

Resilient health care - embracing the future




HEALTH QUALITY & SAFETY
COMMISSION NEW ZEALAND
Rūpu Taurangi Hauora o Aotearoa

www.hqsc.govt.nz

New Zealand Government

finally.

A wide-angle photograph of a two-lane asphalt road stretching into the distance. The road is flanked by dry, yellowish-brown grass and shrubs. In the background, there are low mountains under a sky filled with large, dark, heavy storm clouds. A faint rainbow is visible on the horizon where the road meets the mountains. The overall mood is one of tension and uncertainty.

HQSC Workshop
December 2018

Adaptable Systems



COVID-19 Dashboard by the Center for Systems Science and Engineering (CSSE)

Last Updated at (M/D/YYYY)
22/11/2021, 18:21

Total Cases
257,558,455

Total Deaths
5,150,762

Total Variants
7,390

28-Day Cases
13,436,355

28-Day Deaths
200,633

28-Day Variants
75

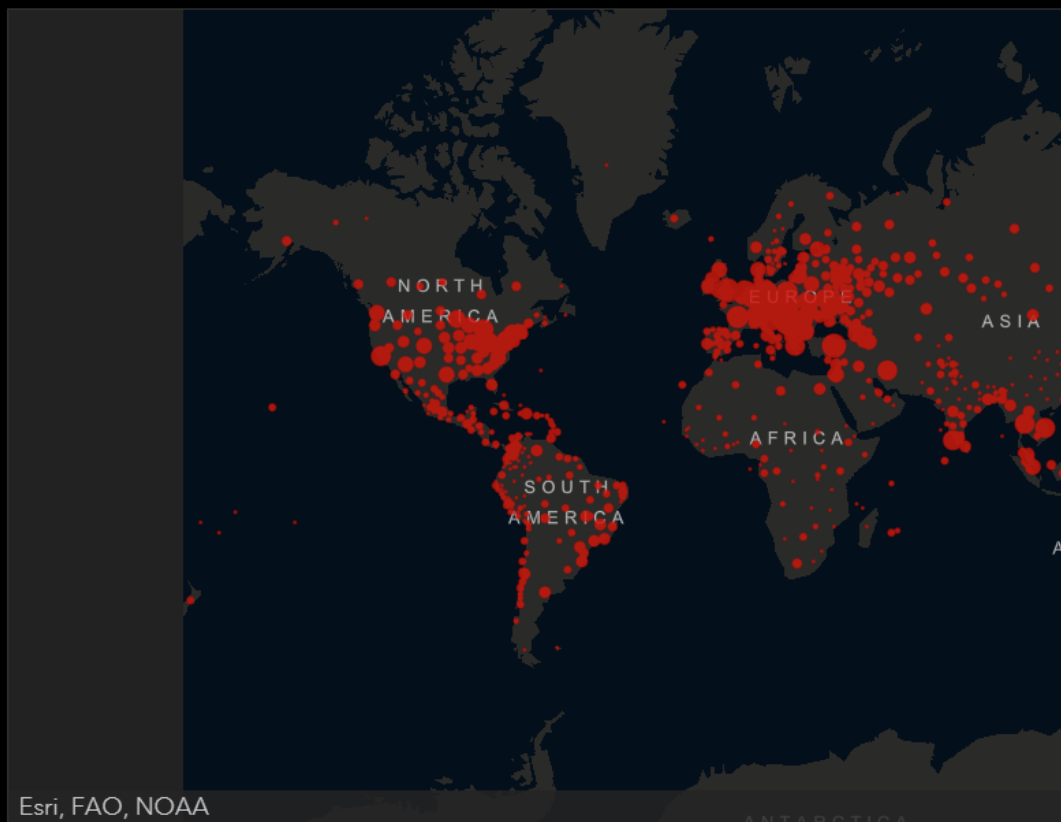
Cases | Deaths by
Country/Region/Sovereignty

US
28-Day: **2,243,219** | **33,297**
Totals: **47,730,591** | **771,118**

United Kingdom
28-Day: **1,082,471** | **4,419**
Totals: **9,897,206** | **144,369**

Russia
28-Day: **1,057,899** | **32,643**
Totals: **9,170,898** | **259,107**

Germany
28-Day: **924,609** | **4,009**
Totals: **5,400,687** | **99,130**




Esri, FAO, NOAA

◀ Admin0 ▶

◀ 28-Day ▶





A close-up shot of a car's side-view mirror. The mirror's frame is black and curved. Inside the mirror, a landscape is reflected: a paved road with a white dashed line curves through a valley. The valley floor is covered in dry, yellowish-brown grass. In the background, a large, dark mountain rises, its slopes appearing to be covered in sparse vegetation or rock. The sky is a pale, overcast grey. The car's body is visible on the right side of the mirror's frame.

Things that never
happened before,
happen all the time

- Scott Sagan



“Work-As-Imagined”

VUCA

Volatile

The environment demands you react quickly to ongoing changes that are unpredictable and out of your control

Uncertain

The environment requires you to take action without certainty

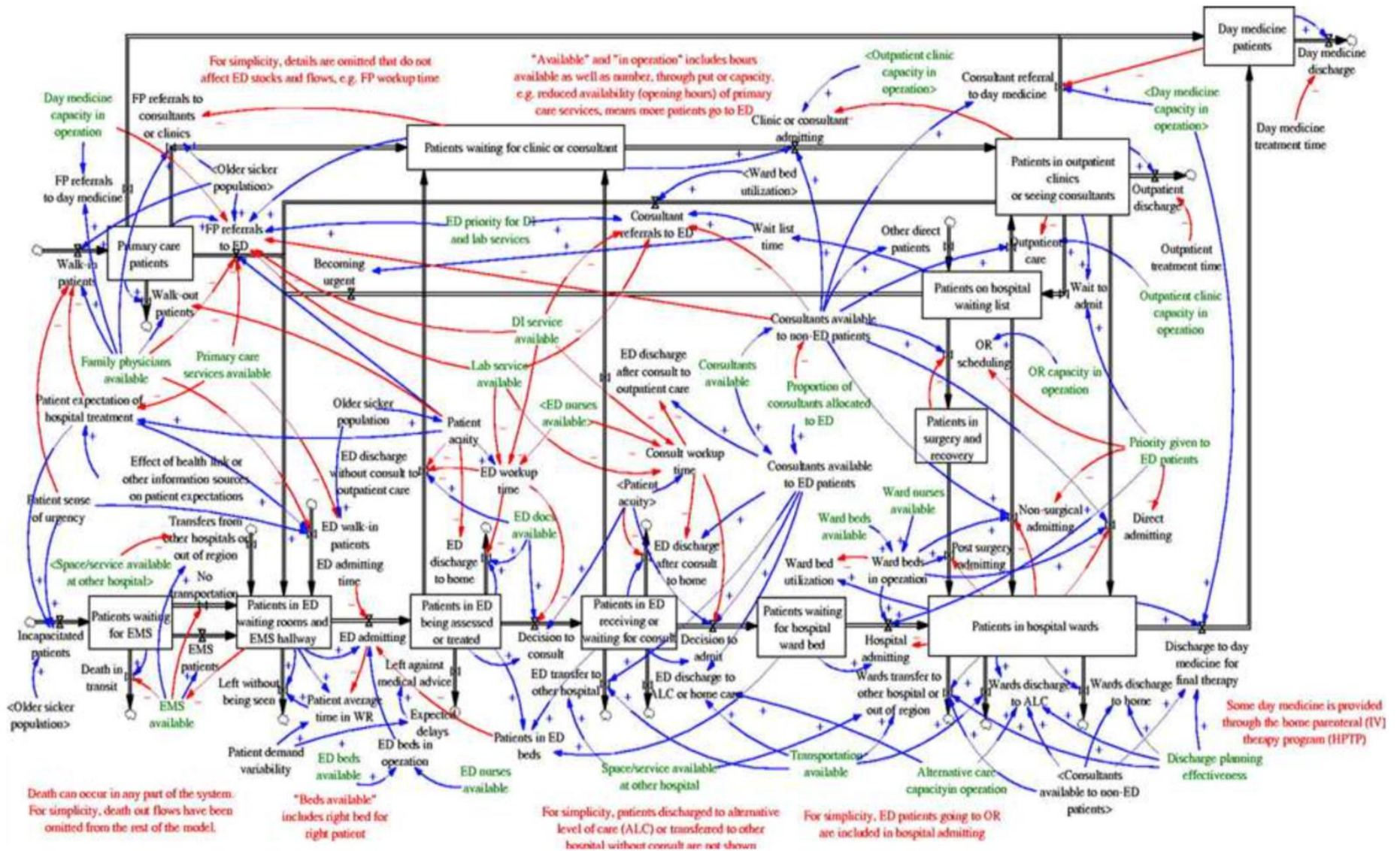
Complex

The environment is dynamic, with many interdependencies

Ambiguous

The environment is unfamiliar, outside of your expertise

“Work-As-Done”



Balancing creativity and constraint

"In complex environments, resilience often spells success, while even the most brilliantly engineered fixed solutions are often insufficient or counterproductive."

*The system only succeeds
because people/teams
are able to adjust to meet the
conditions of work*

Complexity is the problem...



People are the solution

Resilient Healthcare

*“the capacity to adapt to challenges and changes
at different system levels,
to maintain high quality care.”*

Wiig et al.. **Defining the boundaries and operational concepts of resilience in the resilience in healthcare research program**

[BMC Health Services Research](#) volume 20, Article number: 330 (2020)

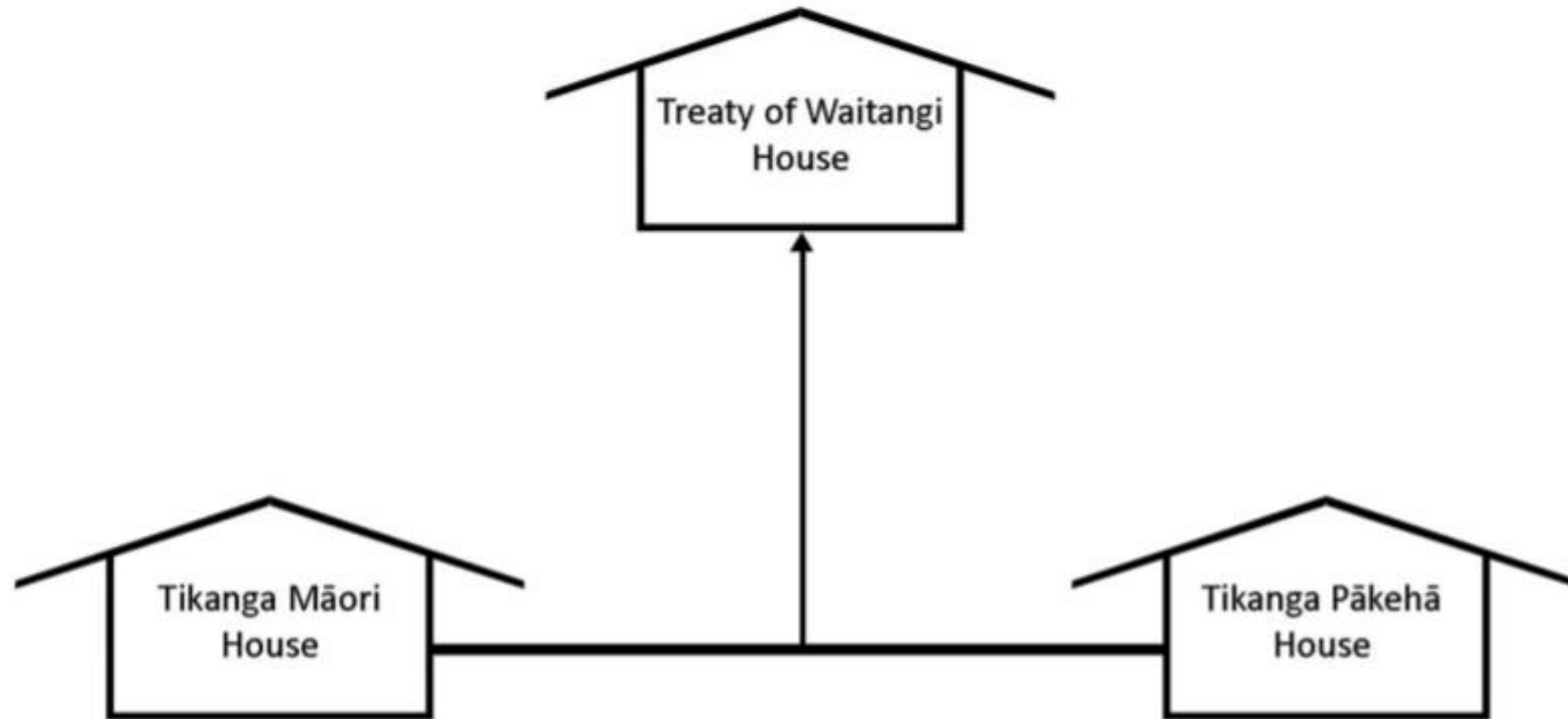


Recipe for resilience: Te Ao Māori and the Covid-19 response

<https://thespinoff.co.nz/partner/health-quality-and-safety-commission/05-11-2020/recipe-for-resilience-te-ao-maori-and-the-covid-19-response/>



The Three Whare Model



Professor Whatarangi Winiata (Te Wananga O Raukawa)

Whakapapa the theory of everything

One thing is birthed by another, is birthed by another

All elements have whakapapa

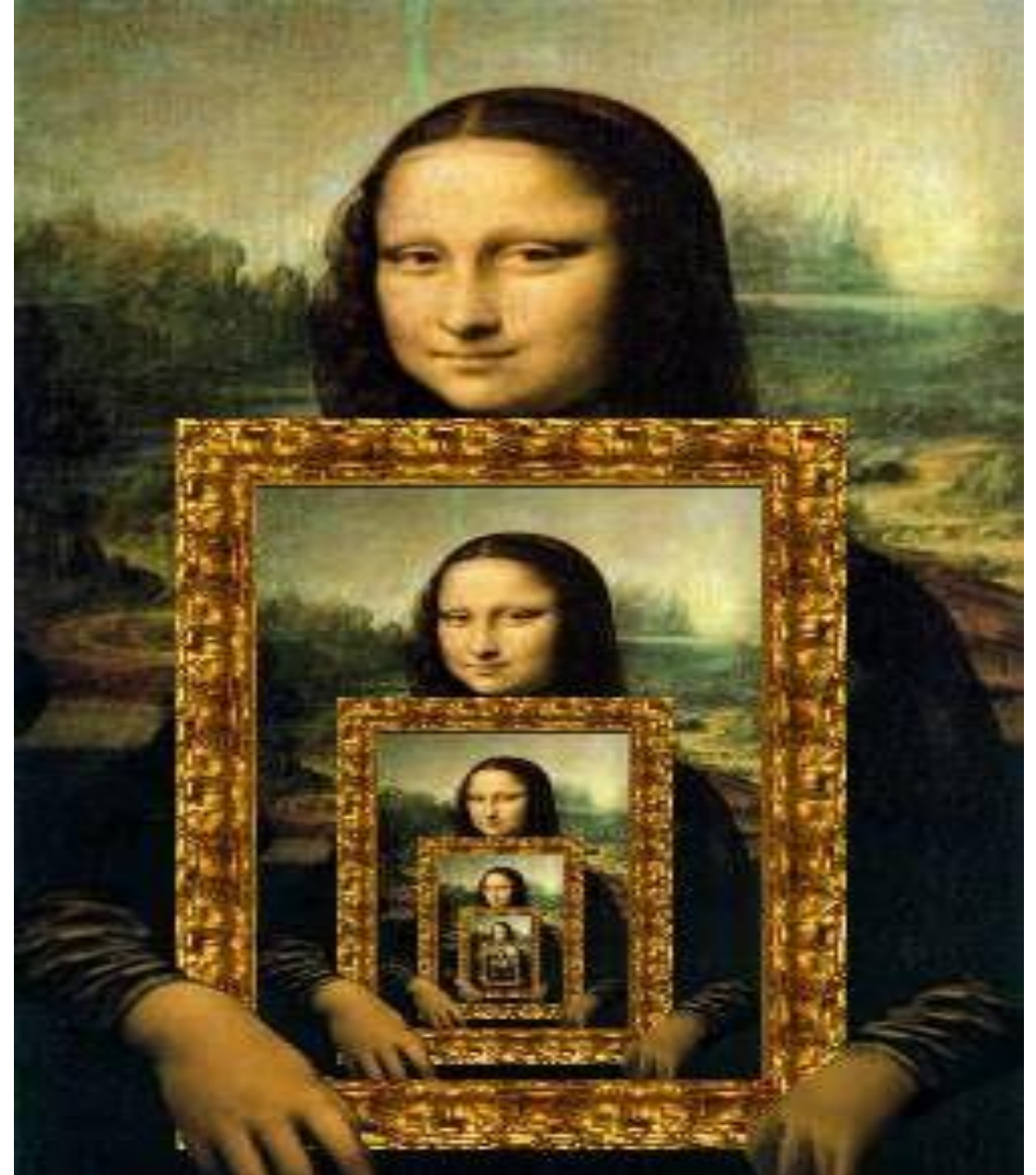
All elements are relational

All systems are relational

We can retell, recreate and creatively connect...te kore....te pō....te ao marama

It can be ok to subtract!

Ki waenganui - is relational!



The whakapapa is the first thing to understand; one thing gives birth to another – everything is relational

Complex system machinery is designed, navigated, understood and put into action by people

Under the face of itwhat does it support? ...people created the mechanisms, the individual components to work together to achieve an aim



It is well known that alongside other colonising devices, research was used to define, destroy and deter the valuing of Indigenous knowledge, philosophies and practices (Mikaere, 1995; Smith, 1999; Battiste, 2000).



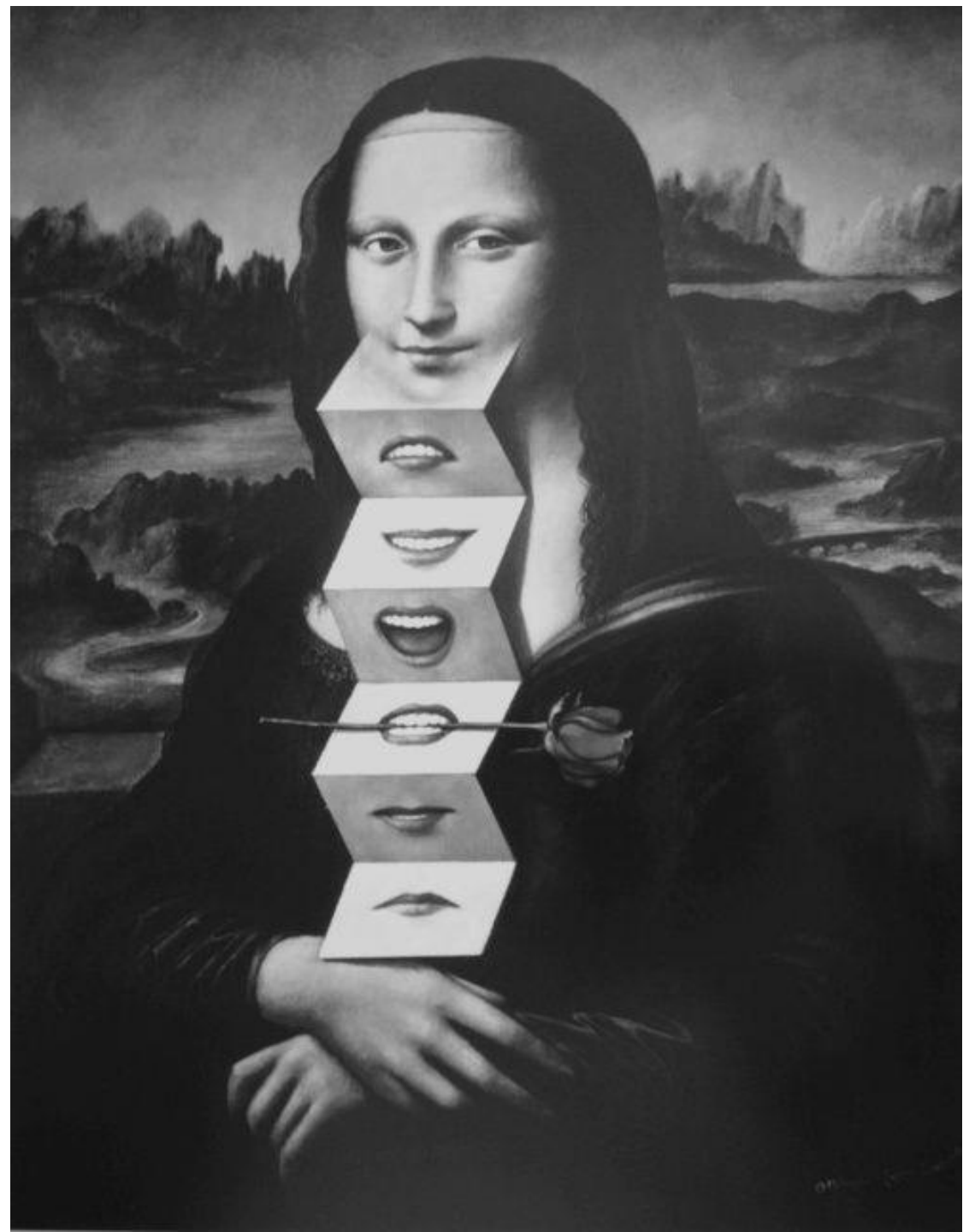
Multiple voices
Multiple views
Multiple perspectives
Multiple sets of skills
Multiple ways of knowing

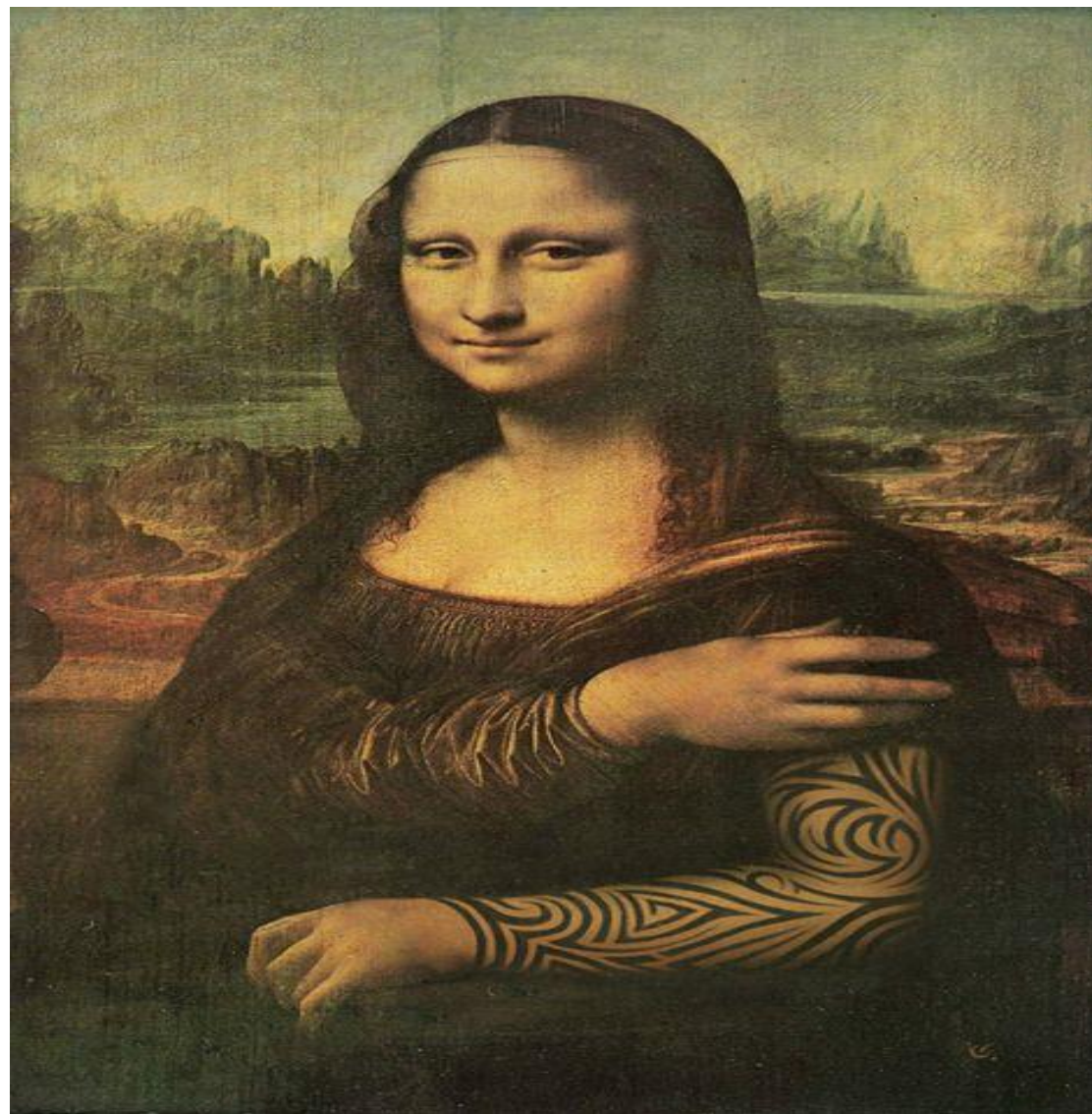
Different knowledge systems

Recognition of inherited knowledge systems

Understanding the whakapapa.

We know the whakapapa, we understand
context - we understand our shared
Aotearoa history







How do we put the people first and the relational, as the central thing within a system?

Now in COVID – what have we learnt? What are the learnings from Māori?

A Maōri systems worldview is a relational view, what can we do to support this when not in crisis?

Caged by structure? systems processes, possibly constrained by current ways ?

“This is simply the way we do things here, we have always done it like this”

Structure can support however is dependant on relationship





Complex – We Can Adapt



Use our knowledge, design skills and style

Lets look closely at ourselves

Recognise the blemishes

**Potential for multiple
adjustments
& applications**

**Remain conscious & curious
Important not to box
Important not to “other”**

**Māori constants HAVE
REMAINED - epistemology**





MIDCENTRAL HEALTH
TO BE COMPLETED WITHIN 24 HOURS OF ADMISSION

PATIENT ID LABEL

ASSESSMENT NURSING SURGICAL

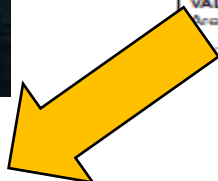
Preferred name	Obtained by	
Reason for admission	Date/time of admission	
Emergency contact person	Phone	
ALLERGIES & SENSITIVITIES:	On regular medication? <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Resp
	Same charted? <input type="checkbox"/> Yes <input type="checkbox"/> No	
	Patient has own meds? <input type="checkbox"/> Yes <input type="checkbox"/> No	
INFECTION CONTROL: Is there an alert on file? <input type="checkbox"/> Yes <input type="checkbox"/> No	Does the pt have an infection? <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/>
Is isolation required? <input type="checkbox"/> Yes <input type="checkbox"/> No	Reason for isolation	
Type of isolation		
BASELINE OBSERVATIONS: <input type="checkbox"/> Completed (refer to Observations Chart)		<input type="checkbox"/>
<input type="checkbox"/> Weight..... (refer to Medication Chart) <input type="checkbox"/> Height..... (refer to Medication Chart)		
<input type="checkbox"/> Risk assessments completed on triage/urate Urinalysis		<input type="checkbox"/>
<input type="checkbox"/> Completed (refer to clinical notes)		
HEALTH HISTORY/CO-MORBIDITIES		<input type="checkbox"/>
HEALTH PERCEPTION/MANAGEMENT & COPING (Describe understanding of condition adherence to therapy & coping)		<input type="checkbox"/>
COGNITIVE/PERCEPTUAL/SLEEP:		<input type="checkbox"/>
PAIN: <input type="checkbox"/> Yes <input type="checkbox"/> No INTENSITY: At rest		<input type="checkbox"/>
On movement		<input type="checkbox"/>
<input type="checkbox"/> Acute <input type="checkbox"/> Chronic		
Location		
Description		
Level of consciousness:	<input type="checkbox"/> Alert <input type="checkbox"/> Confused <input type="checkbox"/> Drowsy <input type="checkbox"/> Unresponsive	
Emotional state:	<input type="checkbox"/> Co-operative <input type="checkbox"/> Irritable <input type="checkbox"/> Anxious <input type="checkbox"/> Withdrawn	
Cognition:	<input type="checkbox"/> Orientated <input type="checkbox"/> Disorientated <input type="checkbox"/> Inattentive	
Communication barriers:	<input type="checkbox"/> Nil <input type="checkbox"/> Language <input type="checkbox"/> Vision <input type="checkbox"/> Hearing	
Sleep pattern:	<input type="checkbox"/> Normal <input type="checkbox"/> Other	
Comments		
ACTIVITY/EXERCISE PATTERN:		<input type="checkbox"/>
Do you have difficulties caring for yourself? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Do you receive any services at home (eg Home help, district nurses)? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Mobility (prior to admission): <input type="checkbox"/> Independent <input type="checkbox"/> Other		
Mobility (on admission): <input type="checkbox"/> Independent <input type="checkbox"/> Other		
ROLE: <input type="checkbox"/> Employed		<input type="checkbox"/>
Home circumstances: <input type="checkbox"/> Lives alone <input type="checkbox"/> Lives with another adult <input type="checkbox"/> Has dependants		
Do you have any concerns about home while you are hospitalised (work, pets, security etc)?		
VALUES/BELIEFS:		<input type="checkbox"/>
Are there any spiritual/religious/cultural practices that may be affected by hospitalisation?		

BARCODE AREA

BINDING MARGIN - NO WRITING

ASSESSMENT NURSING SURGICAL

Stock of Distribution Centre



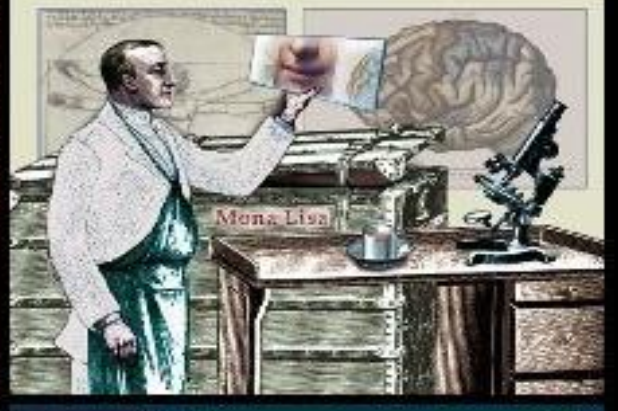
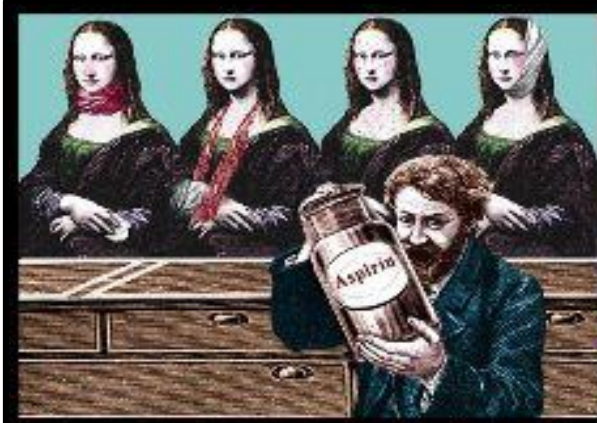
VALUES/BELIEFS:

Are there any spiritual/religious/cultural practices that may be affected by hospitalisation?

.....



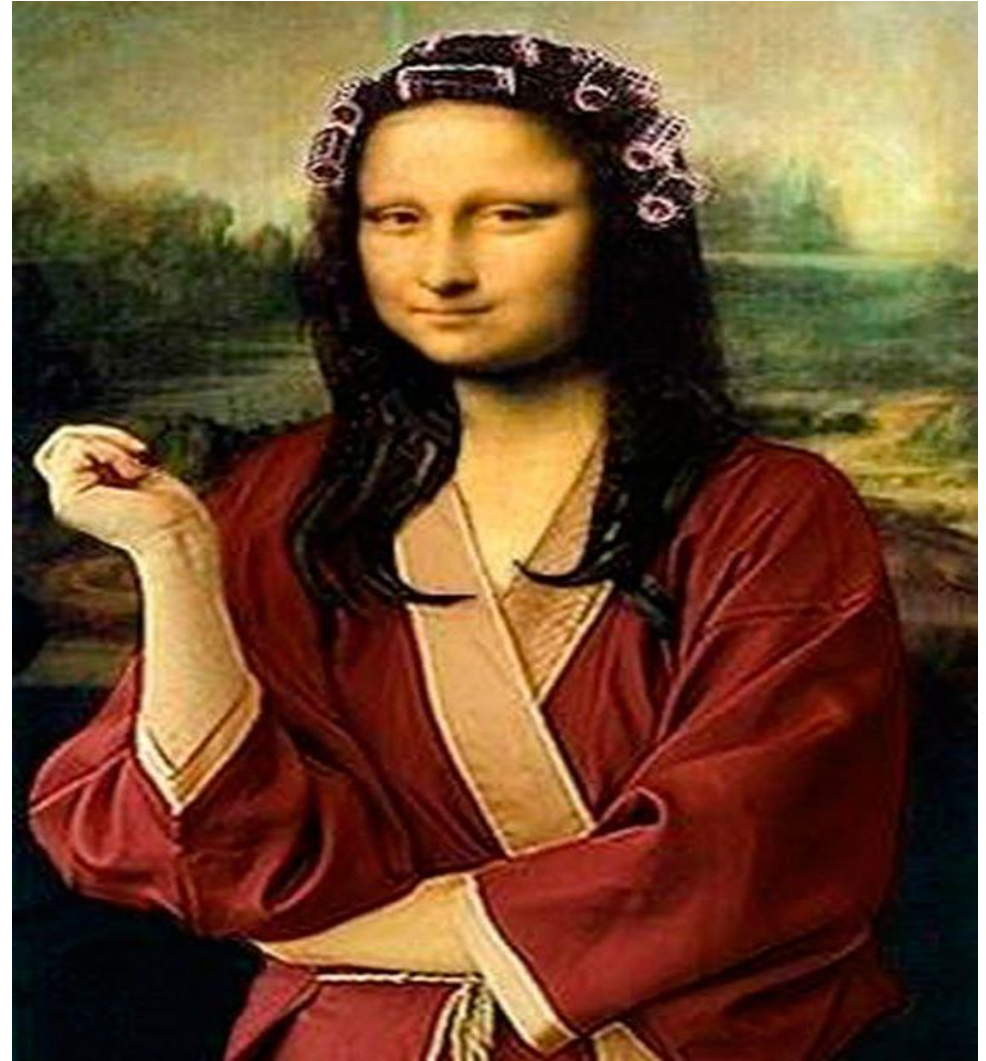
We adjust for the weather – We whakawātea





Can be hard to find the perfect attire

Relational, cultural, spiritual connecting, belonging are often made peripheral in a system that is focused on outcomes



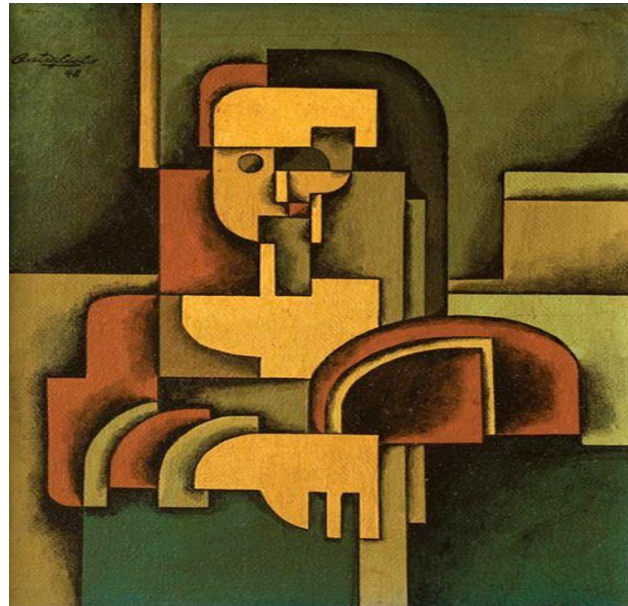
Boundless

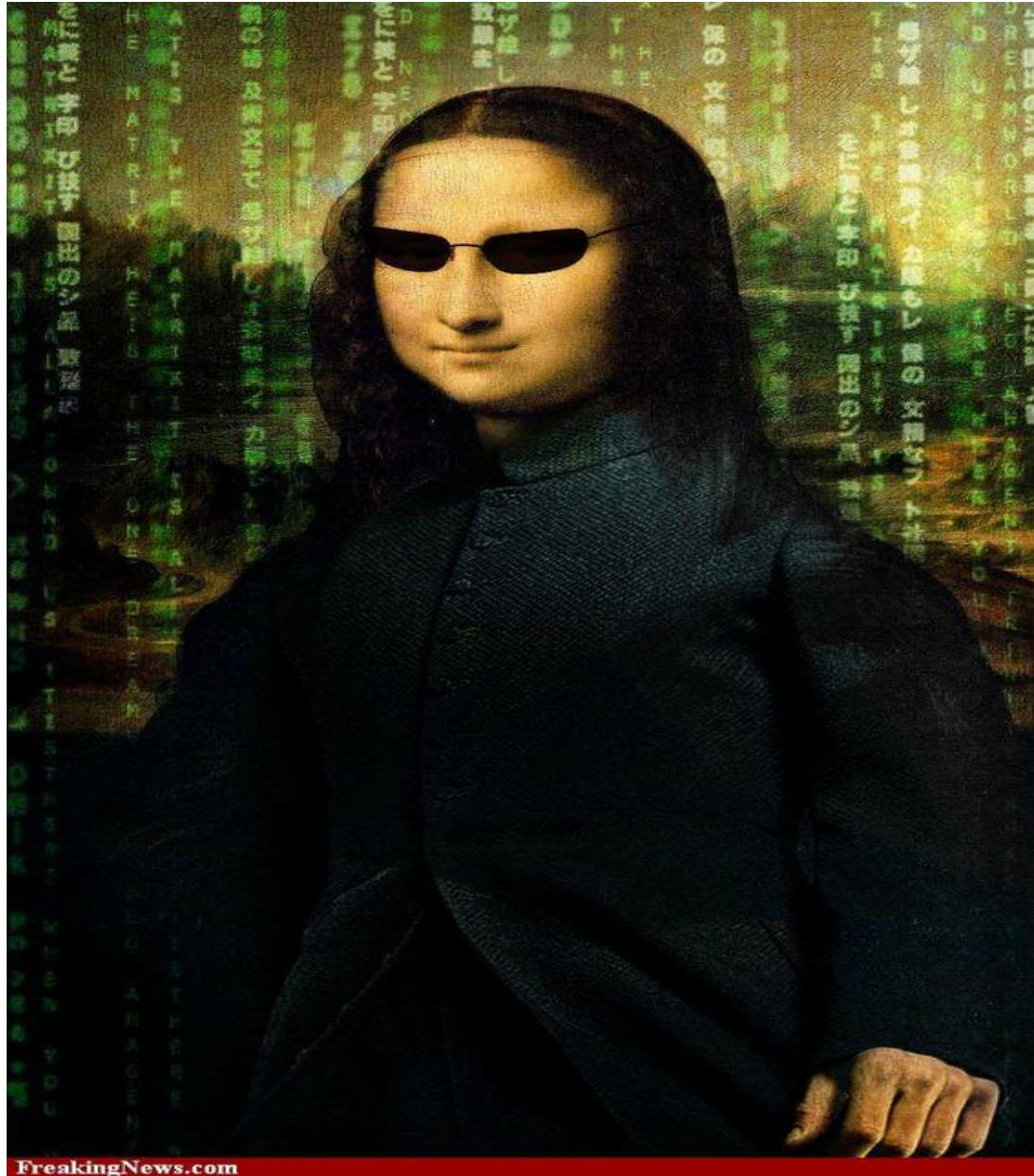


Creativity



Put a noa

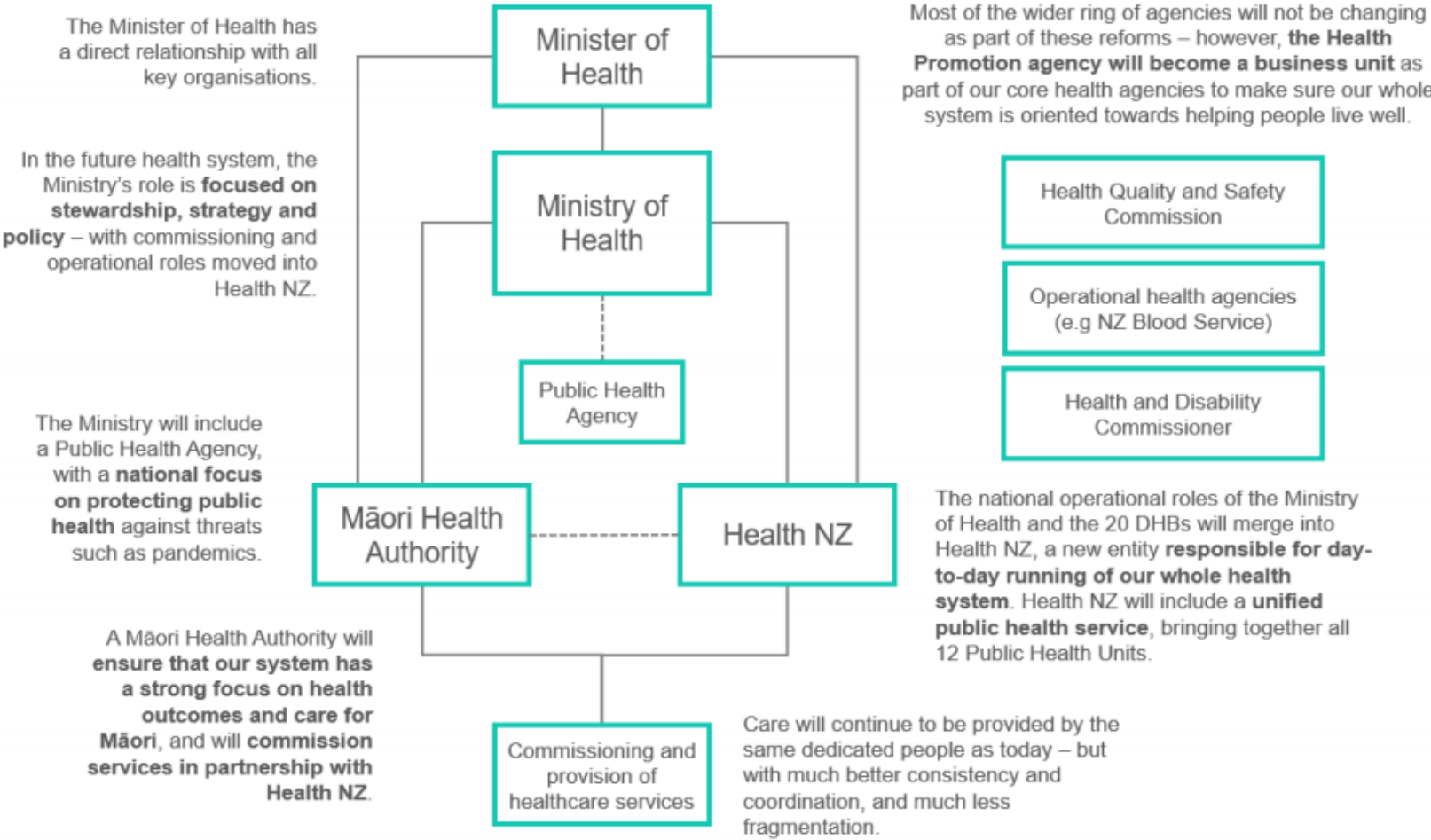




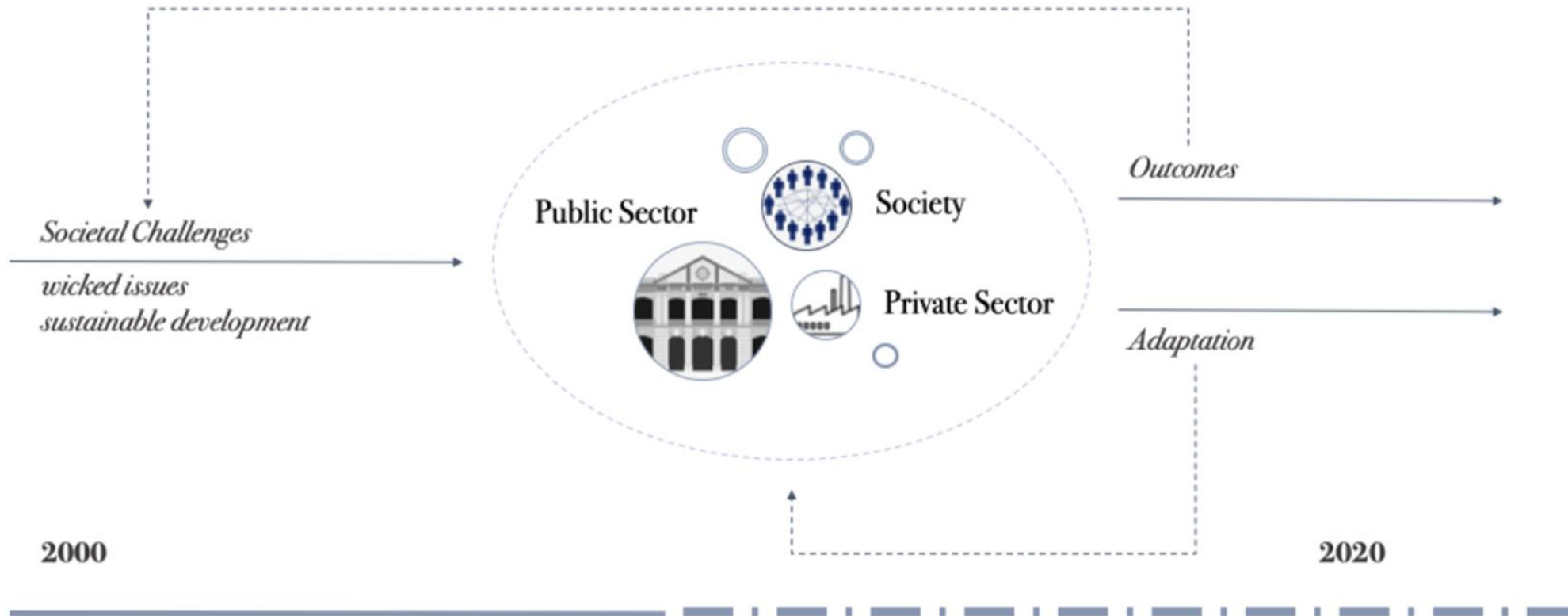
Like Xmas



Change is a Constant



New Ways of Working Together

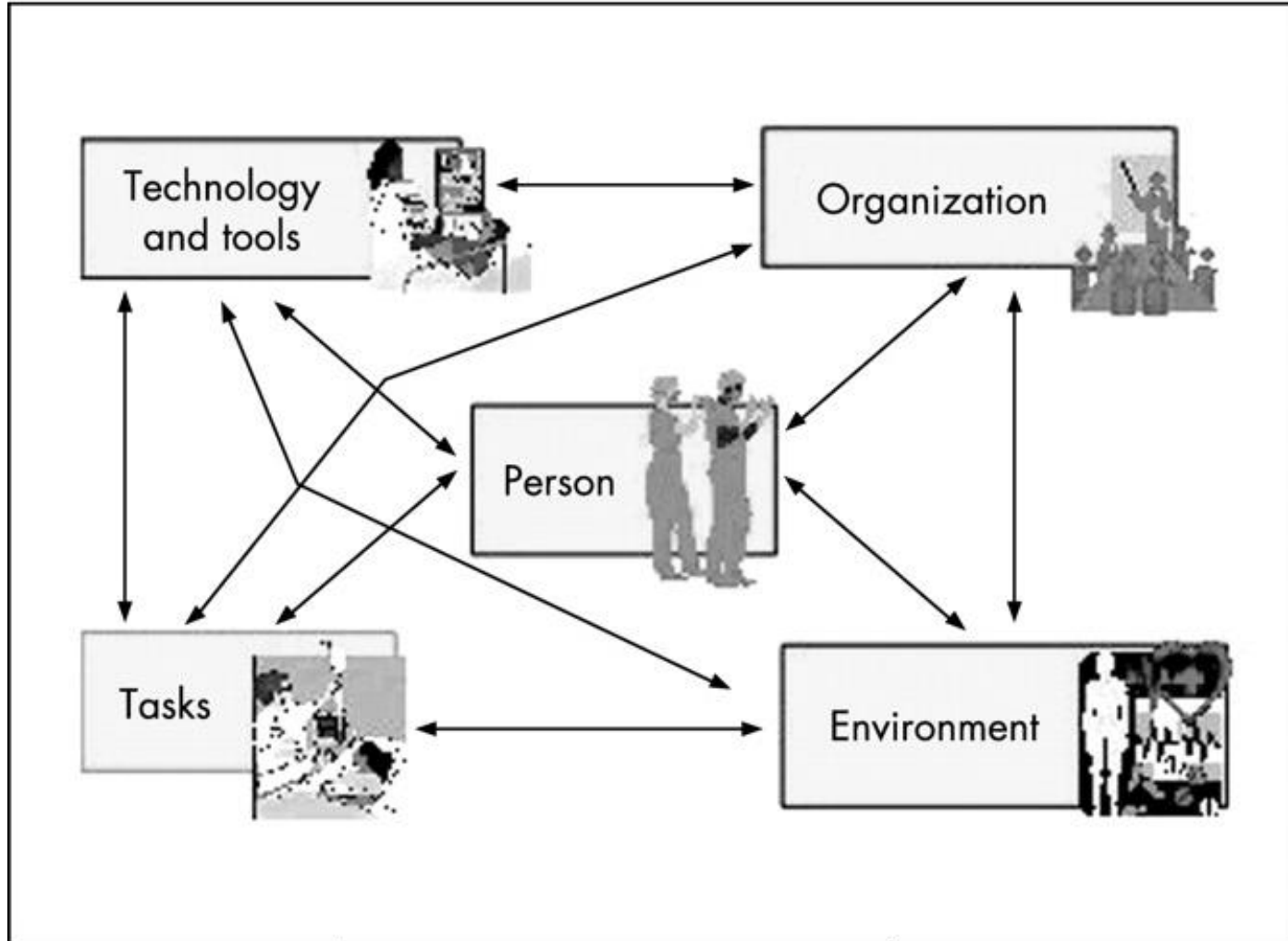


We Are All Part of the System



Public

Interactions and relationships



Carayon P, Schoofs Hundt A, Karsh B, et al
Work system design for patient safety:
the SEIPS model
BMJ Quality & Safety 2006;15:i50-i58.

Understanding context and difference

What works,
for whom,
under what conditions,
to what extent,
and how



It's All About the Relationship

- Learning from each other
- Seeing value in the different viewpoints
- Working together on shared problems that matter
- Mutual support
- Enhancing mana through the relationship



Walking Together Into The Future

“Kua tawhiti kē tō haerenga mai, kia kore e haere tonu. He tino nui rawa o ōu mahi, kia kore e mahi nui tonu.
You have come too far, not to go further. You have done too much, not to do more.”

Tā Hemi Henare (Ngāti Hine, 1989)