



## Nelson Marlborough Health System Improvement Plan for System Level Outcomes 2018-19

The Top of the South Health Alliance (ToSHA) is committed to improving the health of everyone in the Nelson Marlborough region. To do this, and to support the implementation of the refreshed New Zealand Health Strategy, we have jointly developed an Improvement Plan for System Level Outcome Measures:

<b>Total Acute Hospital Bed Days Per Capita</b>											
<b>Champion:</b> General Manager Clinical Services; and Director of Nursing & Midwifery											
<b>Milestones</b>	<b>Activities</b>	<b>Contributory Measures</b>									
<p>Maintain acute hospital bed days rate at 200.5 per 1,000 population</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="text-align: left;">NMH Standardised Acute Hospital Bed Days per 1,000 population</th> </tr> <tr> <th style="text-align: left;">Year to March 2016</th> <th style="text-align: left;">Year to March 2017</th> <th style="text-align: left;">Year to March 2018</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">277.9</td> <td style="text-align: center;">239.3</td> <td style="text-align: center;">200.5</td> </tr> </tbody> </table> <p>CONTEXT: Rehabilitation is the top 'diagnosis related group' cluster for acute hospital bed days in Nelson Marlborough. Most acute Assessment Treatment &amp; Rehabilitation (AT&amp;R) bed days are for people 65+ with an average age of 81 and an average LOS of 13.6 days.</p>	NMH Standardised Acute Hospital Bed Days per 1,000 population			Year to March 2016	Year to March 2017	Year to March 2018	277.9	239.3	200.5	<ul style="list-style-type: none"> <li>• Continue to improve patient flow and increase efficiency of end to end hospital processes</li> <li>• Work with ACC, the Health Quality and Safety Commission and the MoH to promote and increase enrolment in our integrated falls and fracture prevention services as reflected in the associated "Live Stronger for Longer" Outcome Framework and Healthy Ageing Strategy</li> <li>• Development and implementation of a Medical Admissions Unit (MAU) to improve efficiency in the admission process for unplanned patients by providing assessment, care and treatment for a designated period of up to 36 hours prior to transfer to the medical unit, or home where appropriate</li> <li>• Complete a targeted communications campaign for flu season</li> <li>• Increase the number of kaumatua vaccinated</li> <li>• Strengthen primary care through implementation of the Health Care Home (HCH) model</li> <li>• Addition of services located in the Marlborough Health Hub</li> </ul>	<ul style="list-style-type: none"> <li>• Length of Stay (LOS) acute patients</li> <li>• Number/ % of acute patients readmitted within 30 days of discharge</li> <li>• Number of falls fracture and bone health assessments completed in primary care</li> <li>• Number of falls (ACC)</li> <li>• Number of serious harm falls (ACC)</li> <li>• MAU in operation</li> <li>• Number/% of patients discharged within 36 hours</li> <li>• Reduction in medical outliers</li> <li>• Achievement of the ED 6 hour target</li> <li>• Flu vaccination rate for over 65 year olds</li> <li>• Flu vaccinations rates reported by ethnicity</li> <li>• Five general practices to participate in the HCH pilot</li> <li>• Reduced ambulatory sensitive hospitalisations (ASH) rate for the 45-64 age group (both overall and by ethnicity)</li> </ul>
NMH Standardised Acute Hospital Bed Days per 1,000 population											
Year to March 2016	Year to March 2017	Year to March 2018									
277.9	239.3	200.5									

	including a general practice, district nursing, pharmacy and Te Piki Oranga	• New services operating from Marlborough Health Hub																
<b>Ambulatory Sensitive Hospitalisations (ASH) Rates for 0-4 year olds</b>																		
<b>Champion:</b> Chief Medical Officer & Paediatrician; and General Manager Maori Health & Vulnerable Populations																		
<b>Milestone</b>	<b>Activities</b>	<b>Contributory Measures</b>																
<p>Reduce ASH rates for Maori age 0-4 years to &lt;4000 by 30 June 2019</p> <table border="1"> <thead> <tr> <th colspan="4">ASH rates 0-4yrs per 100,000 (12 months to December) non-standardised</th> </tr> <tr> <th></th> <th>2015</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>NM Māori 0-4yrs</td> <td>5030</td> <td>4540</td> <td>4277</td> </tr> <tr> <td>NM Total 0-4yrs</td> <td>3990</td> <td>4047</td> <td>3573</td> </tr> </tbody> </table> <p>CONTEXT: The ASH rate for Maori children is significantly higher than other children in the Nelson Marlborough region. The top conditions for Maori children are asthma, respiratory infections, gastroenteritis and dental conditions.</p>	ASH rates 0-4yrs per 100,000 (12 months to December) non-standardised					2015	2016	2017	NM Māori 0-4yrs	5030	4540	4277	NM Total 0-4yrs	3990	4047	3573	<ul style="list-style-type: none"> <li>• Implement the Hauora Direct Programme, a comprehensive 360 degree health assessment targeting Maori and vulnerable populations, in two new community settings</li> <li>• Continue to deliver the Pēpi First smokefree pregnancy initiative</li> <li>• Establish kaupapa Maori Oral Health service with Te Piki Oranga</li> <li>• Fund a Hapu Wananga parenting education programme</li> <li>• Implement the Whare Ora (Healthy Homes) intersectorial initiative that involves an assessment of high needs families homes and resolves issues such as dampness to prevent illness; Begin by targeting tamariki with respiratory problems who are frequently admitted to hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Two Hauora Direct programmes completed in community settings</li> <li>• % of pregnant women who smoke at booking by ethnicity</li> <li>• Smoking cessation rate for Pēpi First initiative by ethnicity</li> <li>• Kaupapa Maori Oral Health service established</li> <li>• Increase children caries free at 5 years of age (by ethnicity and deprivation level)</li> <li>• Reduced Did Not Attend (DNA) rate for Maori children with the Oral Health service</li> <li>• Number of people who have completed Hapu Wananga by ethnicity</li> <li>• 95% positive evaluations by participants</li> <li>• Increase number of homes insulated through the Warmer Healthier Homes scheme</li> <li>• Number of Whare Ora recipients reported by ethnicity</li> </ul>
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<b>Patient Experience of Care</b>																		
<b>Champion:</b> Clinical Director Community & Chair of Clinical Governance																		
<b>Milestone</b>	<b>Activities</b>	<b>Contributory Measures</b>																
Improved patient experience of care across the five domains of safe, timely, efficient, effective and patient centred	<ul style="list-style-type: none"> <li>• Resolve technical issues with Primary Care experience survey to improve the low response rate in primary care</li> </ul>	<ul style="list-style-type: none"> <li>• Increased patient participation rate in the Primary Care Patient Experience Survey</li> </ul>																

Increase the patient response rate for primary care surveys by increasing the percentage of email addresses collected by 5% for each PHO by 30 June 2019			<ul style="list-style-type: none"> <li>Review and strengthen processes to collect email addresses for the primary care survey</li> <li>Identify three areas within the in-patient experience survey and the primary care experience survey where performance is low and work to address these issues</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of patient email addresses collected</li> <li>Work has commenced to address three low performing areas</li> </ul>
Q2 2018	Practice participation rate	Total % email addresses		
Marlborough PHO	100%	15.22%		
Nelson Bays PHO	100%	43.91%		
<p>CONTEXT: The primary care survey has successfully been implemented and 100% of general practices are participating. To increase the volume of patient responses the focus will be on collecting email addresses.</p>				

### Amenable Mortality Rates

**Champion:** General Manager Primary, Strategy & Community

Milestone	Activities	Contributory Measures																		
<p>Reduce inequity for Maori within amenable mortality rates by 2021</p> <table border="1"> <thead> <tr> <th colspan="3">Amenable mortality, ages 0-74, 2015</th> </tr> <tr> <th></th> <th>Number of deaths</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>NM Māori</td> <td>10</td> <td>-</td> </tr> <tr> <td>NZ Māori</td> <td>1177</td> <td>188.8</td> </tr> <tr> <td>NM Non Maori, Non Pacific</td> <td>153</td> <td>67.7</td> </tr> <tr> <td>NZ Non Maori, Non Pacific</td> <td>3910</td> <td>74.7</td> </tr> </tbody> </table> <p>CONTEXT: Nelson Marlborough has an overall lower amenable mortality rate than the national average. However, amenable mortality for Maori is higher than for non-Maori. An actual amenable mortality rate for Maori is not available due to the size of local population, and number of deaths is monitored instead.</p>	Amenable mortality, ages 0-74, 2015				Number of deaths	Rate	NM Māori	10	-	NZ Māori	1177	188.8	NM Non Maori, Non Pacific	153	67.7	NZ Non Maori, Non Pacific	3910	74.7	<ul style="list-style-type: none"> <li>Implement the Hauora Direct Programme, a comprehensive 360 degree health assessment targeting Maori and vulnerable populations, in two new community settings</li> <li>Implement Poutama, a model of care and action plan to improve Maori mental health</li> <li>Implement Equally Well to improve the physical health of people with a Mental Health and / or Addictions issue</li> <li>Achieve Faster Cancer Treatment Target for Maori</li> </ul>	<ul style="list-style-type: none"> <li>Two Hauora Direct programmes completed in community settings</li> <li>Poutama action plan implemented</li> <li>Improved physical health of people with a Mental Health and / or Addictions issue</li> <li>Implement Kia Ora e Te Iwi to increase cancer health literacy for Maori</li> <li>Deliver a minimum of 2 Kia Ora e Te Iwi programmes</li> <li>% PHO enrolled women aged 25-69 who have had a cervical screen in last 3 years (disaggregated by ethnicity)</li> <li>% PHO enrolled women aged 50-69 who have had a breast cancer screen in last 2 years (disaggregated by ethnicity)</li> <li>% of PHO enrolled Māori women aged 25 to 69 years who have had a cervical sample taken in the past three years</li> </ul>
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		<ul style="list-style-type: none"> <li>• % of PHO enrolled eligible Māori women (50-69) who have had a breast screen in the last two years</li> <li>• Rollout of national bowel screening programme</li> </ul>																				
	<ul style="list-style-type: none"> <li>• Increase uptake of Green Prescriptions to support adults to make healthy lifestyle choices</li> </ul>	<ul style="list-style-type: none"> <li>• Update of Green Prescriptions by ethnicity</li> </ul>																				
<b>Youth Access to and Utilisation of Youth Appropriate Health Services</b>																						
<b>Champion:</b> Clinical Director Women, Child & Youth																						
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<p>Youth have increased access to, and increased utilisation of, youth appropriate services: Mental Health and Wellbeing</p> <p>Reduced self-harm hospitalisations and short stay ED presentations for &lt;24 year olds to 48.5 by 30 June 2019</p>	<ul style="list-style-type: none"> <li>• Youth advocacy input to decision making in Child &amp; Adolescent Mental Health Service (CAMHS), addictions and early intervention service</li> <li>• Continued engagement with the Youth Advisory Panels</li> </ul>	<ul style="list-style-type: none"> <li>• Youth advocacy pathways developed</li> </ul>																				
<p>Youth Self Harm Hospitalisations (Aged Standardised)</p> <table border="1"> <thead> <tr> <th></th> <th>2015</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>NMH total</td> <td>53.8</td> <td>53.1</td> <td>49.7</td> </tr> <tr> <td>National total</td> <td>40.4</td> <td>46.2</td> <td>49.1</td> </tr> <tr> <td>NMH Maori</td> <td>25.9</td> <td>33.5</td> <td>14.4</td> </tr> <tr> <td>National Maori</td> <td>28.5</td> <td>27.7</td> <td>32.2</td> </tr> </tbody> </table>		2015	2016	2017	NMH total	53.8	53.1	49.7	National total	40.4	46.2	49.1	NMH Maori	25.9	33.5	14.4	National Maori	28.5	27.7	32.2	<ul style="list-style-type: none"> <li>• Establish process for a MDT team referral review and allocation for CAMHS, addictions and Te Piki Oranga</li> <li>• Increased coordination of care and shared care arrangements to ensure youth receive appropriate support from the right service(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced waiting list for services</li> <li>• Process developed</li> </ul>
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<p>CONTEXT: Youth (15-24 year olds) in Nelson Marlborough are at higher risk than their national counterparts for injury and ED attendance, including self-harm hospitalisations.</p>	<ul style="list-style-type: none"> <li>• Increased mental health support provided to schools and stronger relationships between school guidance counsellors and CAMHS</li> </ul>	<ul style="list-style-type: none"> <li>• Volume of youths accessing primary health brief intervention services</li> <li>• CAMHS participation in school guidance counsellor meetings: ongoing</li> <li>• CAMHS participation in Community of Learning forums: ongoing</li> </ul>																				
<b>Proportion of Babies Who Live In A Smoke Free Household at 6 Weeks</b>																						
<b>Champion:</b> Operations Manager & Associate Director of Midwifery; and Ditre Tamatea, General Manager Maori Health & Vulnerable Populations																						
<b>Milestone</b>	<b>Activities</b>	<b>Contributory Measures</b>																				
<p>Increase the proportion of babies who live in a smoke-free household at 6 weeks post-birth</p> <p>80% of Households are smoke-free at six weeks postnatal by 30 June 2019</p>	<ul style="list-style-type: none"> <li>• Continue to deliver the Pēpi First smokefree pregnancy initiative</li> </ul>	<ul style="list-style-type: none"> <li>• % of pregnant women who smoke at booking by ethnicity</li> <li>• Smoking cessation rate for Pēpi First initiative by ethnicity</li> </ul>																				
	<ul style="list-style-type: none"> <li>• Strengthen smoking cessation awareness and support for Well Child Tamariki Ora providers</li> </ul>	<ul style="list-style-type: none"> <li>• Volume of referrals from Well Child Tamariki Ora providers to Pēpi First</li> </ul>																				
	<ul style="list-style-type: none"> <li>• Continue to implement</li> </ul>	<ul style="list-style-type: none"> <li>• Two Hauora Direct</li> </ul>																				

Babies living in smokefree homes at 6 weeks post-natal			the Hauora Direct Programme, a comprehensive 360 degree health assessment targeting Maori and vulnerable populations	programmes completed in community settings
	Jan 17 - Jun 17	Jul 17 - Dec 17		
Nelson Marlborough	77.5%	79.4%	<ul style="list-style-type: none"> <li>• Fund a Hapu Wananga parenting education programme</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people who have completed Hapu Wananga by ethnicity</li> <li>• 95% positive evaluations by participants</li> </ul>
National	77.1%	76.8%		
<p>CONTEXT: Smoking remains the leading modifiable risk to health in New Zealand. According to the Nelson Marlborough Health Needs Assessment 2015, 34% of Nelson Marlborough Maori women (10% non-Maori) smoke in their pregnancy.</p>				

Progress against this plan will be overseen, and advice provided as needed on strategic direction, by the ToSHA committee. We, the Chief Executives of the Top of the South Health Alliance, pledge our commitment to the delivery of this improvement plan.

Signature



Beth Tester  
Chief Executive

Marlborough  
Primary Health

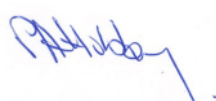
Signature



Angela Francis  
Chief Executive


Nelson Bays  
Primary Health

Signature



Anne Hobby  
Tumuaki / General  
Manager  
Te Piki Oranga

Signature



Peter Bramley  
Chief Executive

Nelson Marlborough  
Health

### Appendix One: System Level Measures Improvement Group

<b>Name</b>	<b>Organisation</b>	<b>Role</b>
Angela Francis	Nelson Bays PHO	Chief Executive
Karen Winton	Nelson Bays PHO	General Manager Health Services
Beth Tester	Marlborough PHO	Chief Executive
Anne Hobby	Te Piki Oranga	Tumuaki / General Manager
Sonny Alesana	Te Piki Oranga	Te Pou Taki / Cultural Advisor and Rangatahi Pou Tangata / Service Champion Youth
Elizabeth Wood	Mapua Health Centre; and Nelson Marlborough Health	General Practitioner; and Clinical Director Community & Chair of Clinical Governance
Annette Milligan	INP Medical Clinic; and Nelson Marlborough Health	Registered Nurse; Clinical Director for Women, Child & Youth
Cathy O'Malley	Nelson Marlborough Health	General Manager Strategy Primary & Community
Nick Baker	Nelson Marlborough Health	Paediatrician & Chief Medical Officer
Sue Allen	Nelson Marlborough Health	Service Manager for Women, Child & Youth
Ditre Tamatea	Nelson Marlborough Health	General Manager for Maori & Vulnerable Populations
Debbie Fisher	Nelson Marlborough Health	Operations Manager / Associate Director Of Midwifery
Pamela Kiesanowski	Nelson Marlborough Health	Director of Nursing & Midwifery
Lexie OShea	Nelson Marlborough Health	General Manager Clinical Services