

Meeting Briefing

Meeting with ProCare

Due to MO:	13 March 2025	Reference	HNZ00081056
To:	Hon Simeon Brown, Minister of Health		
From:	Martin Hefford, Director Living Well, National Commissioning		
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Consulted	N/A		

Contact for further discussion			
Name	Position	Phone	1st contact
Martin Hefford	Director Living Well, National Commissioning	s 9(2)(a)	x
Astuti Balram	Group Manager Primary Care - Living Well		

Attachments	
Appendix 1:	Summary of recent announcements – Increasing Primary Care Access
Appendix 2:	Runsheet
Appendix 3:	Biographies of attendees

About the meeting

Purpose	ProCare Group has invited you to meet with them. They wish to discuss their current services, and the key challenges primary healthcare is facing.
Date	Tuesday 18 March, 2025
Time	3.30pm to 4.30pm
Venue	GP Central, 223 Stoddard Road, Mount Roskill
Attendees	Bindi Norwell – CEO Alister Lawrence – Board Chair Allan Moffitt – Clinical Director Paul Roseman – GM, Strategic Development & Clinical Directorate Dee Crooks – GM, Brand and Communications GP Central Attendees: Dr Iain Maclean and Dr Benjamin Liu Note, biographies are attached as Appendix One
Health New Zealand Te Whatu Ora officials	No Health NZ representatives will be present
Media	No media are expected
Talking points	S9(2)(g)(i)

Purpose

1. ProCare Group has invited you to meet with them at the GP Central practice in Mount Roskill. This meeting briefing provides you with information to support your attendance at the meeting.

Background and context

2. The ProCare Group delivers healthcare services directly and indirectly through more than 167 general practices that support 860,000 enrolled patients across the Tāmaki Makaurau and Te Tai Tokerau. Their enrolled population is diverse, with large Pacific, South Asian and Māori populations.
3. The ProCare Group is made up of entities that include ProCare Health Ltd (a Primary Health Organisation (PHO) and ProCare Network Ltd (their corporate entity).
4. ProCare has a strong focus on collaborating for greater impact with expert support and integrated services, and has established several formal partnerships. ProCare may want to explain more about its partnerships at your meeting, for instance:
 - Fresh Minds: mental health and wellbeing services across a wide range of areas delivered virtually or from three locations across Auckland.

- CareHQ: online consultation with a New Zealand doctor or nurse.
- Clinical Assessments Ltd (CAL): a partnership between ProCare and East Health. Its flagship service is Primary Options for Acute Care (POAC). POAC facilitates access to existing infrastructure and resources to deliver acute and planned care services in a community setting.
- Whakarongorau Aotearoa (Homecare Medical) digital telehealth services: offers free health, mental health, addictions and COVID-19 support, free of charge 24/7, 365 days a year.
- Exchange: matches buyers and sellers of practices and assists with practice ownership transition.
- Elevate: offers a flexible practice purchase pathway supporting the future generation of healthcare business ownership. ProCare owns five practices through Elevate.

GP Central Information

5. ProCare has invited you to meet with its executive and general practitioners/directors from GP Central. Below are the relevant statistics for the practice:
 - GPs tenured at the practice – 15
 - Nurses tenured at the practice – 11
 - Enrolled service users – s 9(2)(b)(ii)
 - Type – Very Low Cost Access (VLCA) practice
 - Region – Auckland

Areas for discussion with ProCare

6. S9(2)(g)(i)

S9(2)(g)(i)

Capitation reweighting

8. ProCare has a strong interest in capitation funding and the capitation reweighting work Health New Zealand | Te Whatu Ora (Health NZ) is progressing. Health NZ is currently working to develop and refine options for a reweighted capitation formula that could take effect from 1 July 2025.
9. Health NZ has held discussions with the health sector regarding reweighting and is receiving advice from a Technical Advisory Group (TAG). TAG is comprised of sector representatives who provide expertise from a wide range of perspectives.

Meso-level work

10. S9(2)(f)(iv)

13. You may wish to encourage ProCare to engage with the proposal when it is released.

Appendix 1: Summary of recent announcements – Increasing Primary Care Access.

The March ministerial announcements covered a set of initial primary care initiatives focused on improving health outcomes and ensuring New Zealanders have access to timely, quality primary healthcare.

The focus of these initiatives is to make it easier for people to see a doctor or nurse at their local GP clinic in a timely manner – and if they can't, to access alternative options.

Enhanced capitation

General practice will receive a \$285 million uplift over three years. This is on top of the capitation uplift general practice receives annually.

This funding will incentivise general practices to provide more services and improve access to primary care appointments for New Zealanders. There will be additional service requirements and performance-based payments with this funding.

Nursing workforce:

- \$34.2 million for increased nurse practitioner training over five years. This will mean nurse practitioners will be able to contribute even more to health care in communities through the role they play providing complex care to patients and prescribe medicines. This will help to reduce workforce pressures in primary and community health care.
- \$21.6 million over four years for advanced tertiary education opportunities for up to 120 primary care registered nurses a year. This will encourage more primary care nurses to upskill and pursue advanced education, including registered nurse prescriber training. Better professional pathways for nurses also makes primary care a more attractive place to work.
- Increasing graduate nurses in primary care by up to 400 nurses a year, incentivised by up to \$15,000 per nurse in urban areas, and up to \$20,000 per nurse in rural areas. This will help attract more registered nurses into primary care, supporting better outcomes for patients.

General practitioner workforce:

- Increased medical school placements for doctors by 25 each year, to a total of 100. This will mean more doctors will be entering the health workforce from 2031, helping reduce New Zealanders' wait times for treatment.
- \$23.3 million over four years to train up to 50 New Zealand-trained graduate doctors a year in primary care. Graduate doctors who are interested in primary care will be given an opportunity early in their careers to follow that interest. Placements in primary care settings mean doctors connect into those communities, can quickly put their skills to use, and are more likely to stay in those settings.
- Supporting 100 more international trained doctors to undertake their prevocational training and gain full registration via a primary care pathway 2025 and 2026. This supports overseas-trained doctors living in New Zealand who are willing to work in primary care, but can't, because there aren't enough training opportunities.

Digital access to 24/7 primary care for all New Zealanders

- A digital health consultation service is planned for patients who do not need to be seen in person. This service is intended to complement access to primary care, help manage demand for primary care services, and include care for people not enrolled with a practice.

Appendix 2: Runsheet, 18 March ProCare meeting

Time	Details	Minister's office notes
15.30	Arrive at GP Central, 223 Stoddard Road, Mount Roskill.	Contact: Bindi Norwell s 9(2)(a)
		Car park (next to disability parks) will have a cone and will be reserved for the Minister's use
15.35	You will be welcomed by Bindi Norwell, CEO, and introduced to attendees	
15.40	Group photo	
15.45	Tour of the practice to showcase Comprehensive Primary Care Teams & Te Tumu Waiora (TTW) model of care and discuss how the practice is using the GP/Nurse Practitioner ACC MRI programme and supporting planned care	
16.00	Key initiative discussion – Immunisations, pay parity and Community outreach	
16.20	General discussion, Q&A	
16.30	Minister departs	

Notes on items ProCare wishes to showcase:

Comprehensive Primary Care Teams (CPCT)

The CPCT initiative is designed to strengthen primary and community care. CPCTs provide a broader range of clinical and non-clinical roles and services to enable people to receive earlier intervention, faster treatment and better support to change social and lifestyle factors, particularly for Māori, Pacific and Rural whānau.

ProCare wishes to highlight how the broader range of roles is helping to deliver more equitable primary care outcomes, and is helping to reduce the demand on general practitioners.

Budget 22 allocated \$102 million, over three years to June 2025, to implement CPCT as a partial solution to workforce pressures. Health NZ is currently looking at options to support or transfer the roles beyond June 2025.

GP/Nurse Practitioner ACC MRI programme

ProCare has partnered with Pinnacle (in collaboration with ACC) to deliver the ACC MRI programme for trained GPs and Nurse Practitioners to refer eligible ACC patients for MRI scans for knee, back and neck injuries, without patients needing to visit a specialist before accessing an MRI. This has helped reduce wait times (by half) for patients to access

diagnostics, contributes to less unnecessary surgery, saves money, and ultimately, the rehabilitation process can begin faster.

Te Tumu Waiora (TTW)

The Te Tumu Waiora (TTW) model of care provides rapid, targeted brief intervention to people who are experiencing mental distress or who need behavioural advice and support. The service is accessed through general practice and is based around roles in the primary care workforce – the Health Improvement Practitioner (HIP) and the Health Coach - who provide advice and support to clients based on individualised goals, promoting self-management and connecting people to other services they may need.

The model of care is based on international evidence and local co-design. It was first piloted in a small number of Auckland general practices in 2017 by ProCare Health, Total Healthcare, local DHBs and NGO partners, and with support from the Ministry of Health. Following successful evaluation, the model has now been extended to 52 practices at the end of 2024 across ProCare.

Appendix 3: Biographies of attendees

Bindi Norwell: Group Chief Executive Officer

Bindi has more than 25 years' experience working across a range of sectors, including property, professional services, telecommunications and aviation.

Most recently CEO of the Real Estate Institute of New Zealand (REINZ), Bindi has extensive commercial and leadership experience, is strategic and supports collaboration and stakeholder engagement.

Bindi brings to ProCare a passion for health and relishes the opportunity to use her strategic and leadership strengths to improving the health outcomes for all New Zealanders, with a key focus on equity, digital transformation and putting people at the centre of the health experience. Bindi holds an MBA from Monash University.

Alister Lawrence: Board Chair, ProCare Network Ltd.

Alister has more than 25 years' experience working in New Zealand and internationally in chief executive and director roles. With a track record building successful businesses from start-up through to corporate, Alister has significant experience in the cooperative sector both as a CEO and Director, and is the Chair of ProCare Board's Remuneration and Governance Committee. Alister provides business development, leadership and governance expertise.

He is a Chartered Fellow of the Institute of Directors and has built two significant charitable trusts from conception.

Allan Moffitt: Clinical Director

Allan Moffitt joined ProCare in July 2014. He has held positions in a range of health care organisations, including the role of Director of Primary Care at Counties Manukau DHB, Medical Director for Midlands Health Network, Deputy Chair and Clinical Lead for Global Action in Healthcare Network (GAIHN), and Clinical Director for PHOs EastHealth Trust and Alliance Health Plus. He was foundation Deputy Chair for the Independent Practitioners Association Council (now General Practice NZ).

Allan owned a practice in Howick for 18 years and has been working in Otago as a part-time GP for more than 10 years. He is a vocationally registered GP and ex-clinical teacher and was awarded a distinguished service medal from the Royal New Zealand College of General Practitioners (RNZCGP) for his work with part examinations and membership of the Auckland Faculty Board. He has worked on and chaired a range of committees and working groups in the health care industry including at ministerial level.

Allan is a member of the NZ Institute of Directors.

Paul Roseman: General Manager, Strategic Development

Paul has more than 30 years' experience working in the healthcare arena, with more than 20 spent working in Independent Practitioner Associations (IPAs) and PHOs. During his time with ProCare, Paul has designed and implemented a wide variety of primary care clinical programmes including digital assistants, the patient pathway for high tech imaging in general practice, chronic disease management, hospital avoidance (planned care), electronic clinical decision support, referred services demand management and performance indicator programmes. Paul is Chair of Clinical Assessments Limited (CAL) a longstanding partnership between ProCare and East Health. Paul is a registered pharmacist and graduated with a Bachelor of Pharmacy from the University of Otago.

Dee Crooks: General Manager – Brand and Communications

Dee Crooks is a Bachelor of Communications (BCS) with a major in public relations and event management.

She is a marketing and communications professional with more than 20 years' experience across diverse sectors, including health, property, finance, insurance, professional services, and retail. Her expertise spans external and internal communications, advocacy, sustainability, brand strategy, and marketing. Dee's core specialisation lies in media relations, reputation management, and navigating complex issues and crises with strategic precision.

Before joining ProCare, Dee served as Corporate Communications Director at the Real Estate Institute of New Zealand (REINZ) and as Head of Communications & PR at AMP New Zealand.

Dr Iain MacLean: General Practitioner | Director, GP Direct, Stoddart Road and Dominion Road MBChB, Dip Obs, D.A UK, FRNZCGP

Dr Maclean gained his medical degree at Auckland University. He gained a Diploma in Anaesthesia in London followed by a further year of anaesthesia in Auckland. He then gained a Diploma in Obstetrics and bought a practice in Mt Roskill in 1992, where he delivered babies for about 10 years.

Dr Benjamin Liu: General Practitioner | Director, GP Direct, Stoddart Road and Dominion Road MBChB, DCH, FRNZCGP

Dr Ben Liu was born in Hong Kong and migrated to New Zealand in 1991 with his family. He speaks English, Cantonese and Mandarin. He went to Rosmini College and trained in medicine at the University of Otago. He completed his medical school training at Christchurch Hospital and continued GP training in Auckland. He joined GP Central as a partner in 2015 and is very involved with training GP registrars.