

CEO NEWS UPDATE August 2018



The past month has been difficult for us all, and I'm pleased that not only is winter loosening its grip, with some warmer weather here, the organisation now also seems to be heading back to a more even keel.

I have described the past year as a particularly challenging year. Not only has Hawke's Bay Hospital struggled with the pressures of patient demand, but we have also been faced with the challenge of the nurses' strike, along with other testing issues, including Board expectations of a better financial position.

Overriding everything, however, is the confidence our community and our staff must have that we provide a safe and quality health service. To help support this expectation the People and Quality directorate will now include Dr Andy Phillips who will help support Kate Coley and Russell Wills for the next six months. The immediate priorities for Andy will be:

- Ensuring patients get their appointments in a timely way to avoid harm from delay
- Reducing the number of harm events from falls and pressure injuries
- Resolving the backlog of adverse event reports and ensuring there is learning across the system from these events.

We will be providing more detail of how these priorities will be delivered, once the team has had an opportunity to fully review systems and processes that are currently in place.

As with everything we do the Triple Aim of: improved quality, safety and experience of care; improved health and equity for all populations; and best value for public health system resources will be applied to these priority areas.

Business Intelligence Analyst Aaron Turpin will be working with Andy and Russell to support them with statistical evidence to identify key areas we need to focus on.

I would like to take the opportunity to thank Dr Colin Hutchison and Claire Caddie for the work they are doing in the Executive Director of Provider Services office, so we can better appreciate the pressures on services as they work through their service-by-service stocktake. This is a big undertaking, but it will provide an understanding of where issues are. I think the past year has demonstrated that keeping issues to services, and not elevating them, creates all sorts of problems that become much harder to deal with.

Targeted financial investment for nursing has been released by increasing the relief pool of nursing staff, and reducing the dependence on the casual pool. This, combined with taking steps to reduce the non-core duties of nursing staff by increasing the phlebotomist roster to include weekends, is now in place.

We are also looking closely at elective services and what more can be done in house and in partnership with our private partners, and how we can do that.

We need to look at the long game, not short term solutions that cost a lot more, when there is the ability to manage them better with more planning. I look forward to reporting back to you on this in my next newsletter.

These are relatively quick fixes, the bigger issues will take more consideration with a more planned approach.

This brings us to finances. As you will be aware the Board sets financial expectations each year. This is agreed between management and the Board. At the last Board meeting we announced a \$6.8 million deficit, and with the final wash-up being worked on the final figure is likely to be more.

This year, 2018/19, we have advised the Ministry of Health (MoH) we are predicting a \$5 million deficit. The Board has agreed to the overspend this year, as we address concerns and bring the organisation back on track.

While we have worked hard, and there are defensible reasons for our current financial position, deviating from a surplus makes us less able to manage our own destiny.

It means we become reliant on the Ministry of Health for permission to undertake building works. This becomes particularly challenging if we are not able to pay for part of it ourselves, as the Government's capital fund is greatly oversubscribed.

As we are unlikely to get support from this funding stream we may have to delay capital spending or borrow at market interest rates. As we are only allowed to borrow for operational services, not buildings, it puts us in a difficult position — that's not helpful for our staff or our community.

Executive Director of Financial Services Carriann Hall joined us this week. We are looking forward to her supporting the finance team, and helping to guide us through this challenging financial year.

I would like to thank Ashton Kirk, in particular, who has been acting Executive Director of Financial Services, while we waited for Carriann to arrive.

Ashton has done an excellent job under difficult circumstances. I have greatly appreciated his support and all the extra work he has done including keeping on top of his contracts role.

Clinical Services Plan Update

Hawke's Bay is a diverse region. Not only are we rapidly growing, but our population is also rapidly ageing.



To ensure we deliver the best possible health services into the future, we not only need to think differently, but we need to start planning for it now.

Over the past 12 months, Hawke's Bay health professionals, who live and breathe the way we deliver services and care throughout the region, as well as governance groups and a wide range of people who use our health care services, have been brainstorming and providing their thoughts and feedback to draft a future-thinking health care services plan, called the Clinical Services Plan (CSP).

We think we have come up with a concept plan that provides a foundation for future health service needs in Hawke's Bay - **what** services will be delivered, **how** they will be delivered and **where** they should be delivered, looking out for the next 10 years.

The draft CSP is now being prepared for public engagement, where we'll be asking the wider Hawke's Bay population — have we got this right?

Once we collect community feedback, we will finalise this plan and begin working on prioritising where those services will be delivered and what future infrastructure we are going to need to meet these needs.

This is a once-in-a-lifetime opportunity to be part of helping to decide what health services we need in Hawke's Bay and how we deliver the best possible care.

The draft plan is due for release and feedback this month.

2000th Flu Shot marks DHB record!



What an effort! Late last month our 2000th staff member received their free flu shot to help protect themselves and others from winter flu. At the same time last year, uptake was around the 1600 mark.

Orderly Olga Bombales (pictured) was our number 2000.

Leading up to winter, our DHB encouraged all staff to get immunised to protect themselves, their colleagues and patients from influenza, following flu strains severely impacting the Northern Hemisphere winter.

A new updated vaccine reached our shores by mid-April and our DHB vaccinators were ready to go with vaccination days booked in across our hospital and health centre settings. Vaccination drives have continued and the reach has been fantastic.

Thank you to everyone who has supported this year's *Beat The Bugs* campaign, which has also been well received out in the community with a good number of our population also getting their flu shot either at their GP or pharmacy.

It's still not too late to get the flu shot. All HBDHB staff can get their flu shot for FREE until the end of September. Simply contact Occupational Health to arrange, or if you're based on the Hastings campus you can visit occupational health every Wednesday and Friday between 1:30 – 3:30pm, Tutorial Building. No appointment necessary.

Maternal Mental Health Improvement Project

A new way to help pregnant women and their families toward better mental wellbeing was launched Tuesday 7 August through the Maternal Mental Health Improvement Project.

The launch will see a number of key interventions aimed at improving the care we offer our pregnant women and their families.

Interventions include the services of a mental health worker based at a hot desk in Hawke's Bay maternity services for three hours per week to assist anyone (staff, LMCs etc) concerned about the wellbeing of a new mum.

Team members, pictured below, put together a display stand about this work.

Midwifery Director Julie Arthur says it is recognised in national data and in our yearly perinatal maternal morbidity and mortality reports that maternal mental wellbeing is a significant health issue for many women and whānau.

One in five women experiences depression during pregnancy and/or after pregnancy.

"This project here in Hawke's Bay has brought together our consumers, community agencies and clinicians in primary and secondary care to work in partnership listening, responding and designing this pathway to empower women to identify how they are feeling and know who to go to," says Jules.

"This pathway also supports LMC midwives, GPs, Well Child Tamariki Ora providers and obstetricians to identify and refer women to services that can support and help.

"The focus is on prevention and early intervention working with women and their whānau to change the outcomes and enable wellness during this major life event of welcoming a new baby into the world," she said.



Pictured L-R: Cecily Heperi, Kevin Snee, Robbie Walker, Peta Rowden, Gabby Allen, Jules Arthur, Anna-Marie Devoe, Susan Barnes, Betty Savage

Recycling – Waste Audit

Hawke's Bay Hospital and campus will be the focus of a waste audit during September to look at ways the DHB can further reduce its carbon footprint, and introduce improved recycling processes across the organisation that become seamless and sustainable.

Property and Service Contracts Manager, Andrea Beattie, said hospitals were like mini cities and our current annual waste volumes were around 150,000kg for clinical waste (infectious) with a cost around \$230,000; and 570,000kg for landfill waste (general waste) and recycling at a cost of \$90,000.

"Anything we can do to become more sustainable and reduce our carbon footprint is a positive step forward," says Andrea.

"The DHB recently introduced its Sustainability Policy and is committed to doing its part to become more environmentally sustainable, so a whole-of-hospital waste audit will give us a clear direction of where we can make improvements."

"In the future, we'd like to introduce new waste processes that are easy to follow and become part of standard working practices across all of the DHB's sites," she said.

HBDHB has adopted a Sustainability Policy and a Facilities-specific Sustainability Plan.

The purpose of this policy is to provide a vision and a set of principles to guide our actions to support sustainability and improve our environmental performance.

In the context of this policy, sustainability refers to environmental sustainability projects that fall within the areas listed below:

- **Policy and Planning**
- **Energy and Carbon (including CEMARS and EECA Collaboration Agreement)**
- **Waste and Recycling**
- **Water**
- **Buildings and Site Design**
- **Transportation and Travel Management**
- **Capital Projects**
- **Establishing Sustainability Champions DHB-wide (including Procurement)**
- **Communications**

To read the policy, click here:

<https://ourhub.hawkesbay.health.nz/assets/HUB-Policies-Procedures/Organisation-wide-Policies/OPM/Sustainability-Policy-OPM121.pdf>

In order to improve current waste and recycling systems, Andrea says the audits will be two-fold and will involve teams conducting an audit of waste to landfill across two days as well as a separate day focussed on clinical waste.

Anyone interested in becoming a member of the audit team for this project can contact Andrea in the first instance on ext 4545



Congrats to anaesthetic technician Peter Young (pictured above) for his recycling efforts to ensure surgical services is doing all it can to recycle and reduce waste. Many of you would have seen recent media coverage of Peter's great work!

Our DHB is one of five DHBs and six healthcare facilities in New Zealand that is committed to transform the health sector and foster a healthy, sustainable future as members of Global Green and Healthy Hospitals (GGHH).

GGHH is an international network of hospitals, health care facilities, health systems, and health organisations dedicated to reducing their environmental footprint and promoting public and environmental health. Hawke's Bay DHB became members in March 2018. The Global Green and Healthy Hospitals network has 1,035 members in 54 countries who represent the interests of over 32,100 hospitals and health centers. Members are dedicated to reducing their environmental footprint and promoting public and environmental health.

Find out more here: <https://www.greenhospitals.net/>



Acting Together for Environmental Health

Population Health

Lots of diverse work is currently happening within the Health Protection Team including a recent oral submission by Medical Officer of Health Dr Nicholas Jones to Parliament's Social Services and Community Select Committee.

The committee was considering an amendment to the Residential Tenancies Act that will prohibit letting fees. The DHB supported the Bill as fees create an additional barrier for those in greatest housing need. In addition to supporting the amendment, Dr Jones took the opportunity to talk about other aspects of the Act and proactive work being undertaken by our DHB and partners.

The Child Healthy Housing Programme provides housing assistance to families whose children are suffering from infectious or respiratory diseases directly linked to cold damp houses and overcrowding. Programme staff assess the housing situation and advocates for solutions on behalf of the family. However, with an increasing imbalance between supply and demand for affordable rental homes, programme staff are finding some landlords unwilling to carry out improvements to the home.

At the same time, families are sometimes reluctant to take concerns to the tenancy tribunal as they fear being given notice and being unable to find a new home.

Dr Jones said that increasing the supply of rental housing was part of the solution and advised the Hawke's Bay Housing Coalition was carrying out an unmet housing need study as an initial step. Dr Jones also expressed that enforcement of tenancy and housing quality laws should also be part of the picture. He presented a Healthier Homes Assessment and Repairs Pathway to the select committee as a possible solution. The pathway, developed by DHB staff in collaboration with the Hawke's Bay Housing Coalition and Habitat for Humanity, provides for expert assessment of homes with serious quality concerns and for referral through to either council building inspectors or the tenancy services compliance team in a way that protects tenants.

Minor issues such as broken windows or guttering are referred to Habitat for Humanity for repair.

GO Well update

The DHB's Go Well Travel Plan continues to expand, with new initiatives underway.

Since June 2017 we have been subsidising staff travelling to and from work at either Napier Health and Hawke's Bay Hospital on the goBay bus network and I am pleased to share that we will soon be further subsidising fares, meaning staff will pay just 99 cents per one way trip, regardless of travel zones.

This new subsidised fare offer comes into effect on Monday 3 September and will be reviewed after six months.

Bus statistics have continued to increase, which supports this move. As at the end of June, we have seen nearly 4000 staff trips this year alone. The DHB also continues to offer free bus fares to people attending outpatient appointments at Hawke's Bay Hospital or Napier Health – nearly 3000 outpatients have chosen this travel option.

Carpark expansion

An additional 32 staff car parks will be created on land adjacent to Māori Health later this year following the completion of the gastroenterology building. Access will be via Gate 11. Stay tuned via *Our Hub* for updates.

Sustainable transport: The DHB is also supporting sustainable transport with the recent introduction of another secured bike shed to the Hastings campus near Harding Hall, which is equipped with electric plugs where staff can charge up their bike lights, or electric bikes. Additionally, we will be introducing a number of push bikes to our travel system whereby staff will be able to either book a vehicle, or a bike, to travel to appointments. Four pool bikes have been purchased and are expected to be introduced in the spring once appropriate health and safety and booking documentation is completed.



	HBDHB Subsidy	Staff Portion
One Zone	\$1.89	\$0.99
Two Zone	\$2.66	\$0.99

Countdown Kids Launch

The Hawke's Bay launch for the Countdown Kids Hospital Appeal was held on 8 August in the main foyer of Hawke's Bay Hospital.

Our DHB has been very fortunate to have been gifted more than \$824,000 towards equipment since the appeal began back in 2007. All money raised in the region, stays in the region.

Deputy Executive Director Provider Services Claire Caddie and Medical Director Dr Phil Moore spoke at the launch, alongside Countdown representatives. Performances by a group of 4-year-olds from ABC Omahu Road and Hastings Boys High School's Tama Akina cultural group were a highlight.

Our Communities, Women & Children Directorate colleagues put together a varied display of baking and fresh produce to kick-start the fundraising earlier in the day and a gold coin donation sausage sizzle helped to feed hungry people come lunchtime.

A special surprise visit by Magpies rugby players Tim Farrell, Hannon Bridghouse and Jason Long brightened the day of children and whānau in our paediatric ward. They also made a special trip to SCBU where families, and staff, were delighted to see them! The players handed out goodie bags gifted by Countdown.

It's great to see so many people both within our workplace and our community get behind the appeal to support various fundraising events and quiz nights. Keep an eye out for upcoming fundraising events to be advertised!



Farewells

Elaine Palmer

We farewelled Elaine (Nola) Palmer, Assessor, Older Persons & Mental Health in May who provided her expertise for more than 30 years here at HBDHB. We wish her well in her retirement.

Emma Ellison

Human Resources advisor, Emma Ellison, left us on Friday, 10 August, to take up a role with Pan Pac as their Recruitment and Training Manager. Emma has been a real asset to our recruitment team and we wish her well in her next phase of her career. "I have had an incredible time with the DHB, it has challenged me and given me an opportunity to learn so much. I've worked with incredible people, those who have both supported and inspired me." Go well Emma.

Lisa Pohatu

We also recently farewelled Population Health Advisor, Lisa Pohatu (pictured), after nearly five years at the DHB. Lisa made great progress in the housing sector, among other things, and was a key

member of the Hawke's Bay DHB-led initiative 'Ready to Rent', bringing key stakeholders together to up-skill and support potential tenants struggling to find a rental property.

Lisa will be sadly missed by her colleagues and the wider DHB family but she will remain doing the work she loves for Te Puni Kōkiri, as a regional advisor. Te Puni Kōkiri leads Māori Public Policy and advises on policy affecting Māori wellbeing.

"I've enjoyed the ability to work at both a strategic level to understand the bigger picture and the opportunities to work with people at the cold face so that we are listening and responding to the needs of the people and making those connections," says Lisa. "I am most proud of my work in the housing sector under the guidance of Dr Nick Jones and the successes we have been part of to bringing key stakeholders together to work with one another in tough housing times."

