STRATEGIES		
	Staff	Organisation	System
<p><b>1. Support self-determination</b></p>	<p>The shift towards greater self-determination and wellbeing is evidenced by service users being in control of their own health, including their mental health (recovery), exercising choice about what interventions work best for them (autonomy), and being supported by a network of people that care about them (relatedness).</p>	<p>NGOs introduce new incentives for frontline staff and include new criteria for performance management that reinforces co-production.</p>	<p>Funders build co-production into the commissioning framework. NGOs promote the principle of co-production in the wider system.</p>
	<p>Staff demonstrate the essential knowledge, values, skills and attitudes required to deliver effective MH&amp;A services.</p>	<p>NGOs recruit and develop staff who are responsive to the needs and personal preferences of services users and their families/whānau.</p>	<p>National workforce development organisations further strengthen the Real Skills of <i>Let's get real</i> (Ministry of Health, 2008) and related frameworks, particularly with regard to 'values &amp; attitudes'.</p>
	<p>Staff operate as partners, facilitators, mentors, coaches and catalysts for service users and their families/whānau.</p>	<p>NGOs create a culture of co-production.</p>	<p>National workforce development organisations reinforce the values and skills of co-production in all training programmes, education curricula and professional qualifications.</p>

The contracting culture has crushed initiative – *“I can’t do that  
it’s not in my contract”*





# What did we learn?

- 1. We know about community development, let's do it!
- 2. Start anywhere – just start... many small actions will bring change.
- 3. Citizen engagement is critical. They matter more than the Government.

And, we are still learning...