



Kimi Hauora Wairau

Marlborough Primary Health Organisation

SEEKING WELLBEING IN MARLBOROUGH

***“The People of Marlborough will lead
longer, healthier and more
independent lives”***

Strategic Plan

2011 to 2014

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I MARLBOROUGH'S PEOPLE

MIHI

Tukua o tatou wairua kia rere ki ngā taumata

Hei ārahi i o tatou mahi

Me o tatou whai i te kaupapa o te ra

Kia mau kia ita

Kia kore ai e ngaro

Kia pupiri kia whakamaua kia tinā (tinā!)

Haumī e! Hui e! Tāiki e!

Let us raise our spirits to the heavens

To lead us in our efforts

So we can fulfil our aspirations of the day

To grasp our ethos

So it doesn't become lost

To embrace, to preserve to the creator

Together we meet and agree

EXECUTIVE SUMMARY

Like all communities, the Marlborough population requires access to services, initiatives and support that are responsive to identified needs and improve overall wellbeing. Kimi Hauora Wairau will support this effort by developing strategies and processes to meet this growing challenge.

Kimi Hauora Wairau (KHW) will respond to the primary healthcare needs of the Marlborough community and the desire to promote and assist the wellbeing of the Marlborough population can be summarised by the overarching vision:

“The People of Marlborough will lead longer, healthier and more independent lives”

Kimi Hauora Wairau aims to strengthen its leadership in response to primary healthcare in Marlborough. This Strategic Plan aims to address the challenges and aspirations of the Marlborough population in regard to primary healthcare over the next three years.

The Strategic Plan aims to:

- provide an evidence base for priority setting and effective service development;
- ensure priorities are relevant and services responsive and effective;
- work with providers, communities and agencies across health and related sectors to develop and support a collaborative and cohesive Marlborough holistic health relationship network able to achieve identified priorities;
- increase the breadth and depth of the PHO’s relationships with Marlborough communities; and
- continue evaluation, monitoring and reporting of service performance and health indicators to provide open robust accountability.

The first section of the Strategic Plan describes the context that gives rise to the development of the Plan. This overall direction is then linked with the strategic context for primary health care, both at a national and regional/local level. This establishes the strategic direction, which is informed by the Plan’s vision, objectives and priorities over a three-year timeframe. This includes the Government’s themes, KHWs objectives and its strategic overview. The plan also provides a pathway forward in terms of implementing the strategic direction and achieving the overall vision via a set of identified priority areas. The priority areas that have been identified for the plan are:

- Providing effective and responsive general practice and primary services which address **health inequities** in Marlborough through clinical and community programmes;

- Initiating and supporting innovative approaches across sectors and providers; and
- Providing reliable and accurate accountability information and reports.

Year One Aims 2011-2012

At operational level a one year plan of action for 2011-2012 will be implemented to put in place foundations which are critical to achieving the strategic objectives by 2014.

The aims of the first year are:

- To assist general practice owners to develop a thriving general practice community able to meet collaboratively and take a shared approach to future development.
- Work with funders to provide General Practitioners and other providers with greater flexibility in the use of clinical and community programme funding to benefit their patients.
- Continue to offer provider development support to general practices and other providers in the form of electronic connectivity, quality development support, performance reporting and support to overcome workforce shortages and offer equitable access across Marlborough.
- Work with all providers and communities to ensure all eligible Marlborough people have consistent access to timely effective primary health services including initiating and evaluating different ways of supporting people to live healthier and more independent lives.
- Ensure KHW MPHOS relationships within Marlborough, the NMDHB district and the southern region are collaborative and cross sectors to support innovative approaches and provide opportunity to reduce the negative impacts of the wider determinants on vulnerable people and groups.

1 INTRODUCTION

Kimi Hauora Wairau Marlborough PHO (KHW) was established as a Charitable Trust in January 2004 to implement the government's Primary Health Care Strategy (2001)

The governance board trustees, led by an independent Chair, includes:

- three Māori Iwi representatives selected by the Iwi Health Board
- three Primary health provider representatives, selected by the member provider community
- three community representatives selected by the board to best represent the Pacific, rural and urban people of Marlborough

The role of KHW is to bring together Marlborough's diverse populations, providers and communities to improve health outcomes for Marlborough people through funding supporting and delivering primary health care services.

2 STRATEGIC DIRECTION and ENVIRONMENT

2.1 Vision

"The People of Marlborough will lead longer, healthier and more independent lives"

To achieve this vision Kimi Hauora Wairau Marlborough PHO (KHW) will manage concurrently, short term delivery and long-term development to improve health service quality and address health inequalities in Marlborough over the next three years.

KHW will achieve this vision by:

- using known population qualitative and quantitative information, knowledge and data to provide an evidence base for priority setting and effective service development.
- continue to add to the evidence base over time as gaps and changes in knowledge about populations and their health priorities are identified to ensure priorities are relevant and services responsive and effective.
- working with providers, communities and agencies across health and related sectors to develop and support a collaborative and cohesive Marlborough holistic health relationship network able to achieve identified priorities.
- increasing the breadth and depth of the PHO's relationships with Marlborough communities to support their increasing:

- involvement, knowledge and skills in managing personal and whanau health
 - awareness of the impact of the wider determinants of health and engagement in reducing the impact of these factors.
- continuing evaluation, monitoring and reporting of service performance and health indicators to provide open robust accountability.

2.2 Strategic Influences on Marlborough’s Health Environment

2.2.1 *Treaty of Waitangi*

Kimi Hauora Wairau acknowledges the eight Manawhenua Iwi O Te Tau Ihu O Te Waka A Maui:

Ngati Apa,
 Ngati Koata,
 Ngati Kuia,
 Ngati Rarua,
 Ngati Tama,
 Ngati Toarangatira,
 Rangitane,
 Te Atiawa.

Kimi Hauora Wairau recognises the status of Māori as Tangata Whenua in Aotearoa/New Zealand and work with Manawhenua Iwi O Te Tau Ihu O Te Waka A Maui as essential partners in developing and implementing health strategies for Māori.

The emphasis of this relationship will be based on:

- **Partnerships:** as the conduit for working with Iwi, hapū, whānau and Māori communities to reduce health disparities and improve health status of Māori in Marlborough.
- **Participation:** as a channel to involve and or consult with Māori at all levels of the Primary Health care sector which includes planning, development and service delivery to improve Māori health in the Marlborough region.
- **Protection:** ensuring that Māori wellbeing is protected and improved as well as safeguarding Māori cultural concepts, values and practices.

2.2.2 Government and Regional Goals and Strategies

- The Primary Health Care Strategy
- Current National Health Targets
- Specific National Population Strategies
- Regional Priorities and Issues

The *Primary Health Care Strategy* provides guidance for KHW through six key directions:

- Work with local communities and enrolled populations
- Identify and remove health inequalities
- Offer access to comprehensive services to improve , maintain and restore people's health
- Develop the primary health care workforce
- Continuously improve quality using good information

The *Minister of Health's* current *six health targets* are:

- Shorter stays in emergency departments
- Improved access to elective Surgery
- Shorter waits for cancer treatment
- Increased immunisation
- Better help for smokers to quit
- Better diabetes and cardiovascular services

Specific National Population Strategies, Kimi Hauora Wairau is also guided by:

- He Korowai Oranga: Maori Health Strategy;
- Pacific Health Strategy; and
- New Zealand Disability Strategy

Regional Priorities

The priorities of the Nelson Marlborough District Health Board; Nelson Marlborough Maori Health & Wellness Strategic Framework, along with Pacific health priorities all of which contribute to the national health targets.

2.2.3 Funding Environment

KHW acknowledges the tensions in health sector funding where more is expected from the same or less funding.

2.3 Kimi Hauora Wairau Marlborough Objectives

The following five objectives guide KHW's planning, relationships and development. The linkages with each of the objectives and their respective impact on primary healthcare outcomes in Marlborough are below in Table 1.

Table 1 Kimi Hauora Wairau Marlborough Objectives

Objective	Outcomes 2014
Improve quality of healthcare delivery in Marlborough	<ul style="list-style-type: none">• There is a collaborative approach across sectors in Marlborough and beyond that informs and motivates providers and communities.• There is community, provider, funder and political confidence in KHW's advocacy to ensure local, regional and national developments include Marlborough primary and community health care aspirations.• Primary healthcare services delivered in Marlborough are flexible and meet the needs of the community.• Relationships between the community and healthcare providers and between health care providers are positive and enhance health outcomes.• National, regional and local approaches to primary healthcare are adapted to best meet the needs of local communities.• Access to primary health care services for all eligible, un-enrolled people and for the seasonal and transient workforce is available.

<p>Identify and remove health inequalities in Marlborough</p>	<ul style="list-style-type: none"> • Pathways which remove or reduce disparities for those groups within the community who are disadvantaged are established and sustainable. • Families and whānau are able to work with primary care to recognise their own roles in promoting health and wellbeing. • Primary care services within the community are able to support families and whānau to enjoy long lasting health benefits and independence.
<p>Build workforce capacity and capability</p>	<ul style="list-style-type: none"> • Approaches which meet the evolving needs of the community are met through recruitment; professional development; effective resource management; and innovative practice are established and sustained with communities and providers. • The health workforce includes people and their whānau, supported to develop the skills and attitudes to make consistently healthy living choices for themselves and their communities.
<p>Demonstrate accountability</p>	<ul style="list-style-type: none"> • Robust infrastructure and effective tools are maintained and developed to provide ongoing, reliable evaluation, monitoring, review and reporting which accurately demonstrates KHW's governance, including clinical governance, managerial and service delivery accountabilities to funders, providers and communities.

2.4 Overview

Government Themes

Work with local communities and enrolled populations
Identify and remove health inequalities
Offer access to comprehensive services to improve, maintain and restore people's health
Co-ordinate care across service area
Develop the primary health care workforce
Continuously improve quality using good information.

Kimi Hauora Wairau Objectives

- Improve quality of healthcare delivery in Marlborough
- Provide effective and responsive services
- Identify and remove health inequalities in Marlborough
- Build workforce capacity and capability
- Demonstrate accountability

Treaty Framework

The Kimi Hauora Wairau Treaty Framework supports the Crown to improve primary healthcare outcomes by:

- *Partnership* – as the conduit for working with Iwi, hapū, whānau and Maori communities to reduce health disparities and improve health status of Maori in Marlborough
- *Participation* – a channel to involve and or consult with Maori at all levels of the primary health care sector which includes planning, development and service delivery to improve Maori health in the Marlborough region.
- *Protection* – ensuring that Maori wellbeing is protected and improved as well as safeguarding Maori cultural concepts, values and practices.

Key Outcome

“The People of Marlborough will lead longer, healthier and more independent lives”

Priority Areas

- To provide effective and responsive services
- To lead and support innovative practice
- To meet accountability and responsibility requirements and report these

3. PRIORITY AREAS 2011-2014

The following priority areas have been identified as the most important areas of focus over the next three years to support Kimi Hauora Wairau to achieve the strategic objectives.

- 3.1 Providing effective and responsive general practice and primary services which address **health inequities** in Marlborough through clinical and community programmes for
 - Chronic Conditions – Diabetes, cardiovascular Disease, smoking cessation
 - Care for Older people living independently and in Residential care
 - Child and Youth Health
 - Cancer
- 3.2 Initiating and supporting innovative approaches across sectors and providers.
- 3.3 Providing reliable and accurate accountability information and reports.