

18 July 2023

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Tēnā koe s 9(2)(a)

Your Request for Official information - Reference: HN200010973

Thank you for your email of 10 February 2023. Please find our response below. The bolded headings are each part of your request.

I am sorry for the delay coming back to you. On the surface your request sounds like a relatively simple one; however, combining and validating data from multiple information systems, which we have inherited from former DHBs, has given rise to several challenges. Thank you for your patience.

Please provide the total number of new roles created to date at Te Whatu Ora/HNZ – an overall number is fine.

This is a simple sounding question, though unfortunately one we're unable to respond to in a robust way.

When Te Whatu Ora was established on 1 July 2022, approximately 100,000 employees transferred from District Health Boards (DHBs), the Ministry and some other entities to our new organisation.

Given the work involved in merging multiple entities into a single organisation and way of working, there has been ongoing work to align roles across a new organisation structure, including across national, regional and local roles. We are currently consulting on these changes, which involves change to existing roles, the creation of new roles and disestablishment of some existing roles.

In this context, we do not hold an accurate single number of 'new roles' (your interest). Adding to our challenge is the multiple payroll and information systems we have inherited, which categorise employment information in different ways. Across the very large number of roles in our organisation, differentiating between new and modified roles is also complex in the context of our change and current systems.

While the Act allows New Zealanders to ask for information from Ministers and government agencies, there is no requirement for agencies to create new information, or compile information they do not hold. Therefore, this part of your request is refused under section 18(g) on the grounds that it is not held by Te Whatu Ora.

What is clear, though, is that our organisation structure change will lead to a significant reduction in roles across Te Whatu Ora. We will be publicly releasing information about the overall change outcomes when the work with our staff is complete.

Please also provide a breakdown of newly created senior management and leadership roles and the salary bands these jobs sit in.

Since the formation of Te Whatu Ora, we have needed to reshape and rescope senior leadership roles to replace those we inherited, and to be fit for our context and a single unified organisation ahead. This is a process still underway through our organisation change process called 'Simplify to Unify'.

By way of broad context, there has been a significant reduction in the number of tier 2 and 3 roles in Te Whatu Ora, compared to District Health Boards. Role numbers are down from around 1,440 (based on 30 June 2022 figures) to around 125 now. This will have a very significant and ongoing reduction in the costs for tier 2 and 3 leaders, within the wider context of our organisation change process that will also reduce the number and cost of support and management roles more broadly.

In terms of your request for salary bands, I am providing these below for tier 2 roles in our Executive Leadership Team, which I consider a reasonable interpretation of your request. Bands for tier 3 roles would, given a broad range of roles across different professional disciplines and contexts, be a significant amount of information. We would be pleased to assist you further in a more specific way if you would like to make a subsequent request.

With respect to the ELT remuneration bands, these reflect roles with a high degree of complexity and scale; they are some of the biggest leadership roles across New Zealand. The bands have also been determined taking into account independent advice. Given the roles are fundamentally different to historic roles, the bands cannot be compared with those from District Health Boards; we ask that this is kept in mind please and disclosed if the information is publicly reported.

Delivery roles, focused on frontline service delivery – Banding \$438,400-\$774,000

- National Director Hospital and Specialist Services
- National Director National Public Health Service
- National Director Commissioning
- National Director Innovation and improvement
- National Director Pacific Health

Enabling roles, focused on key enablers of delivery – Banding \$372,800-\$657,600

- Chief People Officer
- Chief Financial Officer
- Chief of Data and Digital
- Chief of Infrastructure and Investment Officer
- Chief Clinical Officer

Support roles, focussed on providing wider support – Banding \$280,000-\$475,000

- Chief of Staff
- Head of Assurance Audit and Risk
- Maiaka Whakaruruhau Tikanga (Chief of Tikanga)

Please advise how many senior doctors have been recruited to senior roles in their provinces and are remaining at their 'home hospital' rather than relocate to Wellington

Te Whatu Ora has a very large number of clinical leaders working across New Zealand at different levels of our organisation (including a number on our ELT who are past or present clinicians) and in a range of different specialties and domains of clinical work (such as nursing, midwifery, primary care and specialist services). Clinical leadership is an essential cornerstone of running an effective health system and something we take incredibly seriously. We have also recently launched our 'clinical networks'; this is an initiative to further strengthen clinical governance, clinical leadership and innovation in models of care.

We are pleased our clinical leaders have expressed significant positivity about this development to further cement clinical leadership at the heart of our work.

In terms of work locations, Te Whatu Ora has not required any clinical leader to relocate to Wellington. As a national organisation, Te Whatu Ora's leadership is based across all of New Zealand. Clinical leadership also needs to embody strong local and regional connections. As for other parts of our workforce, some clinical leaders may themselves seek appointment to other roles as individual career choices, however such moves are not required by Te Whatu Ora.

Please advise the estimated travel budget for Te Whatu Ora staff

The Te Whatu Ora travel budget for 2022/23 is \$20.2 million – 0.09% of our annual operating budget – which covers domestic and international travel. An important part of our travel budget is supporting continued professional development, both locally and internationally, of our clinical workforce.

Again, my apologies for the delay in providing this response. I hope the information now provided is useful to you. If you have any questions, you can contact us at hnzOIA@health.govt.nz.

If you are not happy with this response, you have the right to make a complaint to the Ombudsman. Information about how to do this is available at www.ombudsman.parliament.nz or by phoning 0800 802 602.

As this information may be of interest to other members of the public, Te Whatu Ora may proactively release a copy of this response on our website. All requester data, including your name and contact details, will be removed prior to release.

Nāku iti noa, nā



Fepulea'i Margie Apa
Tumu Whakarae | Chief Executive
Te Whatu Ora – Health New Zealand