

2007/08

HEALTH WAIKATO

OPERATING PLAN

EXECUTIVE SUMMARY

CARING FOR LIFE CARING FOR YOU



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1 INTRODUCTION

HEALTH WAIKATO

**VISION: CARING FOR LIFE
– CARING FOR YOU**

This vision applies across the organisation, its immediate customers/clients and our staff, and the community we serve.

VALUES

- Put patients/clients first
- Take pride in what we do
- Respect others
- Strive to be the best
- Act with integrity
- Work together

MEASURES

- Performance—contractual and financial
- Clinical audit
- Patient/client satisfaction
- Benchmarking
- Staff Retention

AIMS

- To be an innovative organisation, recognised for high standards of care and quality practice
- To be patient/client focused at all times
- To attract, retain and develop all staff in order to deliver optimal health outcomes for our community
- To develop appropriate centres of excellence
- To deliver all services in accordance with good practice

To meet its targets, Health Waikato is reliant on the support of DHB services, including Finance, Information Services, Planning and Funding, and Human Resources. Ensuring strong relationships with clear expectations of service levels is an essential part of our future success. The 2007/2008 year will see renewed focus on building more effective relationships with these groups, the funder in particular.

Concentrating on our values and the measurement thereof, year on year, will build a high-performing and accountable organisation, able to attract and retain high quality staff and recognised for its attention to service, quality and performance, which in turn manifests our aims and vision.

STRATEGIC MILESTONES (2011/12)

- Service redevelopment, and associated service realignment, completed at Thames and Waikato hospital bases
- Ambulatory service models embedded as preferred mode of service delivery
- Optimum patient flows achieved, enabling effective capacity use
- District services meeting community and organisational needs
- Seamless interface with primary service providers
- Stringent financial and operational performance measures in place
- Management, clinical and financial information supports managers in service delivery excellence

ACHIEVING SUCCESS

To achieve these aims and vision, and enable our values to strengthen, Health Waikato will first develop and build the requisite organisational infrastructure and operational processes. The 2007/08 year will be aimed at ensuring our alignment of services and activities operates cohesively across the continuum, with the overarching themes of:

- Improving financial and service performance
- Improving quality and responsiveness of services
- Putting service users first
- Reducing inequalities
- Managing effective change

These themes, put into action, will enable Health Waikato to deliver on the Waikato DHB's District Annual Plan priorities and its communities' current and future needs. Whilst it is never possible to achieve everything immediately, concentration on basic drivers, and the development of such initiatives as the Five High Impact Changes, Models of Care alignment and the STAR programme, will give Health Waikato a firm foundation of cogent service management to move forward towards its strategic milestones.

MEASURING SUCCESS

Ingraining accountability and ownership, at an individual, service and organisational level is necessary to move Health Waikato to service excellence. Measuring success will therefore be a priority for Health Waikato in 2007/08. Ensuring that measures are consistent and aligned with need will be requisite of all services and, more fundamentally, such measurement will inform service and project realignment as necessary to ensure outcomes and goals are achieved.

Making improvement measurable will be a requirement of all projects and future works of Health Waikato. Justifying all major projects and expenditures tangibly and consistently will be a core requirement and this will, in the longer-term, instil a similar ethos across the

organisation at every level, manifesting an entity that strives for improvement, actively seeks to minimise wastage and operates with a clear, guided and objectively cohesive direction.

Quality improvement systems will empower staff to continually strive to meet, and exceed, expectations. Establishing appropriate monitoring and performance measures will be the crucial part of making true success certain. As part of this, cascading KPIs will make the overall goals of the organisation more pertinent and meaningful to every department and staff member.

2 HEALTH WAIKATO: KEY PRIORITIES FOR 2007/08

2.1 IMPROVING FINANCIAL PERFORMANCE

For a number of years, Health Waikato has struggled to meet its expected financial contribution. The need to contain rising costs within the demand for increased services remains a constant challenge. In 2007/8 increased attention to achieving the financial parameters will be a priority for all staff, whilst focus on planning for future services aligned with Health Waikato models of care will commence. More effective financial planning and transparency of financial reporting will be required in order to deliver on this expectation. We need to return to a strong financial position in order to develop and improve services for staff, patients and communities.



OBJECTIVES	STRATEGIES
REVENUE <ul style="list-style-type: none"> Maximising revenue streams 	<ul style="list-style-type: none"> Achieving all contract volumes Accessing available new elective services and AOC revenue All services have robust demand/capacity plans in place, these are reviewed on a rolling three month basis
EXPENDITURE <ul style="list-style-type: none"> Operational costs Staff costs 	<ul style="list-style-type: none"> Implement financial savings opportunities where there is a positive cost/benefit ratio Implement recommendations from supply chain review Reduce sick leave Reduce annual leave to compliance with policy Introduce an accountability performance framework
CAPITAL <ul style="list-style-type: none"> Review assets (buildings, land and plant) Capital assets (clinical) 	<ul style="list-style-type: none"> Prepare asset management plan Reduce or dispose of identified surplus assets

2.2 IMPROVING QUALITY AND RESPONSIVENESS OF ALL SERVICES

All services across Health Waikato are led by clinician/management partnerships which have the accountability for financial, clinical and quality components of their respective services. Strong accountability for performance will continue. In 2007/8 the focus on improving the way services are delivered will be driven by an evidenced-based, quality-focussed and performance monitored organisation. Guaranteeing quality, safety and consistency of service provision will be a requirement of all staff, and changes to service delivery will be clinician-led and well understood by all staff. Health Waikato will continue to support staff with up-skilling and ongoing appropriate education in order to attract and retain staff and ensure that they have the appropriate tools to maximise outcomes and their own potential.

The Health Waikato Quality Plan sets the priorities for quality improvement and clinical safety within the provider division. The Health Waikato Quality Plan has been developed to align with the quality dimensions identified in the Ministry of Health document *Improving Quality (IQ): A Systems Approach for the New Zealand Health and Disability Sector 2003*. The focus in 2007/08 will be on:

SAFETY: medication safety, maintaining accreditation and certification, reducing and learning from errors, reducing patient falls

PATIENT-CENTEREDNESS: improving patient satisfaction, improving customer service, involving

consumers in quality improvement and credentialing
EFFECTIVENESS: improving co-ordination of patient care across the care continuums, implementing clinical audit

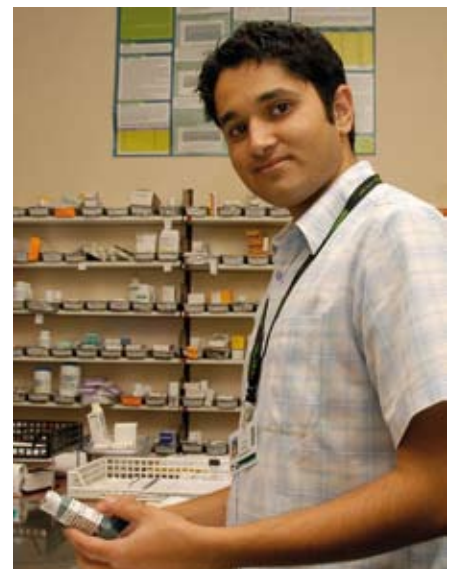
EFFICIENCY: increasing the number of day-case surgery, redesigning clinical processes in line with the Health Waikato models of care, improving staff access to information

TIMELINESS: improving management of waiting lists, meeting national targets for Emergency Department triage times

EQUITY/ACCESS: improving access for Māori patients, improving GP access to specialist advice

CAPACITY BUILDING: making Waikato DHB policies available to the public and other providers, providing strong leadership for quality, improving managers' knowledge and skills in relation to quality improvement, maintaining a focus on clinical governance.

Progress in implementing the Health Waikato Quality Plan is monitored and reported quarterly to the Health Waikato Executive and the Health Waikato Advisory Committee which has responsibility for oversight of quality and clinical safety of health and disability services provided by Health Waikato.



ELECTIVE SERVICES REQUIREMENTS

Health Waikato will continue to focus on the maintenance of elective service requirements and will be prepared to deliver additional services identified by the Ministry of Health from time to time. Health Waikato is committed to developing its systems and processes to maintain the required Elective Service Patient Flow Indicators (ESPI) performance levels. The project management approach adopted will continue in 2007/08 and will have as its principal strategies the following:

- Implementation of a systematic method of ensuring that First Specialist Assessment (FSA) volumes are consistent with the Health Waikato's capacity to deliver
- Continuing communication with Senior Medical Officers (SMOs) to ensure understanding of the intent and rationale of the requirements for managing access to elective services
- Providing an assurance to SMOs that decisions to return patients below the treatment threshold to the care of the referrer will receive managerial support, and that patients and general practitioners will be informed as to the reasons
- The development of continuous quality improvement plans and recovery plans for those Waikato DHB specialities which are not meeting the ESPI targets. Timeframes for these will be agreed with the Ministry of Health
- Process improvements, and provision of patient status information to SMOs, which will result in an increase in the number of patients who are told to expect to receive an operation within the following six months
- Continue to implement strategies to improve productivity and efficiency for specialities not meeting targets for percentage of patients waiting longer than six months for their First Specialist Assessment (ESPI)
- Continue to manage the numbers under active review so that at a time, which is no later than the third review, patients are either booked for an operation or returned to the care of the referrer
- Clear and consistent referral criteria and processes

OBJECTIVES	STRATEGIES
<ul style="list-style-type: none"> • Ensure ESPI compliance 	<ul style="list-style-type: none"> • Elective Services Manager to review, advise, monitor and ensure ESPI compliance is achieved and maintained
<ul style="list-style-type: none"> • Demand – capacity plans in place 	<ul style="list-style-type: none"> • Demand – capacity plans in place, completed and maintained three months in advance • Regular reviews of plans to actual • Improved management of bed stock with predicted bed variance to less than 10 beds • Proactive bed management by implementation of bed forecasting and bed census
<ul style="list-style-type: none"> • Communication and Training 	<ul style="list-style-type: none"> • Regular training for all staff • Communication with staff, patients and GPs

2.3 PUTTING PATIENTS (SERVICE USERS) FIRST

Our patients are our service users and they come first. We will provide a safe, clinically appropriate and quality service across all disciplines. Patients want to know

that they will have their needs met, that the service is safe, they are informed and there is a seamless continuum of care from the point of entry to exit.

OBJECTIVES	STRATEGIES
<ul style="list-style-type: none"> • Safe and comfortable environment for patients and their family/whanau whilst waiting for discharge or transfer • Discharge processes and planned in advance, co-ordinated and communicated to appropriate services and family 	<ul style="list-style-type: none"> • Establishment of the Transit Lounge • Discharge Policy fully implemented
<ul style="list-style-type: none"> • Enhanced service delivery performance 	<ul style="list-style-type: none"> • Improved patient flow through: <ul style="list-style-type: none"> – journey-wide patient protocols – standardised patient flow based on evidence and local information – consistency in patient treatment – avoidance of unnecessary follow-ups and diagnostic procedures – chronic (long-term) care condition management – GP education on chronic/long term care management – Chronic conditions/long-term care protocols
<ul style="list-style-type: none"> • Reduced waiting times for people attending the Emergency Department 	<ul style="list-style-type: none"> • Star ED: Streaming of patients through ED (likely to admit/ unlikely to admit)



2.4 REDUCING INEQUALITIES

Health Waikato will focus on delivering quality health care wherever services are provided, with a particular focus on access to culturally appropriate services and addressing the health disparity gap between Māori and non-Māori. In the *New Zealand Health Strategy*, the following key points are outlined as to how the strategy will work to reduce inequalities in health to ensure accessible and appropriate services for the following people:

- Low socio-economic groups
- Māori
- Pacific

Reducing inequalities will be an important focus for Health Waikato in 2007/08. The key objective will be to ensure that every service takes responsibility for reducing inequalities, especially by improving access to health care to the above listed target groups. It is noted that mainstream funding and planning will be refocused through promotion of the Reducing Inequalities Intervention Framework and the Health Equity Assessment Tool (HEAT), particularly for those people on low-incomes, Māori and Pacific people.

OBJECTIVES	STRATEGIES
<ul style="list-style-type: none"> • Equity of treatment threshold for services 	<ul style="list-style-type: none"> • Provide equitable access to treatment
<ul style="list-style-type: none"> • Address the health disparity gap between Māori and non-Māori by addressing system inequalities 	<ul style="list-style-type: none"> • Kaupapa Māori research and action • Organisational culture change • Working across sectors
<ul style="list-style-type: none"> • To have service and campus reconfiguration, models of care and facility development that are responsive to the clinical and cultural health needs of Māori 	<ul style="list-style-type: none"> • Completion of Māori model of care
<ul style="list-style-type: none"> • To have a service delivery model that is responsive to Māori 	<ul style="list-style-type: none"> • Cultural assessments • Quality ethnicity data collected • Monitor reducing inequality for Māori health priority areas

2.5 IMPLEMENTING AND MANAGING CHANGE

Health Waikato is changing and wants the change to be for the better. New services are being developed that improve the service patients receive and the outcomes they experience. Patients should be offered greater convenience and choice. Waiting times for treatment should fall. We want these improvements to happen as Health Waikato staff actively engage in re-shaping service delivery. There is a long way to go. We must aim for every single patient to receive the best possible care, every single time.

The five changes, referred to as *High Impact Changes*, set out here can make a tremendous contribution to reaching that goal. These changes are the results of

learning from the *NHS Institute for Innovation and Improvement* work. They are sourced from everyday experience and the achievements of thousands of frontline clinical teams.

As the momentum of change gathers and in order for Health Waikato to deliver on the expected models of care objectives, a particular focus will be embedded using the newly developed "5 High Impact Changes". The principles that underpins the five high impact changes for service improvement and delivery are:

- Patient-centred
- Evidence-based
- A "systems" view of the world

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Patient-centred Operational Performance 	<ul style="list-style-type: none"> • Implementation of the High Impact Changes for inpatient and outpatient services

3 SERVICE PRIORITIES

Health Waikato is an integrated provider of health services covering the spectrum from population health and health promotion activity through to major trauma, emergency care and tertiary level specialist services, and beyond to rehabilitation and after-care. Health Waikato provides these services using flexible, innovative models of service delivery that are based on an evidence based, good practice, patient-centred approach utilising skilled staff. As the provider arm of the Waikato DHB, it is the main provider of hospital and health services to the people of the DHB and Midland regions. Whilst each service operates with its own particular requirements and service expectations, emphasis will also be on services recognising the 'whole' of the organisation and working towards sound process models which enable appropriate collaboration and prioritisation of resources.

The following outlines the individual strategic visions for these services and the key priority areas for the 2007/08 year. Focus is also put on the measures used to ensure that performance meets expectations and that an 'eye on the prize' is always maintained. These measures, and the overarching organisational measures such as financial and contractual compliance, quality and risk, and staff retention and recruitment, will form the core of the monthly and quarterly reporting framework.



WAIKATO HOSPITAL

WOMEN & CHILD HEALTH

VISION	To provide excellent care to the women and children of Waikato in a family friendly environment that allows good training and development of its staff thus enabling the delivery of quality care. Working in partnership to deliver services to communities that focus on prevention and promotion will enable families to become expert parents.
PRIORITY AREAS	<ul style="list-style-type: none"> • Redevelopment/reconfiguration – delivery suite/children's inpatients, colposcopy; newborn intensive care; management; • Project work – Project Energise and Project BodyWise, BFHI; • Throughput across the continuum of care
MEASURES	<ul style="list-style-type: none"> • All reconfiguration/redevelopment work completed in line with projected milestones and within budget • Elective Services Framework compliance • Continued Baby Friendly Hospital Initiative Compliance



CLINICAL AND NURSING

VISION	To investigate and improve the role of patient flow management as a tool to support health service demands and ensure timely access of patients requiring our healthcare services. To achieve this vision the focus will be on motivating and retaining staff by boosting morale, skilling staff and encouraging staff to implement simple and sustainable improvements in delivery of patient care.
PRIORITY AREAS	<ul style="list-style-type: none"> • STAR programme <ul style="list-style-type: none"> – Acute Star – Access Star – Star Wards – Operation Star – Event Initiated Discharge
MEASURES	<ul style="list-style-type: none"> • ED LOS for admitted and discharged patients will be reduced by 30% • Increase in specialty theatre utilisation from 2006/07 figures • Event initiated discharge processes insitu in 30% of inpatient wards • Reduction in lost beds days due to improved acute theatre access on the 2006/07 year • Bed Occupancy target of between 85 - 90% will be met • Nursing vacancies will be no more than 5% of total nursing budget

MEDICAL & ONCOLOGY

VISION	To provide cost effective, efficient acute and elective tertiary and secondary services to the Waikato District and Midland Region–delivering the service with equity of access, patient focus and securing the long term staff to deliver.
PRIORITY AREAS	<ul style="list-style-type: none"> • Stroke Unit • Single Energy Linac Replacement • STAR projects
MEASURES	<ul style="list-style-type: none"> • ALOS¹ by specialty • Acute/Elective mix • Volumes delivery

¹ Average Length of Stay

CLINICAL SUPPORT & CONTRACTS

VISION	To provide timely, high quality and cost effective diagnostic and allied health support by supporting improved diagnosis/treatment, patient outcomes and reduced ALOS. Innovative application of technology and responsiveness to customer (external and internal) need will ensure continued improvement.
PRIORITY AREAS	<ul style="list-style-type: none"> Enhanced clinical and management leadership of (clinical) support within Waikato DHB <ul style="list-style-type: none"> – Models of Care – Radiology, Biomedical Engineering, Laboratory, Pharmacy; collaborative planning with community laboratory and developing common Midland patient data repository Improved patient flow and patient safety <ul style="list-style-type: none"> – Medications safety project; supporting improved patient flow, e.g. Unit X, TOPS, Renal, Transit Lounge and improved support to ED; building workforce capacity; development of comparative advantage roles, implementing standardised systems and processes
MEASURES	<ul style="list-style-type: none"> Level and nature of complaints from patients/services users Maintenance of accreditation Budget variance

SURGICAL SERVICES

VISION	To provide high quality secondary and tertiary level surgical services on an acute and elective basis to the people of Waikato DHB and the wider Midland region. Surgical Services will be based on need and provide equal opportunity of access to all of its catchment area by providing the right services in the right places at the right time.
PRIORITY AREAS	<ul style="list-style-type: none"> Elective Services Framework compliance Increase elective surgery volumes STAR projects
MEASURES	<ul style="list-style-type: none"> Compliance to elective services performance indicators ALOS by specialty Acute/Elective mix Volumes delivery



RURAL SERVICES

VISION	To provide multidisciplinary health care in rural hospitals and community settings, establishing collaboration with other providers to create sustainable services within available resources, in order to attain recognisable health gain across the DHB population over time.
PRIORITY AREAS	<ul style="list-style-type: none"> • Rural Hospital Project • Collaborative projects with PHOs • Ongoing development of flexible workforce in community based services
MEASURES	<ul style="list-style-type: none"> • Rural Hospital Project recommendations developed/ implemented • Monitoring and evaluation of collaborative projects with PHOs • Effective budget/resource management

POPULATION HEALTH SERVICE (PHS)

VISION	With the central tenet of providing effective and appropriate services to the right people, at the right time, and in the right locations, the PHS's overarching aim is preventing illness and disease through evidenced-based activities that promote and improve health outcomes and wellness for the population of Waikato DHB.
PRIORITY AREAS	<ul style="list-style-type: none"> • Communicate the 5 year plan/and direction of PHS activity to staff and key stakeholders across the continuum • Align resources to projected contract outcomes within PHS • Improve immunisation rates as a whole-of-service and sector initiative
MEASURES	<ul style="list-style-type: none"> • 100% of stated key stakeholders across the continuum are aware of and understand the direction of PHS business for the 5 years ahead, specifically PHS staff, HWE, PHO, EG and regional MoH staff members • Achievement of 100% of contracted outcomes planned for year 1 of PHS plan within budget • Immunisation coverage is increased to at least 79% of two year olds in the Waikato DHB region

OLDER PERSONS & REHABILITATION SERVICE

VISION	This inpatient and community service provides a comprehensive team approach to delivering sustainable client centred options which maximise human potential. OPRS encourages active participation by providing innovative and flexible packages of care across the continuum. Through partnership and leadership, OPRS invests in developing and adapting services for the changing needs and growth of a diverse population.
PRIORITY AREAS	<ul style="list-style-type: none"> • Completion of the NIHME pathway Project including Workforce Planning • Reduce the number of multiple assessments undertaken per patient by building on to initial comprehensive assessment
MEASURES	<ul style="list-style-type: none"> • Throughput, Discharges and ALOS • Delivery against contractual agreements • Referral waiting times for access and transfer and access to service

MENTAL HEALTH SERVICES

VISION	Mental Health and Addiction Services will work in partnership with users, family/whanau and the community to fully promote and engage the range of medical, psychological, cultural and social services in order to support service users on their recovery journey.
PRIORITY AREAS	<ul style="list-style-type: none"> • Facility Development <ul style="list-style-type: none"> – New Regional Forensic Facility and relocation of MHSOP and implementation of Forensic Plan – Co-location of Community Mental Health Services • Increase on implementation of recovery approach in all MHS • KPI information collection • Review of demand and capacity across inpatient and community services
MEASURES	<ul style="list-style-type: none"> • Facility design and build/lease timeframes are met • Forensic plan targets met • Increase % of service users with MDT/ crises prevention plans • Key new MOH KPI targets met

SERVICE DEVELOPMENT AND CHANGE

VISION	To provide expert service and advice in: project management; service development/design; and change management.
PRIORITY AREAS	<ul style="list-style-type: none"> • Establishment of Project Control Office • Rural Hospital Project • Management, monitoring and reporting of Change Programme (SCR- Global Plan, KPIs)
MEASURES	<ul style="list-style-type: none"> • Project Control Office established • Sustainability Model for Rural Services completed • Change processes consolidation



PROPERTY AND INFRASTRUCTURE

VISION	This service aims to ensure that Health Waikato's infrastructural requirements are met efficiently, enabling the most valuable use of DHB fixed assets to best meet service need.
PRIORITY AREAS	<ul style="list-style-type: none"> • Contract management and associated procedures • Asset maintenance and management • Customer service
MEASURES	<ul style="list-style-type: none"> • Procedures in place and compliance levels monitored • Asset maintenance levels monitored and demonstrate improvement • Customer feedback surveys implemented and utilised

4 SUMMARY

As can be seen by the service purposes, the Health Waikato management team, and the services they lead, are all directed towards enabling 'right services, right places, right times' and gaining measurable and cogent service improvement. The informed direction of our organisation, and the accountability of each service and staff member within it, is essential to successfully move Health Waikato forward. The changes necessitated, and work required, by campus reconfiguration, benchmarking and national, regional and DHB strategic requirements, as well as our growing knowledge of the communities we serve, will variously inform or even dictate our service direction. Reacting proactively, from a firm foundation of knowledge of our business, will be necessary to enable the best possible evolution of this organisation.

All operations will work under or evidence based good-practice models which are vigorously monitored and managed, whether it is business as usual or service development/change, ensuring that the why of what we do is as intrinsically sound as the how.

Jan Adams
General Manager Health Services