



2018 – 2021
STRATEGIC
FOCUS
HEALTH HAWKE'S BAY

Our vision

*Healthy Hawke's Bay -
Te Hauora o Te Matau ā Māui*

*Excellent health services working in partnership
to improve the health and wellbeing of our people,
and to reduce health inequities within our community.*

Our values

Tauwhiro

*Delivering high quality care
to patients and consumers.*

Rāranga te tira

*Working together
in partnership across
the community.*

He Kauanuanu

*Showing respect for each
other, our staff, patients
and consumers.*

Ākina Improvement

*Continuous improvement
in everything we do.*

Introduction

This document provides a high level overview of the direction and focus for Health Hawke's Bay over the period July 2018 to June 2021. Setting a direction is important to ensure there is clarity for the Health Hawke's Bay network as we work towards achieving our vision of a *Healthy Hawke's Bay*.

The past years have seen Health Hawke's Bay progress in a number of areas including:

- Developing programmes to address Māori and Pasifika health inequities
- Developing trusting relationships with our general practice network, Māori and other underserved communities
- Working in collaboration with our local health system
- High performance towards our national health targets
- Maintaining a solid financial base

A key focus for Health Hawke's Bay is listening to and partnering with our community throughout everything we do. This is to ensure we uphold our commitment to achieving health equity for Māori whānau, hapū and iwi, as per our responsibilities under Te Tiriti o Waitangi.

In order to work more effectively with our partners, we need to look at ourselves first, so that we can be the change we want to see in our health system.

We must take a lead role in assessing new models and technologies that achieve equity – to raise the quality and accessibility of primary health care. In doing so, Health Hawke's Bay needs to be equipped to identify potential opportunities, take investment risks and play an active role in driving, implementing, monitoring and evaluating innovative improvement activity. This will help to enable our network in the continued evolution of primary health care delivered consistently in Hawke's Bay.



Wayne Woolrich
CEO



Bayden Barber
Chair

In context

NATIONAL AND LOCAL CONTEXT

The Hawke's Bay population has some unique characteristics compared to the rest of New Zealand in regards to demographics and this results in some specific challenges.

We have a higher proportion of Māori (26% versus 16%), more people aged over 65 years (19% versus 15%) and more people living in areas with relatively high material deprivation (27% versus 20%) (Statistics New Zealand, Summary of Resident Total Population Projections, 2018-2043; 2013 base).

A small increase in population is expected over the next 15 years with growth in the population being driven by:

- A younger age profile in the Māori and Pasifika populations, resulting in a higher birth rate
- An increased life expectancy across our whole population

These projected population changes emphasise the need to maintain a focus on improving Māori and Pasifika health and age related health issues.

The change in demographics are putting primary health care under pressure. General practice is at risk of being unsustainable. The complexity of presentations is increasing as well as non-clinical workload.

Both physical and human resources are strained, which is forcing us to think differently about the way that we work. (Ref Clinical Services Plan HB Health System Baseline Report – Sapere).

The three Te Tiriti o Waitangi principles of partnership, participation and protection are an underlying driver for all the work of Health Hawke's Bay. These principles ensure that all interactions, whether they be with iwi, hapū, whānau or providers, are based on honesty and respect and occur at all levels and stages of planning and delivery. Health Hawke's Bay recognises Tikanga Māori as being key to improved Māori health outcomes and is committed to respecting, practising and honouring Tikanga Māori within the organisation.

Mai, the Hawke's Bay Māori Health Strategy 2014-20 and the Pacific Health Action Plan 2014-2018 have been developed to align with the above principles and Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2014-2018. As a district we monitor equity because health inequities are differences in health status that are avoidable or preventable and therefore unfair. The Hawke's Bay Health Equity report is updated regularly and helps to inform planning.

The Hawke's Bay District Health Board is in the process of developing a new five-year strategy, which is being informed by the Clinical Services plan and the results of The Big Listen.

The current Hawke's Bay Health Strategy, Transform and Sustain, sets out three long-term goals:

- Everyone experiences consistent, high quality care.
- The health system is efficient and sustainable.
- People live longer, healthier lives.

In 2016, Transform and Sustain was refreshed to ensure that it closely aligns to the New Zealand Health Strategy (2016) and its themes:

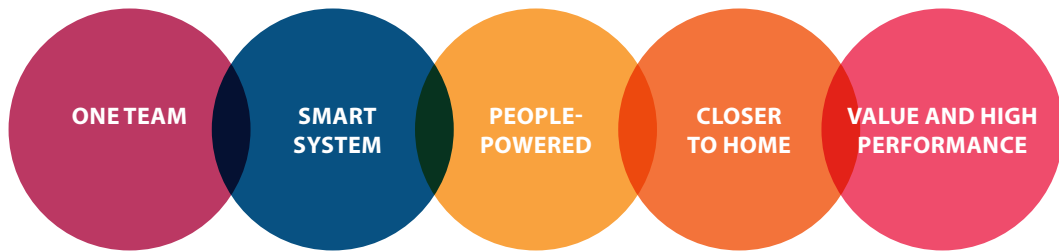
- People powered
- Closer to home
- Value and high performance
- One team
- Smart system

These themes are considered cornerstones in establishing a health sector that understands people's needs and provides services that are integrated across sectors:

- Emphasising investment early in life
- Maintaining wellness
- Preventing illness and providing support for the final stages of life

At Health Hawke's Bay we have also aligned our strategic goals to the New Zealand Health Strategy and the wider Hawke's Bay Health Sector strategies.

New Zealand Health Strategy



Our network

(AS AT MARCH 2018)

Health Hawke's Bay is the province's single Primary Health Organisation (PHO), covering a population of approximately 160,000.

PROVIDERS



180

CONTRACTED PROVIDERS

GENERAL PRACTICE



25

GENERAL PRACTICES



166

GPs



205

REGISTERED NURSES



8

NURSE PRACTITIONERS



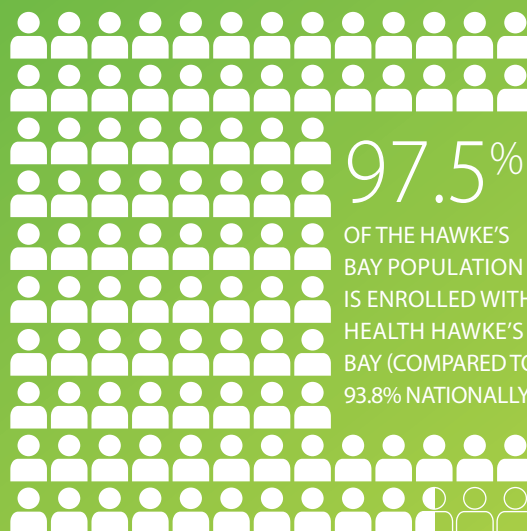
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CLINICAL PHARMACISTS

Plus many more key members that make up the primary care team: practice managers, administrators, kaiawhina, social workers, therapists, practice assistants, trainees etc.

ENROLMENT STATISTICS

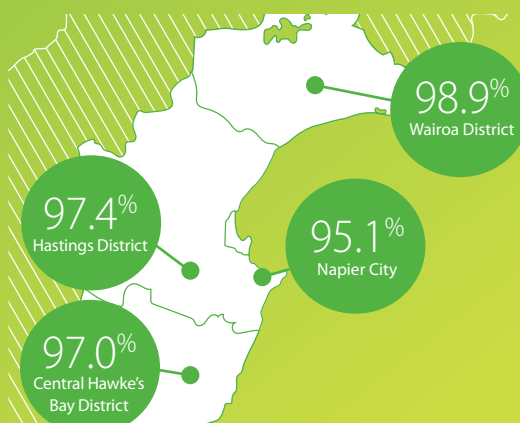
(AS AT 31 MARCH 2018)



Ethnicity breakdown



Regional enrolments



Our plan

WHAT ARE OUR DESIRED OUTCOMES?

1. Establish foundations and commit to equity in health outcomes.

- We will monitor data and prioritise resources in all service design, delivery and support that we offer our network in line with our commitment to achieve equity for Māori and other underserved groups who experience health inequities.
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2. Commit to working better as a health system.

- We will work to establish the Primary Care Development Partnership. Co-designing services in partnership with Māori and other underserved groups will create a platform to ensure we have the right workforce, in the right place, with access to the right tools, and the ability to provide services and support accessible by our communities.
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3. Play a lead role in the evolution of general practice across the network.

- We will work with general practice teams to support them to be sustainable beyond tomorrow. This will be achieved by making the best use of health resources while meeting patient, provider and business needs. This key transformational support for general practice, will see more capacity being created and different care options co-designed and developed in partnership with Māori and other underserved groups. This will create a solid primary health care platform enabling more services to be delivered closer to home.
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4. Redesign our services.

- We will work to evaluate, redesign and create new services in partnership with our community, hapū, providers and wider health sector partners. Services need to work effectively within a modern general practice environment, be effective in reducing equity imbalances and be integrated across the Hawke's Bay health sector. A more sustainable primary care network working together and in partnership with Māori and other underserved communities within a better connected Hawke's Bay health sector will deliver better outcomes for our people.
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*Nāku te rourou,
nāu te rourou,
ka ora ai te iwi*

*With your basket
and my basket
the people will live*



Strategic themes

OUR STRATEGIC THEMES SET THE DIRECTION

Our strategic goals

These are our long-term goals, which will be reviewed after three years. Each strategic goal is accompanied by the high level outcomes we hope to achieve.

Our priorities

The priorities are how we will action the strategic goals through operational activities. The priorities will be reviewed every three years (or sooner).

STRATEGIC GOAL: IMPROVE THE HEALTH AND WELLBEING OF OUR PEOPLE

Health Hawke's Bay is responsible for and committed to ensuring the whole population of Hawke's Bay has access to high quality primary health care services. Health Hawke's Bay is focused on supporting primary health care and the broader Hawke's Bay health system to improve, promote and protect the health and wellbeing of the Hawke's Bay population.

Our priorities

- To provide timely access to high quality general practice services across Hawke's Bay
- To deliver primary mental health services in a way that best meets the needs of our communities, prioritising youth and kaupapa Māori services
- To develop tools that allow consumers and primary care teams to better manage long-term conditions
- To deliver on national health targets

STRATEGIC GOAL: IMPROVING HEALTH OUTCOMES FOR MĀORI, PASIFIKA AND THOSE IMPACTED BY SOCIAL AND ECONOMIC FACTORS, WITH A FOCUS ON ACHIEVING EQUITY IN HEALTH OUTCOMES IN EVERYTHING THAT WE DO

The New Zealand health sector has recognised the widespread disparities that exist between the health status of Māori and the rest of the population. Similar disparities are also experienced by non-Māori families who are challenged by a combination of social deprivation, high needs and vulnerable circumstances.

To achieve health equity for Māori and other underserved populations, general practice services must be responsive to cultural difference, and general practice teams must understand the broader determinants causing inequitable health outcomes. General practice services will support Māori to achieve their health and wellbeing goals.

Ehara taku toa, he takitahi, he toa takitini

*My success should not be bestowed onto me alone,
as it was not individual success but success of a collective*

Our priorities

- Work to strengthen our valued relationships within Māori communities and our other underserved communities
- A commitment to health equity is central to all that we do
- Measure the equity impact of all health programmes and targets
- Reconfigure services that are not meeting the needs of Māori and other underserved communities
- Prioritise resources to eliminate the inequity in all service design and support that we offer

STRATEGIC GOAL: EMPOWERING OUR COMMUNITY BY SUPPORTING INDIVIDUALS, WHĀNAU AND COMMUNITIES TO INFLUENCE THE FACTORS AND DECISIONS THAT SHAPE THEIR HEALTH CARE

Understanding all our communities, the configuration of services and where we need to plan, develop and improve the way we do things will be a key aspect to implementing this goal.

Our priorities

- Involve our community in service design, delivery and evaluation
- Further develop and grow a suite of proactive programmes that are integrated within general practice teams: self help, self management and health literacy
- Work with general practice teams and our communities to make health easier to navigate
- Actively seek and encourage consumer stories and feedback to improve service design and delivery

STRATEGIC GOAL: SUPPORT GENERAL PRACTICE TEAMS TO MAXIMISE THEIR CAPABILITY AND CAPACITY TO BENEFIT THE POPULATION

General practice must continue to evolve to ensure that it is able to meet the challenging health needs of the people of Hawke's Bay and the changing social, economic and political environment. This requires a high performing primary health care team in the context of a high performing Hawke's Bay health system.

The ongoing evolution of primary health care that supports the communities of Hawke's Bay is central to this, and enabled by a sustainable and developing workforce, business excellence, effective, efficient and connected information systems, and continuous quality improvement.

Our priorities

- Identify, assess and invest in new sustainable general practice models of care
- Equip general practice with the tools and support to enhance the development of proactive integrated care
- Develop new professional roles to expand the capacity and capability of primary care
- Identify, assess and invest in new technologies that raise the quality and accessibility of health care

STRATEGIC GOAL: WORK IN PARTNERSHIP WITH THE HAWKE'S BAY HEALTH SECTOR TO SUPPORT SERVICE INTEGRATION TO STRENGTHEN AND PROMOTE PRIMARY CARE

Operating in a high trust health system begins with partnerships, alliances and collaboration. These are enabled through relationships of trust and confidence. Working towards shared goals, which transcend organisational boundaries is central to achieving the best outcomes for Hawke's Bay communities.

We will build on existing relationships with the Hawke's Bay District Health Board and community partners, and establish new relationships with others.

Our priorities

- Develop and maintain a Primary Care Development Partnership with Hawke's Bay District Health Board that will create a platform to support a different approach to health care and a greater balance of resource where the population needs it, closer to home and in the community
- Take an active role in the development of the new five-year Hawke's Bay health sector strategy
- Work to strengthen our valued relationships within our general practice network

STRATEGIC GOAL: CREATE SUSTAINABILITY FOR OUR PEOPLE THROUGH HIGH QUALITY HEALTH SERVICES, BUSINESS EXCELLENCE AND PARTNERSHIP WITH FUNDERS, PROVIDERS AND THE COMMUNITY

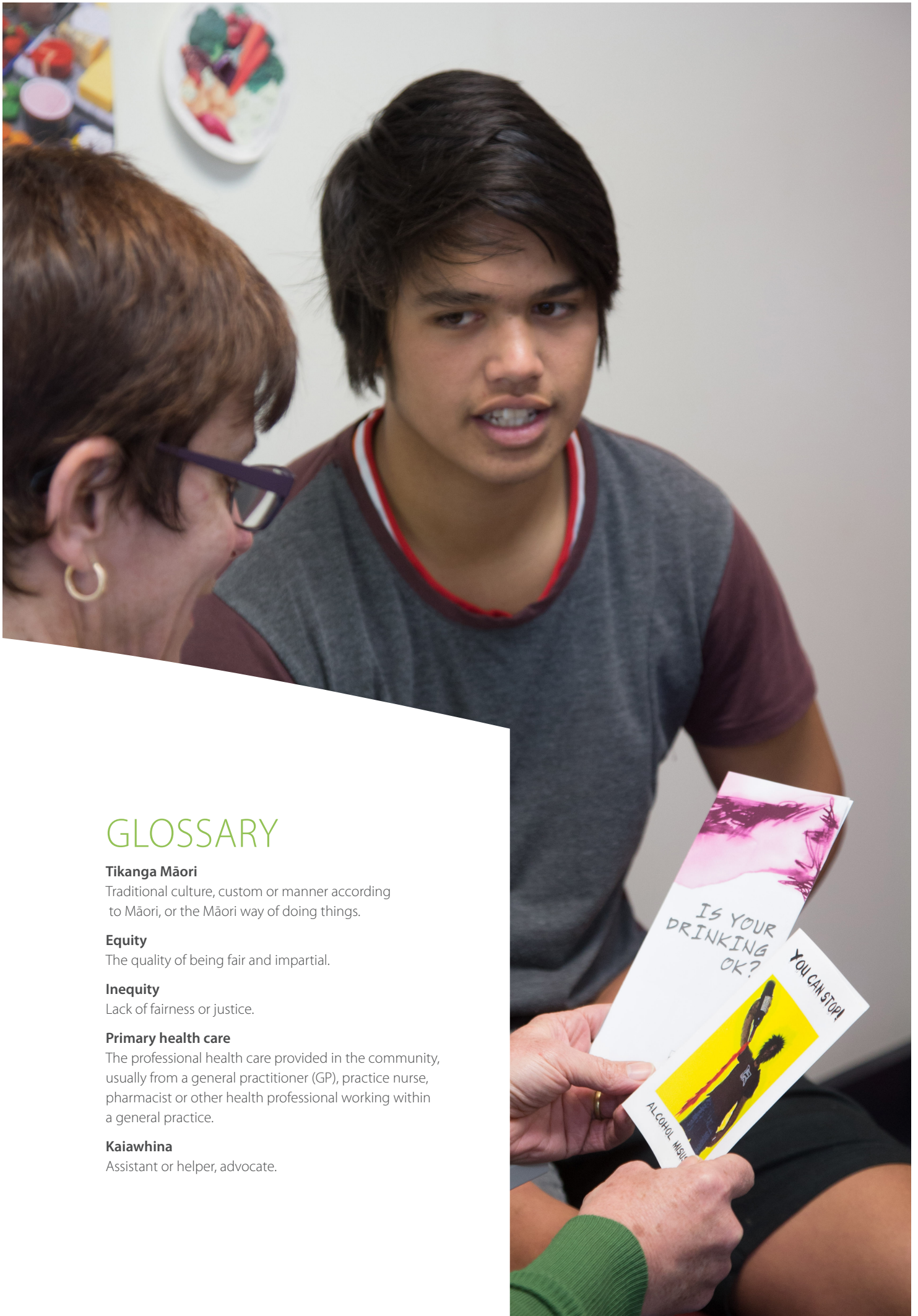
The discovery, development and sharing of effective innovation across Hawke's Bay health will strengthen our system's sustainability. This requires a foundation of compliance and adherence to best clinical and business practice.

Data and technology are key enablers to this. The robust collection and treatment of data will help us to target resources to where the biggest system gains can be made, to track outcomes, and inform different ways of working.

Sustainable business practices and the achievement of business excellence gives substance to the improvement endeavour and the provision of quality, equity driven health services.

Our priorities

- Operate an efficient organisation and maintain a stable financial base
- Review what we do and courageously implement change within Health Hawke's Bay
- Improve the quality of the whole of system data collection, to better understand trends, gain accuracy and improve how we design health programmes
- Foster a highly valued and engaged workforce and optimise workforce capacity, capability and leadership



GLOSSARY

Tikanga Māori

Traditional culture, custom or manner according to Māori, or the Māori way of doing things.

Equity

The quality of being fair and impartial.

Inequity

Lack of fairness or justice.

Primary health care

The professional health care provided in the community, usually from a general practitioner (GP), practice nurse, pharmacist or other health professional working within a general practice.

Kaiawhina

Assistant or helper, advocate.



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