

Hospital and Specialist Services Operating Model Update

Issue 03 – 20 September 2022

This regular briefing is to keep you updated on the design of our operating model for hospital and specialist services.

Tēnā koutou katoa,

Our work is starting to pick up pace as we begin a series of roadshows from now through to the end of October. These include some all staff information hui, where there'll be plenty of opportunities to ask questions. You can see more details about these in this pānui.

We're already meeting with the people who volunteered to find out a bit more about what's really important to keep in the new health system and what we need to change. We've been really struck by the enthusiasm, ideas and thoughtfulness to build a better national health system.

The operating model will provide us the framework to build an equitable, accessible health system and provide us with some quick wins or first priorities. In reality, it will take a number of years to transform our health system across Aotearoa.

One of our first priorities is to recruit the permanent positions of Regional Director Hospital and Specialist Services. You can read more about that further down in this email.

Ken, Jo, Nicola and Rawiri

Ken Whelan, Independent Chair | Jo Gibbs, Senior Responsible Officer/Lead

Nicola Ehau | Dr Rawiri Jansen, Programme Leads for Te Aka Whai Ora

Hospital and Specialist Services Operating Model

Regional Directors Hospital and Specialist Services

This week we're advertising for four new permanent Regional Directors for Hospital and Specialist Services. These roles will lead the delivery of hospital and specialist services contributing to the delivery of a national network of care and helping to transform health services in the region.

Some of you may be wondering why we're appointing to these roles permanently while we're still working through the hospital and operating model design.

We're already clear that hospital and specialist services will be planned nationally to improve the allocation of resources across the country and will be managed through regional networks.

Regionally there's been lots of work underway to make a difference for our whānau and communities, this shows the opportunities available when we work more cohesively at a regional level.

Recruiting to these permanent roles, at the same time as we are recruiting to the regional commissioning roles supports us to build our regional teams and functions as we continue to work together to build a new health system.

You can see the job advertisements on the [Te Whatu Ora Careers site](#).

How we are engaging on this work

All staff hui

Are you interested in finding out more about the hospital and specialist services operating model then head along to one of our all staff information hui. You'll be able to hear an update on some of the work to date. We're sure you have lots of questions so we'll be keeping the biggest chunk of the hui as an opportunity for you to ask what you want to know.

The hui will all be run via Zoom. Please use the Q and A function throughout the sessions to ask a question. You can also send your question in advance to ContactHSS@health.govt.nz

Date	Time	To register use the link below
Wednesday 28 Sept	4.30 – 5.15pm	https://mohnz.zoom.us/webinar/register/WN_L_8XsRwbT4OytbcYwCnwoQ
Friday 30 September	11 – 11.45am	https://mohnz.zoom.us/webinar/register/WN_H_N5dl0jAQzmAkuG_NzwAwA
Tuesday 4 October	12 – 12.45 pm	https://mohnz.zoom.us/webinar/register/WN_2Nrku-XQSuV1PfFfZSURQ

Regional hui

From 28 September through October we'll be doing a series of face-to-face hui across the regions. In total we'll be visiting 15 different areas. These will be an opportunity for us to talk in depth with Senior Leaders, Clinical leaders and Iwi.

Getting our operating model working so we can deliver equitable services nationally, regionally and locally will be key to our success

We'll be listening to find out how things work now, what works well, what some of the pain points are and what we need to do to include in the operating for hospital and specialist services to move us to a nationally consistent, regionally and locally delivered services.

Invitations and more information will be provided by Interim Regional Directors.

Special Interest Groups

We have formed some special interest groups made up of clinicians who put up their hand to be involved. More than 200 people have volunteered to be part of this mahi.

We asked what was important to consider in the new operating model, the **four main themes** that came up were:

- Leadership, wellbeing and culture
- Service equity, quality and accountability framework
- Equitable access for rural communities
- Shifting services to community and primary care settings

Last week, we held the first session for ‘service equity, quality and accountability framework.’ More than 30 people joined us at the session. While it was a relatively short session we heard some really valuable insights. It’s also great to hear the enthusiasm for the opportunities a new operating model will provide us with.

In summary the key themes that came out were:

- How funding models would work in the future are important to improve equity and patient outcomes
- Better measurement and the ability to benchmark were critical to decision-making, making improvements and knowing if we are focusing on the things that make most difference.
- Robust clinical governance processes for quality and safety that flowed throughout the organisation.
- Both clinicians and managers have key roles to play in leading regions and hospitals.
- Better IT systems are critical to reduce information silos
- More opportunities for sharing – learning, expertise and national guidelines

We have further sessions planned for the four main themes over the coming weeks.

Clinical specialist networks

As part of the deliverables for the operating model we also need a proposal for how clinical networks will operate in the new model. We’ve agreed nine networks to explore how these might work going forward to help us deliver a more equitable, accessible and people-centred system.

The initial nine specialties have been chosen to represent a diverse range of clinical service challenges. They include some specialties already operating clinical networks as well as services where there are service delivery or equity issues to address.

We will work with people in existing networks in these specialties or people who know these areas really to progress this work.

We'll tell you more about this work in the next pānui.

What this work will deliver

Just a reminder of what we need to deliver by the end of December 2022. An operating model design for hospital and specialist service that will deliver a more equitable, accessible and people-centred system to improve the health and wellbeing of all New Zealanders. The operating model design will include:

Options and recommendations for how regions and local services will operate in the future

- A costed management structure and an accountability framework
- A proposal for how clinical leadership operates in the system
- An implementation roadmap that shows how we can move to the new design from where we are today

The transformation of Te Whatu Ora's Hospital and Specialist Services will take many years to realise. This work is focused on the initial design, which we anticipate will be completed by the end of December 2022.

Where can I find out more?

Attend one of the information hui this month – see dates above. Or head to the Change Hub on [Te Whatu Ora website](#) where you can find the [Terms of Reference](#) and previous information briefings