



Minutes of the Board: Meeting No. 116

9 April 2026

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| Date | 9 April 2026 |
| Time | 10:00am – 3.30pm |
| Venue | 650 Great South Road, Ellerslie, Auckland |
| Chair | Rae Lamb |
| Board members | Taima Campbell, Shenagh Gleisner, Tristram Ingham (Teams), David Lui, Ron Paterson, Clare Perry, Pete Watson |
| Commission staff | Sunny Collings, Bevan Sloan, Holly Bodiam (item), Adrian Portis (minutes), Raoul Sarup (support). |
| Apologies | Tereki Stewart |
| Guests | Ria Earp, Chair, Te Kāhui Piringa (Teams) Morag McDowell, Health and Disability Commissioner (Teams) |

The hui began at 10am.

1) Board only time

The Board acknowledged and thanked Shenagh Gleisner, for her work over several years on the Board.

The Board Chair requested that aide-memoires sent to the Minister of Health prior to meetings with the Minister, be included in the Board's noting papers after the meetings. The most recent aide-memoire (HQSC MIN 2026-003) will be circulated to Board members via email.

The Board briefly discussed the System Safety Strategy and the Window on Disability and requested that information on the release of both documents be provided to the Board when it is available.

The Board also determined that whether further work needed on risk appetite would be discussed at forthcoming Board and CE day.

Action – include future briefings to the Minister about meetings with the chair in the Board's noting papers (after the meetings).

Action – send the most recent aide-memoire (HQSC MIN 2026-003) to the Board via email

Action – provide the Board with information on the release of the System Safety Strategy and the Window on Disability when confirmed.

2) Board and Chief Executive time

The Chair of Te Kāhui Piringa was welcomed to the meeting at 11am.

3) Consensus items

Rae Lamb

The following consensus items were raised for further discussion:

- a) Items for next Board agenda.
- b) Consumer QSM reporting.
- c) Dates for the System Safety Strategy and the Window on Disability.

4) Chief Executive report

Sunny Collings

The Board discussed changes to the Pae Ora (Healthy Futures) Act 2022 (the Act) and asked for clarification on the potential impact on the Code of Expectations (the Code), which the Commission has sought external legal advice on.

The Board noted that the timing provides an opportunity to ensure that the Code is still fit for purpose, noting that any changes to the Code should be accompanied by a communications plan and a robust review process.

The Board discussed the progress of the System Safety Strategy which has been revised following feedback. The Commission is actively monitoring risks around delivery and implementation.

Progress on the National Quality Forum (NQF) was noted, with the next meeting to occur in June. The Commission continues to consider ways to strengthen the NQF's impact and complement other structures, such as Health New Zealand's Clinical Senate.

5) Statement of Intent 2026-30 draft

Adrian Portis / Heidi Cannell

The Board provided feedback on the Commission's draft 2026-30 Statement of Intent, which has continued to develop well since the Board's strategy day in February.

Feedback focused on strengthening equity and commitment to Te Tiriti o Waitangi references, incorporating previous strategy work undertaken on the Commission's value proposition and minor wording changes to ensure consistency across the document.

The Board noted the importance of following through on the Commission's strategic intent in its work programmes and suggested that in the future additional time be factored in to allow more consideration from the Board and Board partners.

The draft 2026-30 Statement of Intent was approved in principle pending the incorporation of feedback.

6) Statement of Performance Expectations 2026/27 draft deliverables **Adrian Portis / Heidi Cannell**

The Board considered the Statement of Performance Expectations (SPE) deliverables, noting that the SPE is not intended to contain all the work the Commission does.

The Board discussed the opportunity to be more ambitious in what was being proposed and look for ways to genuinely influence the system within the Commission's mandate. To do this, it was suggested that equity and impact considerations be more explicit and layered across deliverables and that further thought be given to recommendations for change.

The Board also spoke about the need to improve the Commission's impact measurement work to validate whether our work is supporting change in the system.

The Board reiterated their interest in progressing work in primary care and noted that the letter of expectations from the Minister may lead to some changes to the draft SPE.

The SPE was approved in principle pending the incorporation of feedback.

7) National Mortality Review Committee (NMRC): Don Matheson / Liza Edmonds

The Board Chair noted the conflict of interest declared by Taima Campbell, who is a member of the NMRC. Taima was present for the agenda item but abstained from voting.

a. Re-appointment of NMRC members.

The Board discussed the recommended re-appointments to the NMRC, noting that the Committee is still in the early stages of formation and that continuity was important.

The Board discussed the need for proactive succession planning to ensure that natural attrition in membership would not adversely affect the NMRC's work programme.

Re-appointments to the NMRC were approved.

Following discussion on the re-appointment of NMRC members, Liza Edmonds, Chair of the NMRC joined the meeting

b. NMRC quarterly programme update.

The NMRC work programme is progressing as planned.

The Commission is funding a mortality review advisory role for a year at Health New Zealand as part of their clinical governance team. An evaluation of this work is proposed to be undertaken at the end of the funding period

The Board noted that issues requiring their intervention can be escalated by the NMRC when required.

c. Advice to the Board on mortality review strategy and methods

The NMRC's terms of reference require a proposed programme of work to be submitted for Board approval each year. In 2026/27 the NMRC proposed to continue with the multi-year work programme as outlined this financial year.

The Board discussed the need to periodically review whether the focus areas previously identified are still the most relevant to be pursuing. In doing so, consideration will need to be given as to whether legacy focus areas still fit with the Commission's function.

The Board and Chief Executive discussed the need for caution when undertaking whānau engagement work. The Chair of the NMRC acknowledged this and noted the NMRC's active consideration of how to manage risk associated with this work if it is to go ahead as planned. The Director of National Mortality Review and the Chief Executive will discuss risk and capacity to undertake whānau engagement work in more detail. If the focus on this work is no longer feasible, the Board will be notified.

The NMRC's proposed work programme was approved to be progressed, with the caveat that feasibility concerns are escalated to the Board.

The NMRC's terms of reference will be updated as current.

Action – the Commission and the NMRC will consider how to review current focus areas

Action – the Chief Executive and Director of National Mortality Review will meet to discuss risk and capacity to undertake whānau engagement work and update the Board if required

Action – NMRC terms of reference to be updated as current

8) Health and Disability Commissioner (HDC)

Morag McDowell

The Health and Disability Commissioner was an apology at this meeting.

9) Staff engagement survey results

Holly Bodiam

Following on from the previous Board meeting, the Board discussed staff engagement survey results in further detail and requested that engagement surveys are conducted annually in the future.

The Director of People, Culture and Capability suggested that a pulse check on specific questions could be undertaken to track progress on questions.

Directors will talk to their teams and prepare action plans to address any issues.

Action – Commission to undertake annual staff engagement surveys

10) Strengthening the consumer advisory function

Holly Bodiam

Terms of reference for the Consumer Advisory Group are currently up for review, providing an opportunity for the Board to reflect on how the current consumer advisory function supports Board decision-making and where things could be improved.

The Board discussed consumer engagement more broadly, both within the sector and how the Commission engages with consumers across its work programmes. They discussed the importance of embedding consumer voice within the system and shining a light on evidence that highlights its value.

The Board requested further advice on how its consumer advisory function could be structured in advance of its May meeting, particularly around consumer engagement with

Board papers and at Board meetings. The Commission will also provide more information on current touchpoints with consumers and a map of consumer engagement across the health system.

The Board also requested that the current (and future) Consumer Advisory Group terms of reference are checked for consistency with legislation.

Action – provide advice on how the Board’s consumer advisory function could be structured to be considered at the 20 May Board Meeting.

Action – provide more information on current touchpoints with consumers and a map of consumer engagement across the health system.

Action – review Consumer Advisory Group terms of reference for consistency with legislation.

11) Considering the implications of “public facing” publications **Richard Hamblin / Catherine Gerard**

The Board discussed how they intend to engage with the Commission’s public-facing publications and noted that their approach will depend on what is proposed to be published.

As a default, it was proposed that significant public-facing publications should be provided to the Board for its consideration and comment.

The Board noted the importance of socialising contents before they are published and gaining consensus across agencies were possible. The Commission has a role to make information available and explain what it means.

At the end of the agenda item, the Board acknowledged the upcoming departure of Richard Hamblin, Director of Health Quality Intelligence, after more than a decade working at the Commission.

Action – significant public facing publications to be provided to the Board for their consideration and comment prior to release.

12) Finance and IT Security Update **Bevan Sloan / Adrian Portis**

The finance report was taken as read. The Director of Finance and Digital discussed the provisional financial results for the period, which was not available at the time the Board papers were sent out. The Commission is aiming for a small surplus or breakeven position.

The Board asked questions about the internal budget-setting process for programmes and sought further information on their role in that process. The Director of Finance and Digital noted that the Commission’s operating allowance is generally set in advance and does not change much each year, but more information can be provided to the Board if required.

The Board requested assurance that the Commission’s management had a plan for ensuring the organisation’s financial sustainability in outyears. More information will be provided at the Board’s June meeting.

The Commission's sub-delegation policy was tabled for sign-off. The changes made were approved, with one further change to be made around the approval of secondments, which now require Chief Executive sign-off.

The risk report was taken as read with no issues raised. The Board discussed the need to have a planned approach around the release of the System Safety Strategy and to remain prudent with travel, particularly during the fuel crisis.

Action – update secondment provision to require Chief Executive sign-off in the Commission's sub-delegation policy

Action – provide further information on planning for the Commission's outyear financial sustainability for the Board's June meeting

Action – check with Public Service Commission regarding a Board's role in relation to Budget setting and advise whether Boards longstanding approach continues to be appropriate or changes needed

13) Consensus items (noting papers)

Minutes of the meeting held February 2026 **Rae Lamb**

No changes were made to the previous minutes, which were taken as read and approved.

Actions update from February 2026 **Rae Lamb**

No updates were made to the actions.

Board activities **Rae Lamb**

Additional board activities are to be provided to the board secretary.

Interests register **Rae Lamb**

Updates to the Interests Register are to be provided to the board secretary.

Papers were taken as read.

In the future, the Quality and Safety Marker (QSM) update will be provided to the Board with an explanatory coversheet. Cover sheets should accompany all papers where contextual information will support the Board's understanding of the work.

The following items will be included on the agenda for the June board meeting:

- Finance paper (including financial sustainability in outyears)

Action – QSM update to be provided with an explanatory coversheet.

14) Meeting review

The meeting closed at 3.30pm with a karakia.