Aide-Mémoire

Health New Zealand
Te Whatu Ora

Monthly Performance Report - May 2025

Due to MO:	24 July 2025	**Reference**	HNZ00094041
To:	Hon Simeon Brown, Minister of Health		
From:	Jason Power, Acting National Director, Planning, Funding and Outcomes		
Copy to:	N/A		
Security level:	In Confidence	**Priority**	Routine
Consulted	N/A		
Proactive Release:	This title is proposed by Health NZ for proactive release		

Contact for further discussion (if required)

Name	Position	Phone	1st contact
Jason Power	Acting National Director, Planning, Funding and Outcomes (PF&O)		
Lisa Williams	Director Planning, Population Health and Outcomes | PF&O		x

Attachments

Appendix 1: Health New Zealand Monthly Performance Report – May 2025

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Purpose

1. This Aide-Mémoire presents the Health New Zealand | Te Whatu Ora (Health NZ) monthly performance report for May 2025 (attached as **Appendix 1**).

Summary

2. The report provides a snapshot of Health NZ's performance in May 2025 and includes a high-level executive summary supported by:
    a) An ELT Balanced Scorecard.
    b) Regional Balanced Scorecards.
    c) Finance update.
    d) Health Targets through an operational lens.
    e) High-level updates from Business and Operational units.
    f) A RAG status update against our delivery on Minister Reti's Letters of Expectations (LoE).
3. Your March 2025 LoE, and the finalisation of the Health Delivery Plan, superseded many of the remaining expectations from Minister Reti's LoE. The three outstanding expectations rely on publication of the NZ Health Plan.
4. Tracking and reporting against your 2025/26 LoE and the Health Delivery Plan is via our weekly reports and fortnightly Health Assurance Unit reporting. This routine will continue into 2025/26.
5. Monthly Reports are produced by the end of the month following the month of activity, due to the need to await finalisation of month-end financial results, and collection of rapid performance data.
6. The May report was endorsed by the Commissioner and Deputy Commissioners on 22 July 2025.
7. A copy of the report has been provided to the Ministry of Health and the Treasury.

Next steps

8. Leveraging the business operational planning for the 2025/26 year, we are committed to streamlining and improving reporting. We are currently in the initial phase of scoping reporting requirements for 2025/26.
9. We welcome any questions on, or discussion with you, about the attached report.

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Monthly Performance Report

May 2025

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Health NZ
Monthly Performance Update for May 2025

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Executive Summary

May 2025

Challenges and Risks

Data collection for Faster Cancer Treatment Health Target : Significant delays in reporting due to service responsibility to manually and retrospectively update data. May results not at a reasonable completion rate at time of data cutoff to report – reported results are to end of April 2025.

Key Initiatives

- **Elective Treatment Waitlist Health Target improves:** May performance increased by 3.7% since the previous month (April) and is now very close to achieving the 24/25 milestone of 63%.
- **Te Pitomata Grant 2025 programme supporting Māori students pursuing a career in health:** Payments to grant recipients have now been finalised. Approximately $6 million will support 1,370 recipients in the 2025 academic year across clinical undergraduate, postgraduate, and Rongoā Māori categories.

Core Activities

Primary Health Organisation total enrolments: 5,095,036 (as at 1 June)	Dispensed Pharmaceuticals: 8,657,001 Total Items (as at 18 June)
General Practitioner qualifying encounters: 1,921,873 (as at 18 June)	Emergency Ambulance Service Incidents: 51,700 (April-rolling 12 months)
Primary Mental Health: 26,810 people seen (April)	

Letters of Expectation

Out of 69 identified expectations:

- 68 Green (68 April) No change. Incl. 53 completed/BAU, 3 on track & 12 superseded.
- 0 Amber (0 April) No change
- 1 Red (1 April) No change

Workforce

Total Contracted Full-time Equivalent: (Dec quarter) 78,609

Turnover Rate (Dec quarter): 2.13%

Vacancy Rate: (Dec quarter): 6.33%

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Financial Summary

Period Ended 31 May 2025

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Net Operational result, May and YTD 2024/25

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Cash flow: opex vs. capex split

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Balanced Scorecards

Period Ended 31 May 2025

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ELT Balanced Scorecard for May 2025

NOTE: data presented is drawn on a mix of dates depending on completeness of collections (see caveats)

SERVICE PERFORMANCE AND ACTIVITY

QUALITY AND SAFETY

		MONTH	TREND	MĀORI	PACIFIC
ACCESS	PHO enrolments (as at 01-JUN)	5,095,036		791,661	376,830
	Newborn enrolments	94.6%		90.2%	92.8%
	Aged residential care subsidised residents (APR)	27,883		1,913	765
SAFE	Healthcare assoc. infection rate (per 10,000) (APR)	99.8		74.2	74.4
	Pressure injury rate (per 10,000) (APR)	5.8		2.3	6.1
PATIENT &	Pts who could get care from GP when needed (FEB)	77.9%		73.5%	77.4%
WHANAU	Pts treated with respect in hospitals by Drs (FEB)	91.6%		89.6%	97.5%
CENTRED	Missed appointments (%)	7.2%		14.6%	15.9%
EFFECTIVE	Children prescribed preventers	9,800		2,956	880
	Door to cath lab <3 days (APR)	69.7%			
	Average length of stay in days (med/surg)[a]	2.15		1.97	2.23
	Acute readmission rate	*Not available*			

[a] Claims to be processed and finalised

[b] Data are indicative due to current known issues with Rapid waitlist data for Auckland district.

FINANCE

WORKFORCE AND PRODUCTIVITY

WORKFORCE		MONTH OR QTR	BUDGET	
	Accrued FTE (YTD for MAY)**	86,072	86,813	*May YTD FTE comparator*
	Contracted FTE (**DEC QTR**)*	78,609		
	Total Sick leave hrs (**DEC QTR**)	1,823,789		
	Avg Annual leave balance hrs (per contract FTE) (**DEC QTR**)	197		
	Turnover rate (**DEC QTR**)***	2.13%		
				SAME TIME LST YR
	Vacancy rate (**DEC QTR**) Total	6.33%		*Not available*
	Districts (*excl Canterbury, West Coast and Tairawhiti*)			
	Physical assaults on staff (MAY)	653		537
	Verbal abuse of staff (MAY)	809		805

PRODUCTIVITY		NZWAUs	NZWAU/FTE	CWD/FTE
Weighted Activity Units (NZWAU)	*as at 23-06*	126,600	1.57	1.12

All HWIP data as at 31-Dec-2024.

** Including data from National Payrolls (National Office and former shared agencies) and is incl in the Corporate and Other HWIP Occupational Grouping.*

***FTE YTD Budget comparator still held at May FTE for Mar reporting due to shift to Contracted FTE in progress*

****Voluntary turnover is calculated by adding up the number of employees who left voluntarily in the quarter and dividing that by the avg number of employees.*

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Northern Region - Balanced Scorecard for May 2025

SERVICE PERFORMANCE AND ACTIVITY

QUALITY AND SAFETY

		TOTAL	TREND	MĀORI	PACIFIC
ACCESS	PHO enrolments (as at 01-JUN)	1,960,948		247,640	263,695
	Newborn enrolments	94.8%		90.4%	92.2%
	Aged residential care subsidised residents (APR)	9,074		550	544
SAFE	Healthcare assoc. infection rate (per 10,000) (APR)	99.1		71.0	81.9
	Pressure injury rate (per 10,000) (APR)	4.2		1.5	4.9
PATIENT &	Pts who could get care from GP when needed (FEB)	78.3%		72.6%	79.9%
WHANAU	Pts treated with respect in hospitals by Drs (FEB)	92.0%		87.5%	95.9%
CENTRED	Missed appointments (%)	8.5%		15.9%	16.0%
EFFECTIVE	Children prescribed preventers	3,424		810	518
	Door to cath lab <3 days (APR)	70.3%			
	Average length of stay in days (med/surg)[†]	2.28		2.08	2.41

[*] *Claims to be processed and finalised*

[†] *Data are indicative due to current known issues with Rapid waitlist data for Auckland district.*

FINANCE

WORKFORCE AND PRODUCTIVITY

WORKFORCE		THIS QTR	YTD	SAME TIME LST YR
	Accrued FTE	Not currently available		
	Contracted FTE (**DEC QTR**)	28,563		
	Total Sick leave hrs (**DEC QTR**)	667,351		
	Avg Annual leave balance hrs (per contract FTE) (**DEC QTR**)	207		
	Turnover rate (**DEC QTR**)***	1.90%		
	Vacancy rate - Districts only (**DEC QTR**)	3.89%		
	Physical assaults on staff (MAY)	251		165
	Verbal abuse of staff (MAY)	363		308

PRODUCTIVITY		NZWAUs	NZWAU/FTE	CWD/FTE
Weighted Activity Units (NZWAU)	*as at 23-06*	45,773	1.53	1.16

All HWIP data as at 31-Dec-2024. Exclude the national payrolls data.

***Voluntary turnover is calculated by adding up the number of employees who left voluntarily in the quarter and dividing that by the average number of employees.

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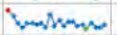
Te Manawa Taki Region - Balanced Scorecard for May 2025

SERVICE PERFORMANCE AND ACTIVITY

QUALITY AND SAFETY

		TOTAL	TREND	MĀORI	PACIFIC
ACCESS	PHO enrolments (as at 01-JUN)	994,481		253,295	27,387
	Newborn enrolments	92.0%		87.1%	91.7%
	Aged residential care subsidised residents (APR)	5,790		693	48
SAFE	Healthcare assoc. infection rate (per 10,000) (APR)	94.1		80.3	0.0
	Pressure injury rate (per 10,000) (APR)	6.4		0.0	0.0
PATIENT &	Pts who could get care from GP when needed (FEB)	76.5%		75.5%	77.3%
WHANAU	Pts treated with respect in hospitals by Drs (FEB)	92.5%		94.4%	No data
CENTRED	Missed appointments (%)	7.5%		14.9%	11.9%
EFFECTIVE	Children prescribed preventers	2,203		968	78
	Door to cath lab <3 days (APR)	51.8%			
	Average length of stay in days (med/surg)*	2.23		2.09	2.40

FINANCE

WORKFORCE AND PRODUCTIVITY

WORKFORCE

	THIS QTR	YTD	SAME TIME LST YR
Accrued FTE	Not currently available		
Contracted FTE (**DEC QTR**)	14,409		
Total Sick leave hrs (**DEC QTR**)	293,315		
Avg Annual leave balance hrs (per contract FTE) (**DEC QTR**)	207		
Turnover rate (**DEC QTR**)***	2.10%		
Vacancy rate - Districts only excl Tairawhiti (**DEC QTR**)	5.94%		
Physical assaults on staff (MAY)	102		76
Verbal abuse of staff (MAY)	95		90

PRODUCTIVITY

		NZWAUs	NZWAU/FTE	CWD/FTE
Weighted Activity Units (NZWAU)	*as at 23-06*	25,555	1.66	1.18

All HWIP data as at 31-Dec-2024. Exclude the national payrolls data.

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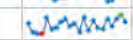
Central Region - Balanced Scorecard for May 2025

SERVICE PERFORMANCE AND ACTIVITY

QUALITY AND SAFETY

		TOTAL	TREND	MĀORI	PACIFIC
ACCESS	PHO enrolments (as at 01-JUN)	931,487		170,157	51,551
	Newborn enrolments	94.7%		91.1%	93.5%
	Aged residential care subsidised residents (APR)	5,032		361	112
SAFE	Healthcare assoc. infection rate (per 10,000) (APR)	94.5		79.1	63.6
	Pressure injury rate (per 10,000) (APR)	5.2		4.8	7.9
PATIENT &	Pts who could get care from GP when needed (FEB)	76.1%		74.9%	71.1%
WHANAU	Pts treated with respect in hospitals by Drs (FEB)	91.4%		82.7%	100.0%
CENTRED	Missed appointments (%)	6.5%		14.1%	16.3%
EFFECTIVE	Children prescribed preventers	2,207		730	177
	Door to cath lab <3 days (APR)	69.2%			
	Average length of stay in days (med/surg)[a]	1.91		1.73	1.55

FINANCE

WORKFORCE AND PRODUCTIVITY

WORKFORCE	THIS QTR	YTD	SAME TIME LST YR
Accrued FTE	Not currently available		
Contracted FTE (**DEC QTR**)	14,451		
Total Sick leave hrs (**DEC QTR**)	341,486		
Avg Annual leave balance hrs (per contract FTE) (**DEC QTR**)	181		
Turnover rate (**DEC QTR**)***	2.31%		
Vacancy rate - for Districts only (**DEC QTR**)	10.24%		
Physical assaults on staff (MAY)	73		58
Verbal abuse of staff (MAY)	68		74

PRODUCTIVITY		NZWAUs	NZWAU/FTE	CWD/FTE
Weighted Activity Units (NZWAU)	*as at 23-06*	26,388	1.62	1.09

All HWIP data as at 31-Dec-2024. Exclude the national payrolls data.

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Te Waipounamu Region - Balanced Scorecard for May 2025

SERVICE PERFORMANCE AND ACTIVITY

QUALITY AND SAFETY

		MONTH	TREND	MĀORI	PACIFIC
ACCESS	PHO enrolments (as at 01-JUN)	1,208,120		120,569	34,197
	Newborn enrolments	96.9%		94.9%	100.0%
	Aged residential care subsidised residents (APR)	7,987		309	61
SAFE	Healthcare assoc. infection rate (per 10,000) (APR)	111.7		62.5	62.0
	Pressure injury rate (per 10,000) (APR)	9.7		4.8	20.7
PATIENT &	Pts who could get care from GP when needed (FEB)	81.2%		72.9%	78.5%
WHANAU	Pts treated with respect in hospitals by Drs (FEB)	91.9%		91.8%	No data
CENTRED	Missed appointments (%)	5.8%		11.0%	17.7%
EFFECTIVE	Children prescribed preventers	1,962		448	106
	Door to cath lab <3 days (APR)	84.7%			
	Average length of stay in days (med/surg)[*]	2.11		1.96	1.85

FINANCE

WORKFORCE AND PRODUCTIVITY

WORKFORCE		THIS QTR	YTD	SAME TIME LST YR
	Accrued FTE	Not currently available		
	Contracted FTE (**DEC QTR**)	17,438		
	Total Sick leave hrs (**DEC QTR**)	442,665		
	Avg Annual leave balance hrs (per contract FTE) (**DEC QTR**)	194		
	Turnover rate (**DEC QTR**)***	1.71%		
	Vacancy rate - Districts only (**DEC QTR**)	8.13%		
	excl Canterbury, West Coast			
	Physical assaults on staff (MAY)	227		238
	Verbal abuse of staff (MAY)	283		333

PRODUCTIVITY		NZWAUs	NZWAU/FTE	FTE COST PER NZWAU
Weighted Activity Units (NZWAU)	*as at 23-06*	28,844	1.50	1.02

All HWIP data as at 31-Dec-2024. Exclude the national payrolls data.

***Voluntary turnover is calculated by adding up the number of employees who left voluntarily in the quarter and dividing that by the average number of employees.

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Health Targets

Period Ended 31 May 2025

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Faster cancer treatment

90% of patients to receive cancer management within 31 days of the decision to treat

Percentage of patients to receive cancer management with 31 days of the decision to treat

Reliable data showing a national picture of cancer treatment wait times starts from 2015.

Operational Data

FCT – patients seen < 31 days

***Source**: National FCT app, downloaded 09/06/25*

Hotspots

Bright Spots

- Nationally at 88.7% performance as of April 25 preliminary results.
- 13 of 20 districts achieving FY 24/25 milestone (86% or higher)
- Best performing districts
  - **Auckland** (96.2%)
  - **Waikato** (96.2%)
  - **Hutt Valley** (95.2%)
  - **West Coast** (94.4%)
  - **Wairarapa** (94.3%)

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Improved immunisation for children

95% of children fully immunised at 24 months of age

Operational Data

Immunisation for children

***Source**: Health target app on Qlik, downloaded 09/06/25*

Percentage of children fully immunised at 24 months of age

Hotspots	Bright Spots
	• At a regional-level, May results indicate coverage is highest in **Te Waipounamu** 87.1% and **Central** 82.7% • **Te Waipounamu** able to maintain above 24/25 milestone since September 24

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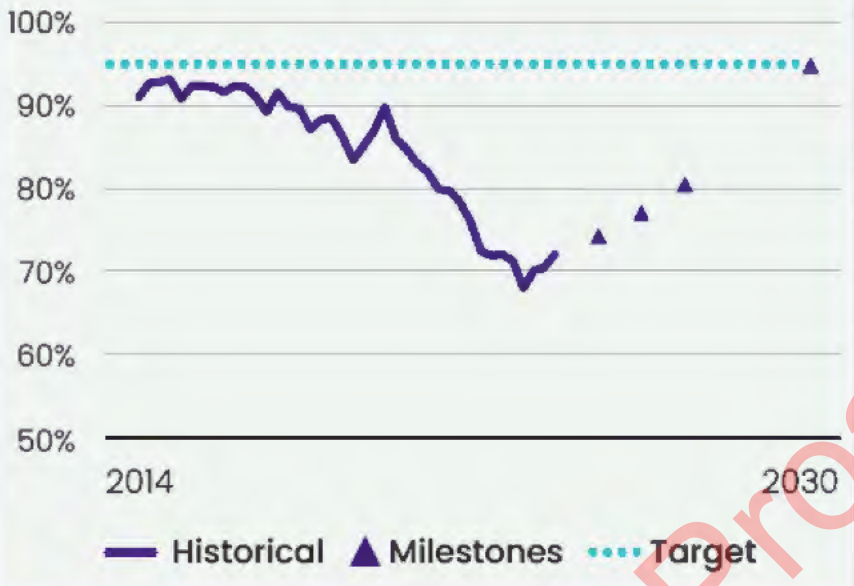
Shorter stays in emergency departments (ED)

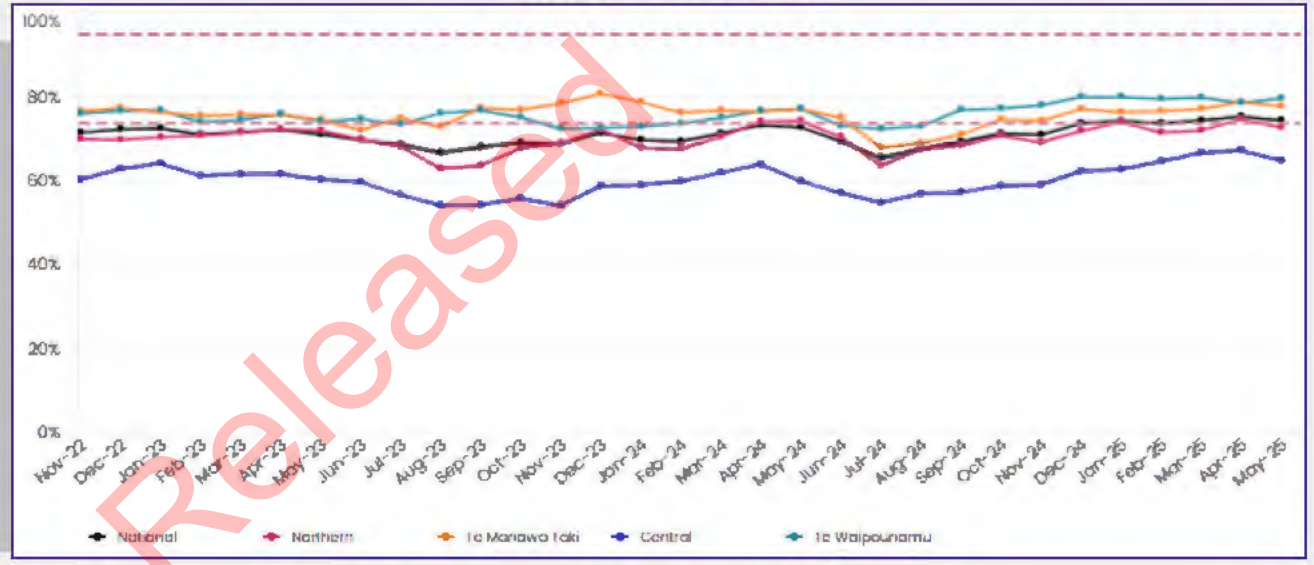
95% of patients to be admitted, discharged or transferred from an ED within six hours

Percentage of patients admitted, discharged or transferred from an ED within six hours



Operational Data

SSED < 6 hours



***Source**: Operational Data extracted at 09/06/25 from Rapid*

Hotspots	Bright Spots

	• 11 of 20 districts were able to achieve the FY 24/25 Milestone (74% or higher) in the most recent month according to operational data
	• Best performing districts
	  • **West Coast** (98.1%) – Achieving health target of 95%
	  • **Tairawhiti** (92.7%)
	  • **Northland** (87.1%)
	  • **South Canterbury** (84.0%)
	  • **Lakes** (82.5%)

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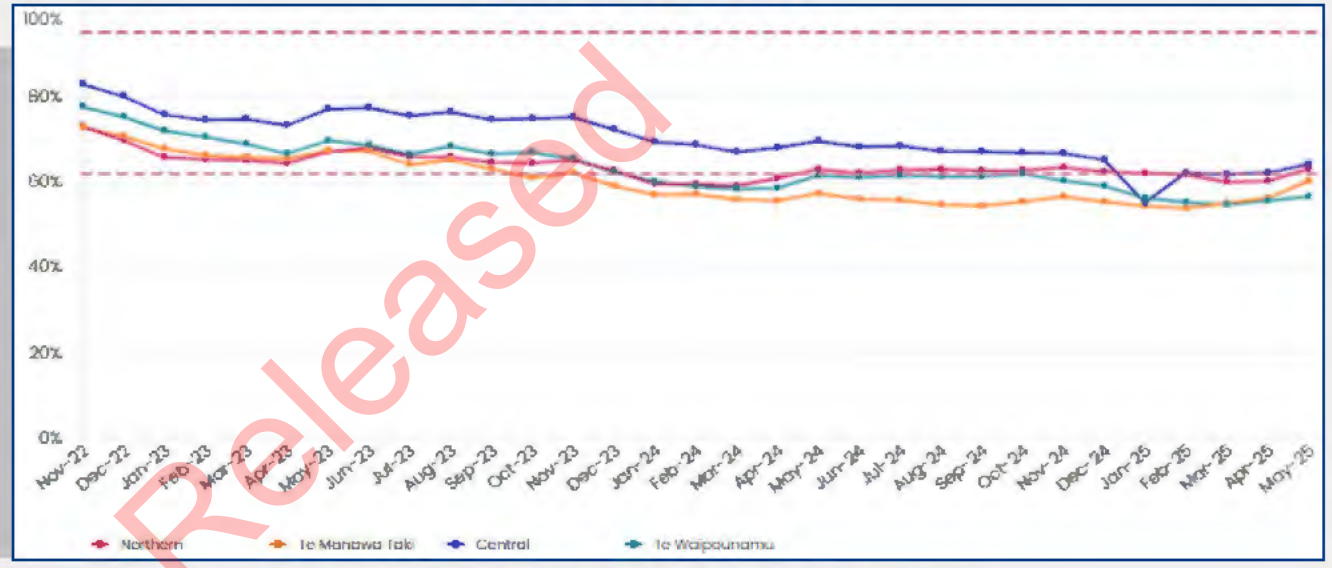
Shorter wait times for first specialist assessment (FSA)

95% of people wait less than four months for a first specialist assessment

Percentage of patients waiting less than four months for a first specialist assessment

Operational Data

FSA < 4 months



Source: Operational Data extracted at 09/06/25 from Rapid

Hotspots	Bright Spots
	• **Central** the best performing region in May at 64.1% up 2.1% on 24/25 milestone of 62% • **Northern** the next best region at 61.9% • **Lakes** and **South Canterbury** had < 10 FSA patients waiting >365 days at the end of May 25

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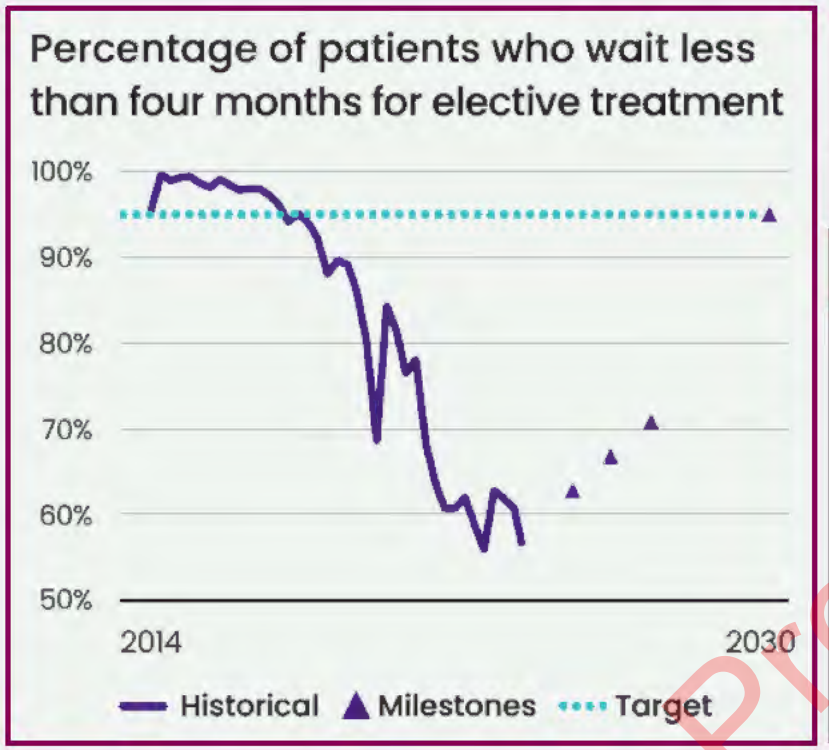
Shorter wait times for elective treatment

95% of people wait less than four months for elective treatment



Operational Data

Treatment < 4 months

***Source**: Operational Data extracted at 12/05/25 from Rapid*

Hotspots	Bright Spots
	• **Central was** the best performing region in May at 67.5% achieving 24/25 milestone of 63% • **Te Manawa Taki** also achieving 24/25 milestone target at 64.3% for May • **Mid Central** had <10 patients waiting >365 days at the end of May 25

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Hauora Māori Services

Period Ended 31 May 2025

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Hauora Māori Services

Summary of Performance

Highlights in May 2025

Accountability Instrument				Total
Statement of Performance Expectations (SPE)	7			**7**
Te Pae Waenga (lead actions)	7			**7**
Other accountabilities (GPS, Health Targets, Minister's Outcome Domains)	4			**4**

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Pacific Health Services

April and May 2025 reporting

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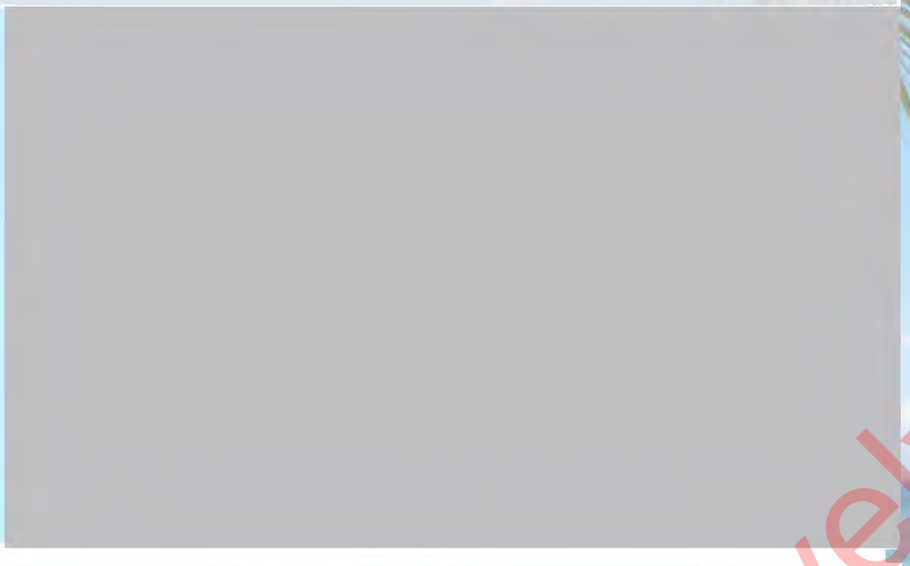
Pacific Health Services – April Update

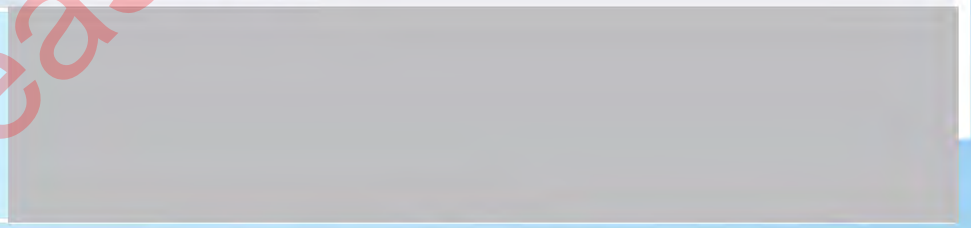
Immunisations

Pacific Immunisation rates for childhood (up to 24-months)	

Regions

Diabetes Retinal Screening pilot programme update	The two Wave I pilot Pacific providers continued to deliver Diabetes Retinal Screening (DRS) services to their patients, with a total of 46 patients screened in April. Identified challenges related to patient eligibility and image quality and were under investigation. Kaiāwhina training was recognised as a critical factor for the successful implementation and delivery of the service.
Rheumatic Fever Working Group	Pacific providers in Te Manawa Taki will receive 57.5% of regional funding to reduce the impact of rheumatic fever on the local Pacific community. The funding boost will enable Pacific providers to increase their clinical and early intervention capabilities including swabbing and health promotion.

Hospital and Specialist Services

Increased focus on SSED sees improvements across all districts	

Workforce

Pacific kaiāwhina complete diabetes-related training	In April, 21 Pacific kaiāwhina from the Northern Region successfully completed the Stay Well to Stay Strong level 3 diabetes education programme with a 90% pass rate. This is the only level 3 diabetes education programme in Aotearoa, New Zealand and is designed to build foundational knowledge and capability in diabetes care.
Pacific Health Science Academies	Year 11 Pacific Health Science Academies (PHSA) students from the Northern Region participated in the Ariki Leadership Day, an event designed to introduce foundational leadership skills to the 290 students commencing their three-year PHSA journey.
PHSA visit Middlemore Hospital	180 PHSA students from 8 Northern Region schools were hosted by Pacific Hospital and Specialist Services on a tour of Middlemore Hospital. Hospital tours give students practical exposure to healthcare workforce settings.

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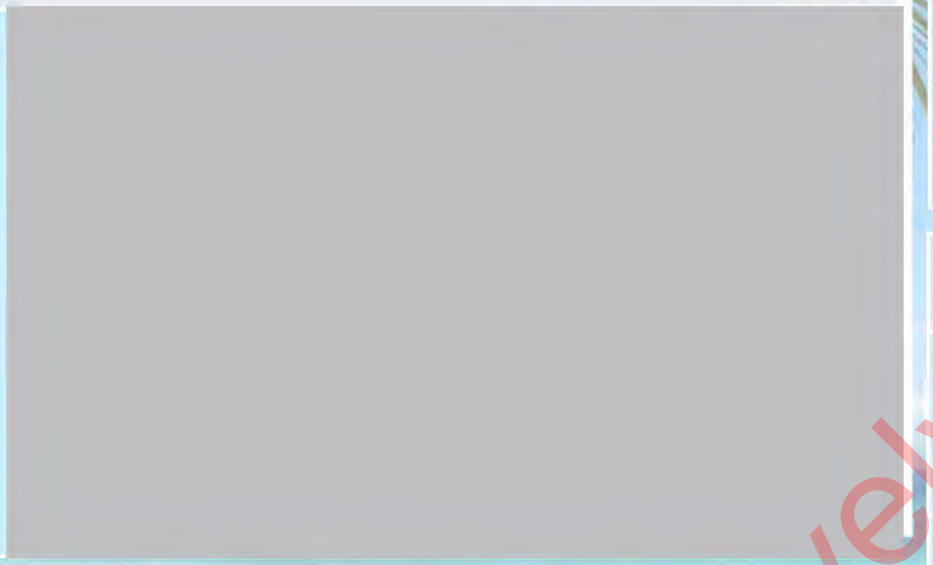
Pacific Health Services – May Update

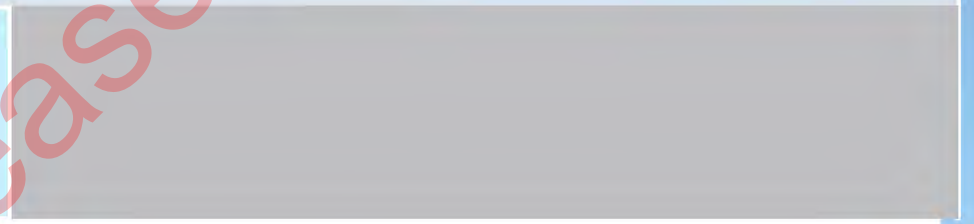
Immunisations

Pacific Immunisation rates for childhood (up to 24-months)	

Workforce

Pacific Health Science Academies	Year 12 Pacific Health Science Academies (PHSA) students from the Northern Region participated in the Taki Au Leadership Day, enabling the 280 students to explore health career pathways, engage with Pacific health professionals and map future study and support options. PHSA alumni also shared their PHSA experience and the positive contributions it made to their health career pathways.
PHSA visits Waitakere Hospital	90 PHSA students from 3 Northern Region secondary schools attended a Waitakere Hospital students experience programme where students could participate in a hands-on simulation in the Emergency Department. Hospital tours are a key component of the PHSA programme and is designed to enhance student's understanding of the hospital setting.

Hospital and Specialist Services

Increased focus on SSED sees some improvements in rates	

Regions

Diabetes Retinal Screening pilot programme – roll out of Wave II providers	In May, the Diabetes Retinal Screening (DRS) pilot programme recorded its highest level of engagement so far, with 102 patients screened. This increase was impacted by the onboarding of the 5 additional Pacific providers. To support ongoing learning, kaiāwhina training was planned for June.
Gisborne hosts first Pacific vaccination event	Pacific provider Pacific Islanders' Community Trust (PICT) hosted Gisborne's first Pacific vaccination clinic where the 200 attendees received health checks and opportunities for vaccination.
CAMHS celebrates 20 years of service	Health Pasifika's Child and Adolescent Mental Health Services (CAMHS) celebrated 20 years of service in the Wellington region. CAMHS offers assessment and treatment to Pacific youth up to 18 years and is focused on minimising and managing the impact of mental health disorders through timely access to a comprehensive range of clinical assessment and treatment services.

Commissioning

New Kahu Taurima providers delivering services	The three new Kahu Taurima Pacific providers were successfully onboarded in May and commenced service delivering, increasing mental health and addiction services to local communities.

Proactively Released

Workforce Update

Period Ended 31 May 2025

Proactively Released

Te Kāwanatanga o Aotearoa
New Zealand Government

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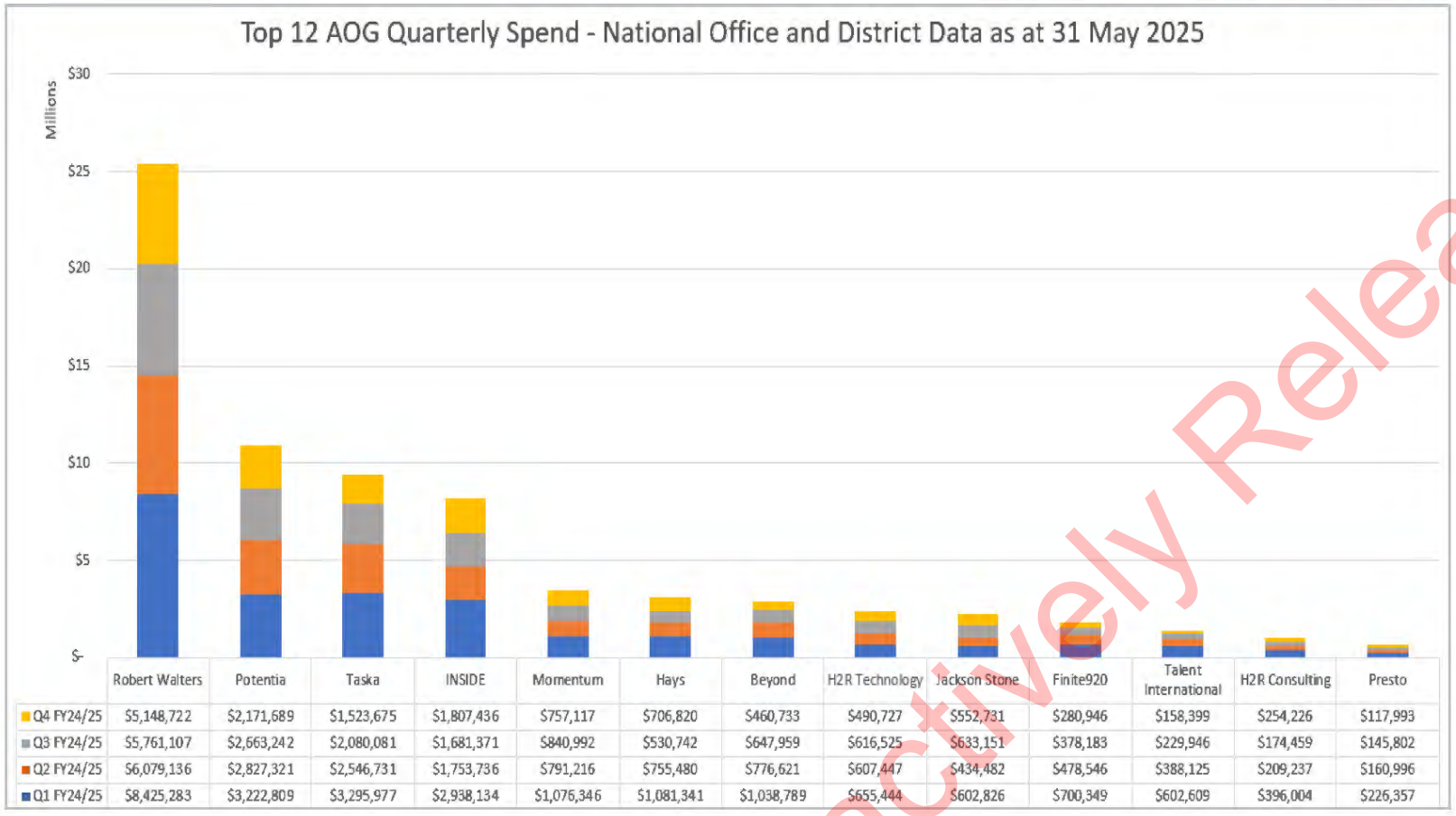
Te Whatu Ora

May Monthly Report: Contractor Workforce - Number of contractors and top 12 AoG agency spend



	Robert Walters	Potentia	Taska	INSIDE	Momentum	Hays	Beyond	H2R Technology	Jackson Stone	Finite920	Talent International	H2R Consulting	Presto
Q4 FY24/25	$5,148,722	$2,171,689	$1,523,675	$1,807,436	$757,117	$706,820	$460,733	$490,727	$552,731	$280,946	$158,399	$254,226	$117,993
Q3 FY24/25	$5,761,107	$2,663,242	$2,080,081	$1,681,371	$840,992	$530,742	$647,959	$616,525	$633,151	$378,183	$229,946	$174,459	$145,802
Q2 FY24/25	$6,079,136	$2,827,321	$2,546,731	$1,753,736	$791,216	$755,480	$776,621	$607,447	$434,482	$478,546	$388,125	$209,237	$160,996
Q1 FY24/25	$8,425,283	$3,222,809	$3,295,977	$2,938,134	$1,076,346	$1,081,341	$1,038,789	$655,444	$602,826	$700,349	$602,609	$396,004	$226,357

Summary Notes

As of 31 May 2025, 501 contractors were employed across Health NZ (across both national office and districts) performing national office functions. Within this group, 399 contractors are employed from the Top 12 agencies, with 23 contracts expiring and 39 contracts starting. Spend for these 399 contractors was $7.9 million (compared to $6.5M in April). A breakdown of AoG agency quarterly spend is provided in the graph above.

There is an increase in the 'Unknown' category (59 in May, compared to 56 in April) due to a data field input issue. Rectification is ongoing to improve data accuracy. Year to date, our spend for these contractors is $72.9M, a decrease of $42M compared to the same period in 2024, which was $114.9M. For month-end May 2025, our spend was $7.9M, a decrease of $5M compared to May 2024, which was $12.9M.

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Data as at 31 May 2025

Type	Contractor numbers		Contractor spend across top 12 AoG agencies	
	Apr	May	May	FY to date (from July 2024)
AoG Nat Off	336	373	330	N/A
AoG District	69	69	69	
Contractor but AoG is unknown	56	59	N/A	
Total (headcount)	461	501	399	
Total (spend)			$7.9M	$72.9M

Data on contractor spend:

- In the graph (left) and the table (right), the **spend data** only includes contractors who perform National Office functions and are employed by the top 12 AoG contract providers.
- c. 20% of spending with these top 12 AoG agencies does not go through the AoG procurement route and therefore, is not shown in this slide.
- Consultant spending is not included, and firms like the 'Big 5' (that outsource substantial FTE volumes as well as provide significant consultancy) are not captured in this data. Consultant data is regularly reported in the Finance monthly contractor and consultant spend tracking.

Data on contractor numbers:

The **contractor numbers** data in the table above (right) represents contractors who perform National Office functions and are employed by AoG agencies and those where the agency was not recorded at the time of reporting. These contractors have been categorised as 'Unknown' while the agency details are being confirmed, which may also include non-AoG contract providers.

Letter of Expectations Update

Period Ended 31 May 2025

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Te Whatu Ora

Letter of Expectations (LOE)

Overview

In summary, three expectations remain – all are connected and rely on the publication of the New Zealand Health Plan (expected in July 2025) – similar to the April report. To recap – the Letter of Expectations (LOE) issued by the Ministers of Health (Min Reti), Mental Health and Finance identified **69 Expectations** for the 2024/25 year. One Expectation remains un-delivered due to budget implications (the ED security initiative (improving the ability to report – for staff)) and will be considered in the 2025/26 budget.

Area of Expectation	Total/Area Overall RAG	Green	Amber	Red	Complete / BAU	Superseded*
Delivering timely access to quality health care	16	1		1*	14	
Mental health and addiction portfolio and priorities	6				4	2
Financial management expectations	14				6	8
Infrastructure	12				10	2
Integration of Te Aka Whai Ora	5				5	
Resetting direction: localities, delivery of primary and community care, and iwi-Māori Partnership Boards	2	1			1	
Accountability	6				6	
Working with other agencies/entities	3				3	
Consumer engagement	1	1				
Commissioner	4				4	
Total Expectations	**69**	**3**	**-**	**1**	**53**	**12**

1 is an expectation that cannot be progressed due to budget restrictions.*

The Superseded column indicates expectations replaced by actions in the Health Delivery Plan or expectations in Min. Brown's March 2025 LOE (and are being monitored by Health NZ's Health Delivery Unit).*

Month to month comparison

Month	Green^	Amber	Red
Aug	42	24	3
Sep	40	26	3
Oct	43	23	3
Nov	49	18	2
Dec/Jan	52	12	2
Feb	57	10	2
Mar	68	0	1
Apr	68	0	1
May	68	0	1

Green^ expectations include complete, BAU, on track and superseded expectations.

Area of Expectation	Expectation relates to	Next steps
Delivering timely access to quality health care Resetting direction: Localities, primary and community care, and Iwi-Māori partnership boards Consumer engagement	Publication of the New Zealand Health Plan	Audit of the NZHP was completed in May. The production version of the NZHP with the audit opinion and the letter of representations included, is available to be submitted to the Minister of Health once the approval process to submit has been completed. We are currently consulting on the briefing with the Ministry of Health and awaiting feedback.

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Infrastructure - Digital

Period Ended 31 May 2025

Proactively released

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Digital Services – Operations and Change

Overview

- Digital Services are focused on three key priorities: implementing our organisational changes, protecting our most critical clinical systems, and delivering the agreed investment programme.
- For digital investments, the key focus is on delivering the agreed in-flight work programme (primarily remediation of critical infrastructure and addressing technical debt in our clinical systems), working with regions and clinical services on medium term priorities, and progressing the Digital Investment Plan (with consideration to the role of Commercial Partnerships in future service and funding arrangements).

Organisational Changes

- Digital Services continue to implement the approved changes to our structure and operating model, which will deliver an annualised saving of $99m ($64m personnel, $33m IT/Telco).
- This is a significant structural reset and reorganisation, as part of which we are resetting our service commitment (i.e., services and support levels). The focus is on protecting our most critical clinical services (circa 370 systems and supporting infrastructure, with a focus on high availability and rapid restoration), with a reset of service and support levels for less-critical and corporate services (i.e., reducing support to business hours), to operate within the new funding envelope.
- The reset of the structure is occurring over the May-July period (across leadership Tiers 3-7) with a targeted establishment from July. The leadership time required to drive the change, and the uncertainty for staff, is impacting service delivery. Balancing the workload and ensuring service continuity is a major focus.
- Transition planning is underway, with a focus on ensuring service continuity for critical clinical systems.

Ministerial Briefings

Upcoming:

- New Dunedin Hospital Digital Programme Quarterly 3 Update
- Digital Investment Plan (revised approach and investment prioritisation) – 20th June
- Digital Services Investment: Tū Pono Āroha change request - 19th June

Sustaining Operations

Operational Service Delivery (Protecting our critical systems)

- 98.19% of applications met availability targets (21 major incidents/outages in May).
- Service desk activity remains steady, with increases in ticket backlogs and incidents/outages indicating pressure points in service performance in some areas. Management are working through problem management and capacity optimisation to help alleviate the highest priority issues.

Cyber Security (Safeguarding our systems and data)

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Digital Services – Current Investments / Digital Investment Plan

Delivering Current Investments

Delivery Highlights include:

- **Single Clinical Portal** – Capital & Coast now transitioned to a Single Clinical Portal providing a single view of patient information across the lower Central Districts.
- **South Island Patient Information Care Systems (SIPICS):** Successful go live on 31 May, for the West Coast, as the last major site to go-live across Te Waipounamu. This creates a full regional solution, and is the final step in a complex, multi-year regional work programme.
- **SQL Replatforming Te Manawa Taki:** 122 Production application migrations completed, with some additional applications decommissioned. Significant reduction in risk through moving away from out-of-support platforms.
- **BSA – Te Puna Implementation**: Rollout of Te Puna BreastScreening Central & Capital and Coast.

Digital Services continue to deliver on the prioritised set of capital investments (consumer, clinical, digital foundations):

- $137.27M capital spend YTD (against a full year forecast of $169.29M). Progress in FY24/25 impacted by the organisational change programme (incl. headcount freeze) and opex budget constraints (one-off and ongoing) impacting the commencement of new initiatives.
- 39 go-live and release milestones across 29 unique projects/products this month.

Determining Future Investment / Health Plan Priorities

Regional and National Planning

- Capital Investment Plan developed for FY25/26. The proposal is for $233.5m of investments ($90.5m Crown funded, $143m depreciation funded).
- The plans include a balance of clinical, corporate and digital foundational investments, inclusive of both regional and national priorities. Key priorities include:
  - Health Plan and service plan priorities – inflight work for New Dunedin Hospital, Tu Pono Aroha (Auckland patient administration system); new work for Digital Primary Care and Roster to Pay stabilisation, along with a number of regional and national service plan improvements.
  - Risk remediation (incl. clinical safety), compliance (NHI remediation), essential lifecycle maintenance (for end-of-life / out-of-support applications and infrastructure) and digital foundations (i.e., networks/infrastructure, cyber security, communications and collaboration tools).
- Current funding is significantly oversubscribed and exceeds the available capital and operational envelopes, and new demands are continuing to emerge as regional and service planning activities mature. [redacted]
- [redacted]
- [redacted]

Digital Investment Plan (DIP)

- The Digital Investment strategy has been developed (longer term strategy, supported by medium term roadmaps and near-term investments). The DIP considers the need for core digital infrastructure to cover the digital enablers required to support the organisational outcomes.
- The most immediate priorities (primarily foundational) are focused on horizon 1 (2-3 years).
- [redacted]
- [redacted]
- [redacted]

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Infrastructure – Physical

Period Ended 31 May 2025

Proactively Released

Te Kāwanatanga o Aotearoa
New Zealand Government

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Te Whatu Ora

Infrastructure and Investment

Overview

- During May, the IIG provided support to the Budget release process and has started on an Implementation Plan for the Health Infrastructure Plan. Market engagement for the National Panel of Major Project Delivery Partners continued with the release of a Request for Proposals (RFP). There has been significant progress on workstreams under the National Asset Management Strategy, and one Health Capital Envelope-funded project reached practical completion.
- The IIG is finalising its proposed structure and undertaking internal approval processes ahead of launching its change consultation.

Construction starts

- **May:** Te Whare Maiangiangi Acute Mental Health Inpatient Unit, Tauranga (30003) - This $23.1 million project will deliver a new build of a 24-bed mental health and addiction service facility.
- There are no construction starts scheduled in **June**.

Investment Pipeline

- We supported the Budget release process by helping prepare information about the six funded projects.
- For the next tranche of the Regional Hospital Redevelopment Programme, the Health Planning team is working with the design consortium on validation of the site master plan options.
- An update on the proposed draft 2025/26 Capital Plan was presented to the Health NZ Executive Leadership Team on 21 May 2025 for feedback and consultation. This will be incorporated into the final proposed Capital Plan and provided to the Health NZ Commissioner for approval in June 2025.
- Work started on the Implementation Plan for the Health Infrastructure Plan, which is due to the Minister on 1 July.
- [redacted]

Practical Completions

During May, we completed one of the major infrastructure projects in our portfolio:

- *The MidCentral Acute Mental Health Project* is a $66.6 million project which replaces the existing 28 adult acute mental health beds in a new purpose-built facility and retains flexibility for expansion as required into the future. It reached practical completion in May, with an operational go-live planned for August.

Scheduled to complete in June:

- *Te Puna Waiora Mental Health Facility and Te Puna Wai Katea (Tukapa House)*, Taranaki Base Hospital (30033). Refurbishment and upgrade of mental health facility.
- *Urgent Interim Works Dunedin - Deferred Main, Gastroenterology, Audiology, ICU* (10027). Redevelopment of gastroenterology, audiology and ICU facilities, and a deferred maintenance programme at Dunedin Hospital.

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Asset Management

Asset Management Information System (AMIS)

AMIS went live in Whangārei on 2 December, starting with reactive maintenance. Since then, sites across the motu have been steadily brought online, with the Central region becoming the first fully migrated region in May. All sites are scheduled to be onboarded by 30 June 2025, with planned maintenance launching from July.

Health NZ Asset Management Policy

The Health NZ Asset Management Policy is out for feedback with asset class leaders across Health NZ and is scheduled to be presented to the Executive Leadership Team for approval in late June 2025. It sets out how Health NZ will manage its assets including building, plant, infrastructure, Digital and clinical equipment, and it will enable Health NZ to progress towards meeting expected asset management performance levels (as described in Cabinet Office Circular23(9): Investment Management and Asset Performance in Departments and Other Entities).

National Maintenance Strategy

Health NZ's National Maintenance Strategy has been drafted and is out for consultation. It marks a fundamental shift in how critical infrastructure assets are maintained to support healthcare delivery. For the first time, a nationally coordinated, operationally grounded strategy will provide a structured, consistent approach to planning, delivering, and reporting maintenance. It is planned to be in place by the end of the year.

Asset Criticality Framework

The draft Asset Criticality Framework is out for feedback. It outlines a consistent approach to assessing asset criticality across buildings, plant, infrastructure (BPI), and Land assets owned and leased by Health NZ. By identifying asset criticality levels, we can target and refine maintenance planning, investment planning, risk management, investigative activities and reporting. Scheduled for implementation Q1 of FY2025/26.

Improving project delivery

Following significant market engagement through April about the National Panel of Major Project Delivery Partners, a Request for Proposals (RFP) was released on 23 May 2025. The procurement process is expected to be complete with the panel set up by September 2025.

Ministerial Support

During May, the IIG provided 21 Briefings, Aide-mémoires, Information Requests and Event/Meeting Briefings to the Minister.

IIG Change Process

- The IIG consultation document is progressing through approval with consultation planned to start shortly.

Proactively Released

Ngā mihi.

Proactively Released

Appendix 1

2025 Reporting Timetable

Reporting Month	Report Content due (20th or next working day)	Balanced Scorecards due (23rd or next working day)	Report due to Mtg Secretary (PM) (4pm Thurs)	Commissioner Mtg date (Fortnightly on Thursdays)	Send to Minister, MOH & Treasury (Friday following Commissioner Mtg)
April	Tue-20-May	Fri-23-May	Thu-29-May	Thu-12-Jun	Fri-13-Jun
May	Mon-23-Jun	Tue-24-Jun	Thu-26-Jun	Thu-10-Jul	Fri-11-Jul
June	Mon-21-Jul	Wed-23-Jul	Thu-31-Jul	Thu-7-Aug	Fri-8-Aug
July	Wed-20-Aug	Mon-25-Aug	Thu-28-Aug	Thu-4-Sep	Fri-5-Sep
August	Mon-22-Sep	Tue-23-Sep	Thu-2-Oct	Thu-16-Oct	Fri-17-Oct
September	Mon-20-Oct	Thu-23-Oct	Thu-30-Oct	Thu-13-Nov	Fri-14-Nov
October	Thu-20-Nov	Mon-24-Nov	Thu-27-Nov	Thu-11-Dec	Fri-12-Dec
November	Mon-22-Dec	Fri-23-Jan	Thu-29-Jan	Tue-3-Feb	Fri-6-Feb
December	Tue-20-Jan	Fri-23-Jan	Thu-29-Jan	Tue-3-Feb	Fri-6-Feb

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