


RE: First draft briefing on gaming and the health targets

 Jo Williams [redacted]

↶ Reply ↶ Reply

To 🟡 Richard Hamblin; 🟡 Peter Jones (ADHB); 🟡 Amanda Rosenberg; 🟡 Peter Jones; 🟡 Hamish Gray; 🟡 Rosie Moore

 Managing the potential for health target gaming and unintended consequences v3.docx  
117 KB ▾

Hi all,

Thanks so much for all the feedback to date.

I've drafted up a third version incorporating your comments and our conversations, and would be grateful for your feedback one last time. If you could please come back to me most grateful!

(Amanda – please pass on to your team as required)

Regards

**Jo Williams**  
Principal Advisor  
Regulation and Monitoring



Manatū Hauora, 133 Molesworth Street Thorndon, Wellington 6011

RE: Measure sets including balancing measures for Health Targets 5th instalment Imms at 2yrs

Duncan Bliss

To Richard Hamblin

Cc Jini Seal

Reply

Reply All

Forward

Thu 8/08/2024 7:23 am

Morena Richard,

Many thanks for sharing your feedback.

I agree with all of your suggestions below and we have already considered a number of them. Part of the requirement in establishing the measures is what can we report on regularly and accept this will be work in progress as analytics and data is mined and made more readily available.

For example, decline rates for FSA's are a really important measure around service access but data isn't readily available – we need to work through how we create the visibility of this, prioritise the developments then include it in out reporting. Similarly, with whole of system measures such as patients in hospital beyond expected discharge date (delayed discharges), average time to access GP appointment (to triangulate with cat 4&5 attendances in SSED) as a few examples.

Really keen to work closely with you on this – There will be balancing measures that we report on monthly, but need to capture those measures in the pipeline of being developed as well as those that we can't currently report on to ensure we don't lose sight!

Ngā mihi  
Duncan

**Duncan Bliss**  
**Director of Programmes Delivery Unit**  
**Hospital and Specialist Services**



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Cc: [Hayden Luscombe](#); [Kirsten Stephenson](#); [Emma Quealey](#)

Draft process for monitoring for gaming 6 Dec for HQSC and HNZ.docx  
258 KB

Thank you both again for your input earlier this year looking at the potential for gaming of health targets. We have now pulled together a draft process for monitoring for the gaming of targets and unintended consequences of the target programme.

1. The Ministry and HQSC establishing a minimum set of information that will be used each review/audit to check for gaming and unintended consequences.
2. The Ministry of Health and HQSC running a review/audit of health target gaming and unintended consequences every six months, with the first review to be completed in January/ February 2025
3. Health NZ putting in place, as part of its internal performance assessment framework, a plan to regularly monitor for and deal with instances of gaming and unintended consequences

Duncan, have you already thought about how regular monitoring for gaming might take place in Health NZ?

Regards

Principal Advisor  
Regulation and Monitoring

**From:** [Richard Hamblin](#)  
**To:** [Jo Williams](#)  
**Subject:** RE: Draft process for monitoring for gaming of health targets - feedback requested  
**Date:** Wednesday, 18 December 2024 10:15:00 am  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)

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Thanks Jo – this looks on the right lines – longer response to follow, but has this been discussed with DPMC/ Treasury at all? I know they are thinking about this too.

Best

R

**Richard Hamblin** he/him/ia

Director of Health Quality Intelligence | Kaitohu Kouna Hauora

[REDACTED]  
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**From:** Jo Williams

**Sent:** Friday, 6 December 2024 4:04 pm

**To:** Duncan Bliss ; Richard Hamblin

**Cc:** Hayden Luscombe ; Kirsten Stephenson ; Emma Quealey

**Subject:** Draft process for monitoring for gaming of health targets - feedback requested

Kia ora koutou

Thank you both again for your input earlier this year looking at the potential for gaming of health targets. We have now pulled together a draft process for monitoring for the gaming of targets and unintended consequences of the target programme.

The draft process (attached) consists of:

1. The Ministry and HQSC establishing a minimum set of information that will be used each review/audit to check for gaming and unintended consequences.
2. The Ministry of Health and HQSC running a review/audit of health target gaming and unintended consequences every six months, with the first review to be completed in January/ February 2025
3. Health NZ putting in place, as part of its internal performance assessment framework, a plan to regularly monitor for and deal with instances of gaming and unintended consequences

The draft process contains a minimum set of process assurance questions and metrics specific to each target. We intend that this will be the basis of the six monthly review, but reviews wouldn't be limited to this information only. Richard, really interested in your thoughts about what else might be useful to add to this minimum set.

Duncan, have you already thought about how regular monitoring for gaming might take place in Health NZ?

I would be grateful if you could both have a look at this draft process and let me know if you have any feedback. If you could come back to me by next Wednesday with any thoughts, that

would be most appreciated!

Regards

**Jo Williams**

Principal Advisor

Regulation and Monitoring



Manatu Hauora, 133 Molesworth Street Thorndon, Wellington 6011



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**From:** Richard Hamblin  
**Sent:** Monday, 18 August 2025 1:52 pm  
**To:** Hayden Luscombe <[Hayden.Luscombe@health.govt.nz](mailto:Hayden.Luscombe@health.govt.nz)>  
**Cc:** Kirsten Stephenson <[Kirsten.Stephenson@health.govt.nz](mailto:Kirsten.Stephenson@health.govt.nz)>; Stephanie Buick <[Stephanie.Buick@health.govt.nz](mailto:Stephanie.Buick@health.govt.nz)>  
**Subject:** RE: Unintended consequences DRAFT slides

Thanks for this Hayden – looks good. I had a few marginal comments for consideration – but does look interesting and useful as a report

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**From:** Hayden Luscombe <[Hayden.Luscombe@health.govt.nz](mailto:Hayden.Luscombe@health.govt.nz)>  
**Sent:** Thursday, 14 August 2025 3:46 pm  
**To:** Richard Hamblin <[Richard.Hamblin@hqsc.govt.nz](mailto:Richard.Hamblin@hqsc.govt.nz)>  
**Cc:** Kirsten Stephenson <[Kirsten.Stephenson@health.govt.nz](mailto:Kirsten.Stephenson@health.govt.nz)>; Stephanie Buick <[Stephanie.Buick@health.govt.nz](mailto:Stephanie.Buick@health.govt.nz)>  
**Subject:** FW: Unintended consequences DRAFT slides

Hi Richard,

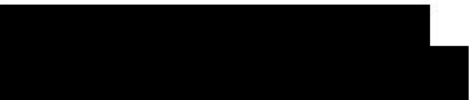
Hope all is well.

I just wanted to give you early visibility of the latest on our monitoring of unintended consequences for the targets. This is part of the 6 monthly commitment for the Ministry to undertake and in depth look at the suite of balancing and gaming measures to look for any issues or risks that might be emerging. We have highlighted key concerns in the attached questions document. As before this is the draft high level observations – there is a lot of analysis done my the team not shown in the slides – we’ve just teased out the key parts for the final slides.

Would appreciate any insights or observations that you might have? We’re awaiting HNZ’s comments on the slides ahead of providing them to the Minister in early September. Let me know if you’d prefer a quick catch up or walk through.

Regards,

**Hayden Luscombe (He/Him)**  
Manager, Monitoring Analytics  
Performance and Governance



Manatū Hauora, 133 Molesworth Street  
Thorndon, Wellington 6011