

Waitemata District Health Board

# Yearbook 2017

In 2017, Waitemata DHB celebrated high rates of mums exclusively breastfeeding babies like seven-month-old Tyson Lafaele (pictured). **Read more on page 15.**



**Waitemata**  
District Health Board

Best Care for Everyone

# A word from Dr Dale Bramley and Dr Lester Levy

We have two main priorities as a DHB. The first is to maximise health outcomes for our community and the second is to give the best patient and family experience that we possibly can.

Our DHB has made steady and significant progress in both areas through the course of the year. Our constant drive for better health outcomes is reflected in our population's life expectancy of 83.8 years - 2.1 years higher than the national figure. Life expectancy for Māori (78.9 years) and Pacific people (78.5 years) is also among the highest in New Zealand and increasing at a faster rate than other populations. Our DHB has the lowest rate of mortality from amenable conditions in New Zealand and high cancer survival rates. Smoking rates within our population are reducing and we are well-positioned to be smoke-free by 2025.

Meanwhile, multiple new developments and initiatives deliver on our second priority by enhancing the experience of those who use our services.

Some of these include:

- the opening of a new Waitakere Hospital Emergency Department paediatric zone
- the launch of our Early Discharge and Rehabilitation Service to rehabilitate eligible stroke patients in their homes
- a modern Medicine and Older Adults outpatient facility in North Shore Hospital's remodelled Kāhui Manaaki (Building 5)
- Our Health in Mind – a DHB initiative aimed to destigmatise mental illness and provide primary care partners with faster and greater support for patients
- the opening of the Whenua Pupuke Waitemata Clinical Skills Centre and Te Aka, a new 15-bed facility at Mason Clinic
- the development of primary birthing unit options.

The Leapfrog programme continues to deliver major technological advances to provide an enhanced quality of service.

Initiatives including ePrescribing, eVitals and the Winscribe voice-to-text programme put us at the forefront of e-Health as a modern healthcare provider. Further evidence of our digital progress can be found in North Shore Hospital's Ward 7, which is the first in the country to provide bedside iPads and free DHB-wide wi-fi to improve patient experience.

Our focus is firmly on the future with projects like Precision Driven Health, which aims to deliver better outcomes through smarter use of health analytics, and our new orthopaedic robot – which made history earlier this year when it was used for the country's first-ever robot-assisted partial knee replacement surgery.

The Northern Region DHBs are working together to develop a Long-Term Investment Plan (LTIP) to guide medium to long-term regional investment decisions.

Our population of over 615,000 is expected to rise by well over 100,000 people in the next decade. We have a 10-year plan to redesign and improve our physical environment so it is more comfortable for patients and their whānau, and able to accommodate our increasing population.

We do this for our patients, families and community who all deserve the best care we can provide from the resource we have available to us. Our hard-working and dedicated staff remain our greatest asset and we look to them with gratitude as we collectively renew our resolve to relieve suffering, reduce inequalities and promote wellness in 2018 and beyond.



*Dr Dale Bramley*



*Dr Lester Levy*



# Waitemata DHB leads the country with robotics

Cutting-edge technology put the spotlight on North Shore Hospital with the country's first robot-assisted partial knee replacement surgery in August – the first of an estimated 60 per year to be carried out as part of a study designed to compare results with current practice.

The Mako Unicompartmental Knee Replacement (UKR) system was first developed in the US by the Mako Surgical Corporation in 2005 and is now owned and manufactured by leading medical technology company Stryker.

"The robot allows consistently accurate placement of implants which ultimately means better outcomes for patients," Orthopaedics Clinical Director Matthew Walker says. "It reduces the magnitude of the surgery and improves the longevity of the implant, resulting in a shorter stay in hospital, earlier mobilisation, less pain, a greater short to mid-term outcome and increased patient satisfaction".

Mako UKR is considered a major game-changer – enabling significant numbers of patients who would have had total knee replacements to have partial knee replacements instead with an improvement in patient outcomes.

"It enables surgeons to tackle more challenging procedures with a higher comfort level and provides a less-painful treatment option for patients with common knee diseases," Mr Walker says. "The smaller implant required for a UKR also means the costs of surgery are reduced. That means we have more resource to divert towards other patients."

Patients involved in the study will receive post-operative checks, six weeks, six months, one year, two years, five years and 10 years after their surgeries. Results will be measured against an equal number of patients who have had total knee replacements carried out as part of the same trial. "All patients will have a CT scan done on their knees prior to surgery," Mr Walker says. "The allocated number of total knee replacements will then be compared with the robot-assisted UKRs to determine the clinical and cost differences between the two."

Waitemata DHB CEO Dr Dale Bramley says the project is part of an ongoing drive to relieve suffering, reduce inequalities and promote wellness through better use of innovation and technology. "This kind of technology is predominately only available in the private health sector overseas so we are very happy to be able to offer it to our community as a whole," he says.

Waitemata DHB's acquisition of the Mako technology was made possible through the efforts of its fundraising arm, the Well Foundation. Donors included the Ted & Mollie Carr Trust, the Lion Foundation and the Freemasons.

## Case study:

Drainlayer Adam Squire, 52, was back at work just two weeks after having the country's first robot-assisted partial knee replacement surgery at North Shore Hospital's Elective Surgery Centre on August 15. Overseas experience already shows the robot technology is incredibly accurate and consistent – delivering better outcomes for patients, more effectively than ever before.

Adam's case was no different. The father-of-three was ready to go home the following day and did his first 5km walk at a local park within the fortnight. "I understand that surgery without the robot usually may mean at least a month off work," he says. "To be back driving a digger in just two weeks was incredible."

▼ (From L-R) Simon Young (surgeon), Matt Walker (surgeon), Lucy Steel (theatre nurse), Ali Bayan (surgeon), Carlo Flores (theatre nurse), Matt Carter (Stryker).



▼ Waitemata DHB's first robotic knee surgery patient Adam Squire.



## KEY FACTS AND FIGURES – OVER THE PAST YEAR

Waitemata DHB contains over **615,000** people making it the largest population of all New Zealand's DHBs.

Our population lives on average to the age of 83.8 years, **2.1** years higher than the national figure, having increased by 2.2 years of life over the past 10 years.

Access to health services for Waitemata residents sees **92%** enrolled with a GP.

The number of people who are obese is increasing and this is now estimated to affect **24%** of our population.

We have an ethnically diverse population with **10%** Māori, **7%** Pacific, **22%** Asian and the remainder being European/Other.

Smoking, the largest cause of preventable ill-health, has declined substantially since 2006, falling from 17.4% to **12%** of adults.

The one-year relative survival rate for cancer in Waitemata DHB is **81%**, which is one of the highest in New Zealand.

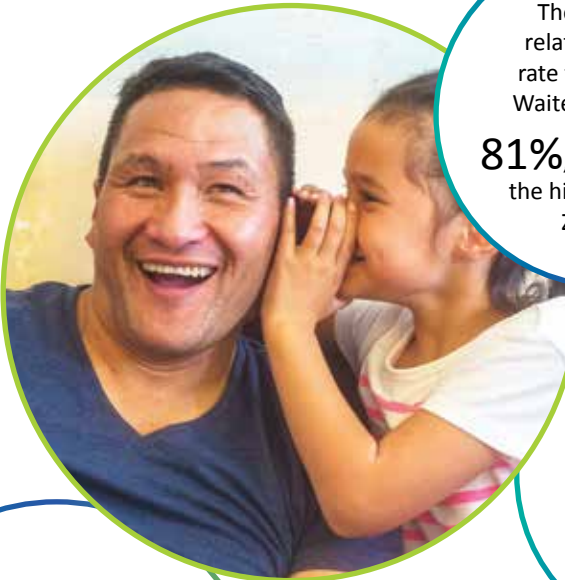
Emergency departments discharge, admit or transfer **96%** of patients within six hours.

Our immunisation rates are high with nearly **93%** of our eight-month-old babies fully immunised.

Our population is projected to increase by 200,000, reaching **807,840** by 2037.

**121,352** patients visited Waitemata DHB's ED departments.

**7956** babies were born at Waitemata DHB in the past year.





# Midwife assists Syrian refugees

It all started with an advertisement on Emma Farmer's Facebook feed. Nurture Project International (NPI) was looking for midwives to help assist Syrian refugees in Greece.

Emma, Waitemata DHB's Head of Division for Midwifery, returned to New Zealand in May after spending four weeks in Thessaloniki, Greece, working with families who had fled the Syrian war.

NPI was established by public health professionals, disaster relief experts, midwives and lactation consultants who saw a need for qualified and trained volunteers to attend emergency situations and support mothers and babies.

"In times of crisis, people often send loads of infant milk powder without understanding the limitations parents face around living in unsterile conditions without facilities to boil water," Emma says. "My role was to educate women and encourage them to breastfeed because it was the best option as it meant the milk was safe, the right temperature and free."

Emma worked in refugee camps but also visited families who had been housed, though often isolated from other Syrians. Many were without fathers who'd been killed in the Syrian war or stranded elsewhere after borders were closed.



"We'd take nappies and wipes as well as sanitary pads and food packs for mums to ensure they were maintaining a good diet for breastfeeding. We would also take clothes and food packs for any older babies who had been weaned."

Emma is glad to be home but encourages others to volunteer. "This is one of the biggest human tragedies of our time. This is the biggest migration of people in our generation. People need help and we all have something to offer."

Go to <https://nurtureprojectinternational.org/> for more information on how you can help.

June saw us break our own record for the number of twins in North Shore Hospital at any one time. The 10 babies were born within a few days of each other. There were 95 sets of twins and one set of triplets.



▲ (From L-R) Niko and Taymon with parents Hazel and Cliff Oxford; Elsa and Elva with Summer and Yue Zhao; Annabelle and Emily with Matthew and Carla Pearce; Marco and Franco with Anna and Lourens Pretorius and Ezekial and Nehemia with Helen and Apalosi Kaliopasi.

# Better outcomes, better patient experience – 2017: a year to remember

Projects completed in the last year have made measurable inroads towards meeting the current and future needs of the people we serve.

## 1 Kāhui Manaaki – a new outpatients facility

Kāhui Manaaki was officially opened in April 2017 by former Minister of Health Hon Dr Jonathan Coleman.

The 44-year-old building, once used for nursing accommodation at North Shore Hospital, was transformed into a modern new \$9.9 million outpatient's facility, teaching space and innovation hub.

Its ground floor has brought together a number of medical specialties, including geriatric outpatient services that were previously spread across the greater hospital complex.

The first floor is occupied by the Research Innovation and Knowledge Centre - an arm of the DHB that supports

clinical teams seeking new ways of improving care for patients.

It also provides a permanent residence for University of Auckland and Auckland University of Technology (AUT) senior staff and provides teaching and meeting rooms for students.

The second floor is occupied by the Haematology Research Group – advancing work that has already dramatically improved the outcomes for Waitemata DHB patients with diseases such as myeloma over the last decade. Space left vacant in the main hospital building as a result of the opening will be developed to improve other service delivery and timeliness of care for patients.

*(From L-R) Waitemata DHB CEO Dr Dale Bramley, Waitemata DHB Chief Advisor Tikanga Naida Glavish, former Minister of Health Hon Dr Jonathan Coleman, Waitemata DHB Chairman Dr Lester Levy and North Shore MP Maggie Barry at the official opening. ▼*





## ② New skills centre boost for academic profile and positive patient outcomes

Dignitaries and VIPs joined then-Minister of Health Hon Dr Jonathan Coleman for the opening of the new Whenua Pupuke Waitemata Clinical Skills Centre at North Shore Hospital in June.

The two-storeyed facility overlooks Lake Pupuke and houses many of the academic activities taking place across Waitemata DHB.

It includes a 248-seat auditorium, multiple teaching spaces and a clinical skills laboratory that occupies a significant portion of the first floor. It is also home to an AUT biomechanics laboratory.

Waitemata DHB is responsible for supporting the training needs of nearly 7000 staff to provide high-quality patient care to a population of over 615,000 people.

Whenua Pupuke is a place of learning - developing employees to build confidence, improve performance and practice their clinical skills so that they are more competent and confident in clinical settings when working with patients.

International experience suggests the creation of an environment that fosters inter-professional education plays an important role in improving patient care. That thinking is directly aligned to our own drive to put the patient first and to be a national leader in healthcare delivery.

*(From top to bottom)*

*Dr John Cullen, who oversaw development of the new facility, is honoured by Rosmini College with a haka.*

*The newly-opened Whenua Pupuke Waitemata Clinical Skills Centre.*

*Health Minister Hon Dr Jonathan Coleman cuts the official opening ribbon.*

*Whenua Pupuke sits on the lake front of the North Shore Hospital site.*





▲ Dignitaries and guests during the opening of the completed ED expansion at Waitakere Hospital.

### 3 World-class ED development complete

The final touches to a world-class \$9.8 million Waitakere Hospital Emergency Department were celebrated with an official opening and tour by then-Minister of Health Hon Dr Jonathan Coleman in June.

Dignitaries last gathered at the site in August 2016 to open the newly-expanded ED that has almost doubled in size to cater for the needs of the West Auckland community. The refurbishment project included:

- a new Waitakere Hospital Emergency Department Paediatric Zone
- two negative pressure isolation rooms to help meet modern standards of infection control
- mental health rooms to better cater for acute presentations
- eleven new treatment spaces, including three monitored adult beds.

“The completion of this development is another major milestone in the evolution of Waitakere Hospital and a service culture that is 100 per cent focused on improving patient outcomes,” Waitemata DHB CEO Dr Dale Bramley says.

“We have an organisational promise to deliver best care for everyone and that’s exactly what this is designed to do.”

The new paediatric zone features larger cubicles and a dedicated range of support rooms that promote safety and child health strategies. It is located close to two negative pressure isolation rooms, a separate paediatric waiting room, a paediatric resuscitation room and a new whānau zone.

Mental health rooms have been reconfigured to better accommodate agitated or distressed patients who present with acute mental health issues.

### 4 Connection to culture at the forefront of Mason design

Mason Clinic stepped into the future with the opening of a new 15-bed mental health facility in August. Te Aka is the latest addition to the Point Chevalier site which is being upgraded to help address the growing demand on specialist mental health services. The new state-of-the-art design is entirely based on kaupapa Māori with a wharenui built into the front entrance to welcome clients and their whānau.

Environments, Security and Buildings Manager Bruce Talbot says having a wharenui at the entrance of the medium secure unit gets each client’s journey off to a

good start. “Culture is a way for people to reconnect with themselves and their whānau. It is a huge part of a person’s healing.”

Large internal courtyards allow clients to do kapa haka in the sun. Clients have sensory modulation rooms, a women-only wing, a gym, internal courtyard and large windows allowing for plenty of sunlight. The colour scheme throughout the building is inspired by nature to have a calming effect on clients. Staff will enjoy new office space upstairs with large windows, spacious meeting rooms and showers.

(From L-R) Director for Specialist Mental Health and Addictions Service Dr Susanna Galea-Singer, Waitemata DHB Deputy Chair Kylie Clegg, Associate Service Manager Clare McCarten, Clinical Director Dr Jeremy Skipworth and CEO Dr Dale Bramley. ▼





## 5 Additional hospital bed capacity project nears completion

A ward extension at Waitakere Hospital in March marked a significant milestone in a \$3.682 million initiative designed to meet increased demand for local services and improve patient outcomes.

Work on the Waitakere Additional Medical Capacity project started in November 2016. The first stage to be finished was an extension of Huia Ward.

The space now includes two patient bedrooms, a staff base and a clean utility/meds room - an area occupied by the cardiology service after relocating from the Assessment and Diagnostic Unit (ADU).

The entire project was designed to enhance and modernise ward space and make an additional 12 medical beds available.

Three single rooms with ensuite were also installed - giving staff greater flexibility to manage patients based on clinical and social needs.

Two negative pressure isolation rooms were also included for infection control.

Increased capacity and the creation of 19 new staffing positions had an immediate impact on the hospital's ability to treat more people onsite, lessening associated stresses for patients and families.

The number of patients who have transferred from Waitakere to North Shore Hospital for clinical care has decreased since general medicine staff numbers were increased in 2015 and will decrease further with the new development.

## 6 Fitness hub already proving popular in the west

The new Waitakere Hospital Fitness hub that opened in March is designed to boost the health and wellbeing of staff.

The facility has proven popular with users who praise its state-of-the-art equipment, proximity and slick look.

The gym was opened by Waitemata DHB member and marathon legend Allison Roe and has attracted more than 300 members.

It is open 24-hours-a-day, seven-days-a-week.

Staff like Linda Hessel and Lois Tolley say there are now no excuses not to exercise. Phlebotomy supervisor Lois

has always been active but admits the new on-site gym gives her more motivation to maintain her fitness levels.

"It's important for me to stay fit, especially for the job I do. As you get older, it's harder to maintain a healthy body so any encouragement to do that is great," she says.

"It can be very easy to skip the off-site gym once you're in your car and en-route home. But having the gym right on our back doorstep means it's too hard to ignore."

Gym equipment includes stationary bikes, rowing machines, weights, treadmills and cross-trainers.

*Linda Hessel, left, and Lois Tolley are among more than 300 Waitakere Hospital fitness hub members. ▼*



# Māori Health

## Screening programme a success for whānau

Ninety Māori patients are getting potentially life-saving treatment after going through Waitemata DHB's Abdominal Aortic Aneurysm (AAA) screening programme.

AAA is an enlargement of the abdominal aorta that can result in death if a rupture occurs.

A screening programme started at the DHB in 2015 as a pilot to assess the prevalence of AAA in older Māori.

Clinical Lead Dr Peter Sandiford says mortality from AAA was known to be higher in Māori but no research had been done to confirm it.

"AAA can be easily diagnosed with a simple ultrasound scan and, if detected, monitored over time and even repaired," he says. "AAA deaths are mostly preventable when a screening programme is in place. Some countries around the world, such as the USA, the UK and Finland, already have them. The work here at Waitemata saw the first ever screening programme for New Zealand."

Approximately 4260 Māori are currently enrolled in the AAA screening

programme. To date, 1802 individuals, including 744 women and 1058 men, have been screened. Ninety were referred to vascular services because of enlarged aortas. Three of them had large but operable abdominal aneurysms and the remainder are being regularly monitored with ultrasound scans. "To know that we caught those aneurysms before they ruptured makes all of this work worth it," Dr Sandiford says

The age eligibility for Māori people

wanting to be screened is restricted to women aged 65 to 74. Men must be between 60 and 74. People have to be enrolled with a general practice in order to be eligible for the free ultrasound examination and the practice needs to agree to data-sharing of eligible patients with Waitemata DHB. GPs of patients diagnosed with enlarged aortas will refer them to the Auckland Hospital vascular service to be put on a surveillance programme. Patients with critically enlarged aortas may be eligible for immediate surgery.

*The AAA screening programme is achieving better health outcomes for patients. ▼*



## Matariki celebrations popular

The topic of youth suicide through the eyes of advocate Mike King packed the 248-seat auditorium at Whenua Pupuke in July. The comedian and TV personality was one of three guest speakers in an inaugural Matariki seminar series organised by He Kamaka Waiora across the Waitemata and Auckland DHBs.

Mr King got Waitemata's event off to a strong start with a full audience keen to ask questions and share its experiences. He stressed the importance for clinicians to truly listen and take the time to understand clients and patients seeking help.

Professor Meihana Durie spoke on the association of Matariki with new beginnings, new journeys and the renewal of spirit and vitality.

Rounding out the week was Waitemata DHB Chief Advisor Tikanga Naida Glavish who spoke during a separate seminar to staff about the importance of Te Reo Māori in a health environment.

GM for Māori Health at Waitemata and Auckland DHBs, Riki Nia Nia, was proud of the turnout by Waitemata staff. "This is a great indication that staff from all cultures across the DHB are understanding the importance of Māori issues in the healthcare system," he says.

"In order to get better outcomes for our patients, we must know who they are and where they are coming from. This has proven that staff want to know these answers and make a real difference in our community."

*Youth advocate Mike King speaking at Whenua Pupuke. ▼*





# Pacific Health

## Academies programme takes science pupils to the health sector

A Waitemata DHB scheme designed to get more Pacific school pupils studying science and seeking work in the health sector is starting to pay dividends.

Malcolm Andrews is co-ordinator of Waitemata DHB's Health Science Academies Programme. He says 18 of the 19 students who originally signed up for the initiative at Waitakere College in 2015 have now confirmed their intentions to pursue careers in and around medicine.

Most are in the process of applying for health-related tertiary study in Auckland, with a few planning to head for Otago next year. Malcolm says the result is outstanding and shows the power of effective mentoring, support and career exposure. Pupils accepted into the scheme get help identifying potential career paths in Year 11, attending various career information events before being exposed to relevant study programmes in Year 12.

Support is available in Year 13 to help them achieve credits and take the next step into the tertiary sector. Malcolm says the programme offers a number of hands-on activities to get pupils thinking outside of the classroom.

Among the more recent was a partnership with Healthy Families Waitakere that looked at student access to healthy water. New drinking foundations were erected at the college as a result.

Families are involved from the outset. "All of this combined gives these students a sense of purpose," Malcolm says. "We are able to show them that they are working towards a career in which they'll be able to improve health outcomes for Māori and Pacific people. We're also able to offer them a whole support network to help get them there."

The programme won the Excellence in Workforce Development & Innovation

category of this year's Waitemata DHB Health Excellence Awards. Malcolm hopes the government-funded scheme will eventually be rolled out to other secondary schools in West Auckland. "The preliminary results are promising," he says. "This all about achieving an equitable health workforce."

*Malcolm Andrews, pictured during his presentation of the Science Academies Programme. ▼*



*'Authentic communication, the Pacific way' was the focus of this year's Pasifika Week. This year's celebration included guest performers and speakers, leadership seminars, stalls and discussion groups.*

*Pasifika Week 2017 started off with a traditional kava ceremony to officially launch the event and acknowledge Seinafolava Meia Schmidt-Uili (pictured below), the first Pacific Island doctor to hold the position of Head of Division for Child, Women and Family Services.*



## Warm Pacific welcome for WHO delegation

Waitemata DHB was delighted to host Dr Tedros Adhanom Ghebreyesus on his visit to North Shore Hospital in April - just one month before he was elected as Director General of the World Health Organisation (WHO). Dr Tedros spoke about health issues facing the greater Pacific region and promised to return at some point with an update about developments in the area. His visit included a tour of North Shore Hospital and a meeting with senior staff and Board members.

*World Health Organisation Director General Dr Tedros Adhanom Ghebreyesus, 3rd from left, complete with lei after receiving a warm Pacific welcome during his visit to the DHB in April. ▼*



# Asian Health

## Asian Mental Health Service launches new book

A new activity booklet for mental health clients and their children was launched in June by the Asian Mental Health Service in Waitemata DHB's newly-opened Whenua Pupuke-Waitemata Clinical Skills Centre.

Growing Stronger Together aims to destigmatise mental illness - helping parents and children of all cultures understand each other's feelings and giving them the tools to build positive coping strategies.

It was developed by the Asian Mental Health Service and Maternal Mental Health with input and oversight from multiple parties including Waitemata DHB mental health leadership, psychiatrists, child health professionals and consumers.

"This is not exclusively for an Asian audience," Asian Health Services Operations Manager Grace Ryu says. "The concept was originally discussed by a whole range of stakeholders. However, we saw great merit in it and were keen to take a lead on delivering a resource that will contribute to positive outcomes for everyone."

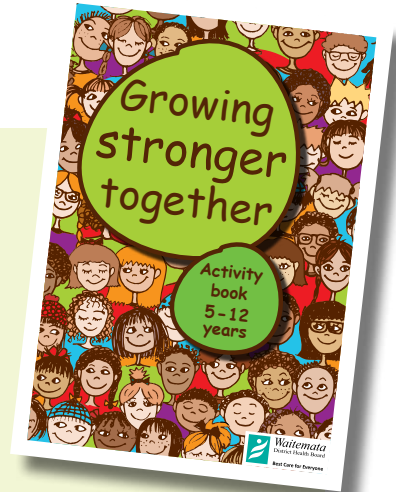
Parents are encouraged to work through the book with their children and make the most of the useful guidance, tips and support service information included within its pages. Mrs Ryu says the book is written for children aged between five and 12 years and will be equally useful

outside of mental health. "It will also be of value to those who are coming to terms with physical illness," she says. "This book is intended to be as inclusive as possible."

Growing Stronger Together is available in English, Simplified Chinese and Korean – catering for Waitemata DHB's large and fast-growing Asian population, particularly on the North Shore and in West Auckland.

"There is still some stigma around mental illness in Asian culture and this kind of resource will assist greatly to help break it down and give people a stronger sense of hope," Mrs Ryu says. The book will be made available to mainstream mental health services and relevant non-government organisations.

Waitemata DHB CEO Dr Dale Bramley says the initiative is an example of the DHB's response to changing demographics. "The Waitemata DHB area is home to just over 130,500 Asian people at present and that number is expected to be 172,670 by 2025. It is very important for us to respond accordingly to that kind of growth."



## Asian Health celebrates great outcomes

The success of Asian health outcomes across Waitemata and Auckland DHBs was celebrated with a special ceremony in February.

The launch of the International Benchmarking of Asian Health Outcomes Report for both DHBs highlighted excellent results compared to the rest of the New Zealand population and statistics from overseas.

Benchmarked areas include high life expectancy at birth, lower rates of infant mortality, and lowest rate of years of life lost (YLL) from cardio-vascular disease and cancer. The impact from diabetes for both DHBs was also low when considered internationally.

Manager of Asian, Migrant and Refugee Health Samantha Bennett says the challenge is to maintain the excellent results and address areas where issues are emerging for some Asian sub-groups.

"We are highly committed to achieving and maintaining equitable health outcomes for our diverse Asian population groups who have differing and specific health needs in Auckland," she says.

"We look forward to working with our

many partners who are passionate and dedicated about improving the health and wellbeing of our Asian communities." The launch was supported by Waitemata DHB's Asian Health Services.

*A ribbon-cutting exercise marked the launch of the international Benchmarking of Asian Health Outcomes Report. ▼*







# Awards and accolades

## IPANZ

Waitemata DHB was recognised at the Institute of Public Administration New Zealand (IPANZ) Excellence Awards.

Our Bowel Screening Pilot won Excellence in Design of Supporting Poster and was a finalist in the Public Sector Engagement category. The Abdominal Aortic Aneurysm (AAA) Screening Pilot for Māori was a finalist for the Prime Minister's Award for Public Sector Excellence and Crown - Māori Relationships.



## KiwiNet Awards

Waitemata DHB won the Research and Business Partnership Award with its partners the University of Auckland and Orion Health at this year's KiwiNet Research Commercialisation Awards.

Just five awards are presented each year and Waitemata DHB is the only public health organisation to be recognised. The winning programme, Precision Driven Health (PDH), is a seven-year, NZ\$38m

research partnership which improves patients' health outcomes through data science.

PDH positions New Zealand at the forefront of the global transformation in healthcare known as precision medicine, enabled when all information about an individual – including his or her genetic and social profile – is available as part of an electronic health record, accessible by clinicians in real time.



## Enviro-Mark Gold certification

Waitemata DHB once again achieved the Enviro-Mark Gold certification from Enviro-Mark Solutions (a subsidiary of Landcare Research).

It is the only DHB in New Zealand to reach this level of certification.

Waitemata DHB identifies the significant environmental impacts

arising from the work it does and develops plans to prevent or reduce them.

This achievement is the result of a programme of continuous improvement - demonstrating progress in terms of our compliance obligations and our environmental management.

## Pharmacy awards

A Waitemata DHB electronic prescribing (ePA) and administration initiative won the Hospital Pharmacy Performer of the Year at the 2017 Pharmacy Awards.

Waitemata DHB and the Health Quality & Safety Commission developed the Transfer Medication Chart to help staff switching from a paper prescribing system to an electronic process during the implementation of ePA.

This allows medication to be prescribed by doctors at the stroke of a computer or iPad key and enables administration to be recorded electronically.

It cuts paper from the equation and minimises the risk of human error.

This is the third time in a row that Waitemata DHB has won the category at the annual ceremony, with previous wins in 2016, 2015, as well as 2013.



## Waitemata leads the way as a 'Good Employer'

An analysis of 91 Crown entities across New Zealand has Waitemata DHB ranked first-equal for compliance with 'Good Employer' principles for the second year.

The review by the Human Rights Commission factored-in benchmarks that included a safe and healthy environment, leadership, accountability, culture, flexibility and work design, employee

recognition and equal employment opportunities. The 100 percent overall compliance rating is a result of Waitemata DHB's push to live by values developed on feedback from staff and patients.

CEO Dr Dale Bramley says this shows that large public sector organisations can achieve internally-driven culture change. Waitemata DHB has in excess of 7000 staff.

## Travelwise Awards

Waitemata DHB won awards for environmental sustainability and public transport promotion at this year's Auckland Transport's Travelwise Awards in July.

The Match-Maker and On-Board awards recognised the DHB's effort to promote alternatives to car travel on Auckland's busy roads.

The On-Board award relates to activities undertaken to support public transport, including the development and distribution of time radius walking, public transport and cycling maps for the hospital sites, public transport expos and real-time bus signage within the North Shore Hospital campus.

A recent travel survey showed that DHB staff are walking, cycling and taking more public transport to work when compared to 2008 and, in turn, are contributing to a less congested Auckland with positive outcomes for the economy, the environment, personal health and overall quality of life.

The Match-Maker award recognises Waitemata DHB's staff carpooling programme which 'matches' DHB staff who register for carpooling.

## St John's award

Congratulations to Ward 2 Charge Nurse Manager Jason Russell who has been awarded a Priory Vote of Thanks for his contribution to the work of St John in New Zealand. The ceremony was held at St Mark's Anglican Church in Remuera. Jason was recognised for his dedication and service to the St

John volunteers who work on his ward and for the passion and leadership he has shown in ensuring they are well supported and feel part of the team.

North Shore Hospital's Ward 2 is the only ward in the country that has volunteers in the inpatient setting.



## Volunteers awards

Two of our volunteers were recognised for their commitment to their communities at this year's Minister of Health Volunteer Awards.

Betty Murray (pictured left) and Lynn Butler (pictured right) were honoured for their 12-year service as Green Coats, the hospital guides who greet and assist visitors at North Shore Hospital and Waitakere Hospital. Betty joined as a

North Shore volunteer in 2005 to support people in need. Her enthusiasm and dynamic nature has been noted as outstanding by staff and visitors.

Lynn volunteers as a Green Coat and shop volunteer at Waitakere. She has always shown exceptional leadership to help strengthen the volunteer programme. Lynn also donates extra time to train new volunteer recruits.





## National award for medical educator

Dr Eleri Clissold works hard to ensure young doctors receive the highest possible level of training at Waitemata DHB. Her efforts to develop and enhance training systems and materials were honoured in August with a national Open for Leadership Award from The Health Quality and Safety Commission (HQSC). The award recognises, celebrates and shares the work of emerging health leaders whose efforts have made a difference to patient care. Dr Clissold was presented with a trophy and certificate by then-Associate Minister of Health Hon Peter Dunne at North Shore Hospital.

Dr Clissold is proactive about patient care. She volunteered to join the

crew of a hospital vessel delivering health care through the Mercy Ships organisation to some of the world's poorest people in Africa after graduating from a UK medical school in 2013.

She took a job in the Medical Education and Training Unit at North Shore Hospital two years later after immigrating to New Zealand. She soon immersed herself in a number of ground-breaking training initiatives as a Fellow of Waitemata DHB's Institute for Innovation and Improvement (i3). Among those initiatives was the design and implementation of a teaching programme for post-graduate year-two doctors with a focus on quality and safety of patient care.



## Waitemata DHB achieve high rates of breastfeeding mums

Breastfeeding wasn't always easy for new mum Ashlee Lilo but she and her son Tyson are reaping the benefits after support from their midwife and lactation consultant at Waitakere Hospital.

The Henderson resident's story is among those that have earned Waitemata DHB maternity services a seal of approval for increasing the number of mums successfully breastfeeding before leaving hospital.

Waitakere and North Shore hospitals have consistently achieved Baby Friendly Hospital Initiative (BFHI) accreditation since 2006 from Baby Friendly Aotearoa. The ongoing success was acknowledged by NZ Breastfeeding Alliance CEO Jane Cartwright when she awarded maternity staff a koru statue on August 2 during World Breastfeeding Week.

BFHI accreditation is based on standards of compliance set by the World Health Organisation outlining a requirement to have at least 75 per cent of mums exclusively breastfeeding by the time they go home.

Waitemata DHB BFHI coordinator Eleanor Gates says the DHB has shown a significant commitment to breastfeeding over the past nine years including the establishment of a lactation consultant role.

"We know that breastfeeding lays the foundation for good health in infancy, childhood and adult life so it is hugely important for mums to feel comfortable and supported in those initial stages after childbirth," she says.

## Australasian honours for Waitemata DHB community consultation

Congratulations to all those who helped steer Waitemata DHB to a big win at the 2017 IAP<sup>2</sup> Australasian Core Values Awards which were held in Melbourne on October 19.

Our entry, "Perception of Primary Birthing Units – Hearing from the Quieter Voices," won the health category of the awards which are

designed to celebrate projects and organisations at the forefront of public participation.

This win recognises the extensive community consultation project that started in 2013 as a precursor to the business case for an urban primary birthing unit in west Auckland.



# Health target success shows Waitemata delivers for patients

A fast-growing population and a busy winter didn't stop Waitemata DHB from posting one of the shortest average stays among Emergency Departments nationally.

National health target data released by the Ministry of Health in August shows Waitemata DHB managed to surpass the national target for five of the six DHB performance categories; Shorter Stays in Emergency Departments, Improved Access to Elective Surgery, Better help for Smokers to Quit, Raising Healthy Kids, and Faster Cancer Treatment.







Waitemata DHB led the nation in the Faster Cancer Treatment health target (90 percent of Waitemata patients receiving their first cancer treatment within 62 days of referral) and the Raising Healthy Kids target (100 percent of obese children identified in the B4 School Check programme referred to a health professional for clinical assessment and family-based nutrition, activity and lifestyle interventions).

CEO Dr Dale Bramley says having one of the shortest ED stays in the country shows that Waitemata patients are getting access to the right care, in the right place, faster.

"To achieve such consistently positive ED stay data while both Waitemata DHB hospitals have experienced high demand and occupancy levels this winter, and while facing challenges resulting from having the longest-lived population nationally, is a vote of confidence in our investment in access to the right care, in the right place, faster," he says.

"A world-class \$9.8 million redevelopment of Waitakere Hospital ED was opened this May and followed an expansion project in August 2016 that almost doubled the ED size to cater for the needs of the west Auckland community."

Waitemata DHB was found to have the highest achievement rate in two target areas; tied for second in a third, and was in the top half of DHBs across all health targets.

Health Targets		Target	Result	Rank
<div>Faster Cancer Treatment</div> <div></div>	Eighty-five percent of patients to receive their first cancer treatment (or other management) within 62 days of being referred with a high suspicion of cancer.	85%	90%	1st
<div>Raising Healthy Kids</div> <div></div>	Ninety-five percent of obese children identified in the Before School Check programme will be offered a referral to a health professional for clinical assessment.	95%	100%	1st
<div>Shorter stays in Emergency Departments</div> <div></div>	Ninety-five percent of patients will be admitted, discharged, or transferred from an Emergency Department (ED) within six hours.	95%	97%	2nd
<div>Better help for Smokers to Quit</div> <div></div>	Ninety percent of PHO-enrolled patients who smoke to be offered help to quit smoking by a health care practitioner.	90%	90%	7th
<div>Improved access to Elective Surgery</div> <div></div>	The target is an increase in the volume of elective surgery by an average of 4,000 discharges per year.	100%	111%	4th
<div>Increased Immunisation</div> <div></div>	Ninety-five percent of eight-month-olds have their primary course of immunisation at six weeks, three months and five months on time.	95%	92%	10th



# Tertiary relationships boost future for DHB

A new generation of medical clinicians is being trained at North Shore Hospital as Waitemata DHB teams up with tertiary partners to provide on-site learning and research facilities that will ultimately improve patient outcomes.

Kāhui Manaaki, a three-storey former nursing accommodation block, opened its doors in April after a \$9.9 million overhaul and is home to a new outpatient facility on its ground floor.

But its upper levels provide a permanent residence to the University of Auckland's medical school and AUT's Faculty of Health and Environmental Sciences. Both have teaching spaces and meeting rooms for students within a stone's throw of the DHB's own Research Innovation and Knowledge Centre and one floor away from its Haematology Research group.

AUT also has a home in the DHB's new Whenua Pupuke Waitemata Clinical Skills Centre. Its biomechanics

laboratory sits alongside the DHB's own high-tech clinical teaching spaces in a complex that includes multiple teaching areas as well as a 248-seat lecture theatre.

Waitemata DHB CEO Dr Dale Bramley says both developments provide a unique addition to Auckland-based medical research and teaching facilities – bringing a range of clinical students and staff together with a common aim to improve patient outcomes. The model is more commonly known as inter-professional education – defined by the World Health Organisation as when groups unite to “learn about, from and with each other. This kind of colocation supports the growth in simulated teaching for medical, nursing and other clinical staff as well as the early integration of students into the workplace environment,” Dr Bramley says. “International thought suggests the creation of an environment that fosters inter-professional education plays an important role in improving patient care.

“That kind of philosophy is directly

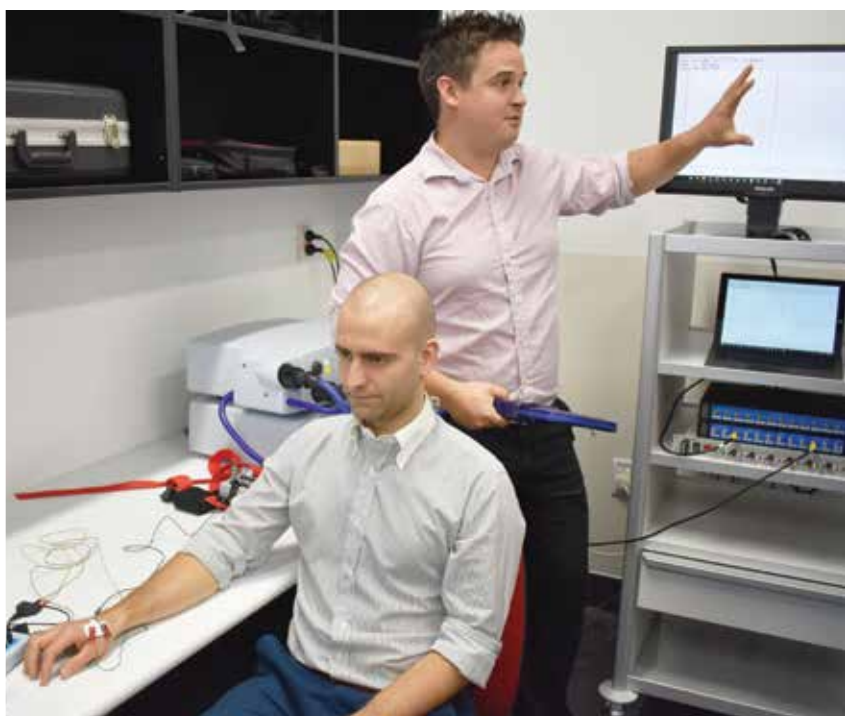
aligned to our own drive to put the patient first and be a national leader in healthcare delivery. The opening of Kāhui Manaaki and Whenua Pupuke both show the high value the DHB places on clinical research, training and the development of its current and future workforce. As the largest DHB in NZ, it is vital that Waitemata takes a leadership role for the whole health sector on these developments.”

Waitemata DHB is responsible for supporting the training needs of nearly 7000 staff to provide high-quality patient care to a population of over 615,000 people.

Chair Dr Lester Levy says both developments are good examples of a closer collaboration between health care providers and teaching institutes.

“Each clearly signals the value Waitemata DHB places on clinical research and the development of its current and future workforce,” he says. “This is a great place to learn, work and develop a career in an environment where improved patient care is absolutely paramount.”

*Waitemata DHB staff had a chance to try out the AUT Biomechanics Clinic at the opening of Whenua Pupuke. ▼*



# Work hard, play hard

It's no secret that Waitemata DHB staff are highly skilled in the workplace. But many of them achieve amazing things outside of the office, too.



## Emma Iversen

Emma Iversen was the project manager behind the opening of the Waitakere Hospital staff fitness hub in 2017.

Physical health is of high importance to Emma, a professional netball player in this year's ANZ championship for the Northern Stars.

Emma played centre and wing attack this season and racked up impressive stats including 33 turnovers and 22 pick-ups in just 15 matches.

"We've got an amazing team and so much experience there to draw from like our captain Liana De Briun who is a work horse," she says.

"I'm playing alongside absolute legends and it's really humbling."

## World Masters Games

The World Masters Games was hosted in Auckland this year. About 25,000 amateur sports people from about 100 countries competed in a broad range of 28 sports and 45 disciplines.

Multiple Waitemata DHB staff took part. Those who won a gold, silver or bronze medal in their specialised events include:

- Andrea Partington - silver in the 500m women's over-50 dragon boating and bronze for the 200m race.

- Christina Taylor-Smith - gold in the ocean paddling event and fourth overall in the women's division.
- Clare Fisher - bronze in the 1.5km ocean swim.
- Karen Porteous - gold in over-45 competitive grade for hockey.
- Rachel Lawrence - gold medal playing women's touch rugby.
- Jeremy Babbington - touch rugby.
- Wendy Siggery - dragon boating.

- Toni Jones - half-marathon.
- Kyoung Hemingway - badminton.
- Elna Meller - silver in 35-age group, social grade hockey.



## Dr Eileen Merriman

Congratulations to Dr Eileen Merriman whose new young adult novel, *Pieces of You*, was published by Penguin Random House in May.

Dr Merriman, a haematology consultant at North Shore Hospital, has won a number of awards in various short story competitions over the last three years.

A second young adult novel written by Dr Merriman, *Catch Me When You Fall*, will also be published by Penguin Random House in 2018.

*Pieces of You* deals with issues including peer pressure, anxiety and self-harm.





# Diabetes

## Waitemata DHB wins health innovation award

Waitemata District Health Board won the Best Innovative Service Delivery award at the New Zealand Scientific Study of Diabetes Annual Meeting on 3-5 May.

Chief Executive Dr Dale Bramley says the award-winning pilot, Improving Diabetes Care in West Auckland, was developed to improve diabetes care through a quality improvement approach within general practice. "Diabetes is the fastest-growing health issue in our communities, particularly for Māori, Pacific and other populations at a high risk of developing diabetes. It requires an innovative approach to combat. Seven practices in West Auckland have completed the pilot. The DHB's work with them showed the use of a quality improvement approach can improve health outcomes by improving processes and the systems of care delivery," Dr Bramley says.

Four practices focused on systems changes to current practice to maximise opportunistic contact with patients; three practices focused on intensification of engagement and management with 'at-risk' patients.

Practice-specific quality improvement plans were developed in conjunction with the DHB's Quality Improvement Team and used quality improvement models, such as the 'Plan, Do, Study, Act' (PDSA) model used by global innovation leaders.

The improvement in those with poorly managed diabetes was a drop in blood glucose levels (HbA1c), an average drop of 10-17mmols/mol. A 10 mmol/drop in HbA1c reduces the risks of complications of diabetes by 35%.

## Diabetes patients rewarded for a successful health journey

An 87-year-old New Lynn resident received a rare honour for the long-term management of Type 1 Diabetes.

Winsome Johnston was presented with the HG Wells Award from Diabetes UK by then-Health Minister Hon Dr Jonathan Coleman during a ceremony at Waitakere Hospital on February 22.

The medal is presented to people who have successfully managed the condition for 80 years or more.

Mrs Johnston is the first person in New Zealand to ever receive it and one of just three Type 1 Diabetes patients worldwide known to have survived beyond her eighth decade.

The presentation took place during Waitemata DHB's first-ever Living with Diabetes Awards.

Twenty-one patients in total received certificates and flowers to recognise their own management of the disease over 50 years or more.

Event organiser and Waitemata DHB Clinical Nurse Specialist Rab Burtun says it's important to recognise the amount of self-discipline and commitment required to manage Type 1 Diabetes successfully.

"We clinicians hold these people up as examples for other patients to follow," he says.

"Their stories are inspiring and show others that it is possible to live long and happy lives despite this disease."



*Winsome Johnston celebrates her special award. ▲*

# Another great year for the Well Foundation



It's been a busy year for the Well Foundation, which celebrated its third birthday in July.

Thanks to the enormous support of its local community, it received \$116,010 towards a third Mobile Health Clinic through the Trusts' Million Dollar Mission campaign in March. Public voting gave it the highest share of the \$1 million distributed amongst the 30 short-listed charities.

This new mobile health clinic will provide much-needed dental care into the community and will be purpose-built to treat patients on-the-spot and provide a solution to major oral health problems facing so many vulnerable children in the Waitemata District.

The foundation's eye-catching branded staff shuttle has been well-received by the North Shore and West Auckland communities on its many trips between Waitakere and North Shore Hospitals.

In August, the Well Foundation funded a Mako Unicompartmental Knee Replacement (UKR) system which led to the country's first two ground-breaking robot-assisted partial knee replacement surgeries at North Shore Hospital. Both grateful patients were up and walking the next day when they were discharged and sent home.

This year's Countdown Kids Hospital Appeal ran from August to October and raised \$129,591 to buy equipment for the Special Care Baby Unit at North Shore Hospital and the Wilson Centre.

Several DHB staff joined the Well Foundation in the Auckland Marathon 2017 to raise funds for two new Transport Incubators for Waitakere and North Shore Hospitals' Special Care Baby Units. Together, the team raised \$14,938.40.

October also saw the arrival of the eagerly anticipated second Mobile Health Clinic which is now out in the West Auckland and North Shore communities, swabbing throats as part of the Rheumatic Fever prevention programme.

Well Foundation CEO Andrew Young is thrilled with the year's success and looks forward to even more successful projects next year.

"We're incredibly grateful to have had the backing of our local community this year. From donating money, time or gifts that allow us to help the

most-vulnerable individuals in our communities, every bit of support makes a big difference. We are already looking forward to next year, with several exciting projects in the pipeline."

Read more about the Well Foundation at [www.wellfoundation.org.nz](http://www.wellfoundation.org.nz)

*(Top) A new mobile health clinic is providing a valuable service in the community. (Bottom, L-R) Well Foundation CEO Andrew Young, Auckland City Councillor Penny Hulse, Well Foundation Chair Craig Donaldson and former Well Foundation Development Manager Grant McCabe. ▼*





# EVitals – patient safety at forefront of everyday practice

Patient safety is at the very heart of a newly rolled-out electronic initiative giving staff at Waitakere and North Shore hospitals quick, easy and simultaneous access to patients' charts – all via mini iPads or computers.

EVitals captures all nursing observations and charts in an electronic format – eliminating the need for old paper charts that were sometimes difficult to read, hard to find and incomplete. Waitemata is the first DHB in the country to complete a full roll-out of the system that allows real-time monitoring of a patient's vital information. Its efforts are leading the way in Australasia.

Statistics show the DHB's nurses used to spend an average of 31 minutes per shift looking for misplaced charts. But those days are now over - the 'lost time' figure is down to 0 and staff have more time to spend on direct patient care.

Electronic observations and charts are more user-friendly than their handwritten predecessors which were sometimes difficult to read and open

to misinterpretation. The risk of error is therefore significantly reduced and patient safety is at the absolute forefront of everyday practice.

Clinical lead Peter Groom says eVitals makes patient data immediately accessible to the health professionals who need it. "If you're a dietitian and you're looking at weights – it's available. Similarly, you might be elsewhere in the hospital but still able to ensure the correct amount of fluid is being administered," he says. "If you're a physio who wants to check someone's blood pressure before standing them up - it's also available. Or maybe you're a doctor who's worried about how someone is doing post-operatively... now you can check their charts between your cases in theatre while the patient is on the wards."

The system ensures nursing observations are completed on time and accurately. It allows clinical staff to identify deteriorating patients early and deliver treatment quickly.

EVitals operates alongside e-prescribing – a similar concept that allows medication to be prescribed by doctors at the stroke of a key and administration to be recorded

electronically.

Waitemata DHB is the first in the country to implement a mobility solution that enables both developments. Relevant information is stored on a server and accessible in a secure environment via 500 mini iPads located across the DHB, as well as Computers on Wheels (or COWs) that clinical staff take on ward rounds when seeing patients.

Peter says the feedback from staff is positive. "Nurses don't miss the paper forms at all and report significant time savings with observation and prescription charges now available in their pockets," he says. "Doctors find it more convenient being able to check up on their patients without leaving their clinic or the operating theatre."

The introduction of the system is the next step in moving the DHB to an all-electronic health record (EHR) designed to improve safety by ensuring patient information is readily available to clinicians and cannot be misread. "I think we will reach a point – perhaps in five years' time - when people will be very surprised if medical staff are still pulling out bits of paper on the job," Peter says.

*Waitemata DHB eVitals clinical lead Peter Groom with a Computer on Wheels (COW) and an iPad. ▼*



# Primary care

## Landmark investment made in primary and community care

Achieving better health outcomes, not only in hospital but in the community, is the aim of a plan launched by Waitemata DHB in 2017 in partnership with Waitemata PHO and Procure Health Ltd.

The Primary and Community Services Plan (PCSP) outlines the DHB's most significant investment into primary care to date, with an initial \$5.1 million invested and new business cases with additional funding to be raised every year going forward.

The PCSP is a commitment from Waitemata DHB to support community services by providing targeted funding for prevention and education programmes, early intervention and easy access to the help people need, sooner and closer-to-home.

Four programmes have already been launched and are available immediately as an initial investment under the PCSP:

1. Abdominal Aortic Aneurysm Screening (AAA) gives affected Māori a funded consultation at a general practice to provide appropriate screening and treatment. Funding of approximately \$150,000 will be made available for the screening and GP visits.
2. A major expansion of the Primary Options for Acute Care (POAC) initiative aims to shorten the length of hospital stays by providing the resources for patients to safely manage their care at home. A total of \$2,526,000 will be invested annually into this programme.
3. Rural Point of Care Testing (R-POCT) helps avoid unnecessary emergency department visits and/or hospitalisation by providing on-the-spot testing and diagnostics at rural practices. The programme will cost \$1,024,518 over the next 2.5 years.
4. Primary mental health gets a boost with the Our Health in Mind initiative which sees \$1.4 million invested per annum to help more people get better sooner through earlier and improved access to local mental health and addiction support, assessment and treatment.

CEO Dr Dale Bramley says healthcare in the community needs to be delivered through a single integrated healthcare system.

"This is about better outcomes for the people of Waitemata and now, through a more-aligned healthcare system, we can continue to advance the excellent health outcomes already being achieved within our population," Dr Bramley says.

Waitemata PHO Chief Executive John Ross says the plan shows a commitment to provide the best possible care for communities.

"We believe this is achieved by putting the needs of our communities first, improving coordination and providing proactive and preventive care that is more convenient for patients," he says.

*(Front, L-R) Waitemata DHB CEO Dr Dale Bramley, Waitemata PHO CEO John Ross and Procure CEO Steve Boomert. ▼*





# Project HOPE delivers machine learning milestones

*Waitemata DHB Institute of Innovation and Improvement Head of Analytics  
Delwyn Armstrong and Waitemata DHB Institute of Innovation and Improvement  
Associate Director Jarrard O'Brien. ▼*



People coping with the aftermath of a stroke often face uncertainty over what lies ahead.

But a new computerised predictive tool being developed as part of the Health Outcome Prediction Engine (HOPE) project looks set to paint a clearer picture of what the future might hold for patients and their families. The tool is among machine-learning options being explored by the Precision Driven Healthcare Partnership - a \$37.8 million collaboration between the University of Auckland, Orion Healthcare and Waitemata District Health Board to investigate smarter use of health information and analytics.

Project HOPE, the brainchild of Dr Peter Sandiford, has made significant inroads since Precision Driven Health was launched in October 2016. It has already developed algorithms to assist with the targeted screening of Māori patients at-risk of developing potentially fatal abdominal aortic aneurysms (AAA) and is now working on a similar approach for people in other at-risk groups. The stroke component of the project makes use of the rich source of local data available around stroke patients.

Waitemata DHB Institute of Innovation and Improvement Head of Analytics Delwyn Armstrong says the effectiveness of machine-learned outcome prediction is dependent on the amount of information available

for a computer to analyse. She says it can take years to collect enough data to make the process meaningful. But there is plenty of anonymous material on file involving stroke patients and so the work is quite advanced. Much of it comes from a stroke register maintained by the DHB over the last five years to capture date about stroke type, severity and time of onset.

Delwyn says one algorithm developed to crunch the data will help clinicians accurately forecast a patient's living arrangements a month after a stroke. "It might be that the patients will most likely be in a rest home or private hospital; they may also be at home with support – or even at home and living independently."

Up to 800 Waitemata residents experience stroke each year and the outcomes for each can be vastly different. Delwyn says it's important for everyone to know exactly what they're dealing with.

Other algorithms under development as part of the stroke project aim to predict length of stay within a hospital and anticipated dependency levels. "Doctors have to give families some expectations," she says "But often they are basing their prognosis on their own clinical experience, which may be limited, or literature that might not be applicable to a specific patient. That's why local data, when you have enough of it, is so important as a way of tailoring information to particular individuals."

An associated Precision Driven Health initiative aims to give clinicians across multiple specialties a better understanding of their patients' long-term recovery.

Patient-Reported Outcome Measures (PROMs) will explore issues including quality-of-life and functional health - before and after medical intervention.

"This will help us understand the general quality-of-life across the district and give us a better idea of where we are making the most positive impact," Waitemata DHB Institute of Innovation and Improvement Associate Director Jarrard O'Brien says.

PROMs is part of a wider plan to bring together multiple data sets and provide the DHB with a fuller picture of service quality and outcomes – as perceived by patients. "We now have the technological ability to collect feedback from patients electronically which removes any administrative burden and produces results in real-time," Jarrard says. "Over the next few months, we will build links between our survey system and our clinical records system so that all patient information is housed in one place.

"We can see what the typical outcomes for that group were; predict the most likely outcome for the patient concerned and work with people to tailor a care plan that is individual to them."

Jarrard says engagement in the programme is outstanding. Two clinical services are collecting PROMs data electronically and another 15 are ready to get started. "We also have interest from academic and other partners who are keen to work with our community to make sure that the health outcomes data we collect is meaningful to patients," he says.

# A look ahead at 2018

## 1 Waitakere Hospital radiology upgrade

The completion and official opening of the expanded Waitakere Hospital Radiology Department will take place next year. Work to upgrade the area and cater for the needs of a fast-growing population is already well underway and a new CT scanner was installed in October 2017 as stage one of the project. Further refurbishment of the department will create new patient facilities and space for a second CT scanner due to arrive in late 2018.



▲ (From L-R) : Clinical Director Radiology Dr David Crane, CT Team Leader Vanessa Leman, Senior Medical Radiation Technologist Dael Mudgway, Waitemata DHB CEO Dr Dale Bramley and Radiology Operations Co-ordinator Karen Wills with the CT scanner opened at Waitakere Hospital in October.

## 2 Long-Term Investment Plan (LTIP)

Waitemata DHB has been working with its Auckland and Counties Manukau counterparts on a new Long-Term Investment Plan (LTIP) to guide all significant future capital health investments across the greater region. The LTIP is an unprecedented opportunity to prioritise hospital and other health-related hospital capital projects through a metro Auckland-wide lens. DHBs operating under one Chair will no longer embark on individual projects for their own populations without considering broader regional needs. Local projects will still be candidates for approval. But DHBs must first show how implications beyond individual district borders have been considered as part of the funding application process. The LTIP is due to be submitted to the Ministry of Health and Treasury in early 2018. Population growth in the Waitemata district points to a need for additional healthcare facilities to keep pace with future demand. The LTIP will identify where and when new facilities are required and create a road map for development.

## 3 Mason Clinic

Design, consent and procurement processes associated with plans for a 15-bed medium secure unit at Mason Clinic will take place throughout the bulk of 2018 before construction starts in December. The \$18.4 million Tanekaha unit will replace the existing Rata building which will eventually be demolished. It is part of a major transformation of the site designed to address regional needs in the face of massive population growth. The unit is scheduled for completion in March 2020.



## 4 Primary birthing unit

Moves to build an urban primary birthing unit at Waitakere Hospital will continue to evolve through 2018. Waitemata District Health Board has given in-principle approval to plans to establish the 500m<sup>2</sup> facility - a direct response to community requests to provide more choices for the district's population. It is now doing investigative work that will establish timeframes, with a goal of completion in the 2019/2020 financial year. Over 2800 babies were born in Waitakere in the year ending June 2017 and that number is expected to rise by up to 700 infants per annum by 2025. Overall population growth across the Waitemata district is also set to rise by 15% over the same period.

## 5 TransforMED



*(From L-R) North Shore Hospital "home-based ward" team, Indira Wickramasinghe. Sheila Kaur, Tina Chang, Steven Miller (consultant) and registered nurse Kurt Navarro. All are pictured during the launch of the initiative on Ward 3.*

The roll-out of the DHB's TransforMED "home-based wards" project will continue into 2018 after delivering impressive results at North Shore Hospital. Ward 3 was first to implement the concept in mid-2017, closely followed by Ward 2.

The intended New Year schedule includes Waitakere Hospital. The project allows clinical staff members on general medicine wards to work together in one place as a regular team.

It replaces the old system that saw staff working across multiple wards with a changing mix of patients and colleagues. It is already delivering improved patient outcomes as a result of better communication and teamwork and a higher level of streamlined care.

For example:

- There was a 12-hour (or 13%) reduction in average length of stay across North Shore Hospital's general medicine wards from early August to early September
- The length of stay, as of November 2017, was down by 29 hours (28%), compared to the 12-month average. There was a 58% increase in daily discharges from Ward 3 with more patients being discharged before 12 noon. Results were achieved without impacting on the seven-day readmission rate.

Improvements helped drive an overall 8%, or 15-bed, reduction in occupied acute general medicine beds compared to the year prior. TransforMED is led by the Division of Medicine.

Other workstreams include improvements to the identification and acute care of frail, elderly patients through an interdisciplinary assessment process and planned implementation of new models of care in the Assessment and Diagnostic Unit (ADU).

# Sign of the times at Waitemata

Waitemata DHB has installed new external signs across its main hospitals after a series of site tours and feedback by the public.

“We have listened to what people have told us and worked to address the issues that we have seen through their eyes,” Director of Nursing and Midwifery Jocelyn Peach says.

The development follows public consultation in late 2016 when various user groups were invited to visit and explore issues around accessibility and language barriers.

“We need to make things easier for people using our sites as the DHB develops,” Jocelyn says.

“People come to our hospitals and community facilities every day and need to find their way to specific places. Often, they are first-time visitors who may be anxious or stressed.

“Our DHB is committed to improving the patient and family experience of its services. Our population is growing more diverse and we need to make sure that our signage and wayfinding supports its needs.”

Jocelyn says a wayfinding committee is now working on internal signage based on further feedback from the public, patients and DHB volunteers.

User groups and staff will be consulted and any resulting changes will be aligned to wayfinding standards already adhered to in recently completed projects, including the expanded Emergency Department at Waitakere Hospital and the Hine Ora gynaecological ward on the North Shore.

“We have ensured that the signage and wayfinding standards are clear, which is a useful reference for all new signs,” Jocelyn says. “The next phase of the project will make sure that internal signs match those being installed

around our new developments.”

Waitakere Health Link promotes community participation in healthcare decision-making and has worked closely with the DHB and user groups to make sure the signs meet consumer expectation.

The organisation is committed to ensuring there is ongoing dialogue between the community and healthcare providers and, with its North Shore counterpart HealthLink North, has worked with the DHB on multiple projects through the year.

Waitakere Healthlink co-ordinator Tracy McIntyre says the signs are consistent in colour and design – avoiding medical jargon and using internationally recognised symbols wherever possible.

Te Reo Māori translations are provided where relevant.

“We look forward to feedback that says signage and wayfinding is improved and we’re on the right track,” Tracy says.

*Associate Director of Patient Experience Ravina Patel, left, with Waitakere Health Link co-ordinator Tracy McIntyre and one of the new signs at Waitakere Hospital.▼*





# Deck the wards, it's Christmas!

There was no mistaking the season at Waitemata DHB with every ward and office proudly decorated for Christmas. Staff got into the festive spirit as CEO Dr Dale Bramley toured participating sites. Here are some of the highlights:



# “ best care for everyone ”

**This is our promise to the Waitemata community  
and the standard for how we work together.**

Regardless of whether we work directly with patients/clients,  
or support the work of the organisation in other ways, each  
of us makes an essential contribution to ensuring Waitemata  
DHB delivers the best care for every single  
patient/client using our services.

## “ everyone matters ”

Every single person matters, whether  
a patient/client, family member  
or staff member.

## “ connected ”

We need to be connected with our  
community. We need to be connected  
within our organisation – across disciplines  
and teams. This is to ensure care is  
seamless and integrated to achieve the  
best possible health outcomes for our  
patients/clients and their families.

## “ with compassion ”

We see our work in health as a vocation  
and more than a job. We are aware of the  
suffering of those entrusted to our care.  
We are driven by a desire to relieve that  
suffering. This philosophy drives our caring  
approach and means we will strive to do  
everything we can to relieve suffering  
and promote wellness.

## “ better, best, brilliant... ”

We seek continuous improvement in  
everything we do. We will become  
the national leader in health care  
delivery.



**Waitemata**  
District Health Board

**Best Care for Everyone**