



**Health Quality &
Safety Commission**
Te Tāhū Hauora

Minutes of the Health Quality & Safety Commission Board

Meeting No. 118

6 August 2026

08:30am – 12pm

Online

Chair: Rae Lamb

Board Attendees: Taima Campbell, Clare Perry, Pete Watson, Tereki Stewart, Monica Goldwater, Rakesh Patel

Commission Attendees: Sunny Collings, Bevan Sloan, Adrian Portis (minutes), Kiri de Roo (Board Secretary), Holly Bodiam (item 7), Heidi Cannell (item 6), Sia Siale (item 8), Don Matheson (item 9), Simon Medcalf (item 10), Kere Pomare (item 8 & item 12)

Apologies:

Guests: Ria Earp, Chair, Te Kāhui Piringa
Morag McDowell, Health and Disability Commissioner (Teams)
Amanda Stevens, Co-Chair Consumer Advisory Group
Liza Edmonds, NMRC (item 9)

Opening and karakia

The hui began at 8.30am.

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Board-only time

Potential conflicts of interest (with matters in the Board papers) were noted:

1. Taima advised for the record she is heavily involved in the PSSAP process and outcomes framework - mentioned in CE report. Also noted her membership of National Mortality Review Committee (quarterly report paper)
2. Clare noted her involvement in funding movement involving SUDI and Hauora Māori services

	<i>The Chair of Te Kāhui Piringa, the Health and Disability Commissioner and the Co-Chair of the Consumer Advisory Group were welcomed to the meeting at 9:05am.</i>
2	Consensus items Rae Lamb • Actions list – the board requested that this be updated, with a couple of actions to transfer across – Chair to sign this once it is done • Rae and Sunny provided an update of the most recent meeting with the minister.
3	Health and Disability Commissioner update Morag McDowell The HDC provided an update on the year end position and areas of interest. Discussion focused on emergency departments and the opportunity to cross reference data. The importance of adverse event reporting, including near misses was discussed, and for primary care to contribute to this, including the role of telehealth and how best to monitor this. The HDC agreed to bring data around misdiagnoses to the next meeting. The HDC noted that HNZ is working with DSS to improve support for disabled people in the health sector and have developed a working group which is relevant to one of the recommendations from the NQF.
4	Chief Executive report Sunny Collings The chair provided an update on her most recent meeting with the HNZ Chair and noted that she and the chief executive have been invited to meet with the HNZ Board and proposed to present an 'HQSC 101' and how we work with HNZ. It was also proposed to extend an invitation to the HNZ chair to attend an HQSC board meeting. It was noted that in the Commission's first HCSS survey, two providers had demonstrated significant improvements and the board queried how these get shared with other survey respondents/providers. The chief executive agreed to provide an update to the board on this. The board suggested that the Commission link in with the Ministry's HealthCert group regarding working with the Aged Care Association. The board discussed the recent emergency department patient experience survey results and queried how this work influences change and what our ability is to influence wait times/access at EDs. It was noted that the survey result only reflected one limited aspect of people's experience and needed to be part of a wider context, potentially including waiting times. The chief executive agreed to provide a noting paper at the next meeting regarding our ability to influence access/wait times. The board noted the recent changes to the Healthy Futures legislation and requested a paper summarising the changes and what the impacts are for the Commission. Dashboards for how the Commission's programmes are tracking were requested as part of the chief executive's update.

The board discussed the Commission's primary care programme and how to get wider representation on the governance group for this work and faster progress. It was also suggested that the primary care work should include a CVD focus, which is included in the mortality review work programme.

A draft BIM was requested for circulation at the October meeting.

The chief executive noted some IT issues currently affecting accessibility during log-in for Commission staff but that there was no risk to confidential information.

Actions:

- Put together HQSC presentation for HNZ Board
- The board noted the recent changes to the Healthy Futures legislation and requested a paper summarising the changes and what the impacts are for the Commission.
- A draft BIM was requested for circulation at the October meeting.
- Dashboards for how the Commission's programmes are tracking were requested as part of the chief executive's update.
- The board queried how HCSS improvements get shared with other survey respondents/providers. The chief executive agreed to provide an update to the board on this.
- The chief executive agreed to provide a noting paper at the next meeting regarding our ability to influence emergency department access/wait times as a result of patient experience surveys.
- The board requested that release of the ED survey paper be held off until further analysis/cross-checking is completed and its focus could be broadened to include other ED elements such as wait times.

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Finance and IT security update Risk report | Bevan Sloan & Adrian Portis

Discussion focused on recent underspends in particular areas and the use of contractors and consultants.

An update was provided on the 3 August Audit Committee meeting.

Risk report

No new risks were highlighted.

The board noted that AI and cybersecurity are highly topical currently and the Director Finance and Digital agreed to provide an update on the Commission's approach to AI and cyber security at the next meeting. This topic was also proposed for inclusion at the board strategy day in November alongside the future state of the commission.

It was also agreed to circulate the paper on retained equity to the board and to recirculate the Commission's previously circulated explanatory paper on AI.

The board agreed that AI should be a topic at its November strategy day.

Actions:

- An update on the Commission's approach to AI and cyber security for the next meeting.
- Inclusion of AI as a topic at the board strategy day in November.
- Circulate the paper on retained equity to the board
- Recirculate the Commission's previously circulated explanatory paper on AI.

6	Draft Annual Report 2025/26 Heidi Cannell/Adrian Portis The chair noted previous comments from Audit NZ around impact and what went well/didn't go well/lesson learned and suggested these be considered. The board noted some duplication in the content and that the output/outcome logic could be strengthened. A number of positive features were noted including the upfront highlights. The board highlighted the DEWS section and thought the approach taken there could be applied to other areas of the report. Action: It was agreed that the Ministry's feedback would be circulated to the board (only if significant).
	<i>Break</i>
7	Staff Engagement Survey Holly Bodiam The board sought clarification on the difference between pulse surveys and the staff engagement survey and whether the board could have input into future survey questions? The Director of People Culture and Capability noted that where there are a high number of don't 'know responses', then it can give the appearance of a negative answer, rather than an 'unsure' overall response. The board queried where the effort goes in addressing the lower score areas, to which the director noted that communication and connection is the main area. The board asked if there is a build up towards the next survey, covering off previous surveys and responses to the survey findings etc to encourage staff to participate, and whether there was benchmarking of questions.
8	Needs-Based Framework Sia Siale/Kere Pomare A summary of why the Framework is important to the Commission and how it works was provided to the board. The board chair noted might be useful for MoH monitoring team to see it. Overall board feedback was extremely positive. Discussion focused on who else the document should be shared with and whether there should be additional consultation. The board considered the framework would be applicable to other agencies and sectors and not just an internal document – that there was real benefit in the Commission owning it and using it to drive quality and safety, potentially as a credentialling process, and that it really positions the Commission as a thought leader in this space. The Commission was asked to consider how to best realise the Framework's potential across the sector in a timely fashion. There was a suggestion that getting the Framework reviewed by an academic could be useful. Action:

	The Commission was asked to consider how to best realise the Framework's potential across the sector in a timely fashion
9	NMRC Quarterly Report Don Matheson / Liza Edmonds The Director of Mortality Review provided a general summary of the paper. The board queried how we arrive at the focus areas and how we are tracking progress against them, noting that if the function is to surface the evidence and issues then we need to be clear about that to ensure that we aren't being asked to show things that are not the intended results. The NMRC chair noted that the group isn't there just to continue doing the same thing. The board queried where accountability for progress sits and if we have a future focus - looking to the risks of next 2-5 years. The director noted that the biggest gap is not a lack of data and information, it is the lack of action on it. The board proposed inclusion of mortality review work to the needs-based framework and also the upcoming briefing to the incoming minister that will be required. Decision on paper recommendations 1. approved with the acknowledgement that the ultimate aim of harm reporting is to reduce harm, not just contribute to system learning. Does not need to come back to the Board 2. approved 3. approved
10	Windows Reports – Future Topics Simon Medcalf The board discussed topics, including whether emergency departments would feature in future topics and what happens following release of the Window on Disability. The board queried how it is involved in the topic setting process. The Director HQI noted that the paper presented is a starting point, and that the Board can be involved from here, with a more detailed paper to come back to the board. The board noted that whatever the topics chosen were, the Commission should be able to track and monitor those areas for impact. It was suggested that a future-focused Window would be helpful, rather than always reviewing the system, focused on opportunities to do things differently. Alignment with the System Safety Strategy and ensuring the product was valuable to Health New Zealand and the sector were also important factors. Decision on paper recommendation A three-year Window planning cycle was supported
11	Consensus items (noting papers) Rae Lamb 11.1 Minutes of meeting held 18 June 2026 11.2 Actions update from 18 June 11.3 Board activities

	11.4 Declared Interests register 11.5 Aide Memoire – meeting between HQSC and Minister of Health 11.6 Ministerial Briefing 11.7 Quarter 4 report to MoH 11.8 Correspondence 11.9 Board requests for next agenda 11.10 Sector events 11.11 Future data requirements for Mortality Review
	<i>The Chair of Te Kāhui Piringa and the Co-Chair of the Consumer Advisory Group left the meeting.</i>
12	Board and Chief Executive time The board noted and agreed to the following recommendations: notes how consumer engagement currently feeds into the Health Quality & Safety Commission's (the Commission) work agrees to shift towards a more agile consumer intelligence approach with consumer and whānau insight embedded operationally through timely, proportionate and meaningful engagement to inform programme level decision-making and evolution into a centre of excellence notes that governance-level advice or consumer and whānau insight will be sought when required notes that this work sits alongside the broader review of the <i>Code of expectations for health entities' engagement with consumers and whānau</i> (the Code) which is being progressed concurrently notes the Board template will be amended to capture how consumers and whānau have been engaged in the development of papers where appropriate.
	Karakia to close <i>The hui closed at 12.15pm.</i> Date of next hui: Thursday 1 October 2026 in Auckland