

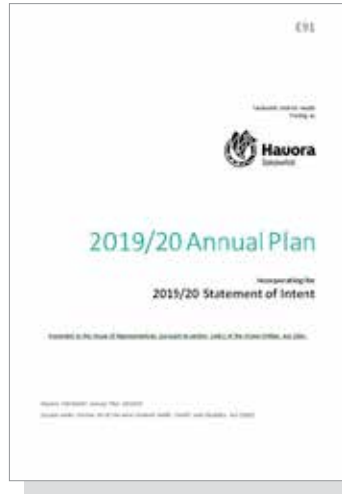
Regional Services Plan Strategic Direction



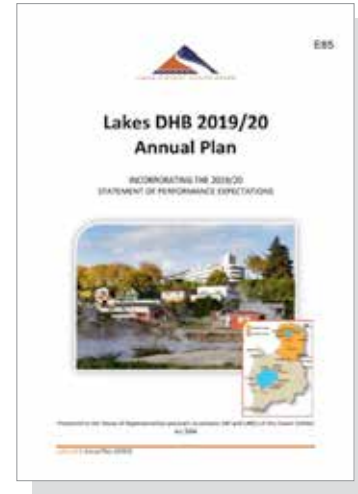
Midland DHBs Annual Plans



BAY OF PLENTY



HAUORA TAIRĀWHITI



LAKES



TARANAKI



WAIKATO

The thought and creative design of this document has been intentionally aligned to the Bay of Plenty DHB 2015-16 Annual Plan Summary. Midland DHBs acknowledge the creativity of Bay of Plenty DHB and thanks them for their permission to apply this approach more widely.

Endorsement by Minister

Hon Dr David Clark

MP for Dunedin North

Minister of Health

Associate Minister of Finance



11 NOV 2019

Mr Derek Wright
Lead Chief Executive for
Midland Region District Health Boards
Derek.wright@waikatodhb.health.nz

Mr Jim Green
Chair
HealthShare Board
Jim.green@tdh.org.nz

Dear Derek and Jim

Midland Regional Service Plan 2019/20

This letter is to advise you I have approved and signed the Midland Regional Service Plan (RSP).

I am pleased to see the enhanced emphasis on equity and sustainability in your plan. I intend to build on this focus in 2020/21 including strengthening alignment with your district health boards (DHBs) annual plans to support system sustainability.

My approval of your RSP does not constitute acceptance of proposals for service changes that have not undergone review and agreement by the Ministry of Health (Ministry). Please ensure that you advise the Ministry as early as possible of any proposals for service change that may require Ministerial approval. Approval of the Plan also does not constitute approval of any capital business cases that have not been approved through the normal process.

I would like to thank you and your staff for your valuable contribution and continued commitment to delivering quality health care to your population and wish you every success with the implementation of the 2019/20 RSP.

Please ensure that a copy of this letter is attached to the copy of your signed RSP held by each DHB Board and to all copies that are made available to the public.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'D Clark', enclosed in a circular scribble.

Hon Dr David Clark
Minister of Health

cc: Midland Region DHB Chairs and Chief Executives

Agreed by Board Chairs and Chief Executive Officers of Midland District Health Boards



Sally Webb
Chair



Helen Mason
Chief Executive



David Scott
Chair



Jim Green
Chief Executive



Deryck Shaw
Chair



Nick Saville-Wood
Chief Executive



Pauline Lockett
Chair



Rosemary Clements
Chief Executive



Dr Karen Poutasi
Commissioner



Dr Kevin Snee
Chief Executive



Introduction

The 2019-22 Midland Regional Services Plan (RSP) describes our ongoing focus on collaboration to achieve equity in health outcomes, and wellbeing for the people of the Midland DHBs region.



He tōtara wahi rua he kai na te ahi

The totara split in two is food for the fire (unity is strength).

The RSP describes how health strategies, plans and arrangements will contribute to healthier lives in the Midland region.

This year the Midland Region Governance Group (MRGG) and the Midland Iwi Relationship Board (MIRB) signed a Memorandum of Understanding that outlines our intentions to work together and in partnership.

The Midland region has the highest Māori population of any region in New Zealand. This gives us a unique opportunity to ensure our services are responsive to the needs and aspirations of Māori communities. Te Tiriti o Waitangi is a foundation and guidance for this work; to ensure Māori achieve the same health outcomes as non-Māori, to recognise the role of Māori representation at all levels of health sector

governance, and to champion the development of health services that align with Māori cultural values.

Unfortunately, there are inequalities in health outcomes within different populations, in particular in the health outcomes for Māori. Key to our regional strategy is achieving equity in Māori health outcomes, as well as identifying and addressing equity gaps in other populations. These principles guide the work of all our collaborative regional groups.

By sharing knowledge and having open conversations about our priorities, direction, and design of health services, we can ensure everyone in our communities has the opportunity for the best possible health.





Our National Vision

Tā Mātou Moemoea

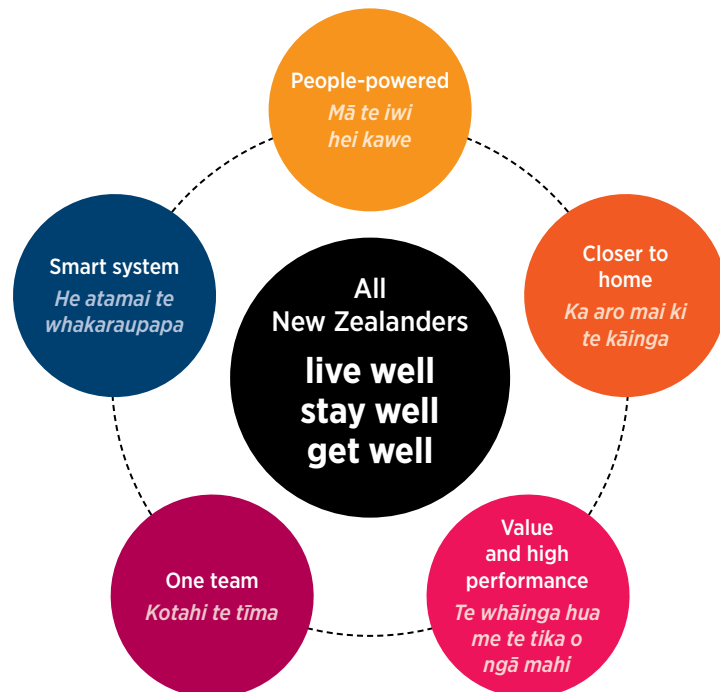
All New Zealanders live well, stay well, get well.



Our Goal > Wellness



NZ Health Strategy 2016 Strategic Themes



This Strategy places particular emphasis on integration, which is critically dependent on a team approach.

Particular examples of integration in the health system include:



Integrated care for a disease condition or population that improves an individual person's journey (for example, a diabetes pathway)



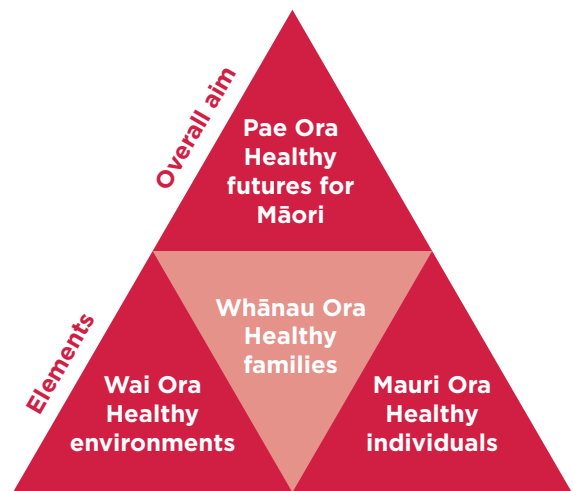
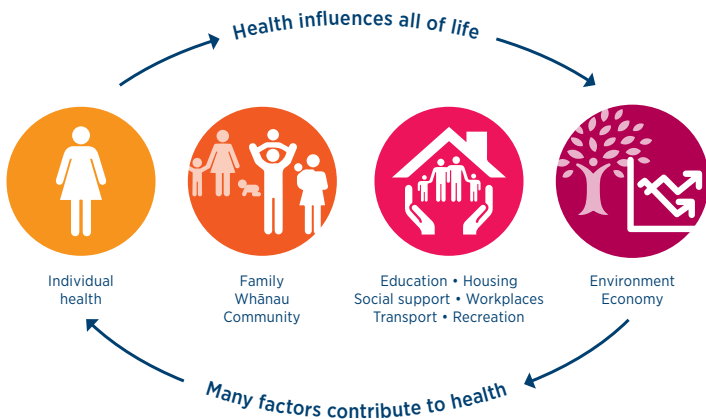
Integrated health services that combine different services under one roof (for example, provision of Well Child / Tamariki Ora checks at the same location as ultrasound scans)



Coordination with initiatives in other sectors (for example, the Healthy Homes Initiatives)



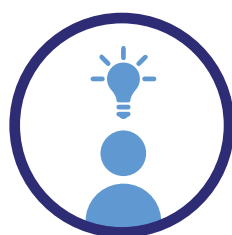
Vertical integration and service planning that make the right facilities available in the right coverage areas (for example, access to specialists from remote locations, or sharing equipment across hospitals)



REFRESHED GUIDING PRINCIPLES FOR THE HEALTH SYSTEM

1. Acknowledging the **special relationship** between Māori and the Crown under the **Treaty of Waitangi**
2. The best **health and wellbeing** possible for all New Zealanders **throughout their lives**
3. An **improvement in health status** of those currently disadvantaged
3. Collaborative **health promotion, rehabilitation** and disease and **injury prevention** by all sectors
5. **Timely and equitable access** for all New Zealanders to a comprehensive range of health and disability services, regardless of ability to pay
6. A **high-performing system** in which people have **confidence**
7. Active **partnership** with **people and communities** at all levels
8. Thinking beyond narrow definitions of health and **collaborating with others** to achieve wellbeing

Investment approach



Information and knowledge



Planning and collaborative working



Action and a high performing system



Long term gain and evaluation

About our midland region

| DHB | PHO |
|-------------------|--|
| Bay of Plenty | Eastern Bay Primary Health Alliance Nga Mataapuna Oranga Ltd Western Bay of Plenty Primary Health Organisation Ltd |
| Lakes | Pinnacle Midlands Health Network - Lakes Rotorua Area Primary Health Services Ltd |
| Hauora Tairāwhiti | Pinnacle Midlands Health Network - Tairāwhiti Ngāti Porou Hauora Charitable Trust |
| Taranaki | Pinnacle Midlands Health Network - Taranaki |
| Waikato | Hauraki PHO Pinnacle Midlands Health Network - Waikato *National Hauora Coalition |

*MOH categorises Counties Manukau DHB as the lead DHB for the National Hauora Coalition (NHC), which excludes NHC from the Midland DHB list, however NHC figures have been added into the above table for Waikato DHB - where NHC provides a locally based service.



The Midland region covers an area of 56,728 km², or 21% of New Zealand's land mass.



Stretches from Cape Egmont in the West to East Cape and is located in the middle of the North Island.



Five District Health Boards: Bay of Plenty, Lakes, Hauora Tairāwhiti, Taranaki, and Waikato.



Includes major population centres of Tauranga, Rotorua, Gisborne, New Plymouth and Hamilton.



951,965 people (2019/20 population projections), including 245,120 Māori (26%) and 43 local iwi groups.

Midland region Iwi

Māori population of DHB region



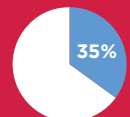
Bay of Plenty DHB

Ngāi Te Rangī, Ngāti Ranginui, Te Whānau ā Te Ēhutu, Ngāti Rangitihī, Te Whānau ā Apanui, Ngāti Awa, Tūhoe, Ngāti Mākinō, Ngāti Whakaue ki Maketū, Ngāti Manawa, Ngāti Whare, Waitahā, Tapuika, Whakatōhea, Ngāti Pūkenga, Ngāi Tai, Ngāti Whakahemo, Tūwharetoa ki Kawerau



Lakes DHB

Te Arawa, Ngāti Tuwharetoa, Ngāti Kahungunu ki Wairarapa



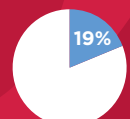
Hauora Tairāwhiti

Ngāti Porou, Ngāi Tamanuhiri, Rongowhakaata, Te Aitanga-a-Mahaki, Ngāti Kahungunu, Ngā Ariki Kaiputahi, Te Aitanga-a-Hauti



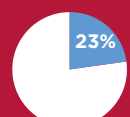
Taranaki DHB

Ngāti Tama, Ngāti Mutunga, Te Atiawa, Ngāti Maru, Taranaki, Ngāruahine, Ngāti Ruanui, Ngā Rauru Kīitahi



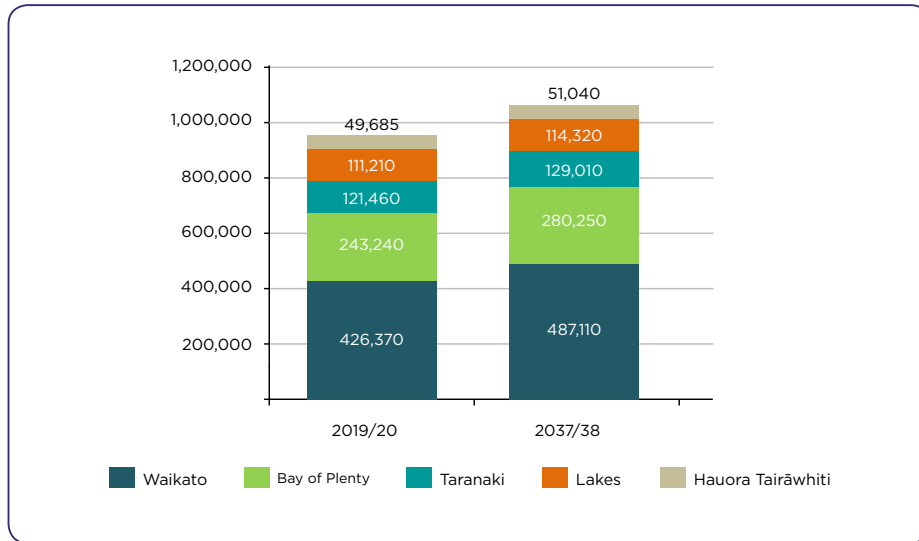
Waikato DHB

Hauraki, Ngāti Maniapoto, Ngāti Raukawa, Waikato, Tuwharetoa, Whanganui, Maata Waka

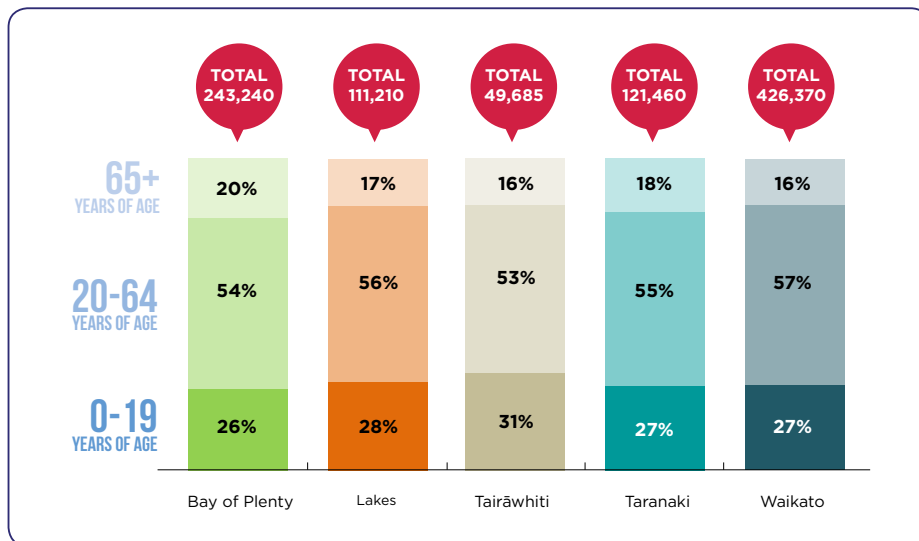


Midland DHB populations

Predicted change to Midland DHBs projected population 2019/20 to 2037/38



Source: Statistics NZ: Projected Population Tables (released Dec 2018)

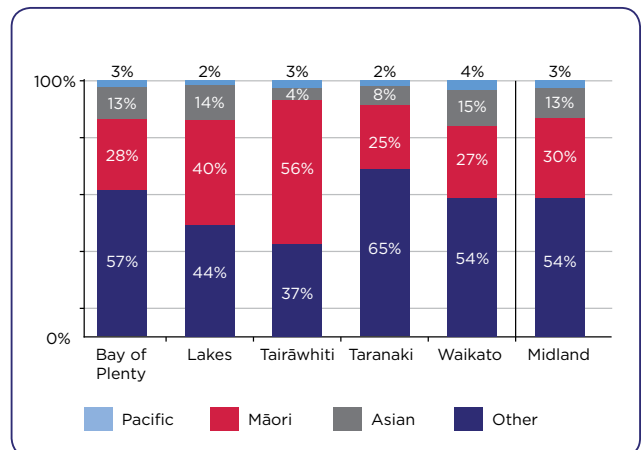
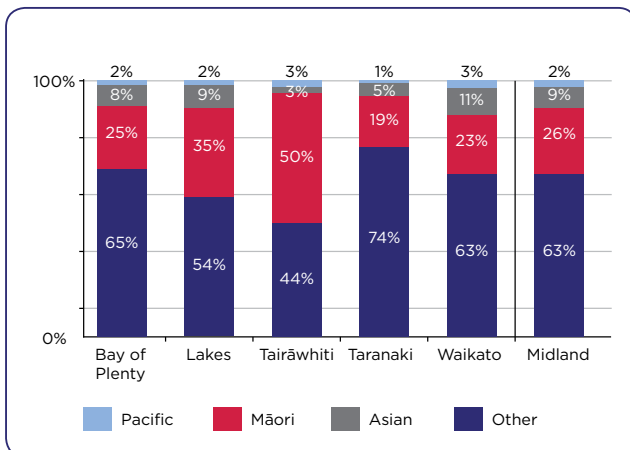


Projected change in population distribution from 2019/20 to 2037/38

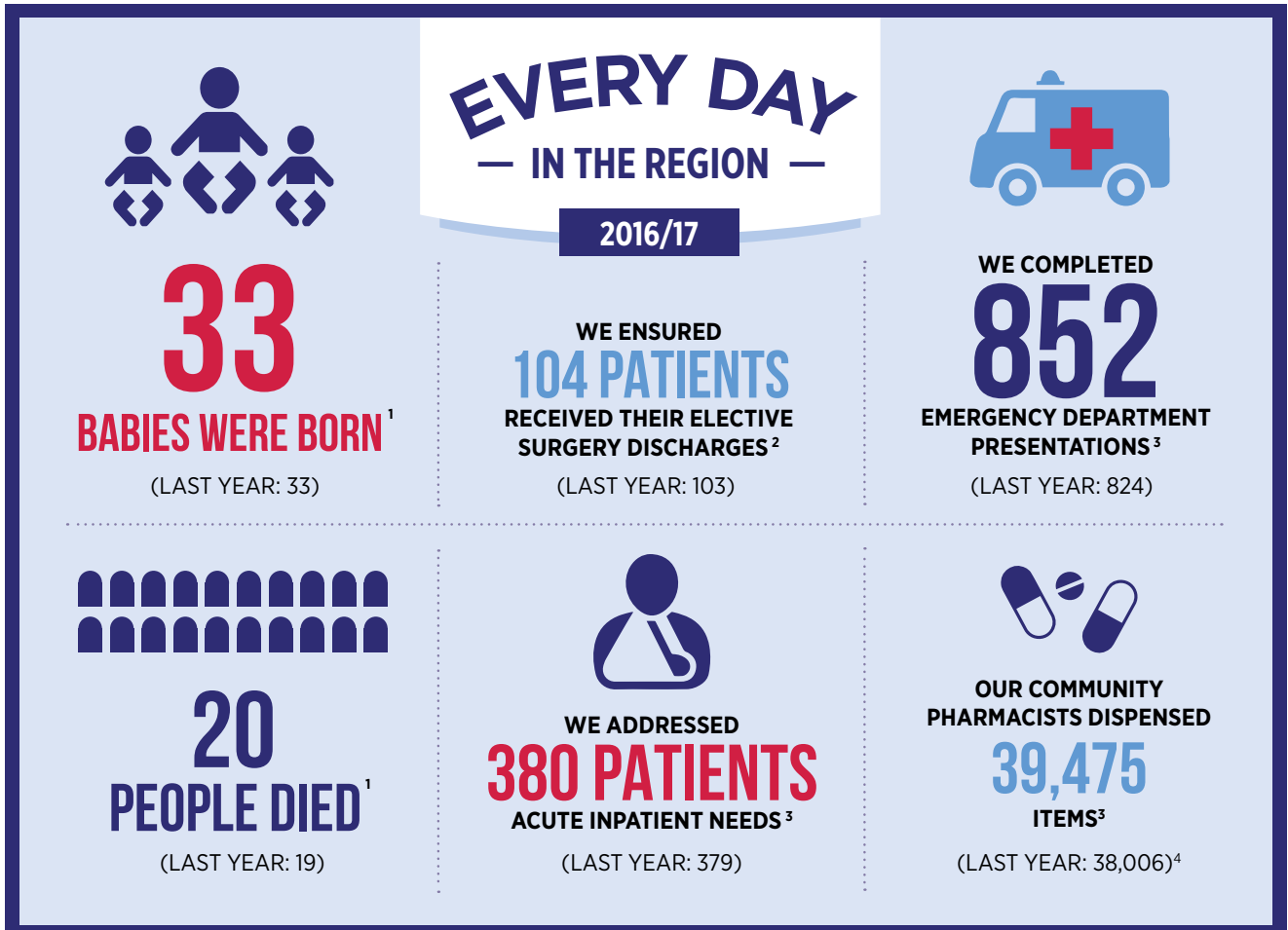
2019/20 Midland Total Projected Population by four main ethnicities



2037/38 Midland Total Projected Population by four main ethnicities



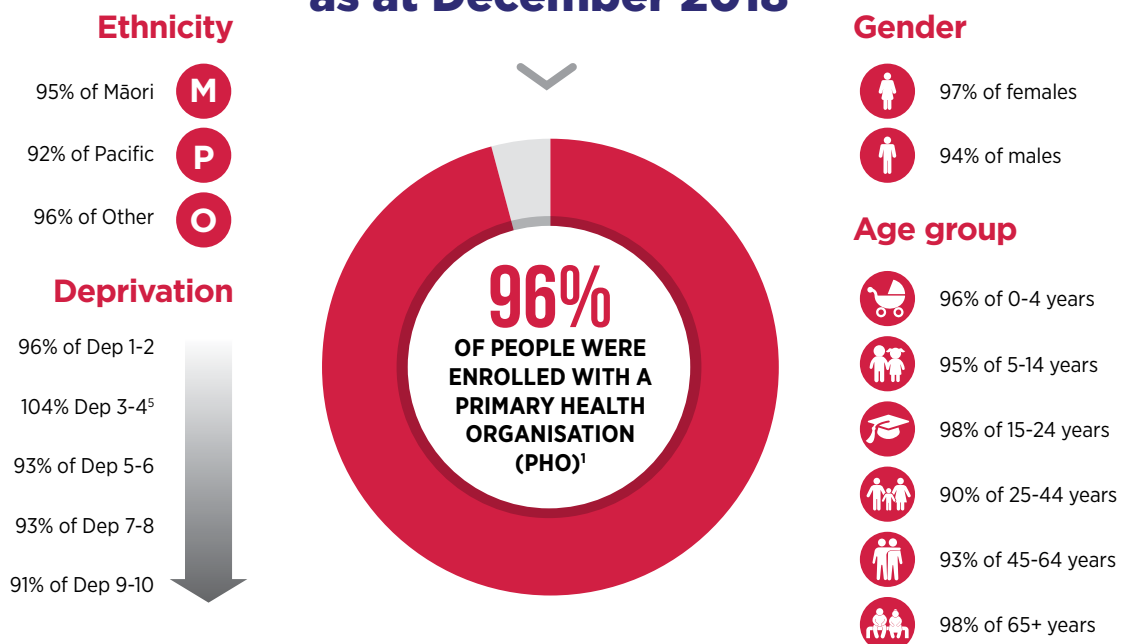
Source: Statistics NZ: Projected Population Tables (released Dec 2018)



Notes

- ¹ Data sourced from Statistics NZ
- ² Data sourced from DHBs' 2016/17 Electives Initiatives Report - surgical discharges are defined as discharges from a surgical purchase unit (PUC) including Intraocular Injections and Skin Lesions reported to NMDS, or discharges with a surgical DRG.
- ³ Data sourced from DHB Annual Reports or directly from DHBs
- ⁴ 2015/16 Pharmacy figure has been updated

Midland PHO Enrolment Data as at December 2018



Note

¹ The estimated percentage of those who are enrolled in a PHO may exceed 100% as numerators and denominators are sourced from two different places (Ministry of Health & StatsNZ).



Our Strategic Outcomes

Achieve health equity

The New Zealand health service has made good progress over the past 75 years. However, an ongoing challenge is to reduce ethnic inequalities in health outcomes for populations, particularly Māori and Pacific peoples.

A core function of DHBs is to plan the strategic direction for health and disability services. This occurs in partnership with key stakeholders and our community (i.e. clinical leaders, iwi, Primary Health Organisations and Non-Government Organisations) and in collaboration with other DHBs and the Ministry of Health. Achieving health equity is the goal.



Image credit: Health Quality & Safety Commission New Zealand

Māori are the main population group affected by health inequity across the Midland region. The Midland DHBs have obligations under the Treaty of Waitangi to ensure Māori achieve the same health status as non-Māori and are committed to work in partnership with the Midland Iwi Relationship Board to achieve health equity for Māori.

EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



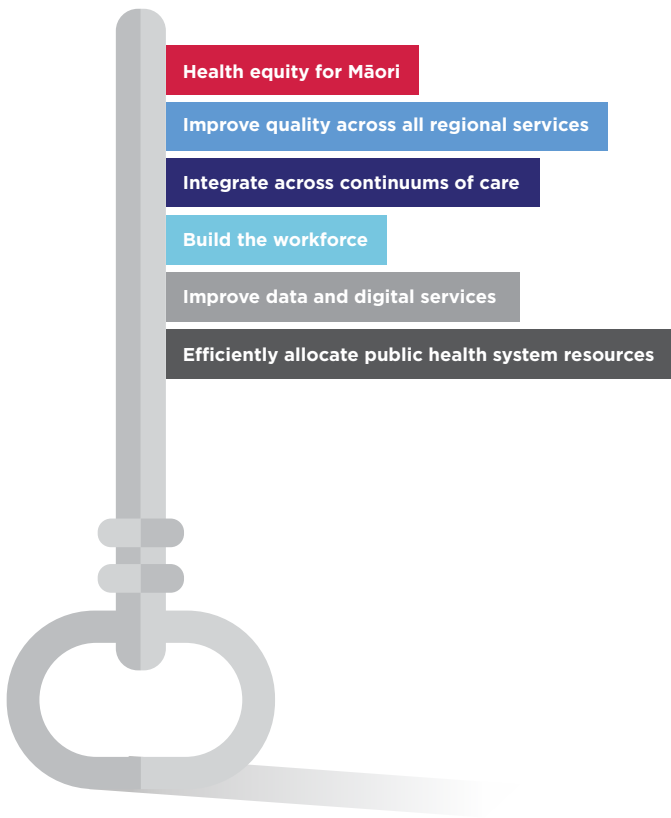
In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

Improve the health of the Midland populations

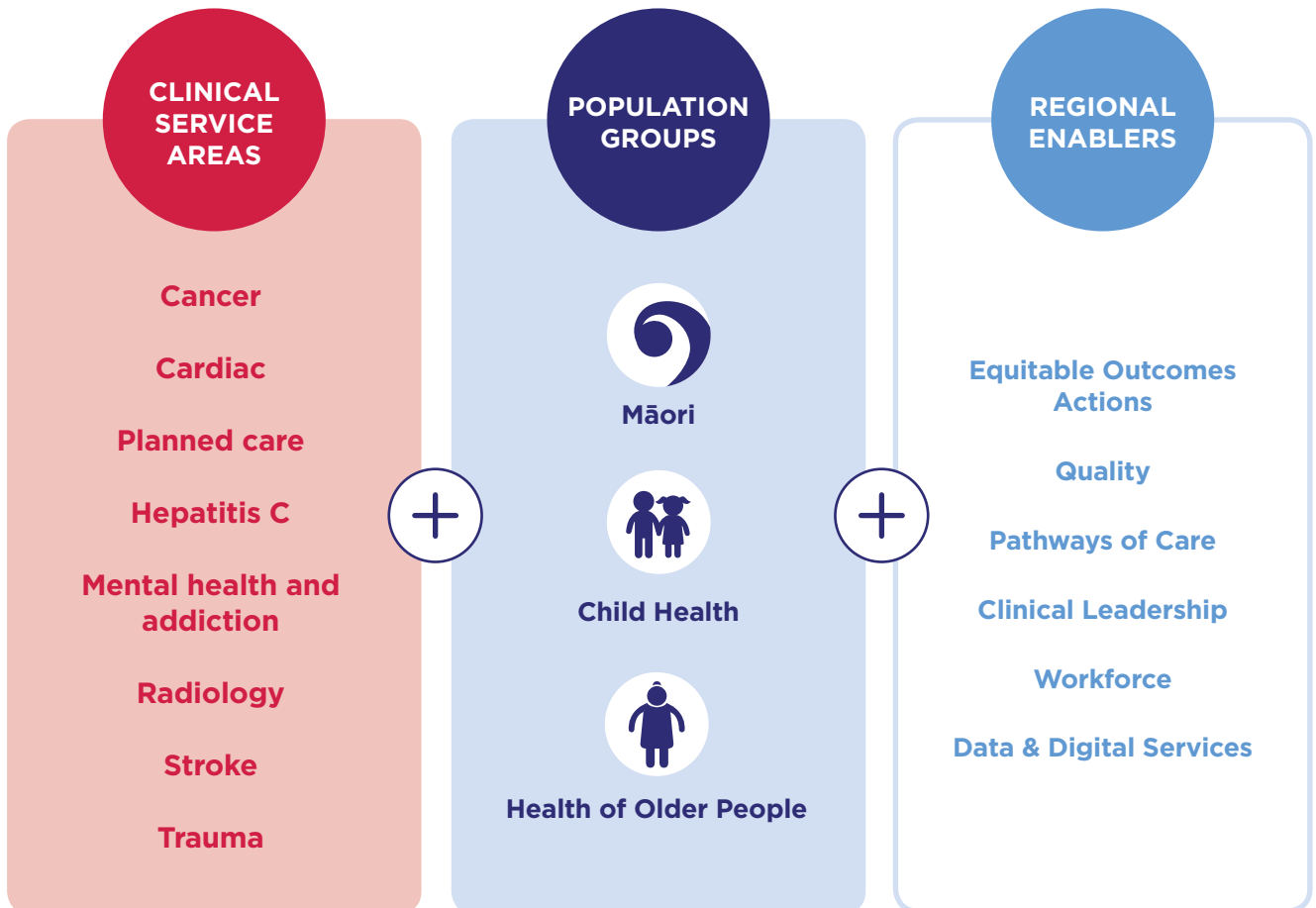
Health and wellbeing is everyone's responsibility. Individuals and family and whānau are to actively manage their health and wellbeing; employers and local and central body regulators and policymakers are expected to provide a safe and healthy environment that communities can live within.



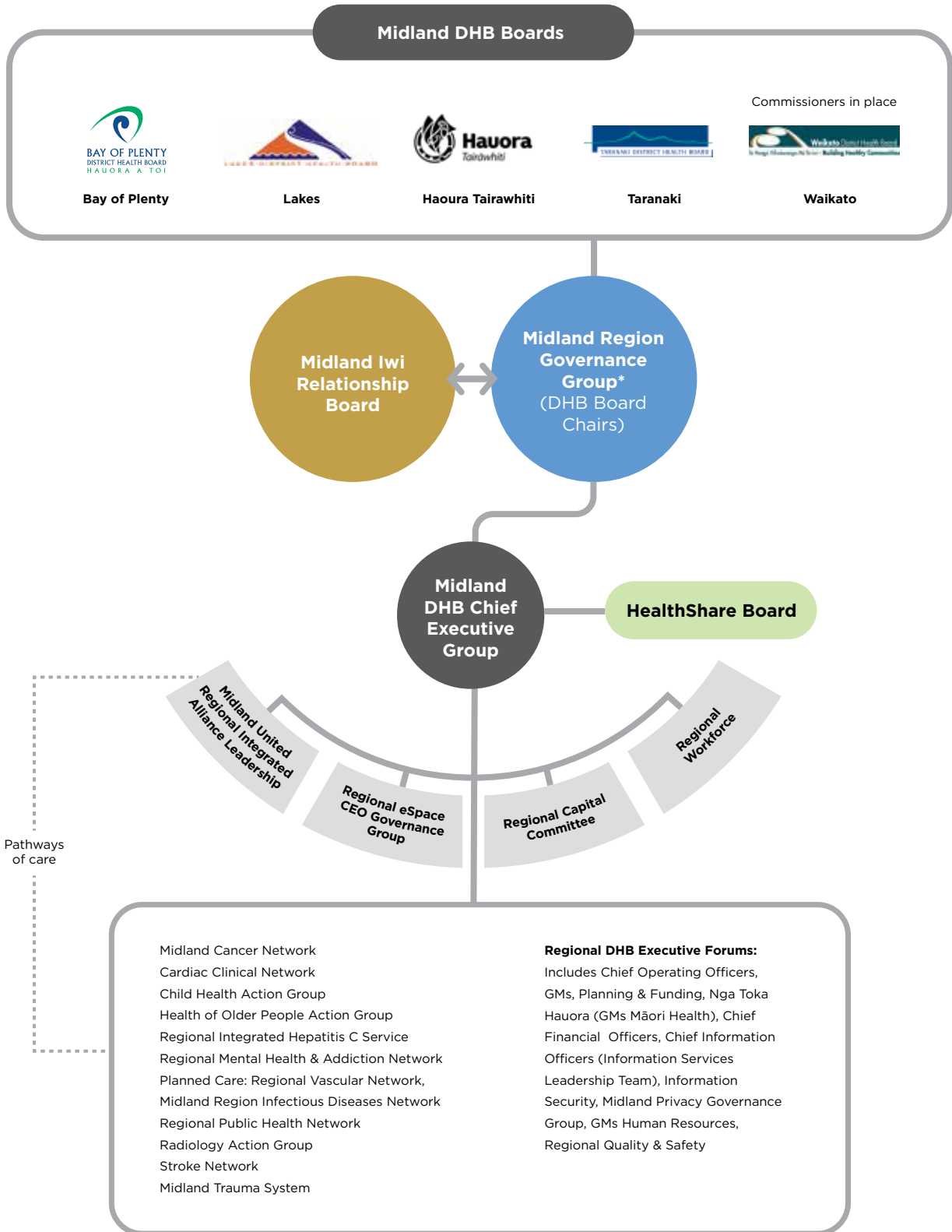
Our Regional Objectives



heart failure
advice and support
stroke rehabilitation
measures
service improvement
Trauma Quality Improvement Programme
Health equity for Māori
palliative care services
clinical leadership
standardisation
workforce capacity and capability
plan
best practice guidelines
equitable access and outcomes
develop and share solutions
increase resource utilisation
acute stroke services
elective service performance indicators
technology and digital services
design for value and high performance
eating disorders model of care
services closer to home
hepatitis C education and awareness
clinical networks
advance care planning
trauma guidelines
collaborative approach
smart system
quality
community health pathways
implement
healthy ageing strategy
live well, stay well, get well
Faster Cancer Treatment
data management
childhood obesity
child health assessment tool
injury prevention and awareness
health literacy
line of sight
bowel screening programme
oral health
dementia
ischaemic heart disease
one team
workforce diversity
infant perinatal clinical network



Midland Region Governance Structure



* Co-chairs of Midland Iwi Relationship Board are also members of the Midland Region Governance Group

Midland Regional Objectives



2019-20 Priority Areas

Health equity for Māori (Equitable Outcomes Actions)

- Improvements in Māori cancer outcomes, with a focus on lung cancer prevention, bowel screening, Faster Cancer Treatment programmes and palliative care.
- Cardiac health equity, reducing barriers to Cardiology Specialist appointments.
- Māori early childhood outcomes in the first 1,000 days of life, with a focus on oral health.
- Advance care planning, Home and Community Support Services and dementia services for Māori individuals and their whānau.
- Health equity in hepatitis C identification, diagnosis and treatment, including engagement with Māori communities.
- Mental health equity for Māori, and the implementation of He Ora Oranga.
- Improving addiction service capacity and capability, and improved care for people with eating disorders.
- Reducing barriers to Māori attendance at radiology appointments.
- Culturally competent standards of care are provided for Māori consumers of stroke services, including community based stroke rehabilitation.

Improve quality across all regional services (Quality)

- Progressing the development and testing of the 'quality matrix'.
- Training and supporting Improvement Advisors to support local service improvement.
- Implementing the National mental health quality improvement strategy.

Integrate across continuums of care (Pathways of Care, Clinical Leadership)

Focus on the Pathways of Care priorities, to

- make best use of regional resources and capacity,
- streamline the 'journey' for patients,
- clarify the flow to, and between, regional centres,
- reduce variability in delivery,
- optimise patient outcomes,
- identify disparities in current pathways, and the actions to address these.

Pathways of Care priorities:

- Midland Community Health pathways for palliative care
- Community Health Pathways for prostate cancer
- Heart Failure Pathway, Atrial Fibrillation, ACS
- STEMI pathway
- Accelerated ED Chest Pain pathway

Midland Regional Objectives

- Midland Region Hepatitis C Pathway
- Pathways of Care for Addiction that includes SACAT
- Adult Eating Disorders pathway
- Primary Care Pathway (infant perinatal outcomes)
- Radiology input into pathways where requested
- Atrial Fibrillation

Build the workforce (Workforce)

- Increased workforce diversity and improved skills to identify regional equity priorities
- Māori workforce participation, development and retention, and cultural competency for all staff.
- Develop Cardiac Physiologist workforce
- Mental health workforce supported through regionally led initiatives

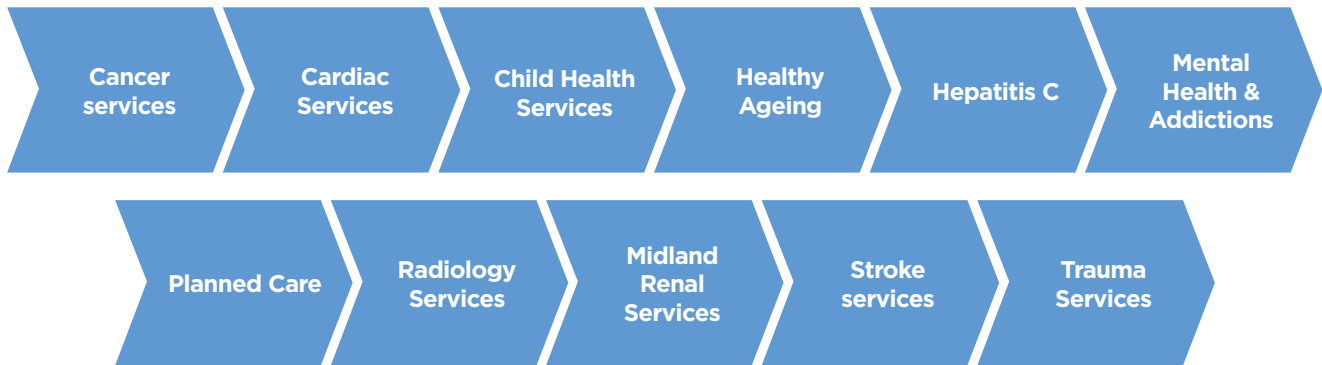
Improve Data and Digital Services (Data & Digital Services)

- Delivery of ICT enabled change and innovation in supporting the delivery of the New Zealand Health Strategy and Government ICT Strategy.
- Working toward a goal of a people-powered, smart health system by 2025.
- Develop and run efficient service models to achieve effective, efficient and sustainable services, provide insights improvements.
- Support the Ministry of Health 'Security-by-design' ICT investment approach.
- Support 'smart system' strategies and improved clinical practice through the eSPACE Programme.
- Shared clinical information systems and practices.
- Development and utilisation of virtual care technologies and practice.

Effectively allocate public health system resources

- Refer to the Governance structure responsibilities in the Regional Services Plan (Initiatives and Activities) document.

Midland Regional Networks



2019-20 Priority Outputs (workplan initiatives)

Cancer services (Midland Cancer Network)

- Quarterly FCT reports demonstrating equity of access and timely cancer diagnosis and treatment services
- Midland lung and colorectal cancer clinical pathway and MDM management system developed and implemented
- Midland Community Health Pathway development for prostate cancer
- Midland HQSC cancer patient co-design training and service improvement project initiative delivered
- Support Cancer Societies and DHBs delivery of Kia Ora E te Iwi community health literacy programmes
- HWNZ 3 year Midland PETS (prevention, early detection, treatment, support services) Cancer Health Literacy programme for Kaimahi Māori/ Whānau Ora Navigators project year 1 requirements (to be confirmed)
- Midland Medical Oncology Service Plan developed
- Midland Radiation Oncology Service Plan developed
- Midland Māori Cancer Equity dashboard developed
- Midland Cancer Strategy Plan review commenced
- Midland lung cancer service review and regional improvement plan
- Bay of Plenty, Waikato and Taranaki DHB colonoscopy/colorectal cancer service improvement projects completed January 2020 and demonstrate readiness to start planning for NBSP
- Midland DHBs develop a bowel cancer quality improvement plan
- Hauora Tairāwhiti NBSP phase 2 readiness assessment achieved
- Bay of Plenty, Taranaki and Waikato DHB NBSP phase 1 Ministry business case information completed
- Midland colonoscopy/colorectal cancer workforce project
- Midland ProVation training
- Participate in NBSP BSRC review
- Transition Lakes DHB from BSP to NSS (timeframe to be confirmed)
- Support Midland DHBs with ProVation version updates as required

Midland Regional Networks

- National lead for the Māori bowel screening network, share learnings
- Midland palliative care community health pathways completed
- Lakes DHB Palliative Care Strategy Plan review and update completed
- Midland Palliative Care Service Development Plan review and update completed
- Midland Specialist Palliative Care Workforce Plan 2018-2025 implementation commenced
- National lung cancer quality performance indicators developed
- National lung cancer standards of care review and update completed.

Cardiac Services (Midland Cardiac Clinical Network)

- The Cardiology Health Pathways will be completed and published.
- Proposal outlining recommended strategies to reduce the number of declined referrals from primary care to Cardiology
- Based on wānanga feedback, develop a feedback document including recommendations for service change
- A strategy will be developed including actions, to reduce the number of Māori DNA in one DHB, key Cardiology service area.
- ANZAQS information will be regularly monitored
- A Platelet Protocol will be developed
- The new STEMI pathway will continue to be implemented across the Midland region
- Develop a plan which identifies next steps for AF and HF with a focus on improving Māori health equity
- Contribute to a national Strategic Cardiac Physiologist workforce plan
- A strategy for increasing Cath lab capacity will be agreed

Child Health Services (Child Health Action Group)

- A standardised regional primary care First 1000 days checklist
- A standardised regional primary care First 1000 days outcomes framework
- Evidence-informed support arrangements for DHBs to work with the education sector on water and milk-only policies

Healthy Ageing (Health of Older People Action Group)

- A stocktake of Dementia Services in the Midland Region. An agreed approach for regional implementation
- Documented feedback and input to the National ACP Steering Group. Minutes and Agreed Actions for the Midland Facilitators Group
- Collated learnings and information from the HCSS forum

Hepatitis C (Midland Integrated Hepatitis C Service)

- Deliver hepatitis C awareness and education services
- Targeted testing based on engagement with priority groups and finding people who are lost to follow up
- Continuation of activities to support the successful implementation of an integrated hepatitis C assessment and treatment service in Midland

Midland Regional Networks

Mental Health & Addictions (Regional Mental Health & Addictions Network)

- Midland eating disorders model of care
- Implementation of the Addiction pathways, and Midland Addiction Model of Care if funding secured
- Implementation of He Ara Oranga: Pathways to Wellness
- Inclusion of MH&A within Midland Clinical Portal
- Implementation of Maori mental health equity strategies
- Implementation of workforce initiatives

Planned Care

- Regional Business Cases are developed for the implementation of the vascular pathways of care and work force opportunities. Terms of reference is developed and endorsed for MDMs
- Regional implementation of actions identified in the national service improvement programme
- Regional implementation of actions identified in the national guidelines for AMD and glaucoma
- Establish a Midland Region Infectious Diseases Initiative

Radiology Services (Midland Radiology Action Group)

- Quarterly reports will be produced and analysed and issues identified
- Proposal outlining recommended strategies will be developed including actions, to reduce the number of Māori DNA in one DHB radiology service
- MRAG will attend the NRAG meetings and provide support through the completion of assigned tasks
- Strategies will be explored for addressing service gaps due to specialist shortages

Midland Renal Services

- Midland Renal Services Strategy

Stroke services (Midland Stroke Network)

- Proposal outlining recommended strategies to address the need for community based stroke rehabilitation services
- A regional approach to progress agreed priority areas for change and service improvement
- A plan identifying next steps for AF with a focus on improving Māori Health Equity
- Proposal for Waikato to provide a Stroke Clot Retrieval service for the Midland region. Agreed start date for provision of out of hours telestroke service

Trauma Services (Midland Trauma System)

- All Midland DHBs use consistent best practice clinical guidelines for trauma care
- Referral and reception pathways for trauma patients are improved
- The trauma patient and whānau experience is captured and used to improve services
- Trauma clinical training and education framework for Midlands is defined
- Inequities in trauma care are identified and reported
- Approval of MTS Business case 2020-2025

Midland Regional Networks

- TQUAL supports regional and national reporting and collaboration with non DHB partners supporting clinical quality improvement and prevention programmes
- Trauma registry information is translated for clinical care and system improvement
- Trauma registry information is translated into meaningful information which is accessible for use in community awareness and prevention initiatives
- Collaboration with multiple partners maximises trauma information use
- MTRC research provides an evidence base for local and regional decision making
- Standardised loop closure process is applied to identified clinical, system and process issues
- Inequities of incidence of Māori trauma are described
- Data utilisation is efficient and used for targeted quality improvement initiatives
- Monitoring of key process indicators occur across Midlands

Midland Regional Enabler groups



2019-20 Priority Outputs (workplan initiatives)

Pathways of Care

- eTriage implemented in the Midland region
- Strengthen Pathways of Care Programme through clinical champions and resourcing.
- Continue to work on the priority pathways identified by the region

Quality

- Implementation of the National mental health quality improvement strategy
- Regional quality improvement of service delivery
- Improvements in surveillance and response systems and practices including DATIX incidents, complaints and Risk Register

Workforce

- Regional workforce diversity programmes and collaboration
- DHBs HR processes appropriate to increase Māori health workforce
- Increase numbers of Māori in the workforce

Regional IS / eSPACE

- IT Security maturity enhancement
- National Digital Services
- Digital Hospital
- Creation of an integrated view of Radiology and Cardiology Imaging and results
- Working with the Midland United Regional Integration Leadership (MURIAL) group and other primary and community partners to create an integrated view of patient information
- Creation of an integrated view of patient information
- Midland Clinical Portal Implementation of solutions to support the regional objective of “one patient, one record” Phased implementation of regional clinical portal functionality to replace legacy systems
- Midland Data and Analytics Platform
- Agreed common practices across the region to data management and standards aligning with national direction where available
- Implementation of regional DMZ infrastructure to ensure secure access to regional systems from external sources
- Enhanced integration and interoperability of data/information flows
- Medicines Management Digital Services
- Regional Service Delivery Model reviewed
- Development and utilisation of Virtual Care technologies and practices



2019-20 Priority Outputs (workplan initiatives)

Third party provider audit and assurance service

- Support Midland DHBs Planning & Funding by completing agreed audit work plan
- Provide audit related risk assurance to funding DHBs Planning & Funding, as requested

Regional Internal Audit Service

- Progress against the approved Internal Audit Plans for the client DHBs, expressed as the level of achievement of each internal audit plan to date for the income year: Lakes DHB, Hauora Tairāwhiti, Taranaki DHB, Waikato DHB

The full document is available on the HealthShare website:

www.healthshare.co.nz

Published in June 2019 by HealthShare Ltd for the Midland DHBs
Address: 16 Clarence Street, Hamilton 3240

See also DHB Annual Plans (incorporating Māori Health Plans) and Public Health Unit Plans

