

Chair's report

Financial year 2022-23

Mahia i runga i te rangamārie, me te ngākau mahaki – with a peaceful mind and a respectful heart, we will always get the best results.

It has been another tough year for the sector, and for Pinnacle it has been no different. We have managed extremely well under the circumstances, and I am proud of how we have managed the business and lead the sector in many ways.

Previously we may have been more inwardly focused; so have made some fundamental changes to how we interact/partner with others in the sector and have tried to act in true bipartisan partnership in everything we do. We do not need or have to lead everything (as we have in the past), we do not have to own every contract, and we can take a minor role in service/contract developments. Subsequently, we have developed more meaningful partnerships particularly with Iwi Māori and Pasifika organisations whilst supporting our national membership groups, or “the centre”, wherever we can.

We also wish to acknowledge that while the sector is in fundamental chaos, we have continued to calmly work with those who want to work with us, and we have worked very hard to not become a part of the problem. As an organisation, we have maintained our focus on innovation and improving services, and as already mentioned, worked to develop more meaningful relationships with key people and organisations. We have also had a leadership/CEO change with Justin Butcher assuming the Kaiwhakatere/CEO role. Justin has done extremely well and has brought a new perspective to how we run our organisation day to day. We thank Justin for this.

Pinnacle has continued to be a very active and responsible advocate and guardian for General Practice, ensuring that everyone is very aware of our place in the new system. In the main this activity has been positive, albeit slow —there are some wonderful pockets of development that we can be very proud of.

Our wider team, alongside our Network Members and their dedicated teams, has continued to work tirelessly to provide exceptional care in our communities amidst immense pressure. We cannot thank you enough for this mahi. As an organisation, we remain committed to achieving true health equity for Māori, even though funding may not always be available to support these initiatives. As an organisation, we are concentrating on developing a clear workforce strategy that will give us greater control in these particularly challenging times. This strategy will address critical issues including specific rural needs, wage and salary pressures, recruitment challenges, and managing high illness and absenteeism. Furthermore, we are dedicated to developing and maintaining high quality data sets that are detailed, meaningful, and valued by our network, our team, and the wider sector.

- ✓ I am very proud that our organisation has continued to achieve a considerable amount, including: We have continued our organisational development of and our commitment to Māori leadership with and through Te Taumata Hauora. Complementing Te Taumata has

- been our ongoing organisational commitment to Māori health equity through the changes to our governance, our funding and continually improving our cultural competency
- ✓ Forming true and trusted partnerships with other lead organisations in locality planning and two of the prototypes (i.e. iwi, allied service organisations). This has been a fundamental change from where we have historically led these types of initiatives, to becoming a trusted participant
 - ✓ We have maintained strong engagement with our practice network in these very testing times
 - ✓ We have further developed our afterhours GP telehealth service to increase access to primary care, and this is available to our network and others
 - ✓ We have developed new clinical dashboards that provide our clinicians with clearer visibility of clinical outcomes
 - ✓ In true partnership, we have co-funded roles in other organisations to improve services We have continued to focus on strengthening rural care
 - ✓ We continue to focus on environmental sustainability and use this added lens across everything that we do.

Some of the positive impacts of the above are:

- Our practice membership numbers remain steady, and the network wide ESU number continues to grow, with 450,944 as at June 2023
- We now have 85 practices, 270.27 GP FTE (full time equivalents), 287 Nurse FTE, 17.6 Nurse Practitioner FTE and 51.77 Primary Care Assistant FTE, in our Network workforce.

I cannot acknowledge and thank enough the whole team for their amazing hard mahi – the culture that we have developed is outstanding!

To our members, I acknowledge you are operating in a particularly demanding social and community environment, and we thank you for keeping primary care afloat, with your innovation and willingness to adapt and carry on. To Pinnacle's executive committee and the directors of our subsidiaries – thank you for your guidance, commitment, and pragmatism in extremely challenging times.

As per last year, we are in a better overall position than the previous year and we are prepared for a new environment, whatever that is. We have good momentum when many other organisations do not. Our plan is to do a hard review of our current strategy in the next few months. Our strategic priorities will remain centred around pillars that include Māori health equity, general practice workforce, rural and data. The reset will focus on how we approach these critical issues with renewed vigour and determine which existing strategies will remain.

He ora te whakapiri, he mate te whakatākariri – There is strength in unity, defeat in anger.

Ngā mihi nui



Craig McFarlane
Independent Chairperson