

Te Herenga Ora: He mahi kōkihi

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



Capital & Coast
District Health Board
ŪPOKO KI TE URU HAUORA



Introduction



Kia ora tātou,

When I commenced the role of Chief Allied Health Officer at CCDHB six months ago, it was exciting to learn about the journey that Allied Health was on. Allied Health was looking at coming out of the shadows and fully unleashing its power as a valued workforce that makes valuable contributions.

While this strategy was initially developed for the ORA services (Older Adults, Rehabilitation & Allied Health), it is very clear that the principles of this strategy are applicable to the wider Allied Health, Scientific and Technical (AHST) workforces.

Healthcare globally faces significant challenges and there will always be resource constraints. However, this strategy inspires us to remain motivated and focused, to deliver the best possible care to our whānau and practice innovation in everything we do.

Above all, I hope that this strategy works towards achieving better health outcomes for our most vulnerable communities. Equity must be at the top of everyone's agenda. We must ensure that we deliver the best care to our Māori and Pasifika communities. **If we get it right for them, we will get it right for everybody.**

I would like to share this whakataukī by Sir James Henare:

"Kua tawhiti kē to haerenga mai, kia kore e haere tonu. He nui rawa o mahi, kia kore e mahi tonu."

"You have come too far not to go further, you have done too much not to do more"

This quote is very fitting to Te Herenga Ora: He Mahi Kōihi strategy. It acknowledges the work that we have done to get to this stage and challenges us to keep striving until we achieve whakarangatira (excellence).

Finally, I look forward to leading this strategy and ensuring our AHST workforces feel empowered to intensify, simplify and innovate. The journey will not always be simple but if achieving excellence was simple, anyone would do it.

Ngā Manaakitanga,

Arish Naresh
Chief Allied Health Officer
Capital & Coast District Health Board

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 kōihi - new growth, sprouting work. Representing a new way of working, new ideas, new pathways, and better results.



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 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. The composition of Allied Health in each Community Health Network will respond to the needs of the local population.

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- and trans-disciplinary teams 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
- work in interdisciplinary and transdisciplinary ways that 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?

A few key indicators will be used to measure the impact of the Allied Health Way of Working for:

Improving equity

- access to Allied Health services for Māori and Pacific people
- proportion of Allied Health staff who have participated in equity training
- number and proportion of the Allied Health workforce that are Māori and Pacific people.

Acting early

- Life Curve status for older people on assessment and discharge.

Innovating

- summary of all new WoW projects underway

Working with Communities

- proportion of Allied Health delivered in each setting of care (hospital, outpatients, community, home)
- proportion of services that regularly seek feedback from people receiving services and evidence that services are responding to feedback.

Increasing efficiency

- measures with WoW Projects evidencing system efficiency.

Working together

- number and proportion of designated roles and non-regulated workers
- develop ways to measure extent of inter and transdisciplinary working.

