



HUTT VALLEY DHB QUALITY AWARDS — 2018



An impressive range of comprehensive improvement projects which are having profound, positive flow-on effects for the wellbeing of our whole community; that's how the judges described the entries in the 2018 Hutt Valley District Health Board Quality Awards.

Held annually, the Quality Awards acknowledge and celebrate the work of individuals and teams who go beyond their every day job, constantly looking for better ways to achieve our goal of healthy people, healthy families and healthy communities. The awards recognise the people undertaking clinical and non-clinical improvement and innovation work within Hutt Valley District Health Board and primary care providers.

In his opening comments, MC and Hutt Valley DHB Board member Ken Laban said it was heartening to hear about the exceptional work underway to improve the health and wellbeing of the communities

we serve. He passed on a message from the judges that the quality of the entries (more than 100 entries over seven categories) was outstanding.



Many of the entries in 2018 involved a wide range of healthcare professionals: nurses and doctors, allied health professionals, scientific and technical professionals, working across primary and secondary care, in community organisations, consumer groups, and NGOs. Several of the judging panels made mention that it was good to see teams working together across services, and to see the Values themes coming through in the entries.

Ken thanked the people who took the time to nominate a colleague or initiative, and acknowledged the work undertaken by the 21 judges who considered all the entries, and chose two equal winners in each of the seven categories.

The awards were presented by Dale Oliff, Acting Chief Executive of Hutt Valley District Health Board, and Bridget Allan, Chief Executive of Te Awakairangi Health Network.

Excellence in Clinical Care

This award is for teams and individuals in a clinical area who have improved care, patient safety or health outcomes for the HVDHB population. These improvements can be large scale or localised improvements.

Entries for Excellence in Clinical Care

Ben Ross, Emergency Department	Ben has been the primary driver to implement Serious Incident Management System (SIMS) in the emergency department. This has provided the opportunity to improve patient's care, improve process and is a valuable teaching tool. SIMS has also involved other departments including medical and paediatrics, and has helped improve process, teamwork and patient outcomes.
Bryony Ford and Kylie Bolland, Speech Therapy, Plastics, and Audiology	Bryony and Kylie investigated the patient journey and developed an interdisciplinary pathway to improve the quality of care provided to children under the cleft lip and palate programme. The pathway has led to reduced numbers of trips to hospital (especially important for a regional service), a shared database of patient outcomes for the multidisciplinary team, and stronger interprofessional links across the team of specialists.
Capacity Management Project Team; Community Health Nursing	The Capacity Management Project team have successfully implemented a number of initiatives, one of which is the Rapid Round Implementation Review. This review process has resulted in greater wound healing and outcomes for patients, better MDT working and clearer communication within the team.
Christine France, Bee Healthy Regional Dental Service	Christine works very hard and is amazing with kids and parents. She will do everything that works the best for child and parents. She always gives 100% of herself.
Fractured NOF pathway development team – Jo Williams, Anne Clarke, Caroline Lane, Ruth Kerr, Tanya Wilton, Ravi Ramiah, Michael Gong, Adam Hollingworth, Anne Taylor, Irene Puran, Andrew Oakley, Hamish Leslie and Chris Lowden	This team from several clinical areas came together to identify gaps in care and developed a modern clinical pathway to guide practice and provide excellent clinical care for patients. Clinical practice is regularly reviewed against the pathway and improvements have been made. This work reflects key Values In Partnership and Being Our Best.
Geordie Anderson, Jeanne Mason, Clint Bennett, Paul Magarity, Shivani Parbhu and Michelle Dibley, MRI team, Radiology	Fantastic team effort to complete a series of projects to make a difference for patients and the system: enhanced patient care (working one weekend a month to reduce backlog), positive impact on patient safety (installation of a physical barrier between the MRI and CT control areas) and promoting the profession of medical imaging within the health setting and or the community.
Hannah Clements, Child Development Service	Hannah is a Speech Language Therapist champion of collaboration across DHBs and the sub-region. She has achieved improvements in the feeding of very premature children with Special Care Baby Unit, video fluoroscopies for children with complex swallowing difficulties with an ENT surgeon, and combined clinics with dietetics.
Hutt Valley DHB Diabetes Service	Members of the Hutt Diabetes Service were an integral part of a 3DHB working group who came together to improve care for people with diabetes when they are admitted to hospital. This included a new diabetes inpatient management package which was rolled out across HVDHB and CCDHB in November 2017.
ICU team	ICU have introduced a quality initiative to help prevent pressure injuries. It involved the development and introduction of a screening process to identify those at risk and then applying specific products which are then checked daily.
Jane Packer and Georgina Cox, Older Persons Mental Health Team	Jane and Georgina pioneered a programme in which all Mental Health admissions to the OPRS wards are assessed by an Occupational Therapist and a Social Worker. The single assessment has enabled an early, holistic picture of a patient's needs and goals.
Jane Packer, Diane Barker and Karen Kyne, Older Peoples Mental Health Team	For their innovative approach and team work, tailored to the needs of older people. The programme was designed based on Jon Kabat-Zin's 8 week MBSR course but adapted for older adults and designed in a multimedia format to engage and reduce cognitive load with videos and role-plays. The benefits included collegial support and hours saved in individual therapy and travel.
Kerry McKiernan and Ollie, Therapies Department	Kerry and Ollie have been instrumental in introducing rehabilitation pet therapy. Hutt Valley is the only DHB in New Zealand which offers this kind of therapy; this is down to the dedication to patients and community by Kerry and Ollie.
Kirsteen Haynes, Emergency Department	Kirsteen has been a key driver in introducing standing orders in the emergency department. She has written or supported the writing of 10 standing orders which mean that patient care is given in a more timely fashion, within a safe process.
Nicola Beazley-Smith, Coronary Care Unit	Nicola has shown great passion and expertise in leading strategies and sharing knowledge in caring for our dying patients through the implementation of Te Ara Whakapiri on CCU. CCU staff are more familiar and comfortable in supporting the dying patient, and their family have the information they need.

Nicola Harding, Bee Healthy Regional Dental Service	Nicola is a great team worker. She always helps others, is a very dedicated person to the team at Raroa Hub. She works very hard and always gives 100%. She will always find time to help even if she is busy herself.
Paediatric Doctors in ED	Paediatric doctors have performed outstandingly on a number of occasions this year in the emergency department. There have been a number of challenging caseloads which have tried staff emotionally and physically – but their high quality of care and compassion remains unbelievably strong.
Plastics See and Treat Clinic	In August 2017 team introduced a See and Treat model where patients have their procedure to remove skin cancers at the time of clinic review, rather than waiting for a subsequent appointment. A one year audit has shown a significant improvement in the quality of care, improved timeliness to treatment resulting in less risk of disease progression, a significant increase in throughput and a very high level of patient satisfaction.
Rachel Cameron, Children's Ward	Rachel is a fantastic leader on the ward demonstrating and sharing her excellent knowledge and skills. She is calm, consistent and effective in caring for children and their families.
Rose Cameron, Paediatrics	Rose performed an audit on emergency intubation confidence, knowledge and skills of resident medical officers and nurses in Hutt Paediatric and SCBU departments. As a result, she has collaboratively developed and trained staff in the Emergency Intubation Preparation Guides which are being implemented at Hutt, and shared with the 3DHBs. This piece of work has also contributed to improving communication and collegiality between the various departments that care for paediatric patients.
Sophie Farline, Bee Healthy Regional Dental Service	Sophie is amazing with kids. She has great stories to tell about tooth fairy; and kids love her very much. She is always willing to help assistants if she has free time, and is an amazing colleague, a real treasure to the team.
Te Whare Ahuru Clinical Team	The TWA Clinical team have undertaken multiple interventions to reduce the use of seclusion, including an increased focus on communication and de-escalation. They have demonstrated over 50% reduction in the last two years with zero seclusion for two full months of 2018.
Theatre Midwifery team	This new initiative has a brief to work collaboratively to provide excellent midwifery care for those women requiring operative birth. Within only a few months of operation they have contributed significantly to improved communication and relationships, and helped to transform theatre into a birthing environment that puts the woman and whanau at the centre.

Winners – Excellence in Clinical Care

Bryony Forde and Kylie Bolland Speech Therapy, Plastics, and Audiology



Kylie Bolland and Bryony Forde

Congratulations to Kylie Bolland Manager Audiology and Bryony Ford Speech Language Therapist, from the integrated regional cleft lip and palate programme. They recognised that children attending their two year follow up appointments were often presenting with speech and hearing problems.

Kylie and Bryony investigated the patient pathway through speech therapy and audiology services, with a view to reducing the number of visits patients/families had to attend, and improving functional speech and hearing outcomes for children with cleft palate. This resulted in the development of a transdisciplinary patient pathway including SLT, audiology, and ENT services.

The panel were particularly impressed by the MDT approach of the project, its focus on both the patient and family at the centre and the use of a Plan Do Study Act (PDSA) cycle to identify issues and areas for improvement. The resulting pathway, shared database, improved interdisciplinary links and understanding of roles, and importantly a reduction in visits for the patient and their family are to be celebrated. A true reflection of Hutt Valley DHB Values – in particular In Partnership.

Plastics See and Treat Clinic



Chris Adams and Deborah Woodley who introduced the See and Treat concept, with Bridget Allan and Dale Oliff

See and Treat nurses Julie Gordon, Susan Reay, and Moira Bakes. Others in the team include Marcus Bisson, Fiona Smithers, Heather Greig, Aaron Withers, Sandhya Deo and Sarah Usmar

Congratulations goes to the whole Plastics Outpatient Department. During 2017 the Wellington Regional Plastic Maxillofacial and Burn service implemented a change to the model of provision of outpatient skin surgery from the traditional waiting list model to a See and Treat model where patients have their procedure at the time of clinic review.

The panel was particularly impressed by the patient-centred approach that resulted in reduction in waiting times for both first visit and operations, and increased patient satisfaction.

Other improvements resulted in a reduction of workload for administrators, increased access for primary care referrers and improvement in supervision and teaching opportunities for junior and senior medical staff. This improvement project was a reflection of the DHB's Values of Can Do and In Partnership.



Excellence in Community Health and Wellbeing

This award is for teams or individuals who have demonstrated innovative thinking and creative solutions that have improved the health outcomes and wellbeing of the HVDHB community. This could include targeting hard to reach populations, overcoming social and cultural barriers and adopting unique solutions to healthcare issues.

Entries for Excellence in Community Health and Wellbeing

<p>2018 Australasian TB Conference Team, Regional Public Health</p>	<p>The team successfully hosted this conference with the theme “Winds of change: Tools for TB elimination.” The conference encompassed clinical, public health, microbiological and scientific aspects of tuberculosis and attracted 178 delegates. It provided an opportunity to learn new areas of tuberculosis science, and developed networks to improve and co-ordinate tuberculosis treatment across Australasia.</p>
<p>Abby Hewitt, Hutt Maternity and Te Runanganui o te Atiawa ki te Upoko o te Ika a Maui</p>	<p>Hāpu Ora is a collaborative community based drop in maternity initiative between Hutt Maternity and Te Runanganui o te Atiawa ki te Upoko o te Ika a Maui. This service is improving the access of wahine to timely early pregnancy, antenatal, postnatal, Tamariki Ora and immunisation services. Abby Hewitt and the team have shown enormous commitment and persistence to enable the development and continued growth of this service.</p>
<p>Bee Healthy Regional Dental Service</p>	<p>This innovation has used school holiday periods to target children with need by providing drop in dental clinics at a variety of venues. These programmes have involved support from councils, and required changes to staff leave, clinical support and robust evaluation. Each clinic picks up children who have previously missed out on dental care.</p>
<p>Chris McNamee, Te Rangi Winitana and Palolo Scanlon, Breast Screen Recruitment & Retention and Health Promotion</p>	<p>This team works tirelessly to reach our priority ladies and get them up to date and on board with their Breast Screening. Breast Screen Aotearoa set a target of 70% coverage which is a real challenge, but we recently finally reached it!</p>
<p>Gateway Team, Pat Tuohy, Jess Allen, Jenny Hanson, Elle Ratcliffe, Rosalie Amner, Harsh Vardhan</p>	<p>The Gateway team lives by the Values of the DHB and serves the most vulnerable group of children in the Hutt Valley community. The team work at addressing the inequities in wellbeing (including health, education, environmental) for children and young people under the umbrella of Oranga Tamariki.</p>
<p>Janine Nash and Kathie McCarten, Regional Public Health</p>	<p>Janine and Kathie developed an excellent, innovative Well-being Seminar run on a Saturday for Early Childhood staff. The idea for the seminars came from ECC teachers who spoke of the constant pressures of working in an ECC environment – and the stress that goes with it. Janine and Kathie saw the staff giving so much to their centres, to children, to parents, to their colleagues. But what about giving to yourselves? The day was developed to help the staff give to time to themselves. The day is their Manu Atua, which is taken from strand one Te Whāriki, the ECC curriculum.</p>
<p>Melanie Smith, Pain Management Service</p>	<p>Melanie Smith has created a bicultural approach to a Pain Education Programme: Te Wananga o ngau mamae. Melanie has acknowledged Iris Pahau as her Tikanga Advisor, Whakaora Ngangahau Aotearoa for bicultural guidance and tautoko. Because of their joint expertise, a programme has been created that is the first of its kind in New Zealand. Melanie has also instructed other therapists in how to run this programme, presented at national workshops, and run in-services to ensure Occupational Therapists at Hutt Hospital are meeting their bicultural competencies.</p>
<p>Natasha Jelbert, Abi McCarthy, Karen Daniells, Maternity Assessment Unit</p>	<p>Starting with attending at Te Ra to offer Boostrix vaccination to eligible pregnant women, this initiative escalated to community hubs, supermarkets, WINZ and malls offering Influenza and Boostrix vaccines to eligible pregnant women – truly taking care closer to the people. The team has reviewed the initiative with plans to continue the pop up clinics in 2019.</p>

Newborn Hearing Screeners

The NBHS team has consistently achieved high completion rates over the last 12 months for newborn hearing screening across all ethnicities – they have adapted their service to find families, and address barriers to accessing screening. The MoH has acknowledged this team as an exemplar for others across New Zealand.

Strategy, Planning and Outcomes team

The Strategy, Planning and Outcomes team identified the need for a Wellbeing Plan to clarify the DHB's role in prevention and population health activities ('ambulance at the top of the cliff and not the bottom'). The Plan clarifies the DHB's responsibility in the Hutt Valley community for supporting and investing in wellbeing.

Winners – Excellence in Community Health and Wellbeing

Abby Hewitt and Te Runanganui o te Atiawa ki te Upoko o te Ika a Maui



Lisa Temple (Whānau Ora manager from te Runanga o te Atiawa) and Abby Hewitt, with Bridget Allan and Dale Oliff

Poipoia te kakano, Kia puawai – Nurture the seed and it will blossom

This innovation demonstrates the ability to work together in Treaty partnership to benefit the people who need it the most. Your leadership in developing a community-based programme, based on a strong and enduring partnership between Hutt community midwifery team and Te Runanganui o te Atiawa ki te Upoko o te Ika a Maui, to meet the needs of whānau is inspiring and a model that can be replicated across our DHB and community.

Melanie Smith



Melanie Smith with her daughter, and Bridget Allan and Dale Oliff

Melanie has demonstrated real Rangatira (Leadership) in designing tools that work to further enhance and develop Treaty relationships and partnership. We believe that Melanie's innovation of creating a 9 and a 6 week Pain Education Programme: Te Wananga o ngau mamae, demonstrates the principles of the Tuakana Tenia model in action, by working with the strengths of others and sharing her learning across to benefit not only her peers and colleagues but also the whānau within the community.

Mahitahitia – Work together





Excellence in the Workplace

This award is for teams and individuals who have implemented sustainable practices to improve the skills and wellbeing of employees, improve the workplace, and improve overall job satisfaction. For example, this could be the development of workplace training, recruitment, encouraging workplace diversity or staff wellbeing.

Entries for Excellence in the Workplace

Angela Campbell, Emergency Department	Angela with the help of Margaret Blair of the Pauatahanui Anglican church has been responsible for introducing prayer quilts to the emergency department. The prayer quilts show we, as health professionals, care; they offer something tangible to remember loved ones by in what is a difficult time for families. This initiative is making a difference in the lives of families who lose loved ones.
Arna Churchward and Admin Team, Silverstream Health Centre	Arna has been critical to the achievement of Silverstream Health Centre in engaging the enrolled population with the online Patient Portal. Her ongoing enthusiasm and careful monitoring and feedback has spurred the entire team to promote this innovation which has enabled patients to be more involved with their own management and access care remotely.
Emergency Department Receptionists	Doctors and nurses in the department couldn't survive without them. Caring, good listeners and our eyes and ears.
Health Care Assistants in Emergency Department	The HCAs in the ED are priceless. They are there to comfort family members, and are always available to lend a helping hand. They know the department like the back of their hand and also do an amazing job of assisting with patient cares and keeping the department fully stocked.
Julia Small, NIR administrator, Regional Public Health	In her role as National Immunisation Register administrator Julia is responsible for keeping an eye on the childhood immunisation rates and targets for the Hutt Valley. She has developed relationships throughout the DHB and primary care and is professional and positive; she upholds all of the DHB Values. Julia is professional at all times, the value of her work cannot be underestimated.
Kiran Abraham, Coronary Care Unit	Kiran has shown excellent commitment to his role as representative in our department for Infection Control and Hand Hygiene. He has shown consistency in education and assessment, and favourable results as an outcome.
Kirsten Lassey, Respiratory Department	Kirsten has consistently stepped up to support and innovate in the Community Health Service. She is a consummate professional who excels at everything she does and is an absolute asset to the Service.
Krinessa Valenzuela, Coronary Care Unit	Krinessa has carried out research of patients from minority ethnic groups and has developed strategies to minimise language and cultural challenges while using the health care system. Her work was recognised by the NZNO and she presented at conference recently, as well as publication in the Nursing Review Journal.
Liz McCloat, Medical Ward	Liz is an outstanding champion to the Disability Responsiveness Team. She promotes and supports the staff on the ward, to use our resources and tools to promote a better journey for patients in her ward.
Pre Vocational Educational Supervisors, HVDHB	PEVs have worked tirelessly to improve training of the first and second year doctors in our DHB. They are extremely proactive and innovative in finding solutions to issues, have developed a good teaching and monitoring programme, and provide excellent support for doctors with difficulty. They have developed an excellent training environment for house officers.
Ross Kelly and Karen Kyne, HVDHB	Ross and Karen have developed a peer support training program for senior doctors. Recently, seven senior doctors at the DHB underwent training to enable them to support their peers following a complaint or an adverse event. This work aligns with a just culture and the DHB Values. This is the first programme of its type in the country.

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Winners – Excellence in the Workplace

Tania Robertson and Health & Safety Committee



Tania Robertson and Karen Stills with Bridget Allan and Dale Oliff

The Health and Safety Committee, led by Tania Robertson have improved workplace wellbeing at TeAHN through implementing the WorkWell programme, encouraging TeAHN staff to participate in good food, physical activity and mental wellbeing activities. TeAHN's work was recognised with the achievement of Bronze accreditation in May 2018, and they are now working towards Silver accreditation.

Tania and the Committee's activities have included development and implementation of a Wellness Policy, promoting a "Best of TeAHN" photo display showcasing successes, run lunchtime wellness sessions, purchasing an ebike, encouraging physical activity healthy eating and offering free Financial Wellness checks to staff. TeAHN have also offered assistance with implementing the WorkWell programme to other Hutt Valley businesses, in conjunction with Regional Public Health and Healthy Families Lower Hutt.

Vince Bailey



*Vince Bailey with Bridget Allan and Dale Oliff
Vince with Amber O'Callaghan*

Vince has worked tirelessly to understand the quality and patient safety data metrics that matter to us as an organisation.

Providing this data in a way that is meaningful to the services, enables services to identify areas where we are doing well and areas for improvement; to ensure that the services we provide are safe and of high quality and safe. This information goes from the floor to the Board.

Vince has now taken this work to the next level and is working to make this data visible to services live, and configurable to what matters to them. This has been no mean feat with a lot a data cleaning and testing to make sure that what is provided has confidence from the users and is useful and useable.

Excellence in Process and Systems Improvement

This award is for clinical and non-clinical teams and individuals who have identified a problem, implemented a quality improvement initiative and are working towards a measurable outcome. These improvements can be large scale or localised.

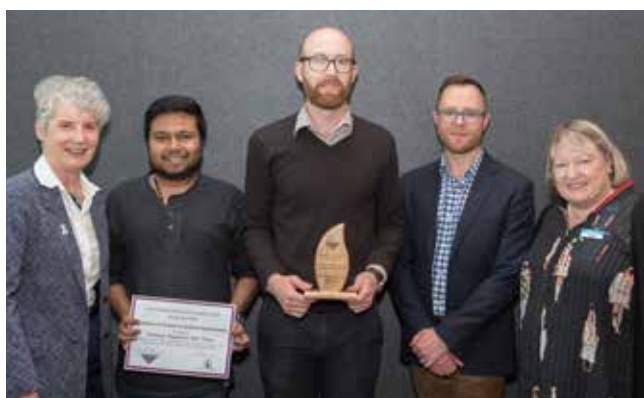
Entries for Excellence in Process and Systems Improvement

3D Health Pathways team, HVDHB and Te Awakairangi Health Network	The 3D Health Pathways team has gone from strength to strength in 2018, recently celebrating 400 live pathways and more than 1.4million page views since the inception of the programme.
Bronwyn White, Practice Sustainability Business Analyst, Te Awakairangi Health Network	Bronwyn has been instrumental in enabling general practices across the Hutt Valley to plan for their future sustainability, through TeAHN's initial sustainability programme and the more recent implementation of the Hutt Valley Health Care Home programme.
Craig Moore, Project Manager	Craig has led the Medicines Service Improvement Project to improve patient flow, improve quality and improve accessibility and availability of General physicians.
Dani Lescelius, PACU	Dani is the first PICC (Peripherally inserted central cannulation) OR VAS (Venus accessing service) nurse in Hutt Hospital. Usually PICC lines are inserted by an anaesthetist and an assisting nurse. Dani wrote the business plan, had it approved, became certified and is now trialling the service two days a week, with expected benefits for patients and the organisation.
Dawn Livesey and Yuhong Wang, HVDHB	During 2017/18 Dawn and Yuhong developed a forecast tool to support the planning and monitoring of elective surgery volumes. Alongside other approaches the use of this tool has supported our DHB to be one of the few in the country to be consistently meeting waiting time expectations, which is great for patients.
Facilities Team, HVDHB	Design and installation of a Water Treatment Plant to take water from an existing water bore so that it can supply enough fresh water for the entire HVDHB site and Boulcott Hospital in case of an emergency. This has been achieved at minimal capital cost and to NZ drinking water standards using a resource previously not being utilised.
Hutt Physician Group	Hutt Physician group has been working constructively over the last few years led by Dr Tom Thomson. All physicians have a dedicated improvement project, and with a wider group they have developed medical service improvement plan to develop patient-centred, outward looking medical service for the future.
Infant, Child, Adolescent and Family Service, MHAIDS	Embracing a change programme that resulted in structural change, dramatically improved wait times and improved service for consumers of their services. This includes stronger integrated services with external partners.
Janine Sim, Queen Street Medical	Janine has provided unconditional support to other Practice Managers and TeAHN practices. One example is the sharing of information such as policies, systems and providing support to other TeAHN practices undergoing Aiming for Excellence Cornerstone accreditation. She also is very forward thinking and takes the initiative with new ideas.
Jessica White, Te Awakairangi Health Network	Jess has led the implementation of the Health Care Home model. She has worked with the practices to embed improved processes around GP triage, reception services, patient portals, risk stratification, proactive care planning and patient-led design. By gaining the trust and respect of practices she has successfully prepared the first five practices in the valley to implement a new model of care.
Know Your IV Lines Project team, HVDHB	This project team worked together to address the problem of staph aureus bacteraemia associated with infected IV Lines – case reviews had identified that lines left in for too long, and not regularly monitored were becoming infected. Working with injury prevention funding from ACC, the multidisciplinary team developed an improvement project using the model for improvement resulting in improved patient outcomes.
Linda Wilkie, Therapies	Linda has developed her role as therapies assistant on orthopaedics to take on many new occupational therapy assistant activities, as well as growing her physio assistant role. Linda has improved the process for elective hip and knee replacement patients, become a key member in the Joint Care Class and has a great ability to problem solve and form relationships with patients.

Management of frail patients in ED project group	Following discussions on how to better meet the needs of older patients presenting to ED, the project group successfully introduced screening for frailty in ED.
Medical Registrar QIP Team	The team has developed a range of initiatives to reduce unnecessary waiting in the emergency department for medical patients. Through careful problem identification, the team is using data, stories and improvement methods to test change ideas.
MRI Team: Geordie Anderson, Jeanne Mason, Clint Bennett, Paul Magarity, Shivani Parbhu and Michelle Dibley, Radiology	To meet the challenge of increasing referrals, a concerted effort was made by the team including working the weekend. Teamwork flourished with a variety of initiatives, including filling gaps and short notice bookings, physical changes to the control areas, promoting their profession to the community, and research collaboration. A fantastic team effort working positively to make a difference for patients and staff.
Pacific Health Service Thriving Cores Well Child Team and Tracey Pomare, SPO	The 'Thriving Cores' Well Child Team worked with SPO and other partners on the problem of low numbers of referrals. They have worked hard to transform their service and are now over-subscribed, working hard to ensure Pacific mothers, parents and their babies and children are well looked after and have a great start to life.
Rowena Howard Craig Moore and the Red to Green MDT, Medical Ward	The Red to Green project has streamlined communication making the MDT team aware of patients' needs for the day, as well as collecting data on and creating accountability for 'red days' or delays for patients.

Winners – Excellence in Process and Systems Improvement

Medical Registrar QIP Team



Vivian Martin, Sean Lance and Craig Moore with Bridget Allan and Dale Oliff.

The team was led by Sean Lance, with Tom Thomson, Matt Kelly, Kelly Smith, Michelle van der Raaij, Craig Moore, and Vivian Martin. They received support from the wider Medical Registrar Group: Holly Mee; Bronagh Kelly; Subhadra Jeyakumar; Andrew Borrie; Justin Brimble; Dhara Knight; Angela Halim; Soffi Harun; Anjana Niyagama; Florence Deroo; Grace Kim; Wei Zhang; Natasha Perry; James Mitchell; Jacob Edwards; Rosemary Claridge; Maria Gibbons; Amritpreet Singh; Alexander Wynne

The Med Reg Quality Improvement Project demonstrates what can be quickly achieved by eating an elephant, one bit at a time. The team was led by Dr Sean Lance but consisted of a broad team of others – Physicians, the Project Management, Quality and Health Decision & Intelligence.

The projects focused on improving patient flow in to medicine using a number of techniques, these included: a weekly team competition with the aim of quickly reviewing patients in ED; a single page data panel where teams reviewed their admissions over the past week, and the development of a simple guide to help future registrar leaders to manage a busy afternoon in the ED. Canterbury DHB, also big users of the Lightfoot data system, have since approached us for information on how we engage clinicians in using everyday data to drive improvements.

Know Your IV Lines Team



Claire Underwood, Amber O'Callaghan and Saira Dayal with Bridget Allan and Dale Oliff (team also included Matt Kelly, Jo Bradley, Angela Corn and Anna Santos)

The Know Your IV Lines project showed the use of Quality Improvement methodology, including problem definition, base line data and a clear plan that included PDSA Cycles to test out improvements. A well-functioning team involving IPC, Quality, Nursing, Comms (and ACC) is evident in the piece of work.

The project has evidence of improvement in both process and outcomes measures, and you can see sustained, positive impacts on our bacteraemia rates from it – this benefits patients, their families and the health system.

The project had been in train for nearly two years, with lessons identified throughout the improvement project and great outcomes. This piece of work is being picked up nationally; how awesome is it that Hutt Valley is influencing the country with a promising piece of quality and patient safety improvement work!



Excellence in Integration

This award is for teams or individuals who are developing or have implemented an approach to care that demonstrates integration between the primary, secondary or community sectors using innovative thinking or new approaches.

Entries for Excellence in Integration

<p>2018 Health Care Homes practices Hutt City Health Centre, Ropata Medical, and Silverstream Health Centre</p>	<p>Hutt City Health Centre, Ropata Medical Centre and Silverstream Health Medical Centre have demonstrated commitment, courage and foresight to adopt and develop a new model of primary care – Health Care Homes. All three practices have recognised the value of a new model of care for their practice populations, and have overcome significant challenges to achieve Healthcare Home status.</p>
<p>Advance Care Planning in Hutt Valley, Kate Orange, Muritai Health Centre; Helen Rigby Advance Care Planning Facilitator 3DHBs; and Vera Sullivan, HVDHB</p>	<p>Education for the whole sector on Advance Care Planning is recognised as a key enabler in Hutt Valley to deliver on the ‘Living Well, Dying Well’ strategy for the Hutt Valley. A group of health professionals in the Hutt Valley are leading the way in upskilling the whole sector to deliver Advance Care Planning.</p>
<p>COPD-Acute Management, Gabriel Molina, TeAHN; Kirsten Lassey, Alan Shaw, Melinda McGinty, Respiratory HVDHB; Mark O’Connor, After Hours; Vanessa Simpson, Wellington Free Ambulance; and Jazz Heer, SPO.</p>	<p>Development and implementation of an acute management plan for COPD patients required a joint approach from key organisations across the health sector. This was piloted in 2017/2018 and this innovation succeeded in ensuring that close to 80 patients in the Valley have completed a plan with their general practice team (supported by specialist respiratory nurses) to enable them to manage acute exacerbations of their condition in the community.</p>
<p>Diabetes self-management programme, Siobhan Bulfin and Paulien van Geel, Melon Health; Ana So’otaga, TeAHN; Adrienne-Brock Smith, Soma Medical; Adrian Tucker, Ropata Medical, and Jazz Heer, SPO.</p>	<p>The team has supported the testing of a digital self-management programme (developed by Melon Health) for diabetic patients in the Hutt Valley. The programme required the close collaboration of Melon with general practice teams, TeAHN PHO and Melon Health. The teams fully embraced the programme for their patients, showing dedication and commitment to testing this new and innovative approach – ensuring its success for participants.</p>
<p>Hospice Education Team, Te Omanga Hospice, Primary Care, DHB, ARC</p>	<p>Hospice together with the primary palliative care nursing workforce in the Hutt Valley, have developed and delivered an innovative Link Nurse training programme to primary palliative care nurses across the Hutt Valley – including general practice, community health services, residential care, corrections and potentially Wellington Free Ambulance. This has grown capability of our workforce and developed networks and links across care teams.</p>
<p>Pacific Nurse Led Integration Team, Chris Polaczek and Antoinette Toumoua, Naenae Medical Centre; Lynda Ryan, TeAHN; Nanai Mua’au and Mona Hawkins, Pacific Health Services Hutt Valley and Candice Apelu, Pacific Unit HVDHB/TeAHN</p>	<p>The team developed a Pacific wrap-around nursing service for general practices which have high numbers of Pacific people enrolled, with a focus on fanau who frequently attend hospital services. This co-design project linking general practice (initially Naenae Medical Centre) and the Pacific Health Services mobile nursing service to integrate primary care around high risk Pacific patients, is already seeing improved outcomes.</p>
<p>Winter Surge Operational Group Lower Hutt After Hours, Te Awakairangi Health Network and HVDHB</p>	<p>Bringing together representatives from all over the valley, the Winter Surge Operational Group took control of the myriad of initiatives in place to deal with additional pressures experienced over the winter period.</p>

Winners – Excellence in Integration

Pacific Nurse Led Integration Team



Chris Polaczuk (Naenae MC), Nanai Muaau (Pacific Health Services), Ants Toumoua (Naenae MC), Tesha Misipeka (Naenae MC), Mona Hawkins (Pacific Health Services) with Bridget Allan and Dale Oliff.

Other team members included Candice Apelu-Mariner (HVDHB), Lynda Ryan (Te AHN) and Theresa Fowler (HVDHB)



An excellent example of an NGO (Pacific Health Services) working to deliver their services differently, in a way that supports a general practice population at Naenae Medical Centre. This was an excellent example of collaboration with a complex group of clients.

Digital Diabetes Self-Management Pilot



Ana So'otaga (Te AHN), Jazz Heer (HVDHB), Paulien Van Geel (Melon Health), Adrienne Brock-Smith (Soma Medical Centre), Sam Rodney-Hudson (Melon Health) with Dale Oliff and Bridget Allan. Team also included Siobhan Bulfin (Melon Health) and Adrian Tucker (Ropata Medical Centre)

An excellent example of an innovative digital programme to support self-management for people with diabetes. The programme involved integration across TeAHN, general practices and Melon Health; with some positive outcomes particularly targeted at Māori and Pacific clients.



Outstanding Leadership

This Award is for a staff member who stands out from the crowd in demonstrating outstanding leadership. The winner will have consistently inspired and motivated others to be the best they can be. They do not have to be in a formal leadership position, and can be clinical or non-clinical.

Entries for Outstanding Leadership

Amisha Chhitu, Radiology	Amisha is the Team Leader for the Administration staff in the Radiology Department at Hutt Hospital. She is personable, approachable and always willing to find a way to improve processes or systems, from calmly managing the office area, leading a uniform change, training staff and acknowledging the work of others. She is a true asset to the Radiology department.
Cathy Lindsay, Silverstream Health Centre	Cathy Lindsay has made a significant contribution to clinical governance over many years, as a member of the Hutt Integrated Network of Care and the Hutt Valley DHB Clinical Council, and as chair of the Clinical Governance Committee for Te Awakairangi Health Network. In all these positions, Cathy provides sound clinical advice, a clear practice nursing perspective and solid common sense.
Chris Kerr, Nursing	Chris is an excellent leader who is extremely supportive and empowers people to stand tall and have a voice. She is inclusive of others, always works in partnership, and yet is able to make hard decisions when necessary. She operates with honesty and integrity at all times. She is passionate about patient safety, has a great sense of humour, and delivers! Chris has vision, courage, integrity and empathy which I think makes her one of the most influential leaders I have worked with.
Chris Mallon, Midwifery	Chris Mallon has tirelessly represented and fought to improve services for women and children in the Hutt Valley. She has gone above and beyond on a daily basis to support her teams, set a patient/whānau centred vision for the services, and enabled and expected her teams to progress towards it.
Cody Hartley-Warbrick and Claire Tahu	Cody and Claire have led the work on #KiaOra My Name is, across the DHB. An excellent example of putting the Values into action, showing a commitment to deliver on the intent of the Values refresh.
Deborah Whittington, Bee Healthy Regional Dental Service	Debs is incredibly dedicated dental therapist and mentor. She is a strong advocate for our most disadvantaged children and puts our children's oral health and wellbeing before anything else. She displays all the values of someone who less-experienced therapists can follow. A fantastic role model and leader.
Deirdre O'Connell, Quality, Service Improvement and Innovation	Deirdre has been central to the implementation and co-ordination of the Hutt Valley DHB Quality & Safety Walk-rounds. Quality and Safety Walk-rounds assist the DHB in demonstrating its commitment to staff engagement, building relationships, trust and patient safety.
Evelyn Thompson, Therapies	Evelyn has transformed her team into one that is functioning at a high level, has great morale, and has a significant level of depth in skills and experience. She provides great support to her manager and the professional leaders within therapies, and through her efforts to improve processes and systems has significantly improved resource use.
Fiona Angus, Podiatry	Fiona demonstrates outstanding leadership and is motivated to meet service demands, with patients' needs in the forefront of her mind. She is leading her team who faces funding issues with positive attitude and deals with issues backed with evidence and strong leadership skills. She is always available for her team, despite only officially working 3 days per week. Her dedication to her work is admirable and inspiring.
Geordie Anderson, Radiology	Geordie has been an outstanding leader in his role as Acting Charge MRI. He has worked tirelessly whilst being adaptive, innovative and always delivering the best patient care. This year the MRI team have, under Geordie's leadership won the New Zealand Institute of Medical Radiation Technology 'Team of the Year' award and 3DHB AHST 'Team of the Year' award. Geordie is humble and caring, always seeking to find the best solutions.
Helene Carbonatto, Strategy Planning and Outcomes	Helene is an outstanding leader who exemplifies our shared Values. She makes everyone feel valued; she provides good guidance and direction; she explains the strategic context and vision, and motivates and inspires her staff; and she empowers her staff to work autonomously, try new things and approaches, and 'be our best.'
Karen Daniells, Maternity	Karen has only been in the role as the CMM of Maternity for 18 months; in that time her staff say she is the best thing that has happened to the unit, that she has united everyone to work towards making it a great place to work in and for women to have their babies. She inspires people to want to be better, learn more, ask questions and raise the bar and expect only the best for our mums and babies and our staff; she is a transformational leader.
Kerry Dougall, Māori Health	Nominating Kerry for the work undertaken to develop the Māori Health Strategy. Māori health outcomes in Hutt Valley are inequitable and the Māori Health Strategy provides courageous opportunities to reduce these inequities.

Lindsay Wilde, Regional Screening	Lindsay leads from the front demonstrating all of the DHB Values. She welcomes open communication from her team and is proactive in resolving issues. She is an excellent supporter and champion of Te Reo Māori being used in the workplace. Lindsay also took the lead on the NZNO strike action which ran over several months She successfully managed to coordinate a large stakeholder group both pre, during and post-strike, and achieved a smooth and safe environment for our HVDHB patients.
Magbh McIntyre, Occupational Therapy	Magbh has successfully stepped up from team coordinator into the professional leader role and has motivated and led her team of occupational therapists to achieve many improvements in the culture and future direction of the service. She constantly goes above and beyond, providing leadership and support to her colleagues and staff both within and outside her team.
Paul Healy, Rheumatology	Paul has worked tirelessly with his team and service manager in reshaping the rheumatology service. Rheumatology clinics have been reorganised with good supervision for junior staff and nurses, and new clinic templates have resulted in increased clinic capacity. Paul has a vision and capability to lead the service through further change.
Physiotherapy Team Co-ordinators: Andrea Gall , Lauren Wulff, Laura-Kate Matheson, Tom Keef	This team has stepped up to the challenges of having a prolonged vacancy in the Physiotherapy Professional Leader role, in conjunction with several vacancies within the service. They have pulled together as a team to provide great leadership to staff and keep the service running despite significant challenges.
Quality Advisors: Joan Burns, Deirdre O'Connell, and Abi Gillies	In line with keeping patients and their whānau at the centre of everything we do, the Quality Advisors have been collecting, editing and sharing patient story videos with the services, Clinical Council and the Board for around two years now. Patient stories are a means of helping us to explore and understand how a patient and/or their family/whānau experienced care being delivered by Hutt Valley DHB.
Raewyn Montgomery, Hutt City Health Centre	Building and nurturing a growing and changing team. Providing great leadership through example and leading positive change in the workplace.
Sean Lance, Medicine	Dr Sean Lance demonstrates outstanding clinical leadership in the areas of quality improvement and team building with the Medical Service RMOs. He is pivotal in driving the testing of ideas amongst RMOs through engaging others in the 'pulling patients' competition and Govenber, capturing tips for running the take, and using data to drive improvement.
Shenal Senanayake, Central Sterile Supplies Department	Shenal has shown great leadership in developing process and systems to continue to support the development of the Sterile Supply team. He has a passion for quality improvement and making the role of the sterile technician easier while still adhering to the guiding principles of the standards that we work by. Shenal has worked on numerous quality projects without being asked; he has a passion for it.
Tesha Misipeka, Naenae Medical Centre	Tesha has shown outstanding leadership to raise the performance of the administration team and level of care they give to our patients. Tesha has improved every aspect of running a medical centre and uses continuous improvement to move us into the future with positivity.
Tina Ririnui, Essential Services	All Essential Services have high performing teams due to Tina's guidance. Her door is always open whether it is to help or just listen when the going has got tough. I am most likely the only person in HVDHB that has had the same boss for 32 years; I am so proud of Tina who started as a casual Telephone Operator and is now a Service Manager. Tina truly performs all our Values in outstanding leadership.

Winners – Outstanding Leadership

Paul Healy



Paul Healy with Dale Oliff and Bridget Allan

Paul has worked tirelessly with his team and service manager in re-shaping the rheumatology service. Paul has a clear vision for the future of the service, has brought his team together and they have committed to the changes needed for an improved service that delivers for patients.

Tesha Misipeka



Tesha Misipeka with Bridget Allan and Dale Oliff

Tesha has shown outstanding leadership to raise the performance of the administration team at Naenae Medical Centre. Tesha has improved every aspect of running a medical centre and uses continuous improvement to move us into the future with positivity.



Living Our Values

This Award is for a team or staff member who truly lives and breathes our Values – *Always Caring, Can Do, In Partnership, Being our Best*. The winner will have consistently demonstrated our Values in action.

Entries for Living Our Values

Breast Screen Central Mammographers	The team of MRTs I have the pleasure of managing continually epitomise the DHB Values. The population in this area are very lucky to have such dedicated, caring and committed mammographers providing this service.
Bridget Fraser, Community Health Service	Bridget wholly represents the HVDHB Values at all times. She is the consummate professional, has a really kind and caring nature, is an expert at working in collaboration and always demonstrates a 'can do' attitude. She is an example to us all on how we can do better, every single day. This nomination is supported by the entire Community Health Service.
Carrie Maniapoto, COO's office	Carrie lives ALL of our DHB Values every single day. Carrie is always caring and in tune with people's feelings and has a knack for knowing when they need a little bit of extra kindness; she is always the first to put her hand up to help out, and a team member through and through. Carrie is always looking to improve processes and procedures for admin staff.
Eleanor Martin, Maternity	Eleanor is our driven, compassionate, empathetic, funny and constant midwifery educator. She is a deeply respected and the 'go-to' midwife for all of us when we need help or clarity. She is an extraordinary member of our staff and her role as an educator allows and supports women and midwives to reach their full potential. She is a taonga in our service.
Jennie Dean, Coronary Care Unit	Jennie 'lives and breathes' better outcomes for patients with atrial fibrillation. She shows constant commitment to best practice and education through contribution to health pathway development in AF, audit of patient clinics over one decade, provides information sessions for the general public, and facilitates local campaigning in conjunction with the worldwide awareness week.
Katrina Hart, Human Resources	Katrina truly lives and breathes the HVDHB Values. Katrina is always caring by listening and providing sound advice, then with her Can Do attitude contributes to work that helps individuals and the organisation. She works in partnership on a range of areas, takes the time to get to know people and comes up with innovative ideas.
Liz Hunt, Radiology	Liz is the Charge Sonographer in the Radiology Department. She is a leading example of an individual who has improved clinical care, patient safety, patient experience and health outcomes. Liz is a person that goes the extra mile at professional and personal level to make a real difference.
Liz Sellers and Liz McCloot, Medical Ward	Liz S and Liz M have worked on improving the experience for patients who are receiving end of life care, and their families. They have developed the compassionate hearts and dignity trolley (a china tea service for families to have hot drinks) and other processes that respect and value families during this time.
Lupe Lasike, Cleaning Services – Radiology	Lupe has been the one of the key cleaners in the Radiology Department and is a delight to all who connect with her. She connects extremely well with staff and cares about the patients. She takes pride in her work and it is a real asset to have someone with Lupe's integrity and work ethic in the organisation.
Natasha Nagar, Pharmacy	Natasha lives by the Values of Hutt Valley DHB and works towards delivering the vision of the DHB – Healthy people, healthy families and healthy communities. She has a Can Do attitude, works In Partnership and is always ready to implement innovative ideas for better patient care. Her qualities are reflected in her recent choosing wisely project on de-prescribing.

Philippa Plumridge, Radiology

Employed as an RDA now known as a Clinical Assistant, Philippa works tirelessly for the Radiology Department. A true unsung hero of the DHB, who truly lives and breathes our Values.

SHIVERS II research programme, Regional Public Health

The SHIVERS-II research team epitomised the four Values of the DHB throughout the project. The team worked in partnership with ESR to meet the project objectives, and ensured the needs of all the study participants were met. The project exceeded the expectations with National Institute for Allergy and Infectious Disease (NIAID) stating that the SHIVERS II project set a new benchmark for the high quality study protocol and participant engagement and retention.

Winners – Living Our Values

Liz Sellers and Liz McCloot



Liz Sellers and Liz McCloot with Bridget Allan and Dale Oliff

Liz and Liz have introduced a Dignity Trolley providing a beautiful tea service, prayer cards, bibles etc to bring comfort and spiritual uplift for those families whose family member is receiving end of life care. These two have continued to develop a service to whānau within the hospital environment, demonstrating a respect and empathy during one of the most difficult times of people's lives. This award also acknowledges the work to introduce ceramic hearts and crosses to hang on the door of the patient that is dying so that others walking by are aware; the heart is gifted to the family once their loved one passes away. Whānau are appreciative and moved by the caring gesture from the staff.

Philippa Plumridge



Philippa Plumridge with Bridget Allan and Dale Oliff

Philippa constantly demonstrates the Values in action by frequently taking on initiatives to improve both patient and staff experience. She is a doer and just gets on with it. Examples of projects she has led include organising refurbishment of offices, updating work spaces and renewal of the reception area in radiology, instigating new uniforms for Clinical Assistants to ensure they had their own identity and arranging social events for staff. Her nominators commented: "She can always be counted on to take on a project, even if it is somewhat outside of her core responsibilities, and make a success of it."



Chief Executive's Awards

Winner – Te Awakairangi Health Network

Arna Churchward and Silverstream Health Centre



Arna Churchward, with Silverstream colleagues Cathy Lindsay, Marko Kljakovic, Sharon Skelton and Kim Hurst, and Bridget Allan and Dale Oliff

Arna Churchward and the practice team at Silverstream Health Centre, receive this award for their work in engaging their enrolled population with the online patient portal. Patients use the online portal to be involved in managing their own care: for example, communicating with their GP and the team, seeing their lab results, keeping track of their medications, and knowing when they will be recalled. Patients can book appointments and request repeat prescriptions online, at whatever time suits them.

Arna's ongoing enthusiasm, careful monitoring and feedback have spurred the entire practice team at Silverstream Health Centre to promote this innovation. They have been very successful, getting 6,000 patients (57% of their enrolled population) activated on the patient portal. This is amongst the highest uptake of a patient portal in any New Zealand general practice population.

Winner – Hutt Valley District Health Board

Hutt Physicians Group



Stephen Dee, Paul Healy, Sisira Jayathissa and Craig Moore collecting the Chief Executive's Award from Dale Oliff, on behalf of the Physicians Group: Tom Thomson, Tom Middlemiss, Michelle Woolley, Justin Travers, Marianne Falconer, Matthew Kelly, Paul Healy, Raymond Bruce, Rowena Howard, Satish Hulikunte, Sisira Jayathissa, Stephen Dee and Jane MacDonald

Disciplined execution of change, using data for improvement not judgement (Lightfoot, HRT, PDSA Audit) Identifying improvements from incidences and issues.

Safety – focusing on reducing harm, deliberate focus on reducing mortality and other safety measures.

Leadership – Distributed leadership that empowers leaders, each SMO has a portfolio to take accountability for, investing in development of the rest of the team e.g. Registrar and RMOs and the care team, whole team approach.

Organisational Culture – The Hutt Physicians Group has developed a sense of mission and direction, and has mobilised all the greater team to get things right for the patients. They have supported and are living the organisation's Values.

Moving from an institutional hospital-based view to an integrated systems view – Developing a future-facing service by working more closely with local service partners i.e. primary care, social care and community services. Special mention of Tom's vision for developing the medicine service.

The latest HRT hospital KPI report from July 17 to June 18 2018 demonstrates significant improvement with key measures for both safety and efficiency across services, Patient experience questionnaires for both inpatient and outpatient are improving, inpatient, length of stay going down, patient flow improving, successful recruitment and retention of SMOs. Sense of pride and ownership in the service by the whole team.

The team's strategic view for the future in terms of delivering care beyond the hospital, looking to new organisational models with local partners, specialist consultants delivering care in primary health care.

Congratulations to The Hutt Physicians Group.

What makes a top performing health service? Research suggests there are five main themes:

1. Quality and Change
2. Safety
3. Leadership
4. Organisational culture
5. Acute hospital to integrated health care system

The Hutt Physicians Group has demonstrated all of the above.

Quality and Change – Cost reduction through mindful quality improvement - Red to green initiatives, GOVember, focus on acute and patient flow, sustainability and minimising waste