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**TOMORROW'S HEALTH TODAY**

# Introducing a Health Target regime in NZ

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Leadership for Challenging Times

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# A 2006/07 evaluation of NZ health reforms

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Highlighted:

- “strong support for the local focus of DHBs...their role in assessing the needs of their local populations....
- national strategies developed...focus on collaboration....opportunities for greater integration... (Mays et al 2007)

BUT

- Cautious optimism on long term delivery (Mays et al 2007)
- System does not learn easily - wide variations in DHB performance on a range of indicators...
- High transaction costs to national /regional prioritisation (Lomas 2007)

## Regional and global influences – capability and innovation as responses (Lomas 2007)

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- Understanding capability to change – people, systems, processes, resources, leadership, culture, information
- Innovation production – need evaluation infrastructure
- Dissemination – no national focus
- Adoption – culture change to foster trust, reciprocity, social and relational capital

# Genesis of Health Targets....

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- Performance Assessment and Management Group (PAM) 2005
- Government Expenditure and Review (EXG) in Health
- Themes:
  - Demonstrate value for money
  - Need to tell performance story better...
  - Health Targets as one mechanism

# Health Targets NZ style....

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Both the NZ Labour led and National led Governments have utilised health targets as a mechanism to focus the sector on performance against priorities....

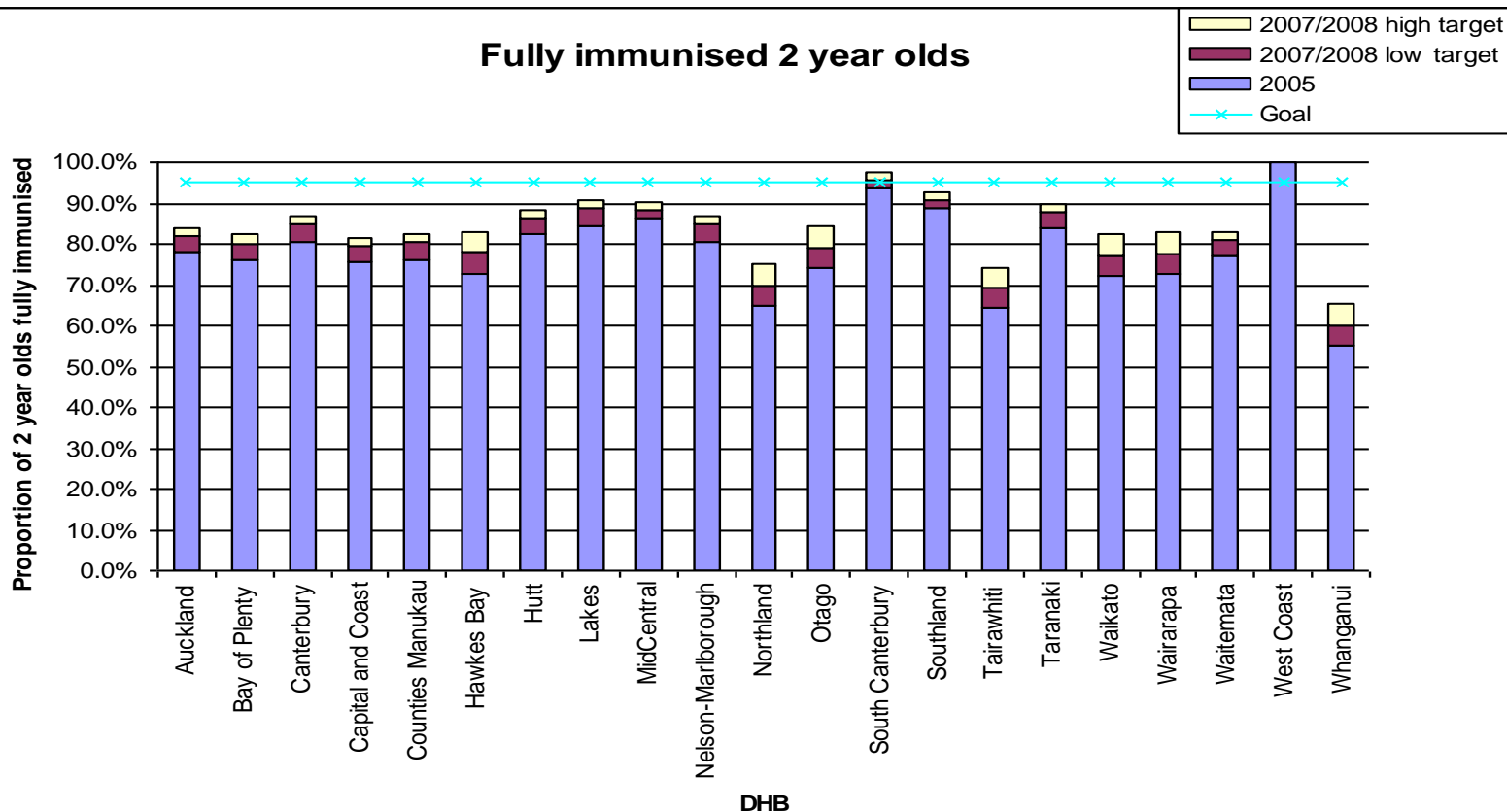
- Pick a few for focus
- Reflect Minister/Government's health priorities
- What can be measured reliably
- Build on existing strategies and programmes
- Public awareness and reporting

# Principles underpinning approach to health targets

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- DHBs will make positive improvement over current baseline levels such that their collective effort will improve national performance
- DHB targets should be realistic, achievable, contribute to progress at a national level and contribute to improving health outcomes
- Actual targets to be negotiated with each DHB, but should fall within a recommended range
- Expected improvement applies to each ethnic group (Maori, Pacific and Other)
- Central government support for implementation including leadership, expertise, systems, processes and resource.

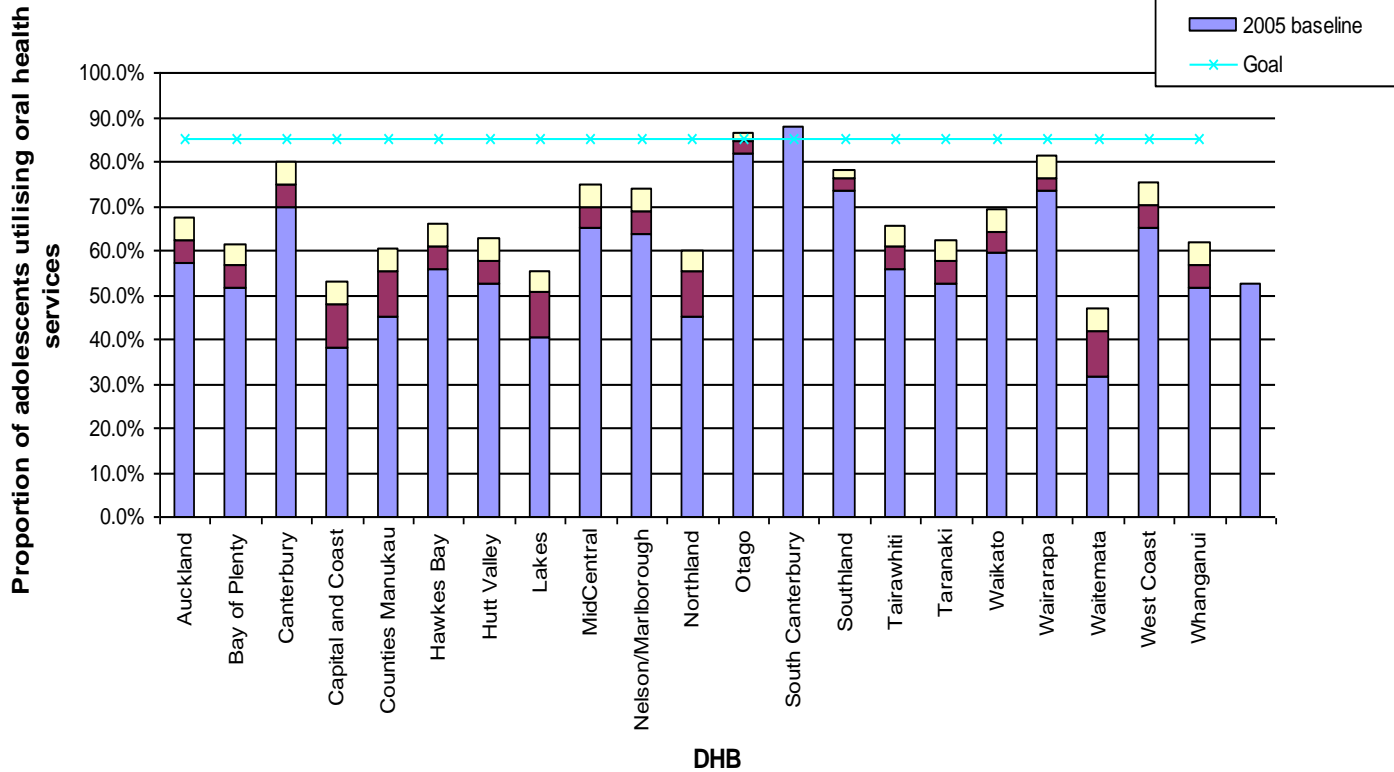
### Fully immunised 2 year olds



national rate	77.4%	<b>2005 Level</b>	<b>Expected improvement</b>
Maori	69.0%	LT 75%	5% to 10%
European/Other	80.1%	75% to 84%	4% to 6%
Pacific	80.7%	85% to 94%	2% to 4%
Asian	79.8%	95% or greater	remain at this level



## Adolescent Oral Health Coverage



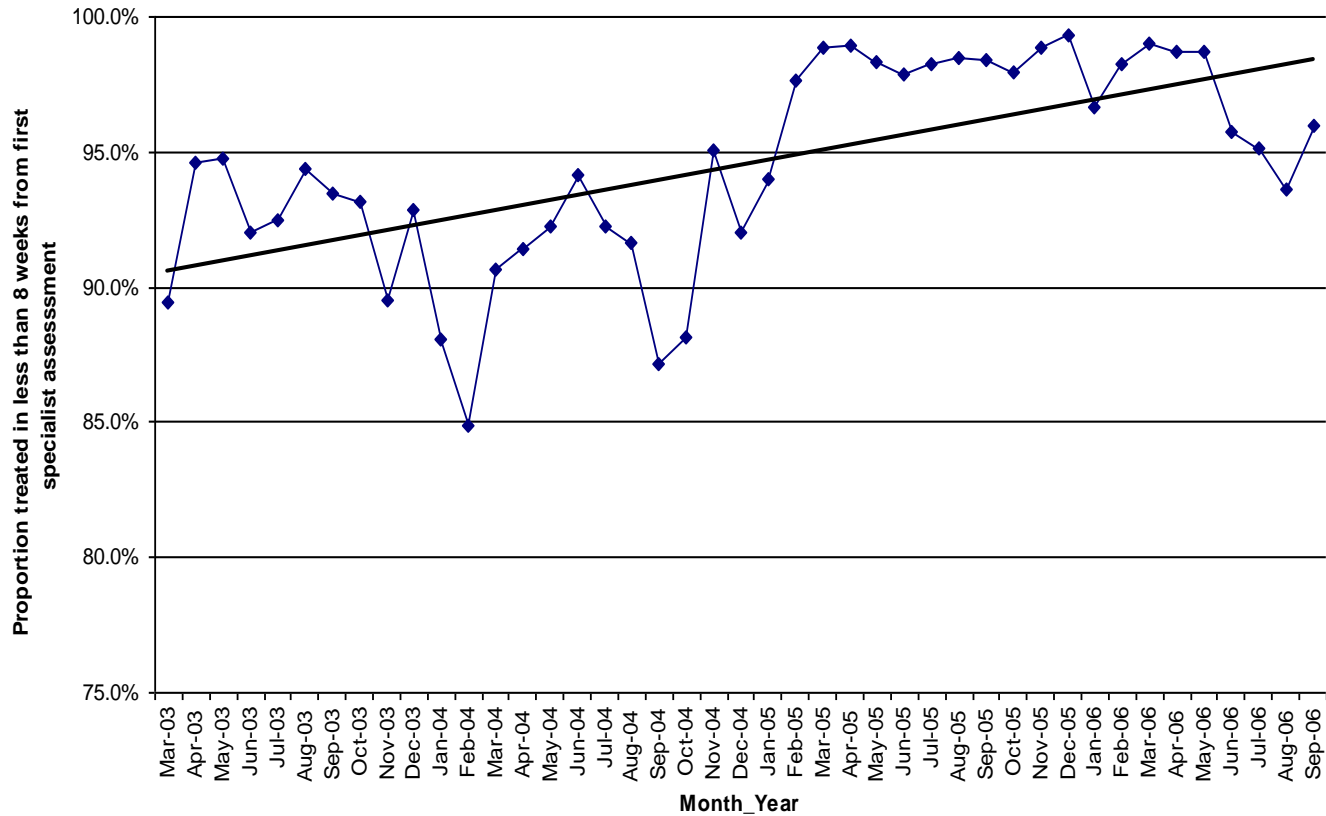
### 2005 Level

LT 50%  
 50% - 69%  
 70% - 84%  
 GT 84%

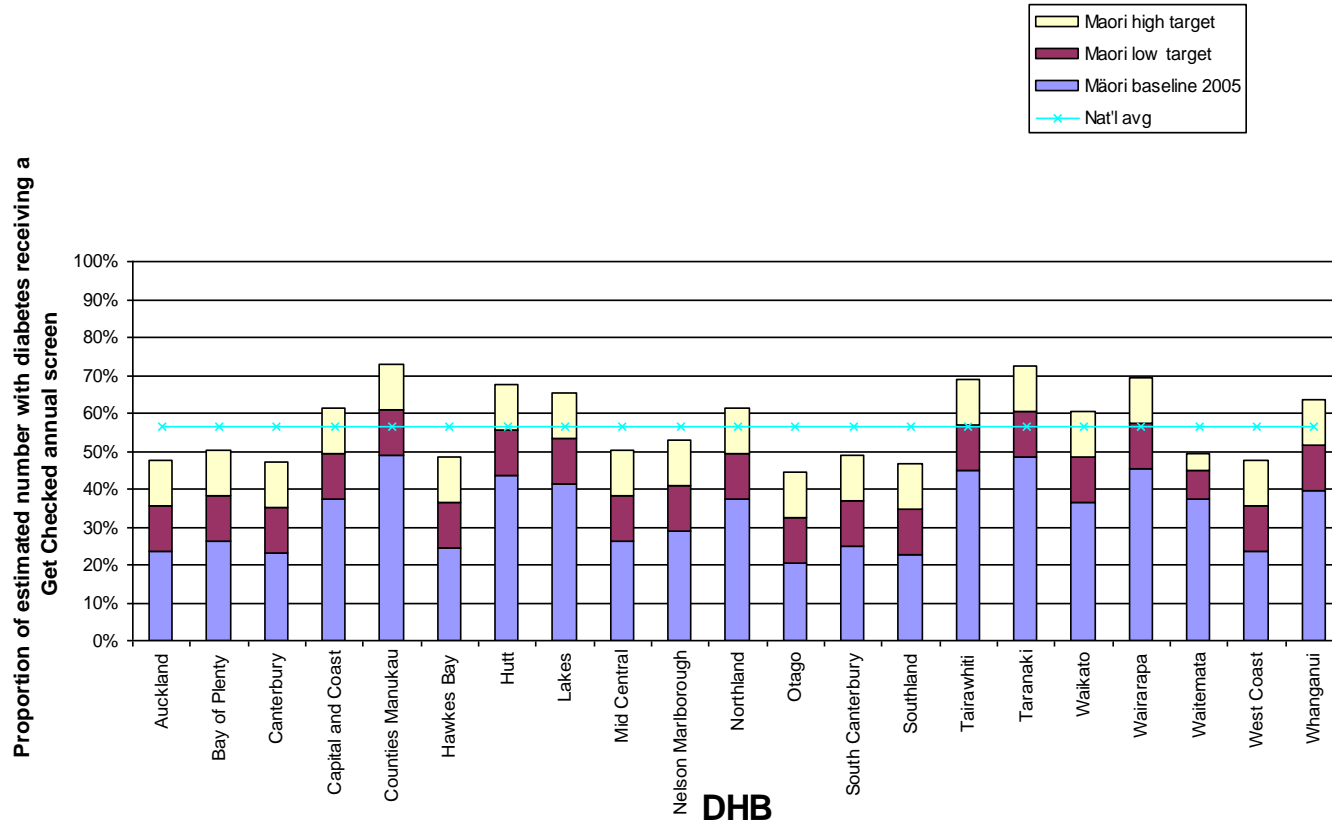
### Expected improvement

10% - 15%  
 5% - 10%  
 3% - 5%  
 no decrease

**Proportion of Cancer Patients Treated in Less than 8 weeks**



## Proportion of persons with diagnosed diabetes receiving an annual screen (Maori)



# Connected innovations and improvement agenda....

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- Cross sector relationships and networks strengthened
- Improved diffusion of innovation
- Performance improvements fast tracked
- Leadership and culture change enhanced
- Movement from “not invented here” to “looking over the fence”
- Strong linkages formed between NZ and UK improvement experts – Dr Helen Bevan and Lyn Maher

# Results

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NZ approach has seen significant improvement across all health target areas including those at a population health level. Examples include:

- Population smoking rate reduced from 23% to 18% over 5 year period, 2006 – 2011
- National immunisation rate lifted from 67% in 2006 to 88% in 2010
- CVD morbidity continues to decline in line with target levels
- Elective surgical procedures increased 33% between 2006 and 2010

# Ongoing work

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- Consolidate understanding of system performance behind each target area and indicators (capability, capacity)
- Central focus of innovation and improvement agenda
- Work with sector to support improvements and share innovation
- Learn from others' experiences to fast track local development
- Develop sanctions framework within context of the Monitoring Intervention Framework

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‘Targets can and should be defended .... They are useful for a government to ensure that public money is spent well. Used well, targets provide organisational focus, embody the ambitions of government and offer a transparent account by which services can be measured.’

Collins et al, 2005, *Report of the Commission on Targets in the Public Services*, p1)



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