

Hawke's Bay Health System Model of Care

Informed by:

Whānau Ora, Hāpori Ora

Healthy Families, Healthy Communities

Rautaki Hauora a Te Matau-a-Maui

Hawke's Bay Health Strategy

2019–2029

Refreshed and updated
January 2021



Mihi

He kupu whakataki

“Pūnaha ana te hau āwhiōrangi i ngā maunga ihi mārangaranga

Ko te papatātahi o Nukutaurua Ko

te kauanuanu o Moumoukai Kua

Horopāpera ki Whakapūnake

Tātārā-ākina ki Maunga-haruru

Ki te pū o te tonga Ko Kahurānaki

Paearu ake ōna toitūtanga

Hei tāhū ohooho mana taurite

Hei rautaki uru oranga taku haere

Māhere ki te ākau roa a te Mātau-a-Māui

He haumāru nui; He hautapu roa; He hauora e”

Tihei Mauri Ora!!

Message from the CEO, Board, Clinical & Consumer councils

Whānau Ora, Hāpori Ora sets the scene for the delivery of health services to individuals and communities across Te Matau-a-Māui, the Hawke’s Bay region, for the next ten years. This strategy provides the foundation for the planning, delivery and monitoring of services, which will result in better health outcomes, thereby enabling all people within our region to experience similar health outcomes.

This plan brings together all the relevant components of planning articulated in the Clinical Services Plan, the People Plan and the Health Equity Report. It combines with the Ngāti Kahungunu work on health equity as expressed in He Ngākau Aotea, to ensure the provision of high-quality health services to all Hawke’s Bay residents. This means that Māori, Pasifika and those people with unmet need will be of particular focus over the course of this strategy.

Whānau Ora, Hāpori Ora reflects our commitment to building relationships with our communities to ensure that their voices are heard. We are endeavouring to base services on this feedback so that it matches expectations with delivery of services. Alongside this approach we have an impetus to ensure clinical leadership is supported to provide safe, high-quality services comparable to the rest of the country.

Whānau Ora, Hāpori Ora informs our system model of care.

Designing the health system for 2029 requires us to look forward with vision, courage and attitude, underpinned by our values – He Kauanuanu (Respect), Ākina (Improvement), Raranga Te Tira (Partnership) and Tauwhiro (Care).

Tuāwhakarangi – Vision

Whānau ora, hāpori ora

Healthy families, healthy communities

He rautākiri – Mission

Working together to achieve equitable holistic health and wellbeing for the people of Hawke's Bay.

Ngā ūara – Our values

HE KAUANUANU RESPECT

Showing **respect** for each other, our staff, patients and consumers. This means I actively seek to understand what matters to you.

RARANGA TE TIRA PARTNERSHIP

Working together in **partnership** across the community. This means I will work with you and your whānau on what matters to you.

ĀKINA IMPROVEMENT

Continuous **improvement** in everything we do. This means that I actively seek to improve my service.

TAUWHIRO CARE

Delivering high quality **care** to patients and consumers. This means I show empathy and treat you with care, compassion and dignity.

Ngā mātāpono – Principles

Whānau participation in their own care

Healthy lifestyles are encouraged

Access to healthcare is easy

Nurturing environments of trust are established

Affordable primary care is targeted to need

Understand our populations and their perspectives

Outstanding quality of care is everywhere

Relationship-centred practice is where care begins

Adopting safe practice at all times

Holistic and wellbeing approach

Authentic and trusting relationships

Person and whānau-centred care

Our healthcare system is easy to navigate

Research and evidence-based healthcare

Integrated health care teams

Outcomes-focused

Respectful relationships matter

Achieving equity for Māori is a priority

Tuāwhakanuku – Introduction

Why a health strategy?

The health system is made up of a range of organisations contributing to the health of New Zealanders and local communities. As the New Zealand Health Strategy points out, to perform to a high standard the system needs more than a skilled workforce and resources. It needs a shared view of its overall purpose and the direction it is going, combined with effective ways of working.

‘A strategy is a guide for achieving the sort of future that you want. It can help people, organisations or a whole system work together more effectively on the most important things. Without a strategy, small problems today can become big problems overtime’.

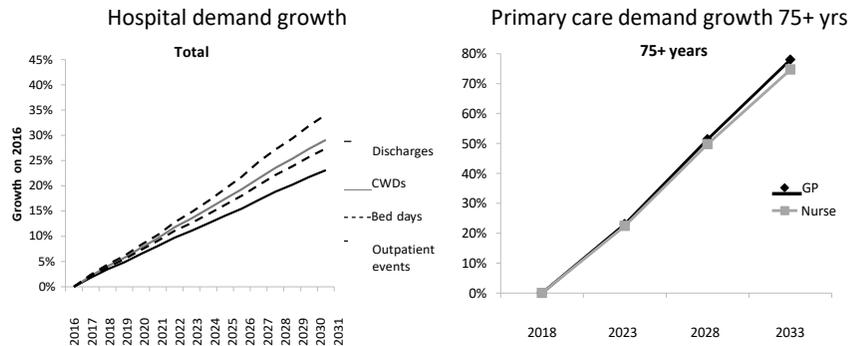
- *New Zealand Health Strategy*

Hawke’s Bay District Health Board has a role to lead the Hawke’s Bay health system and strengthen the links between its different parts. But we recognise our partners will lead and support much of the transformation required in the sector. We also acknowledge health and wellbeing are not solely influenced by the health sector and working with inter-sectoral partners is critical to people living and staying well.

Where are we at?

Over the last five years, we have shifted our perspective from DHB services to whole-system management and engagement with iwi and post-settlement governance entities, with our Transform and Sustain strategy. Success in preventative services such as immunisation and screening show what can be achieved when we purposefully set out to understand the needs of our community and deliver our services in a way that meets the needs of whānau.

Despite the progress we have made many, challenges remain. Our 2018 Health Equity Report shows large inequities in health persist for Māori, Pasifika and those with the least social and economic resources. Demographic changes will increase pressure on our already-stretched health services. If we continue along the same path, the number of primary care consultations, hospital appointments and inpatient stays will continue to outstrip population growth. These challenges impact the system’s ability to provide the highest quality of care as well as the health and wellbeing of staff.



The graphs above show the trend for demand on services if we continue with the status quo

Māori and Pasifika, people with disabilities, people with experience of mental illness or addiction, and those living in socioeconomic deprivation continue to experience unacceptable inequities in health outcomes.

It is clear we need a new approach to achieve equity amongst our population and meet future demand. We need to redesign and co-design our health system, investing in primary health care to ensure proactive, seamless care with a wellness focus to support whānau to remain well. For the future we need to make bold decisions to deliver the best and fairest outcomes for all people in Hawke's Bay.

A focus on people

At its heart, this strategy is about people — members of communities, whānau, hapū and iwi. We exist because of them and we recognise that people and whānau are the experts in their own lives. We need to focus more on the places people spend their time and take the delivery of healthcare outside traditional clinical venues. We need to plan and deliver health

services in the wider context of people's lives and consider how we include cultural health practices (e.g., mirimiri and rongoā Māori).

There are two priority population groups that we need to respond to: whānau with children and young people, and older people. We need to support whānau to achieve goals and aspirations and ensure children have the best start in life. At the same time, we recognise our population is ageing and we will step up our response to keep older people well at home and in their communities.

The district health board must act as a careful steward of health resources, which is a challenging task. We need our community to help us so we invest in the areas that matter most to people and whānau.

Our commitment to Te Tiriti o Waitangi

The New Zealand Public Health and Disability Act 2000 holds us accountable for recognising and respecting the principles of Te Tiriti o Waitangi, the Treaty of Waitangi. Our Treaty relationship is based on our Memorandum of Understanding with Ngāti Kahungunu. We are committed to improving health outcomes for Māori, increasing Māori representation in the health workforce, and ensuring a culturally safe and responsive health system.

The Waitangi Tribunal Health Services and Kaupapa Enquiry 2019 found the articulation of the Treaty principles of partnership, participation and protection as out-of-date and has accordingly refreshed Treaty principles as:

Partnership – requires the Crown and Māori to work in partnership in governance, design, delivery and monitoring of health and disability services. Māori must be co-designers, with Crown, of the health and disability system for Māori.

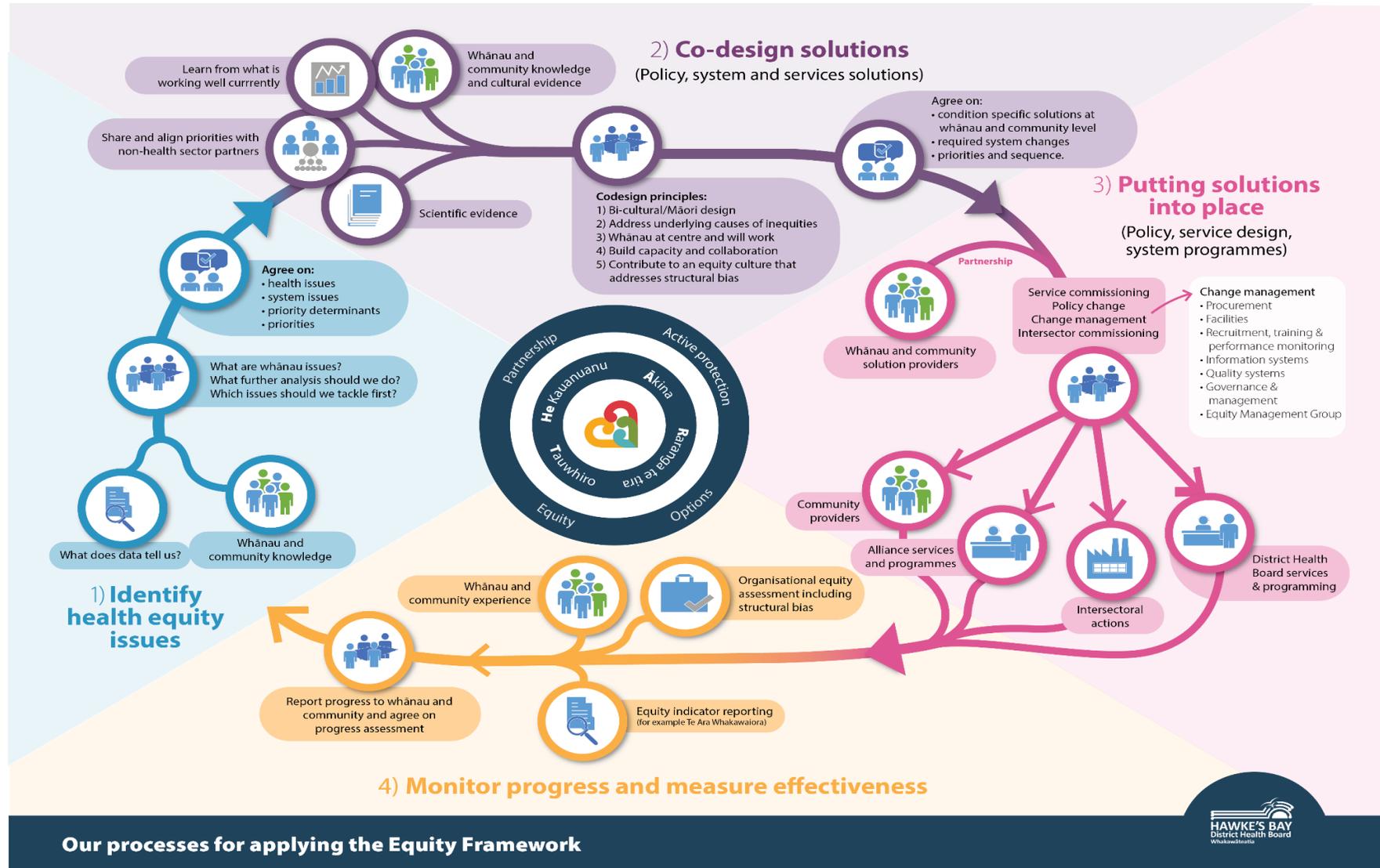
Active Protection – requires the Crown to act, to the fullest extent possible, to achieve equitable outcomes for Māori. This includes ensuring that it, its agencies, and its Treaty partner are well informed on the extent, and nature of, both Māori health outcomes and efforts to achieve Māori health equity.

Equity – requires the Crown to commit to achieving equitable health outcomes for Māori.

Options – requires the Crown to provide for and properly resource kaupapa Māori health and disability services and ensure health and disability services are provided in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care.

We will ensure these principles are embedded in all layers of our models of care.

Our system model of care will be culturally led and clinically partnered – enabling and embracing all cultures and peoples to flourish and achieve wellbeing
Equity Framework



Our processes for applying the Equity Framework

Ngā hua pūnaha – Model of Care System priorities

We have identified six system priorities and three enablers to fulfil our mission and realise our vision. These priorities have emerged as common system characteristics throughout our planning and equity monitoring work.



Hauora Māori, Taurite Māori
Equity for Māori as a priority; also equity for Pasifika and those with unmet need



Ratonga Taunga Taiwānanga
Localities and Place Based Services



Hauora Taiao, Hohou Nōhanga
Healthy Lifestyles and Environment



Pūnaha Mōmore Pūwhā
Smooth Transition through the System



Rauora Tangata, Hohou Whanau
Person and Whānau-Centred Care



Ratonga Pū, Haumako Hāpori
Enhance Primary and Community Services

Model of Care Enablers



Ngā kaimahi tōtika
Highly skilled and capable workforce



Pūnaha Hono Tōrire
Digitally Enabled Health System



Pūnaha Āhei Tōtika
Fit for Purpose Facilities





1. **Hauora Māori, Taurite Māori: Equity for Māori as a priority; also equity for Pasifika and those with unmet need**

Working with whānau, we will improve health outcomes and prioritise equity for Māori

Hawke's Bay DHB is committed to addressing the persistent health inequities that are experienced by different groups within our community and to prioritising equity for Māori. Our commitment is to partner with Ngāti Kahungunu, hapu and other post-Treaty settlement groups to address socioeconomic disadvantage and health inequities for Māori. For these partnerships to be successful, we will need to be bold and courageous, continually challenging the status quo to enable transformative change.

We will need to shift resources and invest in services that will meet the specific health needs of whānau with the poorest health and social outcomes and we will need to invest in models of care that meet whānau wellbeing aspirations. This will require us to carefully co-design services with whānau and communities across all settings including the hospital, community and in the home.

Key principles

- Shift resources to meet the specific health needs of whānau with the poorest health and social outcomes
- Invest in more kaupapa Māori and Pasifika wellbeing approaches
- Co-design of health services with whānau at the centre (more on this in section 3)
- Grow the capability and capacity of our Māori workforce
- Provide culturally safe, competent and effective services across the care continuum
- Normalise tikanga, te reo and mātauranga Māori within our health system so that it underpins the way we work
- Remove barriers to accessing high-quality health care including those arising from institutional bias



2.

Hauora Taiao, Hohou Nōhanga: **Healthy Lifestyles and Environments**

A shift from an illness to a wellness approach, focusing on prevention and health promotion. We will work with our communities and whānau to achieve their fullest health potential, to live well and stay well in their own homes.

Opportunities for health promotion and prevention exist across the life course, from birth until death. To support a shift from illness to wellness, we will work to ensure that health promotion and preventative approaches are embedded into our model of care, across the continuum of the health system - from community and primary services through to hospital-based services.

The creation of healthy environments have a significant role to play in improving health outcomes and health equity. We will work to create healthier social and physical environments within the health system itself and around Hawke's Bay.

Key principles

- Ensure population health strategies (including health assessment and surveillance) and core public health services are a key part of our localities and service planning
- Embed health promotion and prevention into our model of care, across the entire health system
- Our health system will lead the way in creating healthier social and physical environments and leads, advocates and influences our partners to create more healthy environments around Hawke's Bay
- Prioritise preventative interventions and population programmes such as immunisation and screening programmes and ensure these programmes are seamlessly integrated with primary, community and hospital-based services
- Our core public health and health protection work will protect our communities against environmental risk and communicable diseases



3. **Rauora Tangata, Hohou Whanau: Person and Whānau-Centred Care**

Whānau, people and patients are at the centre of all that we do. Whānau voice is strong, we co-design and co-deliver services.

We aim to fundamentally shift the Hawke’s Bay health system from a provider-centred model to a person and whānau-centred model. A person and whānau-centred approach has its primary focus on people, their whānau, friends and carers; understanding their needs, aspirations and what matters to them. A culture that is person and whānau centred requires a shift in behaviors, systems, processes and services for all people working across the Hawke’s Bay health system.

Key principles

- Co-design services which are respectful, culturally responsive, easily accessible, provide clear communication and explanation, are well integrated within the health system and easy to navigate
- Enable people to make informed and appropriate health decisions, stay well at home and in their communities, and know when and how to access services
- Ensure whānau and those we provide care to, are involved in their own planning of care
- Support communities with the means and tools to develop wellness models that are self-driven and owned
- Develop services based on kaupapa Māori frameworks
- Expand coordinated whānau wrap-around services
- Build flexibility into service models including mobile services, drop-in clinics and telehealth
- Address barriers to access including transport
- Establish real-time and cyclic service feedback tools



4.

Ratonga Taunga Taiwānanga: Localities and Place Based Services

Work collaboratively with communities to build on existing assets and co-design services that are integrated and informed by whānau voice – recognising and respecting local unique identity and need.

Hawke’s Bay has four key “localities” which are each distinctly different: Central Hawke’s Bay, Hastings, Napier and Wairoa. Each have different demographics, a different mix of urban and rural, different community assets and infrastructure and differing health services and health needs. We will work with each community and their stakeholders to map out their community’s needs and gaps and what is important to them. This planning process will be informed by locality-based health and social data (with an equity lens) and knowledge contributed by community members themselves.

Key principles

- Conduct locality-based health system reviews (whether services are meeting the needs of the community)
- Co-design service models drawing on existing structures and services to create wellness-focused hubs or clusters
- Review and develop the workforce identified by communities as important to them, and appropriate for the level of service delivered at each locality
- As a starting point, we will focus on localities having the following services – care coordination, child and adolescent oral health, community pharmacy, general practice, maternity, medicine optimisation, mental health and behavioural support, needs assessment for disability and aged-care support, nursing services, older persons, outreach, palliative care, population health/public health and well child/Tamariki ora.
- We will support the development of kaupapa Maori services



5.

Ratonga Pū, Haumako Hāpori: Enhance Primary and Community Services

Develop our own local model that embeds kaupapa Maori practice and builds on the strengths of our iwi-lead philosophy. The health system is strongly oriented to care closer to home to improve overall health outcomes, reduce inequity and optimise investment in prevention, self-management and out of hospital models of care.

The provision of Tier 1 (primary and community) services will be planned on a locality basis with a population health focus, addressing identified need and achieving equitable outcomes. Strengthen prevention and outreach services to support locality based/placed based care options.

Key principles

- Provide accessible and acceptable services for all with a focus on improving this for Māori
- Roll-out a deliberate and focussed development of extended care teams across Tier 1
- Primary care will be at the heart of rural health service provision in Hawke's Bay, with the development of outreach models to reach those in remote locations
- Focus on keeping kaumatua/ older people well and at home with supportive models of care
- All service development and in particular Tier 1 services, should be designed with a population health focus and an emphasis on strengthening prevention and outreach services
- The provision of Tier 1 services should be planned on a locality basis, from a population health perspective with a focus on addressing identified need and achieving equitable outcomes
- Grow kaupapa Māori practice across services supported by co-design and delivery with whānau and consumers
- Embed mental health workers and behavioural services as part of primary care teams
- Ensure specialist mental health services are closely integrated with primary care, providing collaboration and consultation
- Make alternative therapies available in the community such as e-therapies, narrative based approaches, learning circles and group work
- Provide proactive care and alternatives for acute care with a transformation of long-term condition management models and a deliberate move towards acute demand care out of hospital.
- Localise HealthPathways to support best practice.



6.

Pūnaha Mōmore Pūwhā: Smooth Transition through the System

Whānau and patients will experience health care as a single system, with seamless transitions between services and settings including Tier 1 and 2 services. An integrated service delivery model will include local, regional and national care partners.

Our goal is to build a “single system” culture across our health system, from community and primary through to hospital and specialist services. Greater connection and integration between all our services, including between Tier 1 and Tier 2 services and between our services and disability and social services, will make the system easier for patients and whānau to access and navigate, improving health outcomes, equity and patient experience.

Key principles

- Develop a “single system” culture
- Embed clinical pathways to promote seamless transitions from tertiary and secondary services back to the primary care-based services
- Utilise navigators and health coaches to support whānau and patients on a smooth journey through the system
- Establish referral pathways to support care coordination and efficient access to lined up services
- Integrate child health services
- Provide secondary level care within a fit for purpose hospital facility for more complex patients that require specialist level input and hospital level intervention
- Ensure well supported and planned transitions in and out of hospital-level care
- Establish smooth Inter District Flow processes across boundaries and a transport plan to support whānau transfers
- The system will be digitally enabled to support integrated patient information, shared care records and coordinated care delivery
- Rural services will be well planned and be an integral part of the wider system with place-based services that are connected digitally



7.

Ngā Kaimahi Tōtika: Highly skilled and capable workforce

Our workforce has the capacity and capability to deliver on our model of care and meet future needs. Cultural competency and safety will be prioritised, and we will grow our Māori workforce.

As we reorient our health system to a wellness focused, whānau-centred, integrated and digitally-enabled model of care, we will need to ensure our workforce is fit for purpose. Transformational and skilled leadership is crucial to support innovation and drive the shift in culture to a whānau-centred system.

Key principles

- Establish a “one team/single system” culture with flexibility across services to enable a patient-centric approach
- Build a workforce which reflects, understands and supports the health needs of the population it serves
- Increase our Māori workforce to a level which is at least representative of our Māori population
- Lift the cultural competency of our entire workforce to support culturally safe practice and environment
- Establish new roles may be needed to deliver the approaches identified by whānau
- Support health professionals to work to the top of their scope and in advanced scopes of practice, ensuring these roles are in the right place in the system
- Grow team-based, inter-professional practices, with whānau included as key members of the health workforce
- Develop workforce strategies to ensure sustainable services in all localities of Hawke’s Bay
- Build capability in the use of digital technologies and data to deliver integrated and whānau-centric services.



8. Pūnaha Hono Tōrire: Digitally Enabled Health System

Modern digital and information services will support effective integrated information sharing, efficiency, safety and support innovative ways of working.

We will adopt an innovative and agile delivery approach underpinned by strategic partnerships and skilled local teams focused on delivering business value first, technology second.

Key principles

- Our teams will use data to better understand our health system, inequities and to help shape the design of our services
- Our workforce will be confident in the use of digital technologies to deliver integrated health services
- Embed monitoring, evaluation and research within the system
- Share learnings so best practice and innovation become business as usual
- Increase use of telehealth and video conferencing
- Consumers have access to their own health information and be able to navigate the system
- If supported by whānau, share data across Tier 1 and Tier 2 services (community/primary/hospital)



9. Pūnaha Āhei Tōtika: **Fit for Purpose Facilities**

Facilities are designed to support and implement models of care and appropriate services according to local, regional and national requirements.

Our facilities will support the implementation of our health system model of care as well as service-specific models of care. Care will be provided as close to home as possible, or delivered in a location that is most convenient to the patient and whānau including in the home, community settings, marae, pharmacies, residential care facilities, workplaces, general practices and hospital. Our philosophy will be based on the concept that every bed matters.

Key principles

- Safe and sustainable care delivery as a priority
- Care is provided as close to home as possible or in the most convenient location for patients and whānau
- Hospital services provide acute and specialty services that cannot be provided in any other setting
- Our facilities respect tangata whenua and incorporate Kahungunu tikanga and wairua
- Our facilities support workflow and patient flow through the journey with appropriate co-location of services
- Flexible use of spaces for optimal use of resources and use of technology
- Seismic reassurance
- DHB facilities planning and capital investment programme