

# Te Herenga Ora: He mahi kōkihi

Allied Health:  
Way of Working (WoW)  
2019-2030



Capital & Coast  
District Health Board  
ŪPOKO KI TE URU HAUORA



# Foreword

Tēnā koutou katoa,

It gives me great pleasure to endorse **Te Herenga Ora: He mahi kōkihi: Allied Health: Way of Working**

This document describes the Allied Health strategy for Capital & Coast District Health Board, and it reaffirms the commitment from Allied Health professions towards working differently but in unison to improve outcomes for our people. In particular, improving outcomes for Māori and Pasifika is a priority that underpins the strategy which is fully aligned to the priorities described in the CCDHB Health Systems Plan 2030.

## “He waka eke noa”

The above whakatauki is fitting because it speaks about the waka moving forward and everyone paddling in unison. This is to signify that Allied Health professions will work in partnership to fully realise the potential of this strategy.

I am confident that delivery of the priorities in this plan will support development of Allied Health services, building on the professions’ core strengths to modernise working practices and adopt new ways of providing services for our communities.

I wish Allied Health professions the very best with the implementation of this strategy and I look forward to supporting it in every way possible.

## Fionnagh Dougan

Chief Executive

Capital & Coast and Hutt Valley District Health Boards



**Te Herenga Ora** - the binding, tying together of health. Allied Health is made up of so many strands that can operate on their own but can be stronger when they are bound and work together; yet they are bound to one place.

**He mahi kōkihi** - new growth, sprouting work. Representing a new way of working, new ideas, new pathways, and better r

# The strategy

## **Allied Health will maximise the health and wellbeing of people in CCDHB and their whānau by:**

- providing pro-equity services that will meet the needs of Māori and Pacific people, whānau and workforce
- acting early; empowering people and populations through prevention, early intervention and self-management
- delivering quality, responsive services in Wellington, Porirua and Kāpiti communities that make a difference.

## **Allied Health will contribute to improving equity of health outcomes, particularly for Māori and Pacific people, by:**

- providing pro-equity, culturally inclusive and safe services for Māori and Pacific people
- growing the cultural intelligence of our workforce to understand our individual, organisational, and system level roles in addressing inequities
- seeking to understand the barriers for Māori and Pacific people in accessing Allied Health services and being committed to addressing these issues
- ensuring we have high quality, complete and consistent performance and workforce data for analysis and reporting
- using that data to understand need and to drive improvements in equity of access, delivery and outcomes for people who experience the poorest health outcomes in all new and existing services, and to measure our progress
- partnering with people, whānau and communities to ensure that services are focused on their health needs and aspirations
- forming a critical part of Community Health Networks and Localities. Allied Health will respond to the needs of the local population.

You can find this document, plus read more about Allied Health and keep up to date on latest Allied Health news on the staff [intranet here](#).

The document will be on the [CCDHB website here](#).

## Who will Allied Health work with?

**Allied Health will prioritise the major service users identified in the Health System Plan:**

- Pregnant women, children, youth and families
- People with long term conditions, older people, and people at the end of their life
- People with disabilities
- People requiring urgent and planned clinical care.

## Where will Allied Health work?

**Home and Community:** Allied Health will support, enable and treat people in their home and communities.

**Hospital:** Allied Health will provide quality care and support efficient use of planned and urgent care in hospital.

## How will Allied Health work?

**Allied Health will:**

- intensify services for those people who have the most capacity to benefit, particularly Māori and Pacific people, using approaches that make the greatest impact
- simplify services for people with greater resources and health literacy.





## Improving Equity

### Allied Health will provide pro-equity services that:

- increase focus on prevention, resilience, recovery and wellbeing
- encourage and support people and their whānau to self-manage their health and wellbeing
- be responsive to people's changing needs and circumstances, providing therapy and rehabilitation at the optimal time, and restoring health and wellbeing
- contribute to healthy ageing by intervening early in the functional decline resulting from ageing
- provide support at time of diagnosis of long term conditions to enable people to self-manage
- simplify services for people with life-long disability by enabling self-referral directly to specialist services
- prevent deterioration and crisis
- help people to plan for the future.



## Acting Early

### Allied Health will:

- work in new ways to improve access to and benefit from services, particularly for Māori and Pacific peoples, including use of health literacy initiatives
- deliver services in new ways – including but not limited to using technology where appropriate, groups, skill sharing and delegation
- innovate, developing simplified approaches and services to promote self-management for people with high levels of health literacy and resource
- use technology to increase access and deliver effective services
- use data to understand the impact of these approaches on equity and outcomes
- use and participate in research to improve health and wellbeing outcomes.



## Innovating

### Allied Health will:

- work in partnership with people and their whānau and communities, to develop culturally inclusive, safe services that drive improvements in equity
- deliver services that place people and their whānau at the centre and address barriers to accessing them
- develop ways to monitor people's experience of Allied Health services and continuously improve services in response
- work alongside communities and other health workers to provide knowledge about wellbeing and prevention
- build on community strengths and resources to promote health and wellbeing and reduce social isolation
- work to develop and support the growth of Māori and Pacific Allied Health workforce
- support and develop kaiāwhina (assistant) workforce (for example allied health assistants, health navigators, health coaches) within local communities.



## Increasing efficiency

### Allied Health will:

- capture data and develop dashboards to monitor quality, equity and impact. Explicitly and routinely monitor equity of access and delivery of Allied Health services for Māori and Pacific people
- use data to be explicit about where Allied Health adds value to health and wellbeing and focus services in those areas. This includes not providing services when Allied Health is not making a difference
- provide brief and timely advice and intervention and support people and their whānau to self-manage
- prevent avoidable admissions and support timely discharge
- work in inter-disciplinary teams with an inter-professional practice approach to reduce duplication for patients and streamline service delivery when appropriate
- work at the top of their scope by delegating as appropriate
- develop and support the kaiāwhina workforce to enable greater reach and access.



## Working Together

### Allied Health will:

- ensure that the care that people receive is seamless as they transition from one setting/service to another
- practice inter-professionally & skill share when appropriate to best meet the needs of people and their whānau
- coordinate care with a can do approach that meets people's need
- ensure that people access specialist Allied Health as and when appropriate

# How will we know we are getting there?

These key indicators (updated August 2020) will measure the impact of Te Herenga Ora: He mahi kōihi Allied Health Way of Working for:



## Improving Equity

- Capture data to monitor quality, equity and impact; explicitly and routinely monitor equity of access and the delivery of Allied Health services for Māori and Pacific people.
- Use that data to understand Māori and Pacific health needs and to drive improvements in equity of access, delivery and outcomes for Māori and Pacific in all new and existing services.
- Seek to understand the barriers for Māori and Pacific people and work in new ways to address barriers in accessing Allied Health services.
- Increase number and proportion of the Allied Health workforce who identify as Māori and Pacific.
- Work in partnership with Māori, Pacific people, and communities to develop pro-equity, anti-racist, culturally safe services that drive improvements in Māori and Pacific health outcomes.
- Increase the cultural intelligence of the Allied Health workforces so that the pro-equity agenda is progressed.

\*Refer to [Taurite Ora: CCDHB Māori Health Strategy](#) pages 54 and 55 for Allied Health Action points

\*Refer to Pacific Health & Wellbeing Strategic Plan for the Greater Wellington Region 2020 - 2025

## Acting early

- LifeCurve™ status for older people on assessment and discharge.
- Services will evidence when in the clinical care journey they have the most impact for the population.

## Innovating

- Evidence of quality improvement and research activity within Allied health services.
- Sharing of all new WoW projects underway and outcomes achieved.

## Working with Communities

- Proportion of Allied Health delivered in each setting of care (hospital, outpatients, community and home).
- Proportion of services that regularly seek feedback from people receiving services and evidence that services are responding to feedback.
- Evidence of co-design with communities and consumers.

## Increasing efficiency

- Measures of Allied Health Way of Working projects evidencing system efficiency.

## Working together

- Number and proportion of designated roles and non-regulated workers.
- Develop ways to measure extent of inter-professional practice and skill sharing.
- Allied Health working as clinical leaders through clinical governance and within services.