

Aide-Mémoire

Meeting with the Health Quality & Safety Commission | Te Tāhū Hauora on 23 January 2024

Date due to MO:	19 January 2024	Action required by:	N/A
Security level:	IN CONFIDENCE	Health Report number:	H2023034498
To:	Hon Dr Shane Reti, Minister of Health		
Consulted:	Health New Zealand: <input type="checkbox"/> Māori Health Authority: <input type="checkbox"/>		

Contact for telephone discussion

Name	Position	Telephone
Simon Medcalf	Deputy Director-General, Regulation and Monitoring Te Pou Whakamaru	s 9(2)(a)
Liz Stirling	Manager, System Planning and Accountability, Regulation and Monitoring Te Pou Whakamaru	s 9(2)(a)
Sarah Turner (Board appointments)	Deputy Director-General, Government and Executive Services Te Pou Whakatere Kāwanatanga	s 9(2)(a)

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To: Hon Dr Shane Reti, Minister of Health

Security level: IN CONFIDENCE **Health Report number:** H2023034498

Details of meeting: 23 January 2024, 2.00pm – 2.30pm
6.6 Executive Wing, Parliament

Purpose of meeting: This is the first meeting between you and the Health Quality & Safety Commission | Te Tāhū Hauora (HQSC). You will be meeting with Rae Lamb (Board Chair) and Dr Peter Jansen (Chief Executive).

Lorraine Hetaraka, Chief Nursing Officer, Clinical Community and Mental Health | Te Pou Whakakaha and Maree Roberts, Deputy Director-General, Strategy Policy and Legislation | Te Pou Rautaki from the Ministry of Health will attend as the official.

At the meeting you may wish to discuss the following:

- expectations for 2024/25.

HQSC has provided you with a supporting briefing for the meeting. They have noted they would like an update regarding upcoming Board appointments and have also provided an updated on the following areas:

- National Quality Forum on maternity
- health targets
- finances.

Suggested talking points are provided below.

Comment: **Background information on HQSC**

The Health Quality & Safety Commission | Te Tāhū Hauora (HQSC) is a Crown agent under the Crown Entities Act 2004, which was established in 2010.

The objectives of HQSC are to lead and coordinate work across the health sector for the purposes of monitoring and improving the quality and safety of health services. Under the Pae Ora (Healthy Futures) Act 2022, HQSC

gained two new functions, the ability to make recommendations to any person in relation to matters within the scope of its functions and to develop a code of expectations for consumer and whānau engagement in the health sector (which was published in August 2022). HQSC has also a range of functions relating to mortality, including appointing and supporting the National Mortality Review Committee.

Who are you meeting with

You are meeting with Rae Lamb the Board Chair and Dr Peter Jansen the Chief Executive of HQSC.

- Rae Lamb commenced in the role of Chair in June 2023. She was previously the Deputy Chair, appointed in October 2019. Ms Lamb has an extensive background in journalism and has worked in statutory roles as New Zealand's Deputy Health and Disability Commissioner and as Australia's Aged Care Commissioner. She is Chief Executive of Te Pou and Blueprint for Learning, a non-governmental organisation focused on developing the mental health, addiction and disability workforce.



- Dr Peter Jansen (Ngāti Hinerangi, Ngāti Raukawa) commenced in the role of Chief Executive of HQSC in May 2023. He is a specialist medical practitioner with extensive experience in health service governance, management, research and service delivery. Prior to this role, Dr Jansen was the medical advisor to the Accident Compensation Corporation (ACC). He is a distinguished Fellow of the Royal New Zealand College of General Practitioners for his work on cultural competence and health equity for Māori. He is also a former Board member of HQSC.



Briefing to the Incoming Minister (BIM)

HQSC provided you with a copy of its BIM on 29 November 2023. The BIM outlines HQSC's view of the current state of the health system and notes it

has work underway to address the challenges mentioned and will continue to monitor and report on significant trends (briefing 2023033263 refers).

Current performance of HQSC and expectation setting for 2024/25

The Ministry is your agent responsible for monitoring HQSC's performance. We also hold responsibility for engaging with you on accountability documents which are required under the Crown Entities Act 2004, monitoring entity performance for the current year through reviewing performance against measures outlined in the HQSC's Statement of Performance Expectations and assisting you to set future expectations through your Letter of Expectations.

HQSC is tracking to plan on 7 of the 8 performance targets for quarter 1 of 2023/24, with 1 performance target noted as off track *building capability in quality improvement science in the health sector*. This measure has been affected by workforce availability to attend training courses, which has resulted in the measure being off target. The Ministry is satisfied with the explanation related to this target. The Ministry will be providing a detailed briefing on HQSC's quarter 1 performance shortly (briefing 2023033204 refers).

The Ministry has begun work on a draft Letter of Expectations to HQSC (as well as to other health Crown entities) which will be provided to you once we have engaged further with you on the Government's priorities for the health Crown entities.

The Ministry also has a kaitiaki (stewardship) role and holds overall responsibility for system quality. It assesses quality and safety trends at the system level and encourages partnerships and actions to improve outcomes, impacts, and experiences. It focuses on how the quality and safety system works as a whole, enabling entities to deliver on their roles, and support their accountability. We work with HQSC on other quality matters as they arise. A recent example is maternity (which is further discussed below).

Issues or risks

National Quality Forum - Maternity

An extraordinary meeting of the National Quality Forum was held on 6 December 2023 to discuss the current state of maternity care, identify system level issues and to collectively prioritise actions required to address the identified issues.

As outlined in the weekly report of 18 December 2023, the National Quality Forum identified concerns with the quality of care being delivered within the maternity sector, stemming largely from consistent Health and Disability Commissioner (HDC) complaints regarding maternity care and

other signals in the system (such as sustained midwifery workforce shortages impacting on access to quality care). The Ministry co-facilitated a workshop with HQSC which brought together over 60 stakeholders, including consumers and representatives from Health New Zealand | Te Whatu Ora, Māori Health Authority | Te Aka Whai Ora, HDC, HQSC, NZ College of Midwives, Royal Australasian College of Obstetricians and Gynaecologists, Midwifery Council, Physiotherapy NZ, Accident Compensation Corporation, and the Perinatal Mortality and Morbidity Review Committee.

Themes of prioritised issues raised included:

- access (eg, Lead Maternity Carer, ultrasounds)
- quality in care (eg, informed consent, variation in escalation of care, cultural safety, consumer experience)
- joined-up systems (eg, information systems).

Stakeholders acknowledged that work to address some of the priority issues is underway through the Kahu Taurima programme led by Health New Zealand. It was agreed at the workshop that issues not currently addressed would be brought back to the National Quality Forum for consideration of the system's capacity to intervene and monitor these issues.

HQSC will continue to convene the National Quality Forum quarterly and monitor system quality and safety issues arising in maternal care. The Health Leadership Forum (convened by the Director-General of Health) will review the prioritised actions from the maternity focused National Quality Forum and collectively agree on what will be progressed.

Targets

HQSC have noted in their BIM, their expertise in the evidence underpinning development and implementation of health targets and have offered to provide additional advice in this area to the Minister if required.

The Ministry wrote to HQSC on 10 January 2024 outlining the current state and next steps in relation to health targets. It was also noted that the Ministry will engage with entities to ensure consistency in our approach and language around health targets, align development of targets with the wider approach to system monitoring, and agree roles and responsibilities for how the new regime is implemented from July 2024.

The Ministry will engage with HQSC on the implementation work associated with the health targets as this work progresses.

Finances/Budget 2024

s 9(2)(f)(iv)



Board appointments

Health Quality & Safety Commission Te Tāhū Hauora			
Full Name	Position(s)	Original Appt Date	Current Term Expiry
Ms Rae Lamb	Chair; Member	2/10/2019 as a member 12/06/2023 as Chair	11/06/2026
Associate Professor Andrew Connolly	Deputy Chair; Member	16/11/2018 as a member 12/06/2023 as Deputy Chair	25/03/2025 as a member 11/06/2024 as Deputy Chair
Dr Jennifer Parr	Member	2/10/2019	11/06/2024

Mr Tereki Stewart	Member	12/06/2023	11/06/2025
Mr David Lui	Member	12/06/2023	11/06/2025
Ms Shenagh Gleisner	Member	1/12/2019	11/06/2025
Professor Peter Crampton	Member	1/04/2020	11/06/2026
Dr Tristram Ingham	Member	15/04/2020	11/06/2026
Vacant	Member		

The statutory appointments process for HQSC will follow the recruitment and appointment process outlined in the Public Service Commission | Te Kawa Mataaho *Board Appointment and Induction Guidelines*, including consideration by the Cabinet Appointments and Honours (APH) Committee.

Ministry officials will engage with the Chair to identify the skill gaps and needs of the Commission to inform the recruitment approach.

The Government and Executive Services directorate will provide you with more detailed advice in early February 2024 seeking your agreement to the process and timeframes for these appointments. This advice will also seek your input into the proposed skills matrix for the Board and the member position descriptions.

On 12 December 2023, the Chair wrote to you regarding Professor Peter Crampton, a Board member, taking a leave of absence from 1 January 2024 to 30 June 2024 to complete an academic sabbatical overseas. The Chair noted he would miss three Board meetings, but she considered that his absences would not impact the Board's ability to govern effectively, nor will it delay any of the Board's planned activities. You provided a response to the letter on 21 December 2023. The Ministry considers no further action is required.

This aide-mémoire discloses all relevant information.



Simon Medcalf

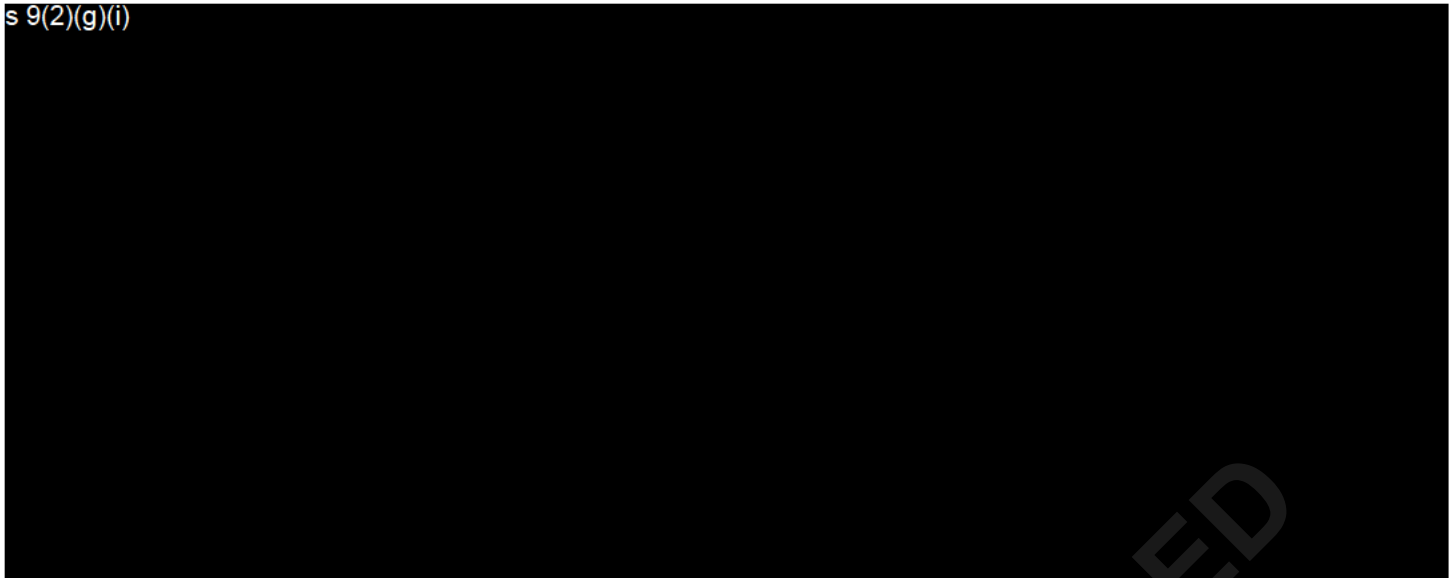
Deputy Director-General

**Regulation and Monitoring | Te Pou
Whakamaru**

Talking points for meeting with the Health Quality & Safety Commission

s 9(2)(g)(i)

PROACTIVELY RELEASED



PROACTIVELY RELEASED