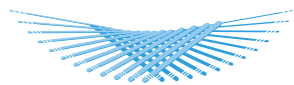




# Healthy Together

## Strategic Plan

2015-2020



COUNTIES  
MANUKAU  
HEALTH

# Our approach

‘Healthy Together’ outlines what we want to achieve for the people of Counties Manukau and how we will measure that achievement over the next 5 years. This strategy builds on our past successes and strong performance to:

- **Provide high quality and high performing** modern specialist and hospital based services;
- **Strengthen primary and community based services** to reduce the burden of disease and prevent ill health; and
- **Achieve health improvement for all** – with targeted support for our most vulnerable people and communities.



**Dr Lee Mathias**  
*Board Chair*

We have a special relationship with Mana Whenua i Tamaki Makaurau as stewards to ensure Maaori health gains are accelerated. This plan represents a whole of system view – all parts of our health system working together.

Counties Manukau Health is a partnership across District Health Board, primary healthcare and community based NGOs working together with our colleagues in social services and other sectors. We are a regional partner as part of the Northern Region DHBs and work collaboratively with national health agencies.

*Importantly, we have high aspirations for the people living in Counties Manukau. This district has many vibrant, diverse and dynamic communities.*

We will play our part to ensure that the health system enables our communities to stay well, recover and live healthy lives – together.

# Our actions

Counties Manukau Health's strategy to be the best healthcare system in Australasia by December 2015 has achieved many positive changes thanks to the hard work of everyone involved. This has been possible through the alliance with primary health providers to collaboratively build a greater range and scope of services available in the community and commitment of our people to excellent, high quality, safe and effective services. We have done this by codesigning service improvements in collaboration with patients and whaanau.

*We can be proud of our performance in national health targets and living within our budgets, while at the same time investing in quality and safety improvements and services redesign innovations.*

We will build on the many innovations and learnings generated over the last 5 years from across our health system. We will sharpen our focus on excellent system-wide e-services and growing the range and scope of community based services.

To help people to truly be healthy together, we will make it significantly easier to access information through smarter systems and technology when and where people need it. This includes patients, whaanau and family.



**Geraint Martin**  
*Chief Executive Officer*

# Who we are

## Our strategic goal

*We care about achieving health equity for our community.*

Together, the Counties Manukau health system will work with others to achieve equity in key health indicators for Maaori, Pacific and communities with health disparities by 2020.

We will measure the impact we have on healthy life years every year. This is our commitment to act and be deliberate in our choices and priorities.

This means that people will live longer healthier lives in the community.



# Healthy Together

## Our values

We aspire to live and breathe our values every day as the foundation of our strategic actions:

### **Valuing everyone**

Make everyone feel welcome and valued

### **Kind**

Care for other people's wellbeing

### **Together**

Include everyone as part of the team

### **Excellent**

Safe, professional, always improving



# Who we serve

Over the next 5 years, the population of people living in Counties Manukau is growing at 1-2% each year and is changing, both youthful and ageing, and is estimated to reach over 560,000 people by 2020. Our population is ethnically diverse and by 2020 is estimated to be 15% Maaori, 22% Pacific and 26% Asian people.

Our older population will increase by approximately 22% with an estimated 70,000 people aged 65 years and over by 2020. At the same time, we have the largest population of children of any District Health Board, with an estimated 54,000 out of almost 121,000 children living in poverty. Just over a third of our residents live in areas of high socioeconomic deprivation and if this situation continues, this could be as many as 202,150 people in 2020.

*Our communities are different across Counties Manukau and this means we need to fit our services to best support the whole population.*

The estimated resident population of Counties Manukau based on the 2013 Census tells a story about our diverse communities.

## Otara & Mangere Locality

Of the 100,000 plus people living in this locality in 2013, almost 59,000 are Pacific (our largest Pacific community) and 17,500 Maaori. Nearly 30% of residents are aged under 15 years. About 77% of people are living in areas of high socioeconomic hardship.

## Eastern Locality

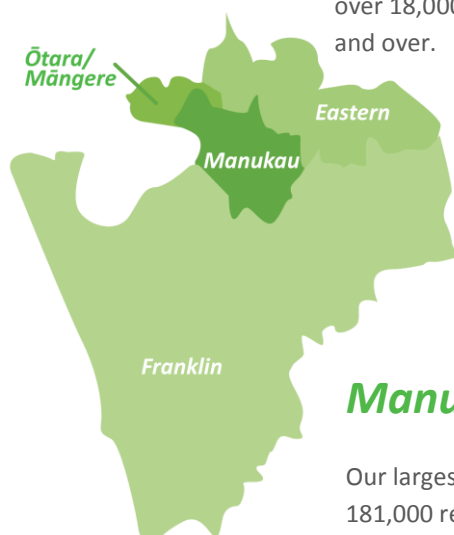
Our second largest locality with over 146,000 residents in 2013. This includes more than 51,000 people of Asian ethnicities and over 18,000 people aged 65 years and over.

## Franklin Locality

Our most rural locality with over 67,000 residents in 2013. Approximately 13% of people are aged 65 years and over, with a significant Maaori population, making up about 17% of the residents living in Franklin.

## Manukau Locality

Our largest locality of over 181,000 residents in 2013. This includes almost 40,000 Pacific people, 42,000 Maaori people and 41,000 people of Asian ethnicities. A quarter of the population are aged under 15 years. About 50% of people are living in areas of high socioeconomic hardship.



# Our strategic objectives and actions

To help us work together to achieve this, we will organise our actions around three strategic objectives. Together means collaboration and partnership with people, whaanau, families, communities, health and other providers.





*"Together we will help make healthy options easy options for everyone."*

***Why does it matter?***

If you grow up and live in a neighbourhood with a good school, it is safe, you can walk and play outside, your home is dry and warm, you have regular and accessible healthcare, access to good food, a satisfying work life and are surrounded by people who affirm and support you, you are more likely to live a long and healthy life.

***What does this mean for us as a health system?***

Many of the determinants of ill health are outside the control of the healthcare system. We can, however, exert our leadership role to support our communities in those issues that matter most to them; with a particular expertise in population health. By locating more healthcare services that are connected and integrated in community settings, we make it easier for communities to access care and support.

***What do we do and how will we know we've achieved our objective?***

We will add healthy life years to our community by working in partnership with local heroes to advocate for healthier settings that make healthy choices easy choices. These settings can lead to reduced tobacco use, minimise harm from alcohol and other drugs, increase likelihood of being physically active and provide our community with trusted advice on healthy nutrition. We will also add healthy life years by providing healthcare closer to homes that is better co-ordinated and integrated, reducing hospital readmissions, length of stay, residential care demand and acute presentations.

*The following key system wide actions will translate this strategic objective into reality by 2020:*

***Prevent ill health***

**Means:**

- working in partnership to catalyse a new model of health and social service integration to strengthen resilience, health and wellbeing of high needs communities – starting in Mangere
- protecting the health of our children by achieving our national health target for immunisation against common childhood diseases that cause harm
- finding cancer and treating people early by achieving our national health targets for cancer – breast, cervical and soon bowel cancer screening
- embrace diversity by making it easy for people and communities to be health literate through accessible and health information in languages and context that everyone understands
- provided free insulation for over 2,000 homes for families in need of help

***Healthy neighbourhoods***

**Means:**

- working in partnership with health and social sector to co-ordinate local services better through Localities
- advancing integration of healthcare for children and young people in schools as an important point of access for children and young people
- mental health care is an integrated part of the primary and community frontline healthcare team

***Help make healthy choices easy choices***

**Means:**

- mental health is seen as a normal part of building resilience in communities through collaborative health and wellbeing promotion
- achieving tobacco control goal of 12% smoking by 2018 and be on track to achieve 5% smoking by 2025 through increased access to help to quit
- working with Healthy Families New Zealand to promote healthy lifestyle choices in Mangere/Otara and Papakura/Manurewa
- reducing harm from obesity by working with communities and other health and social agencies to increase the likelihood of people being physically active and eat healthily
- working with health and other sectors to reduce harm from alcohol through advocacy and evidence based advice to local government decision makers





*“Together we will involve people, whaanau and families as an active part of their health team.”*

***Why do Healthy People, Whaanau and Families matter?***

Our personal sense of health and wellbeing is influenced by our whaanau, families and the network of people that matter most to us. They influence our decision making and choices that help us to live well, recover and rehabilitate - including taking medications.

***What does this mean for us as a health system?***

Counties Manukau Health has recognised and actioned initiatives to enable patients, whaanau and family involvement in their healthcare. The chief co-ordinator of care may not be, and does not always need to be, a healthcare professional. Where patients agree, whaanau and families need to be part of our planning, conversations about what is possible and required to support people at home. It matters that healthcare is more holistic, that our staff and services listen, understand and are most responsive to the physical, mental, spiritual, and psychological needs.

***How will we know we've achieved our objective?***

Healthy years are added to people's lives. We expect to see reduced acute (unplanned) presentations for healthcare, increased use of primary and community services including technology that enables self-management. Patients, whaanau, family and health professionals report improved experiences due to more connected and co-ordinated care.

*The following key system wide actions will translate this strategic objective into reality by 2020:*

***Improve patient, whaanau and family experience***

**Means:**

- more than 100,000 people with complex needs will have a care plan and care co-ordination within primary care and related social agencies
- high patient, whaanau and family satisfaction and engagement in their care across hospital to community based care

***Advance on being a health literate system***

**Means:**

- increasing access to information and resources that are relevant to patients, whaanau and their families
- more than 2/3rds of health professionals have accessed health literacy training

***Work better with whaanau and families***

**Means:**

- protecting our future generations through early engagement of pregnant mums in maternity services and seamless connection to early childhood and infant health services
- more than 20,000 of our most high need whaanau/fanau and families receive more co-ordinated health and social services support and care so they can be better supported to live well at home

***People managing well at home***

**Means:**

- more than 50,000 people with chronic health conditions receive self-management support
- make it easy for people, whaanau and families to access their own health information and be central in their health and wellbeing



*“Together we will provide excellent services that are well-supported to treat those who need us safely, with compassion and in a timely manner”*

***Why does it matter?***

People are at the heart of healthcare services. Safe, quality healthcare services are provided by professionals whom are well trained, knowledgeable and come to work because they want to do their best for patients, users of services and our communities.

***What does this mean for us as a health system?***

We must invest to provide our frontline staff and partner organisations in primary and community settings with safe and well equipped working environments, information at their fingertips required for timely decision making, access to the best available diagnostics and treatment options we can afford. We must also continue to make values-led investments in people to attract and retain the best and educate and upskill our staff so they are fit for purpose for a changing healthcare environment. We know that we need to continue to innovate and be agile to make effective changes when we need to.

***What do we do and how will we know we’ve achieved our objective?***

We will add healthy years of life by providing excellent, collaborative, high quality, compassionate and safe healthcare. We will add healthy life years by ensuring access and utilisation of services that best reflects need and invest in infrastructure that adds capacity. This includes excelling on national health performance measures.

*The following key system wide actions will translate this strategic objective into reality by 2020:*

***Excellent, kind, high quality experience for everyone***

**Means:**

- quality and safety is consistent across care delivery every day
- reducing clinical variation for a more reliable experience
- enhancing patient survival, recovery, function and quality of life
- optimising care delivery through timely, safe, co-ordinated and effective care
- more integrated healthcare in schools

***System wide information and communication technologies***

**Means:**

- more reliable, accessible, virtual (e.g. Telehealth) and timely health, business and population health information where and when it is needed
- foster continuous innovation and improvement to further enhance patient care and effectiveness
- progress towards a regional electronic health record
- more patients accessing Patient Portals and their own online healthcare records

***Infrastructure investment that adds capacity***

**Means:**

- six locality based Community Hubs supported by Community Central to co-ordinate people and services
- Hospital service expansion and shared infrastructure for acute mental health, medical oncology, radiology, laboratory, urology, gastroenterology and cardiology
- further develop Manukau site elective surgery, rehabilitation, ambulatory and diagnostic services to provide more proactive care and keep people well at home

### *People and culture investment*

#### **Means:**

- values-led investment in workforce culture, across recruitment and retention and development of people
- continuous investment in educating and developing people to enable greater team collaboration across organisation and discipline boundaries
- building on our leadership talent across the whole district to ensure we are fit for the future
- getting the best out of our ethnic and culturally diverse workforce by enabling and recognising the value of bilingual practitioners in the workplace

### *Healthcare Home*

#### **Means:**

- local GP practices have access to a greater range of support that provide their enrolled patients with more services that enable self-management
- establishing Community Central to improve the flow of information between hospital and primary settings to better coordinate community based care
- through Restorative Home and Community services, people are able to rehabilitate and maintain physical function, positive mental health and independence through locally based support

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