

30 October 2020

Kia ora all

I have been here nearly 100 days, and while I haven't had a chance to meet you all I have thoroughly enjoyed getting out and meeting those of you I have been able to, both on the Hawke's Bay Hospital campus and out in the wider health sector. I have been learning and listening – there is much to learn!



My early weeks were interrupted by COVID-19 and Alert Level 2 and having to have so many meetings, including Board, via zoom. Not ideal when you are starting a new job – nothing beats face-to-face contact.

Part of what I know, from working in health for so long, is that we are all time-poor so we plan to get a newsletter out to you bi-monthly unless there is something that prompts a separate issue.

We're also looking at how we make this newsletter as useful as possible for our teams. Please send us your feedback and ideas to comms@hbdhb.govt.nz

If you would like to catch up with me please don't hesitate to email me: keriana.brooking@hbdhb.govt.nz

Hawke's Bay Hospital busyness

This is not a new phenomenon and judging from the conversations I have had with many of you the issue is one we have grappled with for years. We have lacked a workable solution to prevent patients from waiting in the Emergency Department (ED), until a bed becomes available in the hospital if they need to be admitted. As part of the solution we permanently opened Ward A2 and have had made additional hospital overflow beds available in our Assessment Treatment and Rehabilitation ward (AT&R) – that has helped.

However, the issue has been exacerbated by a number of patients with complex care needs being admitted. There are also limited community-based services for patients who don't need care in a hospital but can't live well by themselves.

This is a focus of the leadership team, with work underway to:

- review our models of care and staffing so patients can move from ED to an appropriate ward or other care facility without long delays every day of the week
- understand what is stopping patients from being discharged when they no longer need hospital care, working with external agencies to smooth the discharge process for patients when they are ready to go
- review our options so we can better support patients who have dementia, delirium, depression, and associated behavioural challenges
- have good guidelines in place for when the health system is under pressure and the hospital is busy so we can cope and manage risk more effectively across the hospital
- partner with staff to take active steps that improve safety and wellbeing in a busy environment.

Surgical expansion project

Shortly the surgical services expansion project will become visible. This is the beginning of a number of building works. It's exciting for staff who will have much-improved working space and an additional theatre (theatre 8), so we can increase our surgical capacity. For our community these are long awaited improvements and I am sure they will be watched with great anticipation for completion.

Radiology project

About halfway through next year the radiology refurbishment project will begin. We will provide ongoing updates to staff and the community as this project takes shape.

Cardiology

The Board, management team and medical directorate has been working for some time on expanding our cardiology services so we can do interventional cardiology, such as stents, on-site without having to send patients to Wellington for treatment. This is a much-needed service and will have a huge impact on the health of our community, particularly Māori, where there is a higher incidence of cardiovascular disease. The project also includes boosting staff numbers and resources within the existing cardiology service. A business case is going through approval processes and we hope to have sign-off in the coming months.

Linear Accelerator (LINAC) for radiation oncology

Last year, the Government announced a linear accelerator machine will be located in Hawke's Bay. The business case and concept planning for the specialist facility required to house the machine is progressing well and we have secured funding. We are working to complete the approval processes and will keep you updated on progress.

Mental health

It's been a huge year for our mental health services. Occupancy in the inpatient unit has been high throughout the year with the service experiencing similar issues to the ward block in Hawke's Bay Hospital, as patients wait for beds to become available in other facilities when further care is required.

The team is doing a great job and enthusiastically looking to create a new model of care for crisis mental health in partnership with consumers and other agencies – in particular strengthening operational relationships with Police and Ministry of Social Development. This will build on learning from the successful approach we put in place during the COVID lockdown. We look forward to seeing how this takes shape as they conclude their workshops and consultation and move into the design phase of developing pathways of care.

Community and primary care

Over the past weeks I have had the great pleasure of meeting with many of you working in primary and community care. Building on the collegiality we already have with our community partners will be a focus for me. I attended the Royal College of General Practice New Zealand's local faculty dinner last week and also visited Cranford, Hastings Health Centre, Grey Power, Age Concern, Springhill and am looking forward to meeting with a Rotary group in the near future. These are only a few groups of the large health and disability workforce in Hawke's Bay. There are lots of different interest groups and I'm looking forward to meeting with as many of them as I can.

Next month I look forward to my pōwhiri on 27 November in Wairoa, am speaking at Health Hawke's Bay's AGM next week, and plan to get to Central Hawke's Bay in the coming weeks.

Thank you

I know I, and others before me, have thanked you and everyone who works in health for your hard work. It's been a huge year, and there's no sugar coating that. I have been humbled by the reception and welcome I have had from so many of you. I can't tell you how much I am looking forward to getting stuck in and getting things done. We are beginning to see the grassroots of progress with a lot of work happening, and I want you all to feel good about where you work throughout the health system.

My job is about working with and supporting you when and where you need it. You are all experts in your own fields and I will take guidance and counsel from you but please remember I am here if you need me – get in touch, I will respond.

Kia kaha,
Keriana



Keriana Brooking
Chief Executive Officer

Latest news

New cancer service at Wairoa Health gives patients better access to treatment

The team at Wairoa Health, with support from specialist clinical teams, has introduced a new cancer support clinic that is giving local residents better access to cancer treatment and saving hours of travel time.

Wairoa cancer patients with routine treatment needs can now receive their chemotherapy at Wairoa Health from a visiting cancer nurse, and meet with their radiation oncologist via video conferencing for follow-up consultations at the same time.

Before the service was introduced in September, patients had to go to Hawke's Bay Hospital or Palmerston North for every appointment or consultation.

The new service was developed following a series of hui, or public meetings, and surveys that have been held over the past 18 months where we asked the Wairoa community about their health care challenges and concerns.

One of the issues raised is the challenges whānau face getting to appointments in Hawke's Bay, which is why our team is working hard to deliver more services in our community. The community also wanted more follow-up appointments in Wairoa and through telehealth we have been able to deliver this.

In addition to patient benefits, the local health care team also benefit – developing their skills in cancer care by learning from the visiting nurse.



Pictured: Oncology Registered Nurse Karen Linley in Wairoa about to deliver chemotherapy to a patient.

Sustainability: Hawke's Bay DHB in top ten on Toitū Envirocare's carbon reducers list for 2020

It's really encouraging to learn of the proactive work happening within our sustainability space and the DHB's well deserved top ten placing recently in Toitū Envirocare's carbon reducers list for 2020.

In 2018 Hawke's Bay DHB committed to measuring and reducing its greenhouse gas emissions across all DHB sites by signing up to Toitū's certified carbonreduce programme (formerly known as CEMARS®).



Since then significant steps have been made toward better understanding and measuring our greenhouse gas emissions, given our hospital settings function 24/7 with high use of energy sources.

In fact, within the past year our DHB has reduced its tonnes of CO2 equivalent by 20 percent (or 1856 tonnes) – a significant achievement. Thanks to everyone doing their bit and taking our carbon footprint seriously.

I'd like to make special mention of our Sustainability Officer, Jessie Smith, who continues championing this piece of work. As Hawke's Bay's biggest employer, we need the whole team behind us as we work to further reduce emissions across all functions of the organisations.

Initiatives to conserve energy, replacing single use plastic products for biodegradable options and introducing smarter transport options are all helping towards reducing our carbon footprint.



Keep up the great work everyone.

Summer planning underway

Staff, visitors and patients are welcoming the addition of window tinting and wall-mounted fans within our Hawke's Bay Hospital ward settings, as well as an air conditioning unit now installed into Wairoa Hospital Emergency Department to help alleviate heat issues during summer months.

Our facilities team has been working diligently on this seasonal planning project in the lead-up to summer, finding solutions within our existing and older building infrastructure to minimise heat and discomfort.

On our Hawke's Bay Hospital campus, the main focus of the project has involved applying tinted window film to north-facing patient rooms to reduce temperatures by limiting the amount of radiant heat from the sun entering buildings. Wall-mounted fans have also been installed to help make the environment more comfortable. Some other hospital buildings have also received window tinting, particularly in areas that are north-facing.



Wairoa Hospital has received window tinting in north-facing patient rooms in addition to the air conditioning in ED, which now provides an environment similar to Hawke's Bay Hospital's ED. Central Hawke's Bay Health Centre's ward window tinting will get underway during the first week of November.

Initial reviews from staff and patients in Hawke's Bay Hospital during some warmer days this spring have been overwhelmingly positive, with one inpatient commenting the ward experience was "very pleasant" now that windows were tinted compared to an almost "unbearable" stay earlier in the year.

While we acknowledge these measures won't completely eliminate heat issues in our wards, they will go a long way toward making hospital stays during warmer months a lot more comfortable for our patients and more bearable for our hard-working health colleagues.

Thank you to our facilities team and all who have supported this seasonal planning project for your diligence. Our facilities team would still like to hear from you if you have any ideas to help improve conditions.



Digital Enablement: Ākina – enabling continuous improvement

We continue to make great inroads into modernising our processes and systems to improve our capabilities, patient flow and overall patient experience.

At our last board meeting the team shone a light on the innovation and service improvement happening within this space. Some of the great work that continues to roll out of the COVID lockdown period includes the digitising of our inpatient paper records (normally housed in the hospital basement).

Where inpatient paper records have always traditionally been transferred, filed and coded from the paper record, the Digital Enablement team, in partnership with Health Records and strategic partner Xerox, has found a way to scan and digitise patient records electronically. This work is significant for our health records team as the cost to store and transport files around the organisation was significant, with up to 4,000 records being transferred every month to clinical coders.

Today our health records and administration colleagues are scanning almost 90 percent of inpatient records.

This is not only providing immediate access for clinicians, but future visibility potential for primary care doctors. This means our patients will ultimately receive more timely care resulting in better patient outcomes. Digitisation of records also allows our business intelligence team to strengthen hospital analytic information which is very helpful with capacity planning and determining where the needs are.

This is just one example of people and process workflow improvements becoming a reality thanks to the innovative work happening with clinical and administration teams in partnership with Digital Enablement.

Ruahine Whakawhānau Tamariki opens: New space for pregnancy and parenting support in Central Hawke's Bay

It's been many years in the making, and now Central Hawke's Bay families can enjoy a one-stop shop for pregnancy and parenting support based out of Central Hawke's Bay Health Centre, called Ruahine Whakawhānau Tamariki.

Hawke's Bay DHB's midwifery director Jules Arthur said the official opening held recently was a culmination of widespread support and collaboration between the DHB, local community, maternity support groups, Plunket, CHB Parent Centre, Pregnancy Help and Central Hawke's Bay District Council.



Parents, young tamariki and hapū māmā will now be able to utilise pregnancy and parenting services based out of the left wing of CHB Health Centre. Lead maternity carers, Plunket, Pregnancy Help and Parents Centre all utilise the shared office and clinic rooms as well as a large communal space named *The Mabin Family Lounge* – named after the Mabin family, owners of Taniwha Daffodils, who have supported Plunket for the past 49 years with sales of daffodils from their farm.

The space officially opened to the public on 21 October. Congratulations to everyone involved in seeing this vision become a reality.

