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24 December 2020

9(2)(a)

**RE Official information request CDHB 10511**

I refer to your email dated 15 December 2020, requesting the following information under the Official Information Act from Canterbury DHB. This being a follow-up to our response to OIA CDHB 10432. Specifically:

- 1. Could you please provide information on how many additional external reviews/reports relating to financial management (not just on the deficit) of CDHB were commissioned in the last three years, and what the cost (and purpose) of each review was?**

There were no other external reviews/reports relating to financial management of Canterbury DHB in the last three years than those outlined in our response to OIA CDHB 10432.

- 2. could you please tell me if the CDHB has commissioned any more reviews of its financial management since September 23? If so, at what cost and for what purpose?**

There has been one additional piece of work commissioned from Ernst & Young since 23 September 2020, the contract was signed 10 November 2020.

This piece of work is **Taskforce Programme Support Phase 2**. The Canterbury DHB received three draft reports in early December from Ernst & Young for this work.

- **Corporate Services Benchmarking Update:**
  - **Strengthening CDHB's budget process (Dec 2020) and**
  - **Further assessment of nursing resourcing (Dec 2020).**

We are declining to provide these reports pursuant to sections 9(2)(i) and (j) of the Official Information Act.

9(2)(i) "...to enable a Minister of the Crown or any public service agency or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities; or

9(2)(j) "... to enable a Minister of the Crown or any public service agency or organisation holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations"

**3. Additionally, could you also please provide a copy of the four reviews which are mentioned in the response (CDHB 10432)?**

As per Alex Taylor's media response to you dated 22 December 2020 (and attached as **Appendix 1**) the Price Waterhouse **Review of Canterbury DHB Ten-year Plan (Nov 2017)** has been released as part of a previous Official Information Act request CDHB 10442 and is published on our website.

<https://www.cdhb.health.nz/wp-content/uploads/a4b2a6e8-cdhd-10442-pwc-10-year-forecast-cdhd-2017.pdf>

Regarding the other reviews/reports as outlined by Alex in his media response; we are declining to provide these at this time under section 18(d) of the Official Information Act. *i.e. "...the requested information is or soon will be publicly available"*. These reports will be published on our website at the end of January 2021.

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**

**From:** Alex Taylor (Communications)  
**Sent:** Tuesday, 22 December 2020 4:30 PM  
**To:** Cecile Meier <cecile.meier@fairfaxmedia.co.nz>  
**Cc:** Communications <Communications@cdhb.health.nz>  
**Subject:** RE: Questions following OIA response #10432[EXTERNAL SENDER]

Kia ora Cécile,

Apologies for the delay with this one.

Please see below for a response to be attributed to Dr Andrew Brant, Acting Chief Executive, Canterbury DHB:

*The four reviews referred to in our OIA response are as follows:*

***Review of Canterbury District Health Board Ten-year Plan Assumptions (PwC November 2017)***

*PwC were commissioned to produce a report that would inform the DHB's ten-year plan being developed alongside the 2017/18 Annual Plan. The key output from the ten-year plan was financial forecasts through to 30 June 2027, and PwC's report reviewed the assumptions being used to develop those forecasts.*

*The report was subject to an OIA request and has already been released publicly:*

<https://www.cdhb.health.nz/wp-content/uploads/a4b2a6e8-cdhb-10442-pwc-10-year-forecast-cdhb-2017.pdf>

***Canterbury District Health Volume, Funding, Resourcing: Scoping and Problem Definition (Ernst Young (EY) December 2017)***

*This report examined the DHB's planning, prioritisation, resourcing and accountability processes, and considered where improvements could be made in order to find the optimal mix of DHB resources throughout the patient journey.*

*EY stated that the DHB has a sound understanding of population-level demand and the annual planning process is supported by good information from planning and funding. EY provided advice on some possible improvements regarding the connection between funding and budgeting and the delivery of our services.*

***Canterbury DHB Work, Working Better Case and Programme Plan (Deloitte July 2020)***

*The report provides the DHB with some possible initiatives we could implement over the next 24 months to support working more efficiently, reducing spend and improving revenue. This work is subject to ongoing evaluation and forms part of the DHB's Accelerating Our Future deficit reduction work.*

***Independent assessment of taskforce work programme (EY June 2020)***

*EY was commissioned to provide a perspective on Canterbury DHB's financial performance, and actions underway to improve its performance. EY was also asked to provide advice on aspects of the DHB's control environment. This second EY report has informed Canterbury DHB's ongoing deficit reduction programme of work – Accelerating Our Future.*

*Six focus areas were identified for change and improvements as part of the development of our annual plan 2020/21, looking at how the DHB could operate more sustainably for the long term and achieve the targeted savings.*

*These six areas remain the focus:*

- **Work working better** - improving and simplifying how we work and interact with patients and stakeholders
- **Clinical resourcing** - having the right resource, in the right place, and at the right time to provide sustainable patient-centric care
- **Senior Medical Officer (SMO) engagement** - making sure our rostering and remuneration practices are fair, consistent, transparent and compliant
- **Continuous improvement** - capturing the ongoing clinically-led work delivering better patient care decisions, and amplifying it where possible
- **External provider contract review** - ensuring our service agreements meet expectations and deliver the highest value impact in the most efficient, effective and sustainable manner possible
- **Other savings initiatives** - working with the organisation to support new and existing ideas around spending wisely.

*We are in the process of validating the various initiatives that formed the first iteration of these areas. Some initiatives have been validated and are progressing, while others are still being reviewed. Other initiatives are being explored for potential inclusion in the plan and the total number of initiatives continues to evolve as the organisation, at every level, is encouraged to share their cost saving ideas.*

**ENDS**

Ngā mihi  
Alex

**Alex Taylor**

**Senior Media Advisor**

Canterbury and West Coast District Health Boards

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