



28 July 2025

Fiona Pimm  
Board Chair  
New Zealand Blood and Organ Service  
s 9(2)(a)

Dear Fiona

## Revised Letter of Expectations

I am writing to you to set out my expectations of the New Zealand Blood and Organ Service (NZBOS) as Minister of Health. This letter supersedes previous Letters of Expectations.

As you are aware, this Government is committed to improving health outcomes by providing New Zealanders with timely access to high-quality services, delivered by a financially sustainable health system.

A few months ago, I announced my priorities and a Health Delivery Plan to make immediate improvements to the delivery of health services to New Zealanders. My key areas of focus are:

- getting Health New Zealand (Health NZ) back to basics;
- driving shorter stays in emergency departments;
- getting on top of the elective surgery backlog;
- enabling faster access to primary care;
- setting out a long-term health infrastructure programme; and
- streamlining accountability mechanisms, statutory and regulatory settings to drive performance.

I know that you and NZBOS will support me in ensuring that these areas of focus are strongly positioned in NZBOS's work programme, particularly where you interface with Health NZ.

My overarching expectation is that NZBOS is relentless in its pursuit of the delivery of more and better health services for New Zealanders. In doing so, I expect NZBOS to put patient

and consumer need at the heart of every decision it makes and to prioritise its services based on clinical need, not race.

I note that NZBOS is facing significant cost pressures, which have been passed onto Health NZ as the primary purchaser of NZBOS services.

I would like NZBOS to work with the Ministry of Health (the Ministry) on examining options to limit cost uplifts for NZBOS services in 2025/26 and beyond. This should include:

- Supporting Ministry consideration of the impact of changes to the current business model for plasma donation, informed by innovative models and international examples.
- Supporting a Ministry review of the commitment to self-reliance (defined as meeting 85-90 percent of domestic demand) for fractionated product manufactured from New Zealand-sourced plasma and sourcing a greater proportion of product from international markets.
- NZBOS pausing any large capital expenditure decisions until I have considered and made decisions on Ministry advice on the plasma self-sufficiency target, and funding aspects of the service level agreement with Health NZ.
- Greater use of debt financing to meet capital expenditure requirements above the levels of depreciation expenses recognised.

This work should be informed by the findings and recommendations of the review of financial capabilities completed by Deloitte in late April 2025. I expect you to respond to the recommendations of that report and support the wider activities arising from it.

In addition, NZBOS will need to focus on:

- **Supporting health delivery:** NZBOS must further develop and document where necessary the relationship with Health NZ including aspects like clinical demand, pricing and capital. I want to reinforce my expectation that future pricing for blood products is agreed with Health NZ and supported by the Ministry, through a transparent process. You will need to consider any options for managing financial risk in partnership with Health NZ, for instance through inventory management. I expect that the current work on the service level agreement and associated memorandum of understanding is progressed as quickly as possible.
- **System capability and partnerships:** I encourage you to partner with Primary Health Organisations, non-government organisations and the community sector, and private providers to maximise delivery for New Zealanders, with an unrelenting focus on improving outcomes and achieving results.

I would like to receive regular reports on the impact of NZBOS's work to ensure it meets its obligations and addresses demand. I encourage you to work with the Ministry on your reporting of progress.

I look forward to your response to this request and to continuing our collaborative efforts to improve health outcomes for all New Zealanders.

Yours sincerely

A handwritten signature in black ink, appearing to read "Simeon Brown". The signature is fluid and cursive, with the first name "Simeon" and the last name "Brown" clearly distinguishable.

Hon Simeon Brown  
**Minister of Health**

PROACTIVELY RELEASED