

**TOKELAU DEPARTMENT OF HEALTH**  
**STRATEGIC PLAN 2016-2020**

© Tokelau Department of Health | April 2016

*Permission for reproduction of material from this document can be obtained from:*

*Director of Health  
Department of Health  
Nukunonu, Tokelau  
Phone: (690) 4211; 4212  
Email: [stdrtavite@gmail.com](mailto:stdrtavite@gmail.com)*



## MESSAGE FROM THE MINISTER

The World Health Organization (WHO) defines a strategic plan for health as a comprehensive document that lays out the vision, goals and priorities of a healthcare system. It should encompass strategies that will enable the healthcare system to develop the policy of “Health for All” so individuals are able to achieve good health and lead more socially and economically productive lives.

In March 2016, The General Fono of Tokelau welcomed and approved the Independent Health review recommendation for health reform and recentralisation of Health care management under the Department of Health and to establish a National Referral Hospital for Tokelau. This highlights political commitments to improving quality of health care services for the people of Tokelau. As a department responsible for delivery of health care services in Tokelau, this political commitment requires “thinking outside the box’ and “getting out of our comfort zone” to ensure that the health expectations of Tokelau is achieved.

The Healthy Island declaration that Tokelau is part of, defines healthy island as “*a place where our children are nurtured in body and mind; environments invite learning and leisure; people work and age with dignity; ecological balance is a source of pride; and the ocean which sustains us is protected*”. This commitment is at the heart of this plan and endeavour to support Tokelau’s National vision of “Healthy Communities with Opportunities for All” for this strategic period 2016-2020.

Tokelau continues to be challenged by the increasing burden of Non-communicable diseases and complications; continues to be threatened by communicable disease outbreaks and the increasing impacts of climate change. This strategic plan outlines the department’s commitments and approaches to address these increasing burdens on the health of the people of Tokelau with focus on four (4) key strategic areas: Clinical services; governance and corporate services; public health and infrastructure.

While the focus of the plan is on “people’s health and improving access to quality health care services, the plan also values its employees and their capacity development and as such, it also sets out to maximize the use of scarce health resources to sustain health care services.

A whole government approach is needed to implement this plan and there is a real need for greater partnerships within government, within the local communities and with regional and international health organizations to achieve targets set out in this plan within the next four (4) years. Each year, the department will develop Annual Work plan with clear outcomes to be achieved each year in alignment with the strategic direction set out in this strategic plan in order to achieve the high level expectations of this plan. I am also happy that the Department's annual Work plan 201617 has also been signed off together with the release of this strategic plan.

It is my pleasure to present to you the Tokelau Health Department Strategic plan 2016-020. I look forward for your support and contribution to implementing of this plan and to achieving a 'Healthy Tokelau-Today for Tomorrow'.

---

Honourable Faipule Siopili Perez  
Minister for Health

## Table of Contents

EXECUTIVE SUMMARY .....	6
1. INTRODUCTION .....	6
2. CHALLENGES TO DELIVERY OF HEALTH SERVICES IN TOKELAU .....	7
ORGANISATIONAL STRUCTURE .....	7
LEGAL MANDATE .....	7
LINKAGE AND ALIGNMENT TO THE TOKELAU NATIONAL STRATEGIC PLAN AND SUSTAINABLE DEVELOPMENT GOALS .....	8
OUR VISION FOR 2016-2020 .....	9
OUR MISION .....	9
OUR GOAL .....	9
OUR PRINCIPLES AND VALUES .....	9
OUR SWOT ANAYLIS .....	9
STRENGTHS .....	9
WEAKNESSES .....	10
OPPORTUNITIES .....	11
THREATS .....	11
OUR STRATEGIC PRIORITIES, GOALS& FOCUS AREAS .....	12
Strategic Priorities .....	12
Strategic Goals .....	12
Focus Areas .....	12
OUR INTENDED OUTCOMES, INDICATORS & TARGETS .....	13
Strategic Priorities .....	13
Long Term Outcomes (LT) 2020 and beyond .....	13
Medium Term Outcomes (MT) 2018 - 2020 .....	13
Short Term Outcomes 2016-2018 .....	13
Key Indicators (KI) .....	14
Targets (T) .....	14
Baselines (B) .....	14
APPENDIX 1a: PROPOSED STRUCTURE FOR HEALTH REFORM .....	17
APPENDIX 1b: PROPOSED STRUCTURE FOR HEALTH SERVICES IN THE VILLAGES .....	18

APPENDIX 1c: PROPOSED STRUCTURE FOR TOKLAU NATIONAL REFERRAL HOSPITAL .....19  
APPENDIX 2: TOKELAU DEPARTMENT OF HEALTH STRATEGIC RESULTS FRAMEWORK 2016-2020 .....20  
APPENDIX 3: MONITORING FRAMEWORKFOR TOKELAU DEPARTMENT OF HEALTH STRATEGIC PLAN  
2016-2020 .....25

## EXECUTIVE SUMMARY

### 1. INTRODUCTION

Tokelau consists of three small coral atolls – Atafu, Nukunonu and Fakaofu, and is located about 480 kilometres north of its closest neighbour Samoa. The atolls are about three to five metres above sea level and span less than 200km making the small island nation prone to the devastating effects of climate change.

The only form of transportation of passengers and supplies is by ship that departs Samoa normally on a fortnightly basis. Travelling time from Samoa is about 24 hours to Fakaofu, 26 hours to Nukunonu and 30 hours to Atafu. With the absence of a port, passengers and supplies are offloaded from the ship in the open sea on to barges for further transportation ashore.

According to the Tokelau Census in 2011, the population stands at 1,411: 482 Atafu, 490 Fakaofu and 397 Nukunonu. Tokelau has a youthful population with 59% of its population aged under 30 years. At 22.5, birth rate is similar to that of Samoa and higher than New Zealand.

The WHO STEPS survey conducted in 2014 confirmed that Non Communicable Diseases (NCDs) is on a rise with risk factors including smoking, alcohol consumption, poor nutrition, physical inactivity, overweight or obese, raised blood pressure raised blood glucose and raised blood lipids. This situation calls for immediate action to redress the deteriorating state of health in Tokelau .


This Strategic Plan (Plan) attempts to articulate how the Department of Health (DoH) will contribute to improved quality of life on the atolls and how it is aligned to national priorities as well as to the relevant Sustainable Development Goals (SDGs).

The Department will focus on implementing priority activities that have been identified and grouped under four strategic priorities: Clinical Services, Governance & Corporate Services, Public Health Services and Infrastructure Development.

The Plan is an amalgamation of information from desk reviews, internal discussions and consultations as well as consultations with the villages.

## 2. CHALLENGES TO DELIVERY OF HEALTH SERVICES IN TOKELAU

The Department has identified the following key challenges that impinge on the delivery of health services in Tokelau.

-  Isolation
-  Health Governance
-  Human Resource Development
-  Financial Resources
-  Natural Disasters
-  Impacts of Climate Change & Global Warming

## ORGANISATIONAL STRUCTURE

The strategic priorities identified within this Plan require an appropriate organisational structure that will deliver the expected outcomes. The proposed Organisation Structure attempts to consolidate governance and management structures that will strengthen national leadership, encourage accountability for health outcomes and strengthen delivery of health care services. The proposed Organisational Structure is attached as Appendix 1.

## LEGAL MANDATE

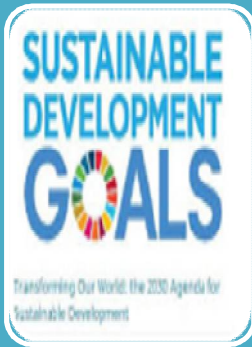
The Department of Health is guided by the following list of legislation and policies:

- Tokelau Constitution
- Tokelau Health Rules 2003
- Tokelau Public Service Rules 2004
- Tokelau Public Service Code of Conduct 2004
- Tokelau Public Service Manual 2004
- Tokelau Patient Referral Scheme Policy 2006 (rev 2009)

In addition, the following legislation are expected to be developed and completed during the timeframe of this Plan;

- Tokelau Public Health Act
- Tokelau Professional Registration Act
- Occupational, Health & Safety Policy
- Food Safety & Security Policy
- Mental Health Policy

## LINKAGE AND ALIGNMENT TO THE TOKELAU NATIONAL STRATEGIC PLAN AND SUSTAINABLE DEVELOPMENT GOALS



### SDG 3: Good Health & Well Being

Ensure healthy lives and promote well-being for all at all ages

Relevant Targets: Reduce maternal mortality; end infant mortality, end epidemics & communicable diseases; reduce premature mortality from NCDs; access to sexual & reproductive health care; universal health coverage; implementation of WHO Framework on Tobacco control; increase health financing & health workforce capacity/capability; strengthen capacity for early warning, risk reduction & management of health risks



### Tokelau National Strategic Plan (TNSP) 2016 - 2020

Vision:

Key Thematic Areas:

1. Good Governance
2. Human Development - Health
3. Infrastructure Development

Relevant Enablers:

1. Governance systems, processes & structures support effective service delivery & builds confidence & trust in governance at all levels/sectors.
2. Safe and sustainable infrastructure - transport, ICT,



### Department of Health Strategic Plan 2016 - 2020

**"A HEALTHY TOKELAU-TODAY FOR TOMORROW"**

Strategic Priorities/Goals:

1. Clinical Services: To improve quality of clinical health service delivery on all three atolls.
2. Governance & Corporate Services: To strengthen corporate services that support delivery of quality health services in Tokelau.
3. Public Health: To improve public health service delivery on all three atolls.
4. Infrastructure Development: To strengthen health infrastructure on all three atolls



## OUR VISION FOR 2016-2020

**“A HEALTHY TOKELAU-TODAY FOR TOMORROW”**

## OUR MISSION

**To deliver a health care service that is accessible, affordable, equitable and sustainable**

## OUR GOAL

Our ultimate goal is to contribute to improved quality of life of the people of Tokelau through providing an efficient and effective healthcare system.

## OUR PRINCIPLES AND VALUES

In delivering health services to our people, the DoH will be guided by and committed to the following principles and values.

- Good Governance (accountability and transparency)
- Impartiality (equality and fairness at all times)
- Professionalism (upholding code of ethics)
- Commitment (dedication to delivery of quality health service)
- Honesty, Trust & Integrity
- Teamwork (fostering partnerships through collaboration, coordination and cohesion)
- Inclusive & Consultative (engaging staff and communities through effective communications)
- Culture (respecting and preserving the “Faka-Tokelau”)

## OUR SWOT ANALYSIS

### STRENGTHS

No	Strengths	Our Strategies to maintain or enhance strengths
1	Government’s commitment to a healthy Tokelau	Effective implementation of health plans and continuous communication with Council on health issues.
2	NZ’s support and commitment to improving quality of life on Tokelau	Effective implementation of health plans and ongoing dialogue through Council.
3	Commitment of health staff	Promote teamwork approach and encourage a conducive working environment.

4	Community oriented environment	Continue consultative approach and engaging communities in promotion, protection and prevention.
5	Number of health workers for population is within WHO guidelines	Continue to promote and advocate for health scholarships.
6	Isolation and remoteness (in terms of Disease outbreak)	Utilising this to strengthen communicable disease approaches in Tokelau (vector borne outbreak).

## WEAKNESSES

No	Weaknesses	Our Strategies to address weaknesses
1	Limited financial resources	Evidence based planning with appropriate planning and advocating at political level.
2	Irregular and unreliable sailing schedules	Proper planning and ongoing communication with transport department.
3	No inter-atoll transportation	Work closely with other departments to explore best options for inter atoll transportation that will support delivery of quality health services.
	Limited infrastructure for delivery of health services	Put in place an appropriate infrastructure development plan.
4	High prevalence of NCDs and their risk factors <sup>1</sup>	Emphasis on prevention through improved public health care service delivery.
5	Weak governance and management structures	Consolidate governance structure under the DoH with emphasis on policy, planning, financing, service delivery, and monitoring and oversight functions.
6	Limited health capability at village level	Work with National HR Officer to capture this in the HRCDP.
7	High reliance on TPRS	Emphasis on prevention through improved public health care service delivery.
8	Limited health service approaches and strategies	Boost Public health and preventative approaches to health care. Develop partnerships for capacity development and provision of technical assistance where needed.
9	Uneven capacity of health workers across villages	Strengthen existing and develop new partnerships for support in capacity development.
10	Low morale of health workers at village level	Promote supportive and conducive working environment complimented by a review of remuneration package and staff benefits.
11	Lack of capacity to undertake analysis of health data	Strengthen existing capacities under the national HRCDP and explore possibility of engaging new capacity based on new organisational structure.
12	High staff turnover	Review of remuneration package and developing a supportive organizational culture.

<sup>1</sup>Source: LITMUS, Evaluation of the Tokelau Health Sector, August 2014

## OPPORTUNITIES

No	Opportunities	Our Strategies to maximise on our opportunities
1	Partnerships with New Zealand Ministry of Health and Health Service Providers	Improve communication and information sharing.
2	Partnerships with development partners	Strengthen partnership with WHO, SPC and other donor agencies through improved communication and information sharing on health needs in Tokelau.
3	Development of health infrastructure on Tokelau	Infrastructure development plan.
4	Community engagement on health promotion and prevention.	Health Education and Promotional plan.
5	Closer partnership / cooperation relationship with NHS/TTMH, Samoa	Finalise and sign off on MOU NHS/TTMH, Samoa.
6	Development of innovative health services through ICT – eg. Telemedicine	Develop ICT facilities and strengthen staff capacity for using these facilities. Strengthen partnerships for support.

## THREATS

No	Threats	Our Strategies to minimise threats
1	Isolation of atolls from each other and from the rest of the world	Establish National Referral hospital with key supporting infrastructure (ICT, transport) and strengthen health capacity and capability.
2	Reduction in NZ Budget Support	Strengthen planning and budgeting processes as well as robust monitoring.
3	Reduction in financial assistance of key health development partners	% user paid health services Strengthen planning and mobilisation of resources Explore having national health insurance policy (for the purpose of overseas referral)
4	Outbreak of diseases and emergence of new diseases	Robust national plan for outbreak and response. Strengthen preventative approaches.
5	Natural disasters and impact of climate change	Have an updated emergency response plan. Inclusion of health response in Climate Change Strategy.

## OUR STRATEGIC PRIORITIES, GOALS & FOCUS AREAS

Strategic Priorities	Clinical Services	Governance & Corporate Services	Public Health	Infrastructure Development
Strategic Goals	SG1. To improve clinical health service delivery on all three atolls.	SG 2. To strengthen corporate services that support delivery of quality health services in Tokelau.	SG3. To improve public health service delivery on all three atolls.	SG4. To strengthen health infrastructure on all three atolls.
Focus Areas	<p>Improve the quality of clinical services in all areas.</p> <p>Maintain skilled health workers and upgrade capacity through ongoing professional development.</p> <p>Improve the quality of allied/support health services.</p> <p>Secure specialised medical staff</p>	<p>Improve overall governance.</p> <p>Strengthen legal framework for health.</p> <p>Strengthen human resource management and development.</p> <p>Strengthen information &amp; communication technology (ICT).</p> <p>Strengthen and develop sustainable partnerships for health.</p>	<p>Strengthen health promotion &amp; prevention programmes.</p> <p>Strengthen community engagement &amp; awareness.</p> <p>Improve monitoring &amp; surveillance.</p>	<p>Establish and equip the National Referable Hospital – Nukunonu.</p> <p>Upgrading of Peripheral Hospitals – Atafu.</p> <p>Improve inter atoll transport for patient referral and evacuations.</p>

## OUR INTENDED OUTCOMES, INDICATORS & TARGETS

Strategic Priorities	Clinical Services	Corporate Services	Public Health	Infrastructure Development
<b>Long Term Outcomes (LT) 2020 and beyond</b>	<p>LT 1.1 Improved delivery of clinical health services in Tokelau</p> <p>LT1.2: Extend life expectancy.</p> <p>LT1.3: Reduced patient referrals outside of Tokelau</p>	<p>LT2.1: Improved health policy and legal framework.</p> <p>LT2.2: Strengthen governance and leadership.</p> <p>LT2.3: Strengthen planning, budgeting and monitoring processes at village and national levels.</p> <p>LT2.4: Continuous development of Health data/information.</p>	<p>LT3.1: Improved community wellness</p> <p>LT3.2 Extend life expectancy.</p> <p>LT3.3 Reduced patient referrals outside of Tokelau</p>	<p>LT 4.1 Significant improvements in hospital infrastructure and medical equipment.</p> <p>LT4.2 Significant improvement in inter atoll transportation.</p> <p>LT 4.3 Extend life expectancy.</p> <p>LT4.3 Reduced patient referrals outside of Tokelau</p>
<b>Medium Term Outcomes (MT) 2018 - 2020</b>	<p>MT1.1: Reduced hospital admissions and readmissions.</p> <p>MT1.2: Reduced duration of patient admission (inpatient)</p>	<p>MT2.1: Increased number of health related policies and law.</p> <p>MT2.2: Increased number in trained health professionals.</p>	<p>MT3.1: Reduced prevalence of NCD risk factors</p> <p>MT3.2: Reduced Communicable Diseases risk factors</p> <p>MT3.3 Reduce in number of outpatient</p>	<p>MT4.1: National referral hospital fully functional.</p> <p>MT4.2: Peripheral Hospital (Atafu) fully functional.</p> <p>MT4.3: Improved staff and patient accommodation</p> <p>MT4.3: Infrastructure Repairs and Maintenance Plan</p>
<b>Short Term Outcomes 2016-2018</b>	<p>ST1.1 Level of patient satisfaction with services provided by hospitals.</p> <p>ST1.2: Improved access to medication and specialized</p>	<p>ST 2.1 Health budget proposals based on Health Strategic Plan.</p> <p>ST2.2 Health AWP's based on Health Strategic Plan, developed and signed off before 30 June each year.</p>	<p>ST1.1 Improved access to health information.</p> <p>ST3.3 Increased participation in public health programmes.</p>	<p>ST4.1 Immediate repairs and construction works for National Referral Hospital and Peripheral Hospitals completed.</p> <p>ST4.2 Construction and</p>

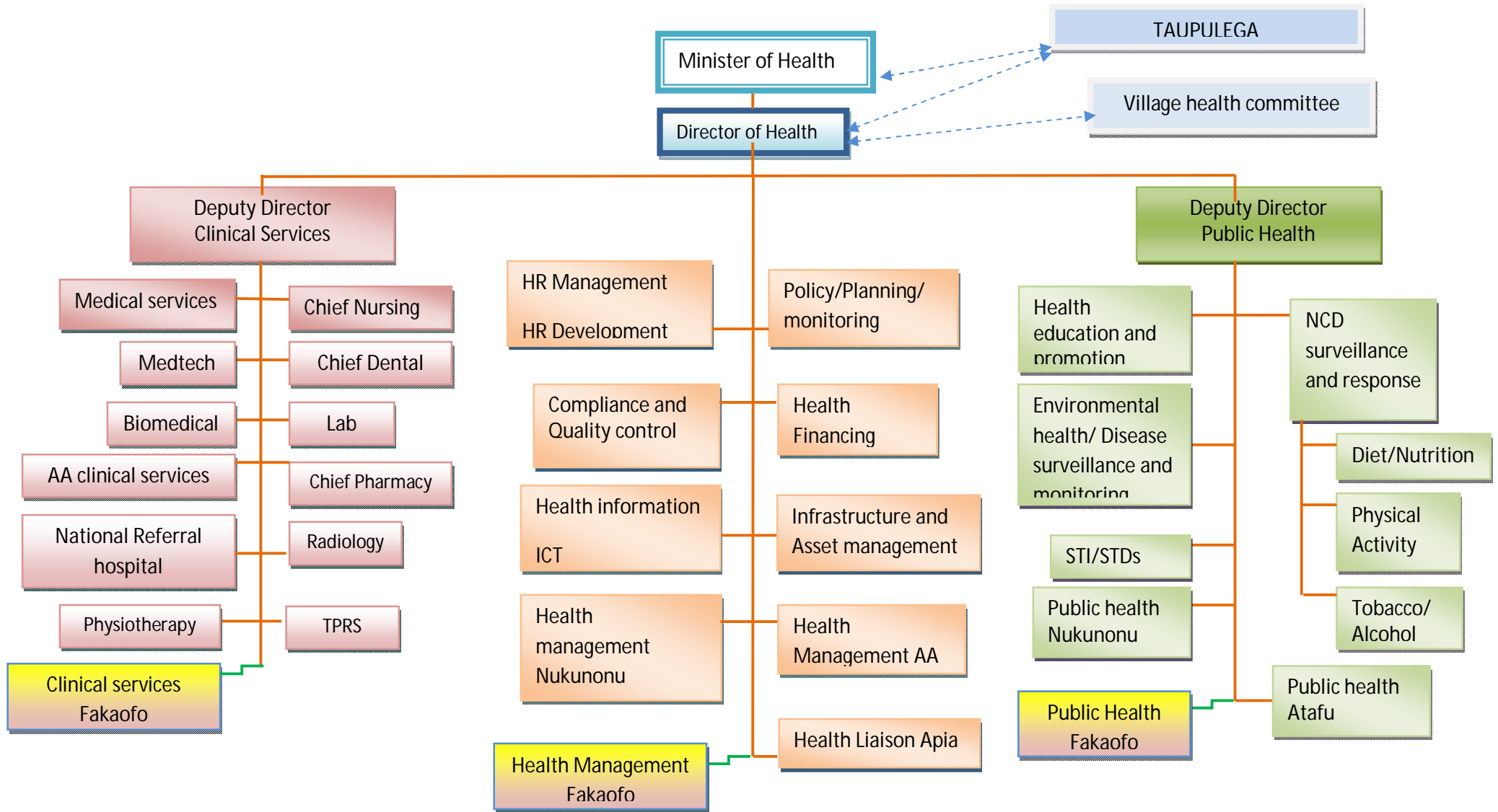
	<p>services.</p> <p>ST1.3 Improved clinical reporting</p>	<p>ST2.3 Improved monitoring &amp; reporting within DoH</p>	<p>ST3.4 Increased community awareness of risk factors and empowerment to make healthy choices.</p> <p>ST3.5 Increased number of general health checks.</p> <p>ST3.5 Improved public health reporting</p>	<p>renovations of new staff accommodation started.</p>
<p><b>Key Indicators (KI)</b></p> <p><b>Targets (T)</b></p> <p><b>Baselines (B)</b></p>	<p><b>KI1.1: Number of hospital admissions/year (M/F).</b> T1.1: At least 3% reduction at end of 2020 <i>B1.1: 2015</i></p> <p><b>KI1.2 Number of readmissions for same diagnosis/year (M/F)</b> T1.2: 60% or less of admissions/year <i>B1.2: 2015</i></p> <p><b>KI1.3 Frequency of hospital admission per patient/year</b> T1.3: No more than once a year. <i>B1.3: 2015</i></p>	<p><b>KI 2.1 Number of laws and/or policies developed and implemented.</b> T 2.1 Tokelau Public Health Act developed and approved during the first 2017 GF session <i>B2.1 2016 No Public Health Act</i></p> <p>T2.2 Tokelau Professional Registration Act developed and approved during last 2016 GF session <i>B2.2: Council approval of medical officers to practice under 2003 Health Law</i></p> <p>T2.3 Occupational, Health &amp; Safety Policy for Health Sector approved during first 2017 GF session <i>B2.3 2016 no OHS policy in place</i></p>	<p><b>KI3.1 People who have received health checks (M/F)</b> T3.1: 3% increase <i>B3.1: 2015</i></p> <p><b>KI3.2: Number diabetic cases on insulin (M/F)</b> T3.2: At least 2% reduction <i>B3.2:</i></p> <p><b>KI3.3: %age of 18-64 year olds with high CVD risk (40%)(M/F)</b> T3.3: At least 2% reduction <i>B3.3: 2014 Stepwise</i></p> <p><b>KI3.4: Prevalence of obesity: BMI ≥ 30kg/m<sup>2</sup> (M/F)</b> T3.4: At least 2 % reduction <i>B3.4: 67.3</i></p>	<p><b>KI4.1: Significant health infrastructure upgraded and/or built.</b> T4.1: National Referral hospital established in NN <i>B4.1: 2016 GF decision to convert NN hospital into NRH</i></p> <p>T4.2: Atafuhospital renovated and provides emergency and obstetric care. <i>B4.2: May 2016</i></p> <p>T4.3: Fakaofu hospital upgraded. <i>B4.3: May 2016</i></p> <p>T4.4: National Pharmacy established in Nukunonu <i>B4.4: May 2016 National Pharmacy based in Apia.</i></p>

	<p><b>KI1.4 Duration of patient admission</b> T1.4: Average of 4 days per patient <i>B1.4: 2015</i></p> <p><b>KI1.5: People who have received essential medicines following checks (M/F)</b> T1.5: 100% of patients <i>B1.5: 2015</i></p> <p><b>KI1.6: Number of new services/clinics offered at NRH</b> T1.6 Offer services identified in new structure. <i>B1.6 These services are not offered in Tokelau.</i></p> <p><b>KI 1.7 Infant mortality rate</b> T1.7: Reduce to 0 <i>B1.7: 2015 1 cases</i></p> <p><b>KI1.8 Number of still births</b> T1.8: Reduce by 80% <i>B1.8: 2015</i></p> <p><b>KI 1.9 Maternal death rate</b> T1.9: maintain current rate of 0 <i>B1.9: 2015 0 cases</i></p>	<p>T2.4 Food Safety &amp; Security Policy approved during last 2016 GF session <i>B2.4 May 2016 No Food Safety &amp; Security policy</i></p> <p>T2.5 Mental Health Policy approved during last 2017 GF session <i>B2.5: 2016 Draft Mental Health Policy</i></p> <p>T2.6 Tobacco Control Policy <i>B2.6 Draft of policy going to GF session in July 2015</i></p> <p><b>KI 2.2 Number of qualified health workers (M/F)</b> T2.7 All core positions filled with qualified staff(F/M) <i>B2.7:</i></p> <p><b>KI2.3 Number of health professionals trained (M/F)</b> T2.8: XX Health professionals trained (F/M) <i>B2.8:</i></p> <p><b>KI2.4: DoH Strategic Plan, AWP and Budget Approvals</b> T2.9: DoH Strategic Plan 2016-2020. <i>B2.9: May 2016 DoH SP being developed.</i></p> <p>T2.10: DoH Annual Work Plans 2016/17, 2017/18, 2018/19, 2019/20 approved by 30 June each year. <i>B2.10: May 2016 2016/17 AWP being</i></p>	<p><b>KI3.5: %age of population who smoke tobacco (M/F)</b> T3.5: 80% reduction <i>B3.5: 2014 STEPS Survey 60.2</i></p> <p><b>KI3.6: %age of population who consume alcohol (M/F)</b> T3.6: 2% reduction <i>B3.6: 2014 STEPS Survey 51.8</i></p> <p><b>KI3.7: Number of physically active programmes (M/F)</b> T3.7: 2 times a month <i>B3.7: 2015- 3 times a year</i></p> <p><b>KI3.8: People who have received training and made aware of public health issues (M/F)</b> T3.8: At least 1 health workshop/awareness programme per nuku per quarter <i>B3.8:</i></p> <p><b>KI3.9: Mean number of fruit and vegetables servings consumed per day</b> T3.9: at least 2% increase in percentage <i>B3.9: Stepwise 2014 .9 for fruit &amp; .7 for vegetables.</i></p>	<p><b>KI4.1: Significant health infrastructure upgraded and/or built.</b> T4.1: National Referral hospital established in NN <i>B4.1: 2016 GF decision to convert NN hospital into NRH</i></p> <p>T4.2: Atafu hospital renovated and provides emergency and obstetric care. <i>B4.2: May 2016</i></p> <p>T4.3: Fakaofu hospital upgraded. <i>B4.3: May 2016</i></p> <p>T4.4: National Pharmacy established in Nukunonu <i>B4.4: May 2016 National Pharmacy based in Apia.</i></p> <p>T.4.5: Prosthetic dental laboratory established in Nukunonu <i>B4.5: May 2016</i></p> <p>T.4.6: Accommodations for patients and quarters for health staffs established <i>B4.6:</i></p> <p><b>KI4.2: Patient referrals outside</b></p>
--	--	--	--	---

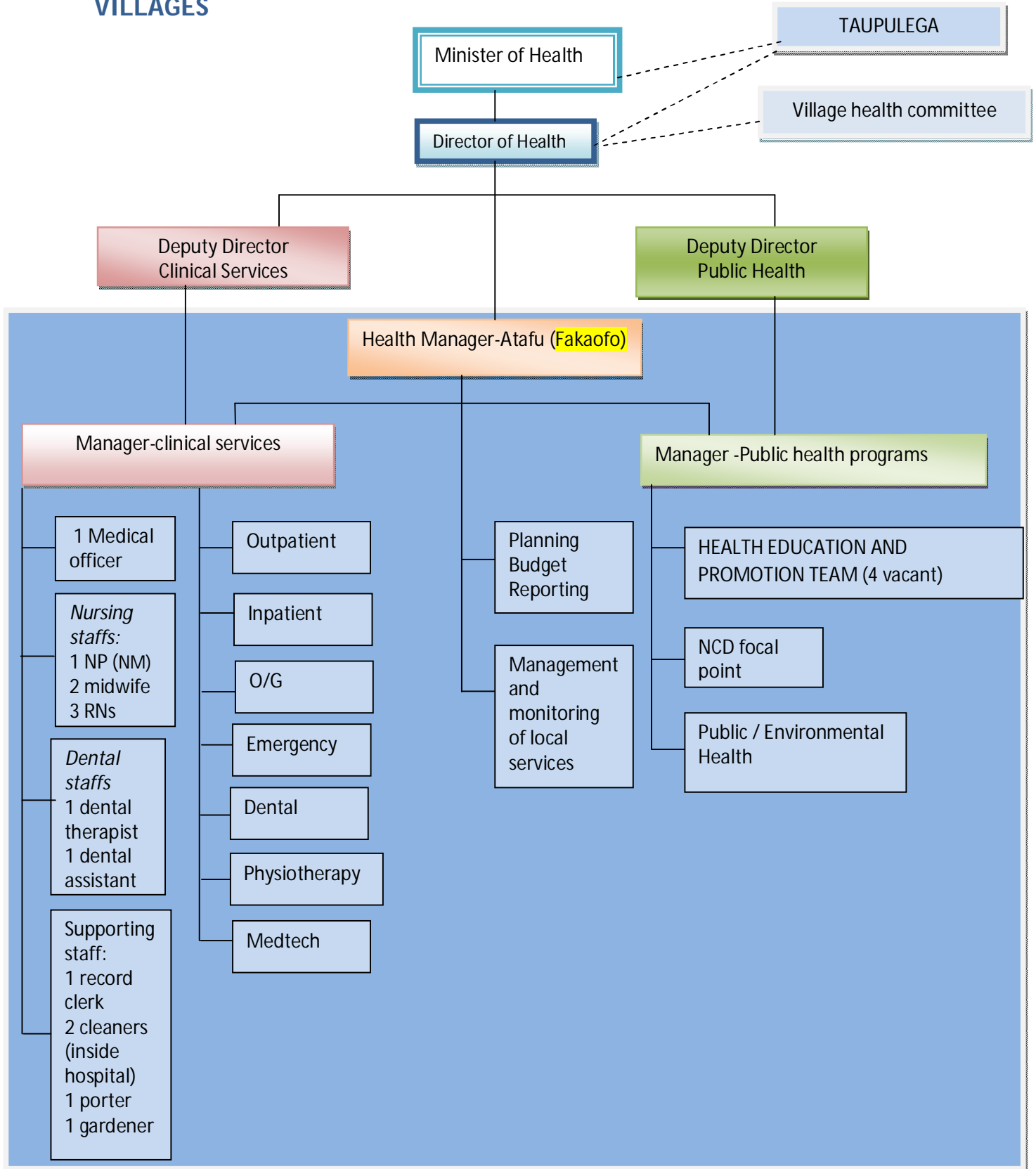
	<p><b>KI1.10 Number of dental personnel in hospitals</b> T1.10 1 in each <i>B1.10: 2016 1 in Nukunonu</i></p> <p><b>KI1.11 Number of referral cases outside of Tokelau</b> T1.11: Reduce by at least 20% <i>B1.11: 30 June 2015; 69 patients.</i></p> <p><b>KI1.12 Number of complaints with hospital services</b> T1.12 No complaints <i>B1.12: 2016 no data</i></p> <p><b>KI1.13 Number of clinical data/information systems/processes in place.</b> T1.13 At least 2 each FY <i>B1.13</i></p>	<p><i>developed.</i></p> <p>T2.11: At least 90% of DoH budget submissions approved. <i>B2.11:</i></p> <p><b>KI2.5 Number of reports prepared and submitted</b> T2.12: All national sector reporting requirements met. <i>B2.12: December Health Sector Report submitted to PMU</i></p> <p>T.2.13 Monthly reporting to the Taupulega and Council. <i>B2.13:</i></p> <p><b>KI2.6 Number of staff performance appraisals</b> T2.14: All DoH staff undergo annual performance appraisals. <i>B2.14: 2016, 8 staff performance appraisal.</i></p> <p><b>K2.7 Progress of Repairs and Maintenance Plan for medical equipment.</b> T2.15: Repairs and Maintenance Plan in place and implemented. <i>T2.15: No formal plan in place.</i></p>	<p><b>KI3.10: Number of water tests per year</b> T3.10: 1 per atoll/year B3.10: 2013 last water tests</p> <p><b>KI3.11: Households with basic sanitation facilities.</b> T3.11: All households have basic sanitation facilities <i>B3.11:</i></p> <p><b>KI3.12: Number of public health programmes.</b> T3.12: At least 2 ongoing national programmes <i>B3.12:</i></p>	<p><b>of Tokelau Apia(M/F) NZ(M/F)</b> T4.7: Reduce by at least 2% reduction <i>B4.7: 30 June 2015; 69 patients.</i></p> <p><b>KI4.3: Inter atoll transport solution</b> T4.8: Inter atoll boat service available at all times. <i>B4.8: 2016 use of Mataliki for patient referrals and evacuations.</i></p> <p><b>KI4.4: National Radio Station</b> T4.9: National radio station in place by 2020 <i>B4.9: 2016 No radio station</i></p>
--	--	--	---	---



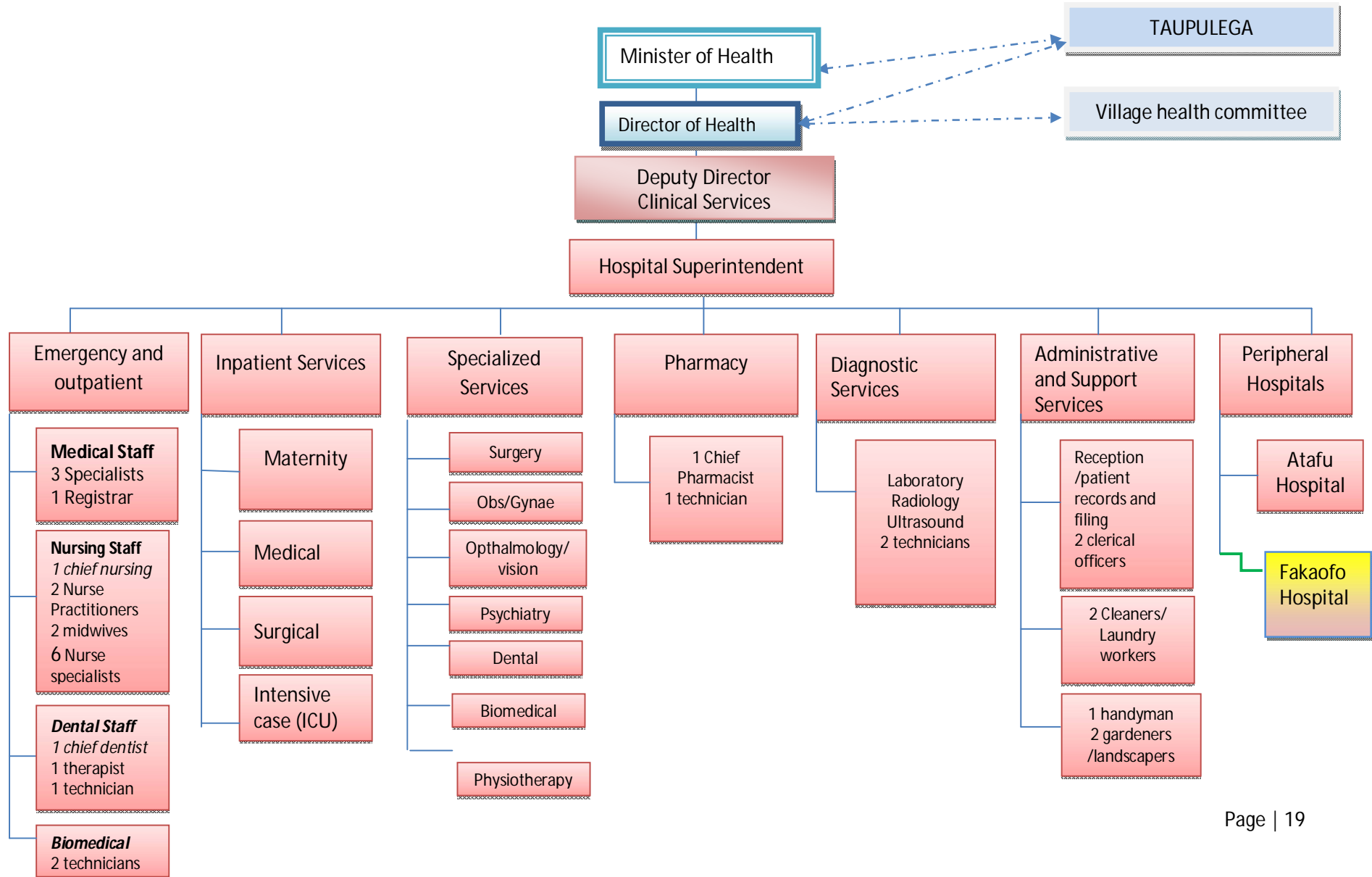
## APPENDIX 1a: PROPOSED STRUCTURE FOR HEALTH REFORM











## APPENDIX 1b: PROPOSED STRUCTURE FOR HEALTH SERVICES IN THE VILLAGES



## APPENDIX 1c: PROPOSED STRUCTURE FOR TOKLAU NATIONAL REFERRAL HOSPITAL



## APPENDIX 2: TOKELAU DEPARTMENT OF HEALTH STRATEGIC RESULTS FRAMEWORK 2016-2020

<b>STRATEGIC VISION</b>		<b>A HEALTHY TOKELAU-TODAY FOR TOMORROW</b>		
<b>STRATEGIC MISSION</b>		To deliver health care services that are accessible, affordable, equitable and sustainable		
<b>VALUES &amp; PRINCIPLES</b>		<ul style="list-style-type: none"> <li> Good Governance (accountability and transparency)</li> <li> Impartiality (equality and fairness at all times)</li> <li> Professionalism (upholding code of ethics)</li> <li> Commitment (dedication to delivery of quality health service)</li> <li> Honesty, Trust &amp; Integrity</li> <li> Teamwork (fostering partnerships through collaboration, coordination and cohesion)</li> <li> Inclusive &amp; Consultative (engaging staff and communities through effective communications)</li> <li> Culture (respecting and preserving the “Faka-Tokelau”)</li> </ul>		
<b>Strategic Priorities</b>	<b>Clinical Services</b>	<b>Governance &amp; Corporate Services</b>	<b>Public Health</b>	<b>Infrastructure Development</b>
<b>Strategic Goals</b>	SG1. To improve clinical health service delivery on all three atolls.	SG 2. To strengthen corporate services that support delivery of quality health services in Tokelau.	SG3. To improve public health service delivery on all three atolls.	SG4. To strengthen health infrastructure on all three atolls.
<b>Focus Areas</b>	<p>Improve the quality of clinical services in all areas.</p> <p>Maintain skilled health workers and upgrade capacity through ongoing professional development.</p> <p>Improve the quality of allied/support health services.</p> <p>Secure specialised medical staff</p>	<p>Improve overall governance.</p> <p>Strengthen legal framework for health.</p> <p>Strengthen human resource management and development.</p> <p>Strengthen information &amp; communication technology (ICT).</p> <p>Strengthen and develop sustainable</p>	<p>Strengthen health promotion &amp; prevention programmes.</p> <p>Strengthen community engagement &amp; awareness.</p> <p>Improve monitoring &amp; surveillance.</p>	<p>Establish and equip the National Referable Hospital – Nukunonu.</p> <p>Upgrading of Peripheral Hospitals – Atafu.</p> <p>Improve inter atoll transport for patient referral and evacuations.</p>

		partnerships for health.		
<b>Long Term Outcomes (LT) 2020 and beyond</b>	<p>LT 1.1 Improved delivery of clinical health services in Tokelau</p> <p>LT1.2: Extend life expectancy.</p> <p>LT1.3: Reduced patient referrals outside of Tokelau</p>	<p>LT2.1: Improved health policy and legal framework.</p> <p>LT2.2: Strengthen governance and leadership.</p> <p>LT2.3: Strengthen planning, budgeting and monitoring processes at village and national levels.</p> <p>LT2.4: Continuous development of Health data/information.</p>	<p>LT3.1: Improved community wellness</p> <p>LT3.2 Extend life expectancy.</p> <p>LT3.3 Reduced patient referrals outside of Tokelau</p>	<p>LT 4.1 Significant improvements in hospital infrastructure and medical equipment.</p> <p>LT4.2 Significant improvement in inter atoll transportation.</p> <p>LT 4.3 Extend life expectancy.</p> <p>LT4.3 Reduced patient referrals outside of Tokelau</p>
<b>Medium Term Outcomes (MT) 2018 - 2020</b>	<p>MT1.1: Reduced hospital admissions and readmissions.</p> <p>MT1.2: Reduced duration of patient admission (inpatient)</p>	<p>MT2.1: Increased number of health related policies and law.</p> <p>MT2.2: Increased number in trained health professionals.</p>	<p>MT3.1: Reduced prevalence of NCD risk factors</p> <p>MT3.2: Reduced Communicable Diseases risk factors</p> <p>MT3.3 Reduce in number of outpatient</p>	<p>MT4.1: National referral hospital fully functional.</p> <p>MT4.2: Peripheral Hospital (Atafu) fully functional.</p> <p>MT4.3: Improved staff and patient accommodation</p> <p>MT4.3: Infrastructure Repairs and Maintenance Plan</p>
<b>Short Term Outcomes 2016-2018</b>	<p>ST1.1 Level of patient satisfaction with services provided by hospitals.</p> <p>ST1.2: Improved access to medication and specialized services.</p> <p>ST1.3 Improved clinical reporting</p>	<p>ST 2.1 Health budget proposals based on Health Strategic Plan.</p> <p>ST2.2 Health AWP based on Health Strategic Plan, developed and signed off before 30 June each year.</p> <p>ST2.3 Improved monitoring &amp; reporting within DoH</p>	<p>ST1.1 Improved access to health information.</p> <p>ST3.3 Increased participation in public health programmes.</p> <p>ST3.4 Increased community awareness of risk factors and empowerment to make healthy choices.</p>	<p>ST4.1 Immediate repairs and construction works for National Referral Hospital and Peripheral Hospitals completed.</p> <p>ST4.2 Construction and renovations of new staff accommodation started.</p>

			ST3.5 Increased number of general health checks.  ST3.5 Improved public health reporting	
<b>Key Indicators (KI)</b>	<b>KI1.1: Number of hospital admissions/year (M/F).</b> T1.1: At least 3% reduction at end of 2020 <i>B1.1: 2015</i>	<b>KI 2.1 Number of laws and/or policies developed and implemented.</b> T 2.1 Tokelau Public Health Act developed and approved during the first 2017 GF session <i>B2.1 2016 No Public Health Act</i>	<b>KI3.1 People who have received health checks (M/F)</b> T3.1: 3% increase <i>B3.1: 2015</i>	<b>KI4.1: Significant health infrastructure upgraded and/or built.</b> T4.1: National Referral hospital established in NN <i>B4.1: 2016 GF decision to convert NN hospital into NRH</i>
<b>Targets (T)</b>			<b>KI3.2: Number diabetic cases on insulin (M/F)</b> T3.2: At least 2% reduction <i>B3.2:</i>	T4.2: Atafu hospital renovated and provides emergency and obstetric care. <i>B4.2: May 2016</i>
<b>Baselines (B)</b>	<b>KI1.2 Number of readmissions for same diagnosis/year (M/F)</b> T1.2: 60% or less of admissions/year <i>B1.2: 2015</i>	T2.2 Tokelau Professional Registration Act developed and approved during last 2016 GF session <i>B2.2: Council approval of medical officers to practice under 2003 Health Law</i>	<b>KI3.3: %age of 18-64 year olds with high CVD risk (40%)(M/F)</b> T3.3: At least 2% reduction <i>B3.3: 2014 Stepwise</i>	T4.3: Fakaofu hospital upgraded. <i>B4.3: May 2016</i>
	<b>KI1.3 Frequency of hospital admission per patient/year</b> T1.3: No more than once a year. <i>B1.3: 2015</i>	T2.3 Occupational, Health & Safety Policy for Health Sector approved during first 2017 GF session <i>B2.3 2016 no OHS policy in place</i>	<b>KI3.4: Prevalence of obesity: BMI ≥ 30kg/m<sup>2</sup> (M/F)</b> T3.4: At least 2 % reduction <i>B3.4: 67.3</i>	T4.4: National Pharmacy established in Nukunonu <i>B4.4: May 2016 National Pharmacy based in Apia.</i>
	<b>KI1.4 Duration of patient admission</b> T1.4: Average of 4 days per patient <i>B1.4: 2015</i>	T2.4 Food Safety & Security Policy approved during last 2016 GF session <i>B2.4 May 2016 No Food Safety &amp; Security policy</i>	<b>KI3.5: %age of population who smoke tobacco (M/F)</b> T3.5: 80% reduction <i>B3.5: 2014 STEPS Survey 60.2</i>	T4.5: Prosthetic dental laboratory established in Nukunonu <i>B4.5: May 2016</i>
	<b>KI1.5: People who have received essential medicines following checks (M/F)</b> T1.5: 100% of patients <i>B1.5: 2015</i>	T2.5 Mental Health Policy approved	<b>KI3.6: %age of population who consume alcohol (M/F)</b> T3.6: 2% reduction	T4.6: Accommodations for

	<p><b>KI1.6: Number of new services/clinics offered at NRH</b> T1.6 Offer services identified in new structure. <i>B1.6 These services are not offered in Tokelau.</i></p> <p><b>KI 1.7 Infant mortality rate</b> T1.7: Reduce to 0 <i>B1.7: 2015 1 cases</i></p> <p><b>KI1.8 Number of still births</b> T1.8: Reduce by 80% <i>B1.8: 2015</i></p> <p><b>KI 1.9 Maternal death rate</b> T1.9: maintain current rate of 0 <i>B1.9: 2015 0 cases</i></p> <p><b>KI1.10 Number of referral cases outside of Tokelau</b> T1.10: Reduce by at least 20% <i>B4.10: 30 June 2015; 69 patients.</i></p> <p><b>KI1.11 Number of complaints with hospital services</b> T1.11: No complaints <i>B1.11: 2016 no data</i></p> <p><b>KI1.12 Number of clinical data/information systems/processes in place.</b> T1.12 At least 2 each FY</p>	<p>during last 2017 GF session <i>B2.5: 2016 Draft Mental Health Policy</i></p> <p>T2.6 Tobacco Control Policy <i>B2.6 Draft of policy going to GF session in July 2015</i></p> <p><b>KI 2.2 Number of qualified health workers (M/F)</b> T2.7 All core positions filled with qualified staff(F/M) <i>B2.7:</i></p> <p><b>KI2.3 Number of health professionals trained (M/F)</b> T2.8: All Health professionals qualified (F/M) <i>B2.8:</i></p> <p><b>KI2.4: DoH Strategic Plan, AWP and Budget Approvals</b> T2.9: DoH Strategic Plan 2016-2020. <i>B2.9: May 2016 DoH SP being developed.</i></p> <p>T2.10: DoH Annual Work Plans 2016/17, 2017/18, 2018/19, 2019/20 approved by 30 June each year. <i>B2.10: May 2016 2016/17 AWP being developed.</i></p> <p>T2.11: At least 90% of DoH budget</p>	<p><i>B3.6: 2014 STEPS Survey 51.8</i></p> <p><b>KI3.7: Number of physically active porgrammes (M/F)</b> T3.7: 2 times a month <i>B3.7: 2015- 3 times a year</i></p> <p><b>KI3.8: People who have received training and made aware of public health issues (M/F)</b> T3.8: At least 1 health workshop/awareness programme per nuku per quarter <i>B3.8:</i></p> <p><b>KI3.9: Mean number of fruit and vegetables servings consumed per day</b> T3.9: at least 2% increase in percentage <i>B3.9: Stepwise 2014 .9 for fruit &amp; .7 for vegetables.</i></p> <p><b>KI3.10: Number of water tests per year</b> T3.10: 1 per atoll/year B3.10: 2013 last water tests</p> <p><b>KI3.11: Households with basic sanitation facilities.</b> T3.11: All households have basic sanitation facilities <i>B3.11:</i></p>	<p>patients and quarters for health staffs established <i>B4.6:</i></p> <p><b>KI4.2: Patient referrals outside of Tokelau Apia(M/F) NZ(M/F)</b> T4.7: Reduce by at least 2% reduction <i>B4.7: 30 June 2015; 69 patients.</i></p> <p><b>KI4.3: Inter atoll transport solution</b> T4.8: Inter atoll boat service available at all times. <i>B4.8: 2016 use of Mataliki for patient referrals and evacuations.</i></p> <p><b>KI4.4: National Radio Station</b> T4.9: National radio station in place by 2020 <i>B4.9: 2016 No radio station</i></p>
--	---	---	--	--

	<p><i>B1.12</i></p>	<p>submissions approved.  <i>B2.11: 2015 78% of proposed budget approved.</i></p> <p><b>KI2.5 Number of reports prepared and submitted</b>  T2.12: All national sector reporting requirements met.  <i>B2.12: December Health Sector Report submitted to PMU</i>  T.2.13 Monthly reporting to the Taupulega and Council.  <i>B2.13:</i></p> <p><b>KI2.6 Number of staff performance appraisals</b>  T2.14: All DoH staff undergo annual performance appraisals.  <i>B2.14: 2016, 8 staff performance appraisal.</i></p> <p><b>K2.7 Progress of Repairs and Maintenance Plan for medical equipment.</b>  T2.15: Repairs and Maintenance Plan in place and implemented.  <i>B2.15: No formal plan in place.</i></p>	<p><b>KI3.12: Number of public health programmes.</b>  T3.12: At least 2 ongoing national programmes  <i>B3.12:B3.11:</i></p>	
--	---------------------	---	---	--



## APPENDIX 3: MONITORING FRAMEWORK FOR TOKELAU DEPARTMENT OF HEALTH STRATEGIC PLAN 2016-2020

SP: Strategic Priority; SG: Strategic Goal; KI: Key Indicator; B: Baseline; T: Target; M: Males; F: Females; V: Village Level; N: National Level

SP1: CLINICAL SERVICES				
SG1: To improve the clinical services on all three atolls.				
Indicators	Baselines/Targets	Responsible	Source	Progress
<b>KI1.1: Number of hospital admissions/year (M/F).</b>	T1.1: At least 3% reduction at end of 2020 <i>B1.1: 2015: M - ; F -</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Hospital Patient Records Clinical Reports	
<b>KI1.2 Number of readmissions for same diagnosis/year (M/F)</b>	T1.2: 60% or less of admissions/year <i>B1.2: 2015: M - ; F -</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Hospital Patient Records Clinical Reports	
<b>KI1.3 Frequency of hospital admission per patient/year</b>	T1.3: No more than once a year. <i>B1.3: 2015</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Hospital Patient Records Clinical Reports	
<b>KI1.4 Duration of patient admission</b>	T1.4: Average of 4 days per patient <i>B1.4: 2015</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Hospital Patient Records Clinical Reports	
<b>KI1.5: People who have received</b>	T1.5: 100% of patients <i>B1.5: 2015: M - ; F -</i>	<b>V:</b> Manager Clinical Services	Hospital Patient Records	

essential medicines following checks (M/F)		<b>N:</b> Deputy Director, Clinical Services	Clinical Reports - Pharmacy	
<b>KI1.6: Number of new services/clinics offered at NRH</b>	T1.7 Offer services identified in new structure. <i>B1.7 These services are not offered in Tokelau.</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services		
<b>KI 1.7 Infant mortality rate</b>	T1.6: Reduce to 0 <i>B1.6: 2015 1 cases</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Hospital Patient Records Clinical Reports	
<b>KI1.8 Number of still births</b>	T1.7: Reduce by 80% <i>B1.7: 2015</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Hospital Patient Records Clinical Reports	
<b>KI 1.9 Maternal death rate</b>	T1.8: maintain current rate of 0 <i>B1.8: 2015 0 cases</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Hospital Patient Records Clinical Reports	
<b>KI1.10 Number of dental personnel in hospitals</b>	T1.9 1 in each <i>B1.9: 2016 1 in Nukunonu</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Staff Records	
<b>KI1.11 Number of referral cases outside of Tokelau</b>	T1.10: Reduce by at least 20% <i>B1.10 2015</i>	<b>V:</b> Manager Clinical Services <b>N:</b> Deputy Director, Clinical Services	Clinical Reports TPRS Reports	
<b>KI1.12 Number of</b>	T1.11 No complaints	<b>V:</b> Manager	Hospital	

complaints with hospital services	<i>B1.11: 2016 no data</i>	Clinical Services N: Deputy Director, Clinical Services	Feedback/Suggestion box	
KI1.13 Number of clinical data/information systems/processes in place.	T1.13 At least 2 each FY <i>B1.13</i>			
<b>SP2: GOVERNANCE &amp; CORPORATE SERVICES</b> <b>SG2: To strengthen coordination and management of limited resources.</b>				
Indicators	Baselines/Targets	Responsible	Source	Progress
KI 2.1 Number of laws and/or policies developed and implemented.	T 2.1 Tokelau Public Health Act developed and approved during the first 2017 GF session <i>B2.1 2016 No Public Health Act</i>  T2.2 Tokelau Professional Registration Act developed and approved during last 2016 GF session <i>B2.2: Council approval of medical officers to practice under 2003 Health Law</i>  T2.3 Occupational, Health & Safety Policy for Health Sector approved during first 2017 GF session <i>B2.3 2016 no OHS policy in place</i>  T2.4 Food Safety & Security Policy approved during last 2016 GF session	V: Health Manager N: Director DoH	Department of Health GF Decisions	

	<p><i>B2.4 May 2016 No Food Safety &amp; Security policy</i></p> <p>T2.5 Mental Health Policy approved during last 2017 GF session <i>B2.5: 2016 Draft Mental Health Policy</i></p> <p>T2.6 Tobacco Control Policy <i>B2.6 Draft of policy going to GF session in July 2015</i></p>			
<b>KI 2.2 Number of qualified health workers (M/F)</b>	<p>T2.7 All core positions filled with qualified staff(F/M) <i>B2.7:13 Nurse aides (all F);22 qualified (4M:18F)</i></p>	V: Health Manager N: Director DoH	Staff Records	
<b>KI2.3 Number of health professionals trained (M/F)</b>	<p>T2.8: XX Health professionals trained (F/M) <i>B2.8: 2015 3 health trainees</i></p>	V: Health Manager N: Director DoH	Staff Records	
<b>KI2.4: DoH Strategic Plan, AWP's and Budget Approvals</b>	<p>T2.9: DoH Strategic Plan 2016-2020. <i>B2.9: May 2016 DoH SP being developed.</i></p> <p>T2.10: DoH Annual Work Plans 2016/17, 2017/18, 2018/19, 2019/20 approved by 30 June each year. <i>B2.10: May 2016 2016/17 AWP being developed.</i></p> <p>T2.11: At least 90% of DoH budget submissions approved. <i>B2.11: 2015 75% of budget submission approved</i></p>	V: Health Manager N: Director DoH		
<b>KI2.5 Number of reports prepared and submitted</b>	<p>T2.12: All national sector reporting requirements met. <i>B2.12: December Health Sector Report</i></p>			

	<i>submitted to PMU</i>			
	T.2.13 Monthly reporting to the Taupulega and Council. <i>B2.13:</i>			
<b>KI2.6 Number of staff performance appraisals</b>	T2.14: All DoH staff undergo annual performance appraisals. <i>B2.14: 2016, 8 staff performance appraisal.</i>			
<b>K2.7 Progress of Repairs and Maintenance Plan for medical equipment.</b>	T2.15: Repairs and Maintenance Plan in place and implemented. <i>B2.15 No formal plan in place.</i>			
<b>STRATEGIC PRIORITY 3: PUBLIC HEALTH</b>				
<b>Strategic Goal: To improve public health on all three atolls.</b>				
<b>Indicators</b>	<b>Baselines/Targets</b>	<b>Responsible</b>	<b>Source</b>	<b>Progress</b>
<b>KI3.1 People who have received health checks (M/F)</b>	T3.1: 3% increase <i>B3.1: 2015</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.2: Number diabetic cases on insulin (M/F)</b>	T3.2: At least 2% reduction <i>B3.2:</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.3: %age of 18-64 year olds with high CVD risk (40%)(M/F)</b>	T3.3: At least 2% reduction <i>B3.3: 2014 Stepwise</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.4: Prevalence of</b>	T3.4: At least 2 % reduction	<b>V:</b> Manager Public		

<b>obesity: BMI <math>\geq</math> 30kg/m<sup>2</sup> (M/F)</b>	<i>B3.4: 67.3</i>	Health <b>N:</b> Deputy Director Public Health		
<b>KI3.5: %age of population who smoke tobacco (M/F)</b>	T3.5: 80% reduction <i>B3.5: 2014 STEPS Survey 60.2</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.6: %age of population who consume alcohol (M/F)</b>	T3.6: 2% reduction <i>B3.6: 2014 STEPS Survey 51.8</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.7: Number of physically active programmes (M/F)</b>	T3.7: 2 times a month <i>B3.7: 2015- 3 times a year</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.8: People who have received training and made aware of public health issues (M/F)</b>	T3.8: At least 1 health workshop/awareness programme per nuku per quarter <i>B3.8:</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.9: Mean number of fruit and vegetables servings consumed per day</b>	T3.9: at least 2% increase in percentage <i>B3.9: Stepwise 2014 .9 for fruit &amp; .7 for vegetables.</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.10: Number of water tests per year</b>	T3.10: 1 per atoll/year <i>B3.10: 2013 last water tests</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>KI3.11: Households with basic sanitation facilities.</b>	T3.11: All households have basic sanitation facilities <i>B3.11:</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		

<b>KI3.12: Number of public health programmes.</b>	T3.12: At least 2 ongoing national programmes <i>B3.12:B3.11:</i>	<b>V:</b> Manager Public Health <b>N:</b> Deputy Director Public Health		
<b>STRATEGIC PRIORITY 4 : INFRASTRUCTURE DEVELOPMENT</b>				
<b>Strategic Goal: To strengthen health infrastructure on all three atolls.</b>				
<b>Indicators</b>	<b>Baselines/Targets</b>	<b>Responsible</b>	<b>Source</b>	<b>Progress</b>
<b>KI4.1: Significant health infrastructure upgraded and/or built.</b>	<p>T4.1: National Referral hospital established in NN <i>B4.1: 2016 GF decision to convert NN hospital into NRH</i></p> <p>T4.2: Atafu hospital renovated and provides emergency and obstetric care. <i>B4.2: May 2016</i></p> <p>T4.3: Fakaofu hospital upgraded. <i>B4.3: May 2016</i></p> <p>T4.4: National Pharmacy established in Nukunonu <i>B4.4: May 2016 National Pharmacy based in Apia.</i></p> <p>T.4.5: Prosthetic dental laboratory established in Nukunonu <i>B4.5: May 2016</i></p> <p>T.4.6: Accommodations for patients and quarters for health staffs established <i>B4.6:</i></p>	<b>V:</b> Health Manager <b>N:</b> Manager Infrastructure		
<b>KI4.2: Patient referrals outside of Tokelau Apia(M/F)</b>	T4.7: 2% reduction <i>B4.7: 30 June 2015 69 patients</i>	<b>N:</b> Director, DoH		

<b>NZ(M/F)</b>				
<b>KI4.3: Inter atoll transport solution</b>	T4.8 Inter atoll boat service available at all times. <i>B4.8: 2016 use of Mataliki for patient referrals and evacuations.</i>	<b>N:</b> Director, DoH		
<b>KI4.4: National Radio Station</b>	T4.9: National radio station in place by 2020 <i>B4.9:2016 No radio station</i>			