

Expectations for Public-Private Surgical Collaboration

1 Purpose

This Statement of Expectations sets out Health New Zealand's (Health NZ's) commitment to work with individual private surgical providers on the development of long-term partnerships that build New Zealand's capacity to deliver equitable, timely, safe, and high-quality surgical care to all New Zealanders.

To achieve these goals, Health NZ expects to work with individual private surgical providers in line with the guiding principles.

2 Guiding Principles

Health NZ and each private surgical provider in New Zealand will be guided by the following principles:

- a) **Long-Term Collaborative Partnership:** Establish and maintain enduring relationships that foster mutual respect, shared responsibility, and aligned strategic goals.
- b) **Patient-Focused Care:** Ensure that services are delivered in a way that prioritises patient needs and experiences, with a focus on equity, quality, and timeliness.
- c) **Clinically-Led Case Selection:** Agree that decisions regarding outsourced surgical cases will be clinically driven, based on patient need, clinical prioritisation, and wait time considerations.
- d) **Private Sector as a Strategic Partner:** Recognise the private sector as a vital contributor to achieving Government health system goals, including improving access and reducing waitlists.
- e) **Innovation and Continuous Improvement:** Encourage new ways of working, process improvements, and system innovation, with a shared commitment to adapt and evolve.
- f) **Transparency and Accountability:** Operate with openness, including on data sharing, reporting, performance metrics, and adherence to agreed standards and expectations.
- g) **System Sustainability:** Work together to ensure the long-term financial and operational sustainability of both the public and private sectors, including clinical training.
- h) **Mutual Learning:** Share learnings on efficiency, models of care, and innovation to improve the performance of the health system as a whole.

3 Scope of Collaboration

We will work together under this Statement of Expectations on the following:

- a) Delivery of publicly-funded outsourced elective surgical services.
- b) Joint initiatives to improve theatre efficiency and patient flow.
- c) Shared workforce planning and training opportunities.
- d) Alignment on clinical governance, safety, quality standards and professional ethical practice.
- e) Innovation projects, data sharing, and digital integration.

The scope excludes provider-specific commercial imperatives or contracting.

4 Governance and Oversight

A governance and oversight structure, including clinical representation, has been established to support implementation of this Statement of Expectations. The governance structure includes:

- a) An Electives Governance Group comprising senior leaders to provide strategic guidance and oversight.
- b) A Surgical Planned Care Programme Steering Group comprising senior clinical, strategic, and operational leaders from across Health NZ to oversee five workstreams (Elective Boost Delivery, Private Surgical Hospital Agreements, Clinical Training in Private Settings, Conflicts of Interest and Surgical Waitlist Management).

5 Data and Information Sharing

Health NZ and private surgical providers in New Zealand will adopt the following data and information sharing principles as part of a collaborative working relationship:

- a) Health NZ and private surgical providers to share relevant operational planning, scheduling, and performance data in a timely and secure manner.
- b) Health NZ will use shared data to support its decision-making, demand forecasting, and service optimisation.
- c) Both Health NZ and private surgical providers will respect patient confidentiality and comply with all relevant privacy laws and regulations.

6 Operational Arrangements

Operational agreements relevant to this Statement of Expectations (e.g. Surgical Panel Agreements, Statements of Work and Purchase Orders) set out the specific services to be delivered, the funding and payment mechanisms, clinical criteria, and performance expectations.

7 Non-Binding Agreement

This Statement of Expectations is not legally binding but represents the good faith intentions of Health NZ to work collaboratively with New Zealand's private surgical providers.