

Terms of Reference

Commissioning Operating Model External Advisory Group

July 2022

DRAFT

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Last updated: 12 July 2022

Horopaki/Context

Commissioning is the process by which health services are designed, planned, organised, funded and monitored to achieve the Government's vision of a health system that is people orientated, equitable, accessible and cohesive.

An effective commissioning function will ensure available resources are used to achieve the most equitable outcomes in the most efficient, effective and sustainable way.

Health NZ is responsible for leading commissioning across the health system in partnership with the Māori Health Authority (MHA). The MHA is lead commissioner of kaupapa Māori services and services targeted for Māori. There is a critical relationship for co-commissioning the system of care with both entities Advisory in partnership to co-commission the health system.

Kaupapa/Purpose

An operating model translates strategic intent (the 'why') into operational capabilities ('the what'). It serves as the foundation for execution and provides a clear guide for executive leadership team, managers and operational teams.

The Commissioning operating model will articulate how we will organise ourselves, provide certainty around processes, and guide the behaviours and culture that are needed to realise our ambitions and the vision of the reform. In particular, it needs to articulate how it will interface with other teams across HNZ who hold some critical inter-linked functions with HNZ, and also MHA, where the commissioning function will also have a shared function arrangement for some services with MHA.

The requirement is for a Day 1 operating model (1 July) and a Day 90 operating model.

Hōkaitanga/In Scope

Commissioning is an approach to using available resources to achieve the most equitable outcomes in the most efficient, effective and sustainable way. Commissioning is the process by which health services are designed, planned, organised, purchased and monitored to achieve the Government's vision of a health system that is people orientated, equitable, accessible and cohesive.

The scope of the Commissioning operating model includes planning for hospital and specialist services, primary, community and population health services, at national, regional and local levels.

It includes co-commissioning where HNZ has joint decision-making powers over commissioning with MHA.

It does not include commissioning that is the responsibility of the MHA or other entities. It also excludes disability services, other than for a small number of existing contracted services that are transferring to HNZ on 1 July 2022. It also excludes the purchasing of supplies for hospital and specialist services.

Commissioning Operating Model External Advisory Group

The Advisory Group is responsible for providing the internal team with challenge and perspectives from outside of HNZ and the health sector.

The Advisory Group will be responsible for providing iterative feedback and expert advice to the team on the development of the Commissioning Operating Model through:

- Reviewing and inputting into emerging collateral and options
- Challenging the team to ensure the operating model is giving effect to the Design principles
- Challenging the team to ensure the operating model is giving effect to the intent of the Pae Ora Bill and health reform objectives, including:
 - Giving effect to the articles and principles of Te Tiriti o Waitangi (Te Tiriti)
 - Giving effect to equity

The Advisory Group members provide a broad range of experience and perspectives. Individual members will not be regarded as a representative of any specific organisation or community.

There will be a total of 8 members including an independent chair, and at least one nomination from the Māori Health Authority.

Māori Health Authority representation, as well as Health New Zealand Change leadership representation will also be included.

Advisory Group Members

- David Moore, Chair
- Janice Wilson, HQSC
- Todd Kriebel, NZIER
- Dr Peter Crampton, Otago University
- Hayden Wano, Mental Health Commission
- Andrew Barclay, Golden Sachs
- Mara Andrews (Māori Health Authority)
- Alan Cassidy (Change Lead, HNZ)

Advisory Group Operations

The Advisory Group will meet weekly through to end of August 2022.

Information packs will be sent to Advisory Group members two (2) days before a meeting.

Should a member not be able to attend, they will be able to provide written feedback to the Chair on any information presented at a meeting they are unable to attend.

Confidentiality

The information and discussions held during the advisory group meetings will be strictly confidential to the members of the group.