



## **KAIKOURA- A MODEL OF CARE**

**our** health system

## Vision

*“Deliver a patient centred, sustainable, evidence-based, health service that provides equity of access for everyone and empowers people to take greater responsibility for their own health and enables them to stay well in their own homes”*



# Transformation of health services in Kaikoura

There are many challenging and exciting changes happening in health for Kaikoura. The services have all recently moved into the new health facility which is known as Kaikoura Health Te Hā o Te Ora. Behind the scenes, the Canterbury health system is also working to provide better, more timely care for the people and visitors of Kaikoura, regardless of who is providing the care.

## What's happening in the Canterbury health system?

In Canterbury there are many initiatives in progress which are designed to change or develop health and social services.

The Canterbury health system is actively redesigning the way services are delivered to improve health outcomes for the people of Canterbury.

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

## Who is leading the change in Kaikoura?

The Kaikoura Service Level Alliance (Kaikoura SLA) is guiding the transformation of health services in the Kaikoura community.

The role of the Kaikoura SLA is to recommend how to improve access to healthcare services so that people get the best possible benefit from each health dollar spent.

The Kaikoura SLA is a group of healthcare leaders, professionals, providers and consumers. It includes local health providers, members of the community, Runanga representatives and the Canterbury District Health Board. The Kaikoura SLA is part of the Canterbury Clinical Network.

Find out more: <http://ccn.health.nz/KaikouraSLA>

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

## THE BEGINNING OF CHANGE

The Canterbury health system is undergoing large-scale change.

Like many Canterbury communities, Kaikoura has its own unique challenges, including health workforce shortages and ageing infrastructure.

The Kaikoura SLA was established in 2011 to lead a redevelopment of Kaikoura's health services. At the time, parts of the Kaikoura Hospital were almost 100 years old, making it the oldest health facility in Canterbury.

It was clear that large-scale change was necessary.



## A NEW WAY FORWARD

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



## A NEW SERVICE MODEL

We are now at the important stage of implementing the model for Kaikoura's health system.

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



## A NEW HEALTH FACILITY

As part of the health system's transformation, construction began in July 2014 on a new health facility in Kaikoura.

The new facility is a purpose-built Integrated Family Health Centre (IFHC) that aims to provide primary, secondary and community health care, health promotion, prevention and treatment services closer to home. It is anticipated that the new facility will formally open in early 2016.

LARGE-SCALE TRANSFORMATION FOR KAIKOURA'S HEALTH SYSTEM

CONSTRUCTION OF A NEW HEALTH FACILITY

DEVELOPING A NEW MODEL OF CARE

## What is a Model of Care?

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

### THE MODEL OF CARE WILL ACHIEVE

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

### THE MODEL OF CARE

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

The new Model of Care is an important step for better integrating primary, secondary and community health services to meet the needs of the Kaikoura community. The model will best meet the needs of patients, their whānau and the wider Kaikoura community, including visitors.

Some of the challenges and opportunities identified in Kaikoura include:

#### Challenges

- An ageing population and workforce shortages
- Inflexibility of staff roles and rosters, as well as stress caused by current model
- Under staffing which has caused stress for staff in the current model
- Difficulties accessing support workers in the community
- Barriers between staff in different areas of practice
- Increasing demand and public expectations on the provision of services

#### Opportunities

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

**Read more about the challenges and opportunities identified:**  
[ccn.health.nz/KaikouraModelofCare](https://ccn.health.nz/KaikouraModelofCare)

# The Model of Care

The Kaikoura SLA has developed, in consultation with the Health Workforce and the Kaikoura community, a Model of Care that addresses the opportunities, challenges and underlying objectives for the Kaikoura health system. As with all Canterbury health system transformations, the aim of Kaikoura's Model of Care is to put the needs of patient, family, whānau and community at the heart of decision making.

## THE MODEL OF CARE MUST, AT ALL LEVELS:

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

## THE PROPOSED CHANGES CAN BE GROUPED INTO 5 AREAS:

### 1. Health Services

### 2. One Integrated Health Team

### 3. Innovative Technology

### 4. Pathways for Care

### 5. Working Relationships

## 1. Health Services

All existing health services available in Kaikoura will continue. The current health services will also be supported with the introduction of a number of new services that have been identified as necessary for supporting our collective health and wellbeing.

### PROPOSED NEW SERVICES

- Palliative, advance care planning and end of life nursing care role
- Programmes to support people returning from hospital following surgery
- Ultrasonography
- Day care programme in the community for patients with Alzheimer's, dementia or who are home alone and require additional support
- Health Promotion activities
- Nurse led clinics, including fracture, pre-operative assessment, wound care and chemotherapy clinics
- Holistic and integrated support services

### EXISTING SERVICES TO CONTINUE

- Primary Care/General Practice
- Rest home care
- Aged care long stay hospital care
- Respite care and palliative care
- Physiotherapy
- Visiting specialist consultations
- Stabilisation of trauma
- Medical care
- Maternity services
- Allied health care services
- Optometrist
- Pharmacist support
- Community nursing (district nursing and InterRAI Assessor)
- Occupational therapy (visiting contractors)
- Social work support
- Mental health support (including visiting Canterbury DHB mental health teams, Brief Intervention Counsellors and Community Support Workers)
- Home-based support workers
- Radiology services (locally trained staff and visiting Medical Radiation Technologists)
- Audiology
- Meals on Wheels
- Mortuary

## 2. One Integrated Health Team

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

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

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

**BETTER UTILISATION OF FUNDING:** Enabling locally allocated funding to be allocated where it is most needed.

**MORE SERVICES AVAILABLE TO THE COMMUNITY:** One Integrated Health Team will enable services to reach further into the community to provide care closer to people's homes and the development of new roles and services that improve the patient's journey through the healthcare system, as demonstrated in the proposed services listed on the previous page.

**IMPROVED HEALTH WORKFORCE RECRUITMENT AND RETENTION:** A district-wide clinical education and training programme will be established for in patient, primary and community health care. This will not only facilitate the recruitment of health staff in Kaikoura, but will support relationship building across the Kaikoura health system, contributing to a more sustainable health system that is better positioned to meet future needs.

**BETTER UTILISATION OF CLINICIANS' SKILLS:** All staff will work to the top of their scope, developing advanced skills which will enable the development of advanced nursing roles. Greater involvement of ambulance staff in initial acute patient assessment, allows clinicians to rotate around the various facets of the health service enabling better utilisation of skills across the team.

### 3. Innovative Technology

The people of Kaikoura face a number of challenges when accessing health services, especially as a rural community. The following technologies recommended for Kaikoura are developed and working across the Canterbury health system or are under development.

**SHARED PATIENT RECORD:** Investigations are underway into the feasibility of sharing patient records.

**TELEMEDICINE:** Telemedicine technology helps people in rural communities like Kaikoura access health services in their community. Investment has been made in reliable telemedicine technology for Kaikoura to enable specialist outpatient consultations without the need to travel, consultations with isolated rural patients in emergency situations, consultations with Emergency Department physicians for acutely unwell patients, dermatology outpatient clinics and distance learning for staff. The next step is to foster relationships with specialist teams to enable telemedicine consultations to occur in Kaikoura.

**Equipment necessary for these technologies:**

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

**ONLINE PATIENT PORTAL:** In Canterbury, a safe and secure system called a Patient Portal is being developed that will initially allow people to make appointments and order prescriptions online (expected to be in place in December 2015). This will be further developed to allow patients to access their own health records and check test results without having to travel to see a health professional; supporting patients to better manage their own health.

**COMPUTED RADIOLOGY:** Computed radiology is already available in Kaikoura which allows digital X-rays to be taken in Kaikoura and read within the same day by the Radiologist based in Christchurch. This means that people in Kaikoura need to travel less for X-rays and reviews. It is recommended that ultrasonography services are added to this service in Kaikoura by up-skilling local health professionals and/or visiting ultrasonographers.

## 4. Pathways for Care

In order to better coordinate Kaikoura's health services, the following Patient Pathways are being developed or refined. This requires regular reviewing to ensure that pathways are complete, comprehensive, appropriate, effective and efficient.

### Completed pathways to be reviewed:

- Long term conditions
- Preventative care
- Youth health care

### To be completed:

- Elderly care
- Maternity care
- Mental health and addiction care
- Baby and child/ Paediatric care
- Palliative/End of Life care
- Urgent/Emergency
- Opportunistic care (taking advantage of all opportunities to assess a patient's *overall* health and wellbeing)

## 5. Working Relationships

For the model to succeed, strong working relationships are required that enable continued support and training for the Kaikoura health workforce, maximise the resources available to our community and ensure continuity and consistency of care. This means working in a collaborative and integrated way with these key groups and ensuring all contributors are partners in the delivery of our integrated health system.

### Key groups currently recognised:

- Canterbury District Health Board
- Canterbury Primary Health Organisations
- Te Tai O Marokura
- Kaikoura Pharmacy
- Local private and Canterbury DHB community dental services
- Allied health providers
- Community groups
- St John
- Governmental organisations (e.g. ACC, Work and Income)
- Non-governmental organisations (e.g. Te Whare Putea)
- Kaikoura community

### **More information**

To request a printed copy of the online information referred to in this booklet, please contact:

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