

District Health Board Survey

M MCGUINNESS INSTITUTE
TE HONONGA WAKA

District Health Board Survey: Building an agile health care system

Introduction

Kia ora.

Thank you for taking the time to answer the following questions.

1. Please complete this survey before Wednesday 8 February 2021.
2. Given the survey is an OIA (our reference 2021/17), we acknowledge some specific questions may be 'refused' under s 18 of the Official Information Act 1982. To manage this eventuality, we have allowed for this in the survey question format.
3. The results will be written up in the new year and sent to each DHB, the Minister of Health and the Ministry of Health.
4. Our aim is to contribute to the development of a health care system that is able to withstand surges of COVID-19 variants, as well as be ready for future pandemics and environmental disasters (e.g. eruptions and earthquakes). To do this, we see this survey as a way to learn more about the issues DHBs currently face and the broader challenges that may exist for the health care system going forward. We see this as a one-off opportunity given the reforms planned in July 2022 to centralise the health care system. The pandemic is disrupting health care systems globally (see the UK experience in Figures 1 and 2). The Institute considers COVID-19 a moderate pandemic; we need to not only manage the current pandemic but also prepare our health care system for a possible severe pandemic in the near future.
5. The Institute has made these questions available as a SurveyMonkey survey so they are easier for DHB staff to complete and for Institute staff to collate in a timely manner.
6. The Institute has a PandemicNZ project, which started in 2005 and includes a COVID-19 timeline (found [here](#)), a Situational Report as at 1 September 2021 (found [here](#)) and a suggested integrated health care strategy (found [here](#)).
7. The *COVID-19 National Hospital Response Framework* (version 4) is referenced in several of the following survey questions. If your DHB does not have a copy of this framework, please see [here](#).

If you have any questions, please do not hesitate to contact me.

Best wishes,

Wendy McGuinness

Chief Executive
021 781 200
survey@mcguinnessinstitute.org

Figure 1: UK elective procedures – 2019–2021

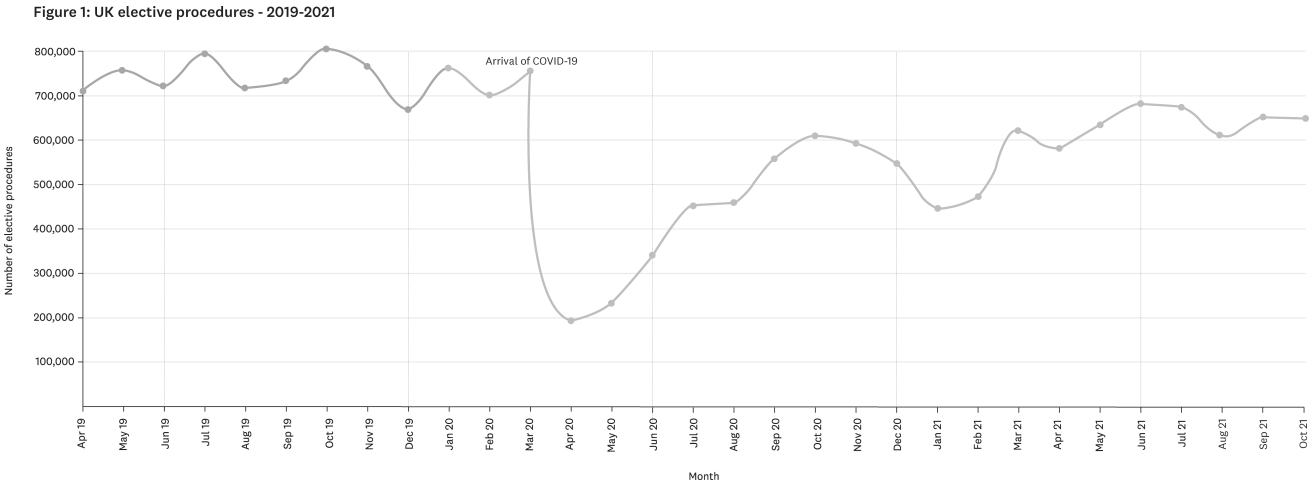
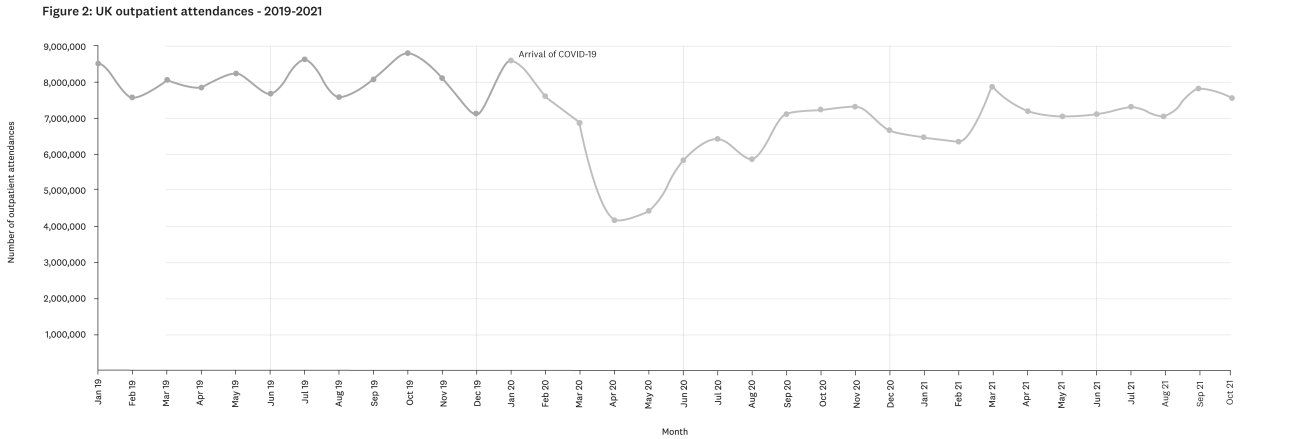


Figure 2: UK outpatient attendances – 2019–2021



A: Administration information

The following questions aim to provide essential information for managing your survey responses to the following questions.

* 1. Please let us know which DHB you represent.

* 2. Please let us know who we can contact. (Please note: this information will be confidential, and will only be used in response to this survey. We will also send this person our write-up of the survey results when it becomes available.)

Full name:

Email address:

Phone number with extension, or mobile:

B: Integrated health care strategy (general)

The following questions discuss (i) your DHB integrated health care strategy to mid-2022 and (ii) the level of consultation that has taken place since 1 June 2021.

Definition: For the purposes of this survey, an 'integrated health care strategy' refers to a comprehensive and coherent approach that brings together COVID-19 and business as usual (BAU) health care services.

Note: We are aware that the health care system is likely to change in mid-2022 when DHBs are replaced by one national organisation, Health NZ.

* 3. Have you prepared an integrated health care strategy on how the health care system in your district will manage COVID-19 and BAU health care services?

- Yes (please upload a copy of this using the button on the last page of the survey or email to survey@mcguinnessinstitute.org)
- No (please explain the reasons in the comment box below)
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 4. If you have created an integrated health care strategy on how the health care system in your district will manage COVID-19 and BAU health care services, have you collaborated with other DHBs?

- Yes, with all DHBs (please advise who is leading this approach in the comment box below).
- Yes, with neighbouring DHBs (i.e. DHBs that share district boundaries). (Please advise who is leading this approach in the comment box below.)
- Yes, with a number of DHBs (please advise who is leading this approach in the comment box below).
- No (please feel free to explain why in the comment box below).
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 5. If you have prepared an integrated health care strategy, does the strategy align with the Civil Defence response plan? See response planning [here](#) and Coordinated Incident Management System (CIMS) [here](#).

- Yes
- No
- Do not know
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 6. We are interested in the extent to which your DHB has consulted with other parts of the health care system when preparing your strategy. Please advise if you have consulted with any of the following groups since 1 June 2021.

- A wide range of healthcare workers operating in your district
- Primary health organisations (PHOs) that you fund in your district
- Mental health organisations that you fund in your district
- Surgeons working in hospitals in your district
- Rest homes in your district
- Iwi and hapū in your district
- Pasifika organisations in your district
- Churches and other religious organisations in your district
- Funeral homes in your district
- Philanthropic organisations in your district
- Private businesses in your district
- Midwives in your district
- Schools in your district
- Ministry of Health
- [New Zealand Aged Care Association](#)
- [New Zealand Nurses Organisation](#)
- [New Zealand College of Midwives](#)
- [New Zealand Plunket](#)
- [Immunisation Advisory Centre](#)
- [New Zealand Doctors Orchestra](#)
- [New Zealand Private Surgical Hospitals Association](#)
- [New Zealand Psychologists Board](#)
- [Mental Health Foundation](#)
- [Association of Salaried Medical Specialists](#)
- [Medicus Indemnity New Zealand Inc](#)
- [New Zealand Medical Association](#)
- [New Zealand Medical Students Association](#)
- [New Zealand Medical Professionals Ltd](#)
- [New Zealand Resident Doctors' Association](#)
- [New Zealand Rural General Practice Network Inc](#)
- [Pasifika Medical Association](#)
- [Pharmaceutical Society of NZ](#)
- [Te ORA Māori Medical Practitioners Association](#)
- [Te Rōpū Whakakaupapa Urutā: National Māori Pandemic Group](#)
- [The Medical Protection Society](#)
- [Auckland University Faculty of Medical Health & Sciences](#)

- [University of Otago, Wellington](#)
- [University of Otago, Christchurch](#)
- [Otago Medical School](#)
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please add other organisations you have consulted with and any additional comments you would like to make.

C: COVID-19

The following questions explore: (i) the *COVID-19 National Hospital Response Framework*, (ii) capacity, data and logistics and (iii) hospital visiting policies.

Abbreviations

- FTE means: Full-time employee
- HDU means: High-dependency unit
- HFNO means: High-flow nasal oxygen
- ICU means: Intensive care unit

Definitions from the *COVID-19 National Hospital Response Framework* (version 4)

- 'Orange Alert' – COVID-19 Hospital Moderate Impact: Multiple COVID-19 positive patients in your facility; community transmission is not well controlled; isolation capacity and ICU capacity impacted; significant staff absence, extensive staff redeployment, gaps not being covered.
- 'Red Alert' – COVID-19 Hospital Severe Impact: Multiple COVID-19 positive patients in your facility; community transmission uncontrolled; isolation and ICU at capacity; all available staff redeployed to critical care.

* 7. Was your DHB invited by MOH to comment on an early version of the *COVID-19 National Hospital Response Framework*?

- Yes (please provide a copy/copies of any written feedback from your DHB to MOH using the upload button on the last page of the survey or email to survey@mcguinnessinstitute.org).
- No (please feel free to comment in the box below).
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 8. Is your DHB intending to make available the latest version of the *COVID-19 National Hospital Response Framework* on your website?

Note: We are aware of the *COVID-19 National Hospital Response Framework*, but only a few DHBs have a copy on their websites (often an older version).

- Yes, a version is on our website. (Please share the link in the comment box below.)
- Not yet, but we plan to make it available on our website. (Please advise approximately when you will do this in the comment box below.)
- No, we do not plan to make it available on our website. (Please advise why you do not plan to do this in the comment box below.)
- None of the above. (Please explain in the comment box below.)
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 9. Please advise the following numbers for your district:
(Note: Please include the date e.g. 25 ICU beds as at 31 Aug 2021)

Number of employed FTE ICU/HDU nurses (approximately)

Number of available ICU/HDU beds (approximately) (excluding private hospitals)

Number of available HFNO beds (approximately) (in addition to ICU/HDU beds mentioned above)
(excluding private hospitals)

If this request is refused under s 18 of the Official Information Act 1982, please explain why here.

* 10. The Institute is interested in illustrating how the health care system has been impacted by COVID-19 surges. To this end, we would appreciate any data on the existing system. Please provide any retrospective data from your district on the following:

(Note: Please include the date e.g. 6500 GP consultations in person from 1 March 2020 to 30 May 2020)

Number of elective surgeries

Number of GP consultations in person

Number of GP consultations by phone or video call

Number of GP consultations by email

If you do not collect this information, please advise who we can contact for this information

If this request is refused under s 18 of the Official Information Act 1982, please explain why here.

* 11. Can you please explain what activating your 'regional' and 'out of region' management arrangements (as described in *the COVID-19 National Hospital Response Framework* (version 4)) will look like for your DHB? (Note: Please provide a copy/copies of any relevant documents using the upload button on the last page of the survey or email to survey@mcguinnessinstitute.org).

Regional management arrangements (see *COVID -19 National Hospital Response Framework* 'Orange Alert')

Out of region management arrangements (see *COVID -19 National Hospital Response Framework* 'Red Alert')

If this request is refused under s 18 of the Official Information Act 1982, please explain why here.

* 12. Has your management team raised concerns with the Board Members over the supply of any of the following resources in preparation for 2022? Please explain these concerns in detail in the comment box below.

	Yes, it was raised as a significant issue	Yes, it was raised as a minor issue	No, this has not been raised at all	This request is refused under s 18 of the Official Information Act 1982, explain why below.
Nurses				
Staff training to manage COVID-19 patients				
Funds (e.g. paying overtime or employing additional staff)				
Health care and support of medical staff				
PPE				
Negative pressure rooms				
Oxygen				
Pulse oximeters				
Medicine				
ICU/HDU beds				
HFNO beds				

Premises				
Access to vaccination certificates of patients				
Providing data security				

Please explain these concerns in detail, and add any other concerns raised below.

* 13. What is your DHB's current number of FTE nursing staff, and what is your DHB's ideal number of FTE nursing staff as at 1 January 2022 (or another date of your preference)?

Current number of FTE nursing staff (A)

Ideal number of FTE nursing staff (B)

Current deficit of FTE nursing staff ($C = A - B$)

If this request is refused under s 18 of the Official Information Act 1982, please explain why here.

Any other comments

* 14. Does your DHB have a FTE nursing staff plan/s (discussing projections and how staffing gaps might be filled)?

- Yes (please provide a copy/copies of any plans using the upload button on the last page of the survey or email to survey@mcguinnessinstitute.org).
- No
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 15. Have your management staff or Board Members requested additional funding from MOH for any of the following resources in preparation for 2022? Please explain in detail in the comment box below. (If yes, please upload a copy of this correspondence using the button on the last page of the survey or email to survey@mcguinnessinstitute.org.)

	Yes, it was raised as a significant issue	Yes, it was raised as a minor issue	No, this has not been raised at all	This request is refused under s 18 of the Official Information Act 1982, explain why below.
Nurses				
Staff training to manage COVID-19 patients				
Funds (e.g. paying overtime or employing additional staff)				
Health care and support of medical staff				
PPE				
Negative pressure rooms				
Oxygen				
Pulse oximeters				
Medicine				
ICU/HDU beds				

HFNO beds				
Premises				
Access to vaccination certificates of patients				
Providing data security				

Please explain these concerns in detail, and add any other concerns raised below.

* 16. We understand that Auckland DHB is providing oximeters to all COVID-19 patients recovering at home (see [here](#)); is this something your DHB is considering providing?

- Yes, and we have the necessary stock
- Yes, provided we can get the necessary stock
- Not sure, the final decision is yet to be made
- No, it is not our responsibility
- No, we do not think it is necessary
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 17. At what oxygen level are you suggesting COVID-19 positive individuals go to the hospital (e.g. <92)?
Please explain.

Please explain here.

If this request is refused under s 18 of the Official Information Act 1982, please explain why here.

* 18. Below are key measures the Institute believes would be useful to make public. Do you agree?
 (The Institute is interested in creating a dashboard of key measures.)

	Yes (agree)	No (do not agree)	This request is refused under s 18 of the Official Information Act 1982, explain why below.
The current 'alert level' (using the <i>COVID-19 National Hospital Response Framework</i>) for each hospital in your district (i.e. green, yellow, orange or red)			
The number of COVID- 19 cases in your DHB or in each hospital			
The number of COVID- 19 cases in ICU/HDU in your DHB or in each hospital			
The vaccination status of COVID-19 cases in ICU/HDU in your DHB or in each hospital			
The number of COVID- 19 deaths in your DHB or in each hospital			

Please list any other key measures you consider might be useful.

* 19. When your district was last at Alert Level 4, did your DHB stipulate the hospital visiting policy, or did each hospital stipulate the hospital visiting policy?

- The DHB stipulated the hospital visiting policy for all hospitals in the district (please upload a copy of this policy document using the button on the last page of the survey or email to survey@mcguinnessinstitute.org).
- Each hospital stipulated their own hospital visiting policy (please briefly explain reasons why).
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 20. Has your DHB considered the placement of COVID-19 hospitals/oxygen hubs in regional communities?

- Yes (please explain in the comment box below)
- No (please explain in the comment box below)
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

D: Future-proofing the health care system

Definition: *For the purposes of this survey, 'COVID-19 ready' means that the DHB has the necessary resources to deal with COVID-19 surges in 2022 (e.g. staff training, staff numbers, protocols, treatments, beds and other resources in place).*

*21. Is your DHB COVID-19 ready?

- Yes (please explain further in the comment box below)
- No
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 22. Have you developed a dashboard to measure the quality of the health care system you are delivering to people in your district?

Definition: Dashboard means a set of measures that are reviewed and compared regularly to illustrate the effectiveness of the health care system being operated by the DHB.

- Yes (please provide a link to your DHB's dashboard in the comment box below, or upload a copy of it using the button on the last page of the survey or email to survey@mcguinnessinstitute.org)
- No
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 23. Have you raised concerns with the Minister of Health, MOH or Health NZ about the timing of the health care system reform proposed for implementation in July 2022 (given that COVID-19 surges are likely to peak around this time)?

- Yes (please provide a copy/copies of this correspondence using the button on the last page of the survey or email to survey@mcguinnessinstitute.org)
- No
- If this request is refused under s 18 of the Official Information Act 1982, please explain why in the comment box below.

Please comment here.

* 24. In retrospect, is there anything your DHB would have done differently in preparing for a pandemic since January 2020?

If yes, please explain here.

If this request is refused under s 18 of the Official Information Act 1982, please explain why here.

* 25. The Institute is currently developing our work programme for 2022. Is there any particular area of research we could undertake that would be useful for your DHB and/or the wider health care system? For example, are there areas where you believe the health care system needs strengthening (e.g. in terms of being prepared for low-probability high-magnitude events, such as burn units for eruptions, heat stroke units due to climate change, or respiratory units for wild fire victims)? Please expand.

If yes, please explain here.

If this request is refused under s 18 of the Official Information Act 1982, please explain why here.

26. Any other comments?

Please comment here.

E: File uploads

A few questions included a request to upload key documents. You can either upload below or email us at survey@mcguinnessinstitute.org.

27. If you answered yes to 'Q3: Have you prepared an integrated health care strategy on how the health care system in your district will manage COVID-19 and BAU health care services?', please provide a copy of this strategy here.

28. If you answered yes to 'Q7: Was your DHB invited by MOH to comment on an early version of the *COVID-19 National Hospital Response Framework?*', please provide a copy of any written feedback here.

29. If you have any relevant documents relating to 'Q11: Can you please explain what activating your 'regional' and 'out of region' management arrangements (as described in the *COVID-19 National Hospital Response Framework* (version 4)) will look like for your DHB? ', please provide a copy/copies of these here.

30. If you answered yes to 'Q14: Does your DHB have a FTE nursing staff plan/s (discussing projections and how staffing gaps might be filled)?', please provide a copy/copies of this here.

31. If you answered yes to 'Q15: Have your management staff or Board Members requested additional funding from MOH for any of the following resources in preparation for 2022?', please provide a copy/copies of this correspondence here.

32. For 'Q19: When your district was last at Alert Level 4, did your DHB stipulate the hospital visiting policy, or did each hospital stipulate the hospital visiting policy?', if you answered 'The DHB stipulated the hospital visiting policy for all hospitals in the district' please provide a copy of this policy document here.

33. If you answered yes to 'Q22: Have you developed a dashboard to measure the quality of the health care system you are delivering to people in your district?', please provide a copy of your DHB's dashboard here.

34. If you answered yes to 'Q23: Have you raised concerns with the Minister of Health, MOH or Health NZ about the timing of the health care system reform proposed for implementation in July 2022?', please provide a copy/copies of this correspondence here

