

## Visit to Pegasus Health, Christchurch

<b>Due to MO:</b>	18 March 2025	<b>Reference</b>	HNZ00081811
<b>To:</b>	Hon Simeon Brown, Minister of Health		
<b>From:</b>	Martin Keogh, Regional Deputy Chief Executive Te Waipounamu		
<b>Copy to:</b>	N/A		
<b>Security level:</b>	In Confidence	<b>Priority</b>	Routine
<b>Consulted</b>	N/A		

Contact for phone discussion (if required)			
Name	Position	Telephone	1st contact
Greg Hamilton	Group Manager, Office of the Regional Commissioner, Te Waipounamu	9(2)(a)	x
Astuti Balram	Group Manager Primary Care, Planning, Funding and Outcomes		

Attachments
<b>Appendix 1:</b> Summary of recent announcements – Increasing Primary Care Access
<b>Appendix 2:</b> Runsheet
<b>Appendix 3:</b> Pegasus Health Location Map
<b>Appendix 4:</b> Biography of award recipient, Tarihira Anaru
<b>Appendix 5:</b> Speaking notes for volunteer award presentation
<b>Appendix 6:</b> Biographies of attendees

## About the event

<b>Purpose</b>	<p>Pegasus Health has invited you to meet with it. The meeting will be a meet and greet session with a tour of its 24-hour surgery facility and a discussion on the key challenges Pegasus is facing.</p> <p>During the visit, you will also present a certificate and gift to Tarihira Anaru, a volunteer with Pegasus Health who was recognised as part of the 2024 Minister of Health Volunteer Awards.</p>
<b>Date</b>	Thursday 20 March 2025
<b>Time</b>	9.30am to 10.15am
<b>Venue</b>	Pegasus Health, 401 Madras Street, Christchurch
<b>Expected attendees</b>	<p>Kim Sinclair-Morris (CEO)</p> <p>Barry Bragg (Board Chair)</p> <p>Jock Muir (Board Member)</p> <p>Lisa Brennan (GM Patient and Provider Services)</p> <p>Claire McQuilken (Operations Manager of the 24-hour surgery)</p> <p>Jasmine Mackay (Clinical Nurse Director)</p> <p>Deborah Callahan (Integrated Services Programme Manager)</p> <p>Note, biographies are attached as Appendix 5</p>
<b>Health New Zealand   Te Whatu Ora representatives</b>	Greg Hamilton, Group Manager, Office of the Regional Commissioner, Te Waipounamu Commissioning
<b>Media</b>	No media are expected
<b>Talking points</b>	S9(2)(g)(i)

## Purpose

1. This event briefing provides you with information for your meeting at Pegasus Health (Pegasus).
2. The meeting will be a meet and greet session with a tour of the 24-hour surgery facility and a discussion on the key concerns Pegasus is facing.
3. You will then have the opportunity to meet with Tarihira Anaru, a volunteer with Pegasus

Health, who was one of seven volunteers recognised as part of the 2024 Minister of Health Volunteer Awards. Information about Tarihira and the awards, along with brief speaking notes, are attached as Appendix 3A.

## Background

4. Pegasus Health (Pegasus) is a Primary Health Organisation (PHO) established in the early 1990s as an Independent Practitioner Association (IPA). Pegasus Health was formed by a group of local general practitioners who had a vision for what primary care could achieve in Waitaha Canterbury.
5. Pegasus supports general practice and community-based health providers to deliver health care to more than 480,000 enrolled patients from 98 practices. This accounts for 75% of the enrolled patients in Canterbury.
6. Pegasus also delivers care to enrolled and un-enrolled patients through their 24-hour surgery. The 24-hour surgery provides urgent and after-hours care, and care when practices are at their capacity.
7. Pegasus has invested in primary care practices and has shareholdings in a range of other companies, including:
  - Whakarongorau Telehealth Services
  - ScreenSouth (providers of breast and cervical screening)
  - Pegasus Health (Health One) Ltd (providers of a secure electronic health care record management system)
  - Early Start Project Ltd (creating good environments for children)
  - Canterbury Community Care Trust Ltd.
8. There are two other smaller PHOs in Canterbury – Waitaha Primary Health and Christchurch PHO.

## Areas for discussion with Pegasus

9. Pegasus has outlined several areas of concern in advance of this meeting that it will wish to raise during your visit. Its concerns are outlined below. Health NZ is actively progressing work in each of these areas.

### **Pegasus Health 24 Hours Surgery Ltd**

10. The 24-hour surgery in Christchurch (the Surgery) is a dedicated urgent care facility operating 24/7 that was established over 20 years ago. The Surgery offers a range of services, including a specialised fracture clinic, accident and medical surgery facilities, radiology services, urgent pharmacy, and diagnostic testing. Alongside the Riccarton urgent care clinic, the Surgery provides the after-hours care for Christchurch general practices.
11. Pegasus' overnight urgent care model is different to the Auckland examples of overnight (24/7) services. The Pegasus service includes observation beds which enables more extended monitoring of patients than we would see in many other similar services. This

requires more clinical workforce, which drives the cost of delivery up.

12. Pegasus is the sole owner of the Surgery. Health NZ currently provides substantial financial support for its operation. The Surgery is a key component of the acute demand service in Canterbury that enables patients' diagnosis and treatment to be funded for acute care in order to avoid hospital admissions.
13. Pegasus will wish to discuss the Health NZ's current work on an after-hours and Urgent Care Framework. This framework will develop a consistent and funded model of after-hours and urgent care. This project may have implications for the 24/7 sustainability of the Surgery with the service currently receiving significant Health NZ funding.
14. You may wish to encourage Pegasus to engage with Health NZ on the framework when it is ready for consultation.

#### **Meso-level work**

15. S9(2)(f)(iv)

16. s 9(2)(g)(i)

17. S9(2)(f)(iv)

18. S9(2)(f)(iv)

19. S9(2)(f)(iv)

#### **PHO expansion policy**

20. S9(2)(f)(iv)

21. S9(2)(f)(iv)

22. S9(2)(f)(iv)

23. S9(2)(f)(iv)

## **Comprehensive Primary Care Teams**

24. The Comprehensive Primary Care Team (CPCT) initiative is designed to strengthen primary and community care. CPCT funding enabled practices to recruit a broader range of clinical and non-clinical roles and services for able people to receive earlier intervention, faster treatment and better support to change social and lifestyle factors, particularly for Māori, Pacific and rural whānau. CPCT is helping to deliver more equitable primary care outcomes and is helping to reduce the demand on general practitioners.
25. Budget 22 allocated \$102 million over three years to June 2025, to implement CPCT as a partial solution to workforce pressures. Section 9(2)(g)(i)
26. You may wish to advise Pegasus that Health NZ is actively looking at the implications of CPCT funding ceasing and considering options for how to mitigate the impact.

## **Capitation reweighting**

27. s 9(2)(g)(i)
28. Capitation funding for primary care was introduced in 2002. The funding formula was developed based on use patterns at the time. It has not been fundamentally changed in the interim, despite changes in both use of care and life expectancy.
29. The capitation formula is particularly limited in that it only takes age and sex variables into account when determining the level of capitation funding. This is an overly simplistic model that results in inadequate funding of care for some individuals and can cause financial and workforce pressures in areas of need.
30. Health NZ is currently working to develop and refine options for a reweighted capitation formula that could take effect from 1 July 2025.
31. Health NZ has held discussions with the health sector regarding reweighting and is receiving advice from a Technical Advisory Group (TAG). The TAG is comprised of sector representatives who provide expertise from a wide range of perspectives.

## **Recent announcements re improving access to primary care**

32. Pegasus may be interested to talk through your recent announcements to increase timely access to primary care for all New Zealanders. Appendix 1 includes a summary of the initiatives.

## Appendix 1: Summary of recent announcements – Increasing Primary Care Access.

The March Ministerial announcements covered a set of initial primary care initiatives focused on improving health outcomes and ensuring New Zealanders have access to timely, quality primary healthcare.

### Enhanced capitation

General practice will receive a \$285 million uplift over three years. This is on top of the capitation uplift general practice receives annually. This funding will incentivise general practices to provide more services and primary care appointments for New Zealanders. There will be additional service requirements and performance-based payments with this funding.

### Nursing workforce:

- \$34.2 million for increased nurse practitioner training over five years. Nurse practitioners provide complex care to patients and prescribe medicines. This helps to reduce workforce pressures in primary and community health care.
- \$21.6 million over four years for advanced tertiary education opportunities for up to 120 primary care registered nurses a year. This will encourage more primary care nurses to pursue advanced education, including registered nurse prescriber training.
- Increasing graduate nurses in primary care by up to 400 nurses a year, incentivised by up to \$15,000 per nurse in urban areas, and up to \$20,000 per nurse in rural areas.

### General practitioner workforce:

- Increased medical school placements for doctors by 25 each year, to a total of 100. This will mean more doctors will be entering the health workforce from 2031, helping reduce New Zealanders' wait times for treatment.
- \$23.3 million over four years to train up to 50 New Zealand-trained graduate doctors a year in primary care. Graduate doctors who are interested in primary care will be given an opportunity to follow that interest. Placements in primary care settings mean doctors connect into those communities and are more likely to stay in those settings.
- Supporting 100 more international-trained doctors to undertake their prevocational training and gain full registration via a primary care pathway 2025 and 2026. This supports overseas-trained doctors living in New Zealand who are willing to work in primary care, but can't, because there aren't enough training opportunities.

### Digital access to 24/7 primary care for all New Zealanders

- A digital health consultation service is planned for patients who do not need to be seen in person. This service is intended to complement access to primary care, help manage demand for primary care services, and include care for people not enrolled with a practice.

## Appendix 2: Runsheet, Pegasus Health visit, 20 March

Time	Details	Minister's Office notes
9.30am	<p>Arrive at Pegasus Health, 401 Madras Street, Christchurch for a tour of Pegasus 24-hour care and volunteer award recipient acknowledgement.</p> <p>Minister Brown is met and welcomed by CEO Kim Sinclair-Morris.</p> <p>Minister Brown and Kim Sinclair-Morris will move to meeting room 1.01 for a 5-minute welcome from the following attendees:</p> <ul style="list-style-type: none"> <li>• Barry Bragg (Board Chair)</li> <li>• Jock Muir (Board Member)</li> <li>• Lisa Brennan (GM Patient and Provider Services, Pegasus Health)</li> <li>• Greg Hamilton (Group Manager, Office of the Regional Commissioner, Te Waipounamu Commissioning)</li> <li>• Deborah Callahan (Integrated Services Programme Manager)</li> </ul>	<p>Carparks 30 and 31 will be cordoned off for Minister Brown and his staff.</p>
9.35am	<p>Minister Brown will be shown around the 24-hour surgery by Claire McQuilken (Operations Manager of 24-hour surgery) and Jasmine Mackay (Clinical Nurse Director).</p> <p>At the end of the tour, the group returns to meeting room 1.01 for the presentation to Tarihara Anaru at 10am.</p>	
10.00am	<p>Minister Brown acknowledges Tarihara's contribution and congratulates her for winning the award. Presentation of certificate and gift.</p>	<p>Light morning tea will be available.</p> <p>Greg Hamilton will bring the certificate and gift.</p>
10.15am	<p>Visit ends, and Minister departs for visit to Hillmorton.</p>	

## Appendix 3: Location Map, Pegasus Health



Entry is off Madras Street, into Dollans Lane. There is a clearly marked Pegasus Health sign.

Parking lots 30 and 31 will be cordoned off for the Minister.

## Appendix 4: About Tarihira Anaru

Tarihira Anaru was a recipient of the 2024 Minister of Health Volunteer Awards – Provider Category.

Tarihira has been a volunteer for the Better Breathing Pulmonary Rehabilitation Programme in Canterbury since 2014. She also leads an exercise group for patients with lung conditions to attend once they have completed a clinically led 8-week rehabilitation programme.

Tarihira experiences breathlessness herself and is aware of the benefits of regular exercise to improve quality of life.

The winners of the Minister of Health Volunteer Awards were chosen by Ministers Reti and Doocoy, and were publicly announced in December 2024.

Originally, the plan had been for the winners to travel to Wellington for an event in Parliament. It has since been agreed that the Minister will endeavour to meet with each winner as part of his regional visit schedule.

### **Background info on the Better Breathing Programme**

The Better Breathing Programme is a free, evidence-based pulmonary rehabilitation programme available in Canterbury for people with long-term respiratory conditions, such as chronic obstructive pulmonary disease (COPD). The programme aims to improve participants' breathing, fitness, and overall wellbeing through structured education and gentle exercise.

Programme Details:

- Duration: 8 weeks, with one 1.5-hour session per week
- Key Components:
  - Breathing techniques and chest clearance
  - Proper inhaler use
  - Managing stress and relaxation
  - Nutrition and sleep habits
  - Recognising and managing flare-ups
  - Goal setting for improved self-management.

## Appendix 5 – Speaking notes

S9(2)(g)(i)

## Appendix 6: Attendee biographies



### **Kim Sinclair Morris, Chief Executive Officer**

Kim was appointed Chief Executive Officer at Pegasus in July 2023. Kim is an experienced senior executive with a history of leading and facilitating a collective and person | whānau-centred approach to system design, integration and improvement across the health and social care system. Kim is a purpose and values-driven leader and believes in the importance of establishing high trust and purposeful relationships and partnerships to achieve meaningful change.

Kim was the Executive Director of Canterbury Clinical Network (CCN) an organisation with a focus on partnership, collective improvement and integration across the Waitaha | Canterbury health system, a role she held for a decade.



### **Lisa Brennan, General Manager, Patient and Provider Services**

Lisa Brennan is the General Manager of Patient and Provider Services, and is a member of the Strategic Leadership Team at Pegasus Health. She oversees 24-hour Surgery Population Health, Equity, Integrated Services, Community Services, and Primary Mental Health. She has worked at Pegasus for 12 years. Prior to that she had 16 years at CDHB, firstly as a Medical Laboratory Scientist before moving to operational and service management in a number of clinical areas. In addition to her role at Pegasus, Lisa serves as the Board Chair for the Champion Centre.



### **Claire McQuilken, Manager Operations 24-hour Surgery**

Claire McQuilken has been the Manager, Operations, 24-hour Surgery at Pegasus Health in Christchurch since 2013. Previously, Claire was an Insurance Systems & Information Head at ACC.



### **Barry Bragg, Board Chair**

Barry is of Ngāi Tahu, Whakatōhea and Te Whānau ā Apanui descent. He is a Fellow of the NZ Institute of Chartered Accountants, being a member since 1993 and a member of the NZ Institute of Directors since 2007. Since 2013, he has been involved at Director or Chair level with several companies in the public sector, iwi sector and private sector in health, construction, property, farming, minerals/mining, construction materials, finance and advanced materials. He was on the CDHB Board from 2017 to June 2022. Barry became Chair elect for Pegasus Health (Charitable) Ltd in August 2022 and Chair in December 2022.



### **Jock Muir (Board Member)**

Jock serves as a Director for several health-related businesses, including the Heart Centre at St George's Hospital and NZ Flying Doctors Trust. Prior to his involvement in the health sector, Jock gained extensive experience in major contract management, sales, and marketing, with BP Oil, and financial services with Westpac. Jock is committed to improving healthcare outcomes and supporting community initiatives. With his expertise in contract management, sales, and financial services, he brings a well-rounded perspective to the health sector. While Jock is not a GP, he was elected by the Pegasus GP members to the Board of Pegasus Health Membership

Ltd and thereby appointed to the Pegasus Health (Charitable) Ltd Board in 2022. Jock is the Chair of the Clinical Governance Committee.



### **Jasmine Mackay (Clinical Nurse Director)**

Dr Jasmine MacKay is the clinical director of the 24-hour Surgery at Pegasus and managed components of the Acute Demand Program. She has worked at the clinic for 12 years and has been clinical director for nearly seven years. Jasmine is a specialist Urgent Care Physician, having completed her fellowship with the Royal New Zealand College of Urgent Care (RNZCUC), and holds a Diploma in Community Emergency Medicine. Jasmine also sits on the executive committee for RNZCUC and is the Chair of the Board of Censors.



**Deborah Callahan (Integrated Services Programme Manager)**

Deborah Callahan has been working in healthcare since 2001. She has been actively engaged in health service improvement and systems innovation in the Canterbury region for the past 17 years, facilitating multidisciplinary groups focusing on aged care, pharmacy, respiratory, diabetes, and urgent care. She has been the team leader for the Community Respiratory Service since 2014.

Deborah has also supported the primary care emergency response for multiple emergency events since 2004, as well as being seconded to the then Canterbury District Health Board as the

Transalpine Emergency Management and Business Continuity Manager between 2020 and 2022.