

AKAROA MODEL OF CARE

January 2018



AKAROA HEALTH
Te Hauora o Rākaihautū

our health system

 **Canterbury
Clinical Network**
Transforming Health Care. Whanau Ora ki Waitaha.

Canterbury

District Health Board

Te Poari Hauora o Waitaha



Integration of health services in Akaroa

Introduction

The Model of Care was developed through a series of community and health provider forums and workshops, to provide the people of Akaroa and Bays (Akaroa) with improved access to the most appropriate and sustainable health services. The Model of Care will continue to evolve as new health needs are identified and different ways of delivering services are developed and introduced.

There are many exciting and challenging developments happening for health services in Akaroa. The most visible of these is the construction of a new health facility Akaora Health Centre – Te Hauora o Rakaihautū which is anticipated to open in mid-late 2019.

Background

What's happening in the Canterbury Health System?

New Zealand's health system is facing considerable challenges. People are living longer, they're living with long-term or multiple health conditions and there's rising rates of obesity within our young people. Our health workforce is ageing – with 40% of doctors and 45% of nurses aged over 50 years.

The Canterbury health system has its own challenges. In addition to an ageing population, there's an increased demand on our mental health services following the significant earthquakes in 2011 and 2016.

In Canterbury we are ahead of the curve in innovating to ensure our community has access to high quality health services, actively redesigning the way services are delivered to improve health outcomes which are being delivered by passionate health professionals.

This change is focused on delivering an integrated health system that keeps people healthy and well in their own homes by providing 'the right care and support, to the right person, at the right time and in the right place'.

What's happening in the Akaroa and Bays health system?

In 2012, the Akaroa Wairewa Integrated Health Services Group (AWIHSG) began working with the Canterbury DHB on ways to integrate and improve health services for the Akaroa and Bays (Akaroa) community following the earthquakes and the closure of Akaroa Hospital. This group surveyed the Akaroa Community in November 2013 on a proposed new configuration of services in Akaroa.

In 2014, after public consultation, the Akaroa Structure Group was formed to work alongside the Canterbury DHB on building a new health facility. A plan for a joint venture for shared ownership in the new building between the Akaroa Community, Ngai Tahu Property and Canterbury DHB did not proceed.

In April 2016, the Canterbury DHB agreed to build the facility with a community contribution of \$2.5M to allow all of the funded services, including the aged residential care services, to be on the same site. The Akaroa Structure Group established the Akaroa Community Health Trust (the Trust) which holds the shares in the operating company Akaroa Health Ltd. The Trust and the operating company Akaroa Health Ltd are registered charities.

Who will be leading this process for the Akaroa communities?

Akaroa Health Ltd will operate and manage the Akaroa Health Centre and take the lead in integrating service delivery across providers for the Akaroa community. Akaroa Health Ltd will negotiate service agreements with the Canterbury DHB.

The Akaroa Community Health Trust and Canterbury health system will continue to engage with the Akaroa community and health providers to ensure health services evolve to meet the changing needs of the community.

The Canterbury DHB is working with the present health services providers in Akaroa, the Akaroa Community Health Trust and Akaroa Health Ltd to guide and support the integration and transformation of health services in Akaroa.

Akaroa Health Ltd will run the general practice services in Akaroa from 1 April 2018. An Akaroa Health Centre General Manager will be appointed by Akaroa Health Ltd in early 2018 to support the ongoing development of the Model of Care.

Find out more: www.akaroahealthhub.org.nz or contact

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Where we've come from | Where we're going

THE BEGINNING OF CHANGE

The Canterbury health system is undergoing large-scale change.

Like many Canterbury communities, Akaroa has its own unique challenges, damaged and aging infrastructure, an ageing patient population and remoteness.

It was clear that large-scale change was necessary to meet the needs of the unique requirements for health services in Akaroa.



A NEW HEALTH FACILITY

As part of the health system's transformation, construction is about to begin on a new health facility in Akaroa.

The new facility will be a purpose-built Integrated Family Health Centre (IFHC) that aims to provide primary and community health care, aged residential care and health promotion, prevention and treatment services closer to home for the community, including visitors.

It is anticipated that the new health facility will formally open in mid-late 2019.



A NEW SERVICE MODEL

We now have an Akaroa Model of Care with the health needs of the Akaroa community at the centre; driving contract negotiations and service delivery options that best meet the needs of the community.

This is an important step in safeguarding the sustainability of health services and ensuring the people of Akaroa have access to the best possible healthcare within the funding available.

Akaroa Health Ltd will take ownership of the medical centre and run the general practice services in Akaroa from 1 April 2018.



A NEW WAY FORWARD

Formation of a fully integrated health service and a new innovative way of working.

Liaison with other agencies and NGOs to deliver joined up health and social services.

Establishing a forum that provides an opportunity for ongoing community engagement to help ensure services continue to meet evolving needs.

What is a Model of Care?

A Model of Care is the framework for delivering health care. It identifies the services that will be delivered, how those services will operate and forms the basis for planning for and responding to the health events of defined populations.

WHAT CAN BE ACHIEVED WITH A NEW MODEL OF CARE?

- Improved access and service equity within the funding available
- Improved patient journeys through the health system
- Better identification of workforce requirements
- Easier collaboration and resource sharing between health staff
- Better opportunities for health professionals to extend their scope of practice
- Better informed health service planning

WHY DOES AKAROA NEED A NEW MODEL OF CARE?

In order to safeguard the sustainability of Akaroa's health services, the community needs a Model of Care that recognises the unique differences in Akaroa, while also aligning with the wider health system.

The new Model of Care is an important step for better integrating primary and community health services to meet the needs of the Akaroa community, ensuring service delivery best meets the needs of patients, their whānau and the wider Akaroa community, including visitors.

Some of the challenges and opportunities identified in Akaroa include:

Challenges

- An ageing population and workforce shortages
- Services delivered in separate sites
- Difficulties accessing support workers in the community
- Barriers between staff in different areas of the health services
- Increasing demand and public expectations on the provision of services
- Servicing remote communities

Opportunities

- A healthcare system that more effectively addresses the needs of the community
- An overall improvement in community wellness and clearer pathways of care
- Improved sustainability of health services by further developing the nursing structure to enable nurses to develop an advanced level of skill
- Better utilisation of health professionals and broader acute medical coverage
- Construction of a new health facility and the opportunity to integrate services to provide seamless healthcare

The Model of Care

The AWIHSG, the Akaroa Structure Group, Trusts and the Health providers in Akaroa have developed a proposed Model of Care that addresses the opportunities, challenges and underlying objectives for the Akaroa health system. As with all Canterbury health system transformations, the aim of Akaroa's new Model of Care is to put the needs of patient, family, whānau and community at the heart of decision-making.

In order to ensure the Model of Care for the Akaroa community continues to meet the health needs of the community there will be ongoing engagement and further work on the Model of Care to ensure that pathways for care are appropriate, comprehensive, complete, effective and efficient.

THE FINAL MODEL OF CARE MUST, AT ALL LEVELS:

Deliver outcomes that improve the health status of the Akaroa population | Develop a more personalised primary healthcare system by placing greater emphasis on empowering people to self-manage their health and illness | Reduce health inequities, especially for Māori | Reduce pressure on Christchurch Hospital services by facilitating integration within and between community-based and Akaroa IFHC based care, and providing services closer to home where practicable | Align with the wider Canterbury health system | Promote innovative ways of working | Address workforce issues and realities | Minimise waste and duplication | Address financial sustainability, cost effectiveness & efficiency

THE PROPOSED CHANGES CAN BE GROUPED INTO 5 AREAS:

1. Health Services
2. One Integrated Health Team
3. Innovative Technology
4. Pathways for Care
5. Working Relationships

1. Health Services

In the Model of Care all existing health services available in Akaroa will continue. Current health services include:

EXISTING SERVICES TO CONTINUE

- Primary Care/General Practice
- Rest home care
- Hospital care
- Respite care
- Visiting specialist consultations
- Stabilisation of trauma
- Acute Medical beds
- Physiotherapy services
- PRIME
- St Johns
- Pharmacy
- Ante and Post Natal care
- Community nursing (district nursing and acute nursing in the community)
- Occupational therapy (visiting contractors)
- Social work support
- Mental health support (including visiting Primary Health Organisations and Canterbury DHB specialist mental health teams, Brief Intervention Counsellors and Community Support Workers)
- Home-based support
- Meals on Wheels
- Palliative Care
- Youth Sexual Health
- Community Dental
- Well-Child/ Plunket

2. One Integrated Health Team

The new service will operate as one team that collaborates closely with other health care providers based in the community and visiting Akaroa's health centre. Benefits to this model include:

BETTER ACCESS TO CARE FOR THE PATIENT: Operating as an Integrated Health Team would provide patients with better and timelier access to a wider range of services by enabling clinicians to better collaborate, work in areas where the need is greatest and deliver more streamlined continuity of care. For example, one Integrated Health Care Team would enable clinicians to collaborate on one shared patient record, provide one After Hours service, and provide timely access to care and medications (such as through Standing Orders).

IMPROVED JOB SATISFACTION FOR HEALTH STAFF: This model would contribute to improved job satisfaction and reduced stress for Akaroa's health workforce. For example, operating as one team provides better flexibility to staff areas of greatest pressure, reducing the stress placed on specific services and staff. By enabling clinicians to rotate across the service, they are offered more possibilities to up-skill and work at the top of their scope.

BETTER UTILISATION OF FUNDING: Enables better utilisation of locally allocated funding as it can be allocated where it is needed most.

BETTER SERVICES AVAILABLE TO THE COMMUNITY: One Integrated Health Team would enable services to reach further into the community to provide care closer to people's homes and the development of new roles and services that improves the patient's journey through the healthcare system.

IMPROVED HEALTH WORKFORCE RECRUITMENT: This model would enable the establishment of a district-wide clinical education and training programme for in-patient, primary and community health care. This would not only facilitate the recruitment of health staff in Akaroa, but would contribute to a more sustainable health system that is better positioned to meet future needs.

BETTER UTILISATION OF CLINICIANS' SKILLS: Greater attention to "the right services at the right time, by the right person" will allow health providers (doctors, nurses, care assistants, allied health providers) to rotate around the various facets of the health service enabling better utilisation of skills across the team.

3. Innovative Technology

SHARED PATIENT RECORD

It is recommended that one Patient Management system is used. HealthONE is already in use at the Medical Centre and will continue to be used.

TELEMEDICINE

Telemedicine technology helps people in rural communities like Akaroa to access health services closer to home. Investment in reliable telemedicine technology for Akaroa would enable specialist outpatient consultations without the need to travel to Christchurch, consultations with isolated rural patients in emergency situations, consultations with Emergency Department physicians for acutely unwell patients, dermatology outpatient clinics and distance learning for staff.

Equipment necessary for these technologies:

- Cameras and screens for telemedicine use
- Screens for reviewing X-rays
- Equipment to enable health professionals access to patient records and information when working in the community

ONLINE PATIENT PORTAL

Allowing patients in Akaroa to access their own health records online helps them better manage their own health.

In Canterbury, a safe and secure system called a Patient Portal based in primary care is starting to allow people to access some of their health records, make some appointments, order some prescriptions and check some blood test results without having to travel to see a health professional.

4. Pathways for Care

In order to better coordinate Akaroa's health services in the community with/and in the new facility, it is recommended the Patient Pathways are developed or refined over time. Work has commenced on some Pathways for Care. These include care for mothers and babies, accident/trauma, palliative care, chronic conditions and frail elderly / dementia.

Pathways will require regular reviewing to ensure they are comprehensive, appropriate, complete, effective and efficient.

5. Working Relationships

For the proposed model to work, strong working relationships will be required that enable continued support and training for the Akaroa health workforce. This will maximise the resources available to the rurally isolated Banks Peninsula communities and ensure continuity and consistency of care. This means working collaboratively and in an integrated way with these key groups and ensuring all contributors are partners in the delivery of our integrated health system.

Key groups currently recognised:

- Akaroa Community Health Trust
- Akaroa Health Ltd
- Akaroa Health Centre
- Pompallier Village Trust
- Canterbury District Health Board
- Canterbury Clinical Network
- Rural Canterbury PHO
- Akaroa Pharmacy
- Access NZ
- Canterbury Primary Health Organisations
- HealthONE
- Local, private and Canterbury DHB community dental services
- Allied health providers
- Community groups
- Governmental organisations (e.g. CCC, ACC, Work and Income)
- Non-governmental organisations
- Other private health providers
- Akaroa and Bays communities
- St John Ambulance
- Onuku Marae