

# **Counties Manukau District Health Board**

## **Role Delineation of Health Services Plan**

**February 2008**

## **Executive Summary**

The majority of services at CMDHB are currently operating at Level 5 and have the necessary Minimum Level Support Services (MLSS) for the level at which they are currently operating. Where Core Services are proposing to develop to a higher NSW Role Delineation Model level, consideration needs to be given to ensuring this is consistent with Clinical Support Services

There are a number of sub-specialty services provided by Auckland District Health Board - either at ADHB facilities, or at CMDHB facilities. Generally these are tertiary services with lower volumes (and hence where economy of scale is significant), services where clinical viability is better achieved through services being provided regionally due to staffing/equipment etc, or where the local provision of services is yet to be devolved to CMDHB via the Regional Service Planning process.

The only Clinical Support Service not available locally is Nuclear Medicine (Level 4) which is provided at Auckland Hospital. Most patients requiring Nuclear Medicine are either elective or acute arranged. A small number of patients are transferred acutely to Auckland City Hospital for treatment.

The Role Delineation Model identified that, in general, Clinical Support Service Levels meet the requirements of the Core Services currently being provided at CMDHB facilities. However the Clinical Support Service Levels are not currently meeting the MLSS required for Elective Surgery already being undertaken at Manukau according to the model. The NSW Role Delineation Model is difficult to apply to elective surgery provided at MSC as these services are elective only, and exclude patients that are known to be high risk. Increasingly however patients are having major surgery undertaken at MSC, and the provision of Clinical Support Services needs a more detailed review at the component level of each clinical support service. E.g. blood back service provision c.f. histology, and the clinical pharmacy needs of stable elective patients versus unstable surgical patients.

Undertaking Role Delineation emphasises the close interdependency of core services and the Clinical Support Services that are required to support multiple core services. An integrated matrix approach to service development is required if there is to be service development that is efficient, clinically and financially sustainable.

This tool was developed within the Australian health sector and while there are large similarities, applicability within the New Zealand context needs to be taken into account. Economies of scale, proximity to other tertiary providers, regional services planning, and clinical viability related to subspecialisation and clinician availability all need to be taken into account when determining services that should be provided locally. The tool has limited applicability to a number of services due to a different NZ operating environments and national purchasing direction. Cultural approaches to healthcare delivery are very different and of little relevance.

This report has looked at role delineation for most services across CMDHB with the expectation that additional services will be completed as part of their consideration in Stage Two of Health Services Plan.

## **Introduction**

The Role Delineation of Services at CMDHB has been undertaken using the NSW Role Delineation Model. This tool was developed by the NSW Health Department in 1986 has subsequently been refined with the Third Edition being issued in 2002.

An assessment has been made by management and clinical staff at CMDHB of the levels of Core Services provided by CMDHB, and of the level of Clinical Support Services available to support Core Service delivery. Each of the services is listed using the service numbering in the NSW Role Delineation Model. The Introduction to the NSW Model Third Edition (2002)

includes the following statements that are particularly valid in the assessment undertaken at CMDHB:

*“Role delineation is a process which determines that support services, staff profile, minimum safety standards and other requirements are provided to ensure that clinical services are provided safely and appropriately supported. The aim of the Guide is to provide a consistent language which Area, and statewide health care providers and planners can use when describing health services and a tool for planning service development”.*

*“The Guide is used as a tool to determine the necessary support services once core service levels are resolved, or to provide a common language when describing services. Current support and core service role levels should not drive decisions to increase or decrease levels of support services.”*

*“When determining the levels in core services in each hospital or community health services, networking can be considered. Some support services may be required on campus for clinical reasons (e.g. intensive care). However, where there are off-campus support services available in an Area, a hospital ay be credited with having that support service, if there is equivalent functional access to that service and if patient care in not compromised by that service being off-site”.*

*“The Guide should be applied with a degree of flexibility which gives consideration to the functional level of services. Thus a service need not satisfy all the stated criteria in order to achieve a particular level, as long as the service is provided at a level of safety which is equivalent to that described in the guide for the level concerned”.*

#### **Section A: Clinical Support Services**

<b>NSW Service</b>	<b>Middlemore</b>	<b>Manukau</b>
<b>1. Pathology</b>	5	2-3
<b>2. Pharmacy</b>	5-6	2
<b>3. Diagnostic Imaging</b>	5-6	3-4
<b>4. Nuclear Medicine</b>	4*	4*
<b>5. Anaesthetics</b>	6	5-6
<b>6. Intensive Care</b>	6	4
<b>7. Coronary Care</b>	5	1
<b>8. Operating Theatre</b>	6	4-6

*(\* The Nuclear Medicine services for CMDHB are provided at Auckland Hospital where a Level Four service with the addition of 24-hour on call is provided).*

The Manukau campus was originally developed as an ambulatory care centre (Manukau SuperClinic), with subsequent development of Day surgery and latterly elective inpatient surgery on site (Manukau Surgery Centre). Over the last two years the level of complexity of elective surgery has increased and CMDHB is planning for the development of a Rehabilitation Centre, Mental Health Services for Older People and potentially on-site Adult Mental Health Services.

When considering the Clinical Support Services that are available at Manukau for elective surgery patients, a number of comments should be made:

- Elective surgery is provided on patients who are considered to have low-moderate clinical risk by surgeon and anaesthetic staff. Elective patients with higher risk profiles are treated at Middlemore Hospital where upper secondary care services are available 24/7.
- A four-bedded level 2 ICU/HDU is available at Manukau for management of appropriate patients. Clinical staff determine whether ICU/HDU patients are more appropriately transferred to Middlemore Hospital ICU.
- In effect, the elective services provided at MSC more closely resemble the manner in which most private surgical hospitals in New Zealand operate i.e. most patients are low or moderate clinical risk; there is a relatively low threshold for transferring patients post-operatively to Middlemore Hospital.

## Section B: Core Services

### Emergency Medicine

#### 9. Emergency Medicine

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5	Current MLSS	5	5-6	5-6	4*	6	6	5	6
		Required MLSS	5	5	5	3	4	5	5	4

### Medicine

#### 10. General Medicine

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS – MMH	5	5-6	5-6	4*	6	6	5	6
		Required MLSS – MMH	(As appropriate level for subspecialty)							

#### 11. Cardiology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5-6	Current MLSS – MMH	5	5-6	5-6	4*	6	6	5	6
		Required MLSS – MMH	6	5	6	6	5	6	6	6
			X			X			X	

#### 12. Dermatology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5	Current MLSS - MMH	5	5-6	5-6	4*	6	6	5	6
		Required MLSS – MMH	4	4	4	3	4	4	4	2

#### 13. Endocrinology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5	Current MLSS – MMH	5	5-6	5-6	4*	6	6	5	6
		Required MLSS – MMH	5	5	5	5	4	4	4	4
						X				

#### 14. Gastroenterology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS – MMH	5	5-6	5-6	4*	6	6	5	6
		Required MLSS – MMH	6	6	5	5	5	5	4	4
				X		X				

### 15. Haematology - Clinical

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5-6	Current MLSS	5	5-6	5-6	4*	6	6	5	6
		Required MLSS (6)	6	5	5	5	5	5	4	4
			X			X				

16. **HIV/AIDS** – Services are provided by Auckland District Health Board

17. **Immunology** – Services are provided by Auckland District Health Board

18. **Infectious Diseases**

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5-6	Current MLSS	5	5-6	5-6	4*	6	6	5	6
		Required MLSS (6)	6	5	5	4	4	5	4	4

19. **Medical Oncology**

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	4	Current MLSS	5	5-6	5-6	4*	6	6	5	6
		Required MLSS	4	5	4	3	4	4	4	3
Proposed	5	Current MLSS	5	5-6	5-6	4*	6	6	5	6
		Required MLSS (5)	5	5	5	5	4	5	4	4
						X				

The current Level Four services are those services provided by General Medicine at MMMH.

The staged development of Medical Oncology Services within CMDHB to Level Five will see the development of a robust ambulatory care service (including the administration of chemotherapy) at Manukau. Inpatients under the care of the medical oncology service may continue to be transferred to Auckland City Hospital.

20. **Neurology**

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	4	Current MLSS – MMH	5	5-6	5-6	4*	6	6	5	6
		Required MLSS – MMH	4	4	4	-	4	4	4	2
		Current MLSS - MSC	2-3	2	2-4	4	5-6	4	1	4-6
		Required Level 5 MLSS	5	4	5	4	4	5	4	4

The services for neurology at Level Four are well below service levels for other Medical Services provided at CMDHB. The Minimum Level Support Services at MMH exceed all requirements to support a Level Five Neurology Service. Predominantly neurology services are provided in through ambulatory care and would involve the investment in neurology specific investigations (e.g. EEG, EMG) with the challenge as to where to site an investment in development of a Level Five service (ambulatory at MSC, comprehensive at MMH, or duplicate at both).

## 21. Radiation Oncology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level		Current MLSS at MSC	2-3	2	3-4	4	5-6	4	1	4-6
		Current MLSS at MMH	5	5-6	5-6	4	6	6	5	6
Potential Level	4	Required MLSS	1	1	1	-	1	2	1	-
	5	Required MLSS	5	5	5	5	4	5	4	4
	6	Required MLSS	6	6	6	6	5	6	4	6

Currently all radiation oncology services are provided at ADHB but CMDHB will be considering development of radiation services on the Manukau Site within the span of the Health Services Plan. NSW RDM Level Four services are visiting outpatient services linked to a major centre. The current Clinical Support Service Levels at CMDHB are considerably greater than that required according to the model.

Level Five Radiation Services involve the provision of Clinical Support Services that are considerably greater than is available currently at Manukau. This is in respect to the provision of pathology, pharmacy, diagnostic imaging, nuclear medicine and CCU. The close proximity to Middlemore Hospital (with its higher Clinical Support Levels) may meet the necessary clinical support levels, particularly when taking into account the developments of satellite services and private radiation oncology treatment services.

## 22. Renal Medicine

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS	5	5-6	5-6	4*	6	6	5	6
		Required MLSS	6	5	6	5	6	5	4	4
			X		X	X				

Level six pathology services, full level six diagnostic imaging and nuclear medicine are available when required from other tertiary DHBs.

## 23. Respiratory Medicine

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS	5	5-6	5-6	4*	6	6	5	6
		Required MLSS	5	5	5	5	5	6	4	4
						X				

## 24. Rheumatology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS	5	5-6	5-6	4*	6	6	5	6
		Required MLSS	5	5	5	5	5	4	4	3
						X				

## Surgery

For all elective surgical services operating at MSC, this role delineation needs to be interpreted alongside the service delivery model of MSC (Refer Executive Summary and Introduction).

### 25. General Surgery

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	5-6	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS (5)	4	4	5	4	5	5	3	6
MSC Current	5-6	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
		Required MLSS(5)	4	4	5	4	5	5	3	6
			X	X	X			X	X	

### 26. Burns

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	6	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS	6	6	4	3	6	6	5	6
			X							

Level 6 pathology services are available in ADHB to support National Burns Service if any level six services are not available locally.

27. Thoracic/Cardiothoracic Surgery – services are provided at ADHB

### 28. Day Surgery

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MSC Current	4	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
		Required MLSS	3	2	3	-	3	3	3	3
			X						X	

### 29. Ear, Nose and Throat

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	1-3	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS	4	4	5	5	5	5	3	6
MSC Current	5	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
		Required MLSS	4	4	5	5	5	5	3	6
			X	X	X	X		X	X	X

Acute 24/7 services are provided by ADHB. A wide range of elective surgery is provided at MSC.

### 30. Gynaecology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	5-6	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS	5	5	5	4	4	5	4	6
MSC Current	5-6	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
		Required MLSS	5	5	5	4	4	5	4	6
			X	X	X			X	X	

### 31. Neurosurgery – Services provided by ADHB

### 32. Ophthalmology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MSC Current	5	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
		Required MLSS	4	4	5	3	4	4	3	6
			X	X	X					

### 33. Orthopaedics

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5-6	Current MLSS	5	5-6	5-6	4	6	6	5	6
	6	Required MLSS	5	5	5	5	6	6	4	6
MSC Current	5-6	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
		Required MLSS	5	5	5	5	6	6	4	6
			X	X	X	X		X	X	X

At level 5 must have link to a level five Rehab service (currently the CMDHB service is level XXX) and is located at MMH. With the development of the Rehabilitation service at MSC, there will continue to be rehabilitation services at MMH. In addition there are specialist rehabilitation services provided by ADHB for targeted conditions and patient groups.

### 34. Plastic Surgery

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	5-6	Current MLSS	5	5-6	5-6	4	6	6	5	6
	6	Required MLSS	5	5	5	5	6	5	4	6
MSC Current	5-6	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
	6	Required MLSS	5	5	5	5	6	5	4	6
			X	X	X	X		X	X	

### 35. Urology

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MSC Current	4	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
		Required MLSS	4	4	4	3	4	4	3	4
			X	X					X	

The urology service is provided by ADHB and includes outpatients and principally daypatient procedures.

### 36. Vascular Surgery

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5-6	Current MLSS	5	5-6	5-6	4	6	6	5	6
	6	Required MLSS	5	5	6	5	6	6	4	6
						X				
MSC Current	5-6	Current MLSS	2-3	2	3-4	4	5-6	4	1	4-6
	6	Required MLSS	5	5	6	5	6	6	4	6
			X	X	X	X		X	X	X

## Maternal and Child Health Services

### 37. Maternity

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Community Units										
Current level	2	Current MLSS	1	1	-	-	-	-	1	-
		Required MLSS	2	2	1	-	2	2	1	2
			X	X	X		X	X		X
MMH Current	6	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS	5	4	5	3	6	5	5	4

The NSW Role Delineation has limited applicability within the New Zealand maternity framework for application to Community Maternity Units. MOH Services Specifications for Primary Maternity Services are being met by local facilities

### 38. Neonatal

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	5-6	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS (5)	5	5	5	4	5	4	*	4
		Required MLSS (6)	6	5	6	4	6	5	*	6

### 39. Paediatric Medicine

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	5	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS	5	5	5	5	4	5	*	2

### 40. Paediatric Surgery

An outpatient and daypatient visiting service is provided by Paediatric Surgeons (ADHB). Daypatient Surgery is provided with careful patient selection. Daypatient Surgery for Children is provided by other surgical specialties (Orthopaedic, Plastics, ORL and ophthalmology) at MSC with inpatient surgery for children undertaken in Plastics and Orthopaedics at MMH.

### 41. Family and Child Health – Stage 2 HSP

#### Integrated Community and Hospital Services

### 42. Adolescent Health – Stage 2 HSP

### 43. Adult Mental Health (Inpatient Care)

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS	5	5-6	5-6	4	6	6	5	6
	6	Required MLSS	4	4	4	-	4	4	4	2

### 44. Adult Mental Health (Community Care)

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS	5	5-6	5-6	4	6	6	5	6
	6	Required MLSS	1	1						

### 45. Child/Adolescent Mental Health (Inpatient Care) - Stage 2 HSP

### 46. Child/Adolescent Mental Health (Community Care) - Stage 2 HSP

### 47. Older Adult Mental Health (Inpatient Care)

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS	5	5-6	5-6	4	6	6	5	6
	6	Required MLSS	1	1						

### 48. Older Adult Mental Health (Community Care)

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	4	Current MLSS				x	ECT only	x	x	x
	6	Required MLSS								

### 49. Child Protection Services – Stage 2 HSP

## 50. Drug and Alcohol

Both inpatient (Detox) and community Drug & Alcohol Services currently provided by WDHB. Potential that in longer term community based services may be provided by CMDHB and would require similar level of access to community based adult services.

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	6	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS								

## 51. Geriatrics

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
Current level	5	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS	5	4	5	3	4	4	4	3

## 52. Health Promotion – Stage 2 HSP

## 53. Palliative Care

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	5	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS	4	4	2	3	4	2	1	3

## 54. Rehabilitation

			Minimum Level of Support Services							
			Pathology	Pharmacy	Diag.Im	NMed	Anaesth	ICU	CCU	OP/s
MMH Current	5	Current MLSS	5	5-6	5-6	4	6	6	5	6
		Required MLSS	3	3	4	3	4	2	1	3

## 55. Sexual Assault Services – Stage 2 HSP

### Community Based Services

56. **Aboriginal/Indigenous Health** – not applicable

57. **Community Health** – not applicable within CMDHB

58. **Community Nursing** – Services provided at Level Five (MLSS requirements not stipulated in model)

59. **Genetics**- Services provided by AHDB

60. **Multicultural Health** – Levels 4-5 with the development of a range of programmes aimed at the different ethnic groups within CMDHB, and specific health workers with individual ethnic groups.

61. **Oral Health** – Stage 2 HSP

62. **Sexual Health Services** – Stage 2 HSP

63. **Women's Health** – Stage 2 HSP