

Briefing for decision

Health New Zealand: Shortlist Selection Paper

Date due to MO:	7 May 2025	Action required by:	9 May 2025
Security level:	IN CONFIDENCE	Reference:	H2025064622
To:	Hon Simeon Brown, Minister of Health		
Consulted:	Health New Zealand: <input type="checkbox"/>		
Proactive release:	This title is proposed by the Ministry of Health for proactive release: <input type="checkbox"/>		

Contact for telephone discussion

Name	Position	Telephone
Sarah Turner	Deputy Director-General, Government and Executive Services – Te Pou Whakaterere Kāwanatanga	s 9(2)(a)
Stasha Mason	Manager, Statutory Appointments and Integrity Services, Government and Executive Services – Te Pou Whakaterere Kāwanatanga	

Minister's office to complete:

- | | | |
|---|------------------------------------|--|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Decline | <input type="checkbox"/> Overtaken by events |
| <input type="checkbox"/> Needs change | <input type="checkbox"/> Seen | |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn | |

Comment:

Briefing for decision

Health New Zealand: Shortlist Selection Paper

Security level: IN CONFIDENCE **Date:** 7 May 2025

To: Hon Simeon Brown, Minister of Health

Purpose of report

1. This report provides you with candidate information for your consideration and invites you to indicate your preferred candidates to progress to the interview stage for the Board of Health New Zealand (Health NZ). It also seeks your agreement on the proposed interview approach, including process and panel composition.

Background

2. In February 2025, you indicated your intention to transition Health NZ from the current Commissioner model to a statutory board at the end of the Commissioner's term (27 July 2025).
3. The Ministry of Health initiated a recruitment process in March 2025 in accordance with the Public Service Commission – Te Kawa Mataaho *Board Appointment and Induction Guidelines* for the Chair, Deputy Chair and member position on the Health NZ board.
4. This included public advertising, and candidate nominations were invited from nominating agencies, relevant government departments, coalition partners, and caucus colleagues.
5. Ongoing discussions have occurred with you and your office regarding potential candidates and a shortlist of candidates was provided by Ministry officials on 11 April 2025. This included those who we consider our current shortlist, grouped by critical skill area, and separately, all others who have formally applied.

Shortlisting and Assessment

6. We have grouped shortlisted candidates into five critical skill areas.
 - a. Governance.
 - b. Financial.
 - c. Health system knowledge.
 - d. Commercial.
 - e. Clinical.
7. We have also included 'legal' as its own skill grouping, as while we do not think this is a necessary skillset to have on the board, a number of highly qualified and experience people with legal backgrounds also applied.

8. The Ministry developed the shortlist using a clear set of selection criteria, aligned to the skills and capabilities required for a high-performing statutory board. These included the following.
 - a. Governance and strategic oversight experience.
 - b. Sector-specific knowledge across health, finance, clinical, commercial, and legal.
 - c. Experience leading transformation.
 - d. Ability to work collectively at a system level.
9. The shortlist represents a mix of experienced board members, with strong coverage across each priority skill area. Several candidates have expertise in a number of the core identified skills enhancing flexibility for final board composition decisions.
10. On Monday 5 May 2025, we received the names of three additional candidates to be considered. Due to timing issues, the Ministry has not been able to conduct our usual full candidate assessments for these individuals, but we have included them in this paper for your consideration.
11. Through the interviewing and due diligence stage the Ministry will also consider if there are other potential ways that some candidates could be used to assist Health NZ outside of appointments to the board, such as potential Crown observer or Crown manager roles, membership on Health NZ subcommittees etc.
12. As part of the recruitment process for these roles, we sought candidate nominations from the Ministry for Ethnic Communities, the Ministry of Disabled People, the Ministry of Māori Development, the Ministry for Women and the Ministry for Pacific Peoples, as well as appointing agencies including the Treasury, Ministry of Business, Innovation & Employment, and the Ministry of Transport. Nominations were also sought from your caucus colleagues, coalition partners, and the Hauora Māori Advisory Committee.
13. s 9(2)(a), s 9(2)(g)(i)
- 14.
- 15.
- 16.
- 17.

Proposed Interview Approach

18. The Ministry shared the proposed interview approach with your office on 16 April, which is attached at **Appendix B**. Key points include the following.
 - a. Purpose: Support appointment of a high-performing, future-focused board with the right skill balance.
 - b. Process: Interviews proposed for up to 12 candidates, tailored by priority skills.
 - c. Panels: Executive leaders including central agency, public sector and Māori leadership proposed for Chair/Deputy Chair; system and financial experts for board member roles.
 - d. Focus areas: Governance, strategic insight, stakeholder understanding, and skill alignment.

Equity

19. The recruitment and appointment process focused on identifying candidates with the specific skills and experience needed to deliver on Health NZ's mandate, and on ensuring a varied range of perspectives on the board. This will also help to ensure better governance of equity issues.

Next Steps

20. We seek your approval to proceed with interviews for two candidates per priority skill area.
21. The Ministry has provided a list of shortlisted candidates at **Appendix A**.
22. The proposed interview approach is attached at **Appendix B**.
23. The longlist of candidates is attached at **Appendix C**.
24. Full CVs for the shortlisted candidates are attached at **Appendix D**.
25. Candidates have already completed conflict of interest declaration forms and the Ministry has completed online presence checks for all shortlisted candidates. The Ministry will undertake further due diligence checks, including a Ministry of Justice criminal conviction check, referee checks and interviews, for your preferred candidates.

Recommendations

We recommend you:

- a) **indicate** your preferred candidates to progress to the interview stage and/or **invite** officials to source further candidates using the candidate selection tables at **Appendix A**

and/or

- b) **agree** to the proposed interview approach outlined at **Appendix B** **Yes/No**
- c) **indicate** whether you would like the Ministry provide further information on selected candidates from the longlist at **Appendix C**.



Sarah Turner
Deputy Director-General
**Government and Executive Services –
Te Pou Whakatere Kāwanatanga**
Date: 6 May 2025

Hon Simeon Brown
Minister of Health
Date:

Appendix A: Candidate biographies and recommendations

Recommendations overview

- The Ministry seeks your approval to proceed with due diligence checks (including interviews) for up to two candidates per priority skill area.
- To avoid duplication and ensure efficient use of time, candidates interviewed by the Ministry for other statutory roles within the past 18 months will not be re-interviewed, as we already hold a strong understanding of their skills and suitability, but other due diligence checks will still be undertaken.
- The shortlist and recommendations presented align with feedback received from you and your office throughout the recruitment process.
- Several candidates under consideration are currently involved in other health entities. At this stage, the Ministry's assessment is that these interests can be appropriately managed. We will provide further advice on any potential conflicts of interest, along with proposed management strategies, as part of the final appointment paperwork.
- To assist in your decision-making process, information on the recommended candidates and shortlisted candidates is provided below for your consideration.
- The recommended candidates collectively provide strong coverage of all five priority role requirements (governance, financial expertise, health system expertise, commercial expertise, clinical leadership) and also include candidates with significant legal expertise.
- On Monday 5 May 2025, we received the names of three additional candidates to be considered. Since these applications were submitted late, the Ministry has not been able to conduct our usual full candidate assessments for these individuals, but they have been included below for your consideration as on first review they are credible candidates.

Candidate biographies

Recommended candidates to proceed through due diligence/interview for the Chair and Deputy Chair positions based on full candidate assessment
s 9(2)(a)

s 9(2)(a)

2.

3.

Recommended candidates to proceed through due diligence/interview for the member positions based on full candidate assessment

4. s 9(2)(a)

PROACTIVELY RELEASED

s 9(2)(a)

5.

6.

7.

PROACTIVELY RELEASED

8. s 9(2)(a)

9.

10.

PROACTIVELY RELEASED

s 9(2)(a)

11.

12.

Candidates received on 5 May 2025 and not yet fully assessed but credible for interview

13. s 9(2)(a)

14.

15.

PROACTIVELY RELEASED

s 9(2)(a)

Shortlisted candidates based on full candidate assessment

16. s 9(2)(a)

17.

18.

19.

PROACTIVELY RELEASED

s 9(2)(a)

20.

21.

22.

23.

PROACTIVELY RELEASED

Candidate	Recommended position	Priority skills covered	Interview recommended	Select for interview	Source more candidates?
s 9(2)(a), s 9(2)(g)(i)				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No
				Yes / No	Yes / No

* Note that full candidate assessments have not been completed for these candidates

PROACTIVELY RELEASED

Appendix B: Proposed Interview Approach

PROACTIVELY RELEASED

Appendix C: Longlisted candidates

Name	Core skill base	Request more information
s 9(2)(a)	s 9(2)(g)(i)	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No
-	-	Yes / No

PROACTIVELY RELEASED

Name	Core skill base	Request more information
s 9(2)(a)	s 9(2)(g)(i)	Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No

PROACTIVELY RELEASED