

CORPORATE OFFICE

Level 1
32 Oxford Terrace
Christchurch Central
CHRISTCHURCH 8011

Telephone: 0064 3 364 4160

Fax: 0064 3 364 4165

Ralph.Lasalle@cdhb.health.nz

29 September 2020

9(2)(a)

RE Official information request CDHB 10424

I refer to your email dated 18 September 2020 requesting the following information under the Official Information Act from Canterbury DHB. Specifically:

- **Documentation of what was requested by EY from the Canterbury District Health Board (CDHB) for their most recent report on the CDHB, what was supplied to EY by the CDHB and documentation of any form of reconciliation between these 2 documents.**

To provide the information you have requested would require substantial collation, time and resource. The amount of information requested by and provided to Ernst Young by Canterbury DHB was extensive i.e. there are 110 folders and 632 large files.

We are declining your request pursuant to section 18(f) of the Official Information Act.

We are providing you with an email 'trail' between Ernst Young and Carolyn Gullery, Executive Director Planning, Funding and Decision Support and Justine White, Chief Financial Officer (7/07/2020) – please refer to **Appendix 1**, which will give you some idea of the type of information being looked at. **Note:** we have redacted information in this appendix under section 9(2)(a) of the Official Information Act to protect the privacy of individuals named in this document.

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; 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

Subject: FW: Working session next week[EXTERNAL SENDER]

From: Carolyn Gullery

Sent: Tuesday, 7 July 2020 5:09 PM

To: Ralph La salle <Ralph.Lasalle@cdhb.health.nz>; Richard Hamilton (P&F) <Richard.Hamilton@cdhb.health.nz>; Keith Wright <Keith.Wright@cdhb.health.nz>;

Michael Frampton <Michael.Frampton@cdhb.health.nz>; Paul Lamb <Paul.Lamb@cdhb.health.nz>; Dan Coward <Dan.Coward@cdhb.health.nz>;

Justine White <Justine.White@cdhb.health.nz>; Wei Yoon <Wei.Yoon@cdhb.health.nz>; David Green <David.Green@cdhb.health.nz>;

Natasha Smith (People and Capability) <Natasha.Smith3@cdhb.health.nz>

Cc: Regan Nolan <Regan.Nolan@cdhb.health.nz>

Subject: FW: Working session next week[EXTERNAL SENDER]

Hi everyone

Can you look at the questions below and come prepared to answer as many as possible noting that they understand we won't be able to deliver all of this tomorrow. Lets just do our best, team .

Carolyn

From: 9(2)(a) <[REDACTED]@nz.ey.com>

Sent: Tuesday, 7 July 2020 5:01 p.m.

To: Carolyn Gullery <Carolyn.Gullery@cdhb.health.nz>

Cc: Justine White <Justine.White@cdhb.health.nz>; 9(2)(a) <[REDACTED]@nz.ey.com>

Subject: RE: Working session next week[EXTERNAL SENDER]

Hi Carolyn

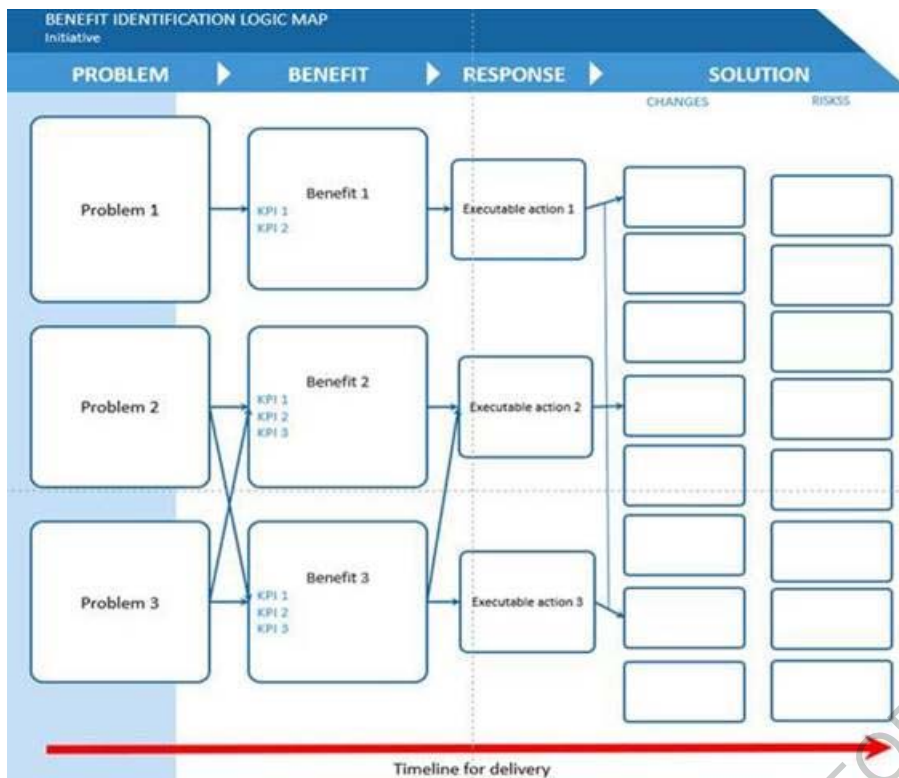
Thanks for sending through the list. Below we've listed the specific reports we would like access to.

In terms of our session tomorrow, here are some more specific questions for each topic:

Topic	Suggested time needed	Suggested attendees	Key questions
1. FTE reconciliation	1-1.5 hours	Paul Lamb, People and capability analytics team members	<ul style="list-style-type: none">Where FTE has been above plan for FY20, can you explain the growth above plan? Has any anticipated growth seen in FY20 been factored into the planning for FY21?For FTE growth as a result of ASB / Hagley, which FTE (by employee type) were planned for and which FTE were above plan?Where FTE growth has been unplanned and unexpected, what decision making processes been put in place to prevent / mitigate reoccurrence?The FY21 plan has a planned increase of 169FTE. Is this annualising of FTE introduced in FY20? The FY21 Annual Plan has a increase of 124 FTE; why is there a discrepancy?

			<ul style="list-style-type: none"> How many vacancies do you currently have? How is recruitment to these vacancies factored into growth in FY21?
2. Working through detail of savings initiatives	2 – 2.5 hours	Taskforce leads	<ul style="list-style-type: none"> Can you go through the prioritisation process for initiatives and how you considered the balance of size of benefit, ease of implementation and risks in delivery. What is the size of each taskforce's savings plan that is not currently tagged to an executable initiative? Why were some taskforces removed from the savings plan for FY21? E.g. leave care, revenue optimisation. Where a gap exists between the overall savings target and an executable plan, have those taskforces / initiatives removed for FY21 mitigate some of the gap? Could you take us through the benefits identification and intervention logic for several initiatives (the figure below may help illustrate the logic we would like to work through). To best understand this logic, it would be beneficial to understand both a more straight forward and complex initiative: <ul style="list-style-type: none"> E.g. Digitising external letters [REDACTED] E.g. Reduced ward resourcing for Hagley [REDACTED]
3. Management operating system	1.5-2 hours	Operations GMs	<ul style="list-style-type: none"> Which people in the organisation (Provider Arm) have budgetary responsibilities and accountabilities? Are these the same people with responsibility for resourcing / recruitment decision making? What new controls have been introduced to improve oversight and accountability for recruitment / additional shifts outside of known and essential vacancies? How does the hospital demand forecasting factor into setting and monitoring speciality / ward / cluster level budgets?

Figure 1: Benefit identification and intervention logic map



Further data requests:

In addition to these questions, could you please provide us with:

1. Run rate analysis for the Provider Arm for the past 5 years
2. Payroll trend analysis (inclusive of number of people on the payroll, employee type trends, sick leave trends) for the past 5 years
3. All contracts relating to outsourcing and outplacing arrangements. Where available, can we have details of allowances, discounts, rates and any payment arrangements for these contracts.

I appreciate it may take a couple of days to get this through to us, there is no expectation to have the above 3 things for the session tomorrow.

Thanks

Bex

9(2)(a)

Ernst & Young Limited

Mobile: 9(2)(a)

From: Carolyn Gullery <Carolyn.Gullery@cdhb.health.nz>

Sent: Tuesday, July 7, 2020 10:37 AM

To: 9(2)(a) <[9\(2\)\(a\)@nz.ey.com](mailto:9(2)(a)@nz.ey.com)>

Cc: Justine White <Justine.White@cdhb.health.nz>; 9(2)(a) <[9\(2\)\(a\)@nz.ey.com](mailto:9(2)(a)@nz.ey.com)>

Subject: Re: Working session next week[EXTERNAL SENDER]

Hi 9(2)(a)

Will work on the details . Will send some reports through but please note most of reports are live and self-service .

Carolyn

Sent from my iPhone

Carolyn.gullery@cdhb.health.nz

On 6/07/2020, at 9:08 PM, 9(2)(a) <[REDACTED]@nz.ey.com> wrote:

Hi Carolyn

That sounds great. Thank you for freeing up your day. 9(2)(a) will be down early so we could kick from 9am. The rest of our team will VC in, so can we please arrange to have a VC link shared?

In terms of structuring the day we are keen to work through the following areas. We've put some suggested attendees for the different slots as we don't feel one big group is needed for the whole day – rather we will work through topics to scheduled times with a small group each time.

Topic	Suggested time needed	Suggested attendees
1. FTE reconciliation	1-1.5 hours	Paul Lamb, People and capability analytics team members
2. Working through detail of savings initiatives	2 – 2.5 hours	Taskforce leads
3. Management operating system	1.5-2 hours	Operations GMs

If you have other people who you think would be better suited to work through the above areas, please feel free to invite them along but our preference is to keep the groups small so we can keep a workshop style.

We haven't allocated time slots to the above as I understand availability may be difficult for some people – if there is a particular time of the day that will work better for particular groups then please feel free to rearrange the order of items as needed.

Ahead of the session on Wednesday it would be really helpful if we could please see some of the reporting that goes through service managers / up to Operations GMs and above, so we can get a sense of how the processes work.

Thank you

9(2)(a)

9(2)(a)

Ernst & Young Limited

Mobile: 9(2)(a) <[REDACTED]@nz.ey.com>

From: Carolyn Gullery <Carolyn.Gullery@cdhb.health.nz>

Sent: Friday, 3 July 2020 4:41 PM

To: 9(2)(a) <[REDACTED]@nz.ey.com>

Cc: Justine White <Justine.White@cdhb.health.nz>; 9(2)(a) <[REDACTED]@nz.ey.com>

Subject: Re: Working session next week[EXTERNAL SENDER]

Thanks 9(2)(a)

We can dedicate much of Wednesday. The earlier we can start the better from our perspective and both of us will clear our calendars.

Thanks for being flexible . Keen to get your view of the agenda so we can line up the right/best inputs .

Carolyn

Sent from my iPhone

Carolyn.gullery@cdhb.health.nz

On 3/07/2020, at 3:30 PM, 9(2)(a) <[REDACTED]>@nz.ey.com> wrote:

Hi Carolyn

No worries, we can make Wednesday morning work.

I'm conscious that we may need a fair bit of time to work through the FTE reconciliation and some of the other points that came out of the Steering Group meeting yesterday. What times would work for you on Wednesday?

9(2)(a) <[REDACTED]> can come down on early flights to make sure we make the most of the morning, but it still may mean we can't kick off until 9:30 -10 (depending on availability of flights).

Thanks

9(2)(a) <[REDACTED]>

9(2)(a) <[REDACTED]>

Ernst & Young Limited

Mobile: 9(2)(a) <[REDACTED]>@nz.ey.com

From: Carolyn Gullery <Carolyn.Gullery@cdhb.health.nz>

Sent: Friday, July 3, 2020 1:29 PM

To: 9(2)(a) <[REDACTED]>@nz.ey.com>; Justine White <Justine.White@cdhb.health.nz>

Cc: 9(2)(a) <[REDACTED]>@nz.ey.com>

Subject: RE: Working session next week[EXTERNAL SENDER]

Hi team ,

Not wishing to be difficult but Tuesday is quite hard . Between us Justine and I are facilitating national processes that have been organised for some time or meeting with MoH over the West Coast Plan. How would Wednesday morning work ?

Carolyn

From: 9(2)(a) <[REDACTED]>@nz.ey.com>

Sent: Friday, 3 July 2020 7:43 a.m.

To: Carolyn Gullery <Carolyn.Gullery@cdhb.health.nz>; Justine White <Justine.White@cdhb.health.nz>

Cc: 9(2)(a) <[REDACTED]>@nz.ey.com>

Subject: Working session next week[EXTERNAL SENDER]

Good morning both

9(2)(a) have looked at our calendars for next week and it looks like Tuesday would suit us best to come down and doing a working session with you + team. Would that work for you?

Thanks

9(2)(a)

<image001.gif> 9(2)(a)

Ernst & Young Limited
100 Willis Street, Wellington 6011, New Zealand
Mobile: 9(2)(a) @nz.ey.com
Website: <http://www.ey.com>

RELEASED UNDER THE OFFICIAL INFORMATION ACT