



11 APR 2024

Fiona Pimm  
Board Chair  
New Zealand Blood and Organ Service

Tēnā koe Fiona

## **Delivering timely access to quality health care**

As Minister of Health and your shareholding Minister I want to thank you for your commitment over the past year to delivering your agreed objectives during a period of significant change in the health system.

This letter sets out my expectations to you as Chair of your entity for the remainder of 2023/24 and for 2024/25. The work carried out by the New Zealand Blood and Organ Service plays a crucial role in achieving our collective goals for a healthier and more resilient society.

## ***Financial management expectations***

We are operating in a difficult fiscal and economic environment locally and internationally. We are committed to ensuring that the wider public service and the health system work well for New Zealanders. Your continued focus on delivering your statutory objectives will be crucial, and this needs to be undertaken in an efficient and fiscally responsible manner.

As health resources will continue to be finite, it will be important to identify and pursue any opportunities to work collaboratively and collectively with other entities where this will result in health gains or enable efficiencies.

## ***Government priorities***

The health system is in crisis, despite the ongoing commitment from frontline clinicians. Across various metrics, including access and timeliness, the system is performing poorly and has deteriorated over recent years. My overarching vision for health is ensuring timely access to quality health care. I want to achieve good outcomes for all New Zealanders, with a focus on those with highest need as a key criterion.

The Government Policy Statement on Health is the primary direction setting vehicle for our system and will set out more detail for Government priorities for the next three years.

I expect the health system will focus on improvement in three priority areas related to health services which are access, timeliness and quality. The health system will also focus on three

priority areas to make improvements to critical enablers; workforce, targets and infrastructure.

### ***Health targets***

The Government is reinstating health targets, and you will be aware that we have recently announced five health targets for the system that will be in place from 1 July 2024. The aim of the health targets is to lift performance across priority areas, provide a focus for effort and resource and to support all parts of the system to move together to achieve our health system goals. The Minister for Mental Health is also setting five targets for mental health and addiction which will be communicated shortly. The annual performance expectations and milestones against the targets will be set in the Government Policy Statement on Health for 2024-2027.

### ***Governance***

Strong governance of your entity will be essential in leading your agency in this environment. I ask that you continue to ensure that your executive staff are providing the right information to enable the Board to make the right strategic decisions, and to undertake assessment and learning activities to improve the performance of your Board members in their important role.

### ***Accountability***

I expect that your reporting, and the associated monitoring undertaken by the Ministry of Health (the Ministry), will enable me to assess both the performance of your entity and how you are contributing to overall system performance.

### ***Specific expectations for the New Zealand Blood and Organ Service***

As the primary customer and funder of your services it will be important that you build and maintain your relationship with Health New Zealand | Te Whatu Ora (Health New Zealand). I am aware that you are currently managing financial risks and challenges arising from your infrastructure developments and the need to grow your inventories of plasma products. I expect you to continue to manage those challenges well, including discussing with Health New Zealand to ensure a shared understanding of future cross-system pressures and options available to address them.

The New Zealand Blood and Organ Service must give effect to the Government Policy Statement on Health, I expect you to engage with Health New Zealand as it develops the New Zealand Health Plan.

I ask you to provide a draft of your Statement of Performance Expectations for 2024/25 to your contact at the Ministry of Health by 30 April 2024. I also ask that you update your current Statement of Intent to demonstrate how your current priorities align with the new priorities of this Government. I ask you to liaise with the Ministry regarding an agreed timeframe for when an updated Statement of Intent can be provided.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'S. Reti', written in a cursive style.

Hon Dr Shane Reti

**Minister of Health**

cc Dr Diana Sarfati, Director-General of Health  
Sam Cliffe, Chief Executive, NZBOS