



#### **Canterbury DHB**

## **Key Population Stats**

2019/20 .....

## 578,830 people

Canterbury's population growth is exceeding expectations -already reaching levels predicted for 2022

#### Our population's growing

Our growth rate is 13.2% over the past 10 years—higher than predicted before the earthquakes.



#### Our population's ageing

Our population is older than the NZ average. By 2026, one in five people in Canterbury will be older than 65 (15.7% currently).



#### Our population's diverse 9.2%

Our population is becoming more diverse. In Canterbury, one person out of every five was born overseas.

2.5% are Māori are Pacific



9.8% are Asian

Fastest growing Maori population in NZ 51,630 people

Based on the Stats NZ Dec 2016 Population Projections



### **Our Workforce**

**9,745** people are employed by the Canterbury District Health Board. We are the largest single employer in the South Island

**46** is the average age of our workforce

**52** is the average age of our oldest workforce group: Support Services

**107** different ethnic groups across our workforce

**48%** of our workforce work part-time

**9%** turnover rate, compared to 9.5% nationally

**81%** of our workforce are female

**3.2%** sick leave rate compared to 3.8% nationally

**48%** of our workforce are nurses

57% of DHB senior management roles (tier 1-3) are filled by females



# CANTERBURY PATIENTS ARE MORE LIKELY TO WAIT FOR TREATMENT (PRESS 2003)

And to be left dangling over when they will get help – than patients elsewhere in the country'

Canterbury cancer patients seemed to have suffered more than most from radiotherapy delays (Press 2003)

Over-crowded ED, Gridlocked hospital, Cancelled operations, Threatened industrial action

General practice and hospital clinicians disconnected

Locum medical costs skyrocketing; nursing shortages

2005 - Press reports that the CDHB has been unable to meet its elective performance targets for four financial years.

2006- 5000 patients removed from waiting lists to meet waiting time targets

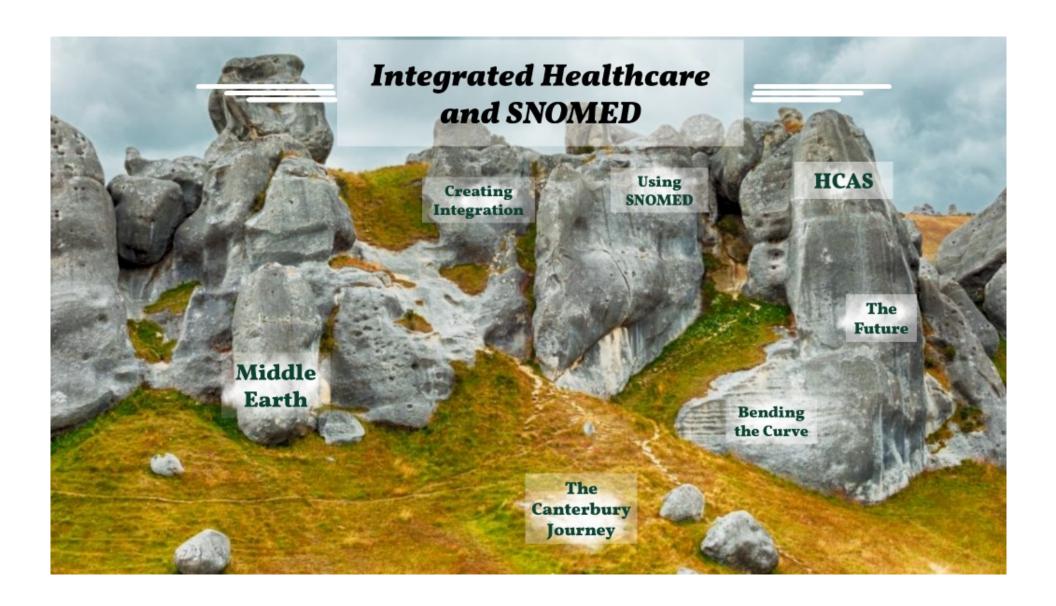


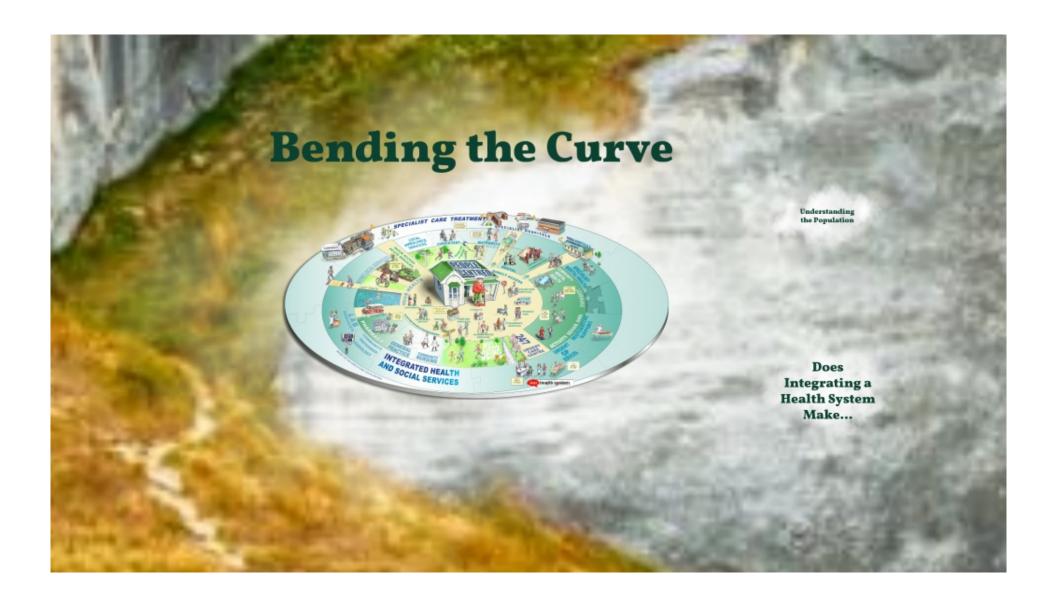






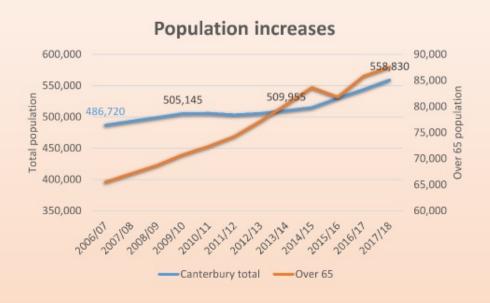








## Changes in population



### From 2006/07 to 2017/18:

14.8% increase – total population

33.7% increase - over 65s

18.9% increase – over 75s

39.9% increase - Maori

From 2012/13 our population has grown 30% faster than the national rate .

Maori is growing at twice the national rate.

1

# Does Integrating a Health System Make a Difference?

Can we bend the curve?



# Keeping People Well and Healthy and out of our Institutions.













# Delayed/avoided burden of long term conditions, decreased acute care

Key measure: Relative growth in acute medical admissions



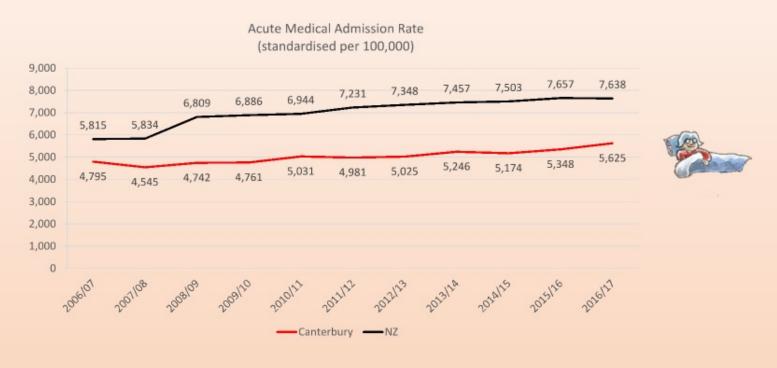
## Increased planned care and decreased acute care

## Key measure: Emergency Department attendance



# Delayed/avoided burden of long term conditions, decreased acute care

## Key measure: Acute medical admissions



## Increased planned care and decreased acute care

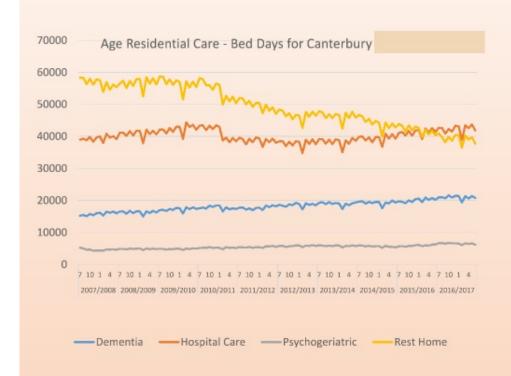
## Key measure: Acute medical bed days

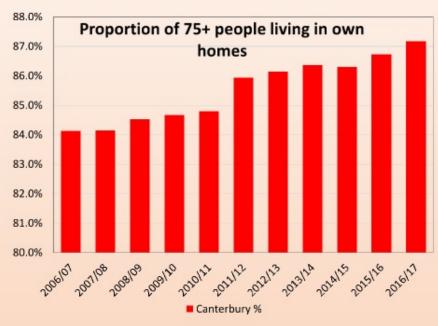




## People living in their own homes

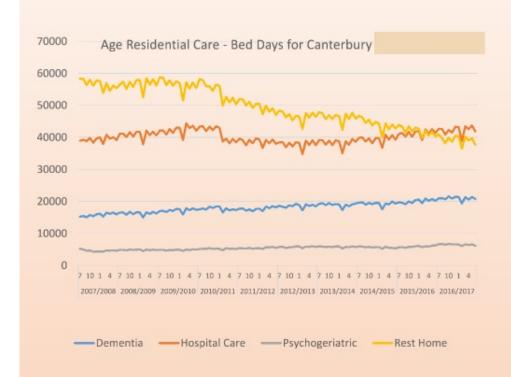


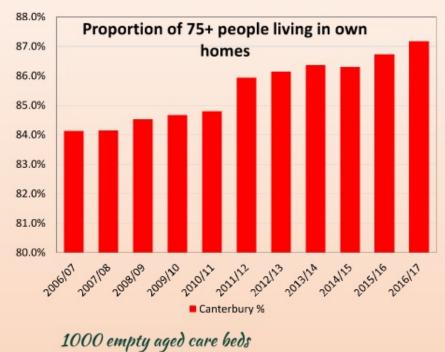




## People living in their own homes







# **Balancing the Metric**







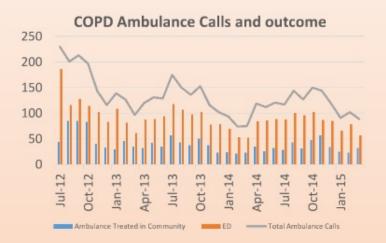




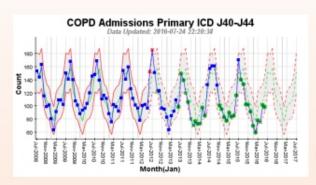
# Integrated Respiratory Services – COPD

- · Integrated response focusing on community management
- Around one third of 111 calls for respiratory issues are now diverted to community care
- · Growth in admissions has been reduced
- · Large reductions in bed days





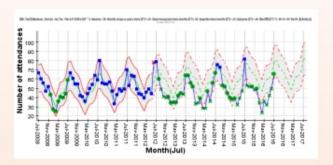
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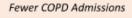
#### **COPD INITIATIVE**

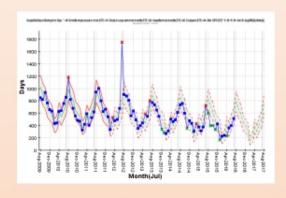
In the five years, compared with expected

466 fewer admissions 631 fewer ambulance arrival after hours 6299 fewer bed days \* (2009 baseline) 139 fewer acute readmissions

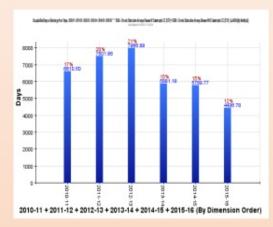


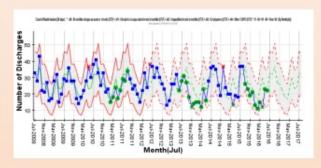
Fewer COPD ED Arrival by Ambulance After Hours (Mon – Fri 6pm-8am , Sat –Sun any time)





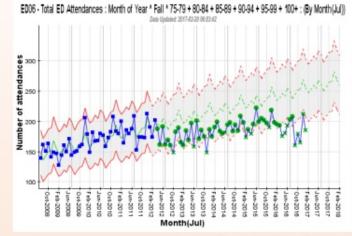
Fewer occupied beds# COPD



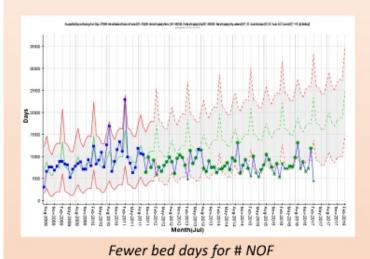


Fewer readmissions for # COPD

17/05/2017



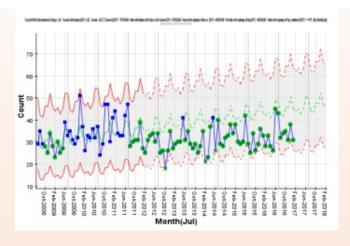
Fewer ED attendances for a fall (75+)



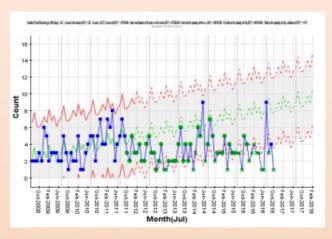
# COMMUNITY FALLS PREVENTION

In five years, compared with expected (75+ years): 2253 fewer ED attendances 590 fewer fractured NOFs 37,683 fewer NOF bed days 222 fewer deaths at 180 days

Agreed price (IDF) \$815 per rehab bed day \$8.212M costs foregone in last 12 months Cost: 6 Physios (\$650k pa)



Fewer admissions for # NOF



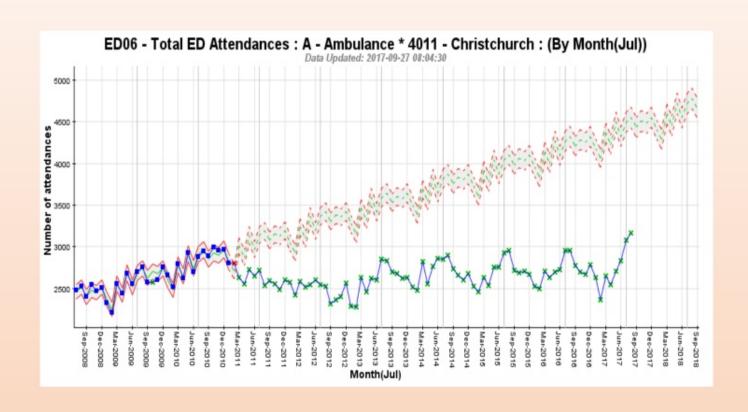
Fewer deaths at 180 days post # NOF

### **National Service Coverage August 2017**

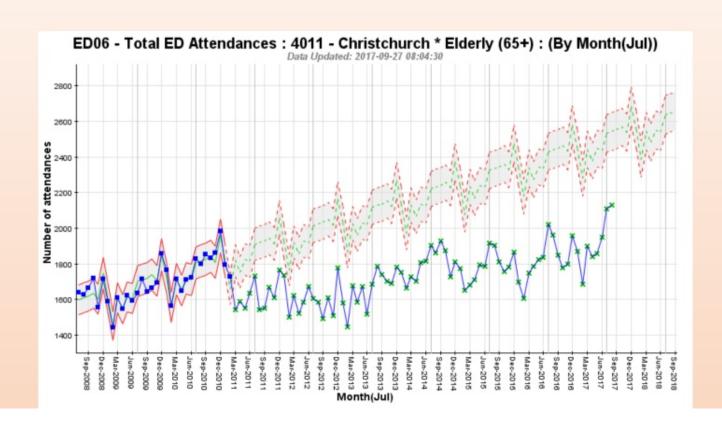


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## ED attendance by ambulance



### ED attendance – over 65s



# Delayed/avoided burden of long term conditions, decreased acute care

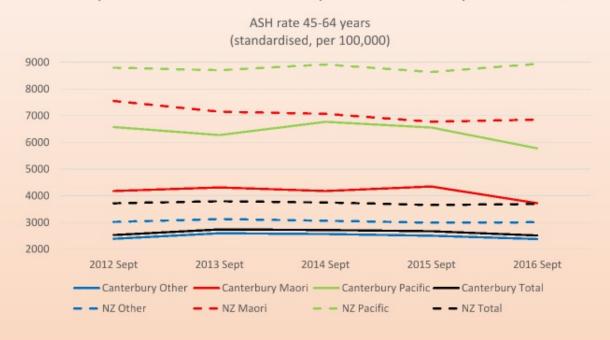
### Key measure: Ambulatory Sensitive Hospitalisations





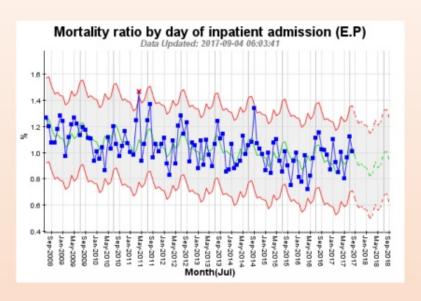
# Delayed/avoided burden of long term conditions, decreased acute care

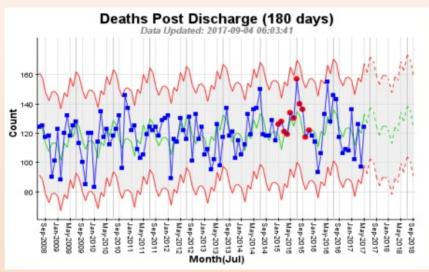
### Key measure: Ambulatory Sensitive Hospitalisations





## Hospital Mortality Ratio

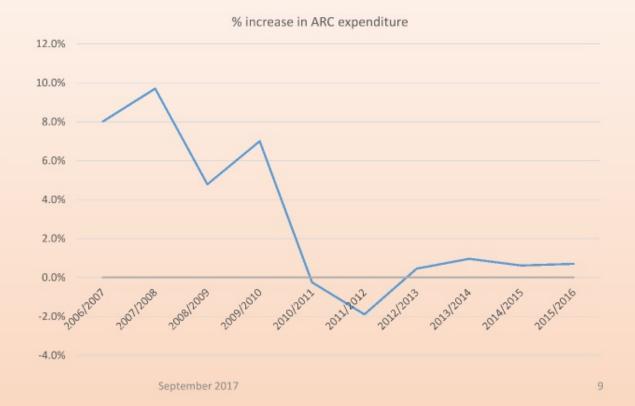




### ARC – reducing the growth

Canterbury's high historical ARC expenditure is coming back to national levels

Growth has been marginal for the last 7 years



# In summary...System Outcome 9 Living within our means

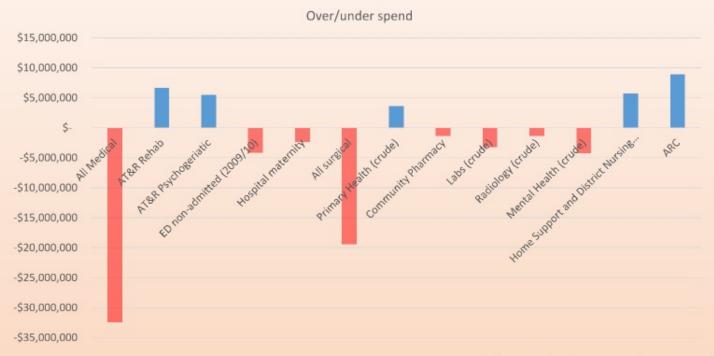
- Better services to keep people in their own homes and communities
- · Better access
- More choices throughout life

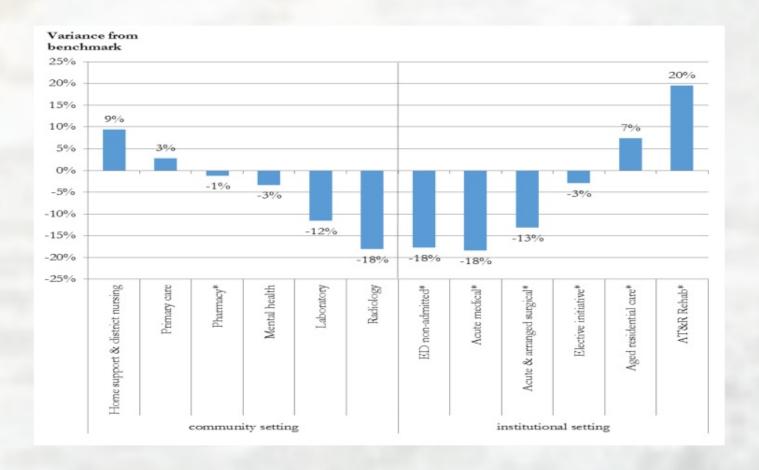
#### Quantifying the avoidable costs:

- Labs \$3.21M below the national benchmark
- Pharmacy \$1.39M below the national benchmark
- Radiology \$1.37M below the national benchmark
- \$9.98M avoided costs for ED visits
- \$14.49M avoided costs for medical surgical bed days
- \$12.81M avoided costs for older persons rehab bed days
- \$47.0M avoided costs in aged residential care

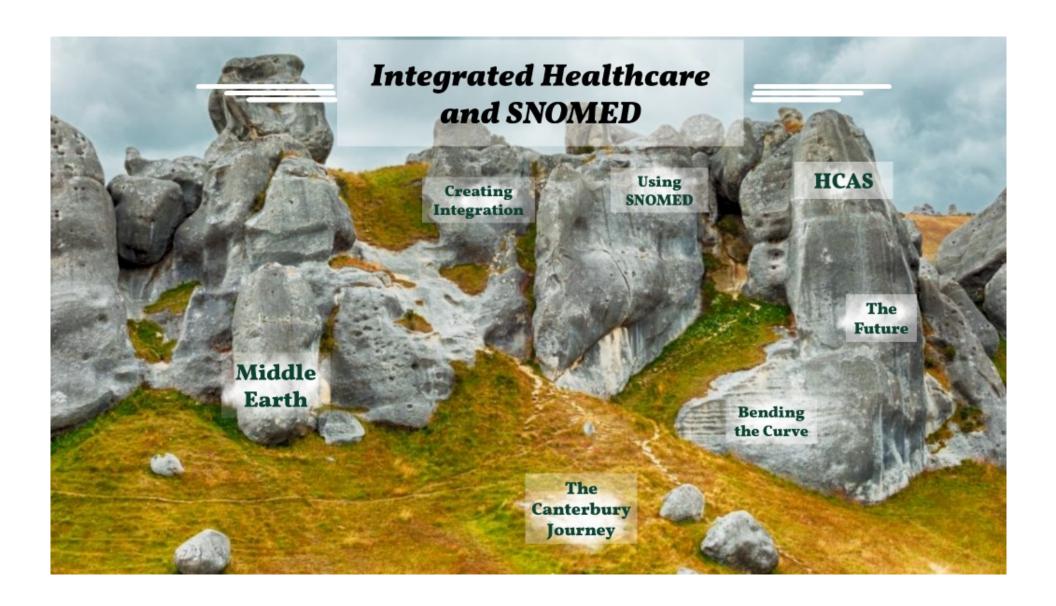
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## Overall efficiency (large buckets)





September 2017 17









# Three strategic goals

People take greater responsibility for their own health

The development of services that support people/whanau to stay well and take increased responsibility for their own health and wellbeing.

People stay well in their own homes and communities

The development of primary care and community services to support people/whanau in a community-based setting and provide a point of ongoing continuity, which for most people will be general practice.

People receive timely and appropriate complex care The freeing-up of hospital based specialist resources to be responsive

to episodic events and the provision of complex care and support and

specialist advice to primary care.

#### One health system, one budget.

- Removing barriers and perverse incentives created by contracts and organisational boundries by planning and working collaboratively across the public, private and NGO sectors.
- •Getting the best outcomes possible within the resources we have.

#### It's about people.

- •The key measure of success at every point in the system is reducing the time people waste waiting.
- •Right care, right place, right time, delivered by the right person.

#### Focus on leadership.

- •The DHB's role is to buy the right thing for the population.
- •Clinicians are enabled to do the right thing the right way.

#### Take a 'whole of system' approach.

- •Understand and respond to the needs of populations.
- •Use information to plan and drive service improvement.
- •Manage the short term in the context of the long term.
- •Focus on improving productivity by doing the right thing the right way at the right time.
- Make decisions based on where services are best provided:
- •What is best for the patient?
- What is best for the system?

### **Empowered Networks**

Clinically led local and regional alliances established as vehicles for implementing system change and improving health outcomes

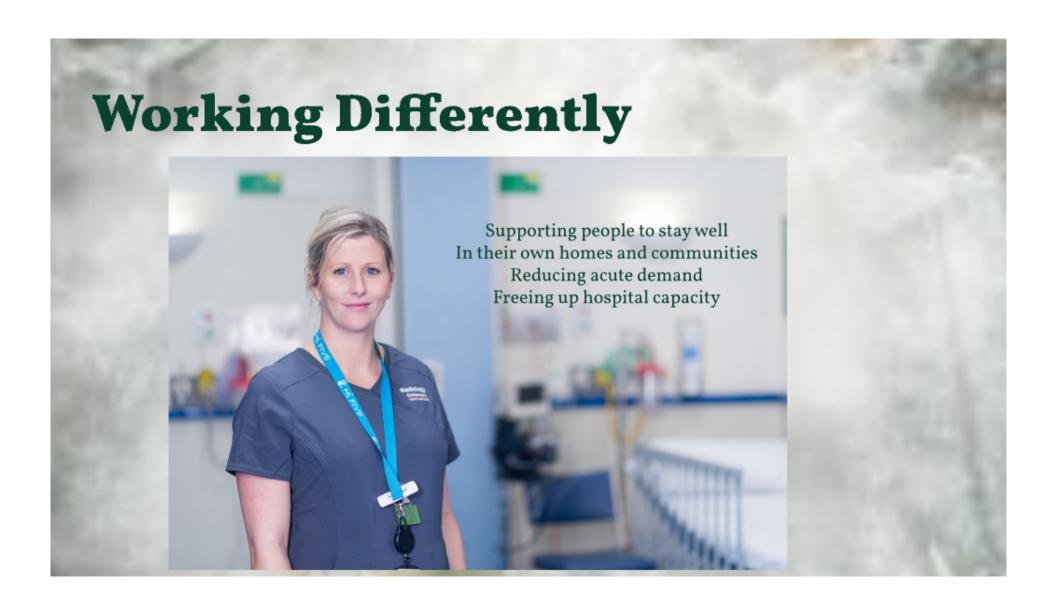
- High trust, low bureaucracy
- One health system, one budget
- · Best for patient, best for system
- Everyone wins, or everyone loses





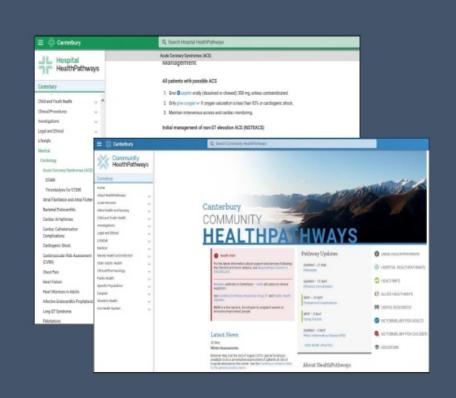
- · clinicians are trusted
- care pathways are re-designed
- funding and resources are rearranged to support
- the person is in the middle of the process
- the system responds well to external shocks
- adaptive leadership in action











### HealthPathways

Designed and developed in Canterbury - clinically led pathways developed by primary and specialist services for local health systems

- Provides a standardised model of care for patients
- · Supports timely, high quality care
- Regularly reviewed by clinical teams

700+ Community pathways

485 Hospital pathways

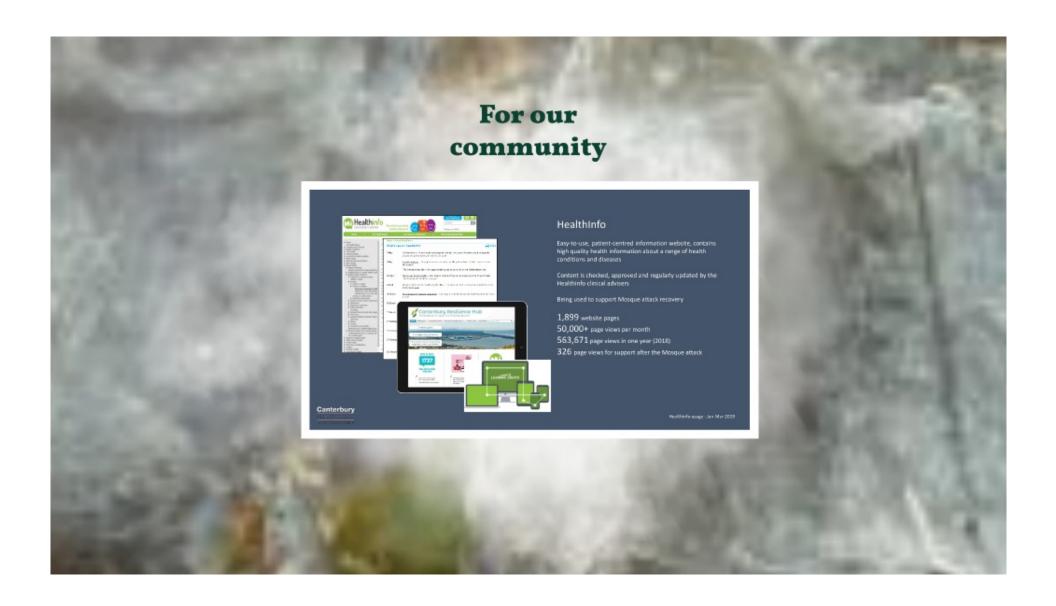
99% of GPs use HealthPathways every week\*

70% of GPs use HealthPathways every day\*

Now used in 43 health regions in four countries, supporting care for 28 million people\*



\*Implementing HealthPathways across Queensland: a case study: April 2019





### HealthInfo

Easy-to-use, patient-centred information website, contains high quality health information about a range of health conditions and diseases

Content is checked, approved and regularly updated by the HealthInfo clinical advisers

Being used to support Mosque attack recovery

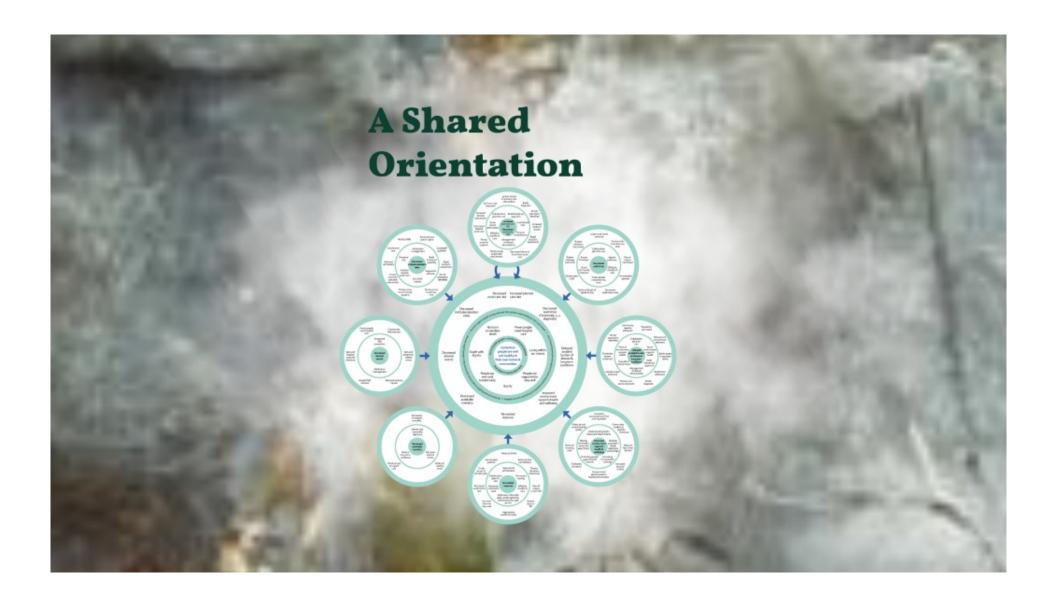
1,899 website pages

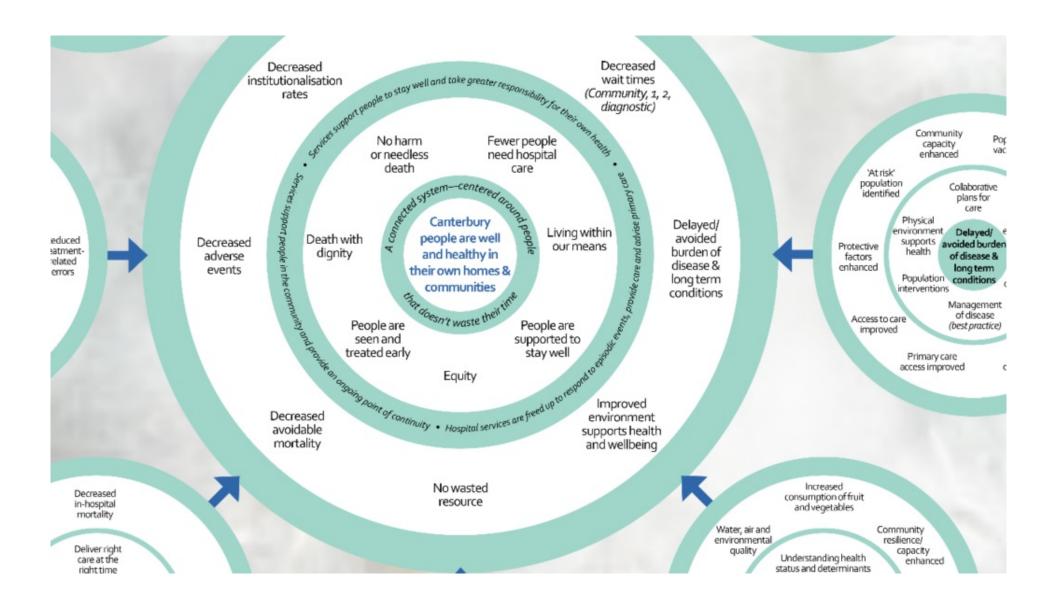
50,000+ page views per month

563,671 page views in one year (2018)

326 page views for support after the Mosque attack

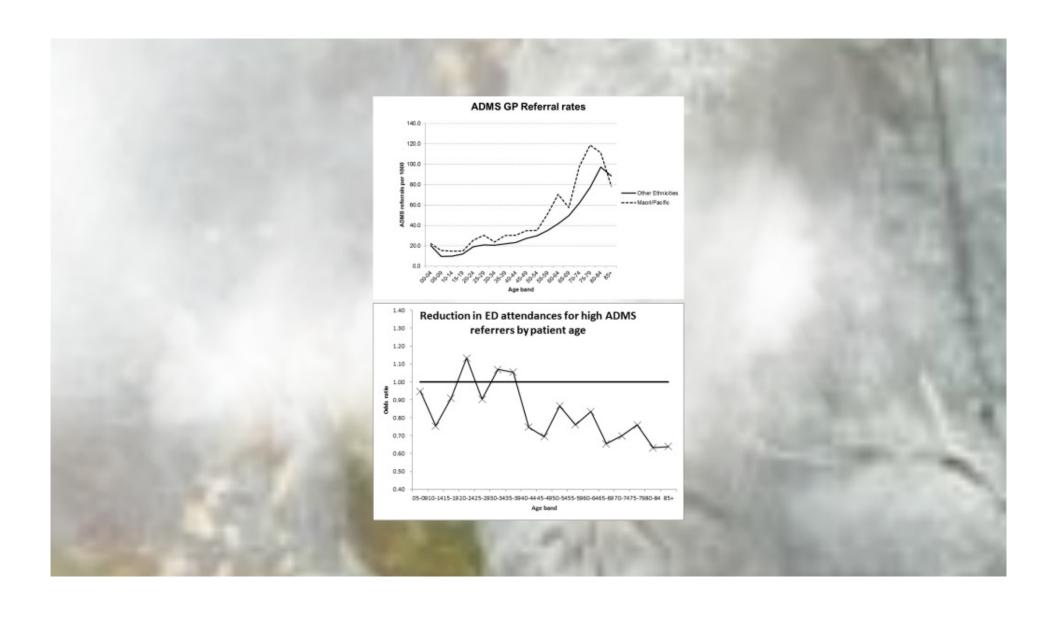
Healthinfo usage : Jan-Mar 2019



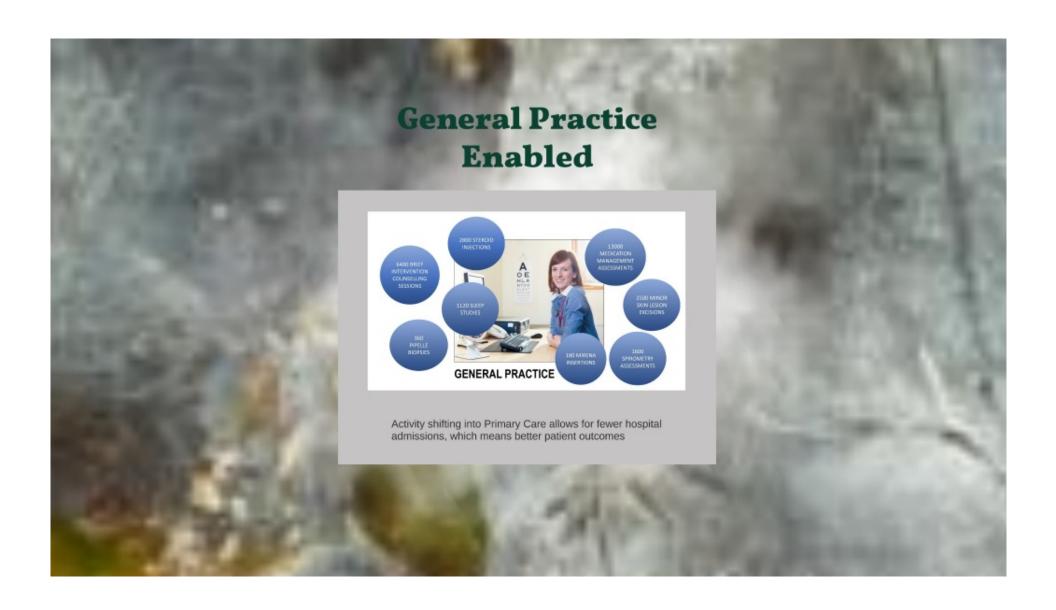


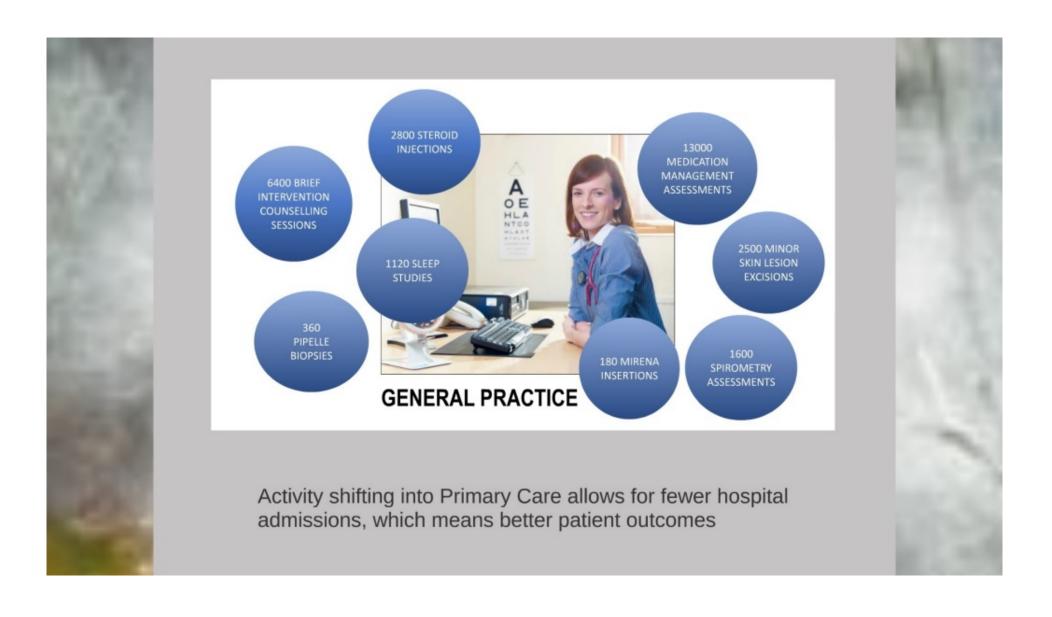














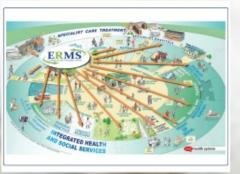


## **Connecting a Whole System**



Shared records and shared planning for a million people

15,000+ unique users



Accessed more than 200,000 times every month





### **Using Data**

Clinical care of patient

Operational decisions

Planning services

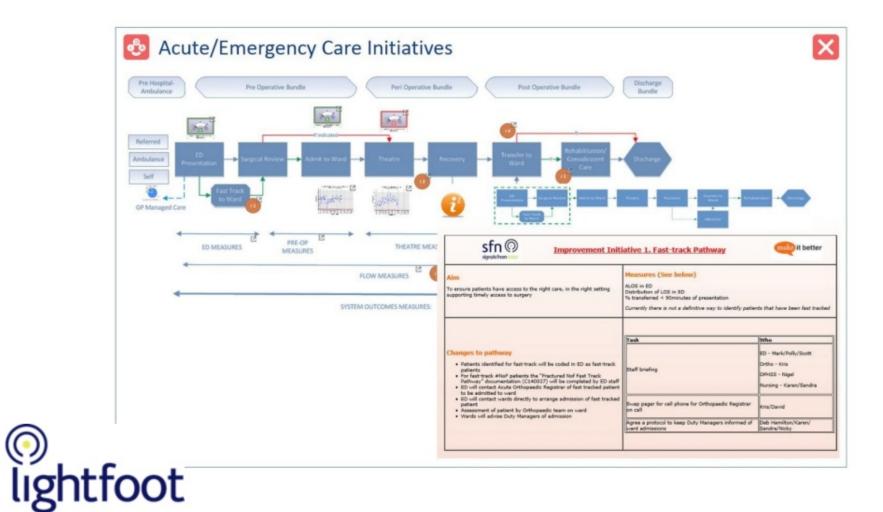
Reactive Individual level Audit for quality Real time

Proactive
Populations
Build quality in
Forecasting and projections

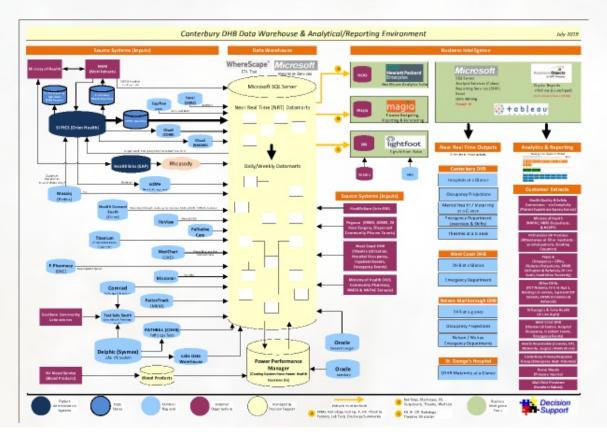
## **Clinically-led**

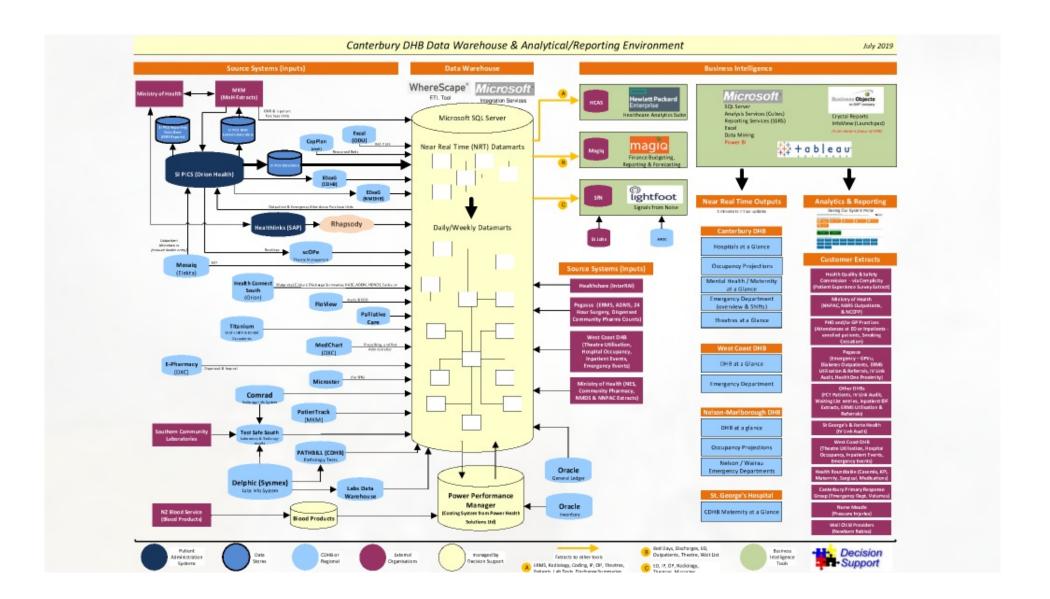


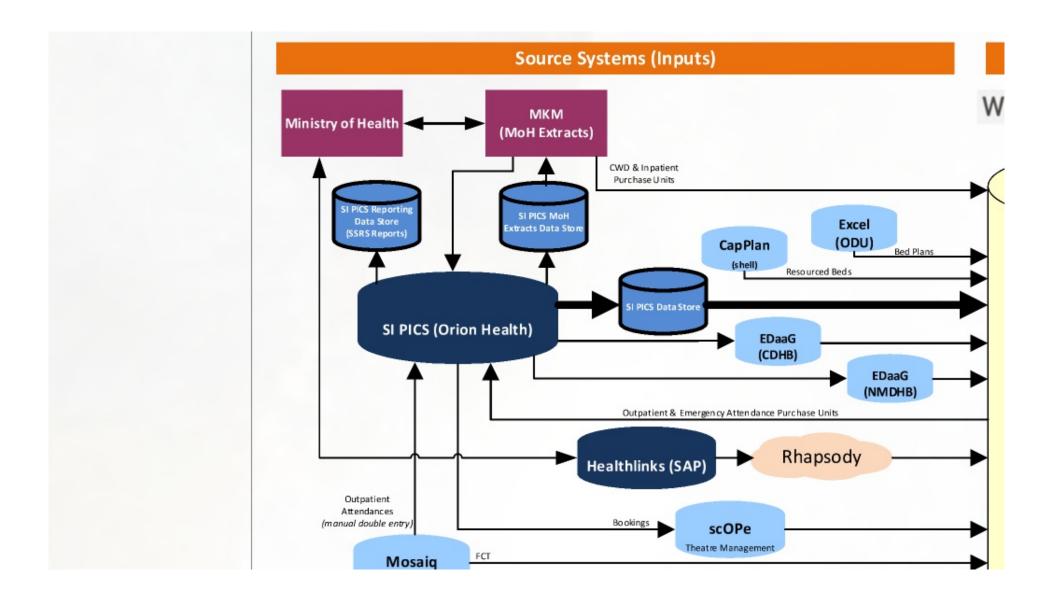


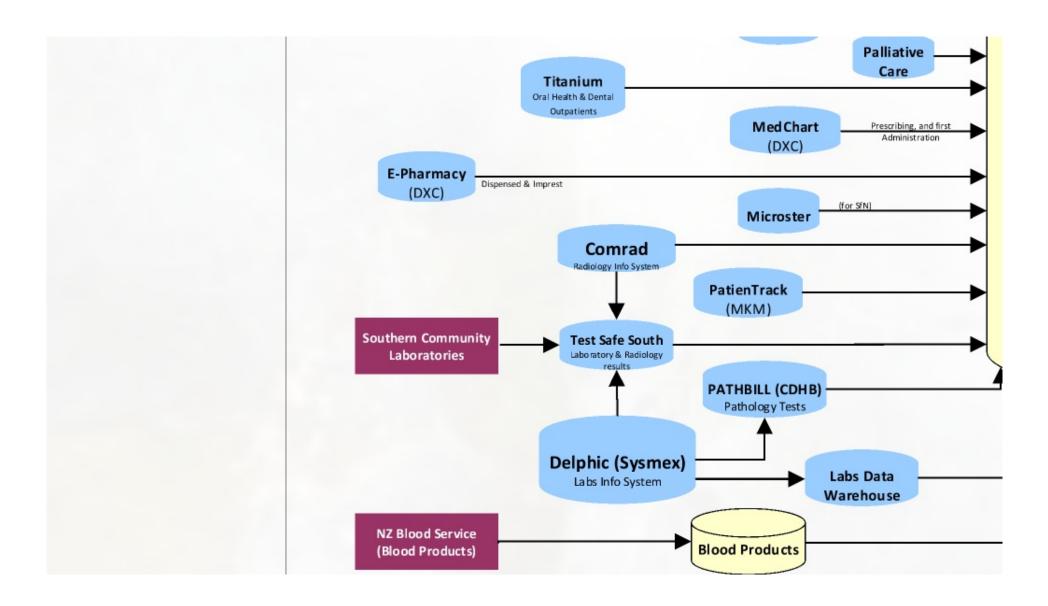


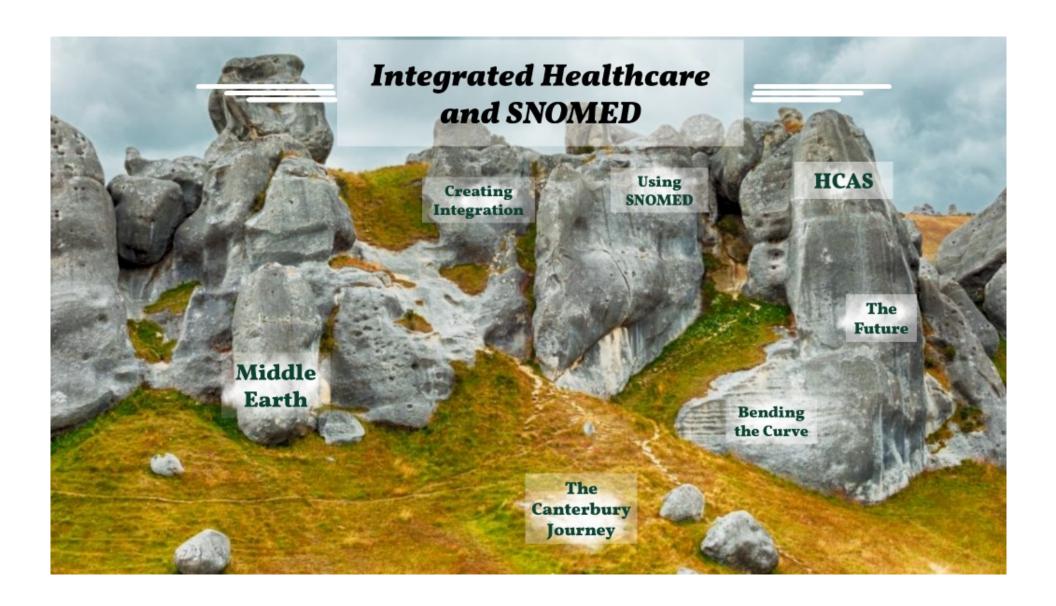
## Disparate sources of data





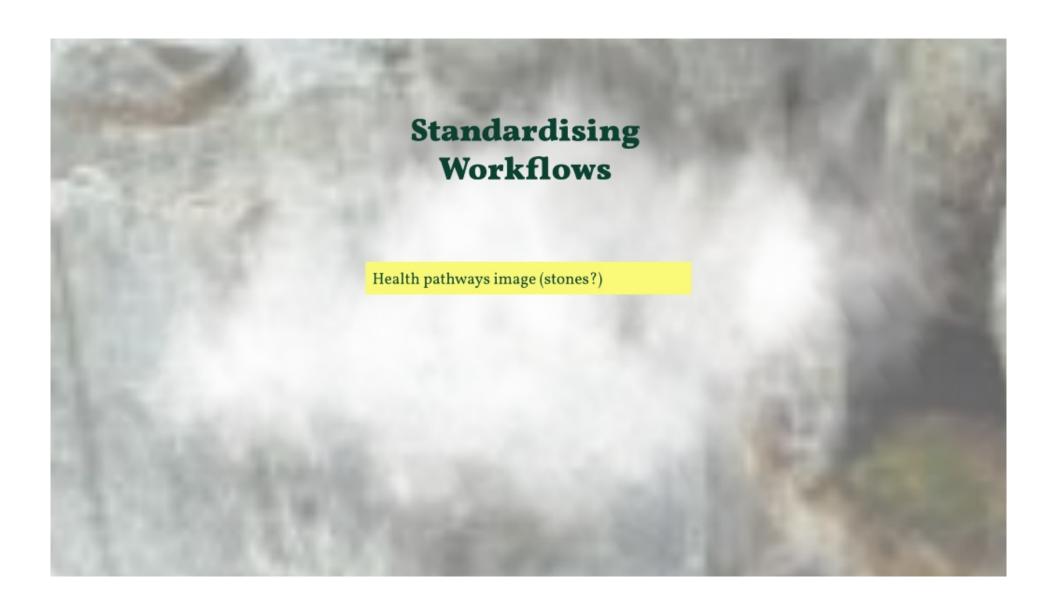




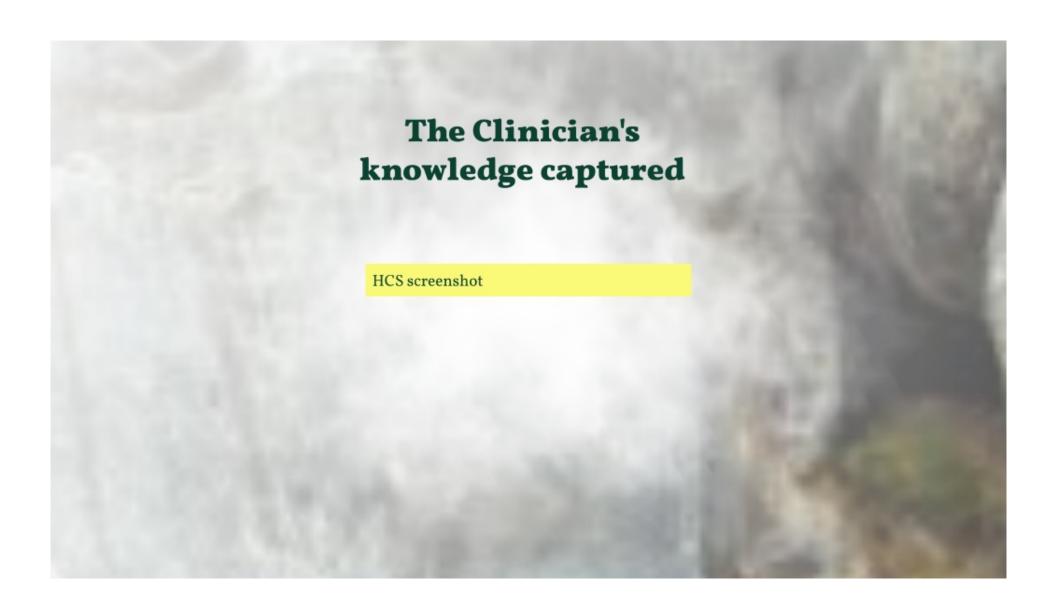






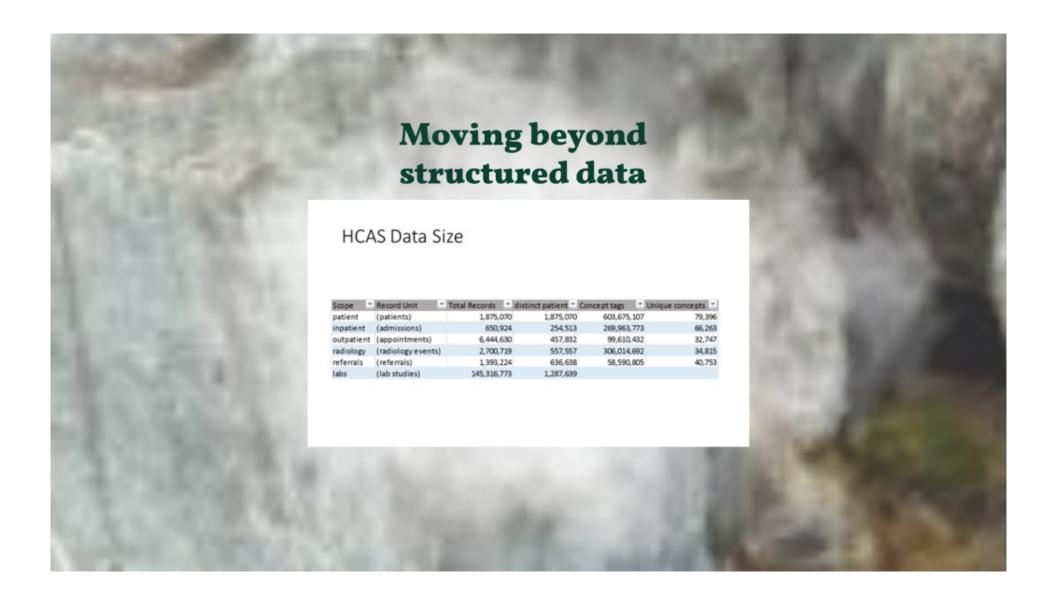


# Seeing the patient's journey warehouse slide





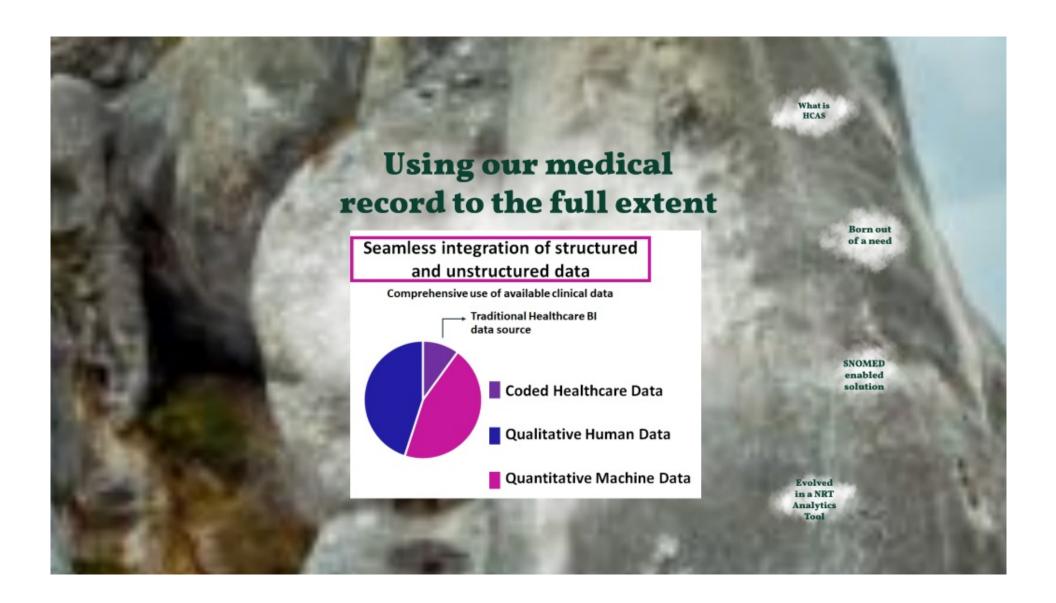
The SNOMED NZ Edition includes all content from the SNOMED International Edition and New Zealand specific content in a separate package called the SNOMED NZ Extension.



## **HCAS Data Size**

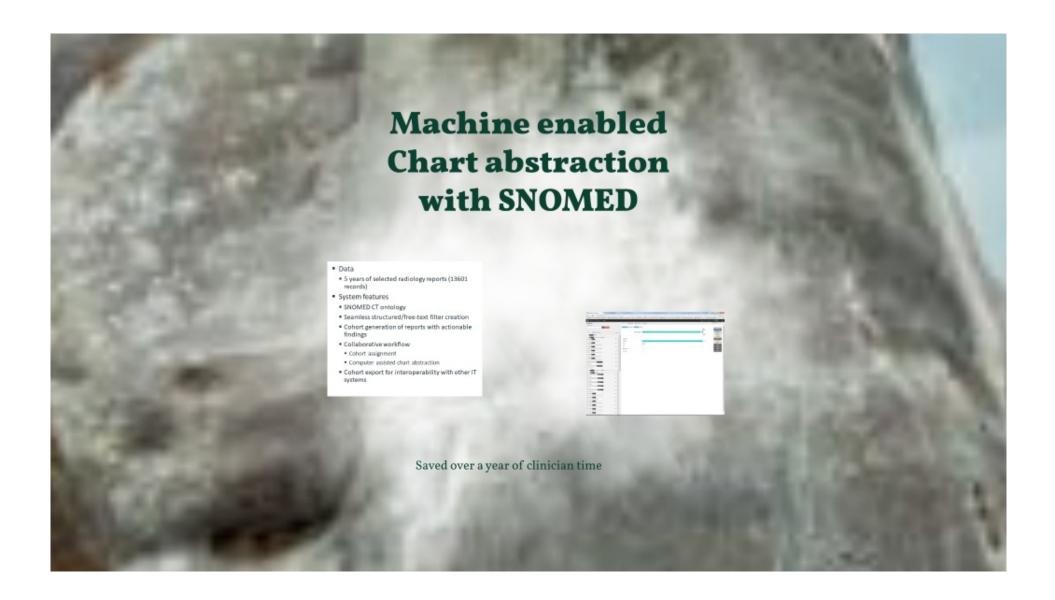
Scope	Ŧ	Record Unit	7	Total Records	*	distinct patient *	Concept tags	¥	Unique concepts -
patient		(patients)		1,875,0	70	1,875,070	603,675,	107	79,396
inpatient		(admissions)		650,9	24	254,513	269,963,	773	66,263
outpatien	t	(appointments)		6,444,6	30	457,832	99,610,	432	32,747
radiology		(radiology events	)	2,700,7	19	557,557	306,014,	692	34,815
referrals		(referrals)		1,393,2	24	636,638	58,590,	805	40,753
labs		(lab studies)		145,316,7	73	1,287,639			

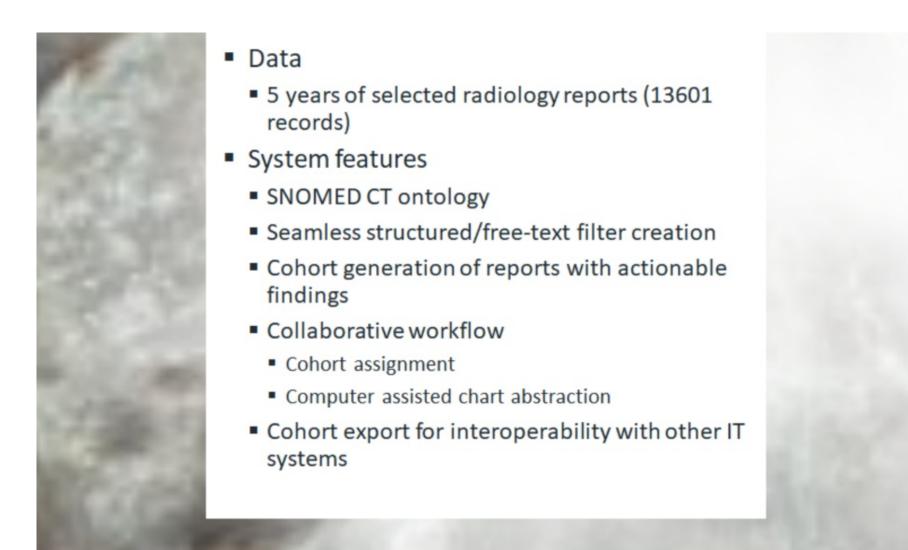


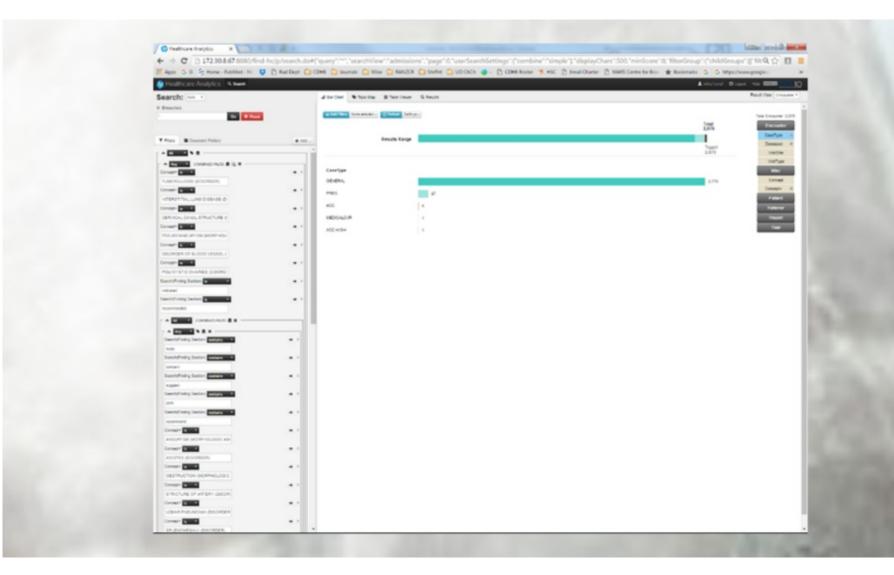




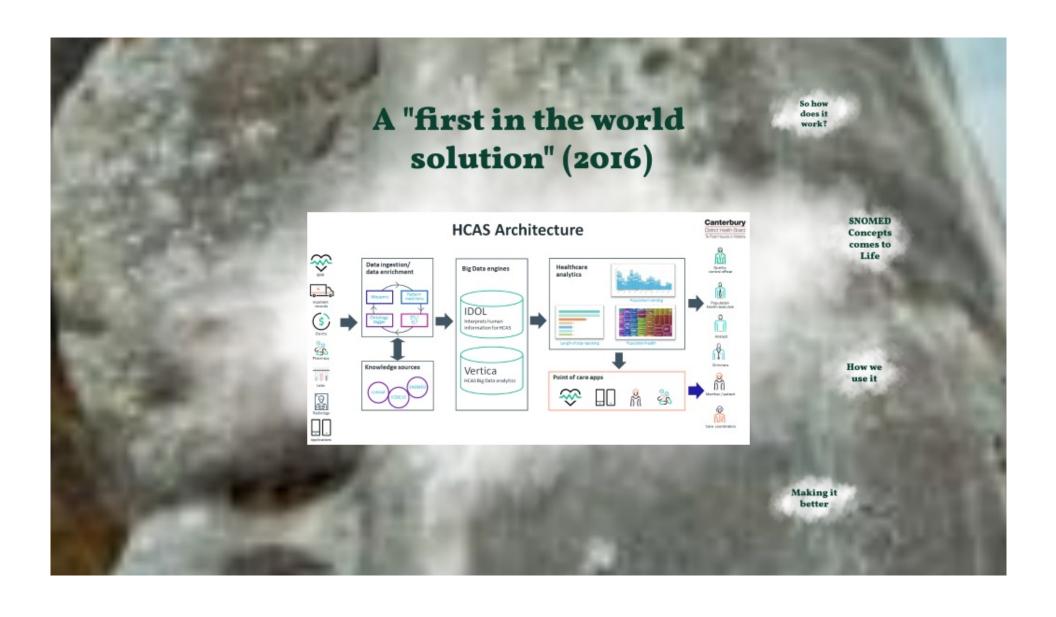






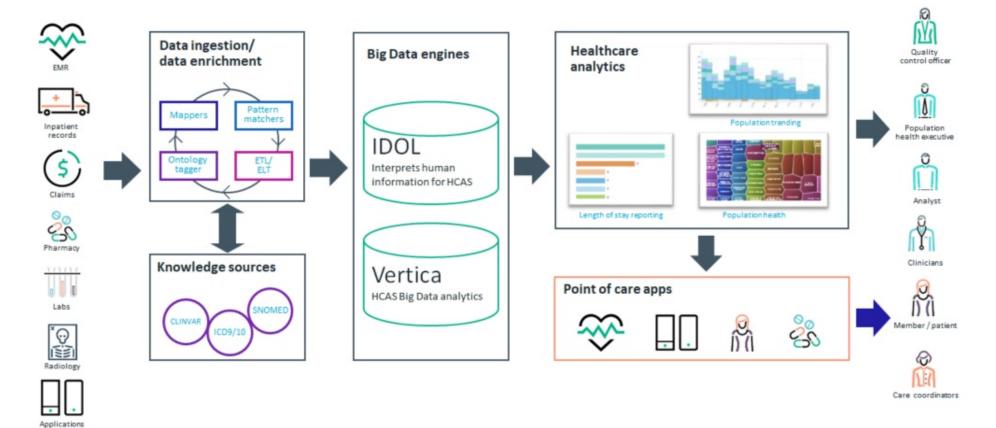


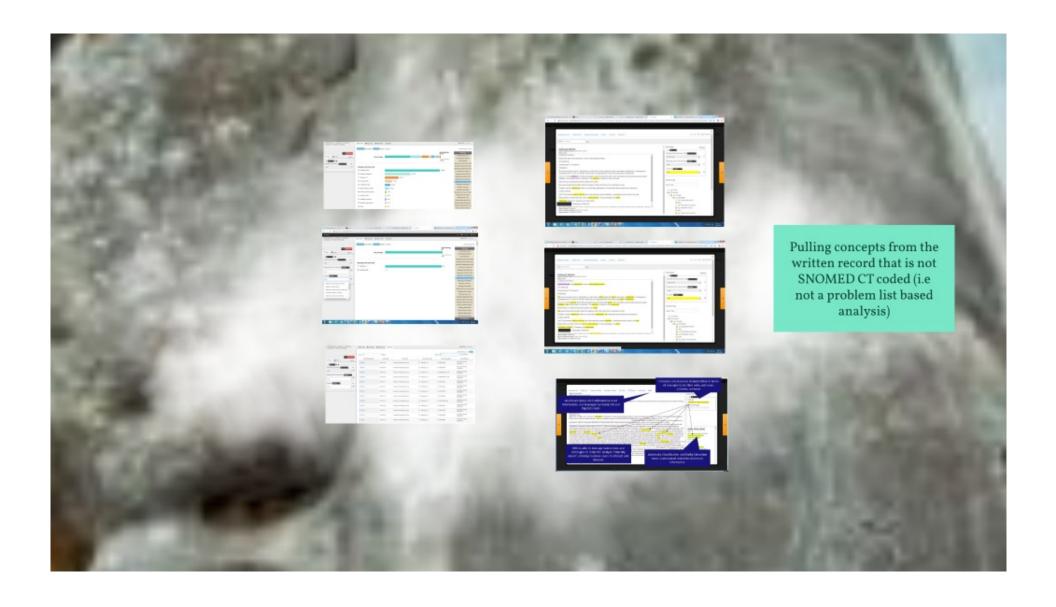


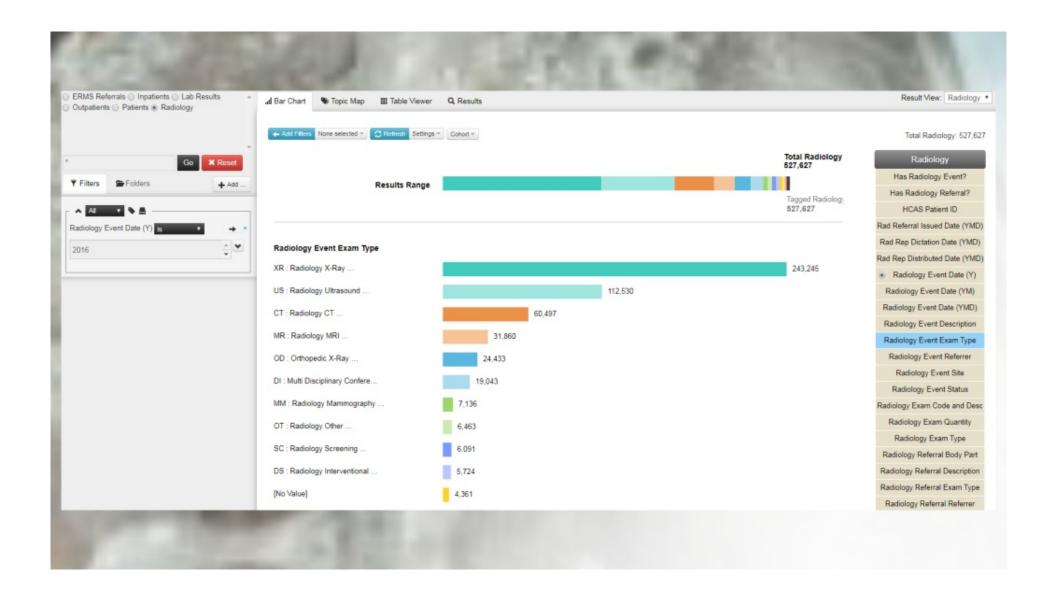


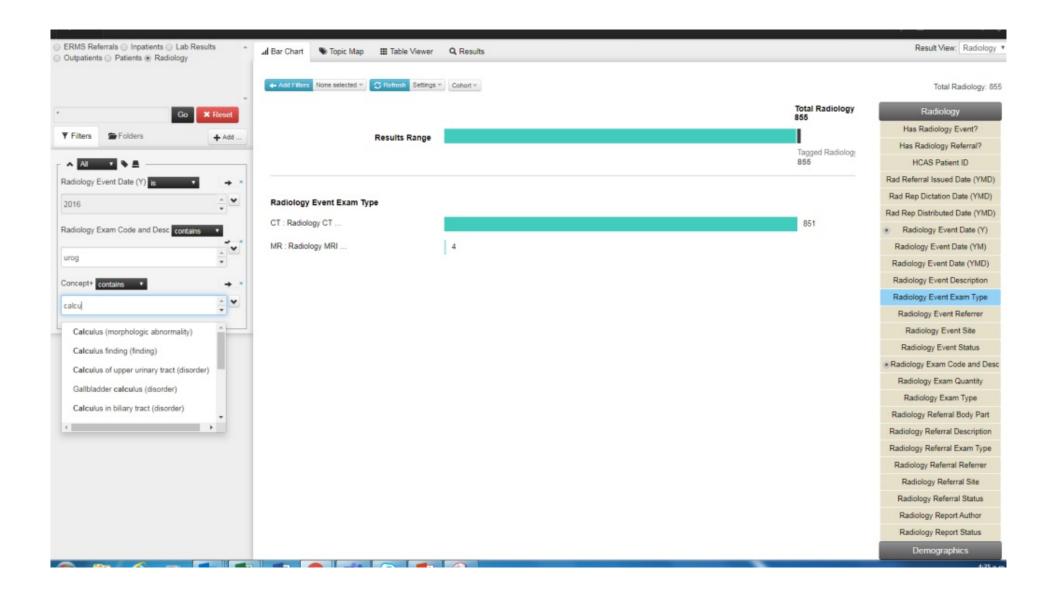
#### **HCAS Architecture**

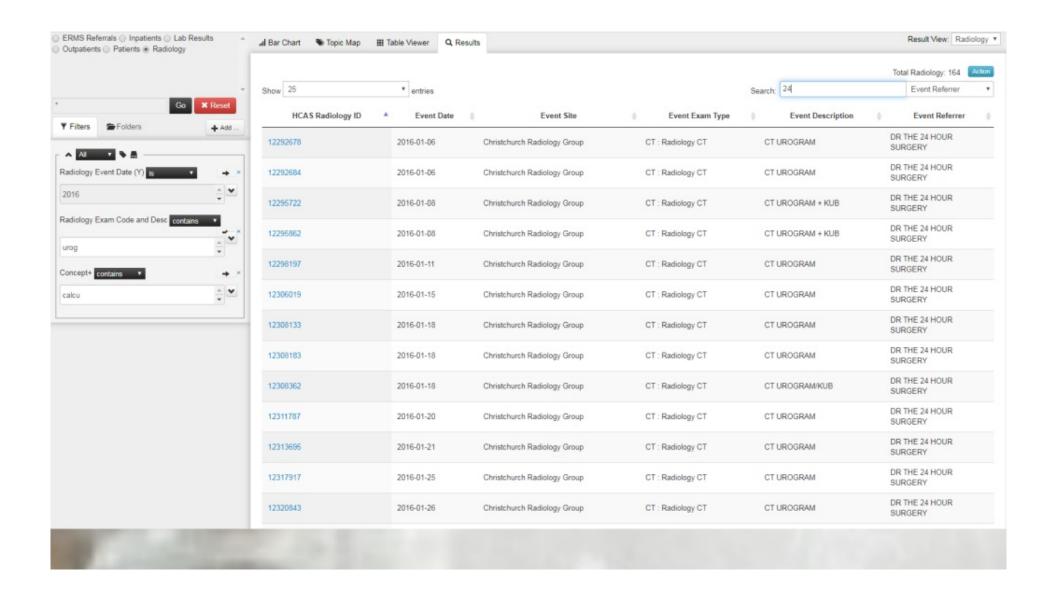


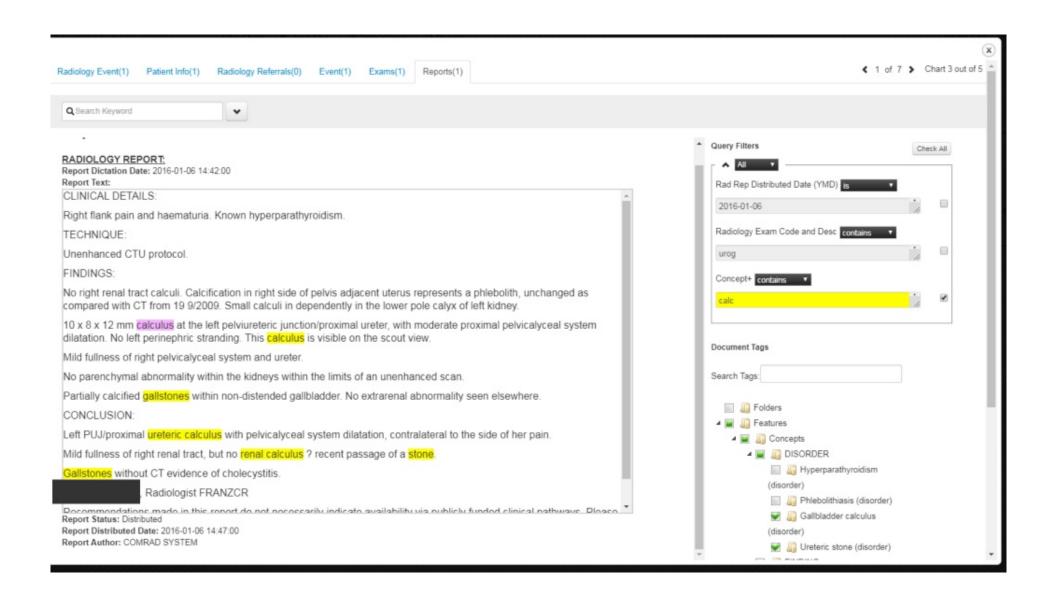


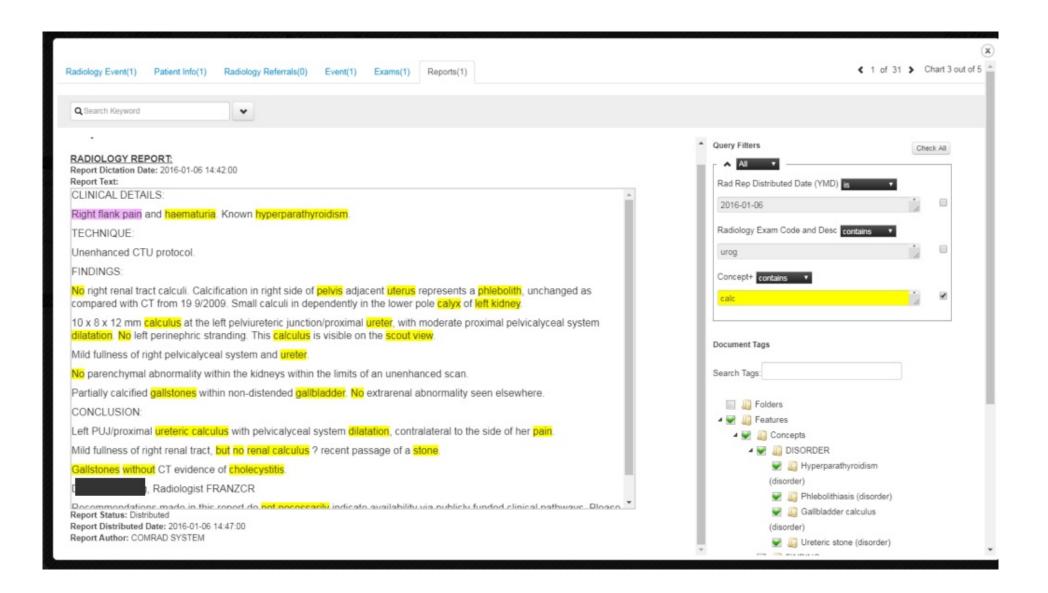


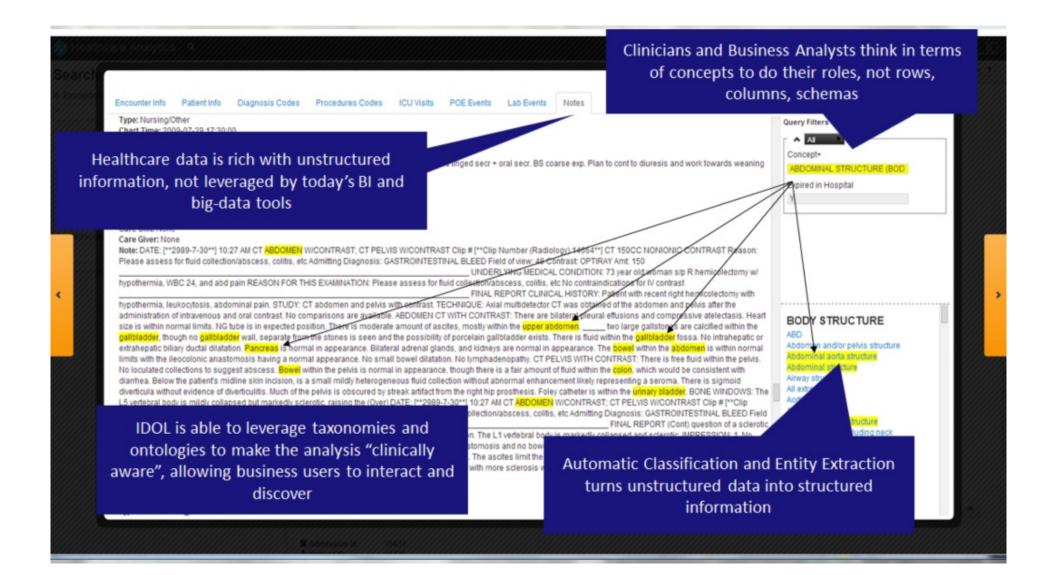




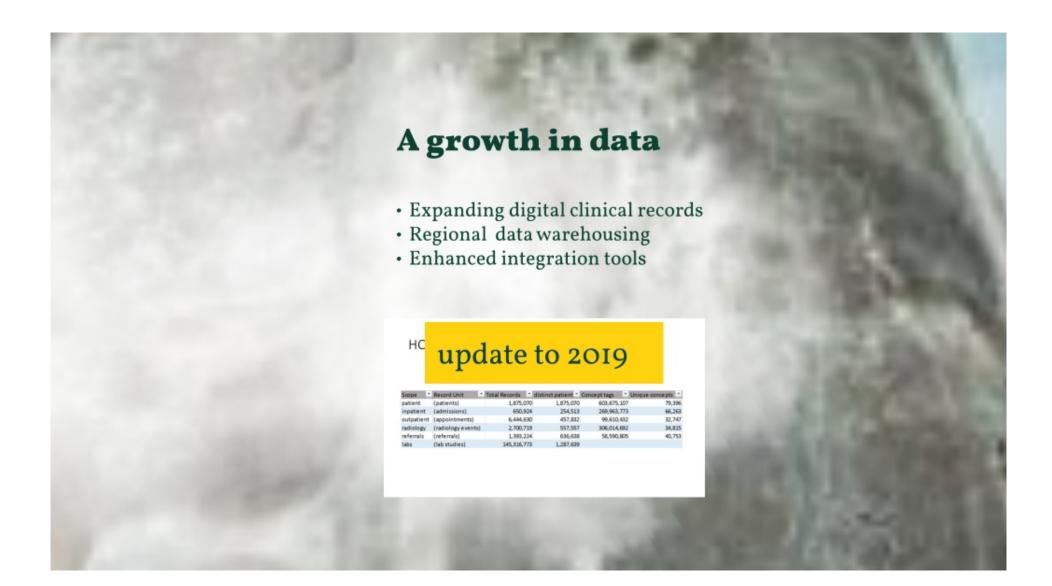


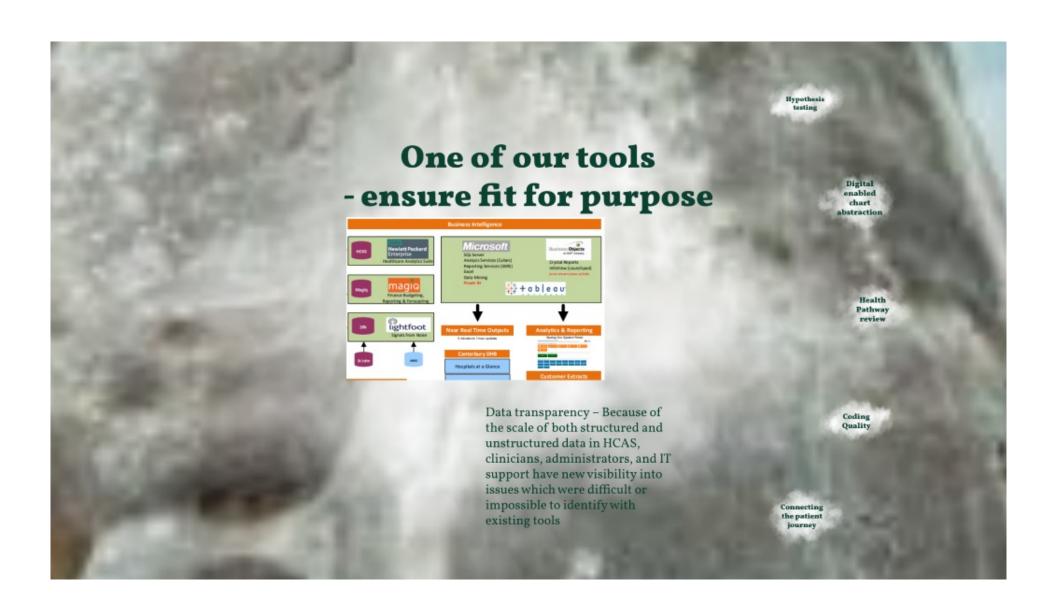


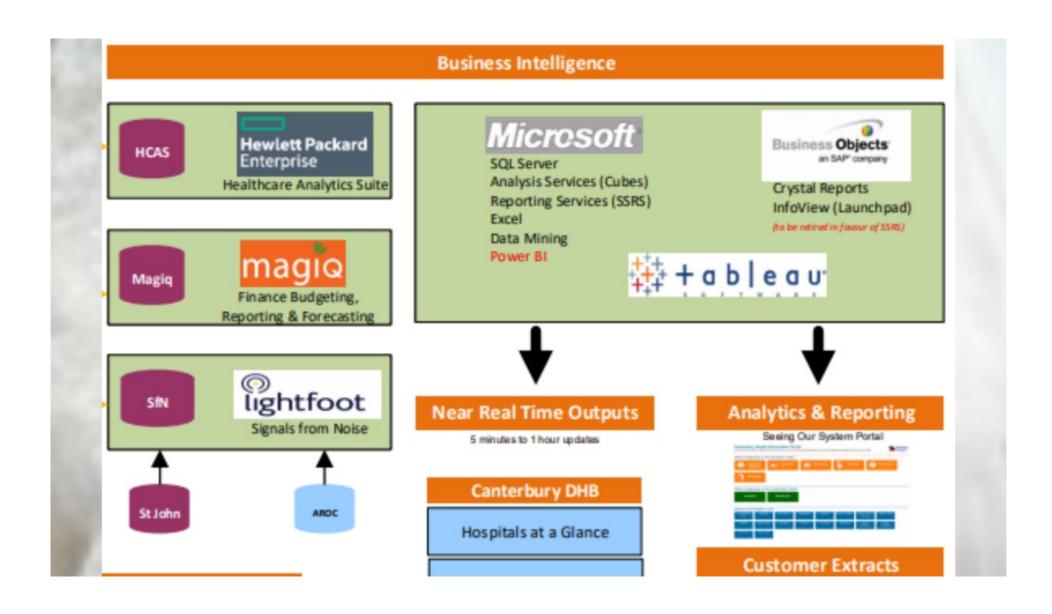




Pulling concepts from the written record that is not SNOMED CT coded (i.e not a problem list based analysis)

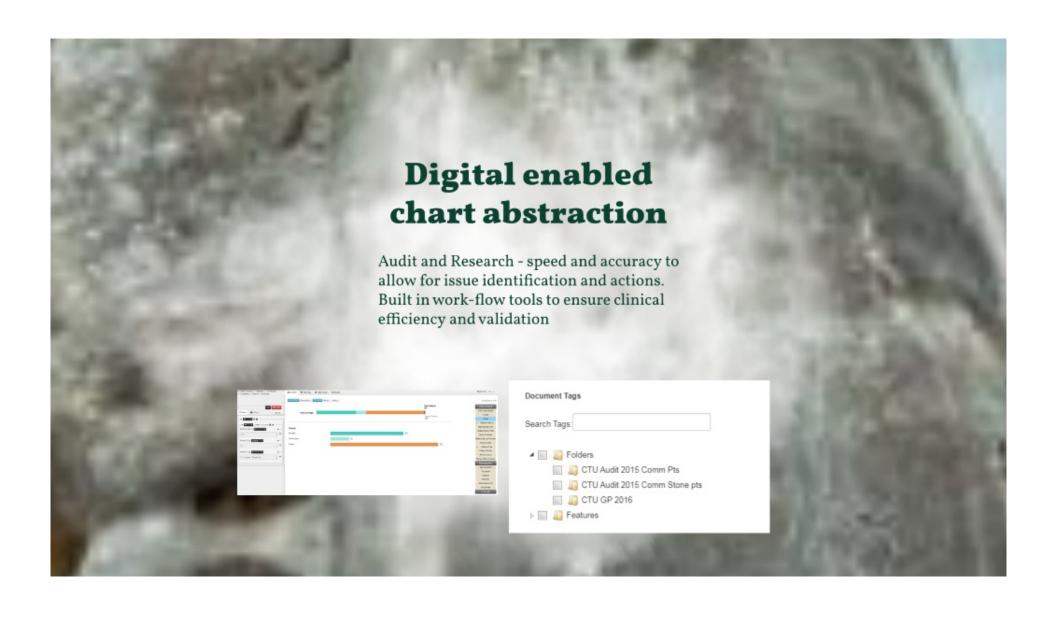


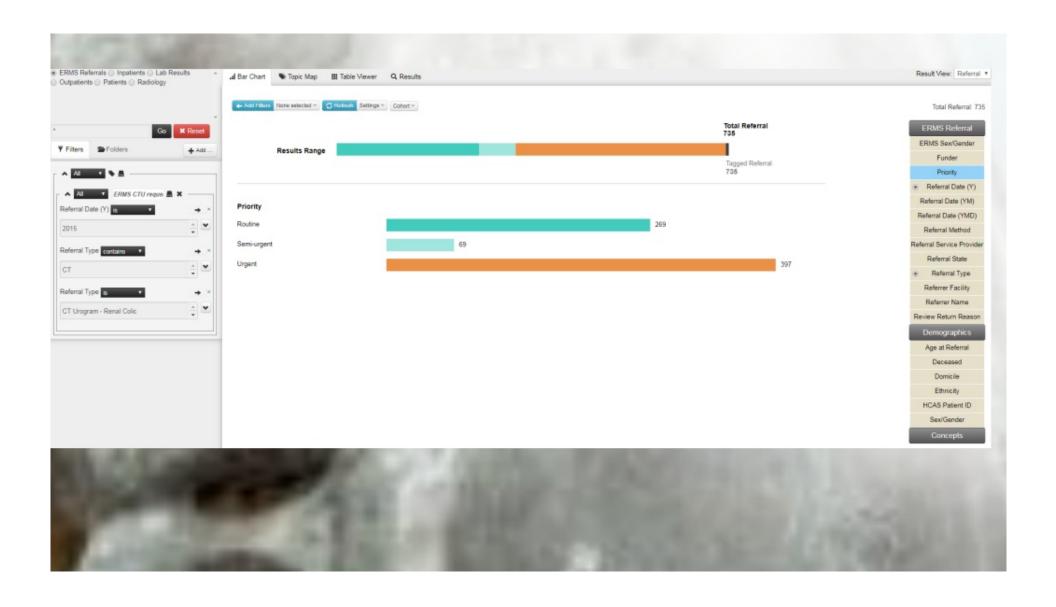




Data transparency – Because of the scale of both structured and unstructured data in HCAS, clinicians, administrators, and IT support have new visibility into issues which were difficult or impossible to identify with existing tools







### **Document Tags**

Search Tags:

- Folders
  - CTU Audit 2015 Comm Pts
  - CTU Audit 2015 Comm Stone pts
  - CTU GP 2016
- ▶ In Features

# Health Pathway review

Audit and changes to clinical pathways – significantly faster than manual processes because the system assists in chart abstraction. Using the same human resources, more auditing can occur, allowing more rapid determination of compliance and the impact of clinical pathway changes



### Non-acute Urology Assessment

#### Request

Offer all referral options, even if the patient is eligible for DHB treatment, as per the HDC Code V.

#### Christchurch Hospital Urology Department

- 1. Check criteria:
  - Seen within 4 months A.

#### Within 2 weeks

- · Suspicious testis mass.
- · Haematuria and abnormality on imaging or positive cytology.
- · Abnormal imaging suggestive of malignancy.

#### Within 4 weeks

. PSA > 100 micrograms/L or possible neurological symptoms suggest cord compression.

#### Within 8 weeks

Significant risk of malignancy, major functional impairment, moderate risk of permanent damage to organ or system if consultation is delayed, or pain requiring narcotics of high analgesia dose to control:

- Severe lower urinary tract symptoms (LUTS) IPSS > 15, QOI > 4, or complication of bladder outlet obstruction (BOO).
- · Gross haematuria or persistent macroscopic or microscopic haematuria.
- · Significantly elevated PSA on 2 measurements.
- · Resolved ureteric colic with treatable stone.

#### Within 4 months

Moderate functional impairment, pain (controlled), restriction of social or economic activity:

- · Moderate bladder outlet obstruction or prostatism
- Groin or scrotal abnormality if symptoms of significant pain or benign mass > 5 cm with significant impairment in quality of life (Impact on Life ➤ score greater than 10)
- · Asymptomatic diagnosed renal tract stone

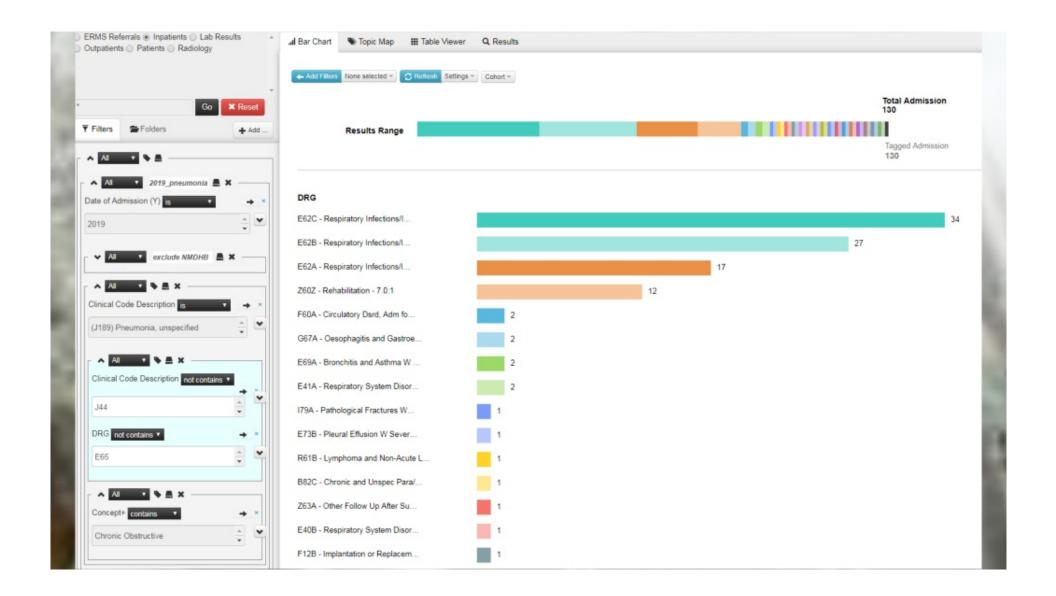


### **Coding Quality**

Assistance to clinical coding – identification of concepts in the electronic record to ensure accuracy and acuity. Access to broader range of documentation

Audit of coding to identify where concepts have not been captured and support positive change at clinical capture and coding identification





DOCUMENT:

Document Event ID: 2648131

Document Event ID: 2648131

Document Event ID: 2648131

Document Type: EDS2MR - CDHB General Medicine Discharge Summary MR, General Medicine

Document Heading: Document Content: Document Status: Final

Document Responsible Clinician: A

Last Edited By:

Text Obs ID: 254711520

Document Heading: GPMailbox

Document Content: This document will be delivered electronically when you press Finalise.

Text Obs ID: 254711521

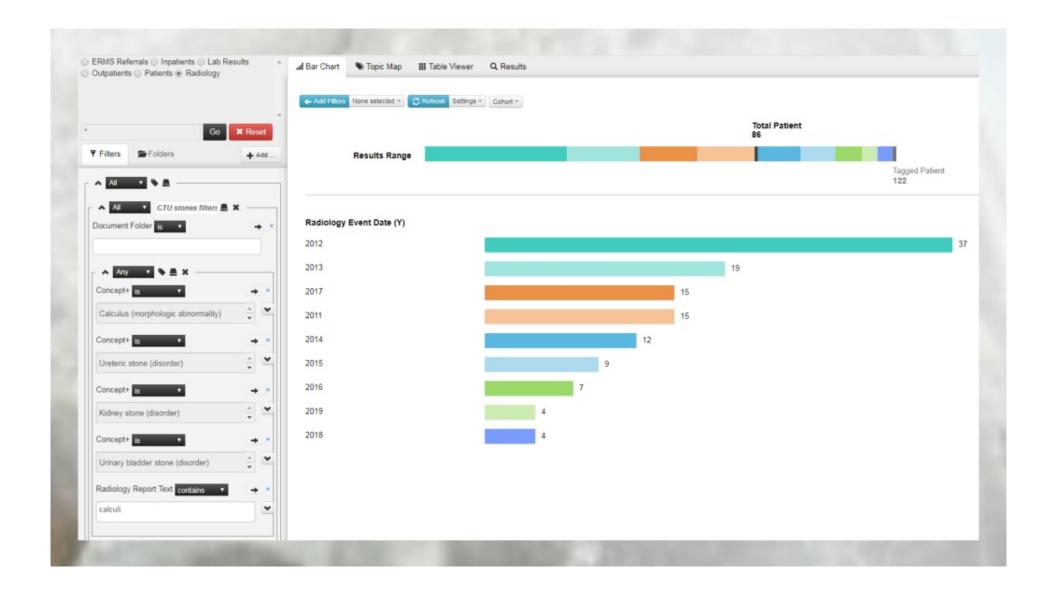
Document Heading: MedicalHistory

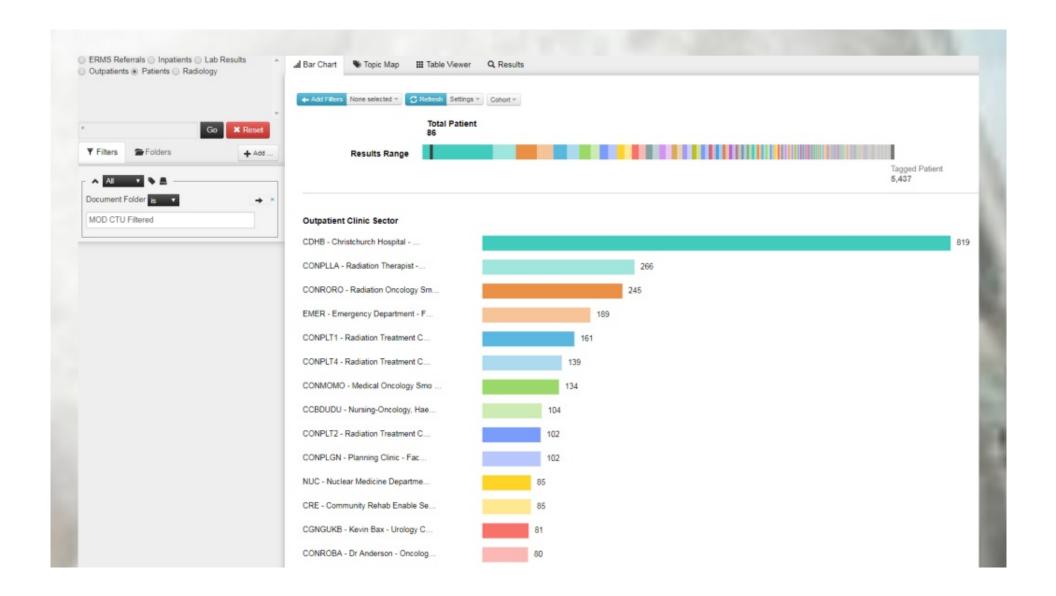
**Document Content:** Chronic Myelomonocytic Leukemia, BCR-ABL negative, JAK2 V617F negative, normal cytogenetics, June 2017. -> Loss of appetite, weigh lymphadenopathy and painful left shoulder, increasing anaemia October 2018 - likely progression of CMML -> No response to treatment for one month with hydro Commenced treatment with azacytidine, December 2018 -> Painful right lateral malleolus ?cellulitis, treated in Ashburton Hospital with flucloxacillin NSTEMI - Ju artery disease for medical management. COPD - right upper lobe nodule, with nil evidence of malignancy - for CT surveillance.

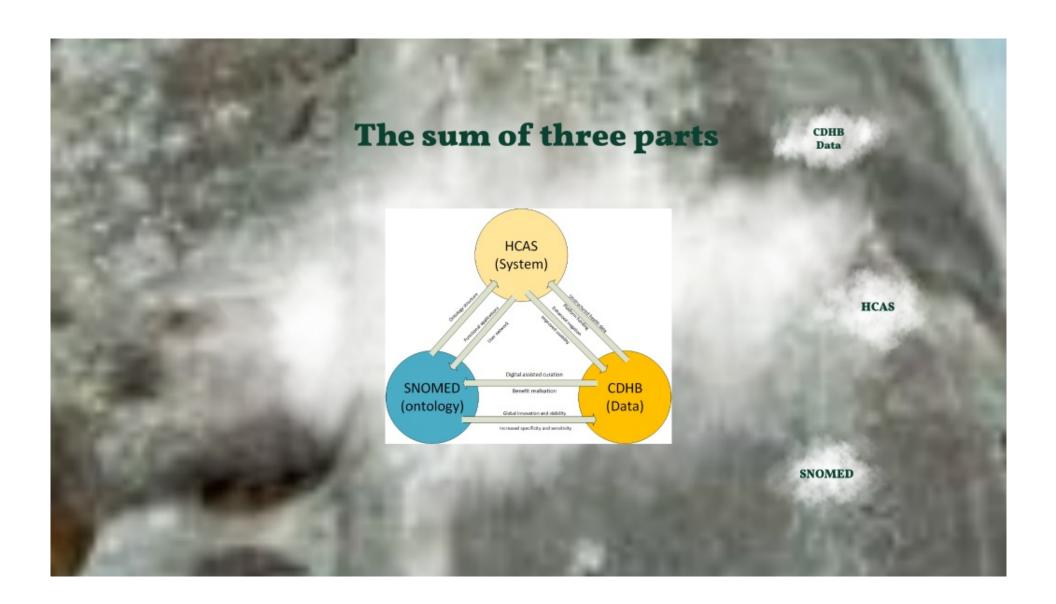
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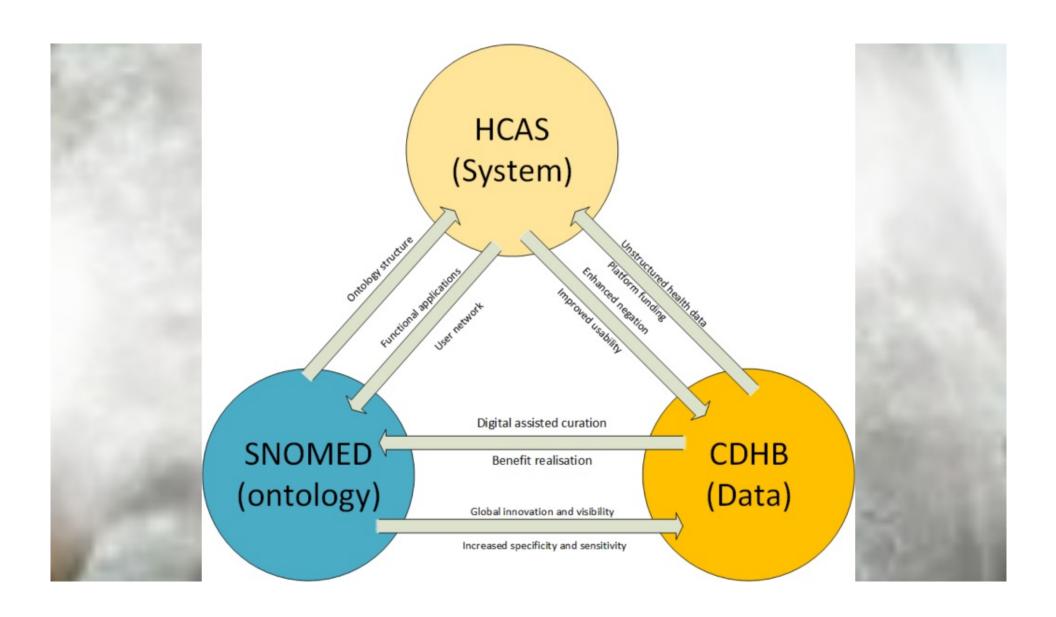
Document Heading: MedChartAllergies
Document Content: No Known Allergies







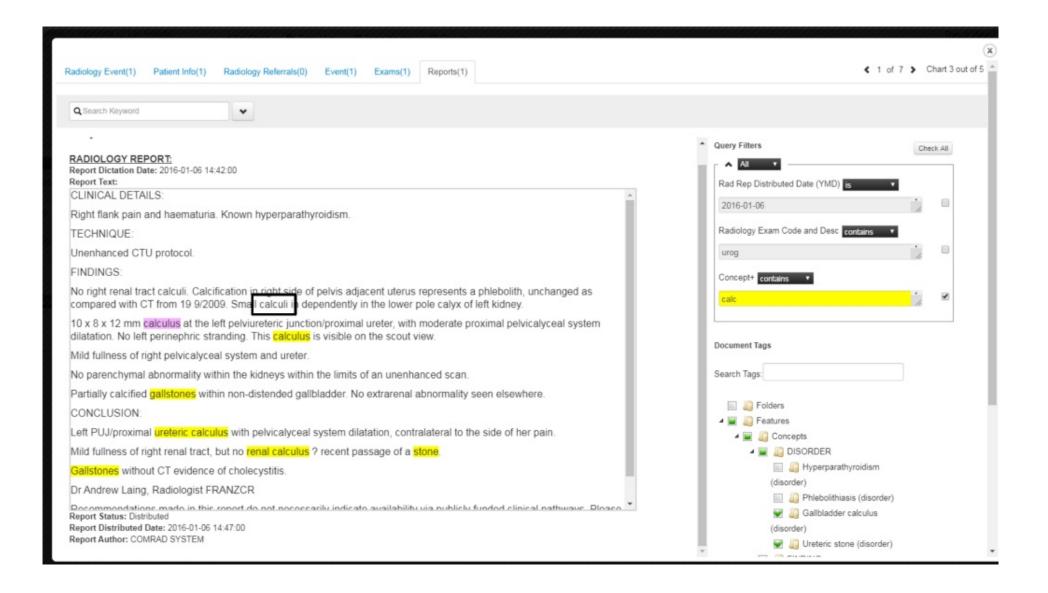






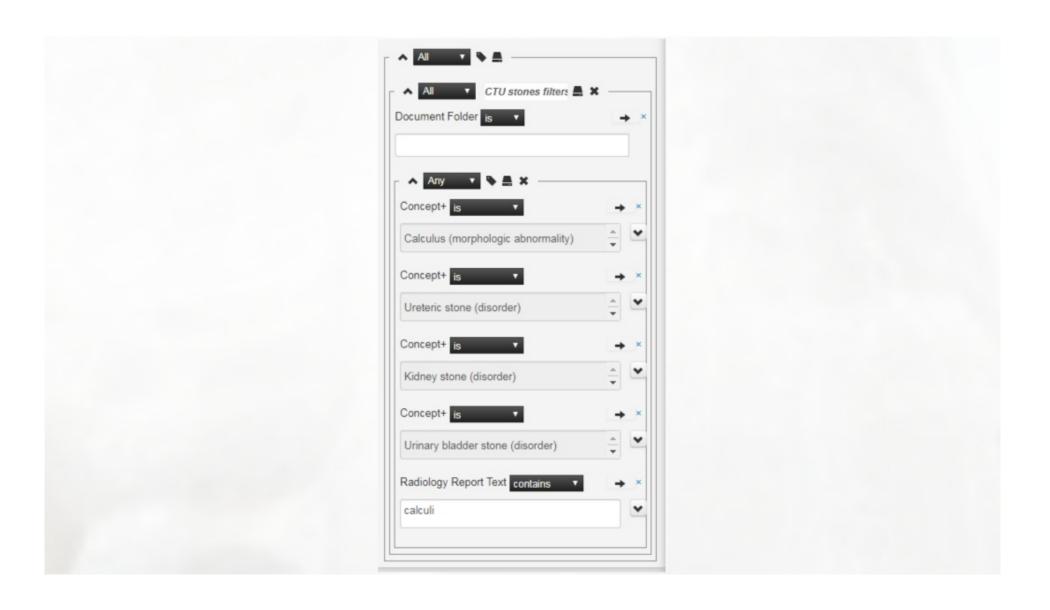


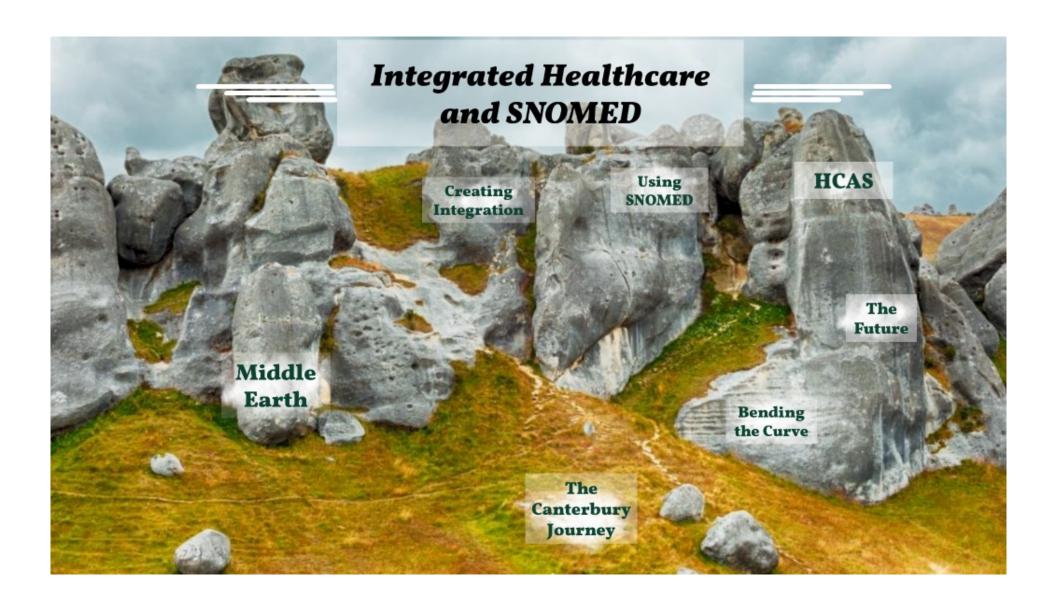




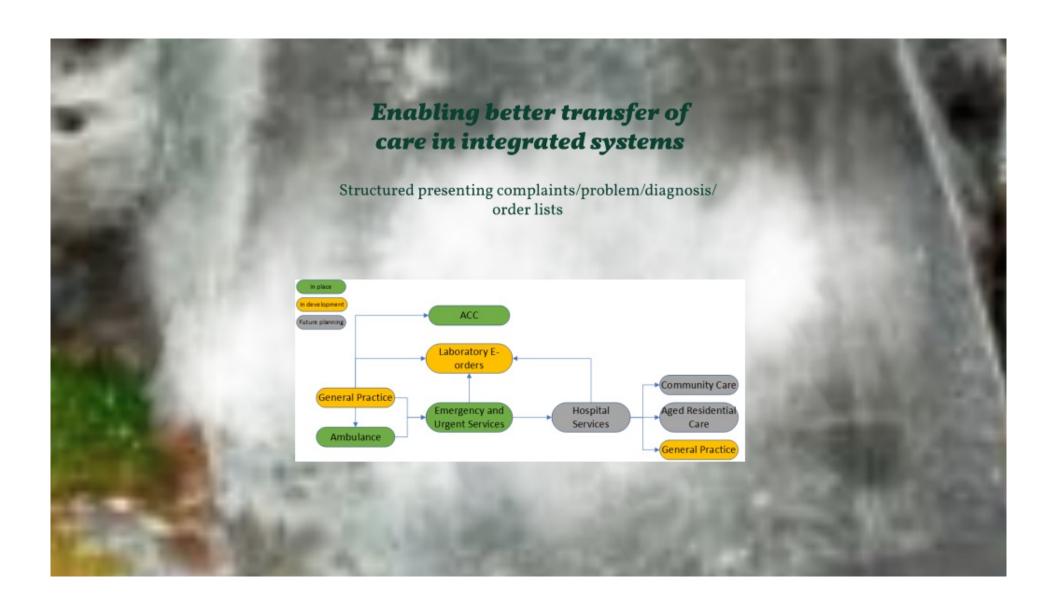


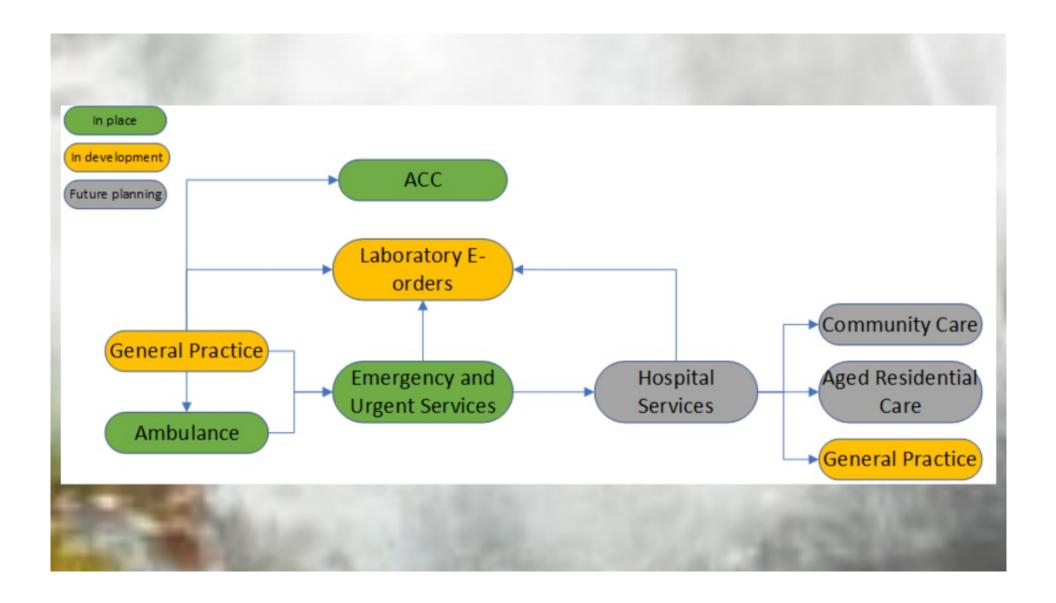
calculi	Search Reset Te Poari Hauora
Search in: All Hierarchies	
All descriptions   O Fully Specified Name Only   O Concept Identifier	
<u>Click here</u> for Advanced search help	
Parent(s):	Current Concept:
(Select a parent to make it the "Current Concept".)	Fully Specified Name: Kidney stone (disorder)
Kidney disease (disorder)	ConceptId: 95570007
Kidney lesion (finding)	Source: Core
<u>Urolithiasis (disorder)</u>	Defining Relationships:
	Is a Kidney disease (disorder)
Current Concept:	Is a Kidney lesion (finding)
Kidney stone (disorder)	Is a Urolithiasis (disorder) Group
	Finding site (attribute) Kidney structure (body structure)
Child(ren): (N=10) (Select a child to make it the "Current Concept".)	Associated morphology (attribute) Calculus (morphologic
Calcium renal calculus (disorder)	abnormality)  This concept is sufficiently defined.
Calculous pyelonephritis (disorder)	
Calculus in renal pelvis (disorder)	Descriptions (Synonyms):
Calculus of kidney and ureter (disorder)	Fully Specified Name: Kidney stone (disorder)  Synonym: Kidney stone [158296018]
Calveal renal calculus (disorder)	Synonym: Renal stone [158297010]
Congenital calculus of kidney (disorder)	Synonym: Nephrolith [158298017]
Matrix stone of kidney (disorder)	Synonym: Renal calculus [158299013]
On examination - renal calculus (disorder)	Synonym:   Calculus of kidney [512193015]     Synonym:   Nephrolithiasis [512194014]
Uric acid renal calculus (disorder)	Synonym: Kidney calculus [512194014]
X-linked recessive nephrolithiasis with renal failure (disorder)	Synonym: Renal calculi [71011000009116]
	US English:  Preferred: Kidney stone [158296018] "Calculi" is absent
	Preferred: Kidney stone [158296018] "Calcull" Is absent Acceptable: Renal stone [158297010]





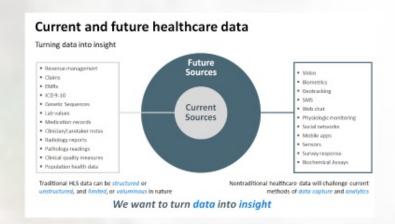


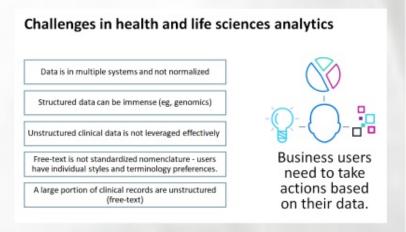






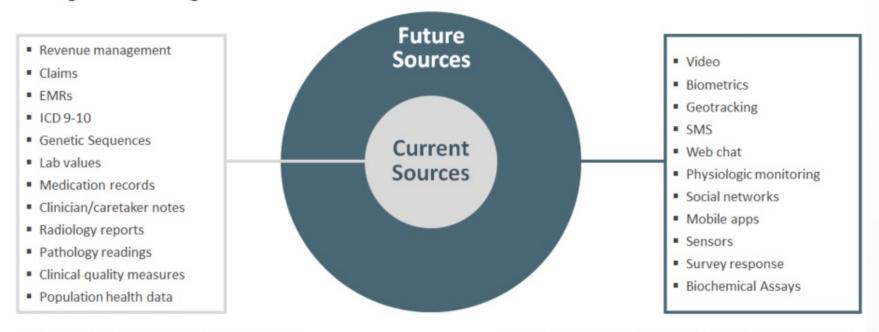
### The new data in health





### Current and future healthcare data

### Turning data into insight



Traditional HLS data can be *structured* or *unstructured*, and *limited*, or *voluminous* in nature

Nontraditional healthcare data will challenge current methods of *data capture* and *analytics* 

We want to turn data into insight

### Challenges in health and life sciences analytics

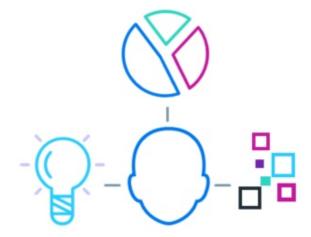
Data is in multiple systems and not normalized

Structured data can be immense (eg, genomics)

Unstructured clinical data is not leveraged effectively

Free-text is not standardized nomenclature - users have individual styles and terminology preferences.

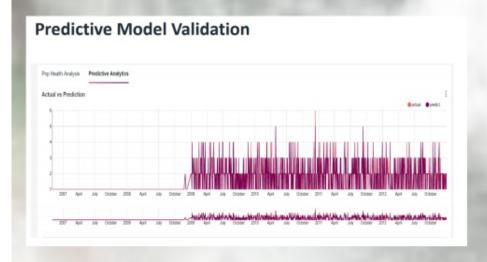
A large portion of clinical records are unstructured (free-text)



Business users need to take actions based on their data.

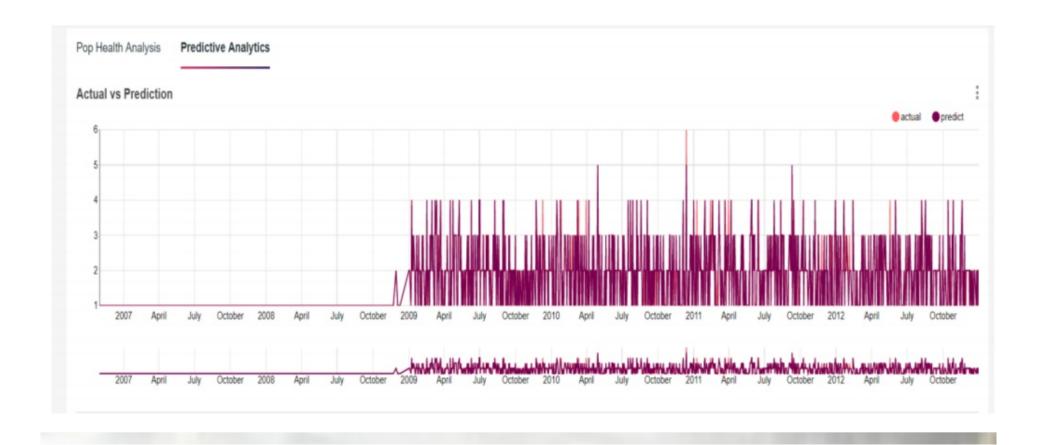
# Creating the ability to predict outcomes

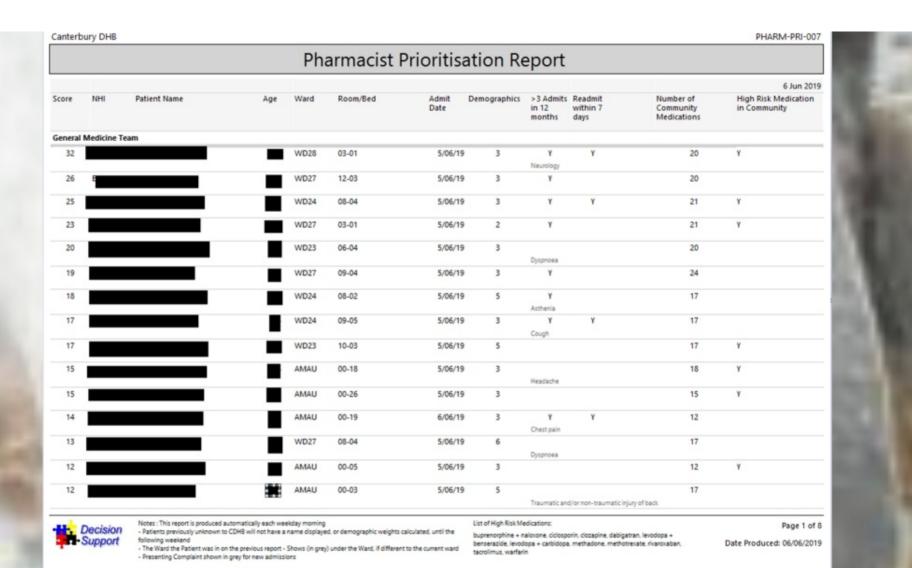
Machine learning over the structured lists and unstructured free text

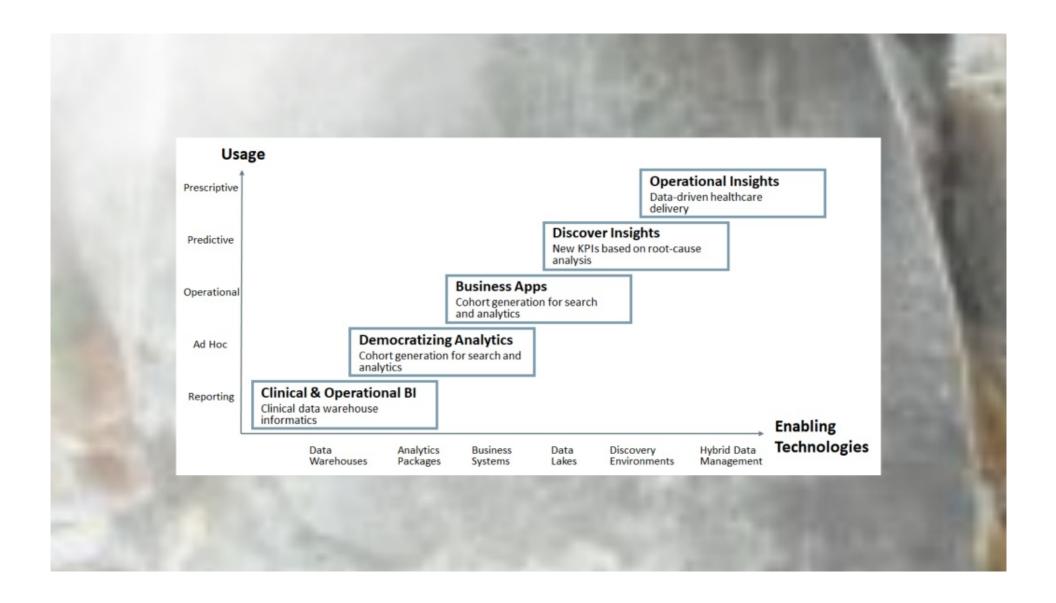




### **Predictive Model Validation**





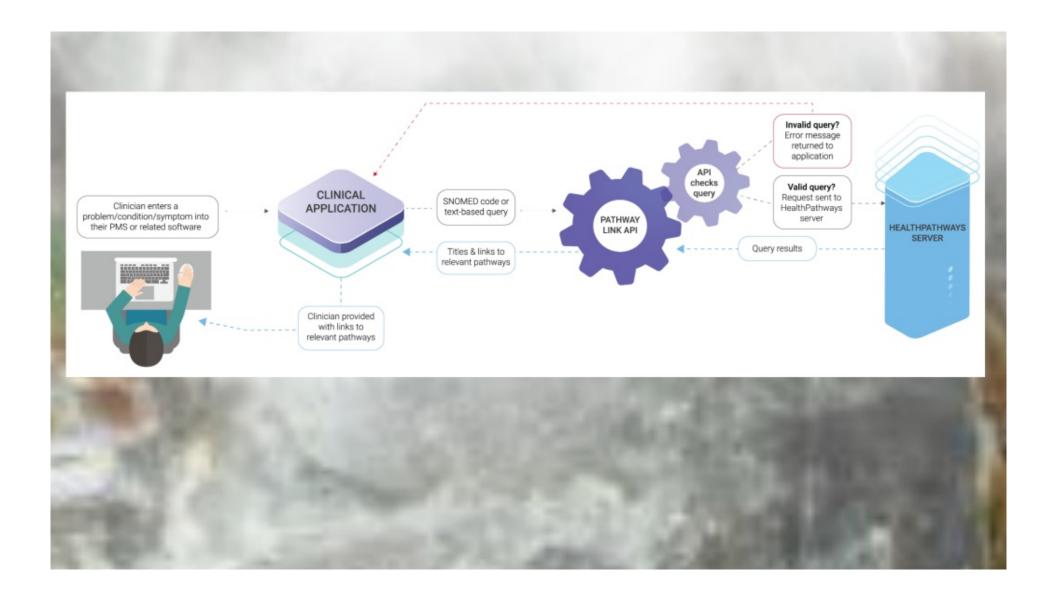


## Streamline Health Pathways

The Pathway Link API interface to present best pathway options to clinicians with:

- · quick access to relevant information in HealthPathways
- stable and reliable links to HealthPathways from clinical applications
- the ability to access HealthPathways from their clinical app, rather than having to log in separately.







### Some Thoughts

- · A way of working
- A "whole of system approach"
- Drives change based on best care for the person in the context of their family/whanau and their community
- Works irrespective of and despite structures
- Continues to adapt and evolve

## In Canterbury we have a **shared vision**



THE END

Health System

