



HEALTH HAWKE'S BAY

Te Oranga o Te Matau-a-Māui

Māhere ā-tau **Annual Plan**

Health Hawke's Bay Limited

2023-24

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He Whakakitenga – Our Vision

Whānau ora, hāpori ora
Family wellbeing,
community wellbeing

He Whāinga – Our Purpose

To support communities, whānau, and providers to achieve sustainable health gains and equitable health outcomes with Māori.

Ngā Mātāpono – Our Values

HeART: He Kauanuanu, Ākina, Rāranga te tira, Tauwhiro

He Kauanuanu – **Respect**

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

Ākina – **Improvement**

Continuously improving everything we do.

Rāranga te tira – **Partnership**

Working together in partnership across the community.

Tauwhiro – **Care**

Delivering high quality care to patients and consumers.

How we give effect to our Values (WAKA):

Whakamana – **Empowerment**

We empower others to reach their highest potential.

Aroha – **Compassion**

We care and provide a cloak of support.

Kotahitanga – **Collaboration**

We work together towards shared goals and visions.

Auaha – **Innovation**

We are inquisitive and seek improvement.

Te Pae Tawhiti

Our Long-Term Goals

Ka Hikitia

To support our provider network to achieve equitable health outcomes with Māori.

Health Outcomes

To support providers to achieve health equity and improve health outcomes for all living in Hawke's Bay.

Health Sector Reforms

To positively influence and support the development and delivery of primary health care services that meet the needs of the people of Hawke's Bay.

Ngā Rautaki Mātua

Our Strategic Priorities

To achieve our long-term goals, we will:

Focus on achieving equity for our diverse communities especially for Māori, as well as Pacific, disabled and other groups who currently have poorer outcomes.

Empower our community by supporting individuals, whānau, and communities to influence the factors and decisions that shape their health care.

Create sustainability for our people through high quality health services, business excellence and partnership with funders, providers, and the community.

Support general practice teams to maximise their capability, capacity, responsiveness, and resilience to benefit the population.

Work in partnership with the Hawke's Bay health sector and related agencies to support service integration to **strengthen and promote comprehensive community-based health and care services.**

Position Health Hawke's Bay to have a credible ongoing role within the reformed health sector.

Ngā Horopaki 2023–24

Our 2023–24 Context

Our Ka Hikitia Strategy

As Hawke's Bay's PHO, we continue to ensure that everyone in the community has access to essential primary health care services through general practice teams or other health and social care services. These services need to be designed and integrated to improve and maintain the health of our population, particularly for Māori.

Our Ka Hikitia Strategy was developed to support our provider network to achieve equitable health outcome for Māori, with a commitment to:

- Prioritise achieving equity for Māori at the heart of how we operate.
- Recognise and embed our commitment – to Te Tiriti o Waitangi.
- Embrace wellbeing as a broader concept than health.
- Partner with other organisations to increase the value we deliver.

A summary of our Ka Hikitia Strategy is attached as Appendix 1.



PROVIDERS ARE WELL-EQUIPPED TO SERVE MĀORI

Kei ngā kaiwhakarato ngā āheinga katoa hei tautoko tika i te iwi Māori.



SERVICES ARE ACCESSIBLE WHERE AND WHEN MĀORI NEED THEM

E wātea ana ngā ratonga ki a Ngāi Māori ā mea wā, ki mea wāhi.



CARE PROVIDED TO MĀORI IS OF HIGH QUALITY

He kouna te manaakitia o te iwi Māori.



RESOURCES ARE AVAILABLE FOR MĀORI TO MANAGE THEIR HEALTH AND WELLBEING

E wātea ana ngā rauemi ki te iwi Māori e taea ai tōna anō hauora me tōna anō oranga te whakahaere.

Our PHO Services Agreement with Te Whatu Ora

Key components of this nationally consistent Agreement under which we continue to operate (for at least another year) include:

FUNCTIONS – THE PHO (HEALTH HAWKE'S BAY) WILL, IN THE HAWKE'S BAY DISTRICT:

- Provide the Services (commissioning and managing primary care/urgent care, health promotion/improvement, providing local services).
- Facilitate and promote service development, coordination, and integration.
- Promote continuous quality improvement in the delivery of the Services.
- Ensure accountability for the delivery of the Services.
- Provide infrastructure, administrative and support services in respect of the Services.

OUTCOMES – THE PHO (HEALTH HAWKE'S BAY) WILL, IN THE HAWKE'S BAY DISTRICT:

- Support its enrolled population and other eligible persons to stay well.
- Contribute to ensuring the clinical and financial sustainability of the health system.
- Ensure that its enrolled population and other eligible persons receive quality, coordinated care delivered by multi-disciplinary teams, that is easy to access and is provided close to home.
- Support all population groups to achieve optimum health outcomes and reduce disparities.

Health System Reforms

The Pae Ora (Healthy Futures) Act 2022 contained a number of provisions relating to the way primary and community health care services will be delivered in the future, to meet the needs and aspirations of individuals, whānau, hapū, iwi and local communities. Most of these focussed on the concept of localities with the Act requiring localities to be determined by 30 June 2024 and Locality Plans to be in place by 30 June 2025.

12 localities were initially identified as prototypes, one of which was Tihei Wairoa. Learnings from these prototypes will be used to further develop details on locality planning and service delivery. Te Aka Whai Ora is currently working with Te Whatu Ora and Iwi Māori Partnership Boards (IMPBs) to develop recommendations on other locality boundaries, but the actual number and location of these has yet to be determined. Initial estimates are that there could be between 60–70 localities established THROUGHOUT New Zealand, with potentially 4 of these being in Hawke's Bay.

It is intended that providers within each Locality will be coordinated through Provider Networks, and that each of these Networks will be supported by a Network Service Support (NSS) agency. Many of the proposed functions of these NSS are currently provided by Primary Care Organisations (PHO). It is intended also that the commissioning of Primary Care will move Te Whatu Ora and the current PHO Services Agreements will be phased out. No indications have been given as to how and when these changes will be implemented.

Health Hawke's Bay (as Hawke's Bay's PHO) will need to proactively respond to all these changes to ensure it is able to influence and be involved in the development of the future reformed health system, including potentially positioning itself as a highly capable NSS. Given the uncertainties around the number and location of Localities, Provider Networks and NSS, we will need to plan for a number of potential scenarios, and build relationships, capability and capacity that ensure we are well positioned to move as appropriate, once decisions are made.

Emergency Events

Recent events such as COVID 19 and Cyclone Gabrielle have highlighted the need for Health Hawke's Bay and the health system generally, to be prepared to respond to the internal and external demands created by such events. Whether it is a pandemic or a natural disaster, the resilience of our communities and the agencies supporting them gets severely tested during these events.

During such events, we have responsibilities to ensure that we and our providers have the capability, capacity, systems, and processes

required to be able to effectively keep our people safe and to respond to meet the primary care health needs of the communities we serve. Expectations are that the frequency of such pandemic and natural disasters will only increase over time, so we need to build our own and providers resilience to achieve this. The development, maintenance and exercising of appropriate emergency management and business continuity plans are key components of building this resilience.

Te Māhere paetae ā-tau me ngā KPI's

Our Annual Plan Objectives and KPIs

Given our current context, our focus on achieving our long-term objectives and purpose in 2023–24 we will:

2023–24 ANNUAL PLAN OBJECTIVES	2023–24 ANNUAL PLAN KPIs
1. Support providers to improve cultural responsiveness and capability.	3 Te Kura Nui modalities developed and available through a scheduled calendar
2. Improve access and health outcomes with Māori.	65% of practices are enrolling via Manu Taupua
3. Improve our responsiveness and support to providers.	64% Provider satisfaction rate achieved.
4. Enhance our own and providers resilience to emergency events.	100% Providers have revised Emergency Management and Business Continuity Plans in place
5. Further develop trusting relationships with general practice, Māori providers, and wider primary and community care providers.	Co-ordinated Primary and Community Health and Care Provider Engagement Plan developed and implemented
6. Facilitate engagement with communities and providers in the development of localities and locality provider networks.	Tihei Takitimu (IMPB) Collaboration Plan (“how we work together”) approved by the Board
7. Position ourselves as a highly capable Network Support Service Provider.	Substantial achievement of Annual Plan Success Measures
8. Collaborate with other PHOs to ensure Health Hawke’s Bay influence and involvement in the development of the future reformed health system.	MoU or Shared Services arrangements entered into with other Central Region PHOs.

Ngā Aronui Angitu

Our Measures of Success

Our high level measures of success directly relating to Health Hawke's Bay contracts/actions/activities/influence will be:

PROVIDERS WELL-EQUIPPED	SERVICES ARE AVAILABLE	CARE IS OF HIGH QUALITY	RESOURCES ARE AVAILABLE	CULTURE AND SERVICE
18% Māori PES participation.	85% Māori population enrolled.	89% Māori HbA1C ≤80mmol/mol.	80% Pepi Imms at 8 months.	64% Provider satisfaction rate.
86% Māori who report cultural needs are met (PES).	65% Māori newborns enrolled at 6 Weeks.	79% Māori eGFR recorded.	50% Māori men CVDRA 30-44.	64% Staff satisfaction rate.
40% Māori utilisation of IPMHAS (HIPs and Health Coaches).	4.63 Māori Service Utilisation pa.	66% Māori on 2020 Asthma guidelines.	93% Māori who report things were explained in a way they could understand (PES).	
	74% Māori who wanted care but couldn't access care (PES).	75% Māori have one health professional they usually see (PES).		

Ngā Āheinga Angitu – He Rauemi Raukaha Our Enablers of Success – Resource Capacity and Capability

In developing and delivering our Annual Plan, issues around capability and capacity need to be addressed. These issues may be regarded as enablers and/or limitations on the achievement of desired Annual Plan goals and objectives. Whilst the Plan needs to be challenging, it also needs to be realistic and achievable.

Enabling plans will be developed and aligned with the Annual Plan for:

- Finance (Budget)
- Workforce
- Information Systems and Digital Enablement
- Infrastructure
- Communications

Te Tahua Pūtea 2023–24 2023–24 Budget

Total Income	\$75,637,290
Total Expenses	\$76,250,317
Net Deficit	-\$613,027

Āpitianga 1 – Appendix 1

Te Rautaki Ka Hikitia Ka Hikita Strategy

Whānau ora, hāpori ora Family wellbeing, community wellbeing

To support our provider network to achieve equitable health outcomes with Māori.



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WELL-EQUIPPED
TO SERVE MĀORI**

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ngā āheinga katoa
hei tautoko tika
i te iwi Māori.*



**SERVICES ARE
ACCESSIBLE WHERE
AND WHEN MĀORI
NEED THEM**

*E wātea ana ngā
ratonga ki a Ngāi
Māori ā mea wā,
ki mea wāhi.*



**CARE PROVIDED
TO MĀORI IS OF
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*He kounga te
manaakitia
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**RESOURCES ARE
AVAILABLE FOR
MĀORI TO MANAGE
THEIR HEALTH
AND WELLBEING**

*E wātea ana ngā
rauemi ki te iwi
Māori e taea ai tōna
anō hauora me tōna
anō oranga
te whakahaere.*



**CULTURAL
RESPONSIVENESS**

Manaakitanga
Tiakitanga
Whanaungatanga
Hauoratanga



**PARTNERSHIP
CONTRACTING**

Priority
Population
Partnership
Model
Bundled,
Flexible
Equity
Focussed
High
Accountability



**TARGETED
FUNDING**

Priority
Population –
Māori
Priority
Conditions –
Diabetes,
CVD and
Respiratory
Disease



**STRENGTHENING
GENERAL
PRACTICE**

Health Care
Home
Programme
Integrated
and Extended
Care Teams
CPO Urgent
and Planned Care



**ENABLING
SYSTEMS AND
PROCESSES**

Halcyon
Claiming
Thalamus
Reporting
HealthPathways
LOGIQC QMS



**OPERATING
MODEL**

Māori
Health Group
Practice
Partnership
Group



HEALTH HAWKE'S BAY

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