



Strategic Plan 2008 - 2010

1. Introduction This Strategic plan provides an update to Auckland PHO's Strategic Business plan 1 July 2006 – 30 June 2008. It details programmes of work in three key outcome areas occurring across the PHO. Having the right “knowledge”, “interventions” and “relationships” will be critical to the PHO's intent to improve health outcomes, develop sustainable services and become a high performing PHO that people in Auckland city will want to be associated with as a patient/consumer, service provider, partner or shareholder.

2. Vision *Quality and Innovation in Primary Healthcare*

Purpose *Empower and enable our people to thrive*

3. Values

Quality

We are committed to professionalism and excellence in all areas of our work;
We thread a health promoting culture throughout our organisation;

Acting with Integrity

We act honestly and transparently;
We are reliable, accountable and respectful of others;
We ensure staff responsibilities and accountabilities are clearly defined and consistently upheld;

Aroha

We are compassionate and act to reduce avoidable inequalities by working together;
We respect and value staff and member providers, working together in a collegial and supportive manner;

Learning

We are outcome oriented and solution focused;
We strive to create excellence and are innovative and committed in our goal setting;

Thriving

We strive to create an environment that is empowering, collaborative, and creative;
We cultivate diversity;
We strive to be a great organisation to be part of;

Communication

We strive to communicate effectively between management, staff and member providers;
We seek and value contributions from others.

4. Goals

- Improve health outcomes, particularly for Maori and Pacific Peoples and other high needs populations
- Build leadership and innovation
- Build an effective workforce that meets the needs of the people and communities we serve
- Continuously improve the quality of the services we provide to the people we serve
- Work with partners
- Operate an accountable and financially viable organization
- Anticipate and manage change

5. Auckland PHO

5.1 BACKGROUND AND OVERVIEW

In 2001, the Government launched the Primary HealthCare Strategy out of which Primary Health Organisations (PHOs) were formed.

Auckland PHO was established by combining seven Auckland General Practices (previously affiliated to First Health). First Health facilitated the establishment of the Auckland PHO which was established on 1 July 2003. In the first 12 months (from 1 July 2003 to 30 June 2004) First Health was contracted to provide the management support services to the Auckland PHO. Southern Cross (the owners of First Health) decided to exit the primary healthcare sector in May 2004 and as a result, First Health did not extend its management support services contract with the Auckland PHO beyond 30 June 2004. The Auckland PHO identified HealthWEST PHO as its preferred alternative provider of management support services. HealthWEST is a Waitemata DHB PHO and had seven practices located in the Auckland DHB catchment. This option provided the Auckland PHO with a PHO management services provider and HealthWEST with a local PHO to transfer its seven Auckland based practices to on 1st January 2005. During 2005, two practices joined Auckland PHO; one practice was sold and another joined during 2006.

In 2008, five additional Practices joined Auckland PHO. These included three Waiheke Island Practices and two newly formed practices in the CBD, one of which is the Auckland City Mission Calder Centre.

Auckland PHO provides healthcare services through a membership network of primary healthcare providers (General Practices) within the context of the Primary HealthCare Strategy.

5.2 CORE ACTIVITIES While many of our services are directed towards individuals and illness, we are also focused on issues which impact on the wellness of specific groups and communities within our enrolled population.

Therefore, we fund our member providers in order to reduce inequalities and improve health outcomes by delivering excellence in primary healthcare services.

We achieve this by:

- Supporting member providers through the provision of quality information and data analysis, workforce development, infrastructure support and advocacy;
- Delivering services to our enrolled population, particularly services to increase access and Health Promotion.

First level primary healthcare is provided by 20 General Practices with 40 GPs and 30 Practice Nurses who service over 43,000 enrolled patients throughout central Auckland in Blockhouse Bay, Avondale, Mt Roskill, Mt Albert, Morningside, Meadowbank, Grey Lynn, Waiheke Island, Central City with one practice in Howick.

5.3 PHO POPULATION (1 APRIL 2008)

Ethnic Group	Age Group						Total	%
	00-04	05-14	15-24	25-44	45-64	65+		
Maori	237	416	500	723	456	103	2435	6%
Pacific Island	518	1101	990	1436	878	319	5242	12%
European	1337	2184	2971	6427	6574	3308	22801	52%
Asian	782	1495	1684	3515	2876	1105	11457	26%
Other	113	194	241	507	222	34	1311	3%
Unknown	32	53	64	162	113	15	439	1%
Total	3019	5443	6450	12770	11119	4884	43685	100%

5.4 OPERATING ENVIRONMENT

Auckland PHO has experienced success in establishing the PHO model and is developing a network of quality Primary Care providers and services. In order to improve performance and health outcomes, the focus and delivery of primary healthcare services will change over the next five years. Preparing for an aging population who are heavy users of Primary Care, the increasing burden of long-term conditions/chronic disease in high needs groups, and a decline in the number of health professionals are challenging the current model of Primary HealthCare delivery and will require long-term government investment.

Over the next 12 months, Auckland PHO will contribute towards an evidence-based framework for long-term conditions and contribute to a broader team approach in the primary and community setting. This will be a new vehicle for engaging with

stakeholders in promoting new and innovative ways of working, workforce development, targeting high needs groups, better use of technology, expert patients and healthier communities. In addition, Auckland PHO will continue with implementing its programmes.

Critical to success will be strong endorsement and a shared vision with Auckland District Health Board as the funder of the PHO and provider of hospital services.

**5.5 FOCUS FOR 2008
- 2010**

Shaping a shared vision for Primary HealthCare in Auckland through influence and innovation;

Strengthening the role of Primary Care through collaboration through collaboration with other PHOs and providers;

Demonstrating success by “doing” at a neighbourhood or locality level.

**5.6 CRITICAL SUCCESS
FACTORS FOR THE
FUTURE**

Attracting and retaining GPs ;

Developing advanced nursing roles within Auckland PHO;

Integrating a wide range of primary and community health services;

Primary health facilities that enable integration with other health services ;

Integrated information systems;

Partnerships between other PHOs.

6. Strategic Goals and Actions

6.1. Improve health outcomes, particularly for Maori and Pacific Peoples and other high needs populations

2010 DESTINATION	OBJECTIVES
<ul style="list-style-type: none"> Auckland PHO works together with ADHB, Government agencies, NGOs and other health organisations undertaking analysis and planning and delivering programmes that reduce inequalities 	<ul style="list-style-type: none"> Identify Auckland PHO population groups experiencing health inequalities , particularly Maori, Pacific Peoples, those living in Quintile 5, unemployed people, those living with disabilities, those living with family violence
<ul style="list-style-type: none"> Auckland PHO has excellent information on its enrolled population and how people access and utilise services 	<ul style="list-style-type: none"> All new services and programmes are assessed for effectiveness to reduce health inequalities
<ul style="list-style-type: none"> Auckland PHO delivers culturally appropriate services and supports its contracted providers to deliver culturally appropriate services 	<ul style="list-style-type: none"> Build cultural understanding and competency and provider and staff rapport with those groups experiencing health inequalities
<ul style="list-style-type: none"> Auckland PHO, ADHB and other PHOs work effectively to influence the determinants of health for Auckland people 	<ul style="list-style-type: none"> Work with other organisations in Auckland to reduce inequalities so that Auckland PHO adds value
<ul style="list-style-type: none"> Auckland PHO uses an objective equity lens to assess and prioritise new projects 	<ul style="list-style-type: none"> Ensure that Auckland PHO programmes are well utilised by population groups experiencing health inequalities
<ul style="list-style-type: none"> Auckland PHO can identify its enrolled population who have a long-term condition(s) 	<ul style="list-style-type: none"> Codes for conditions are recorded across all practices
<ul style="list-style-type: none"> Auckland PHO's enrolled population who are at risk of developing a long-term condition(s) are identified and screened 	<ul style="list-style-type: none"> Identify and target people at risk of long-term conditions
<ul style="list-style-type: none"> Auckland PHO and ADHB understand how patients access and utilise both primary and secondary services 	<ul style="list-style-type: none"> Provide support for people to self manage their long-term conditions
<ul style="list-style-type: none"> Health Promotion is integrated across all services and programmes 	<ul style="list-style-type: none"> Analyse utilisation across PHO and DHB services to identify service improvement opportunities
<ul style="list-style-type: none"> Auckland PHO has clinical programmes that decrease the burden of long-term conditions and chronic disease 	<ul style="list-style-type: none"> Clinical education programmes in long-term condition management include Health Promotion messages by all providers
<ul style="list-style-type: none"> Auckland PHO has clinical programmes that decrease the burden of long-term conditions and chronic disease 	<ul style="list-style-type: none"> Continue with clinical programmes

6.2. Build leadership and innovation

2010 DESTINATION	OBJECTIVES
<ul style="list-style-type: none">• Auckland PHO has strong governance and management structures and processes that are transparent and fully accountable• Auckland PHO and ADHB have shaped a shared vision for healthcare delivery• Auckland PHO has strong clinical leadership and expertise• Auckland PHO clinical staff and providers are engaged in clinical analysis and design to improve the health status of the enrolled population	<ul style="list-style-type: none">• Introduce Board and Director performance monitoring process• Develop/augment governance policies and processes with a clear delineation between governance and management• Develop a shared vision statement with ADHB• Develop a policy for ongoing service research, evaluation and learning• Build on and strengthen Clinical Governance and processes

6.3. Build an effective workforce that meets the needs of the people and communities we serve

2010 DESTINATION	OBJECTIVES
<ul style="list-style-type: none">• Auckland PHO attracts and retains a high quality workforce that is a leader in innovation and teamwork• General Practices, ADHB, NGOs and intersectorial services are located and integrated in neighbourhoods• Auckland PHO clinical staff and providers have access to high quality clinical education and peer support	<ul style="list-style-type: none">• Provide change management support to those practices who wish to develop new models of care and primary healthcare infrastructure• Support the development of the future primary healthcare workforce and teamwork, particularly nursing, pharmacy and allied health providers• Integrate primary healthcare funding streams into the PHO where it supports integration and teamwork• Support clinical staff to attend CME, and other professional development opportunities

6.4. Continuously improve the quality of the services we provide to the people we serve

2010 DESTINATION	OBJECTIVES
<ul style="list-style-type: none"> • Auckland PHO has excellent internal and external reporting on the services and programmes it delivers • Auckland PHO has excellent internal and external communication • Auckland PHO practices are well equipped, patient centred and support integration with ADHB services • Auckland PHO has an integrated information system that supports the coordination and service delivery of high quality patient care across different settings • Auckland PHO has a culture of measuring, monitoring and improving clinical services • Auckland PHO actively supports continuous quality improvement across its member practices 	<ul style="list-style-type: none"> • Introduce robust project monitoring and reporting systems • Put an effective communication strategy in place – Chair to Board, Chair to CEO, CEO to staff, PHO to Members, PHO/members to enrolled patients • Support member practices to consider a range of different options for the primary healthcare delivery models • Integrate services through relationships and alliances with other primary care providers and community organisations • Develop performance indicators with stakeholders that will improve health outcomes for our enrolled population • Support member practices to achieve Cornerstone accreditation

6.5. Work with partners

2010 DESTINATION	OBJECTIVES
<ul style="list-style-type: none"> • Auckland PHO has strong relationships with community, providers and funders • Auckland PHO has a partnership relationship with local Maori organisations • Auckland PHO has special relationship with Pacific PHO and Pacific providers • Auckland PHO works with community groups to identify health needs and priorities within DHB and national priority frameworks 	<ul style="list-style-type: none"> • Maintain existing and build new relationships and connections with key stakeholders and agencies • Develop public feedback process that includes patient satisfaction and complaints procedure

6.6. Operate an accountable and financially viable organisation

2010 DESTINATION	OBJECTIVES
<ul style="list-style-type: none">Auckland PHO has excellent monitoring and reporting on its finances	<ul style="list-style-type: none">Maintain financial systems that comply with statutory requirementsSet financial targets

6.7. Anticipate and manage change

2010 DESTINATION	OBJECTIVES
<ul style="list-style-type: none">Auckland PHO works together with Tamaki Healthcare PHO and shares a back office with themInternal and external risks to the PHO are identified early and mitigated	<ul style="list-style-type: none">Develop joint programmes with Tamaki Healthcare PHODevelop plan to co-locateIdentify risks to the organisation