

‘Centre for Health Services Innovation’

BRIEFING DOCUMENT

The purpose of this document is to provide an overview of the proposal to establish a ‘Centre for Health Services Innovation’ on CMDHB’s Western Campus adjacent to Middlemore Hospital.

The Centre’s aim is to help improve the capacity of the Counties Manukau district to deliver quality health services.

There are two aspects:

- Providing educational and learning infrastructure to grow, develop and support our current and future workforce;
- Building skills and knowledge to help enhance service delivery.

The intention is to achieve this by partnering with tertiary education providers to establish a learning and training facility on the Western Campus, which will be linked to community-based learning activities.

And by bringing together at the Centre academics, clinicians, researchers and others with skills and knowledge in effective health practice, workforce development, quality improvement and innovation, as a resource for the Counties Manukau district.

A key strategic objective of the proposal is to grow a sustainable future workforce from Counties Manukau communities, with a particular emphasis on significantly increasing the proportion of Maaori, Pacific and Asian people who work in healthcare in Counties Manukau.

Under the proposed business model for the Centre, a third party private sector partner would provide the capital to develop the Centre facilities and would own the Centre (but not the land) for an agreed period, probably 20-30 years, before transferring these assets to CMDHB.

CMDHB and education partners would form a joint venture entity which would lease the Centre from the private sector partner, manage and operate the educational and training facilities within the Centre and derive its revenue from facility sub-leasing (to CMDHB, education partners and others).

1. Introduction

1.1 Community Partnership

CMDHB aims to work in partnership with its communities to improve the health status of all, with particular emphasis on Maaori and Pacific peoples and other communities with health disparities.

One of the core outcomes CMDHB is seeking to achieve over the next five years is to improve the capacity of the health sector to deliver quality services.

To be successful, CMDHB must attract and retain health professionals by fostering an environment which is supportive of effective service delivery. A key ingredient of this environment is the infrastructure that supports it, including facilities, information systems, quality improvement systems and processes and workforce development activities.

Central to this is ensuring that the health workforce meets the community's need for services. Specifically, CMDHB needs to:

- Enhance the size, skills and competence of the Counties Manukau health workforce in both hospital settings and in the community;
- Encourage people who reflect the demographic composition of the community to enter the health profession and sector;
- Encourage people to remain in the health sector in Counties Manukau through provision of training and development and other opportunities and services;
- Encourage partnership between organisations in the wider health sector to share and transfer knowledge and information into effective practice.

1.2 Education & Learning

CMDHB presently undertakes a wide range of learning and development, continuing education and training¹ activities. It also has close relationships with a number of tertiary education providers that span workforce development and research, development and evaluation activities.

CMDHB has identified an opportunity to bring together and expand these activities through the creation of a new 'Centre for Health Services Innovation' (current working title for the project) adjacent to Middlemore Hospital. It is envisaged that the Centre will be based at CMDHB's Western Campus and that its establishment will provide impetus for full redevelopment of the Campus site, with other synergistic facilities and services.

1.3 Community Integration

Given the objective to grow the future workforce from local communities and a Health Services Plan which sees increased community-based service provision, integration with the community is a key component of the proposal and is anticipated to include:

- A 'hub & spoke' model where the Centre is linked to a network of primary & community care learning centres aligned with clinics that will provide integrated training opportunities for health professionals;
- A health sector career centre (both virtual access & face to face services)
- Relationships with local schools, including potential direct links via a 'Schools Plus' programme with Manukau Institute of Technology;
- A Marae development and adjacent cultural facility which will provide a direct community interface;

¹ As part of the project, an audit of current CMDHB education & learning activities was undertaken in January 2008. There are currently approximately 200 courses run each year, with 3,500 attendees.

- Availability of education & learning facilities for community use.

2 The Need

2.1 Population Growth & Diversity

The Counties Manukau population is growing at a much greater rate than the rest of New Zealand (3.2% since 2001 versus the New Zealand average of 1.6%). Current predictions show that in 15 or so years the population of Counties Manukau will increase by 170,000 people - a growth of around the same total population as a city the size of Hamilton.

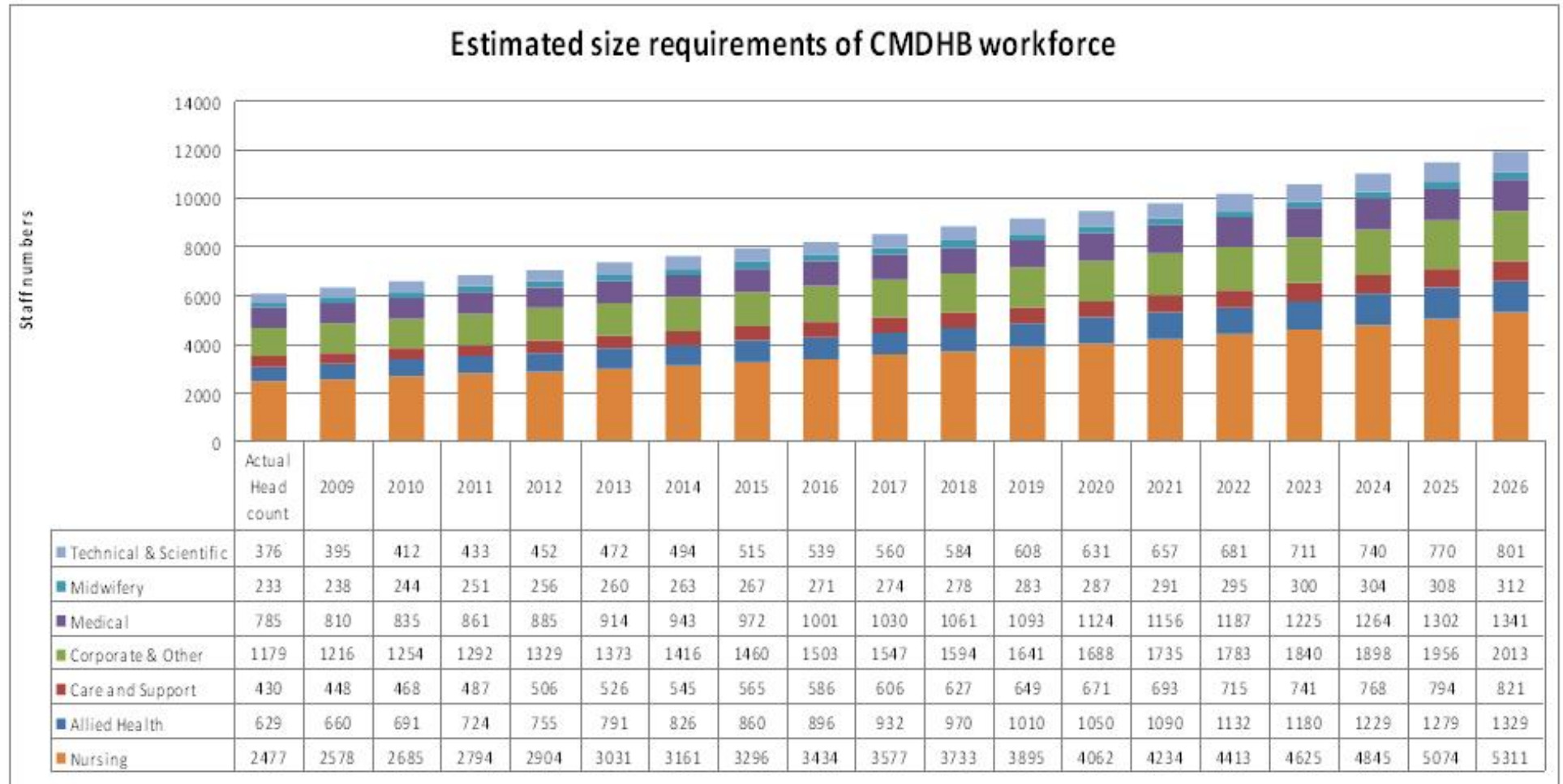
The population is ethnically diverse. Maaori, Pacific people and Asians represent 18%, 22% and 18% of Counties Manukau residents respectively, with Counties Manukau having the highest number of Pacific and Maaori people of any DHB in New Zealand.

Ministry of Health projections suggest that the population of Counties Manukau will become more Asian and Pacific with the proportion of Maaori remaining about the same as it is now. Each of these groups places specific and often additional demands upon healthcare such as higher rates of diabetes and heart disease amongst Maaori and Pacific people.

2.2 Future Workforce Needs

The combined impact of these drivers is the demand curve for health services in Counties Manukau will grow significantly above average national demand projections. To meet growing demand for health services, CMDHB will need to increase the size of its health workforce from the current 6,000 to around 8,000 people by 2015.

GRAPH 1: WORKFORCE PROJECTIONS



Taking into account staff turnover and retirement, CMDHB estimates that approximately 600-700 new health professionals and care workers will need to be trained each year to meet its workforce requirements. In addition an estimated 300 people per year that will need to be trained to meet the requirements of Primary Healthcare Organisations and Non-Governmental Organisations that provide health services in the community. This brings total training requirements to 1000 per year.

Estimated training needs of CMDHB workforce per year

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Allied Health	79	69	72	73	78	80	82	84	87	92	95	85	88	91	99	102	105	108	111
Care and Support	27	28	29	29	30	30	31	31	32	34	34	35	35	36	41	41	42	43	43
Corporate & Other	84	87	89	89	97	98	100	102	104	109	111	113	115	117	129	131	134	136	138
Medical	56	58	59	59	64	66	67	68	69	73	74	75	76	78	86	87	89	90	92
Midwifery	14	16	17	15	19	19	19	20	20	21	21	21	21	22	22	22	22	23	23
Nursing	230	240	249	255	278	288	299	310	321	342	355	369	384	399	441	460	480	501	514
Technical & Scientific	33	33	36	36	38	40	40	44	43	45	47	47	50	50	56	57	58	61	62
Total	524	530	551	554	605	622	638	659	676	715	738	745	770	791	874	902	931	962	982

This is significantly more than current models of training are able to produce. In addition, as the location of New Zealand's largest Maaori and Pacific populations and its second largest Asian population, Counties Manukau has some unique workforce requirements.

To achieve effective integration with our community we need to progressively evolve our workforce composition to reflect the ethnic profile of our population.

At the same time, CMDHB has an ongoing requirement to upskill and undertake continuous learning and development activities for existing staff.

We are also one of the largest employers in a region with high levels of socio-economic deprivation and low levels of participation in tertiary education. This currently forces us to import a significant proportion of our workforce from overseas and elsewhere in New Zealand, thereby competing with other DHBs who are also facing workforce shortages.

Our challenge is to bridge the gap between workforce demand and supply by providing achievable health career pathway choices for the people in our community, as well as our existing employees.

3 The Western Campus

3.1 Existing Site

It is envisaged that subject to necessary approvals and consultation, the Centre will be constructed on a parcel of land owned by CMDHB which is across the railway line from Middlemore Hospital and bordered by Gray Avenue and Orakau Road in Mangere West, Manukau City (currently known as the 'Western Campus' and outlined in red in the picture below).

This site has been earmarked for redevelopment and/or disposal for some time and currently houses non-clinical services that are planned for relocation to the community or the Middlemore campus.



3.2 Centre Focus

The redeveloped Western Campus is anticipated to include a number of distinctive activities:

An **Education & Learning Centre** which will be closely linked to a number of community-based primary and community care centres. The Centre will provide facilities, training and support services for both CMDHB staff and tertiary students, as well as other third parties, including provision of:

- § Continuing clinical education courses for health professionals including clinical skills and simulation training;
- § Skills development programmes for health workers;
- § Quality Improvement training;
- § Occupational health and safety training;
- § Leadership development courses for health professionals and managers;
- § Support services for a network of community-based learning centres for health professionals and health workers linked to primary and community care practices which provide training for medical, nursing and allied health students;
- § Support for 'apprenticeship' and 'earn & ;learn' models of learning;
- § Academic facilities to support the University of Auckland's education programmes for 4th, 5th and 6th year medical students based at Middlemore, as well as pharmacy and nursing students;
- § Academic facilities to support Manukau Institute of Technology's education programmes for 3rd year nursing students;
- § Academic facilities to support the needs of other tertiary education partners including AUT University;
- § Office accommodation for academic staff and the Centre management and operational team.

A **Quality Improvement Centre** which provides a focus for quality improvement activities within Counties Manukau including:

- § Centralised location of Quality Improvement leadership, personnel and expertise;
- § Integrated project space ('clusters') able to accommodate teams tackling quality improvement initiatives.

An **Innovation Centre** which will provide a focus for health-related research, development and evaluation activities in the Counties Manukau district including:

- § The Counties Manukau Research Office
- § Health services research
- § Clinical research including trials of drugs and devices (undertaken primarily by the Centre for Clinical Research & Effective Practice)
- § Medical device and health technology development

A **Health Careers Centre** which will provide advice on information on health career options and pathways for people considering health careers and those already in the health workforce.

Office accommodation for CMDHB's management, funding, planning, Maaori Health and Pacific Health teams

A **Marae** which is likely to include a wharenui/ whare wananga that will provide a supportive environment for cultural and other training.

Support services for the above, which currently include childcare, catering/café, library, retail, gymnasium and student services.

3.3 Linked to Middlemore Hospital

CMDHB is currently in the midst of a major redevelopment programme for the Middlemore Campus to provide infrastructure and clinical services to meet future demand. The Centre for Health Services Innovation on the Western Campus will be fully integrated with the main campus. The drawing below shows how the Centre could link with Middlemore Hospital once both development projects are complete. (Please note the Centre has not yet been designed so the drawing is indicative only)



4 **Education Partners**

4.1 Expansion of Existing Relationships

CMDHB already has close relationships with a number of tertiary education providers. Three of these providers – University of Auckland, Manukau Institute of Technology and AUT University– have already signaled their support to the project and are participating at a governance level in the initial development phase of the project.

The University has indicated it intends to relocate and grow its South Auckland Clinical School (currently on the main Middlemore campus) to the new Centre, along with some research and development activities. MIT has indicated it intends to relocate its 3rd year nursing programme to the Centre, as well as other appropriate courses.

4.2 New Opportunities

In addition, a range of other tertiary providers are expected to become involved with the Centre's development, including Whitireia Community Polytech and wananga.

It is also anticipated that academic Chairs will be created to support Centre activities.

5 **Funding Model**

As this proposal involves a number of sectors and partners, we have explored new relationship and funding approaches rather than a traditional public sector capital strategy to provide the optimal financial solution. The intention is to establish a partnership with tertiary education providers to develop and operate the Centre. The key aspects of this proposal are:

- **CMDHB as land owner leasing the Western Campus or granting a right to occupy to a third party** who will develop, construct and own the Centre for the term of the lease. Upon expiry of the lease, the building would revert to CMDHB ownership;
- **The third party contributing all capital required for building construction** i.e. no contribution from the Crown is needed. It is envisaged that the third party will likely be a long term holder of commercial property such as a property investor/trust or superannuation fund and that the term of the lease will be 20+ years to ensure that the building asset can be passed at no cost to CMDHB at the end of the lease term.
- **Tertiary education partners and CMDHB forming a joint venture** to lease the building, manage and operate the Centre and provide training facilities and support services.
- **Academic, research & office accommodation being subleased** by CMDHB, research and education partners and other parties.
- **Access to training facilities and services being funded via operating budgets** by CMDHB and education partners, based on usage.

6 Current Status

A project has been initiated to evaluate and recommend the optimal commercial model and development plan for the Centre and the overall Western Campus, including involvement of the community, key tertiary education providers, financial partners and sponsors.

The project has four phases, and is currently in the Business Case stage:

<p>PHASE ONE: FEASIBILITY STUDY</p>	<p>Centre concept Relationship with Tertiary Providers Site options and considerations/constraints Initial site plan and cost estimates Funding options Ministerial approval to proceed to business case</p>
<p>PHASE TWO: BUSINESS CASE</p>	<p>Stakeholder engagement Education & Learning activities and scope (linked to workforce development plans) Quality Improvement activities and scope Research activities and scope Requirements of Lambie Drive teams to be relocated Marae development requirements Support service requirements (including IT) Integration with the Community Commitments from education partners Finalisation of costing and funding structure Centre commercial model(s) – start-up and ongoing Financial forecasts</p>
<p>PHASE THREE: DETAILED BUSINESS PLANNING</p>	<p>Detailed implementation planning and timelines Establishment of legal structure(s) and negotiation of agreements with stakeholders RFP Process for building owner/developer</p>
<p>PHASE FOUR: IMPLEMENTATION</p>	<p>Establishment of implementation project team(s) Tendering process for key contracts Execution of required agreements and contracts Implementation and delivery of project outputs</p>

The current plan is to have the business case complete for CMDHB Board review in June 2009 prior to sending to the Ministry of Health and Tertiary Education Commission in July 2009. Following approval, it is anticipated that detailed planning, implementation, consultation and commissioning would take two years, giving a target completion date of late 2011.