

RE: First draft briefing on gaming and the health targets

JW

Jo Williams

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

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Wed 15/05/2024 5:21 pm

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 by CoP on Friday I would be 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

MANATŪ HAUORA

MINISTRY OF HEALTH

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in

**From:** Richard Hamblin  
**Sent:** Wednesday, 8 May 2024 1:19 pm  
**To:** Jo Williams ; Peter Jones (ADHB) ; Amanda Rosenberg ; Peter Jones  
**Subject:** RE: First draft briefing on gaming and the health targets

I'm running slightly late in earlier meetings may be a little delayed for this one

**Richard Hamblin**he/him/ia  
Director of Health Quality Intelligence | Kaitohu Kounga Hauora

FW: Feedback on Cabinet paper for SOU 26 June on readiness to deliver health targets

BM

Ben McBride [DPMC]

To

Richard Hamblin

Carl Shuker

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Fri 7/06/2024 11:14 am

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Click here to download pictures. To help protect your privacy, Outlook prevented automatic download of some pictures in this message.

- DRAFT Cabinet paper SOU 26 June - readiness to deliver health targets 6 June for PARC for Tsy DPMC.docx

213 KB

Appendix 1 - High-level implementation plans for the five Health Targets HNZ00045804.pptx

340 KB

[IN-CONFIDENCE]

Morena Richard

I assume you haven't been consulted on this paper?

There is a single reference to HNZ's performance framework, but I would have expected there to be an update of its status and whether or not HQSC (and MoH) had endorsed it. overall the paper has quite a strong flavour of the operational aspects of delivering these targets, which is what Ministers want to be convinced by (whatever the ability to make a judgement), but I don't think it's very good at telling Ministers what it will take to achieve these targets (such as extra investment), and what risks we should be aware of (other than gaming) and manage against. Basically the kind of things you two covered in your advice.

I'll give them some comments and ask that you be consulted, but feel free to send me any thoughts you have

Ben

From: Jo Williams

Sent: Thursday, June 6, 2024 2:30 PM

To: Amy Russell [TSY] ; Lydia Verschaffelt [TSY] ; Ben McBride [DPMC]

Cc: Kirsten Stephenson

Subject: Feedback on Cabinet paper for SOU 26 June on readiness to deliver health targets

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Kia ora koutou

Please find attached a draft of the next Cabinet paper on health targets that is scheduled to go to SOU on 26 June. I'd be grateful if you could please review and provide feedback. I have also attached Health NZ's high level one pager implementation plans. The expectation is that these be updated with more detail for the Minister's Office tomorrow. I can forward these on tomorrow when I receive them.

We hope to get this paper out to Ministerial consultation next week (as soon as we can get the TBCs resolved), so if you could provide feedback by CoP Monday, I would be most grateful.

Regards

Jo Williams

Principal Advisor

Regulation and Monitoring



Measure sets including balancing measures for Health Targets

PA

Penny Andrew

To 

Richard Hamblin

Reply

Reply All

Forward

Tue 16/07/2024 12:22 am

- PDF

Jones 2017 effect-of-the-shorter-stays-in-emergency-departments-time-target-policy-on-key-indicators-of-quality-of-care.pdf

665 KB
- PDF

Jones 2017 Impact of SSED on patient outcomes.pdf

622 KB
- PPTX

SSED intervention logic final.pptx

2 MB
- DOCX

Detailed HT implementation plan Acute Flow Metrics Suite - Draft.docx

30 KB
- PPTX

11062024 - High Level Health Target Implementation Plans MO feedback FINAL.pptx

Kia ora Richard

Thank you for agreeing to review and advise on appropriate measures for the Health Targets including balancing measures. Health NZ teams have developed intervention logic models (similar to a driver diagram), implementation plans setting out intended actions, and ‘measure sets’ for each of the targets: SSED, ESPI2, ESPI5, FCT and immunisation at age 2yrs.

The Minister has requested a paper on balancing measures for the targets. The measure sets that have been developed are focused on process measures and are light/lack quality and safety measures (positive and negative impact including outcomes), which seems to Dale and me to miss the point of the targets.

- Some ideas:
- SSED - I have attached a couple of papers from Peter Jones which you are no doubt familiar with – he has explored the impact of SSED on quality relatively extensively and there are a number of possible measures we could/should include eg mortality (broken down in one study to mortality in ED/acute admissions/elective admissions/ED discharges/ward discharges; but not by self discharge and triage category); time to treatment and adequacy of care (times to treatment for STEMI; antibiotics for severe sepsis; analgesia for moderate or severe pain; theatre for #NOF; theatre for appendicitis)
  - ESPI 2&5 – morbidity (disease progression & admissions with acute exacerbations); QoL (PROMS – another reason why we need to measure systematically); mortality
  - FCT – late presentations (diagnosis following ED admission – data recently published by Te Aho); life expectancy/mortality
  - Immunisation – nos & rates of preventable disease; outbreaks

I have attached the ILM, implementation plan (high level – there is a detailed one too), and measure set for SSED. I'll send the same docs for the other targets in instalments to avoid a firewall!

Really appreciate your help

Penny

**Penny Andrew** (she/her)  
**Director Te Whatu Ora Improve | Kaiwhakahaere**

15 Shea Terrace, Takapuna, Auckland | Private Bag 93503, Takapuna, Auckland, 0740



Draft process for monitoring for gaming of health targets

Jo Williams 

To  Duncan Bliss

Cc  Emma Quealey;  Hayden Luscombe;  Chloe Li;  Richard Hamblin;  Jane Carpenter;  Ian D'Young

Reply

Reply All

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▾

Tue 4/02/2025 11:04 am

Draft process for monitoring for gaming 6 Dec for HQSC and HNZ RH suggestion.docx  
264 KB ▾

Kia ora Duncan

I just wanted to touch base and check where things are up with planning for monitoring of health target gaming and unintended consequences. (I've cc'd in Richard too as he was part of our earlier conversations).

Just a reminder that you and I and Hayden talked in December last year. Your plan at that stage was to discuss the draft plan for monitoring (attached again) with your target leads. I understand from your conversation with Jane that you proposed to then send the plan to your Chief Clinical Officer for feedback and endorsement. Have these steps been completed now?

We are keen to do a report on health target gaming as part of our Q2 reporting. We are unlikely to get to all the metrics we've proposed in this first report, but we've started the analysis.

Shall I set up a meeting for next week to discuss how things are going?

Thanks very much

Regards

Jo Williams  
Principal Advisor  
Regulation and Monitoring



Manatū Hauora, 133 Molesworth Street Thorndon, Wellington 6011

