

Appendices



Building a better
working world

Appendix A

Review approach supplementary
information



Building a better
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Overview

Purpose

The purpose of this appendix is to provide an overview of the approach and methodology used by EY to deliver the ‘Manatū Hauora - a future-focused Ministry’ report. This report was commissioned by the Director-General of Health in late 2022 and to provide independent advice on how Manatū Hauora should operate in the future given the health reforms and wider contextual changes.

This pack walks through the key project activities based on the high-level project timeline:

1. Confirmation of scope and methodology
2. Identify inputs and work already done
3. Current state analysis and future state design
4. Identify recommendations and roadmap

Background

In the new system operating model that was formally established on 1 July 2022, the core roles of Manatū Hauora are focused on stewardship, strategy, policy, regulation, and monitoring with an additional key responsibility in relation to Public Health. Now that new entities are largely up and running, Manatū Hauora must turn its attention to optimising its own operating position. Expectations from Ministers, the workforce, and communities to deliver on the promises of reform are high and Manatū Hauora, as steward of the health system, plays a leading role in the transformation. This independent report is intended to set the foundation for the next phase of the change journey for Manatū Hauora.

High-Level Project Timelines

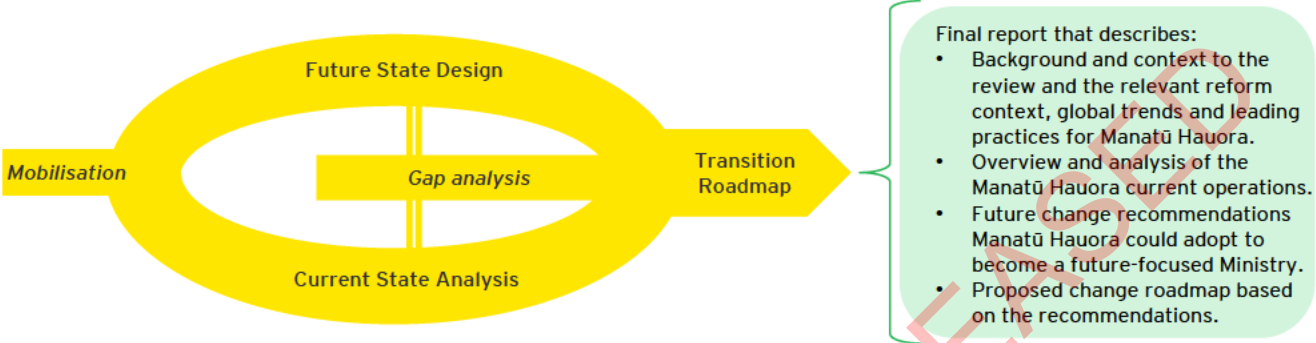
The review was carried out over the period of December 2022 to April 2023. The high-level timeline is outlined below:

1	Confirmation of scope and approach	Key project leads worked with the Director-General of Health to confirm the scope of the review and the overall approach, including confirmation of the key questions to be answered and the nature of the outputs.
	1 - 20 December 2022	
2	Identify inputs and work already done	This period focused on gathering relevant inputs to build on, including: policy decisions and legislation relating to the reform, Manatū Hauora artefacts and information (including financial and human resources data, Tikanga Whakahaere, Strategic Intentions, Business and Output plans), international leading practice and public sector benchmarks. Updated information was provided beyond this period as required.
	9 January - 3 February 2023	
3	Current state analysis and future state design	The current state analysis and future state design were carried out in parallel. As part of this process, EY conducted over 30 interviews, four workshops and regular engagements with the Project Sponsor, Reference Group, and key Manatū Hauora SMEs. The project team leveraged global leading practice, the intent of reform, and the knowledge and expertise of local and international EY resources to develop a view of a future-focused Ministry and then analyse current state operations against this.
	16 January - 15 March 2023	
4	Identify recommendations and develop proposed roadmap	EY used the current state analysis to develop and prioritise a set of recommendations across six key areas of focus that together, would support Manatū Hauora to become a more future-focused Ministry. These were tested with key leaders within Manatū Hauora.
	6 March - 14 April 2023	The project team then developed a proposed change approach and high level implementation roadmap, incorporating EY's research with Oxford University Said Business School into the drivers of successful transformations.

Confirmation of scope and approach

Project leads worked with the Director-General of Health to confirm the scope of the review and the overall approach. The team leveraged EY’s extensive experience working with New Zealand health and public sector as well as drawing on EY’s global transformation methodologies.

At a high level, the agreed approach was as follows:



The key outcomes for each for each component of the approach were:

FUTURE STATE DESIGN	CURRENT STATE ANALYSIS	TRANSITION ROADMAP
<ul style="list-style-type: none">• Build a shared understanding of what a future-focused Ministry could look and feel like - Manatū Hauora’s purpose, role and responsibilities in the reformed system.• Identify the required functions, capabilities, tools and proposed sizing to deliver this purpose and role.• Identify how the functions will work together in a potential organisation design and the required ways of working to maximise organisational effectiveness.	<ul style="list-style-type: none">• Develop a clear understanding of Manatū Hauora’s current state operations including roles, functions, outputs, resourcing, size and ways of working.• Understand how current state is experienced - what is working well and where opportunities for improvement lie.	<ul style="list-style-type: none">• Understand any gaps between Manatū Hauora’s current state and desired future state.• Define a proposed transition and implementation roadmap including identification of key dependencies.

The approach was underpinned by six key elements:

Prioritises Te Tiriti
Commitment to honouring Te Tiriti o Waitangi and integrating it into all elements of the work programme.

Purpose-driven
Focused on the Ministry’s core purpose and it’s role as the agent of the Minister of Health and system steward.

Evidence-based
Leveraged national and international case studies and leading practice to learn from what has and hasn’t worked around the globe.

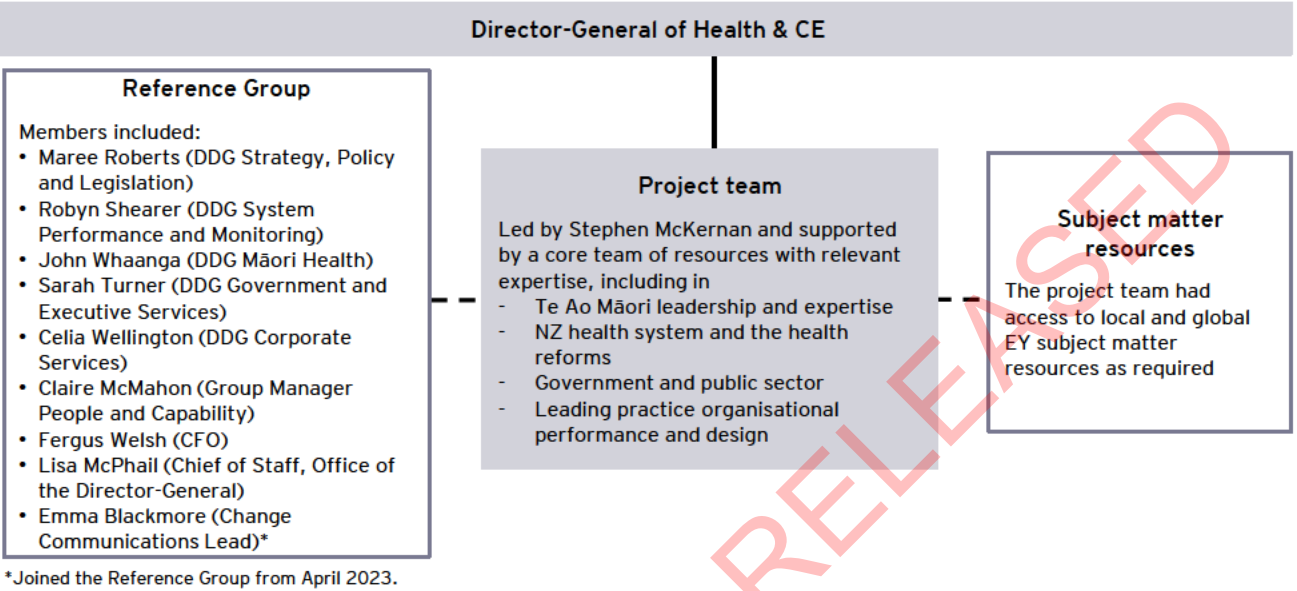
Future-back
Understood the ideal future state for Manatū Hauora, unconstrained by the current operating environment.

Non-regrettable
Built on decisions that have already been taken and design work already completed by the reform programme and Manatū Hauora.

Objective
Provided independent advice and thought leadership, not afraid to challenge the status quo.

Confirmation of scope and approach & Identifying inputs

The project team also worked with the Director-General to confirm working arrangements with Manatū Hauora. This included setting up the Reference Group, composed of Manatū Hauora leaders, to provide regular input, feedback, and advice as the project advanced. As this was an independent review, this Group had no formal oversight of the project but instead was used to test ideas and emerging thinking. The project working arrangements were as follows:



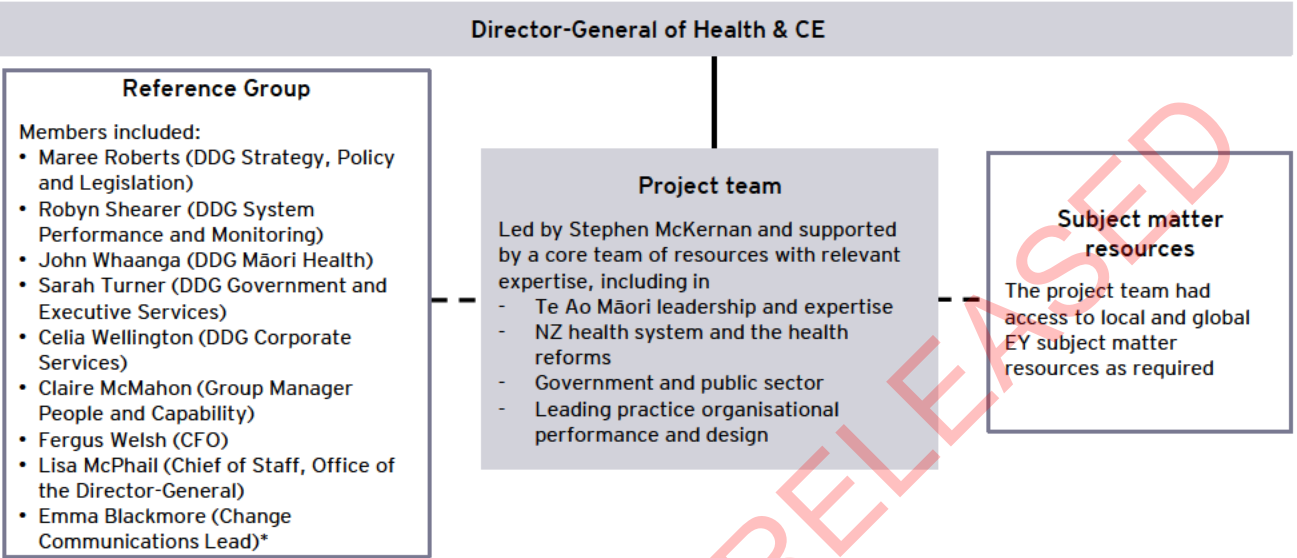
2 Identify inputs and work already done 9 January – 3 February 2023

This review built on the significant body of work already completed by Manatū Hauora and policy and legislation decisions already made. In particular, Manatū Hauora had already developed an interim operating model, Tikanga Whakahaere, as a starting point for its adoption of the refocused roles introduced through the health system reform. The review built on this and other inputs including existing organisational plans. The key sources of information are summarised below (not an exhaustive list).

Policy and Legislation	Manatū Hauora Artefacts	
<ul style="list-style-type: none">• Pae Ora Act 2022• Reform decisions, briefings and Cabinet papers• Interim Government Policy Statement	<u>Organisational artefacts</u> <ul style="list-style-type: none">• Tikanga Whakahaere and associated memos• Strategic Intentions• Manatū Hauora Capability Change Plan (Draft)• Business and Output plans• Directorate operating documents (Māori Health, Public Health Agency, Regulation, System Performance & Monitoring)	<u>Financial Data</u> <ul style="list-style-type: none">• Departmental expenditure reports (total and individual directorates)• Future funding profiles and forecast personnel expenditure• Historic departmental expenditure from FY19
Leading Practice		<u>Human Resource Data</u> <ul style="list-style-type: none">• Organisational personnel and FTE breakdown as at February 2023• Forecast personnel numbers for FY23 and outyears to FY26• Historic headcount and FTE breakdown from 2019-2022
<ul style="list-style-type: none">• Literature research and relevant case studies• EY thought leadership• Relevant benchmarks globally and from New Zealand		

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*Joined the Reference Group from April 2023.

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Current state analysis

The current state analysis and future state design were carried out in parallel. It leveraged interviews and workshops, global leading practice, the intent of reform, and the knowledge and expertise of local and international EY resources to develop a view of the key features of a future-focused Ministry and then analyse current state operations against this.

This section describes a) engagements with internal and external stakeholders b) the approach to developing a view of current operations and c) the approach to developing features and capabilities of a future focused Ministry.

a) Stakeholder engagements

The review engaged with internal and external stakeholders through a series of interviews and workshops as shown below:

Interviews	Workshops	Other engagements
14 Internal Stakeholder Interviews 25 th Jan - 15 th Feb	2 ELT workshops on a future-focused Ministry 16 th Feb & 15 th March	<ul style="list-style-type: none">Regular engagements with Director-General of Health (at least fortnightly)Discussions with the Reference GroupRegular engagement with finance and HR teams and engagements with other teams as required
17 External Stakeholder Interviews 7 th Feb - 3 rd Mar	2 Tier 3 workshops on current and futures state 7 th Feb & 2 nd March	

Interviews

There were 31 interviews with Manatū Hauora leaders and with leaders from the health sector and central agencies. For the full list of interviewees, refer to Appendix B. Interviews focused on understanding the current state, opportunities for how Manatū Hauora could operate into the future, how it might get there and the potential barriers and dependencies to future change.

The interviews focused on a range of topics including:

Current state

- Experience of the current ways of operating in regards to the refocused role of Manatū Hauora
- Areas where Manatū Hauora is working well / not so well
- Key challenges and learnings
- Relationships with other entities
- Relationships within Manatū Hauora with other functions and teams

Future state

- Features of a high-performing and future-focused Ministry
- Core focus areas for Manatū Hauora when looking ahead
- Opportunities for Manatū Hauora
- New ways of working and operating

Roadmap

- Missing functions and capabilities when considering future state (e.g. people, process, technology)
- Dependencies and risks when considering moving towards future state

Continued overleaf....

Current state analysis

a) continued...

Workshops

There were four workshops with Manatū Hauora leaders during the project. These were:

- ▶ ELT Workshop #1 - The purpose of this workshop was to discuss and get a common understanding of the core roles of Manatū Hauora in the reformed system and what 'good' would look like for each role.
- ▶ ELT Workshop #2 - The purpose of this workshop was to discuss the key findings from the current state analysis and the potential implications and considerations for looking ahead and what may need to be done for Manatū Hauora to become a future-focused Ministry.
- ▶ 2x Tier 3 Workshops - The purpose of these workshops was to gather perspectives on the current experiences of Manatū Hauora and Tikanga Whakahaere, the future opportunities and requirements for Manatū Hauora in the reformed health system and what the barriers to change might be,

Other Engagements

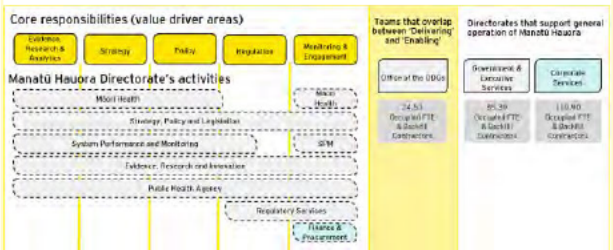
- ▶ Reference Group - The project team met with the Reference Group twice to discuss emerging content and thinking including the identified interview themes and new potential ways of working for Manatū Hauora to become a future-focused Ministry. The project team also met with individuals in the Group as required to gather more input on specific areas e.g. Māori health, monitoring, financial and HR data.
- ▶ Project sponsor - The EY engagement partner, Stephen McKernan, met with the Director-General of Health regularly (at least fortnightly) throughout the project to provide progress reports, respond to any queries and discuss and test emerging content.
- ▶ Working engagements - The project team engaged regularly with the Finance and HR teams who provided financial and HR data for review and analysis. This involved clarifying any queries, validating data where required and receiving updated information as the project progressed.

b) Approach to developing a view of current operations

As part of the current state analysis, the project team reviewed Manatū Hauora artefacts to develop and test a view of current state operations. The internal stakeholder interviews also informed this approach.

Key activities included:

Financial and HR data extracts
Reviewing and analysing data extracts from the Finance and HR Teams on current and forecast budgets and expenditure, historic and future funding profiles, the personnel sizes and resourcing profile for individual directorates and teams. Any notable variations, discrepancies and observations were identified to inform the current state analysis and future state design and where necessary, discussed and clarified with relevant Manatū Hauora stakeholders.
Directorate views
Leveraging internal Manatū Hauora Business and Output plans and HR data extracts to develop a view of each directorate including their sizes, sub-functions, teams, key responsibilities, and key outputs for each team. These views were then validated by each Deputy-Director General.

Value chain analysis
<p>A value chain analysis is a way to evaluate, at a high-level, the activities of an organisation and consider how they contribute (or not) to the delivery of the organisation's core responsibilities. The validated directorate summaries and the outputs for all the teams within Manatū Hauora were mapped against the core responsibilities of Manatū Hauora. This provided insight into duplication of responsibilities and activities between teams across Manatū Hauora.</p>  <p>The diagram illustrates the value chain analysis process. It shows 'Core responsibilities (value driver areas)' at the top, including Customer Research & Analysis, Strategy, Policy, Regulation, and Monitoring & Engagement. Below this, 'Manatū Hauora Directorates' activities' are mapped, including Māori Health, System Performance and Monitoring, Evidence, Research and Knowledge, Public Health Agency, and Regulatory Services. To the right, 'Teams that overlap between Delivering and Enabling' are listed, including the Office of the DG, Governance & Executive Services, Corporate Services, and various support functions like IT, HR, Finance, and Legal. Finally, 'Directorates that support general operation of Manatū Hauora' are listed, including the Office of the DG, Governance & Executive Services, Corporate Services, and various support functions like IT, HR, Finance, and Legal.</p>
Diagram of value chain analysis

Continued overleaf...

Future state design

c) Approach to developing features and capabilities of a future-focused Ministry

As part of future state design, the project team consolidated and leveraged information from numerous sources to develop the features and capabilities of a future-focused Ministry that underpinned the development of the proposed recommendations and the final report.

Key activities included:

Reform intent and decisions Consolidating reform decisions made regarding the refocused purpose and role of Manatū Hauora and the key responsibilities and activities Manatū Hauora must discharge. Reviewing relevant Cabinet and policy papers and key government artefacts e.g. interim Government Policy Statement.	Manatū Hauora input Reviewing work done to date by Manatū Hauora in developing and transitioning their interim operating model and existing capability change plans. Gathering input from Manatū Hauora leaders on what a future-focused Ministry should look like in the reformed health system and the capability and operational requirements to deliver on its core roles in this new context.	Global trends in government and health Scanning and analysing the relevant trends in government and health and its implications for how public sector and health organisations must evolve to meet public, customer and patient needs.
Literature review and case studies Reviewing literature on leading practices on key system roles relevant for Manatū Hauora (i.e. stewardship, strategy, policy, monitoring, regulation) and what is required to deliver on these. Identifying relevant case studies related to the core roles and how health ministries and health systems operate in other jurisdictions.	EY thought leadership and knowledge Consolidating EY's relevant expertise from working with health, government and public sector agencies globally to identify the features and requirements of a high-performing organisation.	

Throughout these activities, the project team drew on the expertise of the project leaders and key subject matter resources to contextualise the inputs for the New Zealand context. This included contextualising inputs to the reform intention, New Zealand health and public sector, Te Tiriti, and Te Ao Māori.

Capabilities gap analysis

The project team used the above activities and a review of a range of relevant local and international capability frameworks to develop a list of the key capabilities of a future-focused Ministry relevant to the core roles and functions of Manatū Hauora.

The project team also consolidated a view of the current state capability of Manatū Hauora based on an extensive review of existing documentation (e.g. Tikanga Whakahaere, Strategic Intentions, Draft Capability Change Plan) and the outputs from the internal stakeholder interviews and workshops. This provided a high-level assessment of critical capability gaps for a future-focused Ministry i.e. where capability uplift would be needed going forward.

Recommendations and roadmap

4

Identify recommendations and develop proposed roadmap
6 March – 14 April 2023

The insights from the current state analysis and features and capabilities of a future-focused Ministry were used to develop a) a suite of recommendations and b) a proposed roadmap for change.

a) Developing recommendations

The current state analysis highlighted the existing challenges and the potential opportunities for improvements for Manatū Hauora. There was also analysis of the areas where Manatū Hauora could change based what a future-focused Ministry could look like and the features and capabilities that underpins this. Based on these inputs, the project team developed a set of high-impact recommendations that could be implemented together to support Manatū Hauora to become a future-focused Ministry. The project team engaged with key Manatū Hauora leadership on some of these as they were being developed to understand feasibility, the appetite for change, and any dependencies.

The recommendations covered six interconnected areas:



b) Proposed roadmap for change

The project team then developed a proposed change roadmap for change for Manatū Hauora, based on the recommendations and the understanding of current state operations. In developing the proposed roadmap, it was important to consider the broader system context and drivers, for example, the ongoing reform programme and milestones and incorporating relevant knowledge from EY's experience in working with other organisations on their change programmes.

Key activities included:

Principles for Change Approach	Change Delivery	Implementation planning
<ul style="list-style-type: none">The project team leveraged EY's research with Oxford University Saïd Business School into the drivers of successful transformations to propose a set of principles that Manatū Hauora could adopt as part of the change programme to put people at the heart of transformation and set up the programme for success.	<ul style="list-style-type: none">The project team considered leading practice for transformation delivery, the nature of the changes, current operations of Manatū Hauora and the New Zealand health and public sector context to propose a change programme structure and associated governance arrangements.	<ul style="list-style-type: none">The project team identified the key implementation steps for each recommendation, defining a grouping of activities based on dependencies to 5 different workstreams: Transformation Office; Leadership and Culture; Organisational Design; People, Capabilities and Partners; Size and Budget.Defining the key outcomes and the milestones for each workstream.Considering the impact, feasibility and prioritisation of the activities, developing a high-level change programme and a proposed sequence of activities over three time-horizons to show how value could be delivered now, within 6 months, and within 12 months.

Appendix B

Current state analysis supplementary
information



Building a better
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PROACTIVELY RELEASED

Purpose and overview

Purpose

The purpose of this document is to provide supplementary information on the current state analysis of Manatū Hauora.

It includes analysis into:

- Current structure, size and spend of Manatū Hauora
- Corporate, Government and Executive functions
- Value chain analysis and functional mapping
- Individual directorates across Manatū Hauora and validation
- Key themes from stakeholder interviews

For more details on the overall approach to this project, please refer to the Appendix A.

Information received

The key information received from Manatū Hauora includes (summarised):

- Financial Data
 - Departmental expenditure reports (total and individual directorates) as at March Baseline Update, February 2023 and December 2022
 - Future funding profile and forecast personnel spend for FY23 and outyears to FY26
 - Historic departmental expenditure from FY19
- Human Resources Data
 - Organisational personnel and FTE breakdown as at February 2023
 - Forecast personnel numbers for FY23 and outyears to FY26
 - Historic headcount and FTE breakdown from 2019-2022
- Manatū Hauora organisational artefacts
 - Business and Output Plans
 - Tikanga Whakahaere
 - Strategic Intentions
 - Manatū Hauora Capability Change Plan (draft)

Glossary for data reference in this report

Financial Data

Unless otherwise specified, any financial data presented excludes the Cancer Control Agency.

Departmental budget/expenditure: refers to the total departmental budget for Manatū Hauora relevant to all of its accountabilities and includes budget for any outsourced contracts and budget for the Cancer Control Agency.

Departmental operating budget/expenditure: refers to the internal operating budget for Manatū Hauora (the eight directorates) and excludes any outsourced contracts as budget for the Cancer Control Agency.

Personnel expenditure: refers to all expenditure related to personnel including salaries, leave, other entitlements and contractor costs - both backfill and project.

Contractor expenditure: refers to all expenditure related to hiring contractors - both backfill and project.

Salaries: refers to only the salaries to permanent and fixed-term staff and excludes leave, other entitlements and costs relating to contractors.

Human Resource Data

Unless otherwise specified, any human resource data presented excludes the Cancer Control Agency.

Budgeted FTE: refers to the number of FTEs that have been budgeted for a team, directorate or Manatū Hauora.

Occupied FTE: refers to budgeted FTE positions that are filled by a permanent or fixed-term staff.

Available vacancies: refers to budgeted FTE positions that are vacant and open for recruitment.

Unavailable vacancies: refers to vacancies that are not open for recruitment and held e.g. a staff on parental leave or on an external secondment to another agency.

Backfill contractors: refers to contractors filling a budgeted FTE position, note that some of these are counted against available vacancies and some are not due to information system discrepancies.

Project contractors: refers to contractors not filling a budgeted FTE position working on bespoke projects.

Current state structure, size and spend of
Manatū Hauora

Approach

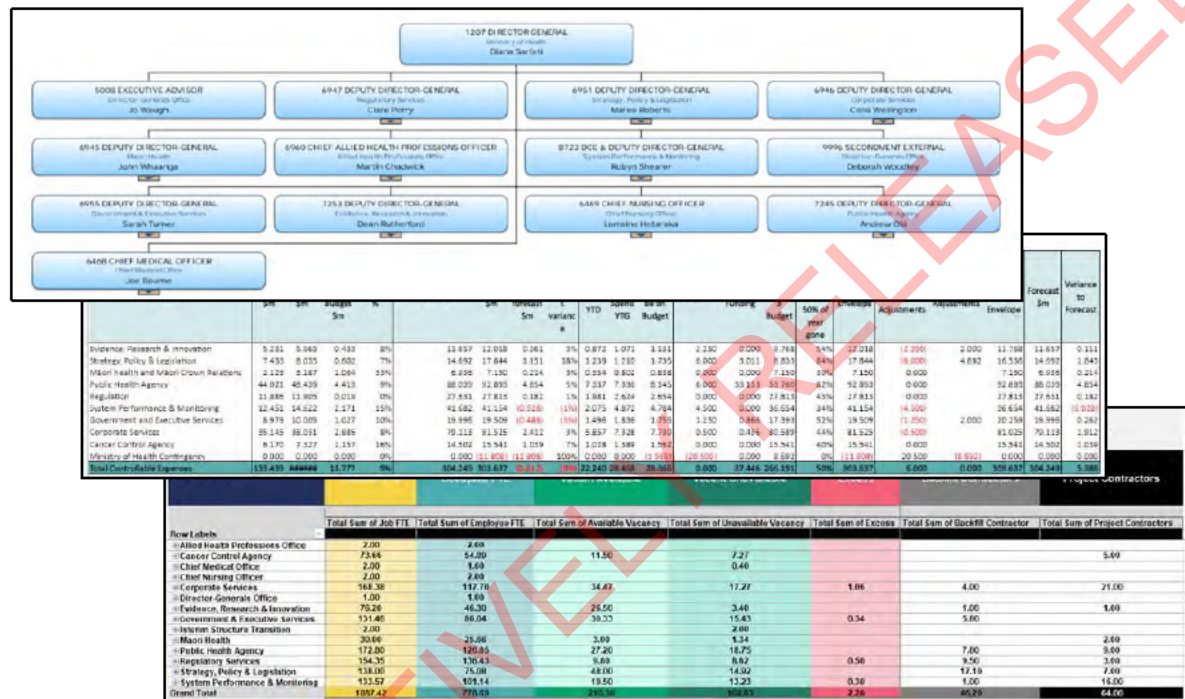
The analysis included current structure, size and spend of Manatū Hauora, as well as historic and future resourcing and funding profiles. The project team engaged regularly with the Manatū Hauora Human Resources and Finance teams to review and test the data and insights.

Human Resources Team

Engagement to understand the organisational structure, current directorates and teams, FTEs and headcount, vacancies and roles and historic trends.

Finance Team

Engagement to understand the overall budget and expenditure for Manatū Hauora, both actual and forecasted, for the whole organisation and the individual directorates. This included understanding historic spend and forecast for future financial years.



Examples of data and information provided.

This section outlines the current state structure and size of Manatū Hauora including a view of the directorates and teams, and their relative FTE, and provides a view of the people within Manatū Hauora including number of contractors and vacancies as well as overall personnel spend.

Overview of the current size and people of Manatū Hauora

1008.86

Budgeted FTEs
There are 1008.86 budgeted FTEs across Manatū Hauora.

702.34

Occupied FTEs
Of the budgeted FTEs, 702.34 are currently occupied.

220.38

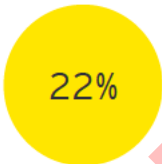
Available Vacancies
Of the budgeted FTEs, 220.38 are available vacancies across Manatū Hauora (there are also 88.30 unavailable vacancies).

96.40

Contractors
There are currently 96.40 contractors across Manatū Hauora. 56.30 of these are backfill contractors.



Occupied FTEs
70% of the budgeted FTEs are currently occupied.



Vacancies available
22% of budgeted FTEs are available vacancies within Manatū Hauora

Directorates	Budgeted FTE	Contractor (Backfill & Project)	Occupied FTE	% Occupied within Budgeted FTE	Vacancies available	% available vacancies within Budgeted FTE
Evidence, Research & Innovation	74.20	1.00	43.30	58%	27.50	37%
Strategy, Policy & Legislation	140.00	24.30	73.51	53%	48.00	34%
Māori Health	29.00	2.00	24.62	85%	2.00	7%
System Performance & Monitoring	140.71	15.85	104.77	74%	25.00	18%
Regulatory Services	153.31	6.00	130.31	85%	16.80	11%
Public Health Agency	171.80	16.20	128.09	75%	30.20	18%
Government & Executive Services	135.46	5.55	80.84	60%	42.88	32%
Corporate Services	164.38	25.50	116.90	71%	28.00	17%
Totals	1008.86	96.40	702.34	70%	220.38	22%

This summarises the current FTE across all of the directorates and teams. It is a point in time summary based on a range of sources gathered on 28th February 2023.

Assumptions and Notes

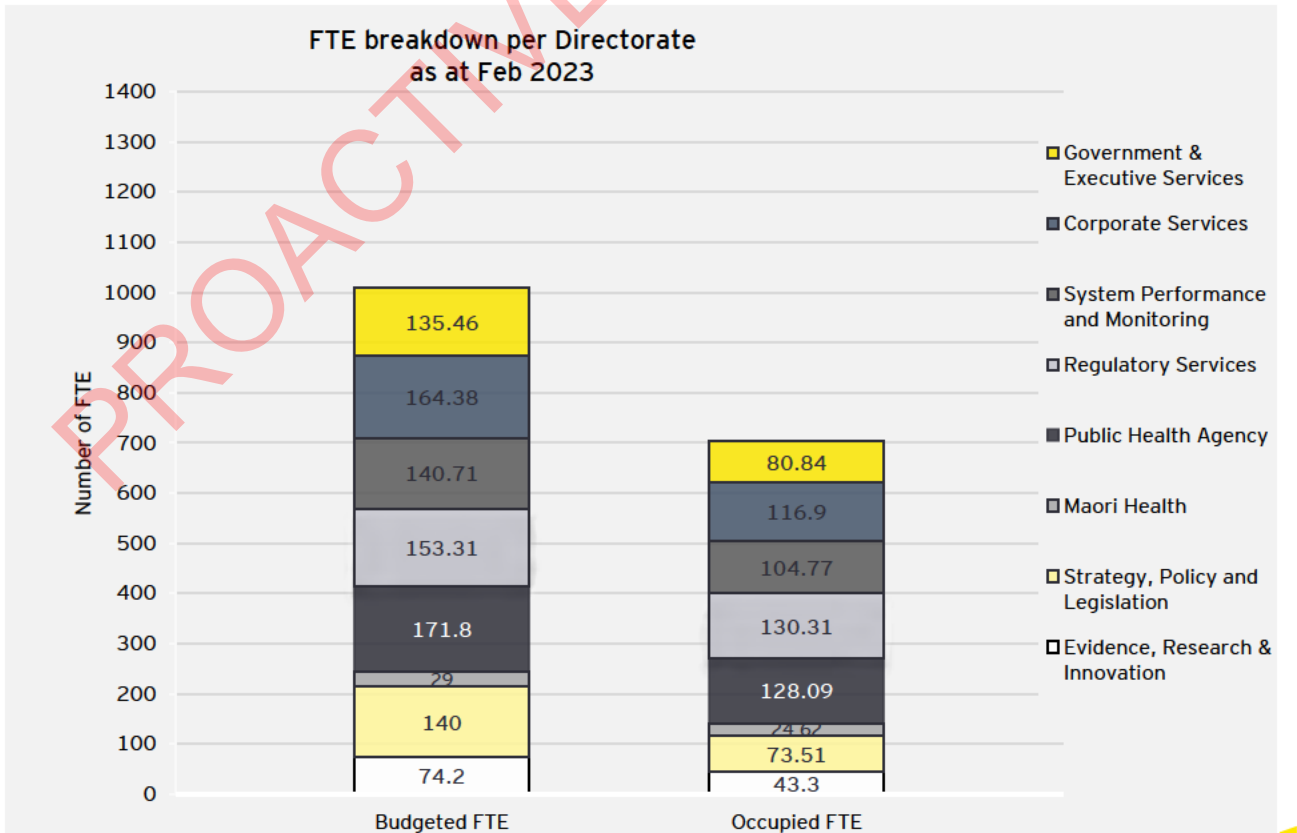
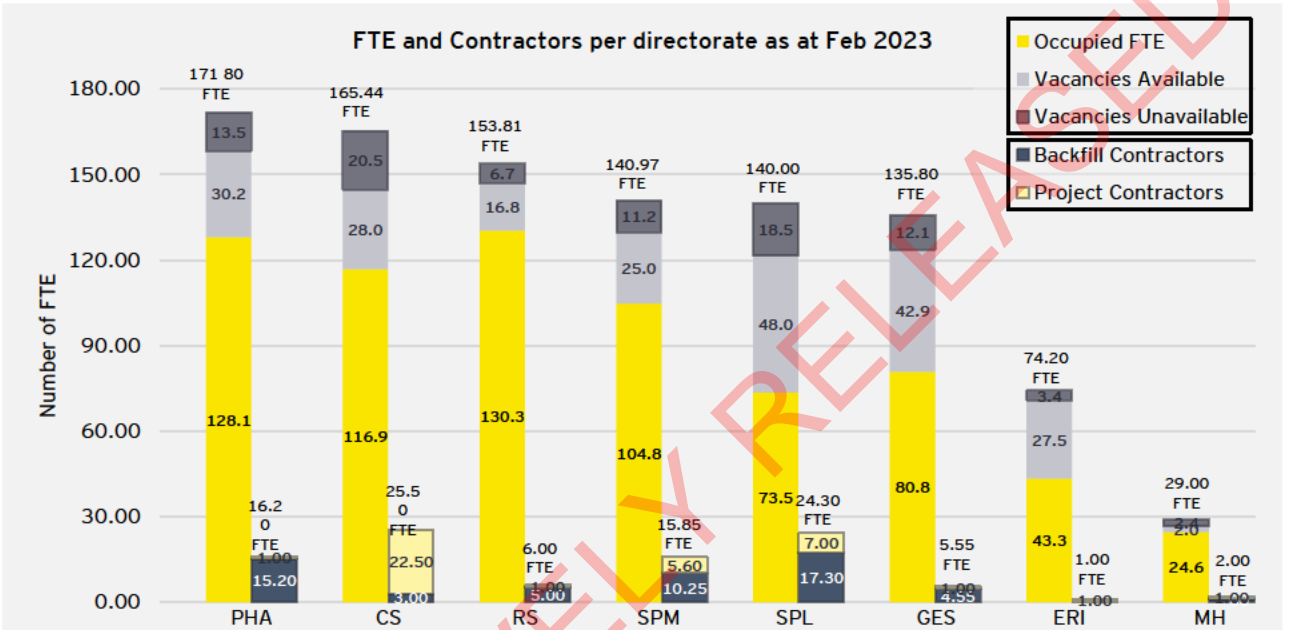
- All FTE data excludes the Cancer Control Agency, the Director-General and the 1 FTE noted as part of Interim Structure Transition.

Overview of the current size and people of Manatū Hauora

The following figures provide a visual breakdown of the table on the previous page and therefore the current size and people of Manatū Hauora as a whole and by.

As at 28th February 2023:

- 70% of Budgeted FTE positions are Occupied
- 22% of Budgeted FTE positions are Available Vacancies
- 9% of Budgeted FTE positions are Unavailable Vacancies and 'Excess' positions
- There are 96.40 Contractors across Manatū Hauora - 42% (40.10) are Project Contractors and 58% (56.30) are Backfill Contractors.



Breakdown of personnel spend by directorates

The below table breaks down the size and personnel expenditure per directorate, including contractors. The data accounts for both Budgeted and Occupied FTE numbers. The expenditure figures are based on financial data provided as at March Baseline Update.

Directorate	Personnel Numbers			Forecast Personnel Expenditure (\$M)				Average Costs (\$M)
	Budgeted FTE Numbers	Occupied FTE Numbers	Contractors	Forecast Expenditure Occupied FTE	Forecast Expenditure Contractors	Total Forecast Personnel Expenditure	Directorate % of Total Forecasted Personnel Expenditure	Average forecasted salary per FTE (\$M) (based on Feb 2023 actuals)
Evidence, Research & Innovation	74.20	43.30	1.00	5.837	0.515	6.353	5%	0.108
Strategy, Policy & Legislation	140.00	73.51	24.30	9.746	6.612	16.358	13%	0.119
Māori Health	29.00	24.62	2.00	4.318	0.474	4.792	4%	0.130
System Performance & Monitoring	140.71	104.77	15.85	14.723	5.242	19.964	15%	0.123
Regulatory Services	153.31	130.31	6.00	14.259	0.932	15.191	12%	0.096
Public Health Agency	171.80	128.09	16.20	18.451	5.285	23.736	18%	0.115
Government & Executive Services	135.46	80.84	5.55	11.168	4.103	15.271	12%	0.110
Corporate Services	164.38	116.90	25.50	16.536	10.132	26.668	21%	0.110
TOTAL	1008.86	702.34	96.40	95.038	33.295	128.333	100%	0.111

*Please note that Consultant or professional services numbers or costs are not included in the above.

Corporate, Government and Executive
functions

Corporate, Government and Executive functions

The below table provides a breakdown of the people and expenditure related to Corporate Services and Government and Executive Service directorates. These two directorates discharge functions and services that are focused on the 'running' of Manatū Hauora to operate as an effective organisation. As at February 2023, 27% of staff and contractors within Manatū Hauora are within these directorates which equates to 33% of total forecast personnel expenditure. The Corporate Services directorate accounts for 30% of the total Manatū Hauora contractor expenditure forecast.

	Personnel				Expenditure					
	Occupied FTE	Backfill Contractors	Combined Personnel	% of Total Personnel	Forecast Personnel Expenditure (\$M)	% of Total Forecast Personnel Expenditure	Forecast Salaries (\$M)	% of Total Forecast Salaries	Forecast Contractor Expenditure (\$M)	% of Total Forecast Contractor Expenditure
Manatū Hauora Total	702.34	56.30	758.64	-	\$128.3	-	\$85.8	-	\$33.3	-
Corporate Services	116.90	3.00	119.90	16%	\$26.7	21%	\$14.0	16%	\$10.1	30%
Govt & Exec Services	80.84	4.55	85.39	11%	\$15.3	12%	\$11.1	13%	\$4.1	12%
Combined Totals	197.74	7.55	205.29	27%	\$41.9	33%	\$25.1	29%	\$14.2	42%

PROACTIVELY RELEASED

Corporate, Government and Executive functions

Offices of the Deputy-Director Generals

The Office of the Deputy-Director Generals (ODDG) are teams within each directorate that support their operations and management. These teams exist in all directorates within Manatū Hauora and the review of outputs and activities highlighted that there is duplication in the work of the ODDGs and the Corporate Services and Government and Executive Services directorates.

As shown in the table below, the sizes of the ODDGs vary by each directorate and is not proportional to the size of the directorate as a whole. Combined, the ODDGs make up 4% of the current size (staff and contractors) of Manatū Hauora, but is expected to account for 11% of the total forecast personnel spend. These figures exclude the ODDG from the Strategy, Policy and Legislation directorate where clear breakdowns were not available

These roles are in addition to the existing Corporate Services and Government and Executive Services directorates, who are responsible and accountable for Manatū Hauora to run effectively and efficiently as an organisation which raises opportunities to minimise duplication of capability and activities.

Offices of the Deputy-Director Generals			
Directorate	Budgeted FTE	Occupied FTE & Backfill Contractors	Personnel Forecast Expenditure (\$M)
Evidence, Research & Innovation	S9(2)(a)		\$1.39
Strategy, Policy & Legislation			Unable to get clear breakdowns
Māori Health			\$1.89
Public Health Agency			\$3.75
Regulatory Services			\$0.79
System Performance & Monitoring			\$1.81
Government & Executive Services			\$3.19
Corporate Services			\$0.85
Combined Totals	44.50	31.53	\$13.67*
% of Manatū Hauora Totals	4%	4%	11%*

Benchmarking the corporate services spend

NZ Treasury - Better Administrative and Support Services Programme (BASS)

Up until 2017, the Treasury led a yearly programme to benchmark all costs associated with administrative and support services across the New Zealand public service. The benchmarking covers five functions:

1. Human Resources
2. Finance
3. ICT
4. Procurement
5. Corporate and Executive Services (Communications and external relations; Legal; Information management; Audit and risk management; Strategy and planning; Enterprise Portfolio Management Office; Other corporate costs)

The results FY17 highlight that Manatū Hauora spent 32% (\$63.0M) of its operating budget on administrative and support services. This **ranked the highest of the 23 public sector agencies** included as part of the Treasury benchmarking report (refer table below). **The average spend was 18% and the median was 14% of total departmental expenditures.**

Based on expenditure to date, **Manatū Hauora is forecasted to spend 29% (\$56.9M) of its total operating expenditure on administrative and support services in FY23***. If Manatū Hauora were to reduce expenditure for relevant functions within Corporate Services and Government and Executive Services directorates to the public sector average of 18%, **this would equate to savings of \$21.5M.**

*Note: to enable comparing, this does not include costs of the DDGs of the two directorates and the following team - ODDGs, Government Services, Crown Appointments, Chief of Staff and Operations (which includes occupancy/facilities costs).

Agency	Total departmental expenditure	Total cost of A&S functions	% of spend on A&S functions
Manatū Hauora	\$196,501,000	\$62,925,000	32%
New Zealand Customs Service	\$197,488,000	\$60,962,000	31%
MBIE	\$694,548,000	\$209,523,000	30%
Inland Revenue	\$782,621,000	\$218,886,000	28%
Department of Internal Affairs	\$402,521,000	\$98,867,000	25%
Land Information New Zealand	\$147,171,000	\$32,077,000	22%
Statistics New Zealand	\$143,733,000	\$31,147,000	22%
Ministry of Justice	\$581,804,000	\$104,510,000	18%
Ministry of Social Development	\$1,389,840,000	\$241,189,000	17%
Ministry for the Environment	\$60,155,000	\$10,234,000	17%
Te Puni Kokiri	\$63,277,000	\$8,926,000	14%
The Treasury	\$96,751,000	\$13,418,000	14%
DPMC	\$59,499,000	\$8,227,000	14%
MFAT	\$380,142,000	\$51,901,000	14%
Ministry for Primary Industries	\$495,489,000	\$61,156,000	12%
New Zealand Police	\$1,602,851,000	\$190,181,000	12%
State Services Commission	\$29,702,000	\$3,485,000	12%
Department of Conservation	\$387,478,000	\$37,763,000	10%
Ministry for Culture and Heritage	\$26,216,000	\$2,452,000	9%
Department of Corrections	\$1,345,000,000	\$98,747,000	7%
New Zealand Defence Force	\$2,508,811,000	\$124,185,000	5%
New Zealand Transport Agency	\$2,178,304,000	\$95,745,000	4%
Ministry of Education	\$3,068,493,000	\$91,589,000	3%

Review of individual directorates and validation

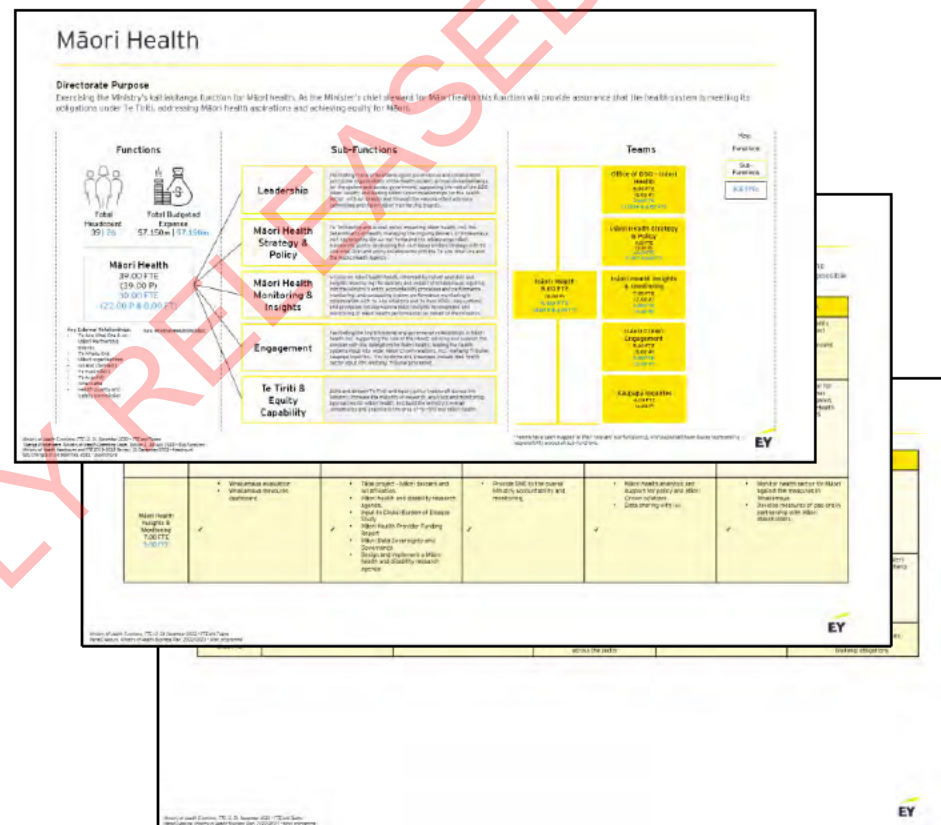
Approach and overview of the review of individual directorates

Using inputs provided by Manatū Hauora, a current state view was developed for each directorate. This was then sent to each Deputy-Director General (DDG) to validate.

The DDGs were also asked to answer a set of equity related questions to further inform the understanding of Manatū Hauora's current state capabilities and functions at a directorate level..

The following slides are the validated current state views that were received from the Deputy-Director Generals in February 2023. This includes the total FTE per directorate and at a team level, the overall headcount, total budgeted expense, key external relationships, sub-functional team mapping and the high-level outputs for the teams each of the eight directorates.

**Please note that the information presented in this section was provided by the individual directorates in February 2023 and has not been updated to reflect the latest people data that was received on 28th March 2023.*



Examples of the current state views produced for each directorate.

Equity capability needs and requirements

As part of the directorate level current state validation process, each directorate was asked to answer the following questions regarding equity capabilities:

1. What (if any) equity capability do you have within your directorate? How do you access equity capability when you need it?
2. Do you have any roles within your teams with a specific Māori or Te Tiriti focus?
3. What capability do you access from other teams e.g. analytics? Who are your key internal partners?
4. Do you have any current capability gaps within your directorate?

The key themes highlighted from these responses have been outlined below.

Equity Capability Overview

- Overall, there was recognition that there are some gaps in both capability and capacity across Manatū Hauora regarding equity and Te Tiriti. There was recognition that there is need to have a greater focus on honouring the relationship between Māori and the Crown under Te Tiriti and support the further use of equity capabilities. However, directorates commented that they are still undergoing their change process and thus the commitment of Manatū Hauora to Te Tiriti and health equity is continuing to be strengthened.
- The majority of the directorates commented that there are strong relationships between them and the Māori Health directorate and Te Aka Whai Ora. However, in most instances there are no formally incorporated or specific roles within each of the directorates to hold responsibility for this equity capability.
- Additional capability gaps were identified, some key examples included equity/Te Tiriti capability, employment relations, performance and system monitoring, data and digital and programme and project management.

Access to Equity Capabilities

- Most directorates commented having limited equity capabilities within their directorates - instead they placed a large reliance on engagement with internal relationships with the Māori Health directorate and partnership with Te Aka Whai Ora.
- The Māori Health directorate stewards the approach that Manatū Hauora takes to health equity and supports Manatū Hauora as a whole to build their equity capability and frameworks.
- A minority of the directorates have either developed or developing equity plans or programmes that focus specifically on implementing Te Tiriti / Equity / Te Ao Māori in their work.
- Majority of directorates report that they regularly partner with other directorates and external agency partners to access additional equity capabilities.

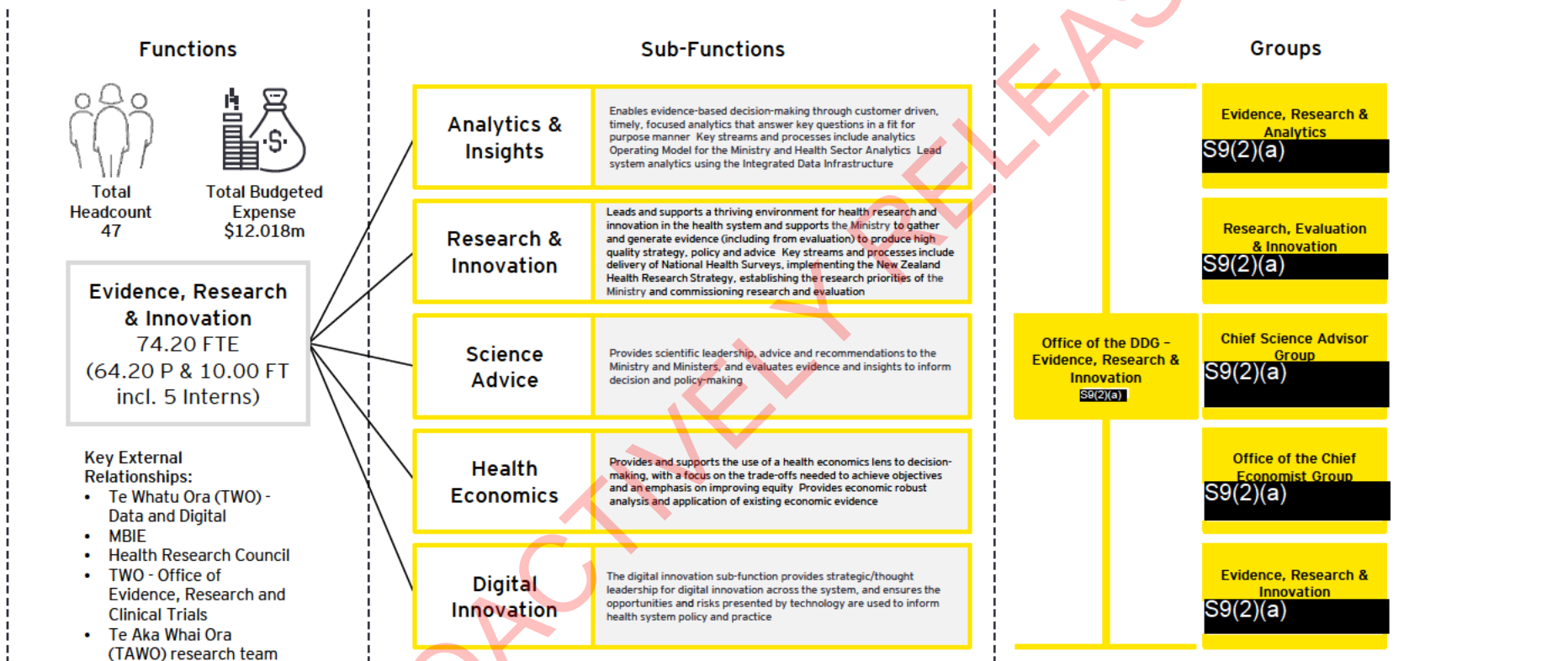
Māori and Tiriti focus within the directorates

- Directorates reported a lack of specific roles or FTEs within their directorates with exclusive focus on equity, Te Tiriti or Te Ao Māori.
- Instead of exclusive roles there is an acknowledgement to prioritise the obligations under Te Tiriti o Waitangi and the health and wellbeing needs of Māori through implementation plans and programmes.
- There are personal and professional expectations and a high level of responsibility placed on staff to understand and model the needs of Māori and Te Tiriti as a priority.
- Alongside enabling equity capabilities, directorates opt to work in partnership with other Directorates, Agencies and Principal Advisors to meet Te Tiriti obligations.

Evidence, Research and Innovation

Directorate Purpose

Evidence, research and innovation have a powerful impact on shaping the way that a health system performs and delivers care, and on the health and wellbeing outcomes that are ultimately achieved. The ERI function promotes and provides high-quality analytics, research, evidence and science advice to better inform strategy and decision-making and drive innovation within the New Zealand health and disability system. Helps to ensure that the Ministry can best harness the collective knowledge of the various disciplines based on the needs of a specific situation.



*Teams have been mapped to their relevant sub-function(s), with expanded team boxes representing responsibility across all sub-functions.

Evidence, Research and Innovation Outputs

This outlines the outputs of each team within the Evidence, Research and Innovation Directorate. This data helps to identify and understand the key types of outputs delivered at a team level and supports the analysis of the current state functions and teams to ensure that they are fit-for-purpose. This supports an understanding of the ways of working across directorates and helps identify possible efficiencies. This is merely a summary of outputs and only includes some outputs as examples, it is not an exhaustive list. Please refer to the latest work programme for further detail.

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Evidence, Research & Analytics	<ul style="list-style-type: none"> Health and independence report. Global burden of disease report. Refreshed geospatial strategy. 	<ul style="list-style-type: none"> New Zealand Health Survey 	<ul style="list-style-type: none"> Data analytics standards and advice 	<ul style="list-style-type: none"> Health survey data requests. Modelling and analysis to support primary care funding. 	<ul style="list-style-type: none"> Primary care monitoring and analysis. Child well being analysis and monitoring. Oral health analysis and monitoring.
Office of the DDG - Evidence, Research & Innovation	<ul style="list-style-type: none"> Managing Business planning process for ERI and associated quarterly reporting 	<ul style="list-style-type: none"> Managing Ministry Annual report ERI input and coordination 	<ul style="list-style-type: none"> Set up and review directorate BAU processes (machinery of government work, recruitment, induction) Budget advice, working with ERIs business partner to provide necessary support and advice to the DDG and cost centre managers 	<ul style="list-style-type: none"> Providing support to the DDG and SLT including preparing meeting agenda content and organising content for away days Coordinator for ERI for Business Continuity Planning Support of directorate recruitment ERI inbox management 	
Chief Science Advisor Group			<ul style="list-style-type: none"> Provide advice and support on other surveys across the Ministry. 		
Research, Evaluation & Innovation	<ul style="list-style-type: none"> Health research strategy (implementation and refresh) Māori health research strategy. Health research workforce strategy. Lead for national health research standards 	<ul style="list-style-type: none"> Develop and implement a National Clinical Trials Network (with TWO and TAWO) Develop a Te Tiriti and equity led framework for commissioning for research and evaluation Develop a Ministry research prioritisation framework Establish evaluation as a process across all Ministry business 	<ul style="list-style-type: none"> Provide advice and support on research and evaluation Lead advisor to Minister on health research policy Advise on legislation where relevant (e.g., for review of HRC Act) Advise on system settings for health research Contribute health research and evaluation expertise to cross-government and cross-sector wellbeing initiatives 	<ul style="list-style-type: none"> Oversee Ministry-funded research and evaluation activity. Supporting work towards iGPS priority 5. Establishing the Ministry's research and evaluation function. Convene leadership and working group/s for health research across agencies and sector 	<ul style="list-style-type: none"> Oversee the performance of the Health Research Council (SME role) Lead for monitoring health research delivery within TWO and TAWO (system-level)

Evidence, Research and Innovation Outputs (Continued)

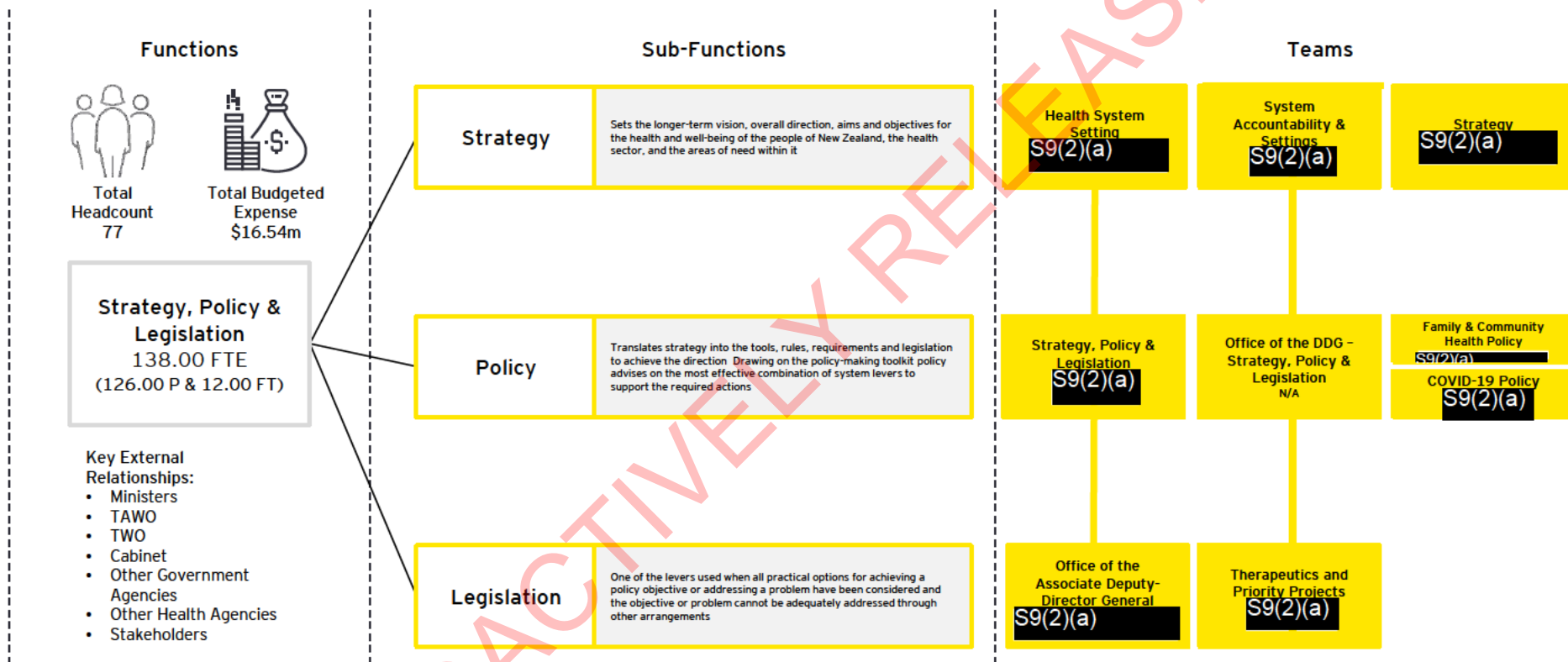
Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Office of the Chief Economist Group (note one is a short term intern, departing 17 February)	<ul style="list-style-type: none"> Inputs to work programmes covered in the strategic architecture meta programme 	<ul style="list-style-type: none"> Inputs to Budget 2024 work programme Inputs to system reform work programme - standing up HTA arrangements, bringing equity analysis into economic evaluation, measuring productivity Annual return to the OECD, System of Health Accounts 	<ul style="list-style-type: none"> Health Economics review and advice. 	<ul style="list-style-type: none"> Capability building - economics and health economics training and evidence briefs. 	<ul style="list-style-type: none"> Productivity measurement
Evidence, Research & Innovation					

PROACTIVELY RELEASED

Strategy, Policy, and Legislation

Directorate Purpose

Together the Strategy, policy and legislation function supports Ministers to identify, develop and deliver their priorities Strategy, Policy and Legislation. Key systems and processes include investment and budget strategy.



*Teams have been mapped to their relevant sub-function(s), with expanded team boxes representing responsibility across all sub-functions.

Strategy, Policy, and Legislation Outputs

This outlines the outputs of each team within the Strategy, Policy and Legislation Directorate. This data helps to identify and understand the key types of outputs delivered at a team level and supports the analysis of the current state functions and teams to ensure that they are fit-for-purpose. This supports an understanding of the ways of working across directorates and helps identify possible efficiencies. This is merely a summary of outputs and only includes some outputs as examples, it is not an exhaustive list. Please refer to the latest work programme for further detail.

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Office of the DDG	<ul style="list-style-type: none"> Head of profession - policy capability and quality Support for the Directorate Recruitment 			<ul style="list-style-type: none"> Monitoring and coordinating delivery of OIAs. Embedding Te Tiriti and equity. 	
Family & Community Health Policy 31.00 FTE	<ul style="list-style-type: none"> Child and youth policy. Rainbow health policy. Healthy ageing policy. Determinants of health policy. Disability policy and strategy. 				
COVID-19 Policy 1	<ul style="list-style-type: none"> Covid-19 policy and strategy and Legislation Covid-19 Inquiry. 			<ul style="list-style-type: none"> Covid-19 co-ordination. 	
System Accountability & Settings	<ul style="list-style-type: none"> System coherence, accountability, settings, and outcomes. Transformation programme (PMO) 				
Health System Setting	<ul style="list-style-type: none"> Health workforce strategy and Policy System Enablers strategy and policy, e.g.: digital/Medicines/Pharmac Regulatory Strategy and Policy 			<ul style="list-style-type: none"> Regulatory stewardship. 	<ul style="list-style-type: none"> Pharmac Deliverables
Strategy, Policy & Legislation					

Strategy, Policy, and Legislation Outputs (Continued)

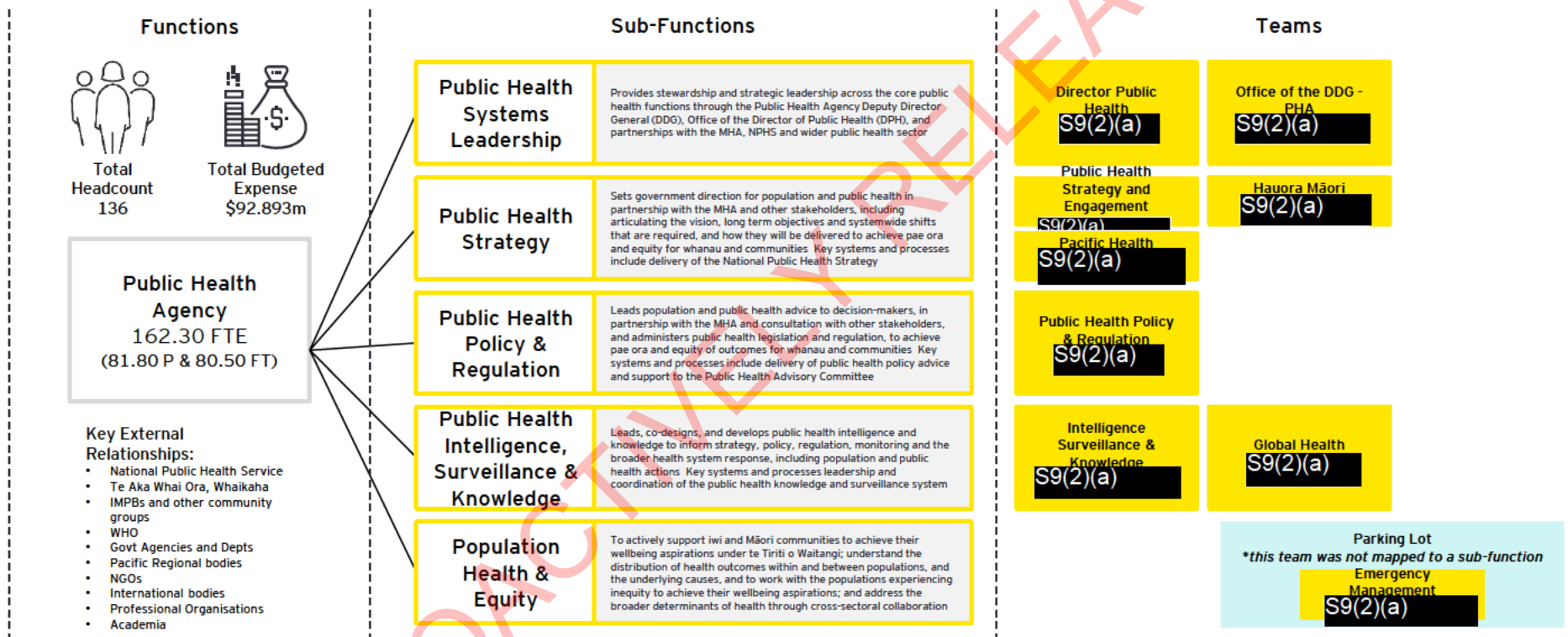
Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Associate Deputy-Director General	<ul style="list-style-type: none"> Support of the DDG Currently managing TP Bill and ODDG (this changes over time depending on priorities) 				
Therapeutics and Priority Projects	<ul style="list-style-type: none"> Therapeutics Products Bill 				
Strategy	<ul style="list-style-type: none"> Health System reform New Zealand Health Strategy; Hauora Māori Strategy; Pacific Health Strategy; Health of Disabled People Strategy; Women's Health Strategy; Rural Health Strategy Coordination and development of health strategy. Investment strategy and budget 2024. LTIBriefing 				
Strategy, Policy & Legislation					

PROACTIVELY RELEASED

Public Health Agency

Directorate Purpose

Public health is the science and art of promoting health, preventing disease and prolonging life through the organised efforts of society. Within the reformed health and disability system, the Ministry has a key role to play in public health and will be focused on: addressing health determinants and the health and wellbeing aspirations of communities protecting against community health risks and threats across Aotearoa and internationally preventing illness and premature mortality and promoting health and well being. The Public Health Agency (PHA) has been established as a distinct branded business unit within the Ministry to lead and coordinate across the whole system to ensure stronger national, regional and local responses to threats to the health of New Zealanders. Key systems and processes include development and coordination of issue/population-specific national strategies (e.g. National Pandemic Plan).



*Teams have been mapped to their relevant sub-function(s), with expanded team boxes representing responsibility across all sub-functions.

Public Health Agency Outputs

This outlines the outputs of each team within the Public Health Agency Directorate. This data helps to identify and understand the key types of outputs delivered at a team level and supports the analysis of the current state functions and teams to ensure that they are fit-for-purpose. This supports an understanding of the ways of working across directorates and helps identify possible efficiencies. This is merely a summary of outputs and only includes some outputs as examples, it is not an exhaustive list. Please refer to the latest work programme for further detail.

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Office of the DDG	<ul style="list-style-type: none"> Supports DDG in all aspects of delivery Leads business planning Enables smooth running of the Agency 	<ul style="list-style-type: none"> Ensures alignment with Ministry wide expectations Quality assurance and risk management Oversight of contracts and procurement 	<ul style="list-style-type: none"> Planning and prioritising our work programme. 	<ul style="list-style-type: none"> Establish a high performing and connected Senior Leadership Team. Enable our people through change. Public Health Advisory Committee secretariat 	<ul style="list-style-type: none"> Monitor internal performance and business plan delivery Quality assurance of Ministerial information/briefing
Public Health Policy & Regulation	<ul style="list-style-type: none"> Supports and provides Ministers with policy advice on population and Public Health matters Creates legislation and regulations on Public health 	<ul style="list-style-type: none"> Alcohol policy Border health policy Smokefree 2025 Action Plan. Tobacco and vaping regulations HIV Action Plan. Oral health policy Food environments policy 	<ul style="list-style-type: none"> Provides advice on other policy and regulatory work delivered by other Directorates as required 		
Public Health Strategy and Engagement	<ul style="list-style-type: none"> Setting our strategic priorities. Developing strategic plans Develops cross government planning to influence determinants of health 	<ul style="list-style-type: none"> Lead engagement and development of community and consumer voice Leads on refugee and migrant health 	<ul style="list-style-type: none"> Provides strategic advice and influences development of population and Public Health matters across the Ministry 	<ul style="list-style-type: none"> Coordinates and collaborates on activities associated with determinants of Health Supports strategic communications relating to Public health 	
Intelligence Surveillance & Knowledge	<ul style="list-style-type: none"> Leads and develops ISK activities to inform strategies, policy, regulatory and monitoring activity and functions across the PHA and Ministry Lead the PH surveillance strategy 	<ul style="list-style-type: none"> Provision of Public Health intelligence to inform Ministerial/Agency or wider Ministry functions Develop the Public Health Knowledge and Surveillance System 	<ul style="list-style-type: none"> Provision of communicable and non communicable disease intelligence, and scientific technical advice and surveillance. 	<ul style="list-style-type: none"> Advance Public Health knowledge and communications across the sector 	<ul style="list-style-type: none"> Evaluate Public Health policy Evaluate the effectiveness of the Public Health knowledge and surveillance system
Director Public Health	<ul style="list-style-type: none"> Delivery of statutory role and responsibilities. Public Health Clinical advice across Agency, Ministry and NPHS Public Health Clinical Leadership role within NPHS 	<ul style="list-style-type: none"> Designation of Medical Officers of Health 	<ul style="list-style-type: none"> Public Health clinical advice to the DG, DDG and Minister of Health Expert clinical advice on Public Health matters across the PHA teams 		<ul style="list-style-type: none"> Monitoring and assurance of clinical leadership and clinical governance in Public health

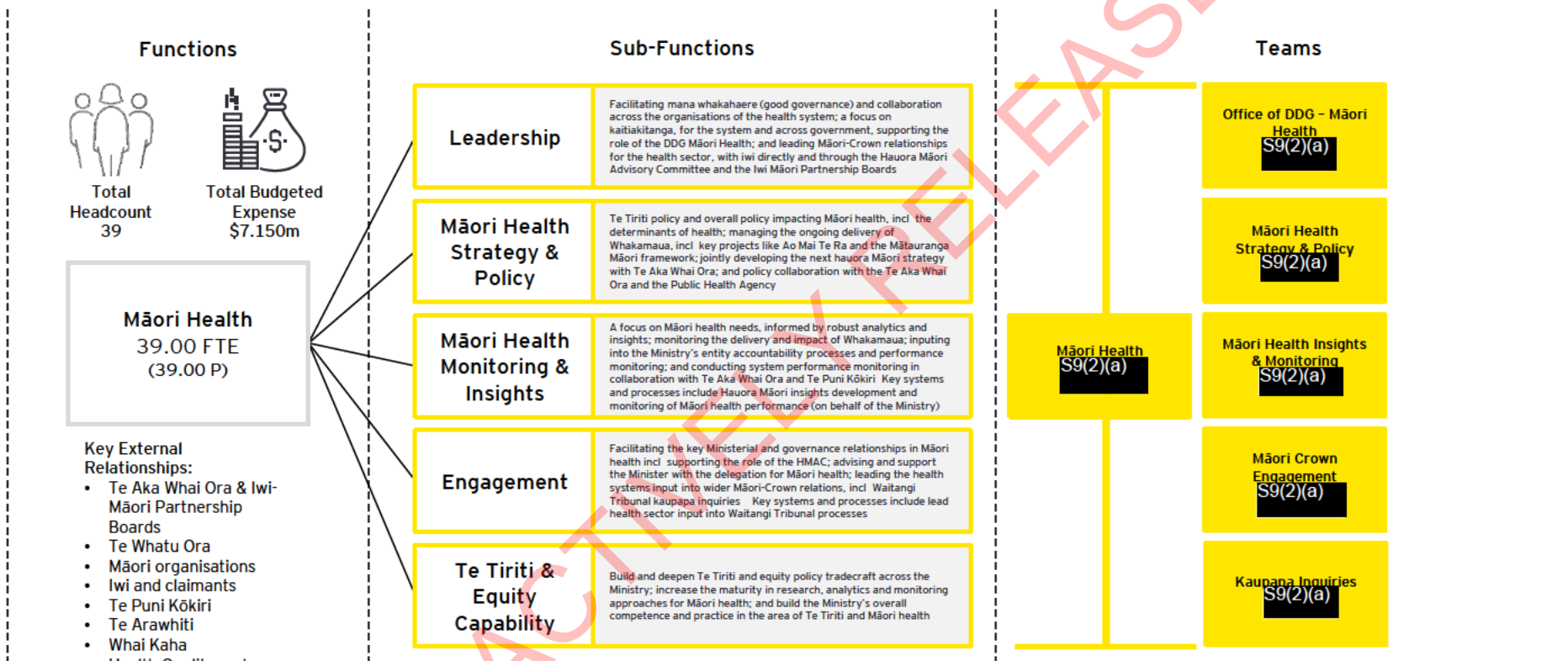
Public Health Agency Outputs (Continued)

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Emergency Management	<ul style="list-style-type: none"> Stewardship of Emergency Management in the Health system Delivers strategy, policy, frameworks and other advice to develop Emergency Management resilience 	<ul style="list-style-type: none"> Support all of Govt response to Emergencies Act on behalf of the DG in an Emergency, to ensure these are appropriately managed 	<ul style="list-style-type: none"> Provide system level advice on Emergency preparedness Provide and enhance capabilities across the system on Emergency management 	<ul style="list-style-type: none"> Rebuild and enhance Ministry emergency management capability and capacity. 	<ul style="list-style-type: none"> Provide assurance to Ministers on all aspects of Emergency preparedness
Hauora Māori	<ul style="list-style-type: none"> Enables the PHA to be te tiriti responsive Ensure the PHA work advances Pae Ora for iwi and Māori communities 	<ul style="list-style-type: none"> Lead relationship between Māori Health/Te Aka Whai Ora/IMPBs and the Agency Acting as a kaitiaki of tikanga & te reo Māori within the PHA, guided & led by the Māori Health Directorate. Support PHA workforce development 	<ul style="list-style-type: none"> Integrate mātauranga Māori across the work programme 	<ul style="list-style-type: none"> Work with ISK, Māori Health Directorate and Te Aka Whai Ora to develop negotiated spaces, awareness and competence for mātauranga Māori in the Public Health Knowledge Surveillance System. 	<ul style="list-style-type: none"> Monitoring Te Tiriti and our commitment to this across the Agency
Pacific Health	<ul style="list-style-type: none"> Strategic advice and guidance on Pacific Health across the Ministry Shapes Public Health and Pacific Health policy Leads on the development of the Pacific Health Strategy 	<ul style="list-style-type: none"> Sets and prioritises Pacific Health workforce development Engages with the Pacific Health sector to ensure communities voice is obtained and utilised 	<ul style="list-style-type: none"> Provides advice and guidance on all aspects of Pacific Health matters to Ministers and across all Ministry activities Contributes to cross government activities on determinants of Health 	<ul style="list-style-type: none"> Collaborate across the Ministry and across Govt on Pacific Health priorities, strategy and policy matters 	<ul style="list-style-type: none"> Monitor Health system performance on Pacific health
Global Health	<ul style="list-style-type: none"> Ensures the Ministry meets their international Health engagement obligations Supports and advises Ministers on engagement in global Health matters 	<ul style="list-style-type: none"> Advised on global Health matters as they arise Brief Ministers as they engage in offshore engagements Delivery the Polynesian Health Coordinators Programme 	<ul style="list-style-type: none"> Contributes to international health strategies Lead and coordinate advice to international bodies. 	<ul style="list-style-type: none"> Lead Aotearoa's relationship with the World Health Organisation and other international engagement activities. Relationship management with MFAT and other Govt bodies 	<ul style="list-style-type: none"> Monitor and report on compliance with international obligations.

Māori Health

Directorate Purpose

Exercising the Ministry's kaitiakitanga function for Māori health. As the Minister's chief steward for Māori health this function will provide assurance that the health system is meeting its obligations under Te Tiriti, addressing Māori health aspirations and achieving equity for Māori.



*Teams have been mapped to their relevant sub-function(s), with expanded team boxes representing responsibility across all sub-functions.

Māori Health Outputs

This outlines the outputs of each team within the Māori Health Directorate. This data helps to identify and understand the key types of outputs delivered at a team level and supports the analysis of the current state functions and teams to ensure that they are fit-for-purpose. This supports an understanding of the ways of working across directorates and helps identify possible efficiencies. This is merely a summary of outputs and only includes some outputs as examples, it is not an exhaustive list. Please refer to the latest work programme for further detail.

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Office of DDG		<ul style="list-style-type: none"> Corporate and government accountability functions Comms and engagement support including Kia tina Māori Health monthly panui, Radio Waatea Project management support 		<ul style="list-style-type: none"> Government, business and all other support functions. Project management and coordination 	<ul style="list-style-type: none"> Government accountability reporting including Select Committee Corporate assurance around finance, risk, business continuity etc.
Māori Health Strategy & Policy	<ul style="list-style-type: none"> Hauora Māori Strategy Whakamaua: Māori Health Action Plan 2020-25 Māori Disability Action Plan COVID-19 Māori Health Protection Plan. Te Kahui Rongoa Trust Work Plan 	<ul style="list-style-type: none"> Ao Mai te Rā: the Anti-Racism kaupapa Wānanga Pae Ora Hui Whakaoranga Houhia Equity by Design phase 2 Rongoā stream in Therapeutic Products Bill Policy collaboration and Māori health equity policy leadership 	<ul style="list-style-type: none"> Advice to the Minister of Health and Associate Minister for Māori Health Advice to Te Aka Whai Ora and Iwi Māori Partnership Advice to Te Whatu Ora SME to the overall Ministry on Māori health policy and strategy 	<ul style="list-style-type: none"> Secretariat - Māori Monitoring Group (MMG) and next iteration of Outcomes & Equity ELT steering group (O&E) Secretariat - Te Kahui Rongoā 	<ul style="list-style-type: none"> Monitor health sector for Māori health outcomes Monitor progress against Whakamaua, Māori Health Action Plan 2020-25
Māori Health Insights & Monitoring	<ul style="list-style-type: none"> Whakamaua evaluation Whakamaua measures dashboard 	<ul style="list-style-type: none"> Tātai project - Māori descent and iwi affiliation. Māori health and disability research agenda. Input to Global Burden of Disease Study Māori Health Provider Funding Report Māori Data Sovereignty and Governance Design and implement a Māori health and disability research agenda 	<ul style="list-style-type: none"> Provide SME to the overall Ministry accountability and monitoring. 	<ul style="list-style-type: none"> Māori health analytics and support for policy and Māori Crown relations. Data sharing with iwi 	<ul style="list-style-type: none"> Monitor health sector for Māori against the measures in Whakamaua. Develop measures of pae ora in partnership with Māori stakeholders.

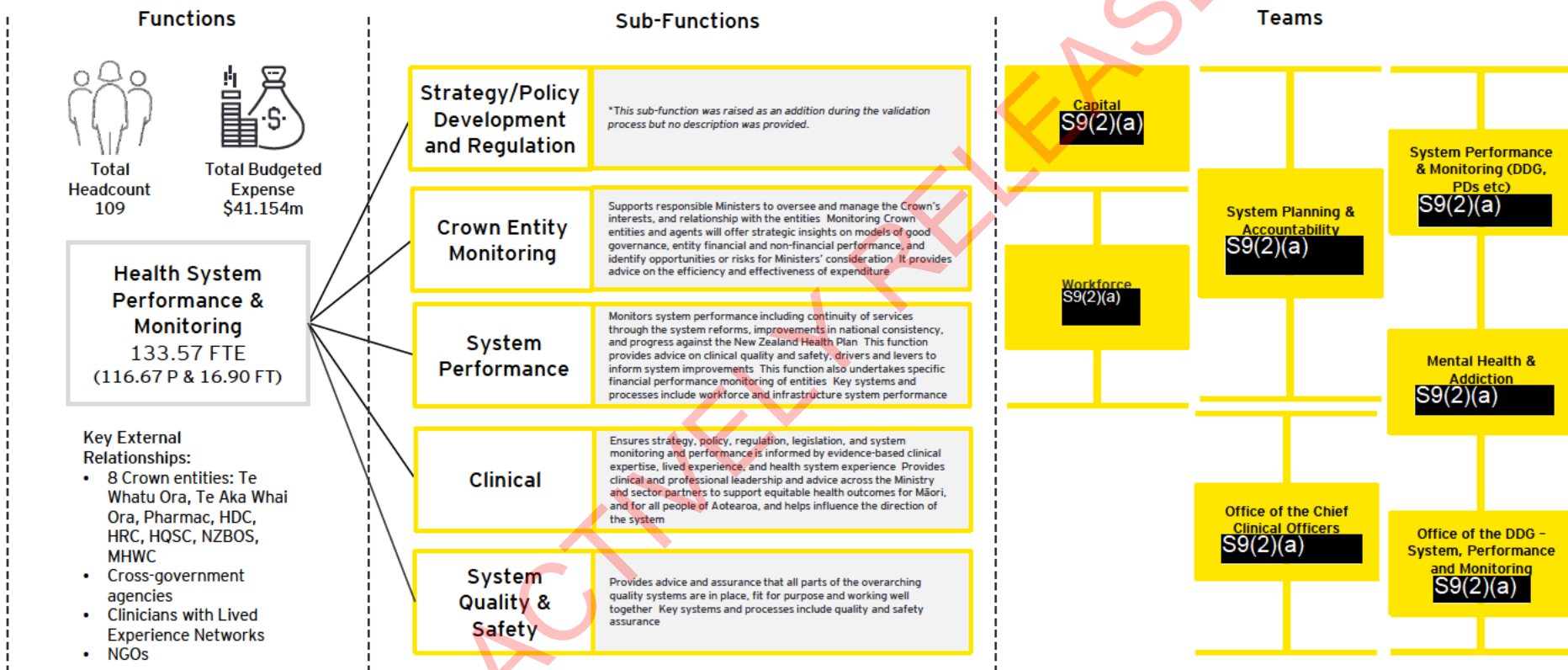
Māori Health Outputs (Continued)

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Māori Crown Engagement		<ul style="list-style-type: none"> Iwi relationship redress Relationship Accords and relationship instruments (post settlement) National Iwi Chairs Forum Support the development of Iwi Māori Partnership Boards that support local level Māori development and kaupapa Māori service solutions. 	<ul style="list-style-type: none"> Review, design and expand effective Māori-Crown partnership arrangements. 	<ul style="list-style-type: none"> Support the development of iwi partnerships. Support expertise and advice on Waitangi Tribunal Kaupapa inquiries. Secretariate to Hauora Māori Advisory Committee 	
Kaupapa Inquiries		<ul style="list-style-type: none"> Wai 2575 - Stage One (Primary Care) Wai 2575 - Stage Two, Phase One (Disability) Wai 2575 - Stage Two, Phase Two (Mental Health) Other kaupapa inquiries including the FASD actions 	<ul style="list-style-type: none"> Advice on response and Crown responsibilities within the Waitangi Tribunal inquiries 	<ul style="list-style-type: none"> Evidence gathering and submission to kaupapa inquiries 	<ul style="list-style-type: none"> Monitoring of Crown delivery on the health related Waitangi Tribunal
Māori Health Leadership	<ul style="list-style-type: none"> Refer above 	<ul style="list-style-type: none"> Refer above 	<ul style="list-style-type: none"> Provision of strategic leadership on Māori Health, Te Tiriti and Equity matters across the sector 	<ul style="list-style-type: none"> Leadership and management of the directorate activities 	<ul style="list-style-type: none"> Monitoring of Ministry response to Māori health equity and Te Tiriti o Waitangi obligations

System Performance and Monitoring

Directorate Purpose

The System Performance and Monitoring function leads the assessment and provision of advice on the performance of the health of the system, including monitoring the activity of other entities in the system.



*Teams have been mapped to their relevant sub-function(s), with expanded team boxes representing responsibility across all sub-functions.

System Performance and Monitoring Outputs

This outlines the outputs of each team within the System Performance and Monitoring Directorate. This data helps to identify and understand the key types of outputs delivered at a team level and supports the analysis of the current state functions and teams to ensure that they are fit-for-purpose. This supports an understanding of the ways of working across directorates and helps identify possible efficiencies. This is merely a summary of outputs and only includes some outputs as examples, it is not an exhaustive list. Please refer to the latest work programme for further detail.

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Workforce	<ul style="list-style-type: none"> Employment Relations policy development. Workforce monitoring operating model, workforce monitoring approach and governance processes. 		<ul style="list-style-type: none"> Advise on Holidays Act remediation. Contribute to development of Health Workforce Strategy and Pae Ora implementation strategies. 	<ul style="list-style-type: none"> Provide support and advice on pay equity claims and pay parity proposal. Contribute to development of Te Whatu Ora and Te Aka Whai Ora Employment Relations strategy. 	<ul style="list-style-type: none"> Monitoring and assurance of health system collective bargaining, pay parity, and pay equity. Oversee and provide assurance to Minister on claim settlement - Te Whatu Ora and New Zealand Nurses Organisation.
System Planning & Accountability	<ul style="list-style-type: none"> Implementation of the Health System Accountability Framework. Develop relationship and intervention strategy and approach. 	<ul style="list-style-type: none"> Lines of enquiry programme. Develop and deliver future focused iterative analytical approach to wider system performance. Establish health system forum for cross-sector partners. Regular reporting and briefings on system, entity, & GPS performance. 	<ul style="list-style-type: none"> Advise on measures, definitions and ongoing reporting for iGPS / GPS. 	<ul style="list-style-type: none"> Collation and analysis of performance insights from various sources. Engagement for System Performance and Accountability with entities. 	<ul style="list-style-type: none"> System performance monitoring for the health system as a whole. Crown entity monitoring. Interventions as appropriate. Finalise engagement cycles with Crown entities.
Office of the Chief Clinical Officers	<ul style="list-style-type: none"> Develop quality and safety programme and op. model. 	<ul style="list-style-type: none"> Surgical mesh programme. Nursing Strategy. 	<ul style="list-style-type: none"> Provide Clinical advice into the national strategic workforce development. National strategies and policies requiring clinical input. 	<ul style="list-style-type: none"> System clinical leadership. 	<ul style="list-style-type: none"> Maintain clinical relationships to support monitoring and accountability.
Capital	<ul style="list-style-type: none"> Develop assessment approach and strategic direction for health capital. 	<ul style="list-style-type: none"> Develop approach to assess capability maturity with Te Whatu Ora on National Asset Management and investment plan. 	<ul style="list-style-type: none"> Advise Minister and Cabinet on significant capital investments. Advise on capital settings application and infrastructure monitoring. 	<ul style="list-style-type: none"> Provide Te Whatu Ora with support in infrastructure space including business case development and project reporting quality improvements. 	<ul style="list-style-type: none"> Assess performance of portfolio projects e.g. MHIP, RHIP. Business case review on specific investments and business cases.

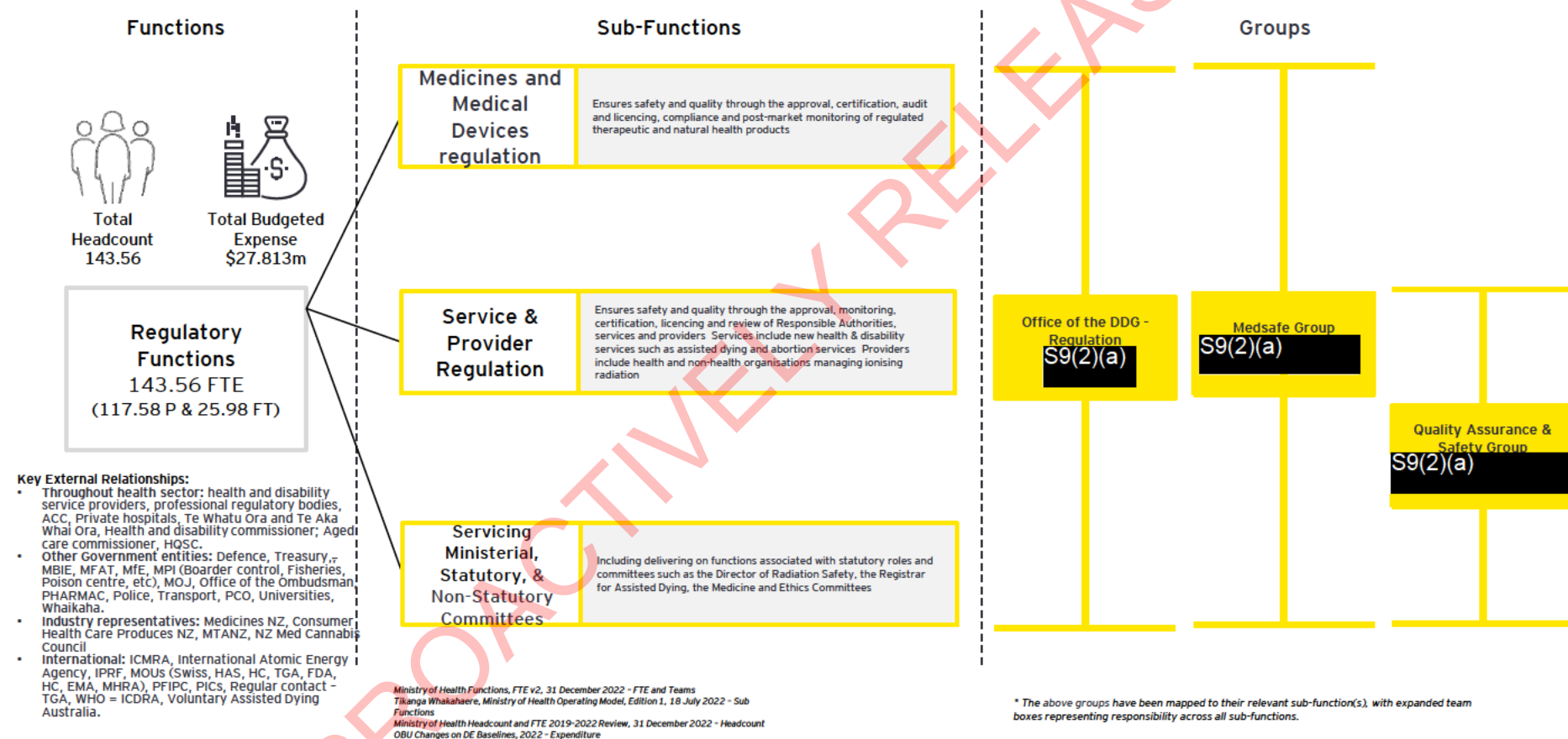
System Performance and Monitoring Outputs (Continued)

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Office of the DDG - System, Performance & Monitoring	<ul style="list-style-type: none"> Development of Directorate risk and mitigation plan. Develop business plan and business continuity plan as part of Ministry overview. Coordinate directorate response to Select Committee, Estimates etc. 	<ul style="list-style-type: none"> Input into Ministry-wide projects and programmes on behalf of the directorate as required. 	<ul style="list-style-type: none"> Advice and coordination of contracting and recruitment. Advice and feedback on content of papers and briefings. Troubleshoot issues as they arise on behalf of the DDG. 	<ul style="list-style-type: none"> Coordinate review, quality assurance, and sign-out of directorate reporting, papers, and correspondence. Business support processes. including finance and HR. Liaison with Ministers' offices and DG's office on deadlines and deliverables. Lead the weekly report process. 	<ul style="list-style-type: none"> Quality assurance of all papers and briefings from the directorate. Ensuring deadlines for Ministers, DG and DDG are met. Review processes to ensure timely and fit for purpose.
Mental Health & Addiction	<ul style="list-style-type: none"> Kia Manawanui: Long-term pathway to mental well being Strategy to prevent and minimise gambling harm. Every Life Matters - He Tapu te Oranga O ia Tangata: Suicide prevention strategy/action plan. Mental Health Act, SACAT, IDCC&R Act, and drug checking regulation. 	<ul style="list-style-type: none"> Repeal and replacement of the Mental Health (Compulsory Assessment and Treatment) Act 1992 (Policy development). Development and monitoring of the Oranga Hinengaro System and Service Framework. Setting mental health and addiction ringfence expectations for 2022/23 with ongoing work to enhance future mental health and addiction funding mechanisms. 	<ul style="list-style-type: none"> Policy input into Pae Ora strategies, key health system accountability documents, cross-agency strategies and policies, and international information requests to ensure prioritisation of mental well being, mental health and addiction, and suicide prevention. 	<ul style="list-style-type: none"> Administration of the Mental Health Act, SACAT and IDCCR Act and associated statutory responsibilities (e.g., supporting appointment of District Inspectors and other statutory officials). Coordination of cross-health entity mental health and addiction input into cross-agency strategies and policy. 	<ul style="list-style-type: none"> Mental health and addiction-specific data and analysis to support system monitoring, performance improvement and responses to queries. Monitoring of the mental health and addiction ringfence and priority Budget initiatives. Clarify mental health and addiction monitoring landscape; identify opportunities to streamline; and develop key measures.
System Performance & Monitoring	<ul style="list-style-type: none"> Work programme development for Partnership Directors system priorities e.g equity, rural. 	<ul style="list-style-type: none"> Develop and implement directorate organisational design Process improvement work across directorate. Capability and learning and development programme. 	<ul style="list-style-type: none"> Provide advice to cross govt agencies Engage, convene and advise sector entities, government agencies and groups (partnership directors). 	<ul style="list-style-type: none"> Internal communications and change comms Development and fostering of team culture and connections cross groups. 	<ul style="list-style-type: none"> Engage with Crown entity executives as relationship holder and escalation point

Regulatory Services

Directorate Purpose

Responsible for ensuring public safety through regulation of providers, therapeutic products, and services, often with a requirement for statutory independence or arms-length operations. Regulatory functions include service and provider regulation, therapeutic products regulation, and servicing a range of ministerial and statutory committees. Key systems and processes include regulatory schemes and supporting systems relevant quality assurance services, including Standards and codes of practice and regulatory stewardship responsibility to be built to support the Strategy, policy and legislation function's legislative stewardship component.



Regulatory Services Outputs

This outlines the outputs of each Group within the Regulatory Services Directorate. This data helps to identify and understand the key types of outputs delivered at a Group level and supports the analysis of the current state functions and teams to ensure that they are fit-for-purpose. This supports an understanding of the ways of working across directorates and helps identify possible efficiencies. This is merely a summary of outputs and only includes some outputs as examples, it is not an exhaustive list. Please refer to the latest work programme for further detail.

Groups	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Office of the DDG - Regulatory Services	<ul style="list-style-type: none"> Co-lead Regulatory Stewardship for Manatū Hauora, including new regulatory regimes, best practice regulatory forum within MOH. Adjusting regulatory frameworks, processes and procedures to align with Te Whatu Ora, Te Aka Whai Ora, Whaikaha Develop and maintain annual business plan and risk register Refresh the RS Equity Plan and explore options to strengthen regulatory functions using a Tiriti o Waitangi framework. 	<ul style="list-style-type: none"> Secretariat Regulatory Stewardship Advisory Group (RSAG) Stand up of action plan working group delivered to establish a programme of work to ensure current regulation reflects Te Tiriti DDG is SRO on cross agency work programmes E.g. Radiation Store 	<ul style="list-style-type: none"> Advice provided to Ministers through meetings and briefings - SME in attendance as necessary DDG attends MBIE led Regulatory Stewardship Senior Leaders Group (monthly) DDG/SLT member sits on Outcomes and Equity working group DDG chairs Manatū Hauora Wellbeing Rōpū. Internal cross Ministry working groups attended by Office Manager e.g. SPL, Corporate led 	<ul style="list-style-type: none"> Oversight of stakeholder relations, including management of the Regulator at arms length from the Ministry. 	<ul style="list-style-type: none"> Health Issues Management Meeting with Te Aka Whai Ora and Te Whatu Ora Tier 2s attended by DDG Te Whatu Ora regional hospital directors meeting invitation to DDG to discuss hospital audit results Combined Health & Disability Commissioner, Aged Care Commissioner quarterly meeting with DDG/GMs on Regulatory Services (Assisted Dying, HealthCert, and Aged Care focus).
Medsafe Group (5 teams)	<ul style="list-style-type: none"> Administration of: Medicines Act 1981 and accompanying Regulations Amendment Act 2020 Psychoactive Substances Act 2013 Misuse of Drugs (Medicinal Cannabis) Regulations 2019 Some parts of the Misuse of Drugs Act 1975. 	<ul style="list-style-type: none"> 2021 Annual Report of the Psychoactive Substances Expert Advisory Committee Update the Medicinal Cannabis Regulations (under the Misuse of Drugs Act) post current targeted consultation. Implementing a new information system for the collection and analysis of adverse reactions to therapeutic products. Delivery of reportable KPIs 	<ul style="list-style-type: none"> Provide technical regulatory advice relating to regulatory requirements under the Medicines Act- Quality and Safety Governance, Ministry of Health HQSC medicine safety NZ formulary governance Provide advice and assurance to Ministers as subject matter experts 	<ul style="list-style-type: none"> Secretariat support to technical advisory committees established under the Medicines Act 1981 and Misuse of Drugs Act 1975. This includes recommending appointments to the committees and advising on applicant eligibility. Supporting introduction of Therapeutics Bill in parliament. Secretariat to the other Ministerial expert advisory committees such as MAAC, MARC, MCC 	<ul style="list-style-type: none"> Medicinal Cannabis - implementing changes to the Medicinal cannabis legislation to fine tune the regulatory scheme. Regular BAU monitoring and assurance, including: pharmacy audits, GMP, Adverse reactions, defect product (recalls), and enforcement. Implementing cabinet decisions.

Regulatory Services (Continued)

Groups	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Quality Assurance & Safety Group (4 teams)	<p>Administration of:</p> <ul style="list-style-type: none"> Health and Disability Services (Safety) Act 2001 End of Life Choice Act 2019 Radiation Safety Act 2016 Contraception, Sterilisation and Abortion Act 1977 Health Practitioners Competence Assurance Act 2003 Human Assisted Reproductive Technology (HART) Act 2004 Section 125 of the Health Act 1956 Pae Ora (Healthy Futures) Act 2022 	<ul style="list-style-type: none"> Appointment of members to advisory committees relating to ethics and radiation safety advisory council Cabinet decisions taken on safe areas for abortion services and implementation. Cabinet decisions on the Radiation Safety Amendment Regulations 2023: for the Cabinet Legislation Committee (LEG) paper to approve the Radiation Safety Amendment Regulations 2023 Progressing the application for independent prescribing authority for Podiatrists Cabinet decisions on proposed new transition provisions for changes to labelling of controlled drugs Modernisation of ethics project Replacement Radiation Store. Quality Management System at Office of Radiation Safety project Development of data analytics framework for health and disability certification and audit data 	<ul style="list-style-type: none"> Provide advice and assurance to Ministers as subject matter experts Contribution to key legislative/strategic initiatives led by other internal or external agencies Contribute to the performance monitoring and reporting of Te Whatu Ora 	<ul style="list-style-type: none"> Operate National Radiation Store Development of new Health and Regulatory Platform (HARP) IT Platform for assisted dying services and Office of Radiation Safety 	<ul style="list-style-type: none"> Secretariat support to Quality Assurance and Safety, councils, committees, partnerships, and advisory groups. Implementing cabinet decisions including regulation of safe areas for abortion services and radiation safety amendment regulations. Review of Office of Radiation Safety obligations under legislation and international arrangements Independent review of the implementation of assisted dying services Monitoring and reporting of quality and safety of all regulated health and disability services and providers

Government and Executive Services

Directorate Purpose

Government and executive functions support the Ministry to put its best foot forward with Ministers, to adhere to the norms and conventions of being a government Ministry, and to ensure that the Director-General (DG) and Executive Leadership Team maintain high integrity and good organisational governance. Key systems and processes include acting as the centre of expertise for machinery of government (and associated tools and processes) and as the owner of sign-out processes for external facing products (ministers and communications).



*Teams have been mapped to their relevant sub-function(s), with expanded team boxes representing responsibility across all sub-functions.

Government and Executive Services Outputs

This outlines the outputs of each team within the Government and Executive Services Directorate. This data helps to identify and understand the key types of outputs delivered at a team level and supports the analysis of the current state functions and teams to ensure that they are fit-for-purpose. This supports an understanding of the ways of working across directorates and helps identify possible efficiencies. This is merely a summary of outputs and only includes some outputs as examples, it is not an exhaustive list. Please refer to the latest work programme for further detail.

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Government Services	<ul style="list-style-type: none"> Proactive release policy. Official Information Act 1982 Ombudsman Act 1976 Standing Orders Speakers Rulings Centralised coordination and response function for OIAs, PQs, Ministerial correspondence, briefings, Select Committee support 	<ul style="list-style-type: none"> Implement a programme of changes in how we manage OIAs. Programme of training including Official Information Act and machinery of government General Election 2023 advisory 	<ul style="list-style-type: none"> Machinery of government incl. parliamentary processes. Conventions of working with Ministers Public service expertise Advisory in ministerial offices (Private Secretaries) 	<ul style="list-style-type: none"> Ministerial servicing. Conduit between the Ministry and Ministers. Centralised coordination and response function for OIAs, PQs, Ministerial correspondence, briefings, Select Committee support Support to MOH response (document collation) to Royal Commission of Inquiry to the COVID-19 response 	<ul style="list-style-type: none"> Monitoring KPIs for the Ministry's output plan Performance improvement from Ombudsman complaints Support integrity assurance function
Comms & Engagement	<ul style="list-style-type: none"> Implementation of refreshed Ministry brand and communication standards. Communications and engagement strategy Integrated stakeholder framework. Communications channels strategies. 	<ul style="list-style-type: none"> Website Minister priorities communications strategy Joint Leadership group narrative 	<ul style="list-style-type: none"> Ministry communications standards Use of Ministry branding and logos 	<ul style="list-style-type: none"> Communicate the work of the Ministry internally and externally. Covid-19 communication. 	<ul style="list-style-type: none"> Monitoring against KPIs Objectives in coms plans demonstrated Monitoring through channels Surveys of public Internal customer survey
Director General Advisory			<ul style="list-style-type: none"> Advice to the DG Advice to the Executive Leadership Team 	<ul style="list-style-type: none"> External review of functions and capability (Future Ministry) Coordination of key risks on behalf of and as identified by the DG 	<ul style="list-style-type: none"> Quality assurance for advice to and from the Director-General
Statutory Appointments and Integrity Services	<ul style="list-style-type: none"> Manage recruitment and appointments process to over 40 statutory bodies as per legislative/regulatory requirements Implement Integrity Services function for the business, including input into new Integrity Services policy 	<ul style="list-style-type: none"> Increase equity and diversity of health appointments Development of governance pipeline (project scoping activity to be completed by June 2023) General Election 2023 Preparedness project 	<ul style="list-style-type: none"> Cabinet appointments and honours committee Good practice appointments - extending to Ministry advisory bodies and other entity appointments Integrity services - new sub-function, provision of advice or clearing house 	<ul style="list-style-type: none"> Support to approx. 10 other bodies where appointments are managed elsewhere (within the Ministry or other entities) Central source of truth on statutory appointments (centralised register of all appointments including those managed by other teams) 	<ul style="list-style-type: none"> Monitoring against KPIs in Ministry Output Plan Monitoring of diversification of statutory appointments (feeds into Whakamaui reporting)

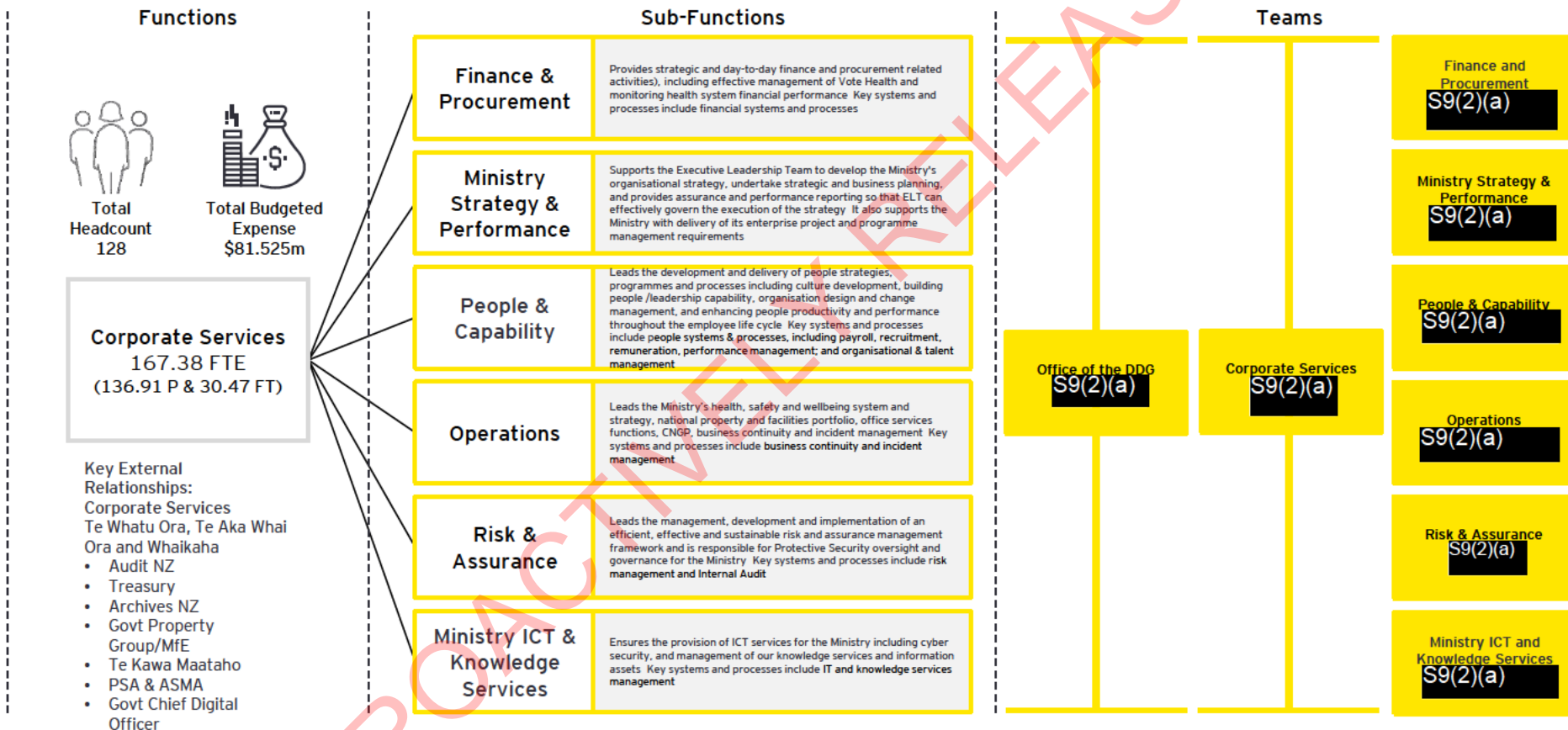
Government and Executive Services Outputs

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Office of the DDG	<ul style="list-style-type: none"> Directorate Business plan, equity plan. Note – this category contains the DDG, and their Senior EA. There are no separate deliverables for them etc 	<ul style="list-style-type: none"> DDG back office management including input to Corporate processes e.g. Ministry business plan, finance and HR processes 	<ul style="list-style-type: none"> Advice on internal governance 	<ul style="list-style-type: none"> Relationship and communication management with the Minister's office. Weekly report and Minister meeting agendas. ODDG support functions and DDG GES support. ELT Secretariat support Support to MOH response (secretariat) to Royal Commission of Inquiry to the COVID-19 response Coordination of internal policies review and update programme 	<ul style="list-style-type: none"> Quarterly Reporting for Organisational Performance report Quarterly Reporting against Business Plans
Health Legal	<ul style="list-style-type: none"> Privacy, Protected Disclosure and Enforcement policies 		<ul style="list-style-type: none"> Legal advice - including Medico-Legal, Public and Administrative law, Corporate & Commercial, Regulatory, Information, Complaints and Assurance. Litigation management (civil and criminal) Legislation co-ordination including management of Legislation programme Covid-19 response Strategic and other advice on enforcement of Ministry regulatory regimes. Advice and input into government engagement with the Royal Commission into Abuse in Care 	<ul style="list-style-type: none"> Support for WAI 2575 Inquiry Input into Royal Commission of Inquiry for the Covid-19 response Historic abuse resolution service. Privacy support (including breach management, policies and Impact Assessments) 	<ul style="list-style-type: none"> Provision of assurance functions (enforcement / privacy) and legal advice. Criminal investigations for breaches of Health legislation and management of infringements Protected Disclosure management

Corporate Services

Directorate Purpose

Together, the Corporate group of functions has a kaitiaki role across the Ministry - protecting and looking after our organisation so we have great people, processes and technology. Our functions provide high quality advice, services and support to enable the business to run efficiently and achieve organisational excellence. Key systems and processes include Enterprise programme and project management and business planning and reporting.



*Teams have been mapped to their relevant sub-function(s), with expanded team boxes representing responsibility across all sub-functions.

Corporate Services Outputs

This outlines the outputs of each team within the Corporate Services Directorate. This data helps to identify and understand the key types of outputs delivered at a team level and supports the analysis of the current state functions and teams to ensure that they are fit-for-purpose. This supports an understanding of the ways of working across directorates and helps identify possible efficiencies. This is merely a summary of outputs and only includes some outputs as examples, it is not an exhaustive list. Please refer to the latest work programme for further detail.

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Office of the DDG	<ul style="list-style-type: none"> CS Business Plan Departmental Agency Agreement between Ministry and Te Aho o Te Kahu 	<ul style="list-style-type: none"> Annual Health Select Committee process and coordination. 	<ul style="list-style-type: none"> Network for all Managers of Offices DDG across the Ministry. Advisory for CS for other directorates Stakeholder mgmt. for CS. Business financial transactions and contract mgmt. across most CS teams. 	<ul style="list-style-type: none"> Coordinating key Ministry products/outputs across directorate - e.g. OIA's, Oral & WPO's, Select Committee etc. DDG Support Business Plans and reporting Trouble-Shooting day to day issues for Directorate Invoicing and accruals across teams. 	
Operations	<ul style="list-style-type: none"> Implementation of Kia tū kaha (Ministry Wellbeing Plan) Health, Safety and Wellbeing Carbon Reduction Plan 	<ul style="list-style-type: none"> Restack/Building reset at 133. Reset of business continuity management programme and policy. Carbon neutral government programme (CNGP) 	<ul style="list-style-type: none"> Yes Facilities/Property H,S&W advice BCP and coordinating standing up CRT. 	<ul style="list-style-type: none"> Implementation of Ministry Wellbeing plan. 	
Finance & Procurement	<ul style="list-style-type: none"> Budget 2024 plan. 	<ul style="list-style-type: none"> Enhance Financial monitoring of entities in the Health and Disability System. Implement Procure to Pay (P2P) and e-invoicing functionality. 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Support the Office of the Auditor-General performance audit. Manage the budget process and deliverables. 	<ul style="list-style-type: none"> Financial monitoring of entities in the health and disability system. Monthly and Annual financial reporting and forecasts
People & Capability	<ul style="list-style-type: none"> Association of salaried medical specialists bargaining. Holidays Act remediation work. Retention Strategy. Cultural Competency Development Kia Mau Rā Strategy 	<ul style="list-style-type: none"> Leadership development and progression programme. Diversity & Inclusion Strategy and Workforce Strategy. Change programme. Payroll Replacement Project 	<ul style="list-style-type: none"> HR Advisory HR Service Delivery Employment Relations Centralised Recruitment team 	<ul style="list-style-type: none"> Pay equity claim. Review people and capability policies and processes. Review and update code of conduct. 	

Corporate Services Outputs (Continued)

Teams	Deliverables (Strategies/Plans/ Regulations)	Deliverables (Projects and Programmes)	Advisory Roles	Support and Coordination	Monitoring and Assurance
Risk & Assurance	<ul style="list-style-type: none"> Ministry Risk Management Framework refresh. Ministry Policy and Standards Framework refresh. 	<ul style="list-style-type: none"> Deliver Protective Security Requirements 2022/23 work programme. 	<ul style="list-style-type: none"> Yes - Risk, Protective Security and Assurance. 		<ul style="list-style-type: none"> Internal audit procurement. Report to RAC committee.
Ministry ICT and Knowledge Services		<ul style="list-style-type: none"> Lotus notes cabinets retirement. Lotus notes application retirement. Notes mail remediation Microsoft teams enhancements. ECM - Pātangi rollout E5 Security Enhancements 	<ul style="list-style-type: none"> Yes Information mgmt. and CISO 	<ul style="list-style-type: none"> Records - PRA obligations Library Services. Better ways of working collaboratively Applications Support 	<ul style="list-style-type: none"> Manage SLA betwn MoH and Te Whatu Ora for Service Desk
Ministry Strategy & Performance	<ul style="list-style-type: none"> Ministry Business Plan 2022/23 and 2023/24. MoH Annual Report. Ministry of Health Strategic Intentions 2022-26. Ministry Output Plan 2022/23 		<ul style="list-style-type: none"> Yes 		<ul style="list-style-type: none"> Internal Ministry quarterly business reporting.
Corporate Services	<ul style="list-style-type: none"> Who is this? (Celia - DDG and SEA?) 				

Value chain analysis

Approach and overview of the value chain analysis

A value chain analysis is a way to evaluate, at a high-level, the activities of an organisation and consider how they contribute (or not) to the delivery of the organisation's key responsibilities i.e. value drivers.

The purpose of Manatū Hauora is to steward and lead the health system. To carry out this purpose, Manatū Hauora has five interconnected value drivers i.e. key system responsibilities that it discharges - Evidence, Research and Analytics, Strategy, Policy, Regulation and Monitoring and Engagement.

The approach to undertaking the value chain analysis for Manatū Hauora included:

1. Reviewing the outputs and activities of each team based on the Business and Output Plans of Manatū Hauora
2. Validating this with the relevant DDGs
3. Mapping the teams based on their outputs and activities to the value driver areas of Manatū Hauora

Where teams performed activities and generated outputs that corresponded to more than one value driver, the teams were duplicated across the value chain e.g. one team performing activities that relate to all of Strategy, Policy and Regulation. Where this occurs, there is likely duplication of activities and capabilities.

The scope of the Government and Executive Services and Corporate Services directorates are focused on enabling the value chain rather than delivering against each of the drivers. Therefore, these are not included in the value chain except one team within the Corporate Services directorate that did perform activities within the value chain.

Findings summary

The value chain analysis highlighted that the majority of the teams within Manatū Hauora (45/53) performed activities and produced outputs that cut across multiple value drivers. Some overlap of activities across the responsibility areas is expected in any operating model. However, with Manatū Hauora having reorganised itself to a functionally focused operating model (Tikanga Whakahaere), this overlap and duplication should be at a minimum. The analysis also showed that there is duplication in activities between the Offices of the Deputy-Director Generals and the two directorates that support general operation of Manatū Hauora.

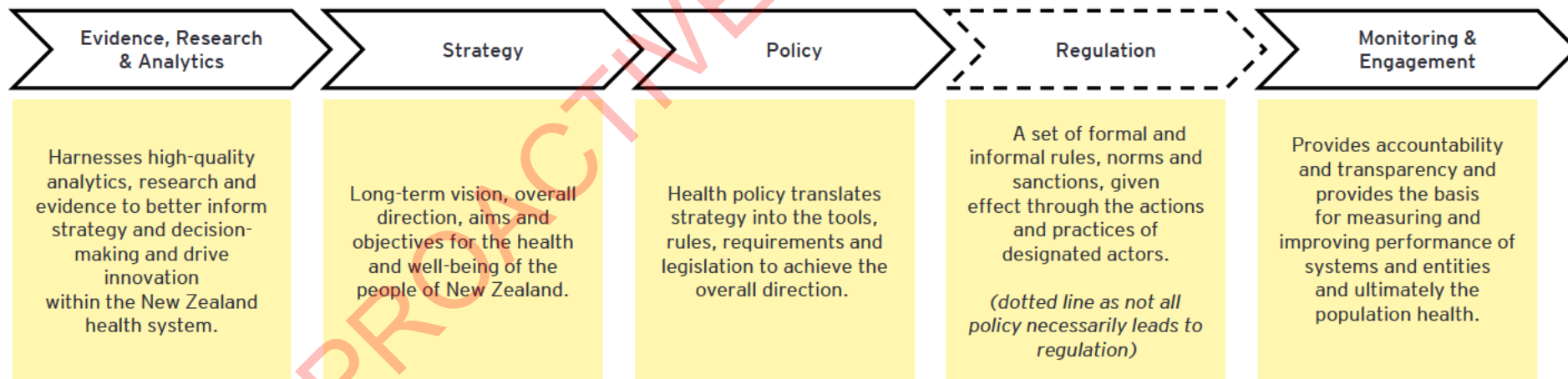
**Please refer to the detailed A3 attachment for a more in-depth view of the value chain analysis.*

Value chain analysis



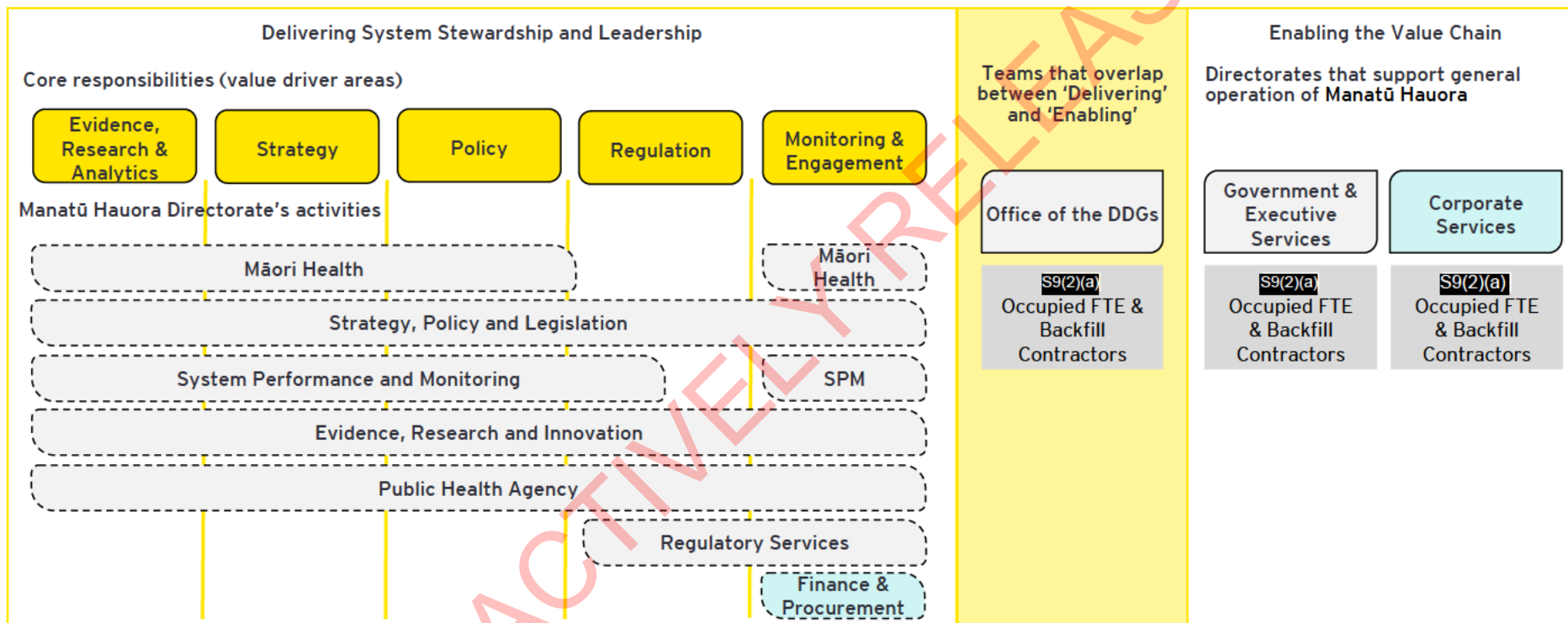
The value chain highlights the core value drivers enabling Manatū Hauora to effectively carry out its purpose to provide stewardship and leadership for the health system.

These five drivers are connected as shown on the left diagram. Description of each driver is outlined below.



Value chain analysis

The below is a summary of the value chain analysis and shows how the activities delivered by the directorates map against the five core responsibilities (value driver areas) of Manatū Hauora. Together, these five value driver areas support Manatū Hauora to carry out its purpose as the system steward and leader. The A3 on the next page show the teams mapped against the value driver areas.



System Stewardship and Leadership Delivery

Note that for each time, both the budgeted FTE and occupied FTE (O FTE) are outlined.

	Evidence, Research & Analytics	Strategy	Policy	Regulation	Monitoring and Engagement
Evidence, Research and Innovation	Evidence, Research & Analytics S9(2)(a)	Evidence, Research & Analytics S9(2)(a)	Evidence, Research & Analytics S9(2)(a)	Evidence, Research & Analytics S9(2)(a)	Evidence, Research & Analytics S9(2)(a)
	Office of the Chief Economist Group S9(2)(a)	Research, Evaluation & Innovation S9(2)(a)	Research, Evaluation & Innovation S9(2)(a)	Research, Evaluation & Innovation S9(2)(a)	Research, Evaluation & Innovation S9(2)(a)
	Chief Science Advisor Group S9(2)(a)				
Strategy, Policy and Legislation		COVID-19 Policy S9(2)(a)	Family & Community Health Policy S9(2)(a)	Health System Setting S9(2)(a)	COVID-19 Policy S9(2)(a)
		Therapeutics & Priority Projects S9(2)(a)	Health System Setting S9(2)(a)	Associate Deputy-Director S9(2)(a)	System Accountability & Settings S9(2)(a)
		Health System Setting S9(2)(a)	COVID-19 Policy S9(2)(a)	Therapeutics & Priority Projects S9(2)(a)	
System Performance and Monitoring	System Planning & Accountability S9(2)(a)	Mental Health & Addiction S9(2)(a)	Workforce S9(2)(a)	Mental Health & Addiction S9(2)(a)	Workforce S9(2)(a)
	Mental Health & Addiction S9(2)(a)	Capital S9(2)(a)	Mental Health & Addiction S9(2)(a)		System Planning & Accountability S9(2)(a)
	Office of the Chief Clinical Officers S9(2)(a)		Capital S9(2)(a)		Capital S9(2)(a)
Māori Health	Māori Health Insights & Monitoring S9(2)(a)	Māori Health Strategy & Policy S9(2)(a)	Māori Health Strategy & Policy S9(2)(a)		Māori Health Strategy & Policy S9(2)(a)
	Kaupapa Inquiries S9(2)(a)				Māori Crown Engagement S9(2)(a)
Public Health Agency	Intel. Surveillance & Knowledge S9(2)(a)	PH Strat & Engment S9(2)(a)	Global Health S9(2)(a)	Public Health Policy & Regulation S9(2)(a)	PH Strat & Engment S9(2)(a)
	Director Public Health S9(2)(a)	Intel Surv & Know S9(2)(a)	Pacific Health S9(2)(a)	Global Health S9(2)(a)	Global Health S9(2)(a)
	Pacific Health S9(2)(a)	Emergency Management S9(2)(a)	PH Strat & Engment S9(2)(a)	Pacific Health S9(2)(a)	Emergency Management S9(2)(a)
Regulatory Services			Emergency Management S9(2)(a)	Emergency Management S9(2)(a)	Director Public Health S9(2)(a)
			Medsafe S9(2)(a)	Medsafe S9(2)(a)	Medsafe S9(2)(a)
			Quality Assurance & Safety Group S9(2)(a)	Quality Assurance & Safety Group S9(2)(a)	Quality Assurance & Safety Group S9(2)(a)
Government and Executive Services					
Corporate Services	Enables the value chain				
					Finance & Procurement S9(2)(a)

Total Teams Delivering on the Value Chain

11 teams delivering on Evidence and Research

15 teams delivering on Strategy

18 teams delivering on Policy

10 teams delivering on Regulation

21 teams delivering on Monitoring and Engagement

*The 8 teams that are solely mapped to one value driver include, Office of the Chief Economist Group, Chief Science Advisor Group, Office of the Chief Clinical Officers, Strategy, Family and Community Health Policy, System Accountability and Settings, Māori Crown Engagement, and Finance and Procurement

PROACTIVELY REQUESTED

Directorates within Manatū Hauora

Stakeholder Interviews

Approach to stakeholder interviews

EY undertook over 30 interviews with internal and external stakeholders. Interviews focused on understanding the current state and gathering insights on how Manatū Hauora operates and the future requirements, opportunities, expectations and constraints to understand how Manatū Hauora could evolve and what direction it should take to be successful in its refocused role.

The interviews focused on a range of topics including:

Current state

- Experience of the current ways of operating in regards to the refocused role of Manatū Hauora
- Areas where Manatū Hauora is working well / not so well
- Key challenges and learnings
- Relationships with other entities
- Relationships within Manatū Hauora with other functions and teams

Future state

- Features of a high-performing and future-focused Ministry
- Core focus areas for Manatū Hauora when looking ahead
- Opportunities for Manatū Hauora
- New ways of working and operating

Roadmap

- Missing functions and capabilities when considering future state (e.g. people, process, technology)
- Dependencies and risks when considering moving towards future state

Detailed notes were taken during these interviews and themed into a number of key areas including ways of working, capabilities, roadmap, functions and future capabilities.

This section summarise the findings from the interviews and the key themes that emerged. These were shared with the Reference Group on the 28th of February 2023.

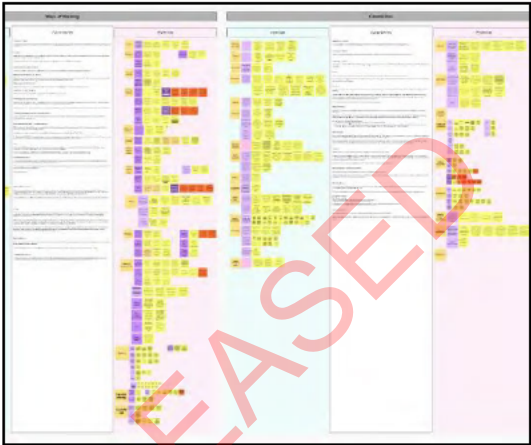
Stakeholder Interview List

Internal Interviewees

- | | |
|---|---|
| • Robyn Shearer - DDG System Performance and Monitoring | • Celia Wellington - DDG Corporate Services |
| • Clare Perry - DDG Regulatory Services | • Jo Bourne - Chief Medical Officer |
| • Maree Roberts - DDG Strategy, Policy and Legislation | • Lorraine Hetaraka - Chief Nursing Officer |
| • Andrew Old - DDG Public Health Agency | • Martin Chadwick - Chief AHP Officer |
| • Dean Rutherford - DDG Evidence, Research and Innovation | • Simon Medcalf - General Manager, Strategy |
| • John Whaanga - DDG Māori Health | • Lisa McPhail - Chief of Staff |
| • Sarah Turner - DDG Government and Executive Services | • Fergus Walsh - Chief Financial Officer |
| • Di Sarfati - Director-General of Health | |

External Interviewees

- | | |
|---|---|
| • Juanita Te Kani - Te Aka Whai Ora, Strategy and Policy Lead | • Nigel Chee - Te Aka Whai Ora, Performance Monitoring Lead |
| • Stuart Bloomfield - Te Whatu Ora, Data and Digital Lead | • Nick Chamberlain - Te Whatu Ora, National Public Health Service |
| • Tracey Maisiey - Te Whatu Ora, Performance Monitoring Lead | • Janice Wilson - HQSC CEO |
| • Jess Hewat, Jill Caughey, Amy Russell & Dascha Leonova - Treasury | • Ben McBride - DPMC Policy Advisory Group |
| • Margie Apa - Te Whatu Ora CEO | • Megan Main - ACC CEO |
| • Riana Manuel - Te Aka Whai Ora CEO | • Geoff Short - TPK Deputy Secretary |
| • Bryan Dunne - PSC Assistant Commissioner | • Sacha O'Dea - MSD DCE |
| • Jeremy Holman - Te Whatu Ora, Infrastructure Lead | • Anne Shaw - MHUD DCE |
| | • Katrina Casey - DPMC Implementation Unit |



Example of the MURAL board capturing the interview notes and the subsequent analysis.

Key Opportunities – System Leadership

What is working well?

Across the interviews there were discussions around areas of the Manatū Hauora that are working well. These key positive elements include:

- **Strong support of the Director-General of Health** and the positive efforts to make a change within the health system.
- **General support for some features of Tikanga Whakahaere** but people recognise **implementation has been challenging**.
- The **functional focus of the new operating model** was favourable across those interviewed, but with recognition of it not being fully embedded and widely understood which has created difficulties (e.g. lack of clarity around responsibilities and accountabilities).
- **Communities of practice are being well received** in bringing together people with similar skills from disparate teams. For example, the Policy community of practice.
- The direction of Manatū Hauora to adopt an **evidence led approach** to develop strategy and policy is well supported.
- **Positive recognition of how the research community is functioning**. Stakeholders valued the clear and pragmatic approach to the policy decision on the health research roles and responsibilities in the reformed system.
- The **data tripartite agreement and commitment to partnership by the leadership team** has promoted good collaboration and effective sharing of data between the entities. There was recognition that this needs to be a continued area of focus.
- Strong commitment and positive attitudes towards **honouring and giving effect to Te Tiriti o Waitangi across Manatū Hauora**.

The key opportunities that emerged from the internal and external interviews can be summarised into System Leadership, Ways of Working, and Capability and Expertise.

Key opportunities – System leadership

Manatū Hauora should take a more active system leadership role as the steward as well as driving the reform transition.

Overview

Stakeholders noted that the steward and leadership role of Manatū Hauora should be more active and less passive. This means Manatū Hauora taking an active role in working alongside other system entities, but also not needing to do or control everything. This includes creating the environment, culture and enabling other entities for high performance.

Stewardship role

Manatū Hauora should be a leader of the whole system, creating clear strategic direction, looking longer term and leading the ongoing transformation. Interviews highlighted that Manatū Hauora should move away from a day to day and reactive focus, but maintain a focus on developing their role as a credible steward of the system through partnerships and influence, enhancing their leadership capability and utilising external expertise.

Reform transition

There is a need for the health sector and other government agencies to better understand the reformed health system in its intent, the system design features and the roles and responsibilities of the different agencies. Manatū Hauora, as the system steward, should drive this understanding, the continuing transition and what the successful transition path looks like.

Cross-government leadership

There is a desire for Manatū Hauora to enhance their cross-government leadership role and lead the health sector. Interviews identified that there is an opportunity to increase the presence and involvement of Manatū Hauora in cross agency initiatives and create further clarity around the whole of government role, and how Manatū Hauora contributes to both government and public health advice.

Accessing expertise and advice

There is a desire for Manatū Hauora to be more outwardly seeking of expertise and advice, including engagement with national and global experts and panels. Relationships, structures and processes are seen as critical enablers to be able to access these resources efficiently and effectively. Further, as steward, Manatū Hauora plays an important role in international scanning and determination of best and emerging practice.

Evidenced based approaches

Interviews highlighted the opportunity to embed the Evidence, Research and Innovation function into the decision making process to further support and strengthen the adoption of an evidence based approach across the board. This approach would support the future focused model, enable foreseeing emerging opportunities and challenges and the development of evidence based strategy and policy.

Key Opportunities – Ways of Working (1/3)

There is a desire for a culture shift to enable Manatū Hauora to operate as a high-performing organisation.

Overview

Interviews highlighted that there could be more trust and autonomy embedded with how Manatū Hauora works. It was noted that when trust and autonomy is lacking, it creates inefficiencies throughout the organisation. Despite having a new Director-General in place, the culture has not changed to support the refocused role and the desired ways of working.

Trust and goodwill

There is a desire to create a culture based off trust and goodwill to support an organisation-wide culture shift to establishing the refocused role of Manatū Hauora. The current culture of Manatū Hauora is marked by varying levels of trust and autonomy that has manifested into a hierarchal structure. Additionally, there is too much focus on risk averse internal processes. There should be trust in the people and the processes for Manatū Hauora to truly operate effectively.

Empower the people

Interviews suggested that key, capable people are not being provided with the opportunity to perform. The interviews commented on people feeling disempowered as a result of a lack of responsibility, trust and autonomy. This included a lack of growth and development opportunities for junior staff and building a pipeline of high performing leaders and workforce for Manatū Hauora.

Cross functional collaboration and shared capabilities

Effective leadership and strong relationships were identified as key enablers of a collaborative and cross functional way of working and the interviews noted that this is currently not necessarily evident across Manatū Hauora as a whole. Leaders need to ensure the right people are being brought into the right conversations and that work is being delegated to those people best suited to undertake the job. There is a desire to see Manatū Hauora adopt more effective ways of working that mitigates silos and detaches collaboration from reporting lines, particularly in the current functional leadership structure, allowing people to work fluidly across teams and directorates and sharing capabilities.

There is a need for greater clarity across roles and responsibilities within the directorates of Manatū Hauora and with other entities.

Overview

With the change in organisational structure and transition of some functional responsibilities to other entities, interviews have noted that there is uncertainty as to whether roles and areas of responsibility are fully understood and addressed in the current organisational structure. Interviewees highlighted the need to establish clear reporting lines and areas of responsibility between Manatū Hauora, Te Aka Whai Ora and Te Whatu Ora to mitigate the inefficiencies created through the duplication of capabilities and lack of understanding of areas of responsibility and how to utilise expertise.

Monitoring and system performance

A number of stakeholders spoke of the need to clarify monitoring and system performance functions and what is meant by these. There is a need to establish these areas of responsibility and create an organisation-wide understanding of system performance and its function.

Roles and responsibilities of system entities

Interviews noted that there is still the need to clarify roles and responsibilities between the system entities. This needs to be resolved to ensure that the entities can together maximise and access the relevant capabilities and expertise, and reduce any potential duplications. Although cross agency leadership sits with Manatū Hauora, there is still blurring of responsibilities with cross agency delivery. Interviews also noted that clarity is required around hauora Māori, specifically in regards to the relationship Manatū Hauora has with Te Aka Whai Ora, how strategy, policy and monitoring occurs, and who is responsible for it. Additionally, the nexus between the role of Manatū Hauora, Te Aka Whai Ora, Te Whatu Ora and HQSC around system quality was noted. Given this nexus, there is an opportunity and a need to create clearer boundaries between areas of responsibilities and define functions at a high-level.

Identify the decision maker

Concern was raised around whether the authority to make decisions is sitting with the right people within Manatū Hauora. Key people with high level knowledge are reported as not always being involved in the decision making process, resulting in tension between the leadership team and a missed opportunity to use valuable and insightful knowledge.

Key Opportunities – Ways of Working (2/3)

The current organisational structure hinders the connectedness and cohesiveness of Manatū Hauora.

Overview

Interviews noted that the current organisational structure and ways of working could change to better support the strategic future direction of Manatū Hauora to be connected and cohesive. There was a strong theme that Manatū Hauora should move away from the rigidity of directorate structures to arrangements that better support programme/project delivery and priority areas of focus.

Enable cross-functional ways of working

Cross-functional ways of working were suggested as a means to leverage specialist skills and mitigate duplication across directorates. There was support for Tikanga Whakahaere as the intent of this was to support cross-functional ways of working, but it was noted that this has not fully been embedded within and across Manatū Hauora.

Functional sizing

Significant variations exist between the sizing of the directorates. For example, following the devolution of functions, it was noted that the number of managers per directorate is not reflective of the function itself. Interviewees highlighted the need to reevaluate the sizes of these directorates post devolution. A number of stakeholders felt that the corporate functions of Manatū Hauora, both within corporate and executive services and corporate resources embedded in directorates, was disproportionate for an organisation of its size.

Post-staff transfers

Following the growth in size to respond to the demands of COVID-19, Manatū Hauora is yet to size itself on its future role and functions. There was a sense that Manatū Hauora has wrapped its structure around what was left of Manatū Hauora post devolution rather than being deliberate around what the future looks like, what capabilities it needs and how best to support the desired ways of working.

The relationships Manatū Hauora has with the other system entities should be strengthened across all leaders

Overview

The reformed system relies on the strength of the relationship between the system entities to drive the 'one-system' ethos and ways of operating. The Chief Executive relationships were viewed as strong, but a theme from interviews with external stakeholders has been that relationships held between Manatū Hauora and the other entities need strengthening as at times there is misalignment, poor coordination and collaboration.

Leadership relationships

At the Chief Executive level, collaboration and relationships was highlighted as very strong and that there is good and open communication. However, moving down the organisational structure, the interviews suggested that there are some relationships that should increase their level of strength and depth, specifically at the Tier 2 and 3 level.

Relationship with Te Aka Whai Ora

Interviews commented on the developing relationship between Te Aka Whai Ora and Manatū Hauora. There was concern that Te Aka Whai Ora hasn't yet fully established themselves which has led to a blurring of responsibilities and is impacting the effectiveness of the relationship. Interviews noted a need for Manatū Hauora to support Te Aka Whai Ora to fully step into their role and have more autonomy over their core responsibilities.

Key Opportunities – Ways of Working (3/3)

Moving forward Manatū Hauora should promote an environment of continuous learning and development.

Overview

Manatū Hauora needs to promote a learning and development environment and encourage agility in the context of clear guardrails and strategic direction.

Agility

As an organisation that often faces political scrutiny, stakeholders said that Manatū Hauora often reacts at pace and places responsibility for outputs with high tier roles. Interviews identified the need to adjust responsibilities as business as usual commences, acting flexibly to enable the right people to be given the right level of responsibility and support the organisation as required.

Learning and development

Interviews highlighted that Manatū Hauora needs to increase its focus on learning and development and driving a learning environment at all levels of the organisation. This was noted as an important value proposition for employees and a critical way to build a pipeline of future leaders and workforce for Manatū Hauora.

Retention

A key factor reported to influence the levels of retention are learning and development opportunities. Interviews suggested that an increase in learning and development opportunities may play a significant role in motivating people to work efficiently for the organisation and reduce the levels of turnover across the organisations as people should be empowered and provided with more opportunities for career growth.

Key Opportunities – Capability and expertise (1/2)

Māori capacity could be more distributed across the functions of Manatū Hauora.

Overview

Manatū Hauora should support and drive Māori capability and capacity build across entities and the directorates.

Empower Māori capability

A major theme from the interviews was that Māori capability should be more involved in the decision making process and be embedded into each directorate and the detail. There is an opportunity to embed equity and Te Tiriti more effectively across the entities.

Capacity gap

Interviews identified that there is a Māori capacity gap within Manatū Hauora and the sector as a whole. Manatū Hauora has the opportunity to develop more Māori capability both in Māori and Pākehā staff to expand and grow this capability area. Stakeholders also recognised that Manatū Hauora could work more closely with Te Aka Whai Ora on their respective roles, particularly through the transition period.

Following the transition into Te Aka Whai Ora and Te Whatu Ora, a significant amount of Māori capability was lost to Te Aka Whai Ora. Some interviews noted that Manatū Hauora should continue to support and drive this capability build within Te Aka Whai Ora rather than trying to entirely replace the missing capability within Manatū Hauora.

Manatū Hauora should strengthen clinical leadership and credible and sector-relevant expertise.

Overview

Clinical expertise and insights are critical. Interviews highlighted the importance of strengthening this area to ensure that Manatū Hauora is Health competent/relevant. This does not necessarily mean the expertise needs to reside in Manatū Hauora but could be sourced from the sector.

Clinical leadership and engagement

The type of clinical leaders, their role and how they are used was noted as being essential to supporting the relevance of Manatū Hauora and advice it provides. Manatū Hauora could apply a variety of ways to tap into clinical expertise and leadership. With existing networks and relationships, Manatū Hauora can draw on these resources as and when required and bolster these resources as needed.

Interviews recognised the need to embed and intertwine clinical expertise into the directorates, specifically into the Strategy, Policy and Legislation function as well as Monitoring. Clinical presence should be maintained and play a key role in informing the decision making process. The national clinical trials network has been outlined as a key opportunity for Manatū Hauora to support its role as leader of the health system.

Sector relevance

There is a view that Manatū Hauora needs more sector relevance, knowledge and understanding around what it does and within its capabilities. This could include bringing in more people who have credible expertise from the sector.

Key Opportunities – Capability and expertise (1/2)

Monitoring needs a more refined focus and a capability enhancement is critical.

Overview

A strong theme from the interviews was the need for a clear and effective monitoring function within Manatū Hauora, which is central to its stewardship role. Stakeholders commented that the monitoring function is getting lost in the debate about system performance and conflicting views on where this should sit. In considering the monitoring function, it is important to separate accountability for monitoring versus responsibility for system performance. It was also recognised that there are varying levels of understanding from a range of stakeholders of the purpose and role of these functions.

Separation of system performance and monitoring

System performance and monitoring should be separated into two different functions to reflect the need for arms length interactions. The monitoring functions needs to be integrated at a DDG level or across the organisation to undertake a whole of system monitoring role.

Monitoring capability uplift

Manatū Hauora needs to be excellent at monitoring and providing advice on performance of entities still undergoing transition to the Minister. Interviewees expressed interest for the monitoring function to enhance its capabilities to provide strong, systematic and defensible insights and credible commentary on performance. It was seen that a clearer view needs to be developed around what this function is doing, for what reason and the implications and link to the desired outcomes.

Proactive versus reactive

Interviews highlighted that an effective stewardship function supported by strong analytics should better allow Manatū Hauora to predict issues before they occur - workforce issues, primary care and aged residential care capacity are good examples.

Focused team

Interviews have suggested that the system performance team could be downsized to enable the running of core accountability processes with an increased focus and target on the key issues at hand. There was also commentary around monitoring responsibility versus accountability - i.e. Although Manatū Hauora is accountable to ensure monitoring is done effectively, this does not mean Manatū Hauora needs to be responsible for monitoring in its entirety.

Strengthened data and digital capability is necessary to enable the core system roles.

Overview

Manatū Hauora is working towards an evidence led approach that underpins it's strategy, policy, monitoring and regulatory roles. This requires a highly capable data and analytics function and leadership that has access to whole of system data and a team that can interpret and use this information in meaningful ways.

Capability gap

Although the Health system is replete with data and information to inform the advice for the Minister, interviews have highlighted that there isn't adequate data and digital capability within Manatū Hauora to use or manage it.

Further, the advancements in digital technology provides significant opportunity for health (one of the five key system shifts) which will be important for the role of Manatū Hauora as the steward and taking a longer term view. Digital and innovation was noted as a gap in capability in Manatū Hauora and interviews raised that there is an opportunity to leverage international, leading practice to establish the role of Manatū Hauora as leader of digital innovation and enhance this functional area.

Appendix C

Key capabilities of a future-focused Ministry



Building a better
working world

Key capabilities of a future-focused Ministry

This appendix outlines a range of key capabilities that would support Manatū Hauora become a future-focused Ministry. These have been collated from a range of sources including engagements with internal and external stakeholders, workshops with the ELT and Tier 3 GMs, research and literature on leading practices, Manatū Hauora artefacts including Tikanga Whakahaere and Strategic Intentions, and EY's experience and knowledge of high performing organisations. This list is not exhaustive - a much more comprehensive capability assessment would be needed to describe all capability requirements of a future-focused Ministry.

The capabilities are grouped into 12 key areas:

- | | | |
|--------------------------|-----------------------|---------------------------------------|
| • Strategy / Leadership | • Monitoring | • Public Health |
| • Policy | • Māori Health | • Planning |
| • Analytics and Evidence | • Clinical Leadership | • Corporate, Government and Executive |
| • System Performance | • Regulation | • Organisational Development |

Strategy / Leadership

- **Horizon scanning** - Identify and analyse opportunities, challenges, and trends nationally and internationally as they relate to Manatū Hauora, the health system and population health. Global horizon scanning for leading practice and evidence, and the capability to contextualise this information for New Zealand
- **Future-focused strategic thinking** - Capability to think strategically about the actual and ideal direction of the system as a whole and draw on the latest research, knowledge and learnings to define system strategy and policy. Capability to undertake foresight analysis and scenario planning to identify the impact of decisions or activities
- **Systems thinking** - Understand how different levers, policies, and programmes fit together across the system to achieve outcomes. Capability to assess emerging opportunities and challenges, and support the system to remain sustainable and high performing
- **System design** - Deep understanding of the health sector and how it operates. The capability to assess and align the allocation of functions, resources, and accountabilities between actors in the health system to optimise achievement of health system priorities. Collects, disseminates and uses intelligence on system performance to influence system design
- **Thought leadership** - The ability to generate, defend, and communicate a position or perspective on a particular topic based on institutional knowledge, leading practice, research and evidence
- **Reform stewardship** - Deep understanding of the reform intent, the new system operating model, the current operating environment, and can influence and work alongside health entities and across government to drive, lead, and achieve the vision of reform
- **Relationships and influence** - The capability to build trusted relationships with stakeholders, Iwi, Māori, consumers, and the wider government and social sector. Capability to understand the priorities of these stakeholders. Capability to inform and influence strategic direction of the health and wider social system through credible leadership

Policy

- **Machinery of Government** - Understanding of Cabinet, parliamentary, legislative, and Board decision-making processes and how these apply to policy. Capability to evaluate options, make recommendations and provide 'free and frank' advice for new policies to the Minister that reflects 'best-practice' policy methods
- **Engagement** - Engage communities and consumers and to use this engagement to inform policy decisions. Can integrate expertise and insights from across Government and social sector agencies to create cohesive health policy that reflects wider priorities and activities
- **Understanding of the health sector** - Maintain and access deep knowledge about the performance of the system, including the drivers of performance, the system levers in place to improve it, and how policy can influence levers to promote change

Key capabilities of a future-focused Ministry

Analytics and Evidence

- **Analytics** - The capability to analyse internal, operational, and system data to generate credible, meaningful, and actionable insights and evidence. This includes both qualitative and quantitative data
- **Research and development** - Identify, tailor, and test research. Capability to influence and advice across functions to embed and scale leading practice into business as usual operations to address current and future needs
- **Evidence-based decisions** - Capability to use and apply data, insights, and research in decision making and the development of evidence-based policies, strategies, and plans
- **Communication and Translation** - Translate and communicate findings, insights, and analytics in a way that is meaningful for the customer (function, entity, consumer, Minister etc)
- **Accuracy and safety** - Capability to ensure data is accurate, up to date, and reflective of relevant legislation and principles that guide the use of data in a health setting

System Performance

- **Financial performance management** - The ability to understand return on investments, the relationship between performance and costs across the system and to manage financial performance across a range of domains such as infrastructure, workforce, etc
- **Strategic performance improvement** - Take a long-term whole-of-system view of performance. Capability to develop system level measures focused on key drivers of performance and equity. Capability to adopt a future focused, innovative mind-set which can identify and deliver new opportunities to improve performance
- **Continuous improvement** - Seek information on impact, outcomes, industry benchmarks, and leading practice performance management methods to develop and improve performance frameworks
- **Systems thinking** - Deep knowledge and understanding of all components of the health system and how they are interconnected. Capability to understand how different areas of the system influence and impact one another to gain a comprehensive view of system performance and how changes can be delivered
- **Data and analytics** - Capability to generate relevant, meaningful, and actionable insights about whole of system performance
- **Leadership** - Strong leadership capabilities to influence other teams within Manatū Hauora to ground their functions in system performance drivers and insights
- **Strategic advice** - Capability to provide insightful, timely, and actionable advice to Ministers and leaders about the performance of the system as a whole, and how entities need to adapt to improve performance collectively

Monitoring

- **Continuous improvement** - Collaborate with entities to continuously streamline and simplify monitoring frameworks to support performance improvement in the most efficient way, acknowledging that it is the role of the entities to lift their own performance. The ability to optimise frameworks in relation to entities context and broader system priorities
- **Leadership and influence** - Can build relationships with the entities and support improvement through providing actionable insights and credible commentary. Can hold entities accountable for meeting agreed expectations
- **Machinery of Government** - Understand Crown and non-Crown Entity responsibilities and accountabilities as guided by legislation and use this to inform monitoring frameworks. Capability to collaborate with Te Aka Whai Ora to monitor hauora Māori
- **Monitoring** - Ensure accountabilities are being delivered as intended and take a logical and methodical approach to analysing core metrics compared to expectations. **Technology and automation** - Use technology to automate data collection and analysis to support exception monitoring and intervention (above or below agreed thresholds)

Key capabilities of a future-focused Ministry

Māori Health

- **Tiriti Leadership** - Lead and support the strategic and practical application of Te Tiriti across Manatū Hauora. Provide advice and assurance on addressing equity and improving Māori health outcomes
- **Relationship management (Māori Health specific)** - Cultural and relational skills to engage with iwi, Iwi-Māori Partnership Boards, Māori Communities, and key entities and committees including Te Aka Whai Ora, Hauora Māori Advisory Committee, Te Puni Kokiri. Capability to manage Māori-Crown relations
- **Strategic capability (Māori Health specific)** - Capability to provide Māori leadership, advice, and expertise across Manatū Hauora e.g. relating to key drivers of Māori health outcomes, Te Ao Māori world view, mechanisms for collaboration with Māori and iwi, Māori innovation and research etc
- **Māori cultural safety and competency** - Ability to understand and apply Te Tiriti o Waitangi and equity for Māori in all facets of work. Capability to support the upskilling of personnel and strengthen Māori capability in regards to Te Tiriti and equity for Māori

Clinical Leadership

- **Clinical expertise** - Broad understanding of how the health system operates, current and leading clinical practice, and innovation. Diverse capability covering multiple clinical specialties. Remains highly connected to clinicians and providers.
- **Clinical leadership** - Capability to use credibility, expertise, and relationships to provide independent advice and influence outputs and services within Manatū Hauora and across the wider health sector and government. Capability to support strategy and policy to achieve better patient outcomes
- **Workforce planning** - Capability to imagine future workforce requirements based on future health need and emerging models of care. The ability to look across the system and consider optimal allocation of clinical resources
- **Innovation** - Capability to identify, test, and scale new models of care that make more efficient use of different clinical specialties e.g. Kaiāwhina
- **Clinical governance** - Capability to safeguard quality and high standards of care, and the capability to create an environment that drives excellence and continuous improvement of clinical care.
- **Relationships and stakeholder management (Clinical specific)** - Capability to effectively establish, maintain and utilise strong relationships with clinicians, health organisations, and other government agencies locally and internationally.

Regulation

- **Relationship management (Regulatory specific)** - Collaborate to promote transparency, accountability, information sharing and integration of future-focused functions
- **Optimal risk management** - Appropriately identify and address risk through proportionate regulation levers, striking the balance between risk and reward
- **Technology and innovation** - Actively conceptualise and prototype technological solutions that provide the tools to support regulatory activities to be carried out more efficiently and effectively in a changing environment
- **Future focused regulation** - Undertake foresight analysis, scenario planning, environmental scanning and systems thinking to oversee the long-term trends and drivers as they relate to existing regulatory frameworks and apply changes proactively to emerging opportunities and challenges

Key capabilities of a future-focused Ministry

Public Health

- **Relationship and stakeholder management (Public Health specific)** - Connect effectively and build key relationships across Manatū Hauora, with other sectors and with communities at all levels of the health system. Capability to use relationships to ensure Public Health remains a priority and to drive and influence inter-disciplinary approaches to tackle health determinants
- **Futures focused** - proactively contribute to domestic and international health strategy planning, including WHO and National Health Emergency planning to provide more pro-active initiatives that impact people's environments as they relate to health, wellbeing and quality of life
- **Policy and strategy (Public Health specific)** - Understand the key drivers of Public Health across health and wider social sector and develop meaningful and actionable policy and strategy that addresses this

Planning

- **Strategic planning** - The capability to take a whole of organisation or whole of system view of planning, and look across functions and entities to make strategic choices about investment and resourcing based on strategic direction
- **Organisational strategic management** - Understand and optimise the allocation of functions, resources, and budgets between teams to achieve organisational goals, optimally deliver core roles, and support strategic intentions. Capability to provide advice on appropriate resourcing and sharing of resources and activities across teams
- **Business support** - Support functions and teams to align their activities, schedules and outputs to the overall organisational plan

Corporate, Government and Executive Services

- **Technical HR and recruitment processes** - Provide timely, contextualised and actionable advice that supports and streamlines recruitment processes and promotes careers in Manatū Hauora
- **Forecasting and modelling** - Take a holistic investment approach that accommodates trends and precedents to align with long-term Manatū Hauora strategies and outcomes
- **Financial management** - The capability to manage costs and investments to optimise and improve the performance of both Manatū Hauora and the wider health system. The ability to model and understand the relationship between costs and performance, understand cost drivers, and conduct analysis on return on investment to inform investment, policy, strategy and regulatory decisions
- **Digital and technology** - Understand and implement digital solutions and platforms that support effective and efficient delivery of the key activities across Manatū Hauora
- **Machinery of Government** - Deep understanding of machinery of government processes and the public service obligations as a department. Capability to efficiently respond to OIAs, PQs and other requests and to proactively service Ministers and government on key topics

Organisational development

- **Learning and development** - The capability to develop and deliver tailored learning and development programmes at scale to develop key capabilities and optimise organisational performance
- **Knowledge management** - Identify and manage optimal methods and processes to gather and store information and insights and the capability to share these insights across Manatū Hauora effectively and efficiently
- **Cultural safety** - Ensuring staff understand, appreciate and are inclusive of different cultures, perspectives and world views and actively include these throughout their work
- **Data-driven continuous improvement** - Consistently and proactively seeking and implementing solutions which improve process and how things are done. Capability to collect and use data to identify high and low performing areas and use this to drive continuous improvement across Manatū Hauora

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