

Meeting with Brightly, 23 September 2025

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| Due to MO: | 18 September 2025 | Reference | HNZ00095796 |
| To: | Hon Simeon Brown, Minister of Health | | |
| From: | Mark Powell, Acting Director, Ageing Well | | |
| Copy to: | Hon Casey Costello, Associate Minister of Health | | |
| Security level: | Sensitive | Priority | Routine |
| Consulted: | N/A | | |
| Proactive Release: | This title is proposed by Health NZ for proactive release | | |

| Contact for further discussion | | | |
|--------------------------------|---------------------------------------|------------|-------------|
| Name | Position | Phone | 1st contact |
| Mark Powell | Acting National Director, Ageing Well | [REDACTED] | x |

| Attachments | |
|--------------------|--------------------------|
| Appendix 1: | Agenda |
| Appendix 2: | Biographies of Attendees |
| [REDACTED] | |

About the meeting

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| Purpose | You are having an in-person introductory meeting with Brightly |
| Date | Tuesday 23 September |
| Time | 1.50pm to 2.10pm |
| Venue | Auckland Policy Office (167b Victoria Street, Auckland) |
| Attendees | Hannah McQueen, Brightly founder Dr Manoj Patel |
| Health New Zealand Te Whatu Ora officials | Ondine Claridge, Principal Service Development Manager, National Ageing Well |
| Media | No media are expected. |

Background and context

1. This meeting briefing provides you with information to support your introductory meeting with Brightly.
2. Brightly is a newly-established business in the pilot stage of development. On their website, they describe themselves as a new model of care centred on maximising health and wellbeing for over 65s.
3. The business model proposed is to bring key components – Home and Community Support Services (HCSS), needs assessment and coordination service (NASC), primary care and geriatric specialists – closer together through better digital integration, funded by a membership model with a monthly subscription fee.
4. Their website (<https://www.agebrightly.co.nz/>) touts proactive, interconnected care and adaptive support that aims to keep hospitalisations to a minimum, aid faster recovery and maximise health spans. It has three core components:
 - a) Brightly Compass (Compass): an assessment framework similar to the interRAI to

provide a baseline for physical, cognitive, psychological and social well-being needs.

- b) Brightly Pathway: A personalised care plan based on the results of the Compass assessment, with regular reviews for addressing changes in needs.
- c) Brightly Care Team: A multi-disciplinary care team, working closely with GPs and other health and aged care providers to co-ordinate clinical, practical and social care and support. The team can also access the Brightly Network, a group of diagnostic experts, medical specialists and surgeons with experience in geriatric care to support any condition-specific input, as required.

5. Health NZ officials are meeting with Brightly on 18 September 2025.



Aged Care Service and Funding Model Review

10. The Aged Care Service and Funding Model Review (the Review) is currently in progress and is a significant part of the Health NZ response to challenges across the Aged Care Sector.

11. A key goal of the Review is a system which results in a more integrated care model, improved efficiency in the application of resources, with regulatory and funding regimes that are more fit-for-purpose.

12. The Review has involved two phases:

- a) Phase One included the production of a report from Sapere which outlined the current state of New Zealand's aged residential care. The report identified the following issues and is publicly-available on the Health NZ website.

The key issues identified include:

- ARC and HCSS are underfunded;
- The funding models used to distribute funding to the sector are no longer fit-for-purpose;

There are material ethnic inequities in accessing aged care services;

- The aged care sector will face significant workforce pressures with the growing population of older people;
- Issues with aged care are exacerbated in regional and rural New Zealand.

b) Phase Two included extensive stakeholder engagement, hearing from over 2,000 people and receiving more than 10,000 pieces of feedback. The report *Future of Aged Care – Engagement Themes 2024* outlines the key themes of that engagement and was recently made available on the Health NZ website.

Included through this phase was the production of the second Sapere report, *The Aged Care Service Model and Funding Review - Modelling options for improved funding and service models*. This report provides modelling of a range of scenarios for future funding and was also recently released on the Health NZ website.

13. Since the aged care review began, Health NZ has already taken important steps to strengthen services.
14. This includes launching a national rollout of the bulk funded restorative home and community support model, progressing work on a fairer funding approach for aged residential care, and investing in services that support hospital discharge and dementia care.

Home and Community Support Services (HCSS) bulk-funding transition

15. Between 2008 – 2020, there has been a gradual transition from a traditional fee-for-service (FFS) funding model to bulk funding based on a restorative case-mix service model. There are differences in funding across districts for both bulk funded and FFS contracts.
16. Implementation of a regionally consistent bulk funded case-mix model is underway in Te Waipounamu Region, with the contract start planned for October 2025. The other three regions will be transitioning over the coming two years.
17. Further analysis and sector evaluation, including workforce analysis, are underway to inform potential investment, service price and funding model to support preparation for transition to case-mix bulk funding in the remaining three regions. This is being done in conjunction with review of the In-between Travel (IBT) system with an expectation of quantifying and addressing IBT funding inefficiencies.

Better integration and coordination between aged care, primary care and acute care

18. Health NZ currently delivers interdisciplinary care and support to older people which delivers better management of long-term conditions and co-morbidities, particularly for older people, Māori, Pacific and rural whānau.
19. General practice teams routinely coordinate integrated, complex care and have extensive experience working across a broad spectrum of specialist services. These include, for example, district nurses, needs assessment services, and hospital-based teams in older persons specialties such as geriatric medicine, neurology and psychiatry.
20. To further enhance this approach, over the past three years, Health NZ has funded the development of Comprehensive Primary Care Teams (CPCT) within primary and community care. The CPCT initiative provides a broader range of interprofessional /

interdisciplinary extended care teams and has been very well received.

21. Health NZ has recently confirmed that funding for roles employed through the CPCT initiative has been extended for a further year.
22. Vulnerable older people are already identified by GPs through their referrals to NASC for Home and Community Support Services and other services such as respite care, which is then followed by an interRAI assessment. InterRAI is a universal standardised comprehensive geriatric assessment for all older people who are being considered for access to publicly-funded community services or residential care. Health NZ restorative HCSS providers deliver the interRAI contact assessment to all non-complex people entering the service, and interRAI is mandatory in the Age Residential Care setting.
23. InterRAI assessment information is visible to clinicians across the primary and secondary care setting. This information is used by NASC and HCSS providers in the development of the individualised support plan and to identify patient problems such as cognitive loss, social isolation, difficulty with activities of daily living etc.
24. Early Supported Discharge services, delivered by rapid response community rehabilitation teams, are already available in several districts — originally established as START in Waikato and CREST in Canterbury. These multi-disciplinary teams typically include geriatricians, general practitioners, registered nurses and allied health professionals. They focus on supporting older adults who are at high risk of functional decline or hospital admission, with referrals primarily coming from GPs or other community-based providers.
25. Health NZ has published national acute flow operational standards, which set clear expectations for how acute patient flow should be managed across hospitals. A key focus of these standards is to reduce hospital length of stay once it is no longer medically necessary, ensuring patients can safely transition back to community settings as soon as practicable. All districts are actively working towards meeting these national expectations.

24/7 Online GP Service

26. The second phase of procurement for the 24/7 Online GP Services is planned to occur early in 2026 with the goal of expanding the panel of providers.
27. This may be an opportunity to invite responses from bespoke telehealth providers able to reach communities underrepresented in the current 24/7 Online GP Service uptake. Populations of interest could include those with disabilities, people in aged care, or the Pacific community.
28. The potential for onboarding providers who can target specific communities will be considered as part of the Online GP Service review which will take place towards the end of the year. The service review will take into account use of the service to that point.
29. While not being actively explored, there is the potential for a digital consultation service to be considered for ARC facilities. This would require service design being undertaken and funding being available.

The following two pages have been withheld in full.

Appendix 2: Biographies of attendees

Hannah McQueen

Hannah McQueen is the founder of Brightly and is a prominent New Zealand financial expert, chartered accountant, author, and founder of EnableMe, a personal financial coaching business. She is widely recognised for her dynamic approach to improving financial literacy and helping individuals and families take control of their finances.

Dr Manoj Patel

Dr Patel is a New Zealand medical professional and healthcare executive known for blending clinical expertise with business innovation. Now on Brightly's staff, Dr Patel was up to July 2025 Chief Transformation Officer at Southern Cross Healthcare and Board chair at Active Ltd and Active Physio.

Proactively Released

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