



Waiheke Health Trust

Kaitiaki Hauora O Waiheke

COMMUNITY HEALTH SERVICE

**Annual Report
Year ending 30 June 2013**



Waiheke Health Trust



The Waiheke Health Trust is a community based charitable trust set up in 1991 to provide publicly funded community healthcare services to the people of Waiheke.

The Waiheke Health Trust team aims to provide the best possible community healthcare service to all people living on or visiting the Island, ensuring that all aspects of our services embody the Treaty of Waitangi.

Mission Statement

The Waiheke Health Trust strives to be a dynamic centre of excellence for the provision of quality integrated health services to the people of Waiheke Island.

Value Statement

The Waiheke Health Trust is committed to:

- supporting the right of people needing to access services without barriers
- delivering services which acknowledge, respect and encompass the Treaty of Waitangi
- services which are community directed
- services which are provided and managed locally
- consistent, high quality services
- productive partnerships between providers and the people
- integration of all community based services
- a focus on wellness

To access the services or for more information, contact us on:

PHONE: 372 8893

FAX: 372 6787

EMAIL:

wht@waihekehealth.co.nz

WEBSITE:

www.waihekehealth.co.nz

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WAIHEKE HEALTH TRUST DIRECTORY

AS AT 30 JUNE 2012

Address: 5 Belgium Street
Ostend
Waiheke Island

Telephone: (09) 372 8893
Fax: (09) 372 6787
Email: wht@waihekehealth.co.nz
Website: www.waihekehealth.co.nz

BOARD OF TRUSTEES

Chair Sandy Letchford
Deputy Chair Alexa Cridge

Members Ray Ericson
John Monin
Margaret Hewett
John Robertson
Ann Carr
Carol Nicholson
John Monin
Kitty Tuari
Glennys Muir

Bankers ASB Bank, Waiheke Island

Auditor Harrop & Hargrave.
Belgium Street,
Ostend.
Waiheke Island.

Accountant Crowe Horwath NZ Limited
P O Box 33267
Takapuna
Auckland

Solicitor Tony Fraser
PO Box 42,
Oneroa
Waiheke Island

Board of Trustees and Board of Directors

Sandy Letchford (Chairperson)
Carol Nicholson (GP Rep.)
Margaret Hewett
Ray Ericson
John Monin

Alexa Cridge (Deputy Chair)
John Robertson
Kitty Tuari (Maori Rep.)
Ann Carr (Staff Rep.)
Glennys Muir

Waiheke Health Trust
General Manager: Garry Bell

Community Health Services

Waiheke Radiology Ltd
(Subsidiary company)
Radiographer: Hinze Joy

Waiheke Health Ltd
(Subsidiary company trading as)
Ostend Medical Centre
Practice Manager: Vicki Howes

Office Manager: Tina Hall
Admin. Co-ordinators: Sue Ivory
HS Team Manager: Jessie Russell
HS Co-ordinator: Darlene Goodwin
HS Administrator: Julez Grace
District Nurses: Catriona Foster / Janet Marsden /
Wendy English/Erica Wright
Occupational Therapist: Wendy Burrows/ Stephanie Hessell
Child and Family Nurses: Elle Thomas
Social Worker: Rozanne Gold
Community Liaison: Robyn Wilson
Quality Co-ordinator: Ann Carr
Health Care Assistant: Christine Andrews
Home Support Workers
Contractors: SLT/Podiatry/Dietician/Physio/Dietician/MOW

Reception/Admin: Kylee Greacen Wendy Fort
Kay Walsh Jacque Ryan
Nurses: Fiona Hailstone Myrle Bunn
Stephanie Brunetti Pamela Atkinson
Rachel Falconer Linda Hodson
Pam Atkinson Marilyn Low
Megan Yates
General Practitioners Rebecca Potts Carol Nicholson
Robert Kay Barnett Bond

CHAIRMANS REPORT FOR 2012 – 2013

The last twelve months have again been challenging for the Waiheke Health Trust board and staff. We have seen major changes within all entities of our organization. Firstly Robyn Wilson who managed the Ostend Medical centre for many years indicated that she no longer wanted to remain in this role, tendering her resignation. She later took up the role previously vacated by Zack McCracken at the Health Trust, and has championed the raising of our public profile, and fund raising initiatives since.

Vicky Howes was promoted into the role of Practice Manager, with a decision regarding the nursing team clinical management initially deferred following the resignation of Dawn Rigby our General Manager. The board subsequently accepted Dawns recommendation to hire Megan Yates as the Nursing Team Leader.

During this time a temporary appointment of an HR [Human Resources] person had been made by the board to help reduce some of the work load carried by Dawn. David Law was appointed into this role. Following Dawns resignation he was of great help to the board in the recruitment process of a new manager for the trust. Many thanks also to my fellow board members; Alexa Cridge, Margaret Hewett and Carol Nicholson who made up the interview selection and appointment panel.

We wish Dawn well with her future endeavours.

Tina Hall stepped up into the position of acting manager, until a new manager was appointed. A role she has helped support before, and filled so well for us this time, a huge vote of thanks to her.

We were very fortunate to employ Garry Bell as our new manager. He has adapted very well into his new role and has taken the challenges in his stride. We are aware that there is a lot of information, contracts and systems to become familiar with. Again, a big vote of thanks to all staff in their continued support of Garry, as he develops an overview of our organization and operations.

We have also had a change in Radiology, with Lisa Johnston deciding it was time for her to move on to other challenges. Hinze Joy has now joined our team.

This year we saw our first group of graduates from the home support service achieve formal qualifications, with achievement of core competencies and foundation skills in the NZQA National Certificate in Health, Disability and Aged Care.

We continue to encourage and support ongoing learning and development across the organisation.

Again many thanks to all our hard working and dedicated staff across all our operational teams for maintaining high professional standards of care, and caring as reflected in our reputation in the community, as well as achieving excellent results during our quality audits.

Our board of trustees have continued to dedicate their time to the organization; a special thank you to Glenys Muir who has utilized her skills, and time to pursue the recovery of bad debts to Waiheke Health Limited, otherwise known as the Ostend Medical Centre. She has also joined Robyn in organizing fund raising events.

Again special thanks to our finance subcommittee of John Robertson and John Monin for the continued efforts to ensure clarity of our fiscal reports.

To Kitty Tuari for organizing the Powhiri at Piritahi marae which also coincided with Matariki.

Margaret Hewett and Alexa Cridge have continued to liaise on our behalf to progress the feasibility of an integrated community health centre for Waiheke.

A final thanks to all trustees for devoting their time and energies.

Sandy Letchford
Chairman WHT BOT.

GENERAL MANAGER'S ANNUAL REPORT 2012 – 2013

The various teams working together at The Waiheke Health Trust continue to provide a high quality integrated health care service to both residents and visitors to Waiheke Island.

GP, outreach and acute services are provided by the Ostend Medical Centre team (Waiheke Health Ltd) and are situated at 9 Belgium St in Ostend.

A wide range of Community Health Services along with an X-Ray facility are situated at 5 Belgium St, Ostend.

Child Health (Well-Child / Tamariki-Ora) and Social Work services are delivered from 72 Ostend Rd, in Ostend.

All staff work closely together to deliver a broad range of community health services to residents and visitors to Waiheke Island. Service demand has continued to increase in almost every area of the business, with staff continuing to perform highly in what are often demanding circumstances.

The Trust remains committed to the provision of quality comprehensive care for all people, and will always be committed to providing a health service which incorporates the principals of The Treaty of Waitangi. The Trust demonstrates a commitment to all groups within our communities, with a particular focus on areas where risk factors are more prevalent, such as our Maori and Pacific island communities, the elderly, youth and low-income families.

Board of Trustees

Sandy Letchford was voted in as chair of the Board at the last Annual General Meeting. Sandy brings significant 'hands on' healthcare industry experience to the board and with it a deep understanding of the underlying influences and challenges inherent in providing an integrated health service on Waiheke Island.

The Chairperson is ably assisted by Alexa Cridge who continues in the role of Deputy Chair and deputises when Sandy is not available. Similarly, as a practicing health professional, Alexa brings an appreciation and understanding of the New Zealand healthcare environment to Trust governance.

The Board of Trustees meet monthly. Prior to this meeting all members of the board receive management and financial reports for the three separate entities. The Waiheke Health Trust objectives are derived from the Strategic Plan and the Annual Business Plan.

Financial Position Overview

The consolidated accounts of Waiheke Health Trust and its subsidiary companies Waiheke Health Limited and Waiheke Radiology Limited present a status quo financial result for the 2012-2013 year.

Waiheke Health Trust has continued to operate in a very challenging commercial environment with both Waiheke Health Trust and Waiheke Radiology Ltd realising a deficit result once more. In saying this however, gains have been realised over the preceding half year in regard to revenue capture, resource application and expense management.

It's worthy of note that a significant contributing factor impacting on the Health Trust end of year result related to unpaid fees for service provision provided during the latter part of the 2012/13 financial year, which have since been recovered.

Expectations are the financial position should start to reflect business improvement initiatives early in the new financial year.

A welcome increase of 1.49% was approved by The ADHB in relation to the Community Health Contract from 01 July 2012 and has carried over until the end of this calendar year.

The Community Health Contract is now 10 years old, and we are currently operating under variation 11 to this contract, with little in the way of funding increases over the last 5 years. After some extensive analysis it has become ever more evident that the funding received for the various lines of service we provide under this contract is, in the main insufficient to ensure long term financial sustainability of these services, with The Health Trust effectively partially subsidising many of the services we provide under this contract.

Similarly, the Child health, or Tamariki Ora service we provide is a separate service specification under the Community Health Contract, and is partially subsidised by The Trust, with funding falling short of covering the full costs of providing this service.

On a more positive note, discussions and information sharing with The ADHB in regard to this contractual arrangement have been helpful, and acknowledgement of the issues, both from a funding but also quality and outcome measurement point of view have been heartening. The contract is being completely reviewed and a new contract and service spec is expected to be in place and effective from January 2014.

It was pleasing to see Waiheke Health Ltd end the year in a surplus position once again, so this result off-sets the deficit result reported by the other 2 entities.

Auckland PHO continues to allocate funding to the Ostend Medical Centre via capitation and other incentivised funding programmes. We provide a variety of services to our high needs population via these contracts, including chronically ill, diabetics, young people and the elderly. It has been pleasing to identify and unlock previously unrealised funding potential available via these funding streams in the latter part of this year.

The Waiheke Health Trust is committed to not only retaining services on Waiheke Island but also improving our services in both quality and scope. Achieving this takes considerable investment back into the business, especially in regard to the associated costs of staff remuneration and retention, as well as maintenance, replacement and upgrading of equipment, facilities and technology to support and enable our service delivery to respond to increased demand and expansion of services.

To this end the fundraising arm of our operation has received renewed focus and resource, and results starting to come through from this part of our business are pleasing. The full potential in this area is expected to be realised in the 2013/14 financial year.

Quality Assurance

The Home Support Service has achieved accreditation under the new Home & Community Support Sector Standards NZS 8158: 2012. Additionally the Home Support Service has achieved accreditation under the 'EQuIP4' Evaluation and Quality Improvement Programme.

Ostend Medical Centre continues to successfully maintain certification to 'Cornerstone', the Royal New Zealand College of General Practitioners National accreditation programme.

Ostend Medical Centre

Ostend Medical Centre has a dedicated very hard working team of highly skilled General Practitioners, nurses, management, administration and support personnel who are always willing to go the extra mile in what are often very demanding circumstances.

This level of dedication and commitment continues to be reflected in the quality and responsiveness inherent in the medical and emergency service the Waiheke community has come to expect, and is further reflected in customer satisfaction survey data.

GP recruitment remained a challenge this year with locum cover being utilised on a regular basis. Recruitment efforts resulted in the placement of a new permanent GP, however this placement tenure has proven to be shorter than expected and the search resumes for a replacement full time permanent GP.

Successful placements in key roles within the medical centre include the roles of Practice Manager and Nurse Leader. Both roles have generated significant improvements in many areas of leadership, operational management, quality, efficiency, achievement of outcome measures and revenue capture.

Physical environment upgrades have also helped to improve morale and create a more pleasant environment for patients and staff alike.

IT system instability has continued to impact on operations for a significant period of time. An IT review was necessary and has been completed. As a result a significant upgrade has been approved by The Board which will be installed and operational early in the new financial year.

Radiology

I am pleased to report we have secured the services of a well-qualified experienced medical radiology technologist to run our X-Ray services. Together with outstanding customer service and a targeted marketing campaign we are seeing an increase in the use of referrals to this service.

Potential exists to grow this service by way of IANZ quality accreditation. The costs of establishing a stand-alone certification for a service our size is prohibitive, however another option is to sub contract via an existing lead providers accreditation once we established our compliance and compatibility with the lead providers quality system and IANZ accreditation requirements. This would allow access to community funded radiology services via the ADHB and PHO. As well as this it would enable Waiheke Radiology Limited to tender for ADHB and other funder contracts as and when they were available. The IANZ accreditation project is an objective for the 2013/14 financial year.

Home Support Service

Home Support Services continue to be available to the community on Waiheke Island under several different contracts. Historically we held these contracts directly with all funders but due to modified procurement strategies within ADHB and ACC we are now party to sub contracted arrangements to provide ADHB and ACC funded homecare services. Lead providers for these contracts are Royal District Nursing Services and Geneva Healthcare.

We also hold contracts with the Ministry of Health Disability Support Services to provide home support for people who are in the main, under the age of 65 years. These people often have long term conditions and require support so they can continue to live independently in their homes. Significant work is underway with new pricing strategies and models of care for this service, we are hopeful this will be a beneficial development.

Additionally we continue to hold contracts directly with ADHB to provide care and support for people who have been discharged from hospital. This is usually short term care designed to support clients with this post discharge rehabilitation process.

Much effort and commitment from our home support co-ordinators, administrators and especially support workers has culminated in the achievement of a formally qualified workforce.

The percentage of our home support workforce either holding formal qualifications or studying toward either 'Foundations Skills' or 'Core Competencies' under the National Certificate in Health, Disability and Aged Support has reached the level which funders will demand as a minimum in future contracts. This positions us well for retention of current contracts and will support the pursuit of future contract opportunities.

This learning programme has also provided us with the opportunity to offer incentives and tie qualification achievement to remuneration levels for many staff. Thus for the next year many salary increases within our home support team will be tied to achievement of these qualifications and by virtue of this, competency assurance.

Meals on Wheels

This service attracts a modest fee, and is also partially subsidized by The Trust and ADHB and utilized by many of our home support clients. Meals on Wheels demand has also experienced some growth this year.

This service is provided via a sub contracted arrangement with a local provider who works tirelessly to provide a quality product which is delivered fresh and on time. This service is fully compliant with stringent quality accreditation requirements and continues to provide a quality meal alternative for those that qualify, at a very affordable price.

District Nursing & Child Health

District Nursing services have remained under pressure for a considerable time, however the staff involved have continued to ensure service responsiveness, quality and care continue unabated. This has only been possible through an enormous personal commitment from everyone involved in this service, and I cannot commend our district nursing team highly enough.

Following a detailed service review, additional resources have been redirected to help the service cope with ever higher demands and increased complexity of client need.

The district nursing team also provide an essential palliative care service and this area has also seen significant increases in demand over the last 6 months. The district nursing team continue to be an essential resource that links and supports the various services within our business as well as creating external links with other key providers on the island. These other internal business areas include our GP team, allied health staff and sub-contractors, the home support team and training and clinical supervision functions.

Our 'Tamariki Ora' child health nurse provides essential mother and child (Well-Child) services to the island. This service also links with the island midwifery service, and supports and facilitates health promotion and healthcare delivery in schools. Once again this is another service which is experiencing a gradual increase in demand, with new contract service specifications due out very soon, so we are hopeful this will be a positive development.

A vote of thanks is also appropriate for our child health nurse who often works in relative isolation with very limited administration or other supports close by. Additionally the qualifications and competencies that a nurse must demonstrate to deliver this service are not easily attainable, nor is it easy to find staff able to meet these requirements, thus a Well-Child nurse is a very valuable member of our team and not easily replaced.

Social Work

Our social worker works tirelessly to support those in our community who require extra support, and links with many other teams within the Health Trust, and with external agencies as required. Demands on this role are high and similar to trends reflected elsewhere in this report, with an increase in resource required to ensure increasing client needs are met. Many aspects of this role are not contained within the current service specification, but are essential and a natural part of this role, especially in relation to the high levels of phone based service provision, advocacy, in home visits, administration and off island travel support that many need. Following some detailed analysis some additional resource has been allocated to support his service.

Allied Health

Our allied health services are provided via a mix of in house staff and sub-contracted providers and are funded through the ADHB Community Health Contract and in some cases ACC.

Our in-house team of Occupational Therapists provide a proactive service which once again links with other specialist in-house teams and external agencies. Our home support and district nursing services link regularly with the OT team, as do external equipment providers, funders and needs assessment services. These links are often in relation to discharge planning and preparations for those transferring back into their homes, where housing modifications or assessment for aids and appliances is necessary to enable our clients to maximise their independence. This team once again demonstrate a high level of passion and commitment to our clients and have achieved much for the residents of the island.

Our sub contracted providers include physiotherapists, speech language therapists, dieticians and podiatrists. All of these providers provide high quality responsive services on behalf of the Trust and are valued partners in our integrated community health care service.

Manager's Thanks

I think my report expresses the great respect and admiration I have for the work that is done by everyone who works for, or is sub-contracted to The Waiheke Health Trust. It is the underlying passion and community spirit along with the preparedness to give that stands out as being the point of difference to this service.

I would also like to thank the Waiheke Community at large for their on-going support of our fundraising endeavours and our service in general. Similarly support and collaboration with other island based health service providers, community representative organizations and suppliers are all an important part of the complete picture, without whom we could not be nearly so effective.

Last, but certainly not least, The Waiheke Health Trust Board of Trustees. I want to express my appreciation for the support and guidance afforded to the GM role over the last 8 months. The mix of experience and knowledge contained within the board collective is invaluable and provides for well informed and insightful governance. I would also like to record a special vote of thanks to our current Chair Sandy Letchford, whose support, responsiveness and availability has helped immensely.



Garry Bell
General Manager
Waiheke Health Trust

Services Provided by the Waiheke Health Trust to the Community

Staff provided the following services during the 2012 – 2013 year.

Primary Health Care (Ostend Medical Centre)	General Practitioner and Practice Nurse Consultations
	Women's Health Services
	Diabetes Get-Checked
	Care Plus Consultations
	Immunisations and Vaccinations
	Cardio-Vascular Risk (Predict) Assessments
Domiciliary Nursing	District Nursing
	ACC Nursing
	Continence Assessments and Follow-ups
	Ostomy Assessments and Follow-ups
	Palliative Care Nursing
Well Child	New-born and Infant Developmental Health Checks (4 weeks - 5 years)
	B4 School Checks
	Primary School Clinics
	HPV Vaccine Campaign
	Vision & Hearing testing & follow-ups
	Immunisations
	Parent Education
Health Promotion & Community Co ordination	Range of initiatives run in association with other organisations on the Island aimed at promoting a well informed and healthy community.
Occupational Therapy	Assessments, prescription of equipment, functional adaptations and housing alterations.
Physiotherapy	Contracted service. Provides non-ACC assessment, treatment and rehabilitation programmes.
Radiology	Subsidised general x-ray services.
Social Work	Support, co-ordination and counselling for individuals or families experiencing issues which impact adversely on their lives.
Meals on Wheels	Contracted service - subsidised for Over 60s
Home Support Service	Home based personal cares and household management aimed at enabling individuals to maintain maximal independence in their homes.
Dietician Services	Contracted, subsidised service, providing nutritional and dietary support and advice.
Podiatry	Contracted service providing home-based foot-care services for clients fitting eligibility criteria.
Speech Language Therapy	Contracted Service providing interventions to enhance speech, communication and swallowing function.