

Kōwhai Health Trust

Annual Report

1 July 2010 – 30 June 2011





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Mission, Vision, Values Statements



Vision

“Hutt Valley residents will access an affordable primary health care service that provides a comprehensive range of well – designed programmes to meet the population’s needs.”

Mission

“Kōwhai Health Trust provides services that support primary health organisations and general practice in order to reduce health inequalities and improve health outcomes for the people of the Hutt Valley.”

Values

All activities and decisions undertaken by Kōwhai Health Trust are underpinned by:

Inclusiveness

Commitment

Transparency

Innovation

Effectiveness

Board Chair's Report

Last year, I wrote of ongoing major changes in the health environment. The trend has continued in to the current year.

Nationally, Government and Ministry policy has remained the same, namely the importance of Clinical Governance, devolution of services with the development of Integrated Family Health Care Centres, and the drive to reduce management and “back room” expenditure.

Locally, Te Awakairangi Health PHO has been formed and officially came in to existence on 1 July 2011. The position of the new PHO in the primary health care scene as perceived by the HVDHB, and its structure as will be determined by the PHO Board, will have a profound effect on the ongoing business of Kōwhai Health Trust. Te Awakairangi Health PHO now holds the current valley wide projects. The PHO has contracted Kōwhai to manage these projects until July 2012. Previously, the DHB contracted directly with Kōwhai.

The PHO Board has yet to decide how the PHO will perform its management functions. The choices are, to build internal capability or to continue to contract management services out to a management services agency, such as ourselves. We have been awarded the contract for the year until July 2012.

Currently, the major sources of income of our organisation come from the management of the valley wide projects and providing management services to the PHO. The directions taken by the DHB and the PHO are important. Continuing to build good relationships with both the HVDHB and Te Awakairangi Health PHO will be necessary.

Our strengths are the knowledge and expertise of our staff and the relationships we have with Hutt Valley practices. These strengths make Kōwhai well placed to continue to play a major role in the provision of health care in the Hutt Valley.

I would like to thank my fellow Trustees, Hans Snoek and Barry Cooper for their expert contribution to the organisation this year and our team, led by our Chief Executive, Rhoda McDonald, has to be congratulated for continuing to achieve excellent results during a very difficult year.



David Young
Chair
Kōwhai Health Trust

CEO's Report

This financial year started full of optimism around the impending formation of an amalgamated new PHO for the Hutt Valley. The vision of one PHO for the Hutt Valley was enthusiastically embraced by the Board and staff alike along with assurances of continuity of services whilst this planning and transition occurred.

Twelve months down the track the new PHO, Te Awakairangi Health officially started on 1 July 2011. The planning and transition process has taken considerably longer than anticipated and met up with significant challenges along the way. It is still in progress and is likely to continue for some time to come. The establishment of the new PHO has had a significant impact on contracting arrangements for Kōwhai Health Trust and is likely to impact on service delivery, depending on the final outcome of the contracting arrangements. As from 01 July 2011 the Valley Wide Service contracts with the HVDHB, which Kōwhai Health have been successfully delivering on for many years, have been contracted to Te Awakairangi Health PHO. Fortunately it was agreed that Kōwhai would be subcontracted to deliver Valley Wide Services until 30 June 2012. This has provided Kōwhai Health the opportunity to continue building on the success of the Valley Wide Services provided and work with Te Awakairangi Health and the Hutt Valley DHB on future service delivery models.

Whilst this period of transition provides many challenges, Kōwhai Health Trust is still looking forward to the opportunities that lay ahead as we continue to unite together with the other "previous" PHOs in the Hutt Valley to shape the primary care entity that will provide the clinical leadership, good communication and relationships we are all seeking as well as the active commitment to better integration of services to enhance patient outcomes.

Finally, I would like to acknowledge the contribution of every Kōwhai staff member and to thank them all for their ongoing commitment and dedication to the organisation as well as their support for general practice and patient care in the Hutt Valley. They have shown total professionalism and dedication in the way that they have gone about their roles during a full year of uncertainty and change. Thank you also to the Chair and individual Board members.



Rhoda McDonald
Chief Executive
Kōwhai Health Trust

Introduction

Kōwhai Health Trust contracts with the Hutt Valley District Health Board (HVDHB), Valley Primary Health Organisation and other Primary Health Organisations and entities to provide a range of primary care services and support for General Practice that enable improved health outcomes to the residents of its district.

This report provides a summary of key activities and achievements for the period of 1 July 2010 to 30 June 2011.



Our 2010/2011 Achievements

Contracted Services

Kōwhai Health Trust has been contracted by the HVDHB to provide a number of services that support general practice to provide affordable health care to Hutt Valley residents delivered across all General Practices in the Hutt Valley. These have included:

- **Community Radiology Service** which provides accessible, high quality and free radiology (x-ray) services via their GP to Hutt Valley patients who have a Community Services Card. Over the last 10 years, Kōwhai Health Trust has administered the referral and funding processes for this service and General Practitioners have therefore been able to diagnose and treat patients without referring unnecessarily to hospital-based services as would otherwise often be the case. Along with our GP referrers, we remain committed to retaining this service and have been continuing to actively explore ways to widen access without increasing cost.
- **Chronic disease pathway**, consisting of:
 - Funded practice nurse education sessions for patients with either cardiac, respiratory or diabetes conditions
 - Funded podiatry sessions for patients with diabetes
- Provision of a **nurse education programme** that included courses on:
 - Smoking cessation
 - Diabetes action
 - Diabetes update
 - Respiratory
 - Respiratory update
 - Cardiac continuum of care
 - Sexual health
- Management of the **Diabetes “Get Checked”** database and payment for all Hutt Valley practices who participate in this programme
- Funding for GPs to remove appropriate skin lesions within primary care and provision of training for GPs around **skin lesion removal**
- Facilitation and management of the funding for the **Primary Sexual and Reproductive Health Service**. The aim of this service is to improve the sexual and reproductive health of youth in the Hutt Valley region by funding visits to their GP or practice nurse for sexual health consultations

Key highlights over the 2010/11 year include:

- 10,503 radiology imaging procedures were provided as part of the Community Radiology Service
- 3,352 practice nurse education and support sessions were delivered to patients with diabetes
- 5,236 podiatry sessions were provided to people with diabetes
- Over 4,630 people with diabetes received a free diabetes annual review check via general practice
- 893 patients received compliance packaged medications
- 473 skin lesions were removed at no cost to the patient
- 4,113 young people received a free primary care or specialist consultation for sexual health services in the year

- 593 vouchers were redeemed by patients seeing their GP for follow up following a hospital admission with a cardiac or respiratory condition or for education on warfarin
- 256 practice nurse education and support cardiac sessions were delivered to 232 patients
- 271 patients received respiratory nurse led education and support sessions
- 27 practice nurses and 3 podiatrists attended either cardiac or warfarin education courses
- 74 practice nurses attended Diabetes Action education courses
- 40 nurses completed respiratory education courses

PHO Management Services

Kōwhai Health Trust has continued to provide full management services for the largest PHO in the Hutt Valley, Valley PHO. Valley PHO has 21 member practices and an enrolled population of around 81,000 people. Services provided included:

- Governance and Board support
- Register management
- Information management
- Financial management
- Practice support and liaison
- Service development
- Contract management
- Human Resources management
- Performance monitoring and reporting
- Pharmacy facilitation

In addition, we have continued to deliver effectively on contracts to provide services for other Hutt Valley PHOs including Primary Mental Health, Health Promotion and Pharmacy Facilitation.

The move to reduce the number of PHOs both nationally and locally across the country has been reflected locally in a drive to establish one PHO in the Hutt Valley (excluding Cosine PHO). Throughout the year, Kōwhai Health staff have continued to engage in the development of the new PHO, Te Awakairangi Health which was due to commence 1 July 2011.

Clinical Quality

Clinical Quality is considered an integral component of all planning, implementation and evaluation of all services provided both clinically and as a Management Services Organisation and is viewed as essential. We have a Clinical Quality Framework, which facilitates the maintenance of a robust Clinical Quality Management Programme for Kōwhai Health Trust, Valley PHO and all other contracted services.

Over the past year, Kōwhai Health Trust has continued to support the provision of quality health services in a systematic and coordinated way. Excellence in quality occurs with effective planning, systems and processes. For continuous quality improvement to occur, organisational capacity and structure is required to ensure progress occurs in an organised and structured manner.

Several quality initiatives have been developed and implemented successfully throughout the year. These include:

1. Clinical Facilitation:

Our Clinical facilitation model involves the co-ordination of continued support for Valley PHO practices from Kōwhai Health Trust and Valley PHO clinical staff, facilitating and promoting best practice and supporting practices to achieve targets and improve health outcomes for their enrolled

populations. We have continued to develop quality improvement projects to support Valley PHO practices in their service delivery and care. These include:

- Practice visits to support best practice and improvement in patient outcomes
- Facilitation of practice process development and administrative support for practice systems
- Support in the establishment and implementation of new programmes and in changes to existing programmes
- Support for practice IT system development and IT tools including the roll out of “Dr Info”, a practice and PHO quality improvement tool
- Provision of additional one on one education with practitioners or at peer review groups
- Assistance in practices with quality improvement processes and maintenance of minimum standards. This included helping four additional practices achieve Cornerstone Accreditation during the year

2. Clinical Governance:

A key activity supporting quality within Kōwhai Health Trust is Valley PHOs Clinical Governance Board (CGB). The CGB continued to take a strong leadership role across many areas of PHO clinical service improvement providing clinical governance and oversight on Valley PHO clinical issues. During the last 12 months the Board activities have included:

- Monitoring the PHO’s progress with the PHO Performance Programme
- Offering and supporting Cornerstone Accreditation
- Monitoring ongoing progress with the Care Plus Programme, the Cardiovascular Screening Programme and Valley PHO’s Diabetes Annual Reviews
- Clinical Facilitation support for practices
- Clinical Pharmaceutical challenges and clinical resource development
- IT, software development, advanced forms, data use and reporting to support clinical practice

Clinical Pharmacy Services

The Clinical Pharmacy Team at Kōwhai Health has provided a number of services both to Valley PHO and across all practices in the Hutt Valley. Key highlights for the 2010/11 year include:

- For practices and patients Valley wide
 - 893 patients have received pharmaceutical compliance packs (blister packs) since the inception of the service
 - The Kōwhai INR defaulters data base continues to be an integral part of the quality and safety component of the warfarin monitoring programme
 - The development of Best Practice guidelines/education tools
 - Group education sessions for GPs and Nurses
- For Valley PHO practices and patients
 - The development of a GP audit tool to assist practitioners with self evaluation and change towards best practice. All audit tools that are developed are accredited by the New Zealand College of GPs
 - A Clinical Pharmacist has been available to answer medication queries for all practitioners working within Valley PHO. Queries range from specific medication related queries for individual patients, to best practice guidance and information to inform the development of best practice guidance
 - The Clinical Pharmacy team has developed an evidence based bulletin that has been distributed to Valley PHO Practices every three months. It aims to provide more in depth information on medication related topics where best practice has changed or there is an identified need to provide more detailed information to GPs

- A Pharmaceutical Support Plan is developed based on Bpac NZ prescribing data. The Plan identifies areas where Valley PHO GPs prescribing trends are at variance to what is happening locally or nationally
- As part of the PHO Performance Management Programme and general PHO Pharmacy facilitation support, each practice in the PHO has been provided with:
 - individual performance reports
 - education bulletins
 - medicine audit tools
 - one on one facilitation visits
 - medicine information service

Practice Liaison and Support

Practice liaison and support works across practices that participate in Valley wide programmes as well as the practices that belong to Valley PHO. Staff provide frontline support that includes assisting with the implementation of new services, and supporting practices with a range of business advice applicable to general practices. This year's activities have included:

For Valley PHO

Several Valley PHO staff work very closely with general practices and a range of services have continued to be provided throughout the year. These include:

- Clinical Facilitation including assistance with working toward PHO Performance Management targets, in particular:
 - Immunisation tool
 - Diabetes Outreach
 - Cardiovascular risk assessment
 - Smoking cessation support
- Weekly mail outs to practices providing relevant information, communication on new projects and education sessions, PHO administration instructions
- Support and advice for patient register management and PHO administration
- One on one support for practices
- Supporting practices with Fees Review and Fee notification
- Providing practices with information and resources to enable them to make informed decisions on:
 - Very Low Cost Access or Under Six Funding
 - Utilisation of PHO Services
 - Management of patient register
 - Claiming systems and processes

For Practices Participating in Valley wide Programmes

- Continued use of advanced forms for projects including sexual health, sterilisation, skin lesions and voucher consults. These enable practices to send their claiming information and outbox documents via advanced forms directly to Kōwhai Health for payment.
- Assistance for practices in claiming and processing claims
 - Intensive support and assistance with claiming
 - Support in implementing Valley wide programmes
- Facilitation of links between practices using Valley wide programmes and the secondary services
- Weekly mail outs to all practices providing relevant information, communication on new projects and education sessions
- Advice and support for best use of processes within MedTech to streamline programme delivery and claiming.

Integration between Primary and Secondary Care

Throughout the year we have continued to seek out, initiate or participate in a number of activities that encourage integration between the primary and secondary sectors that enable seamless care for patients. The relationships our clinical staff have developed with clinicians from the hospital, with providers and with community groups across our region are critical to our ability to facilitate innovation and collaboration across these groups.

Our Manager of Clinical Projects is the elected member of HVDHB Nurses and Midwives Executive Leadership Group. Monthly meetings are attended and there is a flow of clinical information between primary care and hospital staff

Professional and Workforce Development

Kōwhai organises and facilitates a comprehensive and varied professional development programme which has been delivered across the organisation to support the primary health care workforce. This includes Continuing Medical Education, training and updates for practice nurses and other practice staff.

The value of the programme is confirmed by good attendance rates and positive feedback reports from attendees.

Workforce development initiatives include:

- Planning and co-ordination of education sessions for General Practice
- Valley wide nursing education (under HVDHB contracts) including Warfarin, Diabetes, Cardiac and Respiratory sessions.
- Professional development sessions for nurses and GP's working in Valley PHO
- Continued support of GP and Nurses Peer Review Groups
- Facilitating the provision of First Aid and CPR training sessions to Kōwhai and Valley PHO Practice staff
- The provision of clinical nursing leadership input and resource into the Hutt Valley
- Primary Health Care Nursing Reference Group and related activities
- Skin Lesion training for GPs
- Resilience Training for Practice staff and Kōwhai staff

Education and Continuing Medical Sessions have included the following topics:

- Chronic pain Management
- Rheumatology Issues in Primary Care
- Management of Back Problems
- Understanding ADHD in Children, Adolescents and Adults
- Sports Medicine
- Nasal Problems in General Practice
- The Endocrine System - Common Disorders in General Practice
- Skin infections and other common skin problems
- Hepatitis C and B and Chronic Kidney Disorder
- Early Childhood disorders
- Minor Injuries
- Wound Care Update
- Cryosurgery Treatment for Common Skin Conditions
- Health & Disability - Patient Rights and Provider Responsibilities

Mental Health Workforce Development topics have included:

- Anxiety
- Working with Māori clients with mental health issues in Primary Care
- Managing Confrontational Behaviour in Primary Care
- Medication and Mental Health in Primary Care
- Working with suicidal patients in Primary Care
- Brief psychological interventions for people with depression in primary care
- Challenging Behaviours; Borderline Personality Disorder (BPD) and Emotional Dysregulation
- Brief psychological interventions for people with depression in Primary Care
- Interventions for working with problematic drug and alcohol users in a community mental health setting
- An introduction of the Older Persons Mental Health Team at Hutt Valley DHB
- Sad Blokes

Practice Managers professional development topics have included:

- Understanding BCTIs
- Register audits
- Dr Info training

Information Management and Systems

The support for primary care through the provision of information support is one of our core functions. We have continued to build on previous activities to ensure claiming for general practices and accurate reporting on our contracts is simplified and accurate. Our Sequel Server master repository database accommodates a plethora of projects and our reports feed data in real-time to streamline the claiming, reconciliation and quick reporting for all programmes.

Specific activities over the last 12 months have included:

- The continued development of “Advanced forms” on MedTech 32. These enable easier use at a practice user level, more robust data to be collected and easier claiming processes. Practices are now comfortable submitting their claims to Kōwhai Health securely and electronically via an Advanced Form, rather than manually by mail or fax. This electronic claiming system has further reduced claiming issues and workloads for practices, whilst at the same time continuing to provide a cost-effective reconciliation process for Kōwhai Health.

Kōwhai Health Trust “Advanced forms” available to practices include:

- Youth Sexual Health
 - Primary Care skin lesions
 - GP vouchers
 - Cervical screening claiming (Valley PHO)
 - Care Plus (updated and simplified this year)
 - Wellness checks
- The roll out of “Dr Info” across all practices. Dr Info is a tool that aims to strengthen general practice by providing an easy, efficient practice audit and administration support tool. The tool is used across all practice domains, administration, population health, and clinical programmes. Audits for programmes such as Care plus, Cervical screening, Diabetes and CVD assessments have been the most accessed. Feedback from Practice Administration staff has indicated that the enrolment audits have had a positive effect on the quality of practice registers.
 - The provision of IT advice, consultancy and support and General Practice support throughout the year when required. Requests for support and advice have largely arisen from issues relating to practice MedTech systems. Other advice to practices has covered a number of issues from back-up processes through to security of their IT systems

- Regular bulletins distributed via the weekly Kōwhai mailout - the following topics have been covered:
 - Uninterruptable Power Supply (UPS)
 - Infrastructure support
 - Best practice back up processes
 - Security of IT systems and patient records
 - Preventative maintenance
 - Malware protection
 - Minimum hardware requirements and ergonomics
 - Internet & external network access
 - Practice management system server

Stakeholder Engagement

Kōwhai Health staff have participated or taken a lead role in the following activities that involve many of our key stakeholders:

Valley wide

- Facilitated and chaired meetings with Community Podiatrists, Hospital Podiatrists and the HVDHB
- Facilitated and chaired the Community Radiology Advisory Group that includes Radiologists and providers from both the primary and secondary sectors
- Facilitated the Skin Lesions Advisory Group that includes providers from both the primary and secondary sectors
- Participation and support to the Local Diabetes Trust
- Participation and membership of the Hutt Valley Pharmacy Advisory Group

Valley PHO

- Coordinated the Diabetes Support Groups at Waiwhetu and Te Manganu Marae in Lower Hutt and Orongomai Marae in Upper Hutt.
- Coordinated the Valley Mums Support Group
- Participated in the Te Raukura Festival assisting with the One Heart Many Lives Health Promotion campaign
- Organised a successful Pacific Wellbeing Day
- Attended and participated in Orongomai Marae's Waitangi Day celebrations
- Continued to build on a close working relationship with WINZ
- Liaised with Strengthening Families and a number of community and NGO groups including:
 - Great Start, Barnardos, Birthright, Super Grans
 - Housing New Zealand, WINZ, Hutt City Council, Upper Hutt City Council
 - Child Youth & Family, Womens Refuge
 - Kokiri Marae, Wellington City Mission, Koraunui Marae
 - Wesley Care, MOA Trust, Te Paepae Arahi
 - Regional Public Health, Social Work Dept at HVDHB, Pacific Health Services
 - Taita College, Lower Hutt Budgeting Services, St Vincent de Paul Social Services
 - Hutt Valley Community Law Centre
- Participation and membership of the:
 - Local Leadership and Advisory Group (for mental health)
 - Elder Support Network Forum & Seniors Action Forum
 - Hutt Housing Forum
 - Immunisation Network
 - Hutt Council of Social Services
 - Strengthening Families
 - Community Health Workers Network
 - Hutt Valley Family Violence Network

- Wainuiomata Social Service Network
- Liaised with the Māori and Pacific Health Units at Hutt Valley DHB

Staff Development

Kōwhai Health Trust provides all aspects of the human resource management to staff employed for all the projects and contracts. We have an organisation wide Performance Management Programme for all staff that includes Performance Appraisals and individualised professional development plans. Internal clinical peer review sessions are held on a monthly basis for Kōwhai Health Trust clinical staff covering a range of relevant clinical topics.

Teamwork is an important component of Kōwhai Health Trust's philosophy, fostering a team culture, believing that quality is a cumulative result of the interventions of individuals, teams, systems and processes, strongly endorsed by clinical leadership and senior management. We continue to endeavor to provide the tools of change for workplace teams (e.g. training, expertise, support) in order to assist particularly with areas of change management. Effective team work will continue to be essential as the primary health care sector moves forward into its new environment of consolidating the PHO amalgamation and pan-professional integrated service delivery in accordance with the Minister of Health's' directive.

Finance

The Kōwhai Health Trust finance team have continued to support three entities over the past 12 months – Kōwhai Health Trust; Valley PHO; and GPS. The finance team tracks 70 plus income streams across the entities. Both Valley PHO and Kōwhai Health Trust have again achieved an unqualified opinion from their external financial audits.

The team continue to meet all deadlines with accuracy and efficiency. All processes and procedures are well documented and we are well placed to meet the upcoming challenges.

Board Members



The Kōwhai Health Trust trustees as at 30 June 2011 were:

Dr David Young, (Chair)

Sally Nicholl (until 10 June 2011)

Dr Hans Snoek

Barry Cooper

Financial Statements



(Finances Attached)