



Waitemata DHB

# Yearbook

# 2016



**Waitemata**  
District Health Board

Best Care for Everyone



# A word from the CEO

It has been a wonderful year of achievements for our DHB and the community we serve.

As I reflect on our efforts, one thing always stands out for me – it is the dedication and compassion of our staff to always make a difference for our patients, our families and our communities.

I have received many letters of thanks over the year from grateful patients.

Nearly always, those letters remark on the personal touch that staff make to connect with patients, the warmth and care they display and the fact that many will go the extra mile to really care.

It is this that I am most grateful for and I thank all 7000 members of our staff for the efforts they make.

In this yearbook, you will see many highlights from the opening of new state of the art facilities in Waitakere and North Shore hospitals as well as the Mason Clinic.

You will also see the tremendous work that is going on to improve patient experience from iPads on wards to free WiFi.

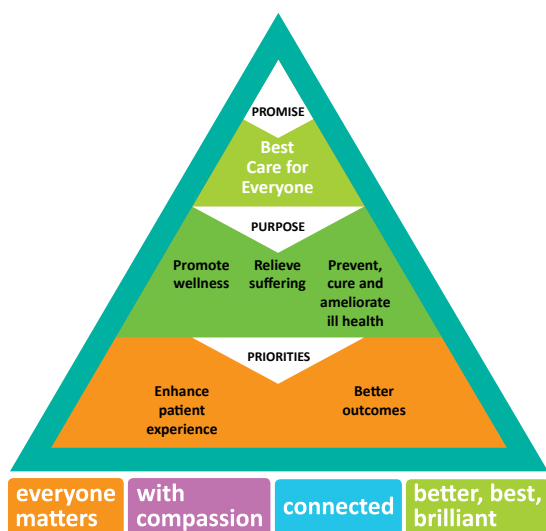
As we enter 2017, Waitemata residents have the best outcomes of any DHB in the country.

We have the longest life expectancy as well as having very low mortality from cancer and cardiovascular disease. We also have services that constantly deliver high quality and safe care.

We will seek to continue to improve those as well as ensure each and every person we engage with receives the best possible care.

I wish you all a wonderful Christmas and New Year holiday period.

All the very best,  
Dale.



# A word from the Chairman



*Dr Lester Levy*

Thank you very much – my sincere appreciation

Another busy and constructive year is almost over. There have been many new developments, much to celebrate and a lot of hard work, dedication and commitment to acknowledge.

During this year we have had some of our busiest months ever as our hospitals experience an increasing number of patients. This is in part to our quite rapidly growing population as well as there simply being more that we can do to help patients. This increase in patient number has had an impact across the whole organisation and I sincerely thank everyone and acknowledge all of your efforts and hard work to keep our patients safe.

We have initiated new services and continued to add new facilities to the Waitemata DHB's healthcare system to assist in dealing with the increase in patients. I would very much like to thank all the staff involved with these exciting initiatives and facilities upgrades all of which are being delivered in a timely fashion. Your work will make a significant difference in the lives of our patients and population.

In what was an exceptional effort, Waitemata DHB was the first DHB in the country to achieve the National Faster Cancer Treatment health target with 86 per cent of patients receiving their first cancer treatment within 62 days of referral. This is not just about making a target; in reality what it really means is that we are providing a higher quality and more timely service for our patients and population in an area of medicine where timeliness can matter a lot.

Seven years ago it would have seemed inconceivable that a new world class Emergency Department at Waitakere

Hospital would be built and opened. Well this has happened during the course of this year and we are all extremely proud of delivering this for our Waitakere population. The newly constructed facility is not only about meeting the needs of our increasing population in the west, which of course is very important, but it is also about creating a professional environment for our staff to service our patients to the best of their ability.

We have made many technological advances thanks to the Innovation Hub based at North Shore Hospital. Initiatives such as e-Prescribing and e-Vitals which are rapidly being rolled out throughout the Waitemata DHB provide enhanced quality of service for our patients.

I personally never tire of reading at the end of each year about some of the outstanding achievements and examples of innovation shown at Waitemata and I genuinely commend those involved in these projects which all result in a better experience for patients, their families and often for our staff as well.

Finally as the year draws to a close on behalf of the Board I would like to say thank you to each and every one of you for all that you do for our patients and population - your work and commitment is both recognised and greatly appreciated. I hope you all manage to find some time to relax over the holidays.

I wish you and your families the very best for the festive season and I look forward to another year when the Waitemata DHB provides high quality care and supports the health of our population in 2017.

Dr Lester Levy  
Chairman



# 2016 at a glance: key facts and figures



Waitemata's mortality rate from cardiovascular disease is the lowest at **81.6 per 100,000** population. Our hospitals have the lowest hospital mortality rates in New Zealand.

Children visited out dental services **107,271** times.

We have the highest life expectancy in the country at 83.9 years – **2.2** years higher than the national figure. On average we're living 2.7 years longer than we were a decade ago.

We delivered **21,994** elective surgeries in 2015/2016 which was a 5.9% increase on the previous year and 1221 above target.

We were **100%** compliant across all Health Quality and Safety Commission markers during the 2015/2016 Year.

We lived within our means for the fifth straight year – producing a financial surplus of **\$2.9 million.**

**598,000** people live in Waitemata, making it the largest DHB in the country. That number is expected to jump to 688,000 by 2025.

Only 12% of adults in Waitemata smoke. **64,927** people received DHB cessation support in 2015-2016 – 31% more than the previous year.

**86%** of Waitemata patients received their first cancer treatment with 62 days of a referral. WDHB was the first DHB in the country to achieve this.

**136,370** Waitemata residents have completed a cardio vascular disease (CVD) risk assessment in the last 5 years – 91% of the target population.

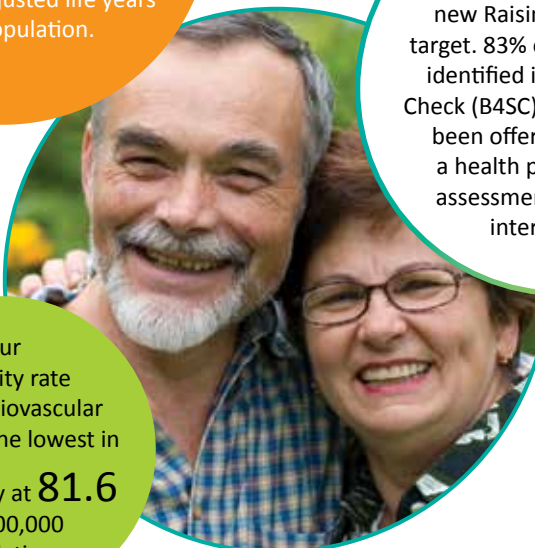
Our older patients received **390** hip and knee replacements and **756** cataract surgeries, adding a total of **1152** adjusted life years to our population.

We're leading the way with the new Raising Healthy Kids target. 83% of obese children identified in the B4 School Check (B4SC) programme have been offered a referral to a health professional for assessment and lifestyle interventions.

We welcomed **7,700** new babies into the world during 2016.

**69%** of people with cancer survive five years after their diagnosis in Waitemata – that's the highest survival rate in New Zealand. Our cancer mortality rate is one of the lowest in the country at 104 per 100,000.

Our mortality rate from cardiovascular disease is the lowest in the country at **81.6** per 100,000 population.



"everyone matters"

"with compassion"

"connected"

"better, best, brilliant"

# Elective surgery – better outcomes; better patient experience

The Waitemata DHB delivered 21,994 elective discharges in 2015/2016 – the largest increase in elective discharges across New Zealand in the last five years.

Improved access to elective surgery is among the Minister of Health's national health targets and the DHB is ahead of expectation. The DHB's ability to increase these numbers even further is significantly boosted by the completion of a sky bridge linking the main North Shore Hospital block to the Elective Surgery Centre (ESC).



▲ Happy ESC patient Alastair Pollock catches up with his surgeon Dr Bill Farrington, one month after his one-day knee surgery

## Case study:

Alastair Pollock didn't expect to leave the Elective Surgery Centre on the same day that he had unicompartmental knee replacement surgery. His surgeon Bill Farrington and anaesthetist Lance Nicholson didn't either. But Alastair's swift recovery was a welcome surprise to them all.

The operation took place in early April and was the very first day-case knee replacement to ever happen in Waitemata DHB.

Knee replacement patients usually need at least 2-3 nights in hospital and are out of action for at least six weeks.

Alastair was surprised by how good he felt after the surgery.

He had a total knee replacement on his other leg five years ago and spent two nights in hospital before undergoing a long and painful recovery.

"This time around my operation was at 8am and I was awake by 10.30am. By 1pm I was mobile. The nurses offered me a walker but I was fine on crutches. I barely even felt like there was a problem with my knee!

"Bill Farrington and Lance Nicholson saw me later in the afternoon and I think they were pretty impressed with my progress. They knew I had the right attitude and good support so they asked if I'd like to go home that day.

"My wife picked me up from the ESC and that evening I was home. I could even walk upstairs as fast as my wife – with the aid of crutches of course!"

Bill said day-case unicompartmental knee replacements aren't for everyone and the patient must be motivated and have strong support from hospital staff and at home.

"In the days following the surgery, Alastair knew he could contact me at any time if he had problems."

Alastair said he got his life back.

He had a limp, couldn't walk up hills and was exhausted through the constant pain and lack of sleep before his surgery.

"A week after the operation I had already abandoned the crutches and was back at work part-time. By week three I went on a week-long boat trip with swimming, fishing and walking on the beach.

"I really wanted to go on that boat trip – that was the carrot. I even bought an exercycle to ensure that I did my rehabilitation exercises. But I wouldn't have done so well without support from work, home and the wonderful staff at the ESC – I can't thank them enough."

# 2016 – A year to remember

Waitemata is the largest and fastest growing DHB in the country with a population of 598,000 that is expected to rise by well over 100,000 in the next decade.

Every year delivers a fresh range of developments and initiatives designed to help the DHB achieve better outcomes for its patients and improve their overall experience of the service they receive.

Highlights from 2016 include:



▲ Waitemata DHB CEO DR Dale Bramley and Prime Minister John Key officially open the new Sky Bridge at North Shore Hospital in June



▲ Sky Bridge features new specialised lighting gifted by ECC through the Well Foundation

## 1 New Sky Bridge boosts patient care

Sky Bridge connects the Elective Surgery Centre with the main hospital tower and is part of a broader project to integrate and expand services on the North Shore Hospital campus.

The weatherproof link features is a key project in the DHB's Waitemata 2025 10-year-plan.

It allows a greater volume and range of procedures to be performed at ESC by providing a direct route to the main hospital's high dependency and intensive care units. The bridge was opened by Prime Minister, John Key who spoke at a CEO Lecture at North Shore Hospital afterward.

"We continue to invest heavily in the North Shore Hospital in terms of our people, our services and our facilities in order to ensure we provide the gold standard in health services that our communities' desire and expect," chief executive Dr Dale Bramley said.



## 2 New world class ED at Waitakere Hospital

A new state-of-the-art emergency department at Waitakere Hospital is designed to cater for huge population growth in the Waitemata DHB.

The facility was officially opened in August and is nearly twice the size of its predecessor.

"The opening of this expanded facility is another major milestone in the evolution of Waitakere Hospital and the high quality 24-hour service we provide today," Waitemata DHB CEO Dr Dale Bramley said.

"The number of patients presenting at Waitakere ED increased from 28,000 in 2009 to 52,000 in the last financial year. This is the fastest increase in patient number of any emergency department in the country and rivals that of much larger hospitals.

"Over the same period ED staff numbers have risen from 50 to 84.

"Along with our excellent team we now have a state-of-the-art facility to support this level of growth well into the future."

▼ *Waitemata DHB CEO Dr Dale Bramley and Hon Paul Bennett unveil a plaque to commemorate the opening of the new Waitakere Emergency Department*



## 3 Makeover for Ward 3

The newly upgraded Ward 3 stands out as an example of super modern healthcare at North Shore Hospital.

The upgrade was completed in May and includes new patient bathroom facilities, an additional patient lounge, extra toilets, fresh paint, flooring and curtains.

It also includes privacy screens and improved facilities for patients approaching end of life and their families.

▼ *A refurbished Ward 3 is brighter and better for staff and patients*





▲ Dr Hamish Hart and Waitemata DHB CEO Dr Dale Bramley at the opening of the new Hart Department of Medicine

#### ④ Fit-for-purpose Hart Department of Medicine

Eighty clinical, managerial and support staff now have a base to call home. The centralised Hart Department of Medicine opened on Level 3 of the North Shore Hospital in early May. Its staff were previously accommodated at various locations across the broader hospital property. The new centre is named after Dr Hamish Hart who joined the hospital in 1984 and is a much loved mentor to many young doctors and has taught generations of physicians. Waitemata DHB CEO Dr Dale Bramley said the facility houses the biggest department of medicine in New Zealand and is a fitting tribute to Dr Hart's many years of service to the community. Over 100 people, including Dr Hart, attended the official opening.

#### ⑤ Redevelopment unfolds at Pt Chevalier

The Te Miro Cultural Centre at the Regional Forensic Psychiatry Service (Mason Clinic) was rebuilt in 2016.

The Tane Whakapiripiri and Pohutukawa buildings were also reclad as part of a broader redevelopment of the property that includes construction of 15-bed medium secure unit.

▼ The new look Te Miro Cultural Centre



#### ⑥ Major birthing unit consultation project

Extensive consultation took place in early 2016 to explore public appetite for new primary birthing units in Waitemata DHB. The community was invited to give feedback online and during seven DHB run events held across multiple North Shore and Waitakere locations over six weeks. The consultation was promoted through social media and a wide range of networks, by the Waitemata DHB Women's Health Collaboration team. Posters were distributed through libraries, community centres and Plunket centres. The DHB worked in partnership with Health Link North, Waitakere Health Link, Te Runanga o Ngāti Whātua, North Shore Pasefika Forum, the Fono and the Asian Network Incorporated to encourage participation. A business plan for development of an urban primary birthing unit is now being developed.



# Year in Review: Maori Health

## Waitemata Abdominal Aortic Aneurysm Pilot

Coast to Coast Health Care, together with Te Ha Oranga, organised a large hui in June to officially launch the beginning of the Abdominal Aortic Aneurysm (AAA) Pilot Screening programme. The initiative was sponsored by Waitemata DHB CEO Dr Dale Bramley and designed to assess the prevalence of AAA in Māori men aged 55-74 years and Māori women 60-74 years.

The pilot screened approximately 500 eligible Māori enrolled with Coast to Coast, Waitakere Union Health Centre and Te Puna Hauora practices by the end of September. A business case is being developed to extend AAA screening to the rest of the Waitemata Maori population. The cost-effectiveness and feasibility of pairing atrial fibrillation screening with the AAA screening is being investigated through an application to the Health and Research Council of New Zealand.



▲ Waitemata DHB CEO Dr Dale Bramley participates in an AAA screening session as part of pilot programme launched in June

## A proactive take on suicide prevention

Waitemata DHB's Whītiki Maurea Māori Mental Health and Addiction unit based in Henderson completed the 22 Pushup Challenge in September – using social media to document its efforts and raise awareness around the issue of suicide, especially among Maori men.

The exercise morphed out of a project in the US to highlight the number of suicides among returned American service people – 22 a day, according to one study completed in 2013. The Whītiki Maurea team localised the initiative to put the spotlight on what is going on in its own community and encourage people to seek help when life starts to look hopeless. "Some people say nothing about what they're feeling because the issue of suicide is so tapu," Cultural Team Leader Hera Kinred said. "As a result we don't always pick up on the warning signs. That's why it is so import to normalise the way we talk about it."



▲ Clockwise from left to right: Dr Pikihiua Pomare, Sarah (Hera) Kinred, Maerangi Sefuiva, Huia Cannon, Bridget Harris, Dudley Tate and Kahurangi Fergusson-Tibble

## Rangatahi focus on smoking cessation

The Waitemata DHB's Smoking Cessation Team worked with Health Promoting Schools staff on a pilot programme to get secondary school pupils proactive around smoking cessation. Rodney College students were the first to be invited to develop their own communication and marketing initiatives using social media to target other rangatahi (youth) with the stop/don't start smoking message. Entries were judged by the school in conjunction with the DHB in September and the winner and runner's up received funds for sports equipment. The programme is designed to reduce inequalities by focussing on schools with higher populations of Maori, Pacific students and those living in areas with higher deprivation.

\*The Waitemata DHB provided smoking cessation advice to 98% of smokers attending its hospitals and 89% during 2015/2016. Smoking rates in Waitemata are declining and have been consistently lower than the overall New Zealand rate since 2001.



▲ Waitemata DHB Maori Health Portfolio Manager Tracy Walters and Smoking Cessation Project Manager Maria Lafaele

# Year in review: Pasifika health



▲ His Highness Dr Tui Atua Tupua Tamasese Efi with Waitemata DHB CEO Dr Dale Bramley

## VIP visit to Waitakere Hospital

The Waitemata DHB was honoured to host Samoan Head of State Dr Tui Atua Tupua Tamasese Efi and Her Highness Masiofo Filifilia Tamasese during the opening of Pasifika Week at Waitakere Hospital in July.

The theme of the week was Achieving Health Equity for the Pacific.

DHB staff took part in a talanoa session during the week to discuss culturally appropriate ways to research review and engage with Pacific communities.

## Scholarship plan

A total of 49 Waitemata DHB Health Scholarships were awarded in 2016 to young Pacific and Maori people aiming to embark on careers in healthcare.

The intake includes 38 females and 11 males, with greatest interest in nursing, followed by medicine and physiotherapy.

Each scholarship recipient is given \$5,000 per year to help them continue their studies.

The programme has provided scholarships to a total of 235 people since its inception in 2011.

► Health Science Academies programme manager Tuliana Guthrie and co-ordinator Malcolm Andrews



## Academic pathway from classroom to health sector

The number of students involved in the Waitemata DHB's Health Science Academies programme nearly doubled in 2016.

The government funded scheme started last year at Waitakere College with 25 pupils. It aims to increase the number of Pacific workers in the health sector by providing on going mentoring, support and career exposure to Year 11-13 science students. A selection process applies and those accepted into the programme are provided with a clear and comprehensive academic pathway from secondary school to tertiary level.

The initiative has a strong Pasifika focus that includes involvement and engagement with families. "We're needing to build a workforce that reflects the communities we serve," programme manager Tuliana Guthrie said. Co-ordinator Malcolm Andrews said the programme also gives students a first-hand look at life within a healthcare setting. "We run events such as careers conferences where we have the students come into the Waitakere Hospital to access general information and listen to health professionals talking about what they do," he said.



# Year in review: Asian health

## Building bridges with China

The Waitemata DHB hosted a delegation from Shandong Province China on June 2016.

CEO Dr Dale Bramley signed a heads of agreement with the Shandong Health and Family Planning Commission, establishing a mechanism for exchange and cooperation at the government/district health board level; facilitating the engagement of relationships with medical colleges and universities, medical institutions and research institutions; and promoting medical and health scientific and technical innovation and results transformation. Three MOUs were also signed between Shandong, and New Zealand Health Foundation for Asian and Ethnic Communities, New Zealand-China Medical and Pharmaceutical Association, and New Zealand Chinese Scientists Association.

► *Waitemata DHB CEO Dr Dale Bramley with members of the Shandong Province delegation*



## Best care for everyone

Asian Health Services revamped its website during 2015/16 to provide an online 'one stop' shop that gives patients and staff easy access to the iCare Health Information call centre, Asian Patient Support Service, Asian Mental Health Service and the 24/7 WATIS Interpreting Service. Around 21% of people living in the Waitemata DHB catchment are Asian. The interpreting service covers 82 languages and includes NZ Sign Language.

► *Waitemata DHB CEO Dr Dale Bramley with staff from Asian Health Services (AHS) during Year of Red Monkey celebrations. The festival is an important holiday in the lunar calendar for many Asian communities and a celebration of the moon which is seen as a symbol of unity and harmony*



## Advance care planning - with compassion

The Waitemata DHB's Asian Health Services team worked with Auckland DHB National Advance Care Planning team and the Asian community in 2016 to develop culturally appropriate resources for end of life care.

The topic is traditionally taboo in many Asian cultures and the new literature is designed to educate without causing offence. Staff took their message to the community through a number of public meetings.

The project was among initiatives that saw the team winning the Excellence in Patient Experience category of the WDHB 2016 Health Excellence Awards.

► *Asian Health Service Operations Manager Grace Ryu with new Advance Care Planning literature designed for the Asian community*





# Year in Review: National health targets

## Prime Minister visits B4 school programme check

The Waitemata DHB and Plunket NZ hosted Prime Minister John Key and Health Minister Dr Jonathan Coleman for the announcement of a new national health target at Birkenhead Library's Plunket room in June. The new health target is Raising Healthy Kids. It aims to offer 95% of obese children identified in the Before School Check (B4 School Check) programme referrals to health professionals for clinical assessment and family based nutrition, activity and lifestyle interventions by the end of 2017. The B4 School Check is a nationwide programme offering a free health and development check for 4-year-olds. The Waitemata DHB and Plunket have worked together on the initiative since 2013 with stunning results. "We now have an overall 25% increase of B4 School check in the Waitemata area with a 44% increase for Maori, 38% for Pacific and 22% for high-needs families," DHB Child and Family North Team Leader Hilary McCluskey said.









▲ Minister of Health Hon Jonathan Coleman, Prime Minister John Key and Waitemata DHB CEO Dr Dale Bramley meet for the announcement of a new national health target at Birkenhead Library's Plunket Room



▲ Prime Minister John Key observes a B4 School Check at the launch of the new childhood obesity health target

## The Minister of Health's 2016/17 Quarter 1 Health Targets: how we stack up

Health Targets	Target	Q1 16/17	Rank
<b>Faster Cancer Treatment</b>  The target is 85 percent of patients receive their first cancer treatment (or other management) within 62 days of being referred with a high suspicion of cancer.	85%	86%	1st
<b>Raising Healthy Kids</b>  95 percent of obese children identified in the Before School Check programme will be offered a referral to a health professional for clinical assessment.	95%	83%	1st
<b>Shorter stays in Emergency Departments</b>  The target is 95 percent of patients will be admitted, discharged, or transferred from an Emergency Department (ED) within six hours.	95%	97%	2nd
<b>Better help for Smokers to Quit</b>  The target is 90 percent of PHO enrolled patients who smoke have been offered help to quit smoking by a health care practitioner.	90%	87%	7th
<b>Improved access to Elective Surgery</b>  The target is an increase in the volume of elective surgery by an average of 4,000 discharges per year.	5757	105%	11th
<b>Increased Immunisation</b>  The national immunisation target is 95 percent of eight-month-olds have their primary course of immunisation at six weeks, three months and five months on time.	95%	94%	12th

# Year in review: The DHB and ACC

## Green light for falls prevention programme

A community falls prevention programme developed by the joint Auckland-Waitemata DHB Funding team was approved for national implementation in July.

The Government agreed to invest \$30.5 million over four years - supporting better outcomes for people aged 65 who are at-risk of a fall or injury.

Both DHBs working closely with ACC to develop the national model.

“This is about minimising the risk of falls by identifying key risks before they occur and then making appropriate interventions to protect the health of our older Kiwis.”

Waitemata DHB CEO Dr Dale Bramley said.

The evidence-based model will see additional funding made available for:

- Individual in-home strength and balance exercise programmes
- Community group strength and balance programmes
- Home Care Support Service involvement in delivery of in-home falls prevention
- Home safety assessment and intervention
- Treatment of osteoporosis in people with fragility fractures

ACC receives around 150,000 claims per year due to fall-related injuries, costing \$163 million from people in the over-65 age group.

## Proven safe provider of healthcare

National data released by ACC in October reconfirmed the Waitemata DHB as one of the safest providers of healthcare in New Zealand.

The figures showed Waitemata had the lowest rate of treatment injury claims from patient discharges of any DHB in the country – just 0.27 per cent. The figures reflect harm caused to patients in the course of their treatment.

The DHB also recorded the lowest national hospital standardised mortality rate in 2016.

“This shows that the people of the Waitemata district can be confident in the high quality of the care we provide,” Waitemata DHB CEO Dr Dale Bramley said.

“It is a great achievement by our amazing doctors, nurses and support staff and demonstrates that we are making real progress on delivering against our Board’s priorities of better outcomes for patients and improved patient experience in our care.”



# Year in review: Awards and accolades



## Big win for ePrescribing

Pharmacy Operations manager David Ryan won the 2016 Pharmacy Performer of the Year Award in August. His entry showcased the linking of ePrescribing and Pyxis and processes in the DHB inpatient dispensaries. Waitemata DHB was acknowledged as having the largest single electronic prescribing implementation in Australasia.

▼ David Ryan



## Values recognised with national award

The Waitemata DHB was a big winner at the New Zealand HR Awards where it won the Talent Development and Management category.

The award recognised the DHB's extensive programme connecting organisational values with the experiences of staff and patients.

▼ Workforce Development Manager Sarah McLeod; Workforce Development Consultant Sue Christie; Associate Director of Nursing Jenny Parr; Human Resources Director Fiona McCarthy and Patient Experience Manager Jarrard O'Brien



## Surgeons win top award in US

Waitemata DHB Orthopaedic Department surgeons Simon Young, Ali Bayan, Tony Danesh-Clough, Bill Farrington, Rob Sharp, Dean Schluter and Matthew Walker won the Chitranjan S. Ranawat Award in March for their research study into the comparison between conventional and kinematic alignment knee surgery.

A presentation was made during the Knee Society Awards in USA, Florida. Simon Young was also among four international surgeons taking part in a month-long tour of replacement and knee surgery centres across North America.

He made the trip after being the first ever New Zealander to be selected for the Knee Society/ John N. Insall Travelling Fellowship.

## Milestone ceremony for cleaners and orderlies

Waitemata DHB CEO Dale Bramley congratulated 151 cleaners and orderlies during a ceremony to mark their official graduation to the Level 3 NZQA standard in July.

▼ Graduation ceremony attendees included, left to right, Maria Garcia, Marilou Guanlao, Barbara Schwalger (Operations Manager Clinical Support Services), Parvina Devi, Amy Pangan and Angline Partridge





## Highest international honour for duty nurse manager

Graham Zinsli, a duty nurse manager at North Shore Hospital, was awarded the Red Cross' Florence Nightingale Medal in March after two decades working in danger zones overseas.

The medal is the nursing profession's highest international honour after two decades of working in danger zones overseas.

Graham Zinsli ►



## Top award for health excellence

Dr Julie Reeve and senior physiotherapist Lesley Anderson won the Overall Presentation category of the Waitemata DHB's Health Excellence Awards in May.

Both were the main instigators of a 2015 trial to see if physiotherapy can reduce complications after upper abdominal surgery.

▼ Dr Julie Reeve and senior physiotherapist Lesley Anderson with Waitemata DHB Chief Medical Officer Dr Andrew Brant



## Leading the way for Maori

Tikanga Chief Advisor and Maori Health GM Naida Glavish was awarded the Te Tohu Hauora for courageous leadership supporting the kaupapa of improving outcomes for whanau. Naida received the award from National Hauora Coalition Trust Chairwoman Dame Tariana Turia in July.

▼ Waitemata DHB CEO Dr Dale Bramley and Tikanga Chief Advisor Naida Glavish



## Queen's Birthday Honours

Dr Pat Alley was named a Member of the New Zealand Order of Merit in the Queen's 90th Birthday Honours List in June. Pat was a founding member of the Waitemata DHB's Department of General Surgery; a strong advocate for Maori health and involved in the commissioning of North Shore Hospital's surgery department. He retired from the DHB in November 2015 but maintains a close working relationship as Chair of Hospice North Shore's Board of Trustees.

◀ Dr Pat Alley, MNZM

# Year in Review: E Health – building a digital health service

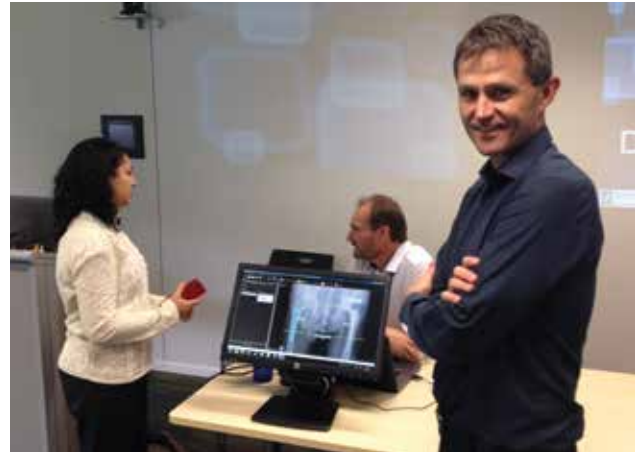
It's been a year of significant milestones for the Waitemata DHB on the digital front.

Much of what is going on was showcased during a Digital Programmes Expo at the North Shore Hospital in August.

The event included stalls promoting eVitals, ePrescribing, eRads, Orion Ward 10 mobility solution, home screen optimisation for Senior Medical Officers, Community Allied Health Tablets, Insight report portal, iPads on Ward 7 and the National Electronic Health Record (NEHR).

"It is amazing how quickly the development of new technologies – coupled with the willingness of our people to strive to do better for our patients – is enhancing our ability to increase the quality of our care," CEO Dr Dale Bramley said.

A similar session was held at Waitakere Hospital in September.



▲ Left to right, Acting Manager, Business Analysis Team, Himani Mehta; Information System Specialist Shane Fullam and Information Systems Manager Andrew Cave, pictured during the Digital Programme Expo at Waitakere Hospital



▲ Patient Experience Manager Jarrard O'Brien and Communications Department Graphics Designer Samantha Smorenburg pictured during the Digital Programme Expo at North Shore Hospital



## Case study 1: eVitals

The staggered roll out of eVitals at Waitemata DHB allows staff to obtain and monitor patient information at the bedside with specifically designed software on tablet devices. It is a move away from the use of paper forms by staff collecting observations, nursing assessments or fluid balance charts.

A patient's healthcare team can have simultaneous access to information, whether in the ward or in a meeting room at another site. Initial testing started early in the year before the project got underway at Waitakere Hospital's

Anawhata ward. A gradual rollout across all sites is scheduled for completion in 2017.

"Patient safety is the most vital part of this project and like ePrescribing it will ensure patient information is readily available to all staff and cannot be misread," eVitals Clinical Lead Peter Groom said.

"But eVitals will also make the day-to-day work life of medical staff a little easier. We want to erase that frenzy for notes in the morning where several people are searching for the same forms which can then get misplaced."



▲ Clinical coaches Peter Groom, Grace Gannaban and Kritika Lal are assisting with the rollout of eVitals across both hospitals that are expected to be completed in 2017

## Case study 2: Bedside tablets

All 28 beds in Ward 7 were supplied with a bedside tablet device in March as part of an innovative trial launched during Patient Experience Week.

Vodafone provided the devices to Waitemata DHB, along with the backend technology developed by the company. The idea came from patients surveyed who recommended entertainment options and easier WiFi access for visitors. "We have listened to patient feedback and worked with Vodafone to come up with a solution that addresses both points and the initial response from patients is very promising," CEO Dr Dale Bramley said.

"Overall, the devices are already helping our patients keep connected with the outside world and this is a huge benefit to them in their recovery journeys and to those close to them." The DHB is also giving patients and visitors access to free, high speed WiFi at the North Shore and Waitakere hospitals as well as most clinical and community sites. Visitors were previously allowed one hour of free access before a small charge fee was applied.

Both time limit and cost have now been removed, while the network is fitted with sophisticated content filtering technology which can block certain websites.



▲ Sharron Brotherway was one of the first patients to try the new bedside tablet devices in Ward 7 at North Shore Hospital in March



## Case study 3: Allied Health mobile devices

A total of 116 Allied Health Staff have been equipped with iPads as part of the Community Allied Health Mobile Device Project.

The iPads were purchased with money raised by the Well Foundation and are now being put to good use in Older Adults & Home Health as well as Child Development Services.

Renal social workers, cancer care and volunteer stroke service clinicians are also involved.

Training was ongoing through 2016.



▲ Kelly Bohot, Adam Leys and Teresa Stanbrook are among advocates for the use of mobile devices by community based clinicians

"We've found that often repetition is the best thing for people to get more comfortable with these devices," Clinical Project Lead Adam Leys said.

"But a lot if it is clinician led - we've tried to have an open field discussion so that people can also help each other."

"The biggest thing for us was the reduction in administration time," Project Manager Kelly Bohot said.

"Clinicians found they had more flexibility and better control over their day – taking breaks and being able to manage their time better.

Patients reported a better flow of information and improved education and instruction because of the visual tools that were available through the devices."

Waitemata DHB Dietetics Professional and Clinical Leader Teresa Stanbrook was thrilled with the roll out.

She started experimenting with mobile technology in the workplace four years ago as a Community Dietitian and said the results were immediate:

"It was just incredible. Everything was there that I needed - all my bloods; all my patients' past histories; all the clinic bookings and hospital visits.

I documented and answered my emails while I was out and the majority of my work was completed once I returned to base.

"I also used other apps to help patients understand about their health."

"Even getting around was easier – suddenly I had access to Google maps!"

The idea caught on and a decision was made to pilot the broader use of devices with 11 clinicians during a 19-week pilot in 2014.

## Groundbreaking health sector research programme announced

The Waitemata District Health Board is a key player in a multi million dollar health technology research venture that aims to improve national healthcare through the advancement of precision medicine.

The Precision Driven Health research programme was unveiled in March and officially launched in October. It is a major public-private venture between industry, government and academia.

The founding participants are Orion Health, Waitemata District Health Board and the University of Auckland - with support from the Ministry of Business Innovation and Employment.

There are plans to invest a combined \$37.8 million into the programme over seven years.

"Precision medicine is the future of health," Orion Health CEO Ian McCrae said. "New Zealand can lead the world in this area."

"Existing medical data sources are not sufficient to enable personalised care because past health care is not the sole predictor of someone's future health - genetics, social circumstances, environmental exposure, and behavioural patterns all play a part.

"This research will offer the potential for improved patient health outcomes through care more precisely tailored to individual needs. This includes an improved suite of clinical decision support tools for doctors, the potential to more accurately predict disease risk factors and enabling patients to be in control of managing key risks to their health."

# Year in Review: EDARS

## Rehabilitation in the home environment

The Early Discharge and Rehabilitation Service (EDARS) was launched in July.

EDARS is designed for patients with stroke and some other conditions who qualify for early discharge and rehabilitation at home.

It is available for Maori or Pacific inpatients aged 55 + and all others 65 + whose underlying medical conditions are stable and delivers the same high level of care to what they would receive in the Assessment, Treatment and Rehabilitation (AT&R) wards.

Up to 200 patients could be eligible each year.

EDARS is run by a comprehensive inter-disciplinary clinical team that will grow to include 19 staff (12.8 FTE) working to rehabilitate patients to be as fully functional as possible and integrated back into their own environments.



▲ EDARS staff pictured at the service launch

### Case study:

John Rennie was one of the first patients to go through EDARS after a stroke in May. The Greenhithe resident credits the service with his rapid return to good health and the bowling green - one of the goals outlined in the programme he set up with his physiotherapist.

Mr Rennie featured in a TV3 Newshub story about EDARS in September.

He said he was out of hospital a week after the stroke and focussed on intensive rehabilitation in his home environment. "Being able to be in a place where you can do normal things when you want to was huge," he said.

"Like drying dishes and cooking food and chopping vegetables and things like that, which was good therapy

anyway." Waitemata DHB patient experience manager Jay O'Brien also appeared in the clip.

"The feedback from patients was unanimously positive, that getting out of hospital and back into their own environments benefited both their experience and their health outcomes as they saw it," he said.

Waitemata DHB Clinical director of Geriatric Medicine John Scott said EDARS is designed to give patients a tailored service to meet their own goals and needs.

"It's more meaningful if you're back in your own home, trying to use your own bathroom, your own kitchen and walk around your own yard."



▲ Stroke patient John Rennie, pictured with his physiotherapist Hannah Zuhir

# Year in review: Health links with our communities

## Open day for NGOs

NGO Open Days continue to be popular with local health providers who value meeting hospital staff while also getting the opportunity to learn more about each other. Waitakere Healthlink welcomed a variety of 35 to 40 NGOs, including GPs and pharmacists to the 2016 event at Waitakere Hospital in March.

Among them was The Fono – a health and social service organisation that works closely with the Waitemata DHB and delivers a range of culturally appropriate and affordable medical, dental, pharmacy, social, education and Whanau Ora services across the catchment. A second day was held in October. Healthlink North also hosted an NGO Open Day at the North Shore Hospital on March 7.



▲ Staff from The Fono were among 30 non-government organisations that took part in Waitakere's Hospital's NGO Open Day during Patient Experience Week in March

## Babies Out West - Reprint

Waitakere Health Link secured partial funding during 2016 to support the reprint of 15,000 copies of the popular Babies Out West brochure. It's the fourth time the brochure has been updated and printed – further evidence of the high demand that exists for it throughout West Auckland.

The brochures provide information about services from pregnancy and childbirth to counselling and parenting education available in West Auckland. They are distributed through Waitakere Hospital maternity, midwives, and Plunket, and also available at all health and social service organisations in the west and CABs, Libraries, GPs, kindergartens, day cares etc.

## Wayfinding

Around 115 external signs will be installed across Waitemata DHB sites by March 2017 in a bid to make hospital navigation easier for patients, visitors and staff. Design and placement was decided after a series of workshops and site visits with consumer representatives, Waitakere Health Link and Health Link North in 2016. A similar exercise is being planned for internal signage.

## Health literacy - everyone matters

Waitakere Health Link and Health Link North worked with consumer representatives during 2016 to review and give feedback on around 110 draft DHB documents destined for general release. The aim is to ensure key material, including general patient information, website content, surveys and outpatient letters, is "user friendly," Waitakere Healthlink co-ordinator Tracy McIntyre says.

## Youth health expos

Health Link North worked with multiple stakeholders to deliver three youth health expos during 2016. The events were held at the Rodney, Mahurangi and Birkenhead Colleges.

The expos are designed to raise awareness of health services and give youth the opportunity to provide feedback. A diverse range of topics included relationships, mental and sexual health, stress management and fitness and body type awareness were covered. Waitemata DHB Health Promoting School Kaiarahi Sandra Skipwith worked with schools prior to each event to ensure pupil participation was high.

Health Link North Manager Wiki Shepherd-Sinclair said the expos play a strong part in building a relationship with the catchment's younger population and boosting awareness. "The youth recognize they need access to health services – but they don't necessarily know what's out there," she said.



▲ Health Link North Community Engagement Co-ordinator Tanja Binzegger and Manager Wiki Shepherd-Sinclair



# Year in review: DHB staff lead the way through CASP/Merit

A number of projects completed as part of the Career and Salary Progression (CASP) and Technical Merit scheme came to fruition during 2016. CASP/Merit is available to all Allied Health practitioners, Alcohol & Other Drug clinicians, Hauora Maori workers (Grades 2 & 3), Health & Clinical Support Workers (Grades 2 & 3) and Psychologists. Applicants need to identify and work on objectives that will contribute to their professional growth and benefit the service they are aligned with. The process usually takes about one year to complete. The scheme is outlined in the PSA, Public Health & Technical Multi Employment Collective Agreement.

## Case study: Caryne McKeand

Waitemata DHB Dietician and Clinical Centre Leader Caryne McKeand has written and compiled a 'one stop shop' nutrition booklet for bariatric patients.

The publication includes a comprehensive range of pre surgery tips as well as information and strategies relating to lifestyle, eating behaviours and food groups.

Multiple drafts were created after feedback from peers, patients and the Ministry of Health's Whanau Health Literacy Project – an initiative designed to make sure the language used in health sector literature is audience appropriate.

The project took around 18 months and Caryne is now considering doing CASP for a third time.

"It's a long process," she said, "but the rewards of having the support, time and encouragement from my team to produce work that will help us move our service forward is invaluable."



▲ A nutrition guide booklet for bariatric patients by Caryne McKeand was completed as a CASP/Merit project

## Feedback from recent CASP/Merit participants

### 1. Name: Lynda Mance

**Achieved objective:** To enable preschool children who have neurological conditions to experience using electronic tablets and applications in therapeutic play.

**Comment:** "Achieving this objective resulted in improved quality of service delivery as it worked so well within DHB values and priorities and innovative planning for the future."

### 2. Name: Leena Naik

**Achieved objective:** To engage with Maori and Pacific/Asian cultural groups and patients to provide a culturally acceptable model of care that will meet the cultural needs of the diverse population within Waitemata DHB.

**Comment:** "Improved engagement with patients fits in with DHB values. It streamlines care of patients, offering them the options of assessment and management in a timely manner."

### 3. Name: David Rice

**Achieved objective:** To develop and run a workshop on quantitative sensory testing at the New Zealand Pain Society's annual scientific meeting.

**Comment:** "This objective showcased some of the areas of innovation and technical knowledge currently on offer/being used at Waitemata DHB and allowed me to run a similar workshop for the staff here in the Department of Anaesthesiology and Perioperative Medicine."

▼ David Rice



### 4. Name: Sandra Skipwith

**Achieved objective:** To raise my level of fluency in Te Reo Maori

**Comment:** "As well as upskilling to provide a better service to the communities we serve, I also provided my team with some professional development around Te Reo Maori. My team learnt their pepeha, a mihi and waiata."

# Year in review: Our Health in Mind

A fresh approach to improve mental health and addiction care was launched by Waitemata DHB during a World Mental Health Awareness Day event hosted by Auckland University of Technology in October.

The DHB is investing \$1.4 million per annum in the Our Health in Mind programme to help more people get better sooner though earlier and improved access to mental health and addiction support, assessment and treatment.

Project lead Helen Wood says early recognition and treatment of common mental health and addiction issues can significantly reduce the negative impact on individuals, their families and wider society.

“Sometimes people do not seek help or leave it until they are very unwell. The reasons for this are many and varied.”

“These include not knowing where to go for help, the impact of stigma associated with seeking help, along with the availability and sometimes cost of services.

“Our Health in Mind aims to proactively keep people well rather than primarily treating ill health”.

“It does this by seeking to break down some of the barriers people face and by providing new ways to better support people to get comprehensive help at an earlier stage,” she says.

The programme will also give primary healthcare providers better support and more resources to help them help their patients.

## Planned initiatives include:

- Increased specialist mental health and addiction support for GPs including phone advice and in-reach services, to ensure best patient care.
- Better access to talking therapies and self-management programmes for more people.
- Additional support to allow GPs and practice nurses to offer extended consultations to patients.
- Improved listing of community resources for easy direction to the most appropriate service.
- Enhanced support to encourage earlier presentation of and help for serious and common mental health and addiction disorders, especially among Māori and Pacific communities.

The Programme also seeks to strengthen relationships and connections between primary care, non-Government organisations, specialist DHB services and community groups working in the sector.



▲ Pictured at the Our Health in Mind launch are, left to right, Te Pou te Whakaaro Nui CEO Robyn Shearer, Project Lead Helen Wood, and AUT Dean of Health and Environmental Sciences Max Abbott. Photo: AUT

# Sneak Preview: a look ahead at 2017



▲ Dr John Cullen and Waitemata DHB CEO Dr Dale Bramley discuss construction plans with a foreman on site in June 2016

## Clinical Skills Centre progresses

Work on the much anticipated Waitemata Clinical and Learning Skills Centre is due for completion in April 2017.

Construction of the state-of-the-art, two-storey teaching facility started in June 2016 on North Shore Hospital land overlooking Lake Pupuke.

The complex will eventually house many of the academic activities taking place across the DHB.

It will include a 250 seat auditorium as well as clinical and procedures teaching spaces, ensuring Waitemata's reputation as a place of learning and excellence continues well into the future.

The centre will also have a dedicated clinical skills laboratory occupying most of the first floor and an AUT exercise-testing laboratory. A number of shared learning spaces will be catered for.

A café will be located next to the new facility.

An official opening planned for mid year will allow the DHB to showcase the centre and a range of innovative initiatives implemented across the broader organisation over the last 12 to 18 months – especially in the area of eHealth.



▲ An artist's impression of the new Waitemata Clinical and Learning Skills Centre interior



▲ An artist's impression of the completed Waitemata Clinical and Learning Skills Centre on Roto Rd, overlooking Lake Pupuke



## New gym at Waitakere

A new staff gym is due to open at Woodford House on the Waitakere Hospital site in early 2017. It will complement the 24/7 gym that opened in February 2014 on the North Shore Squash Club grounds at Shea Terrace. Chief Executive Dr Dale Bramley said the provision of both free gyms is directly aligned with the Waitemata DHB's refreshed set of values which were established in 2012 after consultation with staff. "One of the values identified by staff through that process is that everyone matters," he said. "The organisation has been given a clear direction to look after its people as well as delivering services to patients and their families. "The North Shore gym is really popular and we were all amazed to see how quickly membership grew. We now look forward to seeing one open at Waitakere in the coming months."



▲ Gautham Viji, Ajmal Sohail, Laura Campbell, Brent Percy and Teresita Suarez are among Waitemata DHB staff making the most of free gym membership at North Shore Hospital

## Modern medicine and older adults outpatient facility

The refurbishment of Building 5 at North Shore Hospital in early 2017 will offer better facilities for outpatient clinics across the site - freeing up space to provide additional inpatient beds.

The 44-year-old building next to the Elective Surgery Centre has been used as office space in recent years. Its redesigned ground floor will house a modern Medicine and Older Adults outpatient facility with 14 clinic rooms and dedicated areas for common diagnostic tests and procedures.

Levels 2 and 3 will provide office space for clinical and support staff, with offices also leased to Auckland University.



▲ Block work underway at the medium secure unit site in Pt Chevalier in September

## Mason Clinic development

Construction of a new 15 bed medium secure unit at Mason Clinic is due for completion in May 2017.

## New life for old ED

A new paediatric zone is among developments planned for the original Emergency Department at Waitakere Hospital. The space is being revamped after the creation of a new ED earlier this year and will enable greater use of bed spaces and clinical resources. It is due for completion in March 2017.

**Other projects due for completion at Waitakere in 2017 include:**

- The provision of two negative pressure rooms
- A new home for cardiology

- The provision of additional singled bedded rooms
- The expansion of radiology and the provision of a new CT scanner

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# Better efficiencies for transcription services

The average time it takes to transcribe a doctor's patient notes used to be five minutes to every one-minute of dictation.

While it may not seem drastically long, it would take five hours to transcribe one hour of dictation so manager of Transcription Services, Jane Wright, was thrilled when her team could pilot the Winscribe Voice-to-Text programme.

Winscribe Text is new speech recognition software that has already cut transcription time down by a fifth. "This certainly has increased efficiencies and given us even more assurance that we can improve patient outcomes," she says. The Voice-to-Text pilot was introduced in January under the Leapfrog project through WDHB's Institute of Innovation and Improvement.

Voice-to-Text software allows clinicians to dictate their clinic letters and notes into a speech mike device or even a mobile phone. Through the Voice-to-Text system these dictations are turned into text before they reach the transcriptionist, speeding up the process. It is then the job of the transcriptionist to check and edit the text, transcribe any words the system could not recognise, and communicate with the author to ensure the accuracy of the context and content.

The more a clinician uses this speech recognition technology, the more the system understands their individual language and accent. "As you can imagine, many of our doctors speak at various paces and come from all over the world so it can be time consuming when transcriptionists have to decipher this," Jane says.

"This technology has given us a faster turnaround time and even more assurance of accuracy." Jane says it has also created better communication lines between transcriptionists and clinicians.

Innovation Lead in the Institute of Innovation and Improvement, Dr Robyn Whittaker, says she had seen the system used on a large scale at other high performing institutes in the US but it would be a first for New Zealand. "This system has been particularly designed for a healthcare setting so we're excited to see its full capability," she says.

"Other DHBs are following our progress in order to look at adopting the technology in the future." The project has involved an initial pilot with five Renal clinicians to gain a better understanding of the system and deal with initial issues due to being the first to implement this technology in New Zealand. The technology will now be rolled out to other departments in WDHB including ICU, Surgical Pathology, Orthopaedics, Dermatology Services, Diabetes Services and Rheumatology Services.

"What's great about this is it opens up those communication lines between doctors and transcriptionists. They're able to send little notes to the doctors asking for clarification or making suggestions about better language to use in order for the system to work more effectively and get instantaneous responses which will make that process more streamlined."

Robyn says the pilot programme has enabled her team to learn how to teach both transcriptionists and clinicians to better use the system. "It's been a lot of work and learning for both sides but this will make things a lot easier, reduce inefficiencies and improve patient outcomes."



▲ Transcription Services Manager, Jane Wright, is thrilled with the Voice-to-Text programme



# What a year for Well



With growing community support, it's been another super year for the Well Foundation fundraising team who are helping to advance healthcare in our region.

The recent launch of a new \$210,000 mobile health clinic attracted nationwide media coverage, featuring 11-year-old, Etua Raki who when visiting the old mobile health clinic was found to have had a piece of lego and a toy battery lodged in his right ear for almost three years.

The new and much improved clinic is now on the road to enable Waitemata DHB public health nurses to go more places and reach more children like Etua.

Other fundraising highlights for 2016 include raising \$122,000 to buy iPads for DHB therapists who visit children and older adults in the home with long term illnesses and disabilities to provide therapy, care and rehabilitation. The new iPads are being used effectively by therapists to enhance care to their patients and work as efficiently as possible while on the road.

July saw the foundation celebrate its second birthday along with raising almost \$2 million since its launch for a range of projects and initiatives that are helping local people of all ages to receive the best care possible, from tiny babies to the frail elderly.

As an official recipient of the Countdown Kids Hospital Appeal which ran from August to October, \$101,299 was donated to buy equipment to help some of the youngest and most fragile patients being treated at our local hospitals and in the community.

Putting words into action, the foundation had an inaugural team take part in the Auckland Marathon in October, collectively raising over \$10,000. Not only were they star fundraisers, the dedicated participants all stood out crossing the finish line in bright red foundation caps!

It's been a huge year of literal blood, sweat and tears (of joy of course) with plenty of positive growth and community support to drive the foundation forward says Well Foundation CEO, Andrew Young.

"We're incredibly grateful to everyone getting behind us, those who donate their money, time or gifts to help us do more and more to support our diverse communities.

Amongst all of the action, we've also welcomed new faces to the team. International chef, Robert Oliver and Silver Ferns shooting star, Maria Tutaia have joined us as ambassadors and Grant McCabe and Louise Jenkins have come on board in the operational team."

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

1. Post race - some of our superstar team. L-R Andrew Young, Mark Jeffries, Vanessa Donaldson, Allison Roe, Jennifer Young & Craig Donaldson
2. Some of the Waitemata DHB, Child & Family team and their new mobile health clinic at the launch
3. Well Foundation CEO, Andrew Young with the Raki family - Etua (middle), his mum Tania (left) and sister Chantelle
4. Well Foundation ambassador Maria Tutaia spreading the Christmas cheer with Santa at Waitakere Hospital. L-R Santa, Puja Rai, Maria Tutaia, Amy Rutland and May Barrem
5. Andrew Young all smiles with the first Waitemata DHB car to get Well Foundation signage – there are now almost 90 Well Foundation branded cars on the road





# 2016 Christmas displays

The Christmas spirit was alive and well throughout Waitemata DHB this year. Every year, people strive to better, putting in weeks of planning and flexing their craft skills. Here are a few highlights from the halls.



# “ 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.

## “ 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.

## “ 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.

## “ 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**