

## CORPORATE OFFICE

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10 November 2020

9(2)(a)

### RE Official information request CDHB 10397

I refer to your email dated 24 August 2020 requesting the following information under the Official Information Act from Canterbury DHB. Specifically:

1. For each of the seven departing executives (David Meates, Michael Frampton, Mary Gordon, Carolyn Gullery, Dr Sue Nightingale, Stella Ward and Justine White) please provide any correspondence between them and CEO David Meates or them and any CDHB board member (including chair Sir John Hansen) sent in the two week period before each of their respective resignation dates. *Clarification: anything to do with the savings plan, the draft 2020-21 annual plan, concerns raised by the Clinical Leaders Group and anything that references the approach of the board/Crown monitor Lester Levy.*
5. Please provide any correspondence between CDHB management or the board and the Ministry of Health/Health Minister's office sent in August 2020. *Clarification: Anything to do with the savings plan, the draft 2020-21 annual plan, the resignations of the executive team and relations between the executives and the board/Crown monitor Lester Levy.*

Please find attached as **Appendix 1** correspondence as requested for the above two questions.

**Note:** we have redacted or withheld information pursuant to the following sections of the Official Information Act.

Section 9(2)(a) "i.e. ... to protect the privacy of natural persons, including those deceased"

Section 9(2)(g)(i)(ii) i.e. "...to maintain the effective conduct of public affairs through the free and frank expression of opinions".

Section 9(2)(i)(j) i.e. "...to enable a Minister, department or organisation holding information to carry out commercial activities or negotiations".

I also refer you to recently released Official Information Act responses which are posted on our website.  
[https://www.cdhb.health.nz/about-us/document-library/?\\_sft\\_document\\_type=official-information-act-response](https://www.cdhb.health.nz/about-us/document-library/?_sft_document_type=official-information-act-response)

2. **Please provide a copy of the resignation letters/notices for each of the seven departing senior executives.**

We are withholding all resignation letters/notices pursuant to section 9(2)(a) of the Act i.e. *"....to protect the privacy of natural persons, including those deceased"*.

3. **Please provide the minutes and any other documents presented in the August 4 emergency board meeting.**

Please find attached as **Appendix 2** the minutes from the emergency Board meeting held on 4<sup>th</sup> August 2020. This includes the Public excluded minutes.

4. **Please provide a copy of the draft 2020-21 annual plan endorsed by the board during the August 20 board meeting.**

We are declining to provide a copy of the draft 2020/2021 annual plan pursuant to section 18(d) of the Official Information Act i.e. *"...that the information is or will soon be publicly available"*. Once approved by the responsible Minister (letter of approval to be issued and incorporated into the Annual Plan), the 2020/2021 Annual Plan will be published on our website.

I trust this satisfies your interest in this matter.

You may, under section 28(3) of the Official Information Act, seek a review of our decision to withhold information by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz); or Freephone 0800 802 602.

Please note that this response, or an edited version of this response, may be published on the Canterbury DHB website after your receipt of this response.

Yours sincerely



Ralph La Salle  
**Acting Executive Director**  
**Planning, Funding & Decision Support**

**APPENDIX 1**

**From:** Carolyn Gullery [mailto:Carolyn.Gullery@cdhb.health.nz]

**Sent:** Tuesday, 14 July 2020 8:53 pm

Board members and EMT

**Subject:** Savings Plan for the Annual Plan

Kia ora

As we have to provide the next draft version of the Annual Plan to the MoH on Friday we will be providing to the Board on Thursday the Savings Plan Section , in-year and out-year gains and the Services Change section, these are the final sections to complete in the Annual Plan the rest of our Plan document excluding the financials is approved by the MoH or needs only minor changes . To support this I have attached a presentation that expands on the approach we have taken to savings and phases the savings by project , project type and taskforce over the next two years . We have provided EY with more detailed analysis supporting the key Taskforce programmes.

Ngā mihi

*Carolyn Gullery*

Executive Director; Planning, Funding and Decision Support

Canterbury District Health Board

Telephone 9(2)(a)

Mobile : 9(2)(a) [REDACTED]  
Carolyn.gullery@cdhb.health.nz  
@CarolynGullery



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\*\*\*\*\*

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**Greg Brogden**

**From:** David Meates <David.Meates@cdhb.health.nz>  
**Sent:** Friday, 24 July 2020 4:22 p.m.  
**To:** Ingrid Taylor  
**Subject:** RE: Thank you[EXTERNAL SENDER]

The teams really enjoyed your interest in what they are doing. We do have some brilliant staff.

Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

T: 03 364 4110 (ext 62110) | E: [david.meates@cdhb.health.nz](mailto:david.meates@cdhb.health.nz)

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 Responsibility for outcomes - Te Takohanga i ngā hua

**From:** Ingrid Taylor 9(2)(a)  
**Sent:** Friday, 24 July 2020 3:32 PM  
**To:** David Meates <David.Meates@cdhb.health.nz>  
**Subject:** Thank you[EXTERNAL SENDER]

Dear David

Just wanted to say thank you to you and your team today for the time taken to show me round the facilities.

It was a great opportunity to see, first hand, some of the issues you are all facing....as well as some of the opportunities ahead.

I must say I am genuinely shocked to see the state of some of the patient environments...lucky for some gorgeous and very caring staff!

The health system is very complicated.....and I have so much to learn.

Enjoy your weekend.

**Ingrid Taylor**

Partner

taylor shaw BARRISTERS & SOLICITORS 

9(2)(a)

a: Level 2, 53 Victoria Street  
 Christchurch 8013

w: [www.taylorshaw.co.nz](http://www.taylorshaw.co.nz)

e: 9(2)(a)

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Mon, 10 Aug, 07:58

Hello Ashley. I would be grateful for the opportunity to talk to you about the situation at CDHB. Would you be able to phone me when free? Or let me know a suitable time. Thankyou. Sue Nightingale

Hi Sue will do. About to take off for Napier. A

Fri, 21 Aug, 10:12

Hi Sue. Just checking in and rest assured I've been in daily discussions with the minister re Cdhb since we last spoke. Planning to come down next Thursday. Rgds. A

Fri, 21 Aug, 14:57

Thank you

**From:** [Justine White](#)  
**To:** 9(2)(a) @nz.ey.com  
**Cc:** [Carolyn Gullery](#); [David Meates](#)  
**Subject:** Board Meeting - EY engagement  
**Date:** Friday, 17 July 2020 5:38:43 PM  
**Attachments:** 9(2)(i)(j)

Hi 9(2)(a)

At the Board meeting yesterday management outlined that we have reviewed the MOH analysis that CDHB specifically requested from Michelle Arrowsmith to support the Ministry's view of an achievable \$90m deficit including Hagley IDCC for 20/21 (**as embedded in attached "Fw:CDHB 2019/20 to 20/21 Movement Reconciliation [EXTERNAL SENDER]" email from Brian Ko**) as we briefly showed you in the room on Wednesday of last week. We also worked through this with Brian and Michelle last Friday to understand both their assumptions and the differences between those and CDHBs underlying assumptions. In addition we have provided the Ministry with our analysis of the differences between the current draft plan of \$145m and their view of \$109m from the Ministry's spreadsheet (see attached **"CDHB 2019/20 to 2020/21 Movement Reconciliation"**). This includes a number of supporting sheets (a lot of which is already familiar to you).

We have suggested, and the Board has agreed, for them to seek an opinion from EY on the viability of the underpinning assumptions from the Ministry's analysis, and whether this analysis provides insights into substantive savings that we are missing, this assessment will assist to inform the Board's view of the annual plan for 2020/21.

I understand that Barry Bragg has already reached out to 9(2)(a) on this. Please let me know if you need anything from me to assist.

regards

**Justine White**

Executive Director, Finance & Corporate Services  
 Canterbury District Health Board & West Coast District Health Board  
 PO Box 1600 Christchurch 8140

9(2)(a)

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DHB Logo from Web Page



[www.westcoastdhb.org.nz](http://www.westcoastdhb.org.nz)

**From:** [Justine White](#)  
**To:** [Barry Bragg](#)  
**Cc:** [David Meates](#)  
**Subject:** FW: CDHB 2019/20 to 2020/21 Movement Reconciliation[EXTERNAL SENDER]  
**Date:** Thursday, 9 July 2020 12:21:00 PM  
**Attachments:** 9(2)(i)(j) [REDACTED]  
**Importance:** High

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Hi Barry

At the annual plan meeting on Tuesday with the MoH, Michelle indicated to John and Lester that the expectation from the Ministry is a \$90m deficit for 20/21 annual plan (*including* IDCC and Hagley delay impacts) and a break even in 21/22 *excluding* Cap charge on Hagley (which would then be a deficit or circa 16-25m).

David M requested that they share their workings on how this expectation (\$90m) has been derived. Brian Ko (Ministry Finance) has shared his file (**attached**) which he has offered to working though with Lester and I (Lester specifically requested that he be included in that discussion). Currently this is a zoom meeting scheduled for tomorrow at 2.30-3.30pm, I think it would be important as Chair of Qfarc for you to also attend this if you can make yourself available. May I also suggest that it would be worthwhile considering requesting EY analyse and form a view on this \$90m financial scenario and its viability (as they are doing for eth \$145m deficit scenario) to assist inform the Board as the decisions re planning submission will need to be made at next weeks Board meeting (as submission due next Friday)

Happy to discuss

Regards

Justine

**Justine White**

Executive Director Finance & Corporate Services  
Canterbury District Health Board & West Coast District Health Board  
9(2)(a) [REDACTED]

9(2)(i)(j) [REDACTED]

**From:** [Justine White](#)  
**To:** [Michelle.Arrowsmith@health.govt.nz](mailto:Michelle.Arrowsmith@health.govt.nz)  
**Cc:** [barr9\(2\)\(a\)](#); [Brian.Ko@health.govt.nz](mailto:Brian.Ko@health.govt.nz); [lester.levy9\(2\)\(a\)](#); [David Meates](#); [Carolyn Gullery](#)  
**Subject:** CDHB 2019/20 to 2020/21 Movement Reconciliation  
**Date:** Tuesday, 14 July 2020 6:36:00 PM  
**Attachments:** 9(2)(i)(j)

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Hi Michelle

As discussed on Friday – attached is a workbook, based on Brian's original one, containing:

Blue tab: The revised view of CDHB plan vs MoH view – this is largely as we discussed Friday afternoon.

Orange tab: This provides further details and granularity of the BAU movement YOY for CDHB

Green Tabs: These provides the breakdown of Hagley for 20/21 (and the full year view for 21/22) alongside the new FTE and the impacts these FTE have on other areas of the ledger (i.e details of the initiatives that are incrementing FTE at \$14m whilst providing savings in other areas such as cleaning). We need to remember that for Hagley the 20/21 year has FTE prior to November, yet outsourcing changes can only commence after 1/11/20 – hence why it is a lower benefit in this financial year compared to next (also outyears has the annualization of the 20/21 fte)

Yellow tab: This provides more details of the external provider movements YOY for you

Happy to answer any queries on any aspect of this.

regards

**Justine White**

Executive Director Finance & Corporate Services  
 Canterbury District Health Board & West Coast District Health Board  
 9(2)(a)

**From:** [Brian.Ko@health.govt.nz](mailto:Brian.Ko@health.govt.nz) <[Brian.Ko@health.govt.nz](mailto:Brian.Ko@health.govt.nz)>

**Sent:** Tuesday, 7 July 2020 12:18 p.m.

**To:** Justine White <[Justine.White@cdhb.health.nz](mailto:Justine.White@cdhb.health.nz)>; [lester.levy9\(2\)\(a\)](#)

**Cc:** [Michelle.Arrowsmith@health.govt.nz](mailto:Michelle.Arrowsmith@health.govt.nz); [Jessica.Smaling@health.govt.nz](mailto:Jessica.Smaling@health.govt.nz)

**Subject:** Re: CDHB 2019/20 to 2020/21 Movement Reconciliation

**Importance:** High

Hi Lester, Justine,

The attached is the reconciliation movement we had touched on at this morning discussion.

I am available tomorrow (pm) to walk you through this reconciliation.

Please advise your availability and I can schedule a zoom meeting to go through this.



Kind regards,  
Brian

Brian Ko  
Senior Portfolio Manager  
Monitoring  
Financial Strategy & Funding  
Finance  
Corporate Services  
Ministry of Health  
9(2)(a)

<mailto:Brian.Ko@health.govt.nz>

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Kathleen Smitheram

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**From:** David Meates  
**Sent:** Sunday, 19 July 2020 8:27 PM  
**To:** Michael Frampton  
**Cc:** Susan Fitzmaurice  
**Subject:** Re: DAVID, FOR EDITING BY YOU AND SENDING MONDAY AFTER 1000AM.....  
 Resignation of Michael Frampton, Chief People Officer

Michael

Have made a couple of minor change below. I am happy with the note with those changes (just make sure that you are) and the email will come from me just after 10 am or when I receive a confirmation txt to push go Monday.

Sent from my iPad

On 19/07/2020, at 8:06 PM, Michael Frampton <Michael.Frampton@cdhb.health.nz> wrote:

Hey David

A final favour. Am after your help on the note **below**. It contains a small edit on the note I sent through to you on Friday afternoon.

I'd love it if you could make this note yours when it heads out from you tomorrow. I know there's lots that's filling you head right now, but I don't want a note to head out from you that's not what you think.

I'm meeting with 150 of the P&C team by Zoom at 10AM to let them know, and this note can go out shortly after that when you're ready.

Thanks David,  
 M

Michael Frampton  
 Chief People Officer  
 Canterbury District Health Board and West Coast District Health Board

9(2)(a)

E: [michael.frampton@cdhb.health.nz](mailto:michael.frampton@cdhb.health.nz)

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[www.cdhb.health.nz](http://www.cdhb.health.nz) | [www.wcdhb.health.nz](http://www.wcdhb.health.nz) | <https://www.linkedin.com/in/michaelframpton/>

**From:** Michael Frampton

**Sent:** Friday, 17 July 2020 15:17

**To:** David Meates <David.Meates@cdhb.health.nz>; Susan Fitzmaurice  
 <Susan.Fitzmaurice@cdhb.health.nz>

**Subject:** DAVID, FOR EDITING BY YOU AND SENDING MONDAY AFTER 1000AM..... Resignation of Michael Frampton, Chief People Officer

It is with regret I advise that Michael Frampton has resigned from his role as Chief People Officer, Canterbury DHB and West Coast DHB.

Michael came to health eight years ago this month. He was responsible for leading change across the West Coast Health System, and driving the process to secure commitment for a new hospital in Greymouth. Poetically, from next week patients begin moving into the new Te Nikau Grey Hospital.



Subsequently, Michael moved to Canterbury to lead the transformation and reinvention of HR. Today, our People and Capability team has new strategy, new people with new and different talent, it delivers new services supported by new technology, and it's delivering a completely different kind of value. Michael has inspired and led this work, and established the foundations for the ongoing journey we're on to put our people at the centre of everything we do. Being at the leading edge of transformation in the HR space is both one of the most challenging endeavours in any health organisation but also one of the most rewarding. Michael, thank you for all that contributed and given to make our health system better- you have made a real and lasting difference.

Michael is returning home to Auckland and taking up the role of Chief People Officer with Sky.

On behalf of the Board and EMT, I acknowledge Michael's tremendous contribution to both the Canterbury and West Coast Health Systems and wish him every success for his new role.

Michael's last working day is Friday 28 August 2020.

RELEASED UNDER THE OFFICIAL INFORMATION ACT

Kathleen Smitheram

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**From:** David Meates  
**Sent:** Monday, 20 July 2020 11:49 AM  
**To:** Michael Frampton  
**Subject:** FW: Resignation of Michael Frampton, Chief People Officer[EXTERNAL SENDER]

Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

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 Responsibility for outcomes - Te Takohanga i ngā hua

**From:** Anna.Clark@health.govt.nz <Anna.Clark@health.govt.nz>  
**Sent:** Monday, 20 July 2020 11:28 AM  
**To:** David Meates <David.Meates@cdhb.health.nz>  
**Subject:** Re: Resignation of Michael Frampton, Chief People Officer[EXTERNAL SENDER]

Thanks David.

I just want to say how much I've enjoyed working with Michael over the COVID period and I will miss the contribution he makes in the workforce space.

Sent from my iPhone

On 20/07/2020, at 11:08 AM, David Meates <[David.Meates@cdhb.health.nz](mailto:David.Meates@cdhb.health.nz)> wrote:

**FYI the announcement below was sent to all staff today**

It is with regret I advise that Michael Frampton has resigned from his role as Chief People Officer, Canterbury DHB and West Coast DHB.

Michael came to health eight years ago this month. He was responsible for leading change across the West Coast Health System, and driving the process to secure commitment for a new hospital in Greymouth. (Coincidentally, from next week patients begin moving into the new Te Nikau Grey Hospital.)

Subsequently, Michael moved to Canterbury to lead the transformation and reinvention of HR. Today, our People and Capability team has new strategy, new people with new and different perspectives, experience and talent, it delivers new services supported by new technology, and it's

realising a completely different kind of value. Michael has inspired and led this work, and established the foundations for the ongoing journey we are on to put our people at the centre of everything we do.

To Michael, I want to say this. Being at the leading edge of transformation in the HR space is both one of the most challenging endeavours in any health organisation but also one of the most rewarding. Thank you for all that you have contributed and given to make *Our Health System* better - you have made a real and lasting difference.

Michael is returning home to Auckland and taking up the role of Chief People Officer with Sky. On behalf of the Board and EMT, I acknowledge Michael's tremendous contribution to both the Canterbury and West Coast Health Systems and wish him every success for his new role.

Michael's last working day is Friday 28 August 2020.

Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

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Kathleen Smitheram

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**From:** John Hansen  
**Sent:** Thursday, 23 July 2020 9:11 AM  
**To:** Michael Frampton

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Michael

Can I wish you well in your new role at Sky. For one thing you can start living a normal more balanced life without the commute from Auckland. Can I thank you for your contribution to the health system. Firstly, on the Coast and then here at CDHB. You have put in place a fantastic system that supplies excellent data to management. In particular the tools you have been responsible for will allow the benefits from properly managing leave and sick leave to be realised.

Thanks for your efforts and the very best wishes for your new role. Regards John Hansen

Sent from my iPad



Kathleen Smitheram

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**From:** Karalyn van Deursen  
**Sent:** Monday, 3 August 2020 11:34 AM  
**To:** Carolyn Gullery; David Meates; Michael Frampton  
**Subject:** FW: Stuff: Carolyn Gullery resigning[EXTERNAL SENDER]

Hi all – David, how would you like to respond to this?

**From:** Oliver Lewis <[oliver.lewis@stuff.co.nz](mailto:oliver.lewis@stuff.co.nz)>  
**Sent:** Monday, 3 August 2020 11:31 a.m.  
**To:** Communications <[Communications@cdhb.health.nz](mailto:Communications@cdhb.health.nz)>  
**Subject:** Stuff: Carolyn Gullery resigning[EXTERNAL SENDER]

Hi all,

We know Carolyn Gullery has resigned today, and another member of the executive, Michael Frampton, resigned on July 20.

I understand Carolyn is leaving to join a UK firm, however we have heard there is discord between the CDHB board and the executive and disagreement about how the CDHB is being governed that may have led to the resignations.

Questions below:

- 1) Why did Michael Frampton and Gullery resign?
- 2) Have any other members of the executive resigned?
- 3) Are their resignations at all due to the pressure on the CDHB to cut costs, and disagreements with the board on things such as the Christchurch Hospital redevelopment?

Thank you. Please let me know when you get this. We're running a story today.

Cheers,  
 Oli

--  
**Oliver Lewis**  
 Health and employment reporter

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Kathleen Smitheram

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**From:** Susan Fitzmaurice on behalf of David Meates  
**Sent:** Monday, 3 August 2020 1:20 PM  
**To:** Carolyn Gullery; Evon Currie; Hector Matthews; Jacqui Lunday Johnstone; Justine White; Karalyn van Deursen; Mary Gordon (Executive Director of Nursing); Michael Frampton; Stella Ward; Sue Nightingale; Greg Hamilton; Helen Skinner; Kirsten Beynon; Pauline Clark; Brittany Jenkins; Gary Coghlan; Graham Roper; Louise Mclean; Philip Wheble  
**Subject:** Resignation of Carolyn Gullery - Executive Director Planning, Funding and Decision Support

It is with regret I advise that Carolyn Gullery resigned from her role as Executive Director Planning, Funding and Decision Support for both the Canterbury and West Coast Health Systems. Carolyn will be moving to the in September to work with Lightfoot Solutions supporting a number of NHS systems in Wales and England .

Since joining Canterbury District Health Board as Planning and Funding General Manager in 2007, Carolyn has played a significant part in reshaping the way health care is delivered in both Canterbury and the West Coast.

Carolyn has had more than thirty years of health system experience in a variety of strategic and leadership roles for both public and private sector. She has extensive experience in leading complex planning and change processes at a regional and national level together with a proven track record of successfully negotiating health and disability sector contracts at all levels.

Carolyn's career is littered with a number of 'firsts'. Her ability to 'see around corners' and identify solutions that others haven't considered has combined well with her extensive health policy and health alliancing and contracting experience to get a complex health system on track and keep it there.

Carolyn has worked for the CDHB for 13 years but her contribution to the health system in Canterbury, West Coast and New Zealand goes back much further than that. Carolyn came to Canterbury in 1993 to be part of the establishment of the Southern Regional Health Authority. In her time in the various versions of the Health Authorities amongst other things she designed and negotiated the first IPA contract with Pegasus , set up the first budget holding contracts for laboratory and pharmacy services in New Zealand, changed how we received medication to repeat dispensing saving the country \$60M in the first year, and led the development of key policies and strategies that impacted on pharmaceuticals, pharmacy and general practice including the development of BPAC and the PharmHouse. She was also the first female and first non-RHA Chief Executive to become a Director of PHARMAC in 1997.

As a contractor during the 2000s, she was on the negotiating team for the new PHO agreement (the general practice side) , wrote the policy and implemented CarePlus as an innovative approach for people with complex health and social challenges, operationalised restorative home support in the North Island and was the founding Chief Executive for the largest single PHO , Partnership health . What we have all benefited from though was her leadership with her clinical colleagues in developing the world - first general practice-led acute admission avoidance programme – 20 years ago and still seen as innovative today. That programme is still with us as the Acute Demand Management Service looking after 35,000 people per annum in a community-based setting and anchoring so much of what we do. That programme was built on trust which set the scene for the development of an integrated adaptive health system based on trust and the alliancing approach.

Carolyn has been instrumental in the development of platforms that support clinicians to do their work including ERMS, HealthPathways, Leading Lights, our Outcomes Framework, the earthquake recovery



plan, many hospital business cases , Vision 2020 and the elements to support a truly people-centered health system.

On behalf of the Board and EMT, I acknowledge Carolyn's tremendous contribution to both the Canterbury and West Coast Health Systems and wish her every success for her new role.

Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

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P O Box 1600, Christchurch 8140

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<image001.jpg>

Values – Ā Mātou Uara

Care and respect for others - Manaaki me te whakaute i te tangata | Integrity in all we do - Hāpai i ā mātou mahi katoa i runga i te pono |

Responsibility for outcomes - Te Takohanga i ngā hua



Kathleen Smitheram

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**From:** Karalyn van Deursen  
**Sent:** Monday, 3 August 2020 1:56 PM  
**To:** David Meates; Carolyn Gullery; Michael Frampton  
**Subject:** response for Oli, noting the story is already on line  
<https://www.stuff.co.nz/national/health/122328114/canterbury-dhb-loses-two-senior-executives-clinicians-write-to-prime-minister-jacinda-ardern>

Hi Oli

In response to your questions, both Carolyn and Michael's decisions to resign are based on opportunities that have arisen for both of them to continue to develop and grow their careers. The timing of both resignations is coincidental.

Included below are the emails issued to all staff announcing their respective resignations.

**Carolyn Gullery – issued today**

*Sent on behalf of David Meates, Chief Executive*

It is with regret I advise that Carolyn Gullery resigned from her role as Executive Director Planning, Funding and Decision Support for both the Canterbury and West Coast Health Systems. Carolyn will be moving to the UK in September to work with Lightfoot Solutions supporting a number of NHS systems in Wales and England .

Since joining Canterbury District Health Board as Planning and Funding General Manager in 2007, Carolyn has played a significant part in reshaping the way health care is delivered in both Canterbury and the West Coast.

Carolyn has had more than thirty years of health system experience in a variety of strategic and leadership roles for both public and private sector. She has extensive experience in leading complex planning and change processes at a regional and national level together with a proven track record of successfully negotiating health and disability sector contracts at all levels.

Carolyn's career is littered with a number of 'firsts'. Her ability to 'see around corners' and identify solutions that others haven't considered has combined well with her extensive health policy and health alliancing and contracting experience to get a complex health system on track and keep it there.

Carolyn has worked for Canterbury DHB for 13 years but her contribution to the health system in Canterbury, West Coast and New Zealand goes back much further than that. Carolyn came to Canterbury in 1993 to be part of the establishment of the Southern Regional Health Authority. In her time in the various versions of the Health Authorities amongst other things she designed and negotiated the first IPA contract with Pegasus , set up the first budget holding contracts for laboratory and pharmacy services in New Zealand, changed how we received medication to repeat dispensing saving the country \$60M in the first year, and led the development of key policies and strategies that impacted on pharmaceuticals, pharmacy and general practice including the development of BPAC and the PharmHouse. She was also the first female and first non-RHA Chief Executive to become a Director of PHARMAC in 1997.

As a contractor during the 2000s, she was on the negotiating team for the new PHO agreement (the general practice side) , wrote the policy and implemented CarePlus as an innovative approach for people

with complex health and social challenges, operationalised restorative home support in the North Island and was the founding Chief Executive for the largest single PHO, Partnership health. What we have all benefited from though was her leadership with her clinical colleagues in developing the world - first general practice-led acute admission avoidance programme – 20 years ago and still seen as innovative today. That programme is still with us as the Acute Demand Management Service looking after 35,000 people per annum in a community-based setting and anchoring so much of what we do. That programme was built on trust which set the scene for the development of an integrated adaptive health system based on trust and the alliancing approach.

Carolyn has been instrumental in the development of platforms that support clinicians to do their work including ERMS, HealthPathways, Leading Lights, our Outcomes Framework, the earthquake recovery plan, many hospital business cases, Vision 2020 and the elements to support a truly people-centered health system.

On behalf of the Board and EMT, I acknowledge Carolyn's tremendous contribution to both the Canterbury and West Coast Health Systems and wish her every success for her new role.

Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

T: 03 364 4110 (ext 62110) | E: [david.meates@cdhb.health.nz](mailto:david.meates@cdhb.health.nz)

P O Box 1600, Christchurch 8140

[www.cdhb.health.nz](http://www.cdhb.health.nz) | [www.westcoastdhub.org.nz](http://www.westcoastdhub.org.nz)

**Michael Frampton – sent on 20 July 2020**

***Sent on behalf of David Meates, Chief Executive***

It is with regret I advise that Michael Frampton has resigned from his role as Chief People Officer, Canterbury DHB and West Coast DHB.

Michael came to health eight years ago this month. He was responsible for leading change across the West Coast Health System, and driving the process to secure commitment for a new hospital in Greymouth. (Coincidentally, from next week patients begin moving into the new Te Nikau Grey Hospital.)

Subsequently, Michael moved to Canterbury to lead the transformation and reinvention of HR. Today, our People and Capability team has new strategy, new people with new and different perspectives, experience and talent, it delivers new services supported by new technology, and it's realising a completely different kind of value. Michael has inspired and led this work, and established the foundations for the ongoing journey we are on to put our people at the centre of everything we do.

To Michael, I want to say this. Being at the leading edge of transformation in the HR space is both one of the most challenging endeavours in any health organisation but also one of the most rewarding. Thank you for all that you have contributed and given to make *Our Health System* better - you have made a real and lasting difference.

Michael is returning home to Auckland and taking up the role of Chief People Officer with Sky. On behalf of the Board and EMT, I acknowledge Michael's tremendous contribution to both the Canterbury and West Coast Health Systems and wish him every success for his new role.

Michael's last working day is Friday 28 August 2020.



Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

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Responsibility for outcomes - Te Takohanga i ngā hua

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Kathleen Smitheram

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**From:** Carolyn Gullery  
**Sent:** Monday, 3 August 2020 6:14 PM  
**To:** Michael Frampton  
**Cc:** Karalyn van Deursen; David Meates  
**Subject:** Re: response for Oli, noting the story is already on line  
<https://www.stuff.co.nz/national/health/122328114/canterbury-dhb-loses-two-senior-executives-clinicians-write-to-prime-minister-jacinda-ardern>

Me too

Sent from my iPhone  
 Carolyn.gullery@cdhb.health.nz

On 3/08/2020, at 5:01 PM, Michael Frampton <Michael.Frampton@cdhb.health.nz> wrote:

I prefer this approach.

Sent from my iPhone

On 3/08/2020, at 4:27 PM, Karalyn van Deursen  
 <Karalyn.Vandeursen@cdhb.health.nz> wrote:

Hi all – have had a rethink – can we just send Oli the highlighted line below?  
 kvd

**From:** Karalyn van Deursen  
**Sent:** Monday, 3 August 2020 1:56 PM  
**To:** David Meates <David.Meates@cdhb.health.nz>; Carolyn Gullery  
 <Carolyn.Gullery@cdhb.health.nz>; Michael Frampton  
 <Michael.Frampton@cdhb.health.nz>  
**Subject:** response for Oli, noting the story is already on line  
<https://www.stuff.co.nz/national/health/122328114/canterbury-dhb-loses-two-senior-executives-clinicians-write-to-prime-minister-jacinda-ardern>

Hi Oli

In response to your questions, both Carolyn and Michael's decisions to resign are based on opportunities that have arisen for both of them to continue to develop and grow their careers. The timing of both resignations is coincidental.

Included below are the emails issued to all staff announcing their respective resignations.

**Carolyn Gullery – issued today**

*Sent on behalf of David Meates, Chief Executive*

It is with regret I advise that Carolyn Gullery resigned from her role as Executive Director Planning, Funding and Decision Support for both the Canterbury and West Coast Health Systems. Carolyn will be moving to the UK in September to work with Lightfoot Solutions supporting a number of NHS systems in Wales and England .

Since joining Canterbury District Health Board as Planning and Funding General Manager in 2007, Carolyn has played a significant part in reshaping the way health care is delivered in both Canterbury and the West Coast.

Carolyn has had more than thirty years of health system experience in a variety of strategic and leadership roles for both public and private sector. She has extensive experience in leading complex planning and change processes at a regional and national level together with a proven track record of successfully negotiating health and disability sector contracts at all levels.

Carolyn's career is littered with a number of 'firsts'. Her ability to 'see around corners' and identify solutions that others haven't considered has combined well with her extensive health policy and health alliancing and contracting experience to get a complex health system on track and keep it there.

Carolyn has worked for Canterbury DHB for 13 years but her contribution to the health system in Canterbury, West Coast and New Zealand goes back much further than that. Carolyn came to Canterbury in 1993 to be part of the establishment of the Southern Regional Health Authority. In her time in the various versions of the Health Authorities amongst other things she designed and negotiated the first IPA contract with Pegasus , set up the first budget holding contracts for laboratory and pharmacy services in New Zealand, changed how we received medication to repeat dispensing saving the country \$60M in the first year, and led the development of key policies and strategies that impacted on pharmaceuticals, pharmacy and general practice including the development of BPAC and the PharmHouse. She was also the first female and first non-RHA Chief Executive to become a Director of PHARMAC in 1997.

As a contractor during the 2000s, she was on the negotiating team for the new PHO agreement (the general practice side) , wrote the policy and implemented CarePlus as an innovative approach for people with complex health and social challenges, operationalised restorative home support in the North Island and was the founding Chief Executive for the largest single PHO , Partnership health . What we have all benefited from though was her leadership with her clinical colleagues in developing the world - first general practice-led acute admission avoidance programme – 20 years ago and still seen as innovative today. That programme is still with us as the Acute Demand Management Service looking after 35,000 people per annum in a community-based setting and anchoring so much of what we do. That programme was built on trust which set the scene for the development of an integrated adaptive health system based on trust and the alliancing approach.

Carolyn has been instrumental in the development of platforms that support clinicians to do their work including ERMS, HealthPathways, Leading Lights, our Outcomes Framework, the earthquake recovery plan, many hospital business cases, Vision 2020 and the elements to support a truly people-centered health system.

On behalf of the Board and EMT, I acknowledge Carolyn's tremendous contribution to both the Canterbury and West Coast Health Systems and wish her every success for her new role.

Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

T: 03 364 4110 (ext 62110) | E: [david.meates@cdhb.health.nz](mailto:david.meates@cdhb.health.nz)

P O Box 1600, Christchurch 8140

[www.cdhb.health.nz](http://www.cdhb.health.nz) | [www.westcoastdhd.org.nz](http://www.westcoastdhd.org.nz)

**Michael Frampton – sent on 20 July 2020**

***Sent on behalf of David Meates, Chief Executive***

It is with regret I advise that Michael Frampton has resigned from his role as Chief People Officer, Canterbury DHB and West Coast DHB.

Michael came to health eight years ago this month. He was responsible for leading change across the West Coast Health System, and driving the process to secure commitment for a new hospital in Greymouth. (Coincidentally, from next week patients begin moving into the new Te Nikau Grey Hospital.)

Subsequently, Michael moved to Canterbury to lead the transformation and reinvention of HR. Today, our People and Capability team has new strategy, new people with new and different perspectives, experience and talent, it delivers new services supported by new technology, and it's realising a completely different kind of value. Michael has inspired and led this work, and established the foundations for the ongoing journey we are on to put our people at the centre of everything we do.

To Michael, I want to say this. Being at the leading edge of transformation in the HR space is both one of the most challenging endeavours in any health organisation but also one of the most rewarding. Thank you for all that you have contributed and given to make *Our Health System* better - you have made a real and lasting difference.

Michael is returning home to Auckland and taking up the role of Chief People Officer with Sky. On behalf of the Board and EMT, I acknowledge Michael's tremendous contribution to both the Canterbury and West Coast Health Systems and wish him every success for his new role.

Michael's last working day is Friday 28 August 2020.

Ngā mihi

David Meates, MNZM



Chief Executive | Canterbury District Health Board and West Coast District Health Board  
T: 03 364 4110 (ext 62110) | E: [david.meates@cdhb.health.nz](mailto:david.meates@cdhb.health.nz)  
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<image001.jpg>

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mātou mahi katoa i runga i te pono | Responsibility for outcomes - Te Takohanga i ngā hua

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Kathleen Smitheram

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**From:** Karalyn van Deursen  
**Sent:** Monday, 3 August 2020 7:29 PM  
**To:** Carolyn Gullery  
**Cc:** Michael Frampton; David Meates  
**Subject:** Re: response for Oli, noting the story is already on line  
<https://www.stuff.co.nz/national/health/122328114/canterbury-dhb-loses-two-senior-executives-clinicians-write-to-prime-minister-jacinda-ardern>

Ok - will send now

Nga mihi

Karalyn van Deursen  
Executive Director Communications  
Canterbury & West Coast District Health Boards  
Oxford Terrace  
Christchurch  
e [karalyn.vandeursen@cdhb.health.nz](mailto:karalyn.vandeursen@cdhb.health.nz)  
p +64 27 531 4796 or +64 3 364 4103  
@karalynvand @canterburydhb

Double Up



Kathleen Smitheram

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**From:** Barry Bragg [REDACTED]  
**Sent:** Tuesday, 4 August 2020 8:18 PM  
**To:** Mary Gordon (Executive Director of Nursing)  
**Subject:** Acting CE[EXTERNAL SENDER]

Kia Ora Mary,

Apologies for the late email.

I have been asked by the Board to have a chat to you tomorrow about your availability and interest in an acting CE or similar role reporting to the Board. I would appreciate a chance to talk to you face to face.

FYI I let David know I would be reaching out to you. I understand the Board REM Committee will be discussing with David acting recommendations for Carolyn's and Michael's roles but I'm also interested in your thoughts too.

If I can see you tomorrow at HQ between 12 - 2pm would be helpful - if that doesn't fit can you suggest other times Thursday or Friday.

Ngā Mihi,

Barry

Sent from my iPhone

**Kathleen Smitheram**

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**From:** Susan Fitzmaurice on behalf of David Meates  
**Sent:** Wednesday, 5 August 2020 12:15 PM  
**To:** Carolyn Gullery; Evon Currie; Hector Matthews; Jacqui Lunday Johnstone; Justine White; Karalyn van Deursen; Mary Gordon (Executive Director of Nursing); Michael Frampton; Stella Ward; Sue Nightingale; Greg Hamilton; Helen Skinner; Kirsten Beynon; Pauline Clark; Brittany Jenkins; Gary Coghlan; Graham Roper; Louise Mclean; Philip Wheble  
**Subject:** Resignation of Justine White, Chief Financial Officer

Kia ora koutou

It is with regret I advise that Justine White has resigned from her role as Chief Financial Officer and Executive Director of Finance and Corporate Services, Canterbury DHB and West Coast DHB.

Justine came to health 9 years ago after a career in the private sector. She has been a central member of the Executive Team that has navigated the Canterbury Health System through its most challenging period, and a key leader in the transformation of health services on the West Coast.

Justine has led the implementation of new finance and procurement systems. She has successfully driven large scale change, including the in-sourcing of food and cleaning services that have driven millions of dollars of efficiencies and enabled more care within constrained resources. She led the settlement of one of New Zealand's largest ever insurance payments following the Canterbury earthquakes. She has also played an essential role in Canterbury's facility repair and construction programme, which is the largest ever capital development programme in the history of New Zealand's public health system.

Justine has also provided leadership nationally. Since 2012, she has chaired the 20 DHB Chief Financial Officers group, a role which she continues today. She has led the redesign of the insurance programme for all 20 DHBs, and she is currently a central contributor to the implementation of the national finance and procurement system across the sector.

I have worked with many Chief Financial Officers in my career. Justine is without doubt an absolutely gifted CFO and a talented strategist and leader. She has made a hugely positive difference to health services in Canterbury and on the West Coast, and I wish her every success for the future.

Justine is leaving to take up the role of Chief Financial Officer for the Auckland District Health Board. In a statement released in Auckland this morning by Ailsa Claire - CEO, she says "Auckland DHB is thrilled to have attracted a Chief Financial Officer of Justine's calibre, and we look forward to welcoming her soon."

Justine's last working day is Friday 28 August 2020.

Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

T: 03 364 4110 (ext 62110) | E: david.meates@cdhb.health.nz

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Values – Ā Mātou Uara

Kathleen Smitheram

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**From:** David Meates  
**Sent:** Wednesday, 5 August 2020 2:42 PM  
**To:** Justine White; Michael Frampton  
**Subject:** Fwd: Resignation of Justine White, Chief Financial Officer  
**Attachments:** image001.jpg

How should I respond?

David Meates MNZM  
 CEO Canterbury and West Coast DHBs

Begin forwarded message:

**From:** John Hansen <John.Hansen@cdhb.health.nz>  
**Date:** 5 August 2020 at 2:33:34 PM NZST  
**To:** David Meates <David.Meates@cdhb.health.nz>  
**Subject:** Re: Resignation of Justine White, Chief Financial Officer

David when were you advised of this. She is only giving 3 and a half weeks notice.

Sent from my iPad

On 5/08/2020, at 12:17, David Meates <David.Meates@cdhb.health.nz> wrote:

Kia ora koutou

It is with regret I advise that Justine White has resigned from her role as Chief Financial Officer and Executive Director of Finance and Corporate Services, Canterbury DHB and West Coast DHB.

Justine came to health 9 years ago after a career in the private sector. She has been a central member of the Executive Team that has navigated the Canterbury Health System through its most challenging period, and a key leader in the transformation of health services on the West Coast.

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Chief Executive | Canterbury District Health Board and West Coast District Health Board

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<image001.jpg>

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Kathleen Smitheram

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**From:** Karalyn van Deursen  
**Sent:** Wednesday, 5 August 2020 2:46 PM  
**To:** Justine White; David Meates; Michael Frampton  
**Subject:** FW: Justine White resignation [EXTERNAL SENDER]

Please see draft responses below. Feel free to edit. Deadline 3.30pm

**From:** 9(2)(a)  
**Sent:** Wednesday, 5 August 2020 2:26 PM  
**To:** Communications <[Communications@cdhb.health.nz](mailto:Communications@cdhb.health.nz)>  
**Subject:** Justine White resignation [EXTERNAL SENDER]

Hi.

We're aware that Justine White has resigned from her role as chief financial officer and executive director of finance and corporate services for the Canterbury and West Coast DHBs.

I have some questions about this.

1. Who will replace her in her role? **tbc**
2. If no one has been selected for the role yet, what is the DHB's plan for ensuring things go smoothly until that happens? I.e. will someone step into the role in the short-term and if so, who? **An acting CFO will be appointed**
3. Given the news of Justine's resignation comes just a day after David Meates announced he is resigning as chief executive, and two other staff on the management team have also resigned recently, does this indicate the DHB is in turmoil? Why/ why not? **Timing is a coincidence and her new role presents a fantastic opportunity for Justine to utilise her many skills at NZ's biggest DHB. Please see the staff notice below.**
4. Was David's resignation the reason for Justine now resigning? Why/ why not? **See above.**

Can I please have a response to these questions by 3.30pm today (Wednesday) so we can make our Star print deadline for today and update our online story?

*Sent on behalf of David Meates, Chief Executive Officer, Canterbury DHB*

Kia ora koutou

It is with regret I advise that Justine White has resigned from her role as Chief Financial Officer and Executive Director of Finance and Corporate Services, Canterbury DHB and West Coast DHB.

Justine came to health 9 years ago after a career in the private sector. She has been a central member of the Executive Team that has navigated the Canterbury Health System through its most challenging period, and a key leader in the transformation of health services on the West Coast.

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facility repair and construction programme, which is the largest ever capital development programme in the history of New Zealand's public health system.

Justine has also provided leadership nationally. Since 2012, she has chaired the 20 DHB Chief Financial Officers group, a role which she continues today. She has led the redesign of the insurance programme for all 20 DHBs, and she is currently a central contributor to the implementation of the national finance and procurement system across the sector.

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Justine's last working day is Friday 28 August 2020.

Ngā mihi  
David

Kind regards.



Kathleen Smitheram

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**From:** Karalyn van Deursen  
**Sent:** Wednesday, 5 August 2020 3:11 PM  
**To:** David Meates; Justine White; Michael Frampton; Carolyn Gullery  
**Subject:** FW: Updated - draft statement

FYI – the statement below (a combo of two drafts sent through) is about to go to media who have asked the ‘what’s the plan?’ question.

**From:** Karalyn van Deursen  
**Sent:** Wednesday, 5 August 2020 3:04 PM  
**To:** John Hansen <John.Hansen@cdhb.health.nz>  
**Subject:** Updated - draft statement

How’s this as a combo?

*Please attribute comment to Sir John Hansen, Board Chair, Canterbury DHB*

The Board is working with urgency to address the vacancies resulting from the recent resignations from the executive management team.

A recruitment programme has been initiated and interim solutions will be put in place to ensure Canterbury DHB continues to operate as normal and services are not affected.

Announcements regarding these matters will be made in due course.

The Board is concerned with the size of Canterbury’s deficit and has not made any final decisions on how to reduce the deficit.

Recommendations from the management team will be considered at the next Board meeting.

The Board is determined not to reduce services.

**From:** John Hansen  
**Sent:** Wednesday, 5 August 2020 2:38 PM  
**To:** Karalyn van Deursen <[Karalyn.Vandeursen@cdhb.health.nz](mailto:Karalyn.Vandeursen@cdhb.health.nz)>  
**Subject:** Re: draft statement

How about :

The board is addressing the recent resignations from the senior urgently. A recruitment program has been initiated. Interim solutions will be put in place to ensure the CDHB continues to operate as normal and services will not be affected. Announcements regarding these matters will be made in due course.

Send it to Oli in particular and say I hope to speak to him next week.

Sent from my iPad

On 5/08/2020, at 13:49, Karalyn van Deursen <[Karalyn.Vandeursen@cdhb.health.nz](mailto:Karalyn.Vandeursen@cdhb.health.nz)> wrote:

Hi John – how’s this?

*Please attribute comment to Sir John Hansen, Chair, Canterbury District Health Board*

The Board is concerned with the size of Canterbury's deficit and has not made any final decisions on how to reduce the deficit.  
 Recommendations from the management team will be considered at the next Board meeting.  
 The Board is determined not to reduce services.

ENDS

Plus have received this question from 9(2)(a)

**Would it be possible to get a comment on why so many of the executive management team (four including David Meates since July) have resigned and whether the DHB can function in the short term with these losses?**

Is the answer still: I have nothing further to add to yesterday's statement regarding David Meates' resignation.

Or something like:

The Board will be making an announcement regarding future arrangements in due course.

**From:** John Hansen

**Sent:** Wednesday, 5 August 2020 12:10 PM

**To:** Karalyn van Deursen <[Karalyn.Vandeursen@cdhb.health.nz](mailto:Karalyn.Vandeursen@cdhb.health.nz)>

**Subject:** Re: YESTERDAY'S QUESTIONS: Newsroom query - today's emergency board meeting[EXTERNAL SENDER]

Statement. You can draft something. Along the lives The board is of course concerned about the size of the deficit. The board has not yet made any decision on how to reduce the deficit yet. It will consider recommendations from management at the next meeting but the board is determined not to reduce services.

Sent from my iPad

On 5/08/2020, at 10:26, Karalyn van Deursen  
 <[Karalyn.Vandeursen@cdhb.health.nz](mailto:Karalyn.Vandeursen@cdhb.health.nz)> wrote:

**From:** Karalyn van Deursen **On Behalf Of** Communications

**Sent:** Tuesday, 4 August 2020 12:38 PM

**To:** John Hansen <[John.Hansen@cdhb.health.nz](mailto:John.Hansen@cdhb.health.nz)>

**Subject:** 9(2)(a) today's emergency board meeting[EXTERNAL SENDER]

Hi John – can you advise how you'd like to respond to this query?  
 The Ministry have received something similar.

To Whom It May Concern: I'm a reporter 9(2)(a) I hope you're well.

Can the DHB please state the effect of about \$50m in funding savings for: permanent staff, clinicians, and new hires?

We've been told it might lead to 200 admin jobs being cut, a reduction of about a third in the graduate nursing programme, NETP, and a hiring freeze.

9(2)(a) [REDACTED] has been told the Health Ministry and Lester Levy would like the DHB to essentially double those cuts. Would the DHB care to comment?

Tensions between the Ministry/monitor and the DHB have been described as nasty and ugly. How would the DHB describe them?

Please provide responses from a named person. My deadline is midday today.

Ngā mihi,

9(2)(a) [REDACTED]

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**From:** Sue Nightingale  
**Sent:** Tuesday, 11 August 2020 11:47 AM  
**To:** ashley\_bloomfield@moh.govt.nz  
**Subject:** FW: Interim CEO suggestions

Further discussions today – out of town suggestion

9(2)(a)

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**From:** Sue Nightingale  
**Sent:** Monday, 10 August 2020 6:25 PM  
**To:** [ashley\\_bloomfield@moh.govt.nz](mailto:ashley_bloomfield@moh.govt.nz)  
**Subject:** Interim CEO suggestions

Hi Ashley

Thank you for listening. I find these sorts of conversations difficult and I am aware that this is perhaps the 4<sup>th</sup> time I have contacted you in a similar vein this year. This is not my modus operandi and, in fact, I have never done it before this year.

The names we came up with were:

9(2)(a)

What we need is someone who understands how to manage a complex healthcare system, understands that they do not have all the expertise and is relatively polite and respectful. Unfortunately, these are not the attributes that our board chair may be seeking.

And I think I need to add, which I didn't say, is that we, the clinicians, feel let down by the Ministry and the government. Because of the animosity to our exec or because of a lack of understanding we aren't sure we have been heard. Despite being told that we should be over it, we are not over the earthquake effects: we still have unfixed awful facilities; we get told about how much the government has spent on us when we are aware that a lot of it was reserves and EQ insurance; and we were seriously disadvantaged by the population based funding model post disaster. That is what has led us to this position. We are a very data-savvy organisation and many of us have examined the data. We struggle that the Ministry can have such a disparate view.

I know that we annoy people by saying that we are good – but this organisation has been exceptional, and we are very distressed at now watching its possible disintegration.

Kind Regards  
Sue Nightingale

Kathleen Smitheram

---

**From:** Karalyn van Deursen  
**Sent:** Friday, 14 August 2020 3:14 PM  
**To:** David Meates; Michael Frampton  
**Cc:** Alex Taylor (Communications)  
**Subject:** FW: ASMS statement[EXTERNAL SENDER]

FYI –

Bad luck for us that we haven't announced it already – this is the 2<sup>nd</sup> media query.  
 Will try to draft something now to announce to staff.

kvd

**From:** 9(2)(a)  
**Sent:** Friday, 14 August 2020 3:12 PM  
**To:** Karalyn van Deursen <Karalyn.Vandeursen@cdhb.health.nz>  
**Subject:** ASMS statement[EXTERNAL SENDER]

Hi Karalyn: The ASMS statement has just come out, including that Sue Nightingale has resigned. Can I get confirmation of that, please, and a response to the ASMS statement? They're calling it a leadership crisis.

I'm sure you have it, but here it is:

## MEDIA RELEASE

14 August 2020

### Doctors call for accountability and transparency from Canterbury DHB

Senior doctors at the Canterbury DHB are calling on the Board to front up to staff and to the people of Canterbury.

More than 100 members of the Association of Salaried Medical Specialists and the Canterbury Hospitals' Medical Staff Association met today to discuss a management leadership crisis.

It came as yet another senior executive resigned.

The resignation of the Chief Medical Officer follows that of Chief Executive David Meates and three other members of his executive team this month.

ASMS Executive Director Sarah Dalton says today's resignation will be particularly unsettling for clinical staff who are worried about the future direction and management of the DHB.

She echoed concerns expressed at the meeting about the Board doing much of its business behind closed doors, its singular focus on the deficit and cost-savings, and its failure to engage with or listen to clinical advice.

"Upmost in the minds of specialists is the best possible healthcare for Cantabrians and they feel that is being left out of the equation in the Board's decision-making.

"They need to have confidence that important decisions which will affect health care in the region for decades to come, are transparent, visible and are based on proper engagement with staff.



"Clearly that confidence has been shaken. It's something the Board needs to pay attention to," Sarah Dalton says.

Canterbury DHB is the largest employer in the South Island and the 12<sup>th</sup> largest in the country.

Sarah Dalton says what goes on at Canterbury DHB matters.

"Senior doctors and dentists are conscious that now more than ever, people need confidence in their health leadership. The focus should be on proper provision of services and safe care for patients, rather than decision-making based on politics and number-crunching".

9(2)(a)



Kathleen Smitheram

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**From:** David Meates  
**Sent:** Friday, 14 August 2020 4:48 PM  
**To:** Karalyn van Deursen; Michael Frampton; Susan Fitzmaurice  
**Subject:** RE: Sue Nightingale - Resignation 14 08 2020.docx

Have made a few changes below. Happy for this to go

Ngā mihi

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

T: 03 364 4110 (ext 62110) | E: [david.meates@cdhb.health.nz](mailto:david.meates@cdhb.health.nz)

P O Box 1600, Christchurch 8140

[www.cdhb.health.nz](http://www.cdhb.health.nz) | [www.westcoastdhd.org.nz](http://www.westcoastdhd.org.nz)



Values – Ā Mātou Uara

Care and respect for others - Manaaki me te whakaute i te tangata | Integrity in all we do - Hāpai i ā mātou mahi katoa i runga i te pono |  
 Responsibility for outcomes - Te Takohanga i ngā hua

**From:** Karalyn van Deursen

**Sent:** Friday, 14 August 2020 4:12 PM

**To:** Michael Frampton <[Michael.Frampton@cdhb.health.nz](mailto:Michael.Frampton@cdhb.health.nz)>; David Meates <[David.Meates@cdhb.health.nz](mailto:David.Meates@cdhb.health.nz)>; Susan Fitzmaurice <[Susan.Fitzmaurice@cdhb.health.nz](mailto:Susan.Fitzmaurice@cdhb.health.nz)>

**Subject:** Sue Nightingale - Resignation 14 08 2020.docx

Michael and Susan – can you pls fill in gaps and buff this up?

*Sent on behalf of David Meates, Chief Executive Officer, Canterbury DHB*

Kia ora koutou

It is with regret I advise that Sue Nightingale has resigned from her role as Chief Medical Officer at Canterbury DHB. Sue will continue to work through until the 20<sup>th</sup> December 2020 reflecting her critical role as the Executive lead for Service Continuity and lead for the COVID-19 response.

Sue joined the executive team in September 2016 after 6 years as Chief of Psychiatry at our Specialist Mental Health service.

In her time as Chief Medical Officer Sue has championed clinical ethics, equity, clinical governance, quality improvement and putting people receiving treatment and care at the heart of all we do.

Ensuring the consumer voice is heard and improving the consumer experience of health care are behind Sue's passion to continue to do the right thing and make it better for patients.

Under Sue's watch the Clinical Leaders Group has found its voice and had invaluable input into our facilities development programme and they have worked collaboratively across the system to develop and improve patient-centric models of care. Sue chairs the Clinical Board, is involved with the Canterbury Clinical Network and works closely with the Canterbury Primary Response Group.

Sustainability and ensuring decisions on medical supply purchasing are clinically-led and represent value for money are other areas of responsibility for Sue. She has also worked tirelessly to advocate for the interests of all medical staff.

Sue's leadership has seen her involved in a number of national programmes of work.

On behalf of the Board and EMT, I acknowledge Sue's tremendous contribution to the Canterbury Health System.

Ngā mihi  
David

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Kathleen Smitheram

**From:** Karalyn van Deursen  
**Sent:** Thursday, 20 August 2020 10:38 AM  
**To:** Michael Frampton; David Meates; Susan Fitzmaurice  
**Subject:** RE: Resignations of Mary Gordon, Executive Director of Nursing & Stella Ward, Chief Digital Officer

Thanks – it's not ideal having staff sending me the 9(2)(a) article. Did Sarah Dalton confirm or just hint at who was resigning?

Ngā mihi

**Karalyn van Deursen**  
 Executive Director Communications  
 Canterbury and West Coast District Health Boards  
 Corporate Office, 32 Oxford Terrace, Christchurch  
 T: +64 3 364 4103 or ext. 62103 | M: 027 531 4796

Values – *A matou uara*  
 Care and respect for others – *Manaaki me te kotua i etahi*  
 Integrity in all we do – *Hapai i a matou mahi*  
 Responsibility for outcomes – *Kaiwhakarite i ka hua*



**From:** Michael Frampton  
**Sent:** Thursday, 20 August 2020 10:37 AM  
**To:** Karalyn van Deursen <Karalyn.Vandeursen@cdhb.health.nz>; David Meates <David.Meates@cdhb.health.nz>; Susan Fitzmaurice <Susan.Fitzmaurice@cdhb.health.nz>  
**Subject:** RE: Resignations of Mary Gordon, Executive Director of Nursing & Stella Ward, Chief Digital Officer

My own sense is that this is important to get out. My small edits below.

Ngā mihi  
 Michael

**Michael Frampton**  
 Chief People Officer  
 Canterbury District Health Board and West Coast District Health Board

9(2)(a) E: [michael.frampton@cdhb.health.nz](mailto:michael.frampton@cdhb.health.nz)  
 Level 1, Corporate Office, 32 Oxford Terrace | PO Box 1600 | Christchurch | New Zealand  
[www.cdhb.health.nz](http://www.cdhb.health.nz) | [www.wcdhb.health.nz](http://www.wcdhb.health.nz) | <https://www.linkedin.com/in/michaelframpton/>

**From:** Karalyn van Deursen  
**Sent:** Thursday, 20 August 2020 10:33



**To:** David Meates <[David.Meates@cdhb.health.nz](mailto:David.Meates@cdhb.health.nz)>; Susan Fitzmaurice <[Susan.Fitzmaurice@cdhb.health.nz](mailto:Susan.Fitzmaurice@cdhb.health.nz)>; Michael Frampton <[Michael.Frampton@cdhb.health.nz](mailto:Michael.Frampton@cdhb.health.nz)>

**Subject:** Resignations of Mary Gordon, Executive Director of Nursing & Stella Ward, Chief Digital Officer

*Can I send this out to all staff now that it's all in the media?*

*Sent on behalf of David Meates, Chief Executive*

News of [the resignations this morning](#) of Mary [Gordon - Executive Director of Nursing](#) and Stella [Ward - Chief Digital Officer](#) just prior to today's Board meeting has been made public.

We will circulate further details later on, but in the meantime, I can confirm - with regret - that both Mary and Stella have resigned today.

David Meates, MNZM

Chief Executive | Canterbury District Health Board and West Coast District Health Board

T: 03 364 4110 (ext 62110) | E: [david.meates@cdhb.health.nz](mailto:david.meates@cdhb.health.nz)

P O Box 1600, Christchurch 8140

[www.cdhb.health.nz](http://www.cdhb.health.nz) | [www.westcoastdhd.org.nz](http://www.westcoastdhd.org.nz)



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Responsibility for outcomes - Te Takohanga i ngā hua

Kathleen Smitheram

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**From:** David Meates  
**Sent:** Thursday, 20 August 2020 2:36 PM  
**To:** Karalyn van Deursen; Carolyn Gullery; Justine White; Stella Ward; Michael Frampton; Mary Gordon (Executive Director of Nursing); Sue Nightingale  
**Subject:** draft joint statement re resignations  
**Attachments:** draft joint statement re resignations.docx

Please find attached a draft copy of a statement that the Chair is keen to go out today.

I would appreciate any thoughts / comments etc

RELEASED UNDER THE OFFICIAL INFORMATION ACT

***A message on behalf of Sir John Hansen, Board Chair and David Meates, Chief Executive***

We advise with regret, that today we received the resignations of Mary Gordon - Executive Director of Nursing and Stella Ward - Chief Digital Officer just prior to today's Board meeting.

We know that news of today's resignations on top of the recent resignations of some of their executive team colleagues is unsettling for everyone. It is so important that as a health system we continue to focus on providing the best possible care to our community.

Thank you in advance to those who have agreed to step into acting roles to cover their leaders who are departing. We have every confidence in your abilities and appreciate it will be challenging. Further details on acting arrangement given the announcements today will be confirmed on Monday.

We are aware that there has been real concerns being expressed about the level of savings being required to be delivered by the CDHB and the impact that would have on the level of services provided across the Canterbury Health system. Figures of \$90m plus have been circulating which has also increased the level of uncertainty and disquiet right across the organisation. With this in mind the Board today have endorsed an Annual Plan to be submitted to the MOH which is underpinned by a \$56m savings plan. While this will be a challenge it is something that this organisation has demonstrated over and over again, its ability to deliver. It also gives certainty as to what we are all aiming to achieve.

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Kathleen Smitheram

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**From:** Carolyn Gullery  
**Sent:** Thursday, 20 August 2020 2:39 PM  
**To:** David Meates  
**Cc:** Karalyn van Deursen; Justine White; Stella Ward; Michael Frampton; Mary Gordon (Executive Director of Nursing); Sue Nightingale  
**Subject:** Re: draft joint statement re resignations

Think it is good

Sent from my iPhone  
Carolyn.gullery@cdhb.health.nz

On 20/08/2020, at 2:35 PM, David Meates <David.Meates@cdhb.health.nz> wrote:

Please find attached a draft copy of a statement that the Chair is keen to go out today.

I would appreciate any thoughts / comments etc  
<draft joint statement re resignations.docx>

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Kathleen Smitheram

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**From:** Sue Nightingale  
**Sent:** Thursday, 20 August 2020 3:17 PM  
**To:** David Meates  
**Cc:** Karalyn van Deursen; Carolyn Gullery; Justine White; Stella Ward; Michael Frampton; Mary Gordon (Executive Director of Nursing)  
**Subject:** Re: draft joint statement re resignations

There seems to be a bit missing about how wonderful they are and what a sad loss they will be?

Sent from my iPad

On 20/08/2020, at 2:35 PM, David Meates <David.Meates@cdhb.health.nz> wrote:

Please find attached a draft copy of a statement that the Chair is keen to go out today.

I would appreciate any thoughts / comments etc  
<draft joint statement re resignations.docx>

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Kathleen Smitheram

---

**From:** Karalyn van Deursen  
**Sent:** Monday, 24 August 2020 7:37 PM  
**To:** David Meates; Michael Frampton; Carolyn Gullery  
**Subject:** Fwd: Unravelling Truths In Canterbury District Health Board Leadership Meltdown Scandal

Nga mihi

Karalyn van Deursen  
 Executive Director Communications  
 Canterbury & West Coast District Health Boards  
 Oxford Terrace  
 Christchurch  
 e karalyn.vandeursen@cdhb.health.nz  
 p +64 27 531 4796 or +64 3 364 4103  
 @karalynvand @canterburydhhb

Begin forwarded message:

**From:** Scoop Outgoing News <outgoing-news@scoop.co.nz>  
**Date:** 24 August 2020 at 7:02:14 PM NZST  
**Subject:** Unravelling Truths In Canterbury District Health Board Leadership Meltdown Scandal  
**Reply-To:** The Scoop Editor <editor@scoop.co.nz>

## Newsagent

### Unravelling Truths In Canterbury District Health Board Leadership Meltdown Scandal

Monday, 24 August 2020 6:56 pm | Ian Powell Opinion

Tags: Top Scoops, Healthcare Industry, Newsworthy, Health Policy, General Politics, Local Government.

The more debate continues over a scandal, the more inconvenient truths unravel. The meltdown of the executive leadership (senior management) team at Canterbury District Health Board (CDHB) is no exception to this truism.

It is now clear that a decision in June 2019 was made in Wellington by then Minister of Health David Clark, almost certainly on the advice of his Director-General Ashley Bloomfield which set what was to follow in train. He appointed Lester Levy crown monitor for CDHB. It was an incompetent decision based on highly questionable advice with an objective of bringing CDHB's leadership into line over a dispute involving the DHB's deficit without regard to its prime cause.

### Crown Monitor role



Crown monitors are rarely used in DHBs. They monitor, advise and report to the Minister and Ministry on the performance of DHBs that are considered to be struggling financially. They are not Board members.

It was extraordinary that Clark would reach out to a National Party favourite to deal to those he had previously praised when in opposition. Levy's track record in the 3 previous DHBs where he had been Chair of their Boards soon led to the resignations of all 3 chief executives (1 was justified and the other 2 scapegoated).

From June 2019 it was clear that Canterbury Chief Executive David Meates would be the fourth. There was a consistent narrative in the first 3 DHBs that continued with Canterbury – the DHB was in a state of crisis (none were) and Levy was the solution (modesty wasn't a consideration).

There were 3 other reasons why this was a surprise Ministerial appointment. It was common knowledge that following Levy's appointment as Chair of the third DHB (Counties Manukau) its workforce morale plummeted.

Second, CDHB's leadership was from the school of low transaction cost relational decision-making whereas Levy was from the opposite school of high transaction cost contractualism and managerialism; a clear cultural clash.

Third, Levy had been the deputy chair of Health Benefits Ltd, a crown entity charged with developing shared support services between DHBs. He had pushed strongly for the Compass catering company to extend its coverage of DHBs. Many DHBs such as Canterbury resisted this pressure. Shortly before controversy over the contracting process and patient food quality became public he quietly resigned. Curiously his HBL involvement doesn't appear on his Wikipedia profile.

## **Deficit dispute**

The dispute between Minister Clark (and the Health Ministry) and CDHB over the approved deficit as part of the 2019-20 annual plan continued with the Minister refusing to sign the plan by the end of the financial year on 30 June. This was highly unusual indicating strong political and bureaucratic antipathy from Wellington.

In December, the Minister chose not to reappoint the CDHB Board Chair John Wood and his deputy Maui Solomon, both of whom recognised the effectiveness of the relational leadership culture. They were inconvenient. New Chair John Hansen turned out to be more responsive to the central government position and much less inclined to fight for the needs of the Canterbury population on matters where his political masters took a different view, which is presumably why he was appointed.

As has been previously discussed, despite these difficulties, the executive management team managed to submit to the Health Ministry a draft annual plan for the 2020-21 financial year with a \$145 million deficit (including a savings plan for \$56 million on estimated total costs) and a pathway to breakeven within 3 years. The Ministry, supported by Lester Levy, rejected it and said the deficit must be \$90 million.

To my surprise the Board supported the \$145 million deficit at its meeting on 20 August although not unanimously (neither did Levy). This was unquestionably due to



the public outcry of Canterbury senior doctors, nurses and other staff and the continued advocacy of the largely outgoing executive management team. This throws the ball firmly back in the court of the Health Ministry and Health Minister Chris Hipkins where it belongs.

This morning Lester Levy was interviewed on Radio New Zealand's 'Nine to Noon' programme. He made a number of assertions that I considered to be disingenuous. One was that ordinary operational expenses (rather than structural ones linked to earthquake driven rebuilding) were a significant driver of the current deficit.

The main drivers are the intertwined deadly combination of capital charges, depreciation and big delays to the new Hagley building (acute services block). The refutation of Levy's claim is that in CDHB's proposed plan for the current financial year the continued Hagley delay accounts for \$18 million additional outsourcing to the private sector. Without that delay CDHB would have a \$9 million surplus on operational expenses (excluding those driven by structural rebuild drivers).

The executive management team has for some years advised that CDHB would be able to breakeven 2 years after Hagley was opened (it still isn't). The enormous irony is that the Health Ministry is responsible for the Hagley building, not CDHB, and consequently responsible for the high deficit.

An inevitable but avoidable consequence of all this turmoil is not so much the deficit argument as important as this is. It is a clash of leadership cultures and the principles upon which a modern public health system should function including that what makes good clinical sense also makes good financial sense. It has led to a well-performing DHB relative to other DHBs spiralling downwards and out-of-control.

This clash of cultures has inevitably led to a toxic environment between the Board and the senior staff that report to it and a loss of trust and confidence from the wider health professional workforce upon whom it depends.

### **Minister must step up**

Minister Hipkins must intervene. He must require that the Board Chair be replaced with someone in tune with a relational leadership culture that has done so well for Canterbury during over a decade of natural disasters and mass murder. The crown monitor similarly must be replaced. Finally he needs to require a change of direction from his Health Ministry away from this adversarial relationship.

It's time to step up Chris. The Board and Crown Monitor are accountable, but the Minister is responsible.

<https://www.scoop.co.nz/stories/HL2008/S00183.htm>

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**From:** [Carolyn Gullery](#)  
**To:** [David Meates](#)  
**Cc:** [carolyn.gullery@gmail.com](mailto:carolyn.gullery@gmail.com)  
**Subject:** FW: Equity movements CDHB since 2012/13  
**Date:** Tuesday, 25 August 2020 11:37:40 AM  
**Attachments:** 9(2)(i)(j) [REDACTED]  
**Importance:** High

---

**From:** Justine White  
**Sent:** Tuesday, 25 August 2020 10:39 a.m.  
**To:** Carolyn Gullery <[Carolyn.Gullery@cdhb.health.nz](mailto:Carolyn.Gullery@cdhb.health.nz)>  
**Subject:** FW: Equity movements CDHB since 2012/13  
**Importance:** High

**Justine White**  
 Executive Director Finance & Corporate Services  
 Canterbury District Health Board & West Coast District Health Board  
 9(2)(a) [REDACTED]

---

**From:** Justine White  
**Sent:** Tuesday, 2 June 2020 1:01 p.m.  
**To:** [john.hazeldine@health.govt.nz](mailto:john.hazeldine@health.govt.nz); [john\\_hazeldine@moh.govt.nz](mailto:john_hazeldine@moh.govt.nz)  
**Cc:** [Michelle.Arrowsmith@health.govt.nz](mailto:Michelle.Arrowsmith@health.govt.nz)  
**Subject:** RE: Equity movements CDHB since 2012/13  
**Importance:** High

Hi John

It would be appreciated if you could provide a response in regard to my query below?

Thanks

**Justine White**  
 Executive Director Finance & Corporate Services  
 Canterbury District Health Board & West Coast District Health Board  
 9(2)(a) [REDACTED]

---

**From:** Justine White  
**Sent:** Thursday, 21 May 2020 11:50 a.m.  
**To:** [john.hazeldine@health.govt.nz](mailto:john.hazeldine@health.govt.nz); [john\\_hazeldine@moh.govt.nz](mailto:john_hazeldine@moh.govt.nz)  
**Subject:** Equity movements CDHB since 2012/13

Hi John

Wonder if you can assist me with this please, appreciate that this may not be within your

normal realm these days but given you have had a continued involvement with the CDHB over this time, your recollection of events would be great.

Recently Lester indicated that he had information from the Ministry that CDHB had received '\$700m in equity from the Ministry over the last few years.

In an attempt to understand how this number has been derived, I have had the team reconcile movements since 2012/13 (**see attached**).

As far as I can see in order to get to the \$700m it would appear that the Debt:Equity swap (which as you know was essentially neutral to DHBs) has been included, it would also appear to have included the EQPOW drawdowns, yet has not factored in that the EQPOW and the Burwood equity drawdowns were precipitated by a return of equity by the CDHB.

As I see it, if we are looking at a net equity movement over this time period it would appear that the total net equity received by the CDHB is circa \$23m – can you review the attached and confirm if you would agree with this, or if you disagree, what we have omitted?

Regards

**Justine White**

Executive Director, Finance & Corporate Services  
Canterbury District Health Board & West Coast District Health Board  
PO Box 1600 Christchurch 8140

9(2)(a)

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DHB Logo from Web Page



[www.westcoastdhb.org.nz](http://www.westcoastdhb.org.nz)

Please consider the environment before printing this email

**From:** [Carolyn Gullery](#)  
**To:** [David Meates](#)  
**Subject:** FW: Updated Executive Management Team Response to the Canterbury DHB Task Force Review Phase 1 Version 2  
**Date:** Thursday, 3 September 2020 4:52:06 PM  
**Attachments:** 9(2)(i)(j) [REDACTED]

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**From:** Carolyn Gullery  
**Sent:** Saturday, 29 August 2020 1:15 p.m.  
**To:** Anna Craw <Anna.Craw@cdhb.health.nz>  
**Subject:** Updated Executive Management Team Response to the Canterbury DHB Task Force Review Phase 1 Version 2

Please forward to 9(2)(a) [REDACTED] . It has some errors corrected

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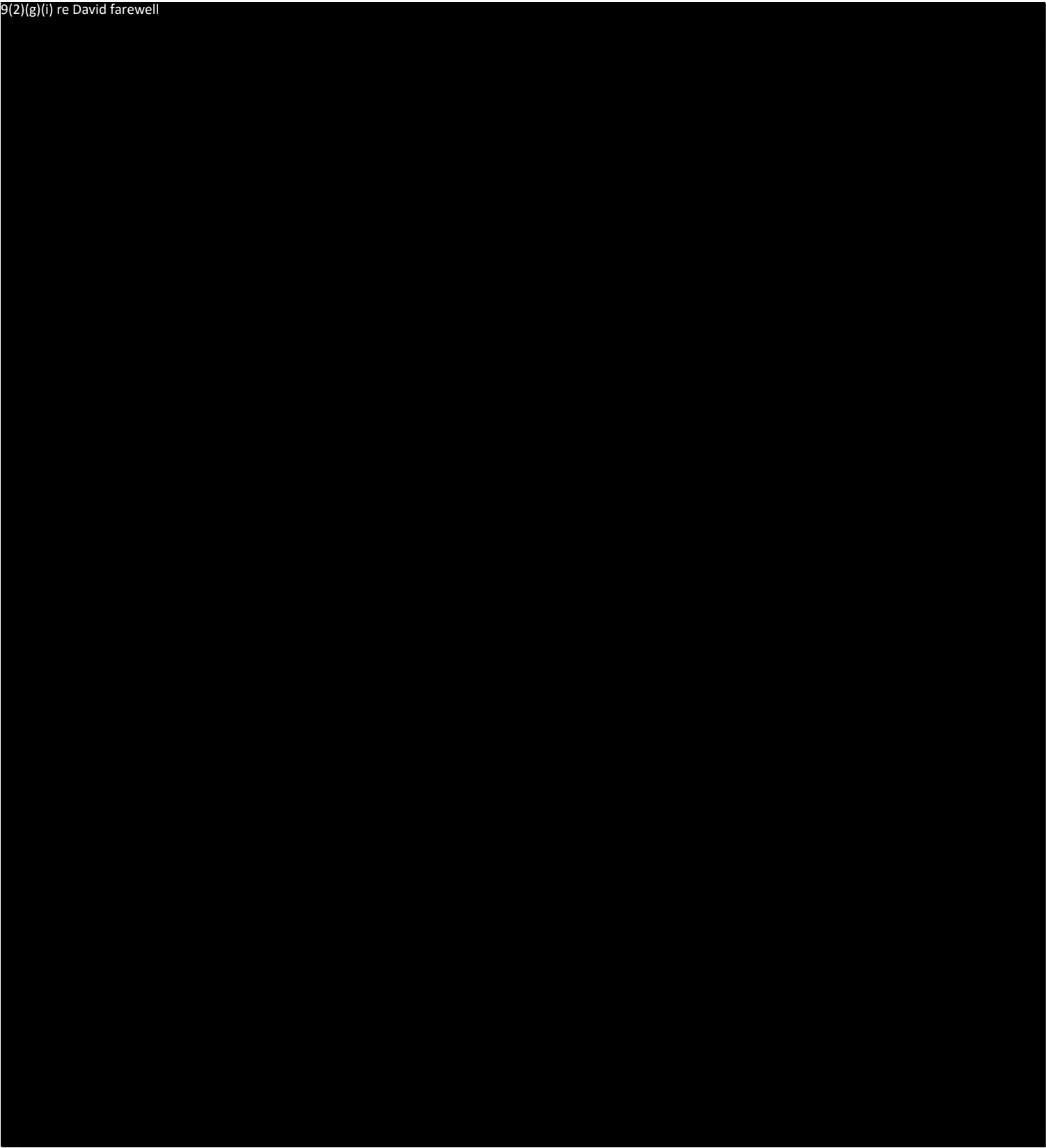


Kathleen Smitheram

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**From:** Jacqui Lunday Johnstone  
**Sent:** Thursday, 3 September 2020 10:06 AM  
**To:** 'Jo Kane'  
**Subject:** RE: Today's agenda [EXTERNAL SENDER]

9(2)(g)(i) re David farewell



**AGENDA – PUBLIC**

**CANTERBURY DISTRICT HEALTH BOARD  
EMERGENCY MEETING**

**to be held in the Board Room, Level 1, 32 Oxford Terrace, Christchurch  
Tuesday, 4 August 2020 commencing at 12.30pm**

|   |  |  |                |
|---|--|--|----------------|
|   | Apologies  |  | 12.30pm        |
| 1.  | <a href="#">Conflict of Interest Register</a>    |  |                |
| 2.  | <a href="#">Resolution to Exclude the Public</a> |  |                |
|   |  |  |                |
| <b>ESTIMATED FINISH TIME – PUBLIC MEETING</b> |  |  | <b>12.35pm</b> |

**NEXT MEETING  
Thursday, 20 August 2020 at 9.30am**

## ATTENDANCE

### CANTERBURY DISTRICT HEALTH BOARD MEMBERS

Sir John Hansen (Chair)  
Gabrielle Huria (Deputy Chair)  
Barry Bragg  
Catherine Chu  
Andrew Dickerson  
James Gough  
Jo Kane  
Aaron Keown  
Naomi Marshall  
Ingrid Taylor

### Executive Support

David Meates – *Chief Executive*  
Evon Currie – *General Manager, Community & Public Health*  
Michael Frampton – *Chief People Officer*  
Mary Gordon – *Executive Director of Nursing*  
Carolyn Gullery – *Executive Director Planning, Funding & Decision Support*  
Jacqui Lunday-Johnstone – *Executive Director of Allied Health, Scientific & Technical*  
Hector Matthews – *Executive Director Maori & Pacific Health*  
Sue Nightingale – *Chief Medical Officer*  
Karalyn Van Deursen – *Executive Director of Communications*  
Stella Ward – *Chief Digital Officer*  
Justine White – *Executive Director Finance & Corporate Services*  
Anna Crow – *Board Secretariat*  
Kay Jenkins – *Executive Assistant, Governance Support*

**BOARD ATTENDANCE SCHEDULE – 2020**

**Canterbury**  
District Health Board  
Te Roari Hauora o Waitaha

| NAME                              | 25/02/20 | 19/03/20 | 16/04/20 | 01/05/20<br>SM | 21/05/20 | 18/06/20 | 16/07/20         | 20/08/20 | 17/09/20 | 15/10/20 | 19/11/20 | 17/12/20 |
|-----------------------------------|----------|----------|----------|----------------|----------|----------|------------------|----------|----------|----------|----------|----------|
| Sir John Hansen (Chair)           | √        | √        | √        | √              | √        | √        | √                |          |          |          |          |          |
| Gabrielle Huria<br>(Deputy Chair) | √        | √        | √        | √              | √        | √        | ^                |          |          |          |          |          |
| Barry Bragg                       | ^        | √        | √        | √              | √        | √        | √                |          |          |          |          |          |
| Sally Buck                        | #        | ^        | ~        | ~              | ~        | ~        | **<br>08/07/2020 |          |          |          |          |          |
| Catherine Chu                     | ^        | √        | √        | √              | √        | √        | ^                |          |          |          |          |          |
| Andrew Dickerson                  | √        | √        | √        | √              | √        | √        | √                |          |          |          |          |          |
| James Gough                       | √        | √        | √        | √              | √        | √        | √                |          |          |          |          |          |
| Jo Kane                           | √        | √        | √        | √              | √        | √        | √                |          |          |          |          |          |
| Aaron Keown                       | √        | √        | √        | √              | √        | √        | √                |          |          |          |          |          |
| Naomi Marshall                    | √        | √        | √        | √              | √        | √        | √                |          |          |          |          |          |
| Ingrid Taylor                     | √        | √        | √        | √              | √        | √        | √                |          |          |          |          |          |

√ Attended  
x Absent  
# Absent with apology  
^ Attended part of meeting  
~ Leave of absence  
\* Appointed effective  
\*\* No longer on the Board effective



# CONFLICTS OF INTEREST REGISTER

## CANTERBURY DISTRICT HEALTH BOARD

### (CDHB)

**Canterbury**  
District Health Board  
Te Poari Hauora o Waitaha

(As disclosed on appointment to the Board/Committee and updated from time-to-time, as necessary)

|   |   |
|---|---|
| <p><b>Sir John Hansen</b><br/>Chair CDHB</p>        | <p><b>Bone Marrow Cancer Trust</b> – Trustee</p> <p><b>Canterbury Clinical Network Alliance Leadership Team</b> - Chair</p> <p><b>Canterbury Clinical Network Oxford and Surrounding Area Health Services Development Group</b> - Member</p> <p><b>Canterbury Cricket Trust</b> - Member</p> <p><b>Christchurch Casino Charitable Trust</b> - Trustee</p> <p><b>Court of Appeal, Solomon Islands, Samoa and Vanuatu</b></p> <p><b>Dot Kiwi</b> – Director and Shareholder</p> <p><b>Judicial Control Authority (JCA) for Racing</b> – Appeals Tribunal Member<br/>The JCA is an independent statutory authority constituted under the Racing Act. The JCA ensures that judicial and appeal proceedings in thoroughbred and harness racing are heard and decided fairly, professionally, efficiently and in a consistent and cost effective manner.</p> <p><b>Ministry Primary Industries, Costs Review Independent Panel</b></p> <p><b>Rulings Panel Gas Industry Co Ltd</b></p> <p><b>Sir John and Ann Hansen's Family Trust</b> – Ingrid Taylor sits as independent Trustee; and provides legal services to the Trust and to Sir John and Ann Hansen.</p> |
| <p><b>Gabrielle Huria</b><br/>Deputy Chair CDHB</p> | <p><b>Nitrates in Drinking Water Working Group</b> – Member<br/>A discussion forum on nitrate contamination of drinking water.</p> <p><b>Pegasus Health Limited</b> – Sister is a Director<br/>Primary Health Organisation (PHO).</p> <p><b>Rawa Hohepa Limited</b> – Director<br/>Family property company.</p> <p><b>Sumner Health Centre</b> – Daughter is a General Practitioner (GP)<br/>Doctor's clinic.</p> <p><b>Te Runanga o Ngai Tahu</b> – General Manager<br/>Tribal Entity.</p> <p><b>The Royal New Zealand College of GPs</b> – Sister is an “appointed independent Director” College of GPs.</p>  |

|                                |   |
|--------------------------------|---|
| <p><b>Barry Bragg</b></p>      | <p><b>Air Rescue Services Limited</b> - Director<br/>Subsidiary of the Canterbury West Coast Air Rescue Trust. Has gaming licenses with specified purpose of fundraising for air rescue services.</p> <p><b>Canterbury West Coast Air Rescue Trust</b> – Trustee<br/>The Trust has a services agreement with Garden City Helicopters for the provision of air rescue and air ambulance services. Garden City Helicopters has a long-term air ambulance contract with the CDHB.</p> <p><b>Farrell Construction Limited</b> - Shareholder<br/>Farrell's Construction Limited is a commercial and light commercial construction company based in Christchurch.</p> <p><b>New Zealand Flying Doctor Service Trust</b> – Trustee<br/>The Trust has a services agreement with Garden City Helicopters for the provision of air ambulance services. Garden City Helicopters has a long-term air ambulance contract with the CDHB.</p> <p><b>Ngai Tahu Farming</b> – Chairman<br/>Farming interests in North Canterbury and Queenstown Lakes District and Forestry interests in Canterbury, West Coast and Otago regions.</p> <p><b>Paenga Kupenga Limited</b> – Chair<br/>Commercial arm of Ngai Tuahuriri Runanga</p> <p><b>Quarry Capital Limited</b> – Director<br/>Property syndication company based in Christchurch</p> <p><b>Stevenson Group Limited</b> – Deputy Chairman<br/>Property interests in Auckland and mining interests on the West Coast.</p> <p><b>Verum Group Limited</b> – Director<br/>Verum Group Limited provides air quality testing and asbestos sampling and analysis services; methamphetamine contamination testing; dust; gas and noise workplace monitoring services in New Zealand. There is the potential for future work with the CDHB.</p> |
| <p><b>Catherine Chu</b></p>    | <p><b>Christchurch City Council</b> – Councillor<br/>Local Territorial Authority</p> <p><b>Riccarton Rotary Club</b> – Member</p> <p><b>The Canterbury Club</b> – Member</p>  |
| <p><b>Andrew Dickerson</b></p> | <p><b>Canterbury Health Care of the Elderly Education Trust</b> - Chair<br/>Promotes and supports teaching and research in the care of older people. Recipients of financial assistance for research, education or training could include employees of the CDHB.</p> <p><b>Canterbury Medical Research Foundation</b> - Member<br/>Provides financial assistance for medical research in Canterbury. Recipients of financial assistance for research, education or training could include employees of the CDHB.</p> <p><b>Heritage NZ</b> - Member</p>   |

|                    |   |
|--------------------|---|
|                    | <p>Heritage NZ's mission is to promote the identification, protection, preservation and conservation of the historical and cultural heritage of New Zealand. It identifies, records and acts in respect of significant ancestral sites and buildings. CDHB owns buildings that may be considered to have historical significance and Heritage NZ has already been involved with CDHB buildings.</p> <p><b>Maia Health Foundation - Trustee</b><br/>Is a charitable trust established to support health care in the CDHB area. Current projects include fundraising for a rooftop helipad and enhancements to the children's wards at Christchurch Hospital.</p> <p><b>NZ Association of Gerontology - Member</b><br/>Professional association that promotes the interests of older people and an understanding of ageing.</p>   |
| <b>James Gough</b> | <p><b>Amyes Road Limited</b> – Shareholder<br/>Formally Gough Group/Gough Holdings Limited. Currently liquidating.</p> <p><b>Christchurch City Council</b> – Councillor<br/>Local Territorial Authority. Includes appointment to Fendalton/Waimairi/Harewood Community Board</p> <p><b>Christchurch City Holdings Limited (CCHL)</b> – Director<br/>Holds and manages the Council's commercial interest in subsidiary companies.</p> <p><b>Civic Building Limited</b> – Chairman<br/>Council Property Interests, JV with Ngai Tahu Property Limited.</p> <p><b>Countrywide Residential (2018) Limited</b> – Director/Shareholder<br/>Residential Property Development</p> <p><b>Gough Corporation Holdings Limited</b> – Director/Shareholder<br/>Holdings company.</p> <p><b>Gough Property Corporation Limited</b> – Director/Shareholder<br/>Manages property interests.</p> <p><b>The Antony Gough Trust</b> – Trustee<br/>Trust for Antony Thomas Gough</p> <p><b>The McLean Institute Trust</b> – Trustee<br/>Trust for the McLean Institute</p> <p><b>The Russley Village Limited</b> – Shareholder<br/>Retirement Village. Via the Antony Gough Trust</p> <p><b>The Terrace Car Park Limited</b> – (Alternate) Director<br/>Property company – manages The Terrace car park (under construction)</p> <p><b>The Terrace On Avon Limited</b> – (Alternate) Director<br/>Property company – manages The Terrace.</p> |
| <b>Jo Kane</b>     | <p><b>Christchurch Resettlement Services - Member</b><br/>Christchurch Resettlement Services provides a range of services to people from refugee and migrant backgrounds. It works alongside refugee communities in delivering services that aim to achieve positive resettlement outcomes.</p>   |

|                       |   |
|-----------------------|---|
|                       | <p><b>HurriKane Consulting</b> – Project Management Partner/Consultant<br/>A private consultancy in management, communication and project management. Any conflicts of interest that arise will be disclosed/advised.</p> <p><b>Latimer Community Housing Trust</b> – Project Manager<br/>Delivers social housing in Christchurch for the vulnerable and elderly in the community.</p> <p><b>NZ Royal Humane Society</b> – Director<br/>Provides an awards system for acts of bravery in New Zealand. It is not anticipated any conflicts of interest will arise.</p>   |
| <b>Aaron Keown</b>    | <p><b>Christchurch City Council</b> – Councillor and Community Board Member<br/>Elected member and of the Fendalton/Waimairi/Harewood Community Board.</p> <p><b>Christchurch City Council</b> – Chair of Disability Issues Group</p> <p><b>Grouse Entertainment Limited</b> – Director/Shareholder</p>   |
| <b>Naomi Marshall</b> | <p><b>Riccarton Clinic &amp; After Hours</b> – Employee<br/>Employed as a Nurse. Riccarton Clinic &amp; After Hours provides general practice and after-hours care. It is part privately and PHO funded. The PHO receives funding from the CDHB.</p>  |
| <b>Ingrid Taylor</b>  | <p><b>Loyal Canterbury Lodge (LCL) – Manchester Unity</b> – Trustee<br/>LCL is a friendly society, administering funds for the benefit of members and often makes charitable donations. One of the recipients of such a donation may have an association with the CDHB.</p> <p><b>Manchester Unity Welfare Homes Trust Board (MUWHTB)</b> – Trustee<br/>MUWHTB is a charitable Trust providing financial assistance to organisations in Canterbury associated with the care and assistance of older persons. Recipients of financial assistance may have an association with the CDHB.</p> <p><b>Sir John and Ann Hansen's Family Trust</b> – Independent Trustee.</p> <p><b>Taylor Shaw</b> – Partner<br/>Taylor Shaw has clients that are employed by the CDHB or may have contracts for services with the CDHB that may mean a conflict or potential conflict may arise from time to time. Such conflicts of interest will need to be addressed at the appropriate time.</p> <ul style="list-style-type: none"> <li>I / Taylor Shaw have acted as solicitor for Bill Tate and family.</li> </ul> <p><b>The Youth Hub</b> – Trustee<br/>The Youth Hub is a charitable Trust established to provide residential and social services for the Youth of Canterbury, including services for mental health and medical care that may include involvement with the CDHB.</p> |



**RESOLUTION TO EXCLUDE THE PUBLIC**
**TO:** Chair and Members, Canterbury District Health Board

**PREPARED BY:** Anna Crow, Board Secretariat

**APPROVE BY:** Justine White, Executive Director, Finance & Corporate Services

**DATE:** 4 August 2020

 Report Status – For: Decision ☒ Noting ☐ Information ☐
**1. ORIGIN OF THE REPORT**

The following agenda items for the meeting are to be held with the public excluded. This section contains items for discussion that require the public to be excluded for the reasons set out below. The New Zealand Public Health and Disability Act 2000 (the *Act*), Schedule 3, Clauses 32 and 33, and the Canterbury DHB Standing Orders (which replicate the Act) set out the requirements for excluding the public.

**2. RECOMMENDATIONS**

That the Board:

- i resolves that the public be excluded from the following part of the proceedings of this meeting, namely item 1;
- ii. notes that the general subject of each matter to be considered while the public is excluded and the reason for passing this resolution in relation to each matter and the specific grounds under Schedule 3, Clause 32 of the Act in respect to these items are as follows:

|    | GENERAL SUBJECT OF EACH MATTER TO BE CONSIDERED | GROUND(S) FOR THE PASSING OF THIS RESOLUTION   | REFERENCE – OFFICIAL INFORMATION ACT 1982 (Section 9) |
|----|---|--|---|
| 1. | Staffing Numbers                                | Protect the privacy of natural persons. To carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). | S9(2)(a)<br>s9(2)(j)                                  |

- iii notes that this resolution is made in reliance on the Act, Schedule 3, Clause 32 and that the public conduct of the whole or the relevant part of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under any of sections 6, 7 or 9 (except section 9(2)(g)(i)) of the Official Information Act 1982.

**3. SUMMARY**

The Act, Schedule 3, Clause 32 provides:

*“A Board may by resolution exclude the public from the whole or any part of any meeting of the Board on the grounds that:*

- (a) *the public conduct of the whole or the relevant part of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under any of sections 6, 7 or 9 (except section 9(2)(g)(i)) of the Official Information Act 1982.*

In addition Clauses (b) (c) (d) and (e) of Clause 32 provide further grounds on which a Board may exclude members of the public from a meeting, which are not considered relevant in this instance.

Clause 33 of the Act also further provides:

- (1) *Every resolution to exclude the public from any meeting of a Board must state:*
  - (a) *the general subject of each matter to be considered while the public is excluded; and*
  - (b) *the reason for the passing of that resolution in relation to that matter, including, where that resolution is passed in reliance on Clause 32(a) the particular interest or interests protected by section 6 or 7 or section 9 of the Official Information Act 1982 which would be prejudiced by the holding of the whole or the relevant part of the meeting in public; and*
  - (c) *the grounds on which that resolution is based (being one or more of the grounds stated in Clause 32)*
- (2) *Every resolution to exclude the public must be put at a time when the meeting is open to the public, and the text of that resolution must be available to any member of the public who is present and form part of the minutes of the Board.*

**MINUTES OF THE CANTERBURY DISTRICT HEALTH BOARD EMERGENCY MEETING**  
**held in the Board Room, Level 1, 32 Oxford Terrace, Christchurch**  
**on Tuesday, 4 August 2020 commencing at 12.40pm**

**BOARD MEMBERS**

Sir John Hansen (Chair); Barry Bragg; Catherine Chu; Andrew Dickerson; James Gough; Gabrielle Huria; Jo Kane; Aaron Keown; Naomi Marshall; and Ingrid Taylor.

**EXECUTIVE SUPPORT**

Kay Jenkins (Executive Assistant, Governance Support).

**APOLOGIES**

There were no apologies.

**1. INTEREST REGISTER****Additions/Alterations to the Interest Register**

There were no additions or alterations to the Interest Register.

**Declarations of Interest for Items on Today's Agenda**

There were no declarations of interest for items on today's agenda.

**Perceived Conflicts of Interest**

There were no perceived conflicts of interest.

**2. RESOLUTION TO EXCLUDE THE PUBLIC****Resolution (28/20)**

(Moved Sir John Hansen/seconded Ingrid Taylor - carried)

“That the Board:

- i resolves that the public be excluded from the following part of the proceedings of this meeting, namely item 1;
- ii. notes that the general subject of each matter to be considered while the public is excluded and the reason for passing this resolution in relation to each matter and the specific grounds under Schedule 3, Clause 32 of the Act in respect to these items are as follows:

|    | GENERAL SUBJECT OF EACH<br>MATTER TO BE CONSIDERED                                      | GROUND(S) FOR THE PASSING OF THIS<br>RESOLUTION   | REFERENCE –<br>OFFICIAL<br>INFORMATION<br>ACT 1982<br>(Section 9) |
|----|---|---|---|
| 1. | Staffing Numbers<br>(as amended at 20 August 2020<br>meeting – confirmation of minutes) | Protect the privacy of natural persons.<br>To carry on, without prejudice or<br>disadvantage, negotiations (including<br>commercial and industrial negotiations). | S9(2)(a)<br>s9(2)(j)  |

- iii notes that this resolution is made in reliance on the Act, Schedule 3, Clause 32 and that the public conduct of the whole or the relevant part of the meeting would be likely to result in the

disclosure of information for which good reason for withholding would exist under any of sections 6, 7 or 9 (except section 9(2)(g)(i)) of the Official Information Act 1982.”

There being no further business the public meeting closed at 12.45pm.

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Sir John Hansen, Chair

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Date of approval

RELEASED UNDER THE OFFICIAL INFORMATION ACT





**CANTERBURY DISTRICT HEALTH BOARD  
EMERGENCY MEETING - PUBLIC EXCLUDED**  
to be held in the Board Room, Level 1, 32 Oxford Terrace, Christchurch  
Tuesday, 4 August 2020

|                               |                  |  |         |
|-------------------------------|------------------|--|---------|
| 1.                            | Staffing Numbers |  | 12.35pm |
|                               |                  |  |         |
| ESTIMATED MEETING FINISH TIME |                  |  | TBA     |

**NEXT MEETING**  
Thursday, 20 August 2020 at 9.30am

## STAFFING NUMBERS

**Canterbury**  
District Health Board  
Te Poari Hauora o Waitaha

### NOTES ONLY PAGE

RELEASED UNDER THE OFFICIAL INFORMATION ACT

**MINUTES – PUBLIC EXCLUDED EMERGENCY MEETING  
CANTERBURY DISTRICT HEALTH BOARD  
held on Tuesday 4 August 2020**

**BOARD MEMBERS**

Sir John Hansen (Chair); Barry Bragg; Catherine Chu; Andrew Dickerson; James Gough; Gabrielle Huria; Jo Kane; Aaron Keown; Naomi Marshall; and Ingrid Taylor.

**EXECUTIVE SUPPORT**

There was no executive support as this was a “Board Only” meeting.

**1. STAFFING NUMBERS**

Discussion took place regarding staffing numbers and also the resignation of the Chief Executive and members of the Executive team.

**Resolution (PE52/20)**

“That the Board:

(Moved: Sir John Hansen/Seconded: Barry Bragg - carried)

(Jo Kane and Andrew Dickerson voted against)

- i. agrees, through the Chair, to accept the Chief Executive’s resignation;

(Moved: Sir John Hansen/Seconded: Gabrielle Huria - carried)

(Jo Kane and Andrew Dickerson voted against)

- ii. agrees that the Remuneration & Appointments Committee source a number of recruitment firms and request proposals from them to recruit for a new Chief Executive with the proviso that there was to be a discussion with the Chief Executive; and
- iii. agrees that the Chair initiates a discussion with Ashley Bloomfield regarding the possibility of an interim or acting role and bring back to the Board for discussion.”

The meeting concluded at 2.15pm

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Sir John Hansen, Chair

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Date of approval