

Document 1



Fw: Assurance team experts available to talk with DHB Thursday afternoon
 Carleine Receveur
 to:
 Barry Woodmass, Jon.Gaupset, Peter Whisker
 25/11/2019 07:24 p.m.
 Hide Details
 From: Carleine Receveur/MOH
 To: Barry Woodmass/MOH@MOH, xxx.xxxxxxx@xxx.xx.xx, Peter Whisker/MOH@MOH,

FYI

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: s 9(2)(a)

<http://www.health.govt.nz>
mailto:Carleine_Rexxxxxx@xxx.xxxx.xx

----- Forwarded by Carleine Receveur/MOH on 25/11/2019 07:24 p.m. -----

From: Carleine Receveur/MOH
 To: Keriana Brooking/MOH@MOH, Graham.Dyer@acc.co.nz, Monique Burrows/MOH@MOH,
 Date: 25/11/2019 07:19 p.m.
 Subject: Assurance team experts available to talk with DHB Thursday afternoon

Kia ora koutou

I have had a debrief on day one of the assurance assessment with Jim Higgins, Dave Anderson and Peter Johnson. In the discussion I did ask if there was the opportunity to engage with the DHBs. All of the team felt that it would be essential to hear the DHB views and would be in a position to meet this Thursday afternoon around 1-2 pm in Auckland.

Could you please advise what the best avenue would be to offer this to the DHBs being mindful that the DHB CEs may want to be involved in this.

Ngā mihi

Carleine Receveur
 Manager National Ambulance Sector Office
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 Health System Improvement and Innovation
 Ministry of Health
 Mobile: s 9(2)(a)

<http://www.health.govt.nz>
mailto:Carleine_Rexxxxxx@xxx.xxxx.xx

Document 2

Re: Assurance team experts available to talk with DHB Thursday afternoon

Monique Burrows

to:

Carleine Receveur

25/11/2019 07:27 p.m.

Cc:

Keriana Brooking, Graham.Dyer

Hide Details

From: Monique Burrows/MOH

To: Carleine Receveur/MOH@MOH,

Cc: Keriana Brooking/MOH@MOH, Graham.Dyer@acc.co.nz

Kia ora Carleine,

Thanks for this. I agree it would be a very good thing for Jim and Phil to hear from the DHBs as part of the assurance review.

My suggestion would be an email to northern region CEs and key people within each of the DHBs with the offer.

Thanks
Monique

Sent from IBM Verse

Carleine Receveur --- Assurance team experts available to talk with DHB Thursday afternoon ---

From: "Carleine Receveur" <Carleine.Receveur@health.govt.nz>
To: "Keriana Brooking" <Keriana.Brooking@health.govt.nz>, Graham.Dyer@acc.co.nz, "Monique Burrows" <Monique.Burrows@health.govt.nz>
Date: Mon, 25/11/2019 7:19 PM
Subject: Assurance team experts available to talk with DHB Thursday afternoon

Kia ora koutou

I have had a debrief on day one of the assurance assessment with Jim Higgins, Dave Anderson and Peter Johnson.

In the discussion I did ask if there was the opportunity to engage with the DHBs. All of the team felt that it would be essential to hear the DHB views and would be in a position to meet this Thursday afternoon around 1-2 pm in Auckland.

Could you please advise what the best avenue would be to offer this to the DHBs being mindful that the DHB CEs may want to be involved in this.

Ngā mihi

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Health System Improvement and Innovation
Ministry of Health
Mobile: s 9(2)(a)

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mailto:Carleine_Receveur@moh.govt.nz

Document 3



RE: Thursday
 Ailsa Claire (ADHB)
 to:
 xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx, Jo Brown (WDHB), Nick Chamberlain (NDHB)
 26/11/2019 05:41 p.m.
 Cc:
 "xxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx"
 Hide Details
 From: "Ailsa Claire (ADHB)" <xxxxxxx@xxxx.xxxx.xx>
 To: "xxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx" <Kerxxxxx.xxxxxxxx@xxxxxx.xxxx.xx>, "Jo Brown (WDHB)" <xx.xxxxxx@xxxxxxxxxxxxxxxx.xxxx.xx>, "Nick Chamberlain (NDHB)" <xxxxx.xxxxxxxxxxxxxx@xxxxxxxxxxxxxxxx.xxxx.xx>,
 Cc: "Carleine.Receveur@health.govt.nz" <xxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx>

Hi

Thanks for this.

Do you have the TOR?

Ngā mihi

Ailsa Claire

Chief Executive

P: 09 - 6309943 extn 22342 M: s 9(2)(a)

From: Keriana.Brooking@health.govt.nz [<mailto:Keriana.Brooking@health.govt.nz>]

Sent: Tuesday, 26 November 2019 5:25 PM

To: Ailsa Claire (ADHB) <AilsaC@adhb.govt.nz>; Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz>; Nick Chamberlain (NDHB) <Nick.Chamberlain@northlanddhub.org.nz>

Cc: Carleine.Recxxxxx@xxxxxx.xxxx.xx

Subject: Fw: Thursday

Kia ora

We have had a few emails cross over so I thought I would include everyone in that I have seen on emails today.

Thanks

Keriana Brooking

Deputy Director-General

Health System Improvement and Innovation

Ministry of Health, 133 Molesworth Street

PO Box 5013, Wellington 6145, New Zealand

Mobile: s 9(2)(a)

Email: keriana.brooking@health.govt.nz

Kia ora, if this email reaches you out of hours, I don't expect a reply outside of your office hours, it's just a convenient time for me to send an email, nga mihi.

----- Forwarded by Keriana Brooking/MOH on 26/11/2019 05:23 p.m. -----

From: Carleine Receveur/MOH

To: AilsaC@adhb.govt.nz

Cc: Keriana Brooking/MOH@MOH

Date: 26/11/2019 05:10 p.m.

Subject: Re: Thursday

Kia ora Ailsa

As per Keriana's email below, please find confirmation of the attendees for the meeting with the Assurance Expert team for this Thursday at 1pm.

We have framed the meeting as an opportunity for Northern DHB representatives to meet face to face with the NASO contracted assurance team to hear and understand the Northern DHB views on the Northern air ambulance service

Attendees:

Jim Higgins - Specialist advisor (PWC)

Phil Hogan - Aeromedical expert (Heliport Design Group Pty Ltd)

Peter Johnson - Air worthiness certification and regulation advisor (Heliport Design Group Pty Ltd)

David Anderson - Chief Pilot aeromedical specialist (Heliport Design Group Pty Ltd)

Barry Woodmass - Senior contract manager (NASO)

If you could please confirm the venue I will let the team know.

Please let me know if you require any further information at this stage.

Nga mihi

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mailto:Carleine_Receveur@moh.govt.nz

From: Keriana Brooking/MOH
 To: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>,
 Cc: Carleine Receveur/MOH@MOH
 Date: 26/11/2019 12:32 p.m.
 Subject: Re: Thursday

Kia ora Ailsa

The best time for the team is 1pm

Carleine can let you know who will be attending?

Thanks

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

On 26/11/2019, at 12:27 PM, Ailsa Claire (ADHB) <xxxxxxx@xxxx.xxxx.xx> wrote:

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Do you have some times when people will be available and TOR/names so I can brief people our end?

Ngā mihi,

Ailsa Claire

Chief Executive

☎ (09) 630-9943 ext. 22342 | M: s 9(2)(a) | ✉ AilsaC@adhb.govt.nz

Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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Document 4



FW: Scope of the Assurance review

Jo Brown (WDHB)

to:

xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx

26/11/2019 08:40 p.m.

Cc:

"Ailsa Claire (ADHB)", "xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx", "Nick Chamberlain (NDHB)"

Hide Details

From: "Jo Brown (WDHB)" <xx.xxxxx@xxxxxxxxxxxxxxxx.xxxx.xx>

To: "Carleine.Receveur@health.govt.nz" <xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx>,

Cc: "Ailsa Claire (ADHB)" <xxxxxx@xxxx.xxxx.xx>,

"xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx" <Kerxxxx.xxxxxxxx@xxxxxx.xxxx.xx>, "Nick Chamberlain (NDHB)" <Nick.Cxxxxxxxx@xxxxxxxxxxxxxxxx.xxx.xx>

History: This message has been replied to and forwarded.

1 Attachment



NRHL Assurance Process.docx

Hi Carleine

Can you please confirm what time the review team is intending to allocate to this meeting with the ADHB and NDHB team and from what time (I have indicative start time of 1300). Most of the ADHB staff (all of the clinical reps) are already rostered for clinical duties and need to be released and cover arrangements put in place, so would appreciate it if you could advise urgently

Thanks

Jo

From: Keri [redacted] [mailto:\[redacted\]](mailto:[redacted])]

Sent: Tuesday, 26 November 2019 8:00 p.m.

To: Ailsa Claire (ADHB)

Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)

Subject: Scope of the Assurance review

Kia ora koutou

Please find attached the scope of the review. Since the scope was shared with the review team, we have also supplied the two emails from Jo Brown (NRHL Contract Arrangements 24/11/19 and Clinical Crew Training 25/11/19) and asked for further information in the review report about availability of assets and timeliness of that information.

Regards

Keriana Brooking

Deputy Director-General

Health System Improvement and Innovation

Ministry of Health, 133 Molesworth Street

PO Box 5013, Wellington 6145, New Zealand

Mobile: s 9(2)(a)

Email: keriana.brooking@health.govt.nz

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 Deputy Director-General
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 Ministry of Health, 133 Molesworth Street
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 Ministry of Health
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Ngā mihi,

Ailsa Claire
Chief Executive

☎ (09) 630-9943 ext. 22342 | M: s 9(2)(a) | ✉ AilsaC@adhb.govt.nz
Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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NRHL Assurance Process – November 2019

Purpose:

To carry out an assessment of the capability of the organisation to (a) meet current contractual requirements and (b) take on additional inter-hospital transfer (IHT) capacity.

Area of focus:

Governance and Management, Safety and Contract Compliance

1. Governance – NRHL management, including accountabilities of Board members identified and reporting structures outlined.
2. Management – infrastructure of NRHL and set up of the organisation's management team. Are clear roles, responsibilities and accountabilities identified? Is appropriate support in place for management to perform its duties?
3. Review Safety process and systems.
4. Compliance with current contract.

Aviation/aeromedical expertise

1. Service continuity through the introduction of four new helicopters
2. Maintenance plan for current/old aircraft – Planning for extending service if required.
3. Training Plan – all crew (pilot, aviation crew, clinical crew)
4. Project planning – project planning methodology.

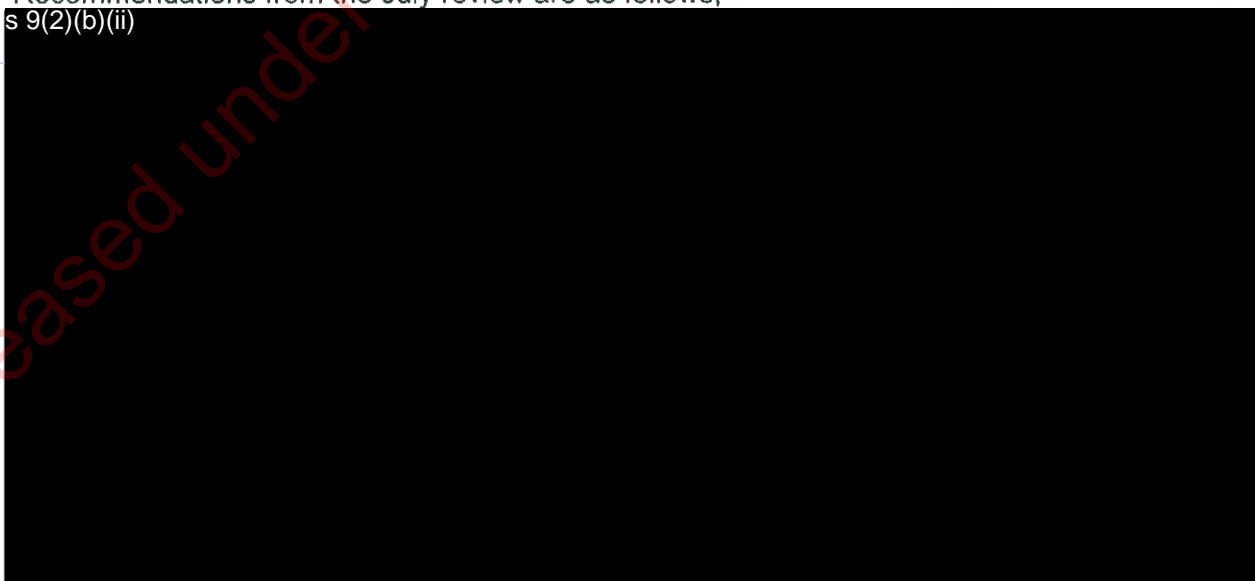
Overall

1. Ensure the operation is safe in the short, medium and long term particularly for Health staff.
2. Check management systems and processes to ensure they are able to function and develop to the required level for the duration of the contract.
3. Review all aspects of maintenance, planning, support, expertise and product support.
4. Ascertain piloting / co-pilot and aircrew standards and procedures and any areas that are needed to be commensurate with tasks required.

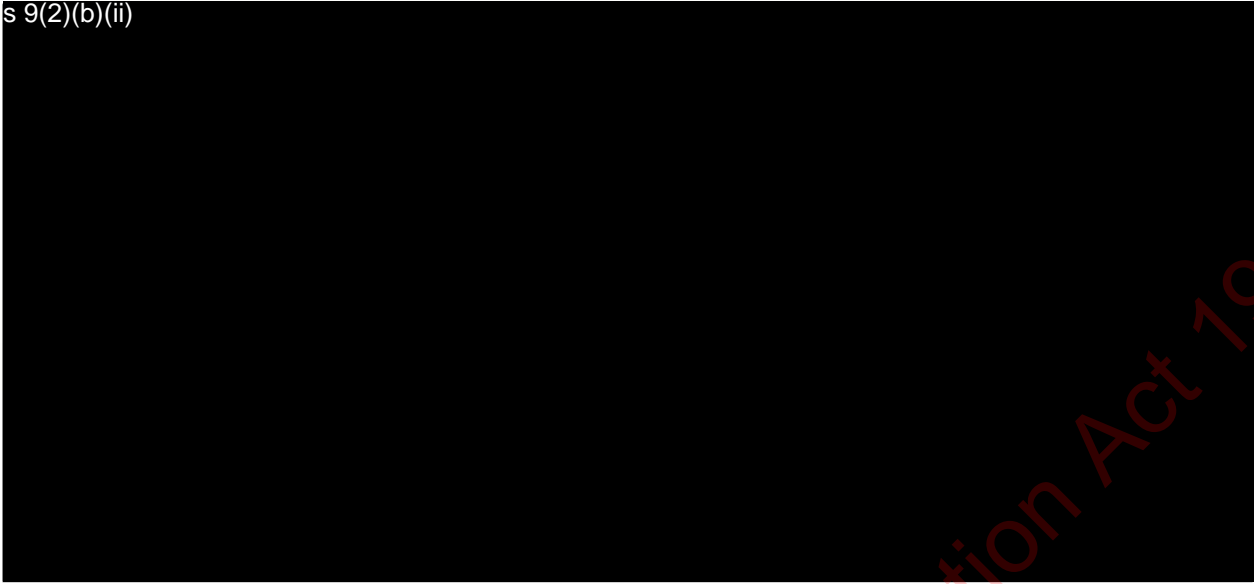
Review against July recommendations

Recommendations from the July review are as follows;

s 9(2)(b)(ii)



s 9(2)(b)(ii)



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Document 5

Re: Service delivery compromised due to ADHB tasking

Carleine Receveur

to:

Keriana Brooking

27/11/2019 07:21 a.m.

Cc:

Graham.Dyer, Monique Burrows, Jon.Gaupset, Barry Woodmass

Hide Details

From: Carleine Receveur/MOH

To: Keriana Brooking/MOH@MOH,

Cc: xxxxxxxx.xxxx@xxx.xx.xx, Monique Burrows/MOH@MOH, xxx.xxxxxxxx@xxx.xx.xx, Barry Woodmass/MOH@MOH

Hi Keriana

Thanks for the clarification.

We will progress the items described.

Just one update -

The meeting on Friday with adhb and NRHL was cancelled when we collectively discussed this with the assurance team and NRHL. The assurance team have all the knowledge about the aw 169 and can address this on Thursday.

Nga mihi

Sent from my iPhone

On 27/11/2019, at 6:27 AM, Keriana Brooking <xxxxxxxxxxxxxxxx@xxxxxxxx.xxxx.xx> wrote:

Mōrena

Thinking about this overnight

1. All of the specific information I asked in relation to NEST assets for last night I expect will be shared with the assurance team today who are in Whangarei today so the information can be tested and verified
2. Included in that we need a definitive view of when the S76C++ will be ready
3. The assurance team will be in a position tomorrow to talk with ADHB and NDHB staff about asset availability across the service and the assurance team's immediate view on actions to manage asset availability safely and appropriately
4. The meeting between ADHB and ARHT this week to share AW 169 information is critical to addressing the information requested by ADHB. We need to be actively supporting the approach to that meeting to get a successful outcome
5. In advance of potential agreement changes, Peter needs to get the internal information and process started (approval memo, contract variation request, what clauses would need to be strengthened or added etc). If required, we need to move on that quickly.

Thanks

Keriana Brooking

DDG HSII

Ministry of Health

s 9(2)(a)

On 26/11/2019, at 7:06 PM, Carleine Receveur <xxxxxxxxxxxxxxxx@xxxxxxxx.xxx> wrote:

Kia ora koutou

Please be aware that we had our regular meeting with NRHL this afternoon and the Chief Executive of NEST has advised that the decision by ADHB to task all IHT to NEST has 'nearly broken' the service.

The change is resulting in longer mission times (up to 8 hours) due to increased distances. The consequence is that this takes out an aircraft out of the region for longer periods of time, burns the crew hours and impacts on the crewing for the following day.

We are not sure if the Northern DHB is aware of the impact given they will have a machine out of area for longer periods of time, impacting their ability to respond to air tasking requests.

This is not just inefficient tasking, but is impacting service availability.

Examples of this include:

- the tasking of a NEST asset to pick up a retrieval team from ADHB to transfer a patient to from Whangārei to ADHB would result in four legs (fly from Whangārei to ADHB to pick up retrieval team, fly to Whangārei to pick up patient, fly back to ADHB for patient transfer, fly back to Whangārei to return aircraft and crew to base). An asset from Auckland would reduce the time and the legs required to complete this mission.

- NZAA tasked an organ transfer from Auckland airport to ADHB to NEST. NEST tried to refer task to ARHT as a more efficient use of resources (as it is a 6 minute mission) but NZAA advised they were following ADHB tasking protocols. NEST started mission but had to return to base due to a warning light. Organ was transferred by road ambulance in peak hour traffic. An AW169 was available for tasking at the time.

This decision has also impacted on the hours left for ISJ prior to planned maintenance, which will further impact service availability.

We will be asking NEST to advise NASO in writing of the impact of the current ADHB protocol on service availability and operational readiness of the S76 C++; how this would change if the AWs 169 were used for IHTs and the subsequent timing of the operational readiness of the 76C++.

NASO recommends that ADHB reverts back to tasking Auckland-based assets for IHT to reduce tasking inefficiencies, reduce provider stress, and speed up the timing of operational readiness of the 76C++

Nga mihi

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: s 9(2)(a)

<http://www.health.govt.nz>
mailto:Carleine_Receveur@moh.govt.nz

Document 6



Re: Scope of the Assurance review
 Jo Brown (WDHB)
 to:
 Carleine.Receveur@health.govt.nz
 27/11/2019 08:16 a.m.
 Cc:
 "Ailsa Claire (ADHB)", "Keriana.Brooking@health.govt.nz", "Nick Chamberlain (NDHB)"
 Hide Details
 From: "Jo Brown (WDHB)" <xx.xxxxx@xxxxxxxxxxxxx.xxxx.xx>
 To: "xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx" <xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx>,
 Cc: "Ailsa Claire (ADHB)" <xxxxxx@xxxx.xxxx.xx>, "Keriana.xxxxxxxx@xxxxxx.xxxx.xx" <Keriana.Brooking@health.govt.nz>, "Nick Chamberlain (NDHB)" <xxxx.xxxxxxxx@xxxxxxxxxxxxx.xxx.xx>

Hi Carleine

Thanks for clarifying this - we think we will need at least three hours to brief the review team on our experience. I have developed an agenda for the meeting that I will get the team to review this morning and get that sent to you this afternoon.

We are still working on confirming a zoom capable venue and will provide these details to you hopefully with the agenda

Regards
Jo

Sent from my iPad

On 26/11/2019, at 10:13 PM, "xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx" <xxxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx> wrote:

Hi Jo
 I have just heard back from the team and they could do two hours and even stay longer if that was beneficial to you.
 Nga mihi
 Carleine

Sent from my iPhone

On 26/11/2019, at 8:40 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxx.xxxx.xx> wrote:

Hi Carleine

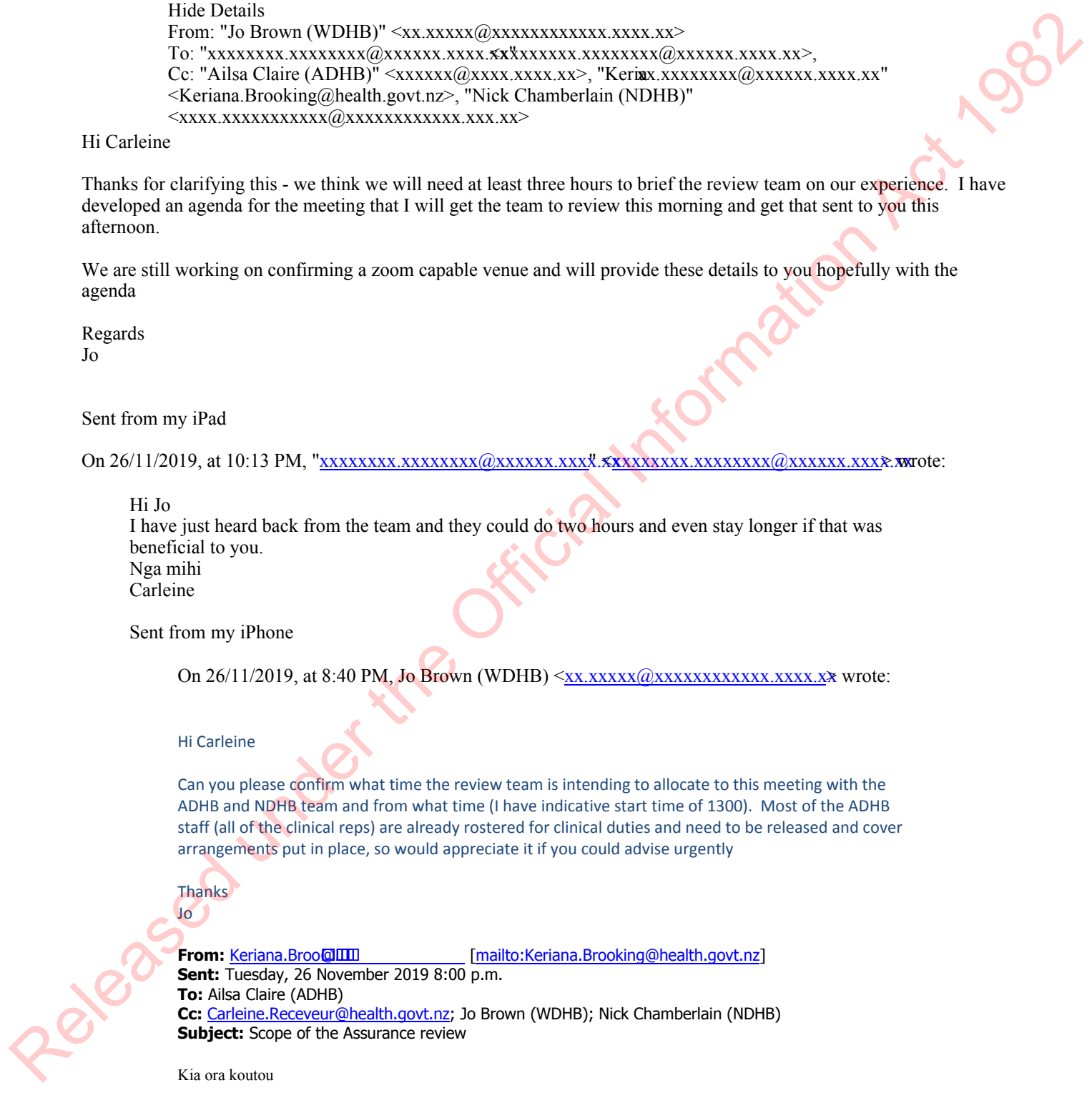
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Thanks
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From: Keriana.Broo@XXXX [<mailto:Keriana.Brooking@health.govt.nz>]
Sent: Tuesday, 26 November 2019 8:00 p.m.
To: Ailsa Claire (ADHB)
Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)
Subject: Scope of the Assurance review

Kia ora koutou

Please find attached the scope of the review. Since the scope was shared with the review team, we have also supplied the two emails from Jo Brown (NRHL Contract Arrangements 24/11/19 and Clinical Crew Training 25/11/19) and asked for further information in the review report about availability of assets and timeliness of that information.



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If you could please confirm the venue I will let the team know.
Please let me know if you require any further information at this stage.

Nga mihi

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: s 9(2)(a)

<http://www.health.govt.nz>
<mailto:Carxxxxxxxxxxxxx@xxx.xxx.xx>

From: Keriana Brooking/MOH
 To: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>
 Cc: Carleine Receveur/MOH@MOH
 Date: 26/11/2019 12:32 p.m.
 Subject: Re: Thursday

Kia ora Ailsa

The best time for the team is 1pm

Carleine can let you know who will be attending?

Thanks

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

On 26/11/2019, at 12:27 PM, Ailsa Claire (ADHB) <xxxxxxxx@xxxx.xxx.xx> wrote:

Kia ora
 Just trying to organise Thursday.
 Do you have some times when people will be available and TOR/names so I can brief people our end?

Ngā mihi,

Ailsa Claire
Chief Executive

☎ (09) 630-9943 ext. 22342 | M: s 9(2)(a) | ✉ AilsaC@adhb.govt.nz
Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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Document 7



Assurance review Thursday

Jo Brown (WDHB)

to:

Carleixx.xxxxxxxx@xxxxxx.xxxx.xx

27/11/2019 02:19 p.m.

Cc:

"Ailsa Claire (ADHB)", "Keriana.Brooking@health.govt.nz", "Nick Chamberlain (NDHB)"

Hide Details

From: "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>

To: "Carleine.Receveur@health.govt.nz" <Carleine.xxxxxxxx@xxxxxx.xxxx.xx>,

Cc: "Ailsa Claire (ADHB)" <xxxxxx@xxxx.xx@t.nz>, "xxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx"

<xxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhd.org.nz>

History: This message has been replied to and forwarded.

Hi Carleine

We are really struggling to get some key clinicians to this meeting due to existing clinical commitments. Is there any chance we can move this meeting to an earlier start (John Beca, PICU specialist, 20 year experience of PICU retrieval service, and Director Starship - needs to be away by 1330) - might we start mid morning? Can you please let me know ASAP?

With respect to admin support for the meeting, we will have NDHB participating by zoom and I would like to propose that we record the meeting using this technology. I will also get a note taker present but expect that it will be hard to capture the substantive discussion I am anticipating we will be having. We can then get the recording shared with all participants promptly after the meeting. Can you confirm that you are happy with this please?

Regards

Jo

From: Jo Brown (WDHB)**Sent:** Wednesday, 27 November 2019 8:17 a.m.**To:** Carleine.Receveur@health.govt.nz**Cc:** Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)**Subject:** Re: Scope of the Assurance review

Hi Carleine

Thanks for clarifying this - we think we will need at least three hours to brief the review team on our experience. I have developed an agenda for the meeting that I will get the team to review this morning and get that sent to you this afternoon.

We are still working on confirming a zoom capable venue and will provide these details to you hopefully with the agenda

Regards

Jo

Sent from my iPad

On 26/11/2019, at 10:13 PM, "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz> wrote:

Hi Jo

I have just heard back from the team and they could do two hours and even stay longer if that was beneficial to you.

Nga mihi

Carleine

Sent from my iPhone

On 26/11/2019, at 8:40 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxxx.xxxx.xx> wrote:

Hi Carleine

Can you please confirm what time the review team is intending to allocate to this meeting with the ADHB and NDHB team and from what time (I have indicative start time of 1300). Most of the ADHB staff (all of the clinical reps) are already rostered for clinical duties and need to be released and cover arrangements put in place, so would appreciate it if you could advise urgently

Thanks

Jo

From: Keriana.Brooking@health.govt.nz [<mailto:Keriana.Brooking@health.govt.nz>]
Sent: Tuesday, 26 November 2019 8:00 p.m.
To: Ailsa Claire (ADHB)
Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)
Subject: Scope of the Assurance review

Kia ora koutou

Please find attached the scope of the review. Since the scope was shared with the review team, we have also supplied the two emails from Jo Brown (NRHL Contract Arrangements 24/11/19 and Clinical Crew Training 25/11/19) and asked for further information in the review report about availability of assets and timeliness of that information.

Regards

Keriana Brooking
 Deputy Director-General
 Health System Improvement and Innovation
 Ministry of Health, 133 Molesworth Street
 PO Box 5013, Wellington 6145, New Zealand
 Mobile: **s 9(2)(a)**
 Email: keriana.brooking@health.govt.nz

Kia ora, if this email reaches you out of hours, I don't expect a reply outside of your office hours, it's just a convenient time for me to send an email, nga mihi.

From: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>
 To: "Keriana.Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>, "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhd.org.nz>,
 Cc: "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz>
 Date: 26/11/2019 05:41 p.m.
 Subject: RE: Thursday

Hi
 Thanks for this.
 Do you have the TOR?

Ngā mihi

Ailsa Claire
 Chief Executive
 P: 09 - 6309943 extn 22342 M: **s 9(2)(a)**

From: Keriana.Brooking@health.govt.nz [<mailto:Keriana.Brooking@health.govt.nz>]
Sent: Tuesday, 26 November 2019 5:25 PM
To: Ailsa Claire (ADHB) <AilsaC@adhb.govt.nz>; Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz>; Nick Chamberlain (NDHB) <Nick.Chamberlain@northlanddhd.org.nz>
Cc: Carleine.Receveur@health.govt.nz
Subject: Fw: Thursday

Kia ora

We have had a few emails cross over so I thought I would include everyone in that I have seen on emails today.

Thanks

Keriana Brooking
 Deputy Director-General
 Health System Improvement and Innovation
 Ministry of Health, 133 Molesworth Street
 PO Box 5013, Wellington 6145, New Zealand
 Mobile: **s 9(2)(a)**
 Email: keriana.brooking@health.govt.nz

Kia ora, if this email reaches you out of hours, I don't expect a reply outside of your office hours, it's just a convenient time for me to send an email, nga mihi.

----- Forwarded by Keriana Brooking/MOH on 26/11/2019 05:23 p.m. -----

From: Carleine Receveur/MOH
 To: AilsaC@adhb.govt.nz
 Cc: Keriana Brooking/MOH@MOH
 Date: 26/11/2019 05:10 p.m.
 Subject: Re: Thursday

Kia ora Ailsa

As per Keriana's email below, please find confirmation of the attendees for the meeting with the Assurance Expert team for this Thursday at 1pm.

We have framed the meeting as an opportunity for Northern DHB representatives to meet face to face with the NASO contracted assurance team to hear and understand the Northern DHB views on the Northern air ambulance service

Attendees:

Jim Higgins - Specialist advisor (PWC)
 Phil Hogan - Aeromedical expert (Heliport Design Group Pty Ltd)
 Peter Johnson - Air worthiness certification and regulation advisor (Heliport Design Group Pty Ltd)
 David Anderson - Chief Pilot aeromedical specialist (Heliport Design Group Pty Ltd)
 Barry Woodmass - Senior contract manager (NASO)

If you could please confirm the venue I will let the team know.
 Please let me know if you require any further information at this stage.

Nga mihi

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: **s 9(2)(a)**

<http://www.health.govt.nz>
mailto:Carleine_Receveur@moh.govt.nz

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The best time for the team is 1pm

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Thanks

Keriana Brooking
 DDG HSII
 Ministry of Health
s 9(2)(a)

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Kia ora

Just trying to organise Thursday.

Do you have some times when people will be available and TOR/names so I can brief people our end?

Ngā mihi,

Ailsa Claire
Chief Executive

☎ (09) 630-9943 ext. 22342 | M: **s 9(2)(a)** | ✉ AilsaC@adhb.govt.nz
Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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Document 8



Request to discuss this afternoon - meeting with ADHB tomorrow

Carleine Receveur to: Keriana Brooking

27/11/2019 03:33 p.m.

Cc: Monique Burrows

Kia ora Keriana

I have spoken with Barry who has voiced concerns around this email and the impact of the meeting tomorrow.

I have also received an email from Jo Brown around requesting a longer session with the assurance team and a request to record the conversation.

Barry did ask if you were in a position to attend.

Can we please discuss:

- our approach to this meeting and agree what is in and out of scope
- how the meeting is moderated, chaired noting the tensions and also escalation from ADHB as per this email
- NASO, MoH representation and role in the meeting

Ngā mihi

Carleine Receveur
Manager National Ambulance Sector Office
Ambulance Services
Community and Ambulance
Health System Improvement
Health System Improvement and Innovation
Ministry of Health
Mobile: s 9(2)(a)

<http://www.health.govt.nz>
mailto:Carleine_Receveur@moh.govt.nz

Keriana Brooking---27/11/2019 07:58:54 a.m.---From: Keriana Brooking/MOH To: Carleine Receveur/MOH@MOH,

From: Keriana Brooking/MOH
To: Carleine Receveur/MOH@MOH,
Date: 27/11/2019 07:58 a.m.
Subject: Fwd: CAA investigation

Kia ora

Can you please share with Jim and team

Thanks

Keriana Brooking
DDG HSII
Ministry of Health
s 9(2)(a)

Begin forwarded message:

From: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>
Date: 27 November 2019 at 7:56:30 AM NZDT
To: "Keriana.Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>
Cc: "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>, "Shay Mc Guinness (ADHB)" <ShayMc@adhb.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhhb.org.nz>
Subject: CAA investigation

Kia ora,

I agreed to provide CAA the ADHB view of the letter to assist with their investigation.

This is what we sent.

You may find it useful to give to the review group.

As you are aware some allegations about the safety and suitability of the AW169s for air ambulance work have been raised and I understand that these are being reviewed by the CAA.

Without wanting to unduly influence the outcome of the review I would like to offer some insight as to the type of operations that the Northern Region DHBs would be intending these aircraft on, including the unique challenges faced by the nature of the patients we transfer.

The aircraft have 2 basic areas of operation;

1. Primary work, including Search and Rescue (SAR)
2. Inter-hospital transport (IHT)

The issues arising from primary work are largely the same as in other parts of the country – if anything the ARHT service in this region are simpler as there is a high proportion of missions that go to regular prepared landing sites. The vast majority of these missions are conducted under Visual Flight Rules (VFR).

For IHTs the situation is quite different. ADHB a national service in respect to Paediatric Intensive Care (PICU) and Extracorporeal Membrane Oxygenation (ECMO) services as well as a regional Neonatal Intensive Care (NICU) services.

- All of these services must be available to operate 24/7/365 and IHTs are commonly time-critical and thus cannot be delayed.
- IHTs are often at night and/or conducted in Instrument Meteorological Conditions (IMC)
- IHTs often have longer legs than most primary missions (e.g. helicopters are used for most of the upper half of the North Island with occasional use as far south as Wellington)
- IHT total mission duration is also much longer (averaging 7-8hrs), which impacts on crew fatigue management
- Clinical team size and the quantity (and therefore weight) of equipment carried is often larger than for primary missions.

I agree with you that the concerns raised in the anonymous report can broadly divided into operational and safety issues and that CAAs primary responsibility is in the latter (accepting that the two interact

when the operational limits of an aircraft and/or crew are reached).

Operational

1. The payload/speed/range are obviously an important determinant of the usefulness of this aircraft to us. Despite multiple requests we have been unable to get sensible information from ARHT about this – to date we have only been told the data from the sales brochure (510nm range and 165kn maximum speed, which we know is not realistic). Although an operational issue, the lack of a sensible response from ARHT does raise questions about their organisation culture (see below).
2. Vibration and noise are largely an inconvenience, although significant vibration does present a known risk to neonates.
3. Questions of reliability and high maintenance requirements. Again these are primarily of operational importance, although they have an impact on clinical safety if they result in increased aircraft unavailability.

Safety

1. Autopilot and stability issues. This is my biggest concern if it is true. Many of our flights are conducted under Instrument Flight Rules (IFR) and are either at night or in IMC. Particularly when considering that ARHT have traditionally performed very few IFR flights in IMC it would be a potentially significant safety issue if autopilot or stability issues occurred during flight.

The anonymous information received regarding the aircraft type should be aggregated to a background of significant concerns about the operations of Auckland Rescue Helicopter Trust (ARHT), namely

- ARHT has experienced significant instability at a Governance and Executive leadership level with the departure of two CEs in the last 12 months and changes at Board level
- ARHT is going through a period of unprecedented disruption and change – staff changes, new base, new aircraft (and associated crew training and engineering changes), new SoPs (e.g. 24/7 HEMS staffing)
- ARHT continues to over promise and under deliver – and we have multiple instances when the information they are providing to us is clearly false – a common feature of unsafe aviation organisations is a history of providing misleading, inaccurate and/or incomplete information to regulators (which in this instance would include DHBs).
- ARHT appear to be under some financial pressure:
 - We have evidence that they are trying to shortcut due process to complete revenue earning operations – as seen by their desire to ignore agreed training requirements for ADHB staff.
 - We are aware that they are attempting to fundraise to cover an overspend of several million dollars
 - They are overstating the capability of the aircraft (range and speed) to secure more of the IHT work

Ngā mihi,

Ailsa Claire

Chief Executive

☎ (09) 630-9943 ext. 22342 | M: s 9(2)(a) | ✉ AilsaC@adhb.govt.nz
Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital



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Document 9



Meeting with DHBs tomorrow

Carleine Receveur

to:

Barry Woodmass, Phil, Jim Higgins (AU)

27/11/2019 04:40 p.m.

Hide Details

From: Carleine Receveur/MOH

To: Barry Woodmass/MOH@MOH, Phil <[REDACTED]>, "Jim Higgins (AU)" <jim.[REDACTED]>

Kia ora Barry, Jim and Phil

I have spoken with Monique who has liaised with Keriana on the meeting tomorrow with ADHB. Both are comfortable that there is not a NASO (MoH / ACC) presence based on these guidelines for the meeting.

Their position on the meeting is:

What it is:

The role of the assurance team will be to listen and receive information from the DHB. This is part of their information gathering for the assurance work and will be fed back to NASO (ACC and MoH).

The assurance team can answer questions of a factual manner e.g AW capability etc

What it isn't:

Critiquing or making decisions

A forum for NASO (ACC / MoH) to have a say

Questions for the assurance team:

- confirming time availability (I have indicated 1 - 3pm) however Jo has requested a mid morning start and a longer period of time. I would not believe that this is possible due to commitments already in play. I just need confirmation.
- request from Jo to record the meeting. Both Keriana and Monique have indicated that they are okay about this but would leave the preference to the assurance team.

Once you have confirmed, I will get back to Jo,

Ngā mihi

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: s 9(2)(a)

<http://www.health.govt.nz>

mailto:Carleine_Receveur@moh.govt.nz

Document 10



RE: Assurance review Thursday
Jo Brown (WDHB)

to:

Carleixx.xxxxxxxx@xxxxxx.xxxx.xx

27/11/2019 05:11 p.m.

Cc:

"Ailsa Claire (ADHB)", "Keriana.Brooking@health.govt.nz", "Nick Chamberlain (NDHB)"

Hide Details

From: "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>

To: "Carleine.Receveur@health.govt.nz" <Carleine.xxxxxxxx@xxxxxx.xxxx.xx>,

Cc: "Ailsa Claire (ADHB)" <xxxxxx@xxxx.xx@t.nz>, "xxxxxx.xxxxxxxx@xxxxxx.xxxx.xx"

<xxxxxx.xxxxxxxx@xxxxxx.xxxx.xx>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhd.org.nz>

History: This message has been replied to.

Hi Carleine

Can you please give me an update re timing of meeting – I need to finalise arrangements and let the team know

Thanks

Jo

From: Carleine.Receveur@health.govt.nz [<mailto:Carleine.Receveur@health.govt.nz>]

Sent: Wednesday, 27 November 2019 2:27 p.m.

To: Jo Brown (WDHB)

Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)

Subject: Re: Assurance review Thursday

Hi Jo

I will check in with team now and get back to you.

Nga mihi

Carleine

Sent from my iPhone

On 27/11/2019, at 2:19 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxx.xxxx.x> wrote:

Hi Carleine

We are really struggling to get some key clinicians to this meeting due to existing clinical commitments. Is there any chance we can move this meeting to an earlier start (John Beca, PICU specialist, 20 year experience of PICU retrieval service, and Director Starship - needs to be away by 1330) - might we start mid morning? Can you please let me know ASAP?

With respect to admin support for the meeting, we will have NDHB participating by zoom and I would like to propose that we record the meeting using this technology. I will also get a note taker present but expect that it will be hard to capture the substantive discussion I am anticipating we will be having. We can then get the recording shared with all participants promptly after the meeting. Can you confirm that you are happy with this please?

Regards

Jo

From: Jo Brown (WDHB)

Sent: Wednesday, 27 November 2019 8:17 a.m.

To: Carleine.Receveur@health.govt.nz

Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)

Subject: Re: Scope of the Assurance review

Hi Carleine

Thanks for clarifying this - we think we will need at least three hours to brief the review team on our experience. I have developed an agenda for the meeting that I will get the team to review this morning and get that sent to you this afternoon.

We are still working on confirming a zoom capable venue and will provide these details to you hopefully with the agenda

Regards

Jo

Sent from my iPad

On 26/11/2019, at 10:13 PM, "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz> wrote:

Hi Jo
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Nga mihi
Carleine

Sent from my iPhone

On 26/11/2019, at 8:40 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxxx.xxxx.x> wrote:

Hi Carleine

Can you please confirm what time the review team is intending to allocate to this meeting with the ADHB and NDHB team and from what time (I have indicative start time of 1300). Most of the ADHB staff (all of the clinical reps) are already rostered for clinical duties and need to be released and cover arrangements put in place, so would appreciate it if you could advise urgently

Thanks
Jo

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Sent: Tuesday, 26 November 2019 8:00 p.m.
To: Ailsa Claire (ADHB)
Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)
Subject: Scope of the Assurance review

Kia ora koutou

Please find attached the scope of the review. Since the scope was shared with the review team, we have also supplied the two emails from Jo Brown (NRHL Contract Arrangements 24/11/19 and Clinical Crew Training 25/11/19) and asked for further information in the review report about availability of assets and timeliness of that information.

Regards

Keriana Brooking
Deputy Director-General
Health System Improvement and Innovation
Ministry of Health, 133 Molesworth Street
PO Box 5013, Wellington 6145, New Zealand
Mobile: s 9(2)(a)
Email: keriana.brooking@health.govt.nz

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To: "Keriana.Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>, "Jo Brown (WDHB)" <Jo.Brown@waitemataadhb.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhd.org.nz>.
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Ngā mihi

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Chief Executive
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Thanks

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Deputy Director-General
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Jim Higgins - Specialist advisor (PWC)
Phil Hogan - Aeromedical expert (Heliport Design Group Pty Ltd)
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David Anderson - Chief Pilot aeromedical specialist (Heliport Design Group Pty Ltd)
Barry Woodmass - Senior contract manager (NASO)

If you could please confirm the venue I will let the team know.
Please let me know if you require any further information at this stage.

Nga mihi

Carleine Receveur
Manager National Ambulance Sector Office
Ambulance Services
Community and Ambulance
Health System Improvement
Health System Improvement and Innovation
Ministry of Health
Mobile: **s 9(2)(a)**

<http://www.health.govt.nz>
mailto:Carleine_Receveur@moh.govt.nz

From: Keriana Brooking/MOH
To: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>
Cc: Carleine Receveur/MOH@MOH
Date: 26/11/2019 12:32 p.m.
Subject: Re: Thursday

Kia ora Ailsa

The best time for the team is 1pm

Carleine can let you know who will be attending?

Thanks

Keriana Brooking
DDG HSII
Ministry of Health
s 9(2)(a)

On 26/11/2019, at 12:27 PM, Ailsa Claire (ADHB) <Aixxxx@xxxx.xxxx.x> wrote:

Kia ora

Just trying to organise Thursday.

Do you have some times when people will be available and TOR/names so I can brief people our end?

Ngā mihi,

Ailsa Claire
Chief Executive

☎ (09) 630-9943 ext. 22342 | M: s 9(2)(a) | ✉ AilsaC@adhb.govt.nz
Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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<NRHL Assurance Process.docx>

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RE: Assurance review Thursday

Jo Brown (WDHB) to Carleine.Receveur@health.govt.nz 27/11/2019 06:13 p.m.

Cc: "Ailsa Claire (ADHB)", "Keriana.Brooking@health.govt.nz", "Nick Chamberlain (NDHB)"



AGENDA NASO Review team NRHL 281119..docx

2019-09-18 NZ IHT for CICM.PDF

Thanks Carleine

That's a bit disappointing as John's contribution is significant for this discussion and you can appreciate how hard it is to release clinicians at such short notice.

Attached is the draft agenda we have put together and this lists the planned ADHB and NDHB attendees – noting Northland is expected to confirm additional clinical representatives joining us via zoom. We have deliberately developed a very structured meeting to ensure all elements of Northern region IHTs are covered off – both the context, our historical experience and our actual experience is able to be covered off. I am happy to rearrange the agenda if the reviewers have specific items they wish to cover off that is not already identified here.

I also attach a paper written by two DHB ICU specialists (CCDHB and HBDHB) who have responsibilities for IHT services within their respective DHBs – this paper was prepared by them to inform an annual meeting. This provides an informative summary of IHTs in NZ and it might be helpful to share this with the reviewers ahead of the meeting tomorrow.

Regards

Jo

From: Carleine.Receveur@health.govt.nz [<mailto:Carleine.Receveur@health.govt.nz>]

Sent: Wednesday, 27 November 2019 5:50 p.m.

To: Jo Brown (WDHB)

Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)

Subject: Re: Assurance review Thursday

Hi Jo

Apologies, the assurance team have been busy and needed time to plan their next steps.

Unfortunately they are not in a position to amend the 1pm start time.

Could you please send through the agenda you have drafted so I can discuss with the assurance team later tonight.

Nga mihi
Carleine

Sent from my iPhone

On 27/11/2019, at 5:11 PM, Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz> wrote:

Hi Carleine

Can you please give me an update re timing of meeting – I need to finalise arrangements and let the team know

Thanks
Jo

From: Carleine.Receveur@health.govt.nz [<mailto:Carleine.Receveur@health.govt.nz>]
Sent: Wednesday, 27 November 2019 2:27 p.m.
To: Jo Brown (WDHB)
Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)
Subject: Re: Assurance review Thursday

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I will check in with team now and get back to you.
Nga mihi
Carleine

Sent from my iPhone

On 27/11/2019, at 2:19 PM, Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz> wrote:

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Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)
Subject: Re: Scope of the Assurance review

Hi Carleine

Thanks for clarifying this - we think we will need at least three hours to brief the review team on our experience. I have developed an agenda for the meeting that I will get the team to review this morning and get that sent to you this afternoon.

We are still working on confirming a zoom capable venue and will provide these details to you hopefully with the agenda

Regards

Jo

Sent from my iPad

On 26/11/2019, at 10:13 PM, "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz> wrote:

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I have just heard back from the team and they could do two hours and even stay longer if that was beneficial to you.

Nga mihi

Carleine

Sent from my iPhone

On 26/11/2019, at 8:40 PM, Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz> wrote:

Hi Carleine

Can you please confirm what time the review team is intending to allocate to this meeting with the ADHB and NDHB team and from what time (I have indicative start time of 1300). Most of the ADHB staff (all of the clinical reps) are already rostered for clinical duties and need to be released and cover arrangements put in place, so would appreciate it if you could advise urgently

Thanks

Jo

From: Keriana.Brooking@health.govt.nz [<mailto:Keriana.Brooking@health.govt.nz>]
Sent: Tuesday, 26 November 2019 8:00 p.m.
To: Ailsa Claire (ADHB)
Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)
Subject: Scope of the Assurance review

Kia ora koutou

Please find attached the scope of the review. Since the scope was shared with the review team, we have also supplied the two emails from Jo Brown (NRHL Contract Arrangements 24/11/19 and Clinical Crew Training 25/11/19) and asked for further information in the review report about availability of assets and timeliness of that information.

Regards

Keriana Brooking
Deputy Director-General
Health System Improvement and Innovation
Ministry of Health, 133 Molesworth Street
PO Box 5013, Wellington 6145, New Zealand

Mobile: s 9(2)(a)
Email: keriana.brooking@health.govt.nz

Kia ora, if this email reaches you out of hours, I don't expect a reply outside of your office hours, it's just a convenient time for me to send an email, nga mihi.

From: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>
To: "Keriana.Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>, "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhb.org.nz>,
Cc: "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz>
Date: 26/11/2019 05:41 p.m.
Subject: RE: Thursday

Hi
Thanks for this.
Do you have the TOR?

Ngā mihi

Ailsa Claire
Chief Executive
P: 09 - 6309943 extn 22342 M: s 9(2)(a)

From: Keriana.Brooking@health.govt.nz [<mailto:Keriana.Brooking@health.govt.nz>]
Sent: Tuesday, 26 November 2019 5:25 PM
To: Ailsa Claire (ADHB) <AilsaC@adhb.govt.nz>; Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz>; Nick Chamberlain (NDHB) <Nick.Chamberlain@northlanddhb.org.nz>
Cc: Carleine.Receveur@health.govt.nz
Subject: Fw: Thursday

Kia ora

We have had a few emails cross over so I thought I would include everyone in that I have seen on emails today.

Thanks

Keriana Brooking
Deputy Director-General
Health System Improvement and Innovation
Ministry of Health, 133 Molesworth Street
PO Box 5013, Wellington 6145, New Zealand
Mobile: s 9(2)(a)
Email: keriana.brooking@health.govt.nz

Kia ora, if this email reaches you out of hours, I don't expect a reply outside of your office hours, it's just a convenient time for me to send an email, nga mihi.

----- Forwarded by Keriana Brooking/MOH on 26/11/2019 05:23 p.m. -----

From: Carleine Receveur/MOH
To: AilsaC@adhb.govt.nz,
Cc: Keriana Brooking/MOH@MOH

Date: 26/11/2019 05:10 p.m.
Subject: Re: Thursday

Kia ora Ailsa

As per Keriana's email below, please find confirmation of the attendees for the meeting with the Assurance Expert team for this Thursday at 1pm.

We have framed the meeting as an opportunity for Northern DHB representatives to meet face to face with the NASO contracted assurance team to hear and understand the Northern DHB views on the Northern air ambulance service

Attendees:

Jim Higgins - Specialist advisor (PWC)

Phil Hogan - Aeromedical expert (Heliport Design Group Pty Ltd)

Peter Johnson - Air worthiness certification and regulation advisor (Heliport Design Group Pty Ltd)

David Anderson - Chief Pilot aeromedical specialist (Heliport Design Group Pty Ltd)

Barry Woodmass - Senior contract manager (NASO)

If you could please confirm the venue I will let the team know.

Please let me know if you require any further information at this stage.

Nga mihi

Carleine Receveur
Manager National Ambulance Sector Office
Ambulance Services
Community and Ambulance
Health System Improvement
Health System Improvement and Innovation
Ministry of Health
Mobile: s 9(2)(a)

<http://www.health.govt.nz>
mailto:Carleine_Receveur@moh.govt.nz

From: Keriana Brooking/MOH
To: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>,
Cc: Carleine Receveur/MOH/MOH
Date: 26/11/2019 12:32 p.m.
Subject: Re: Thursday

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The best time for the team is 1pm

Carleine can let you know who will be attending?

Thanks

Keriana Brooking
DDG HSII
Ministry of Health
s 9(2)(a)

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Kia ora

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Do you have some times when people will be available and TOR/names so I can brief people our end?

Ngā mihi,

Ailsa Claire
Chief Executive

☎ (09) 630-9943 ext. 22342 | M: s 9(2)(a) | ✉ AilsaC@adhb.govt.nz
Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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AGENDA

NRHL Review Panel – meeting with Northland and Auckland DHBs

Meeting 1300 – 1600 Thursday 28 November 2019

NASO

Jim Higgins - Specialist advisor (PWC)
 Phil Hogan - Aeromedical expert
 (Heliport Design Group Pty Ltd)
 Peter Johnson - Air worthiness
 certification and regulation advisor
 (Heliport Design Group Pty Ltd)
 David Anderson - Chief Pilot
 aeromedical specialist (Heliport Design
 Group Pty Ltd)
 Barry Woodmass - Senior contract
 manager (NASO)

ADHB

Dr Shay McGuinness, Clinical Director Air
 Ambulance Service
 Dr John Beca, Director, Starship Hospital
 Diane Fuller, Nurse Specialist, Transport, PICU
 Shirley Wilson, Nurse Specialist, Transport, NICU
 Jo Mack, Operations Manager, Air Ambulance
 Service
 Joanne Brown, Funding Manager Hospitals (Chair)
 Dr Barry Snow, Director Adult Medical Services
 Dr Mark Edwards, Chief of Quality, Risk and Safety
 Melissa Moser, Executive Business Manager to
 CEO

NDHB (via ZOOM)

Melissa Nathan-Patuawa, Business Manager,
 Infrastructure & Commercial Services
 Sarah Hoyle, Risk and Emergency Manager

	Item	Who	Time
1	Welcome and Introductions	All	15 (1300-1315)
2	Review Panel expectations of meeting outcomes	Review team	10 (1315-1325)
3	Overview ADHB national and regional retrieval services including overview of national IHT Tasking and Coordination arrangements	Shay McGuinness	15 (1325-1340)
4	Overview NDHB regional IHT services – air and road ambulance services	Melissa Nathan-Patuawa	15 (1340-1355)
5	Experience of providers pre supply agreement 1 April - operational, clinical, contractual including available capacity (ADHB and NDHB)	Shay McGuinness Jo Mack John Beca Diane Fuller Shirley Wilson Melissa Nathan-Patuawa	20 (1355-1415)
6	Implementation of new supply agreement <ul style="list-style-type: none"> • Contracted capacity – four helicopters (2 x 24/7, 2 x 10/24) • Implementation and transition planning including contingency planning • Delayed asset implementation • Communication – one/two providers 	Jo Brown Shay McGuinness	15 (1415-1430)

	<ul style="list-style-type: none"> Clinical crew training requirements - October scheduling Changes to pre hospital tasking 		
7	<p>Notable events</p> <ul style="list-style-type: none"> June <ul style="list-style-type: none"> (1) PICU Waikato tasking delay – RCC conflict July <ul style="list-style-type: none"> (1) Northland tasking incident – Airdesk/ Rawene/BK (2) Auckland - no IHT overnight cover September <ul style="list-style-type: none"> (1) HKZ maintenance early/prolonged maintenance (2) Auckland – no HT overnight cover October <ul style="list-style-type: none"> (1) Auckland - no IHT overnight cover (2) Removal of asset from NSH and delayed engine replacement (3) Delayed PICU retrieval – conflict with P1 NICU November <ul style="list-style-type: none"> (1) Auckland – no IHT overnight cover (2) Delayed NICU retrieval - Northland (3) Declined P1 PICU tasking - PNth (4) Roster gaps 22nd – 24th (5) Declined/delayed tasking 25th 	<p>Shay McGuinness Jo Brown</p> <p>Melissa Nathan-Patuawa</p>	<p>15 (1430-1445)</p>
8	<p>Northland Issues</p> <ul style="list-style-type: none"> October/November issues register – summary of issues multiple delayed taskings 	Melissa Nathan-Patuawa	<p>10 (1445-1455)</p>
9	<p>Asset and Crew plan</p> <ul style="list-style-type: none"> Forward plan - timeline Frequency of changes/updates Inconsistency of information – Exec summary, Asset/Crew plan, Forward Outlook Late notification of changes - weekends Roster gaps – HKZ from Sept – current 	<p>Jo Brown Shay McGuinness</p>	<p>15 (1455-1510)</p>
10	<p>Minimum contract requirements</p> <ul style="list-style-type: none"> Training schedules and roster gaps (schedule 5, clause 7.7) Four helicopters – 2PIFR capable Back up helicopters – Service Specification clause 10.1.3 	Jo Brown	<p>10 (1510-1520)</p>
11	<p>Northern region capacity and capability</p> <ul style="list-style-type: none"> Interim capacity – immediate and short/medium term Current supplier capacity – assets and staff Safety of operations + GPP assessment 	<p>Jo Brown Shay McGuinness Melissa Nathan-Patuawa</p>	<p>15 (1520-1535)</p>
12	<p>Other</p> <ul style="list-style-type: none"> Changes in pre hospital tasking Tracplus 	<p>Shay McGuinness Jo Brown</p>	<p>10 (1535-1545)</p>

13	Any other matters – review panel		10 (1545-1555)
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Document 12



RE: Assurance review Thursday

Ailsa Claire (ADHB)

to:

Carleine.Receveur@health.govt.nz, Jo Brown (WDHB)

28/11/2019 06:43 a.m.

Cc:

"xxxxxxxxxxxxxxxx@xxxxxxxx.xxxx.xx" Nick Chamberlain (NDHB)"

Hide Details

From: "Ailsa Claire (ADHB)" <xxxxxxxx@xxxx.xxxx.xx>

To: "Carleine.Receveur@health.govt.nz" <xxxxxxxxxxxxxxxx@xxxxxxxx.xxxx.xx>, "Jo

Brown (WDHB)" <xx.xxxxx@xxxxxxxxxxxxxxxx.xxxx.xx>,

Cc: "xxxxxxxxxxxxxxxx@xxxxxxxx.xxxx.xx" <Kxxxxxxxxxxxxxxxx@xxxxxxxx.xxxx.xx>, "Nick Chamberlain (NDHB)" <Nick.Cxxxxxxxxxxxxxxxx@xxxxxxxxxxxxxxxx.xxx.xx>

Kia ora

I was not aware that there had been a request for CEOs to be present.

I have absolute confidence that the staff will be able to present the issues.

Should additional questions that only CEOs can answer occur I am sure Nic and I can make ourselves available at a later time.

it is important that this meeting is conducted in an open and constructive manner.

It would be helpful if at least some of your team could make themselves available earlier so they obtain the benefit of Johns experience.

I am assuming someone from NASSO will be in attendance if Barry is not attending.

I think it would be helpful for NASSO to hear and understand the views of the staff at ADHB.

Regards

Ailsa

From: Carleine.Receveur@health.govt.nz <Carleine.Receveur@health.govt.nz>

Date: 27 November 2019 at 7:27:11 PM NZDT

To: Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxxxxx.xxxx.xx>

Cc: Ailsa Claire (ADHB) <AilsaC@adhb.govt.nz>, xxxxxxxxxxxxxxxxxxx@xxxxxxxx.xxxx.xx

<xxxxxxxxxxxxxxxx@xxxxxxxx.xxxx.xx> Nick Chamberlain (NDHB)

<xxxx.xxxxxxxxxxxxxxxxx@xxxxxxxxxxxxxxxx.xxx.xx>

Subject: RE: Assurance review Thursday

Kia ora Jo

Thank you for your email. I can confirm that the assessment team are able to attend from 1pm - 4pm.

We have reviewed the attached agenda and the assessment team have no adjustments to this. Can you please note that Barry Woodmass will no longer be attending the meeting.

We have reviewed the DHB attendees and note that there are no DHB CE's present. Can you please confirm that this is correct.

The assessment team are happy to have the conversation recorded. We do ask that we receive an unedited copy please.

Can you please confirm that this is still your intent.

Also to note that the assessment team are happy to answer questions around the AW 169s.

Ngā mihi

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health

Mobile: s 9(2)(a)

<http://www.health.govt.nz>
mailto:Carleine_Receveur@moh.govt.nz

From: "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>
 To: "Carleine.Receveur@xxxxxx.xxxt.nz" <Carleine.Receveur@health.govt.nz>,
 Cc: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>, "Keriana.Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhd.org.nz>
 Date: 27/11/2019 06:13 p.m.
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Sent: Wednesday, 27 November 2019 8:17 a.m.
To: Carleine.Receveur@health.govt.nz
Cc: Ailsa Claire (ADHB); Keri@adhb.govt.nz; Nick Chamberlain (NDHB)
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Thanks

Jo

From: [Keri \[REDACTED\]](mailto:keri@health.govt.nz) [<mailto:keri@health.govt.nz>]
Sent: Tuesday, 26 November 2019 8:00 p.m.
To: Ailsa Claire (ADHB)
Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)
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Regards

Keriana Brooking
 Deputy Director-General
 Health System Improvement and Innovation
 Ministry of Health, 133 Molesworth Street
 PO Box 5013, Wellington 6145, New Zealand
 Mobile: s 9(2)(a)
 Email: keriana.brooking@health.govt.nz

Kia ora, if this email reaches you out of hours, I don't expect a reply outside of your office hours, it's just a convenient time for me to send an email, nga mihi.

From: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>
 To: "Keriana.Brookinx@xxxxxx.xxxx.nz" <Keriana.Brooking@health.govt.nz>, "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhd.org.nz>,
 Cc: "Carleine.Recevx@xxxxxx.xxt.nz" <Carleine.Receveur@health.govt.nz>
 Date: 26/11/2019 05:41 p.m.
 Subject: RE: Thursday

Hi
 Thanks for this.
 Do you have the TOR?

Ngā mihi

Ailsa Claire
 Chief Executive
 P: 09 - 6309943 extn 22342 M: s 9(2)(a)

From: Keriana.Brookinx@xxxxxx.xxxx.nz [<mailto:Keriana.Brooking@health.govt.nz>]
Sent: Tuesday, 26 November 2019 5:25 PM
To: Ailsa Claire (ADHB) <AilsaC@adhb.govt.nz>; Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxxx.xxxx.xx>; Nick Chamberlain (NDHB) <Nick.Chamberlain@northlanddhd.org.nz>
Cc: Carleine.Receveur@health.govt.nz
Subject: Fw: Thursday

Kia ora

We have had a few emails cross over so I thought I would include everyone in that I have seen on emails today.

Thanks

Keriana Brooking
 Deputy Director-General
 Health System Improvement and Innovation
 Ministry of Health, 133 Molesworth Street
 PO Box 5013, Wellington 6145, New Zealand
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----- Forwarded by Keriana Brooking/MOH on 26/11/2019 05:23 p.m. -----

From: Carleine Receveur/MOH
 To: Ailsax@xxxx.xxxx.nz,
 Cc: Keriana Brooking/MOH@MOH
 Date: 26/11/2019 05:10 p.m.
 Subject: Re: Thursday

Kia ora Ailsa

As per Keriana's email below, please find confirmation of the attendees for the meeting with the Assurance Expert team for this Thursday at 1pm.

We have framed the meeting as an opportunity for Northern DHB representatives to meet face to face with the NASO contracted assurance team to hear and understand the Northern DHB views on the Northern air ambulance service

Attendees:

Jim Higgins - Specialist advisor (PWC)

Phil Hogan - Aeromedical expert (Heliport Design Group Pty Ltd)

Peter Johnson - Air worthiness certification and regulation advisor (Heliport Design Group Pty Ltd)

David Anderson - Chief Pilot aeromedical specialist (Heliport Design Group Pty Ltd)

Barry Woodmass - Senior contract manager (NASO)

If you could please confirm the venue I will let the team know.

Please let me know if you require any further information at this stage.

Nga mihi

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: s 9(2)(a)

<http://www.health.govt.nz>

mailto:Carleine_Receveur@moh.govt.nz

From: Keriana Brooking/MOH
 To: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>
 Cc: Carleine Receveur/MOH@MOH
 Date: 26/11/2019 12:32 p.m.
 Subject: Re: Thursday

Kia ora Ailsa

The best time for the team is 1pm

Carleine can let you know who will be attending?

Thanks

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

On 26/11/2019, at 12:27 PM, Ailsa Claire (ADHB) <xxxxxxx@xxxx.xxxx.xz> wrote:

Kia ora

Just trying to organise Thursday.

Do you have some times when people will be available and TOR/names so I can brief people our end?

Ngā mihi,

Ailsa Claire

Chief Executive

☎ (09) 630-9943 ext. 22342 | M: s 9(2)(a) | ✉ AilsaC@adhb.govt.nz

Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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<NRHL Assurance Process.docx>

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Document 13

Re: Assurance review Thursday

Keriana Brooking

to:

Ailsa Claire (ADHB)

28/11/2019 07:26 a.m.

Cc:

Carleine Receveur, "Jo Brown (WDHB)", "Nick Chamberlain (NDHB)"

Hide Details

From: Keriana Brooking/MOH

To: "Ailsa Claire (ADHB)" <xxxxxxx@xxxx.xxxx.xx>,

Cc: Carleine Receveur/MOH@MOH, "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Cxxxxxxxxx@xxxxxxxxxxxxx.xxx.xx>

Kia ora Ailsa

There wasn't an expectation that CEOs be present, we understand that the staff will be able to present the issues.

I made the decision to not have a NASO staff member there and to agree the suggestion it be taped. I fully support the reset of the relationship between NASO and the DHBs, we only have one staff member with the assurance team and I didn't think it was appropriate that they attended. We have another day scheduled Thursday 12 December that we are arranging that while I don't expect the clinicians to have to repeat themselves, I want a fuller Ministry, ACC, NASO group to engage with the DHB teams.

Nga mihi

Keriana Brooking

DDG HSII

Ministry of Health

s 9(2)(a)

On 28/11/2019, at 6:43 AM, Ailsa Claire (ADHB) <xxxxxxx@xxxx.xxxx.x> wrote:

Kia ora

I was not aware that there had been a request for CEOs to be present.

I have absolute confidence that the staff will be able to present the issues.

Should additional questions that only CEOs can answer occur I am sure Nic and I can make ourselves available at a later time.

it is important that this meeting is conducted in an open and constructive manner.

It would be helpful if at least some of your team could make themselves available earlier so they obtain the benefit of Johns experience.

I am assuming someone from NASSO will be in attendance if Barry is not attending.

I think it would be helpful for NASSO to hear and understand the views of the staff at ADHB.

Regards

Ailsa

From: xxxxxxxxxxxxxxxxxxxx@xxxxxxxx.xxvt <Carleine.Recevx@xxxxxxxx.xxxx.x>

Date: 27 November 2019 at 7:27:11 PM NZDT

To: Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxxxxx.xxxx.x>

Cc: Ailsa Claire (ADHB) <xxxxxxx@xxxx.xxxx.x>, Keriana.Brooking@health.govt.nz

<xxxxxxxxxxxxxxxxx@xxxxxxxx.xxxx>, Nick Chamberlain (NDHB)

<xxxx.xxxxxxxxxxxxx@xxxxxxxxxxxxxxxx.xxxx>.nz

Subject: RE: Assurance review Thursday

Kia ora Jo

Thank you for your email. I can confirm that the assessment team are able to attend from 1pm - 4pm.

We have reviewed the attached agenda and the assessment team have no adjustments to this. Can you please note

that Barry Woodmass will no longer be attending the meeting.

We have reviewed the DHB attendees and note that there are no DHB CEs present. Can you please confirm that this is correct.

The assessment team are happy to have the conversation recorded. We do ask that we receive an unedited copy please. Can you please confirm that this is still your intent.

Also to note that the assessment team are happy to answer questions around the AW 169s.

Ngā mihi

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: s 9(2)(a)

<http://www.health.govt.nz>
mailto:Carleine_Receveur@moh.govt.nz

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 To: "Carleine_Receveur@health.govt.nz" <Carleine_Receveur@health.govt.nz>,
 Cc: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>, "Keriana.Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhd.govt.nz>
 Date: 27/11/2019 06:13 p.m.
 Subject: RE: Assurance review Thursday

Thanks Carleine

That's a bit disappointing as John's contribution is significant for this discussion and you can appreciate how hard it is to release clinicians at such short notice.

Attached is the draft agenda we have put together and this lists the planned ADHB and NDHB attendees – noting Northland is expected to confirm additional clinical representatives joining us via zoom. We have deliberately developed a very structured meeting to ensure all elements of Northern region IHTs are covered off – both the context, our historical experience and our actual experience is able to be covered off. I am happy to rearrange the agenda if the reviewers have specific items they wish to cover off that is not already identified here.

I also attach a paper written by two DHB ICU specialists (CCDHB and HBDHB) who have responsibilities for IHT services within their respective DHBs – this paper was prepared by them to inform an annual meeting. This provides an informative summary of IHTs in NZ and it might be helpful to share this with the reviewers ahead of the meeting tomorrow.

Regards
 Jo

From: Carleine.Receveur@health.govt.nz [<mailto:Carleine.Receveur@health.govt.nz>]
Sent: Wednesday, 27 November 2019 5:50 p.m.
To: Jo Brown (WDHB)
Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)
Subject: Re: Assurance review Thursday

Hi Jo

Apologies, the assurance team have been busy and needed time to plan their next steps. Unfortunately they are not in a position to amend the 1pm start time. Could you please send through the agenda you have drafted so I can discuss with the assurance team later tonight.

Nga mihi
Carleine
Sent from my iPhone

On 27/11/2019, at 5:11 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxx.xxxx.x> wrote:

Hi Carleine

Can you please give me an update re timing of meeting – I need to finalise arrangements and let the team know

Thanks
Jo

From: Carleine.Receveur@health.govt.nz [<mailto:Carleine.Receveur@health.govt.nz>]
Sent: Wednesday, 27 November 2019 2:27 p.m.
To: Jo Brown (WDHB)
Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)
Subject: Re: Assurance review Thursday

Hi Jo
I will check in with team now and get back to you.
Nga mihi
Carleine
Sent from my iPhone

On 27/11/2019, at 2:19 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxx.xxxx.x> wrote:
Hi Carleine

We are really struggling to get some key clinicians to this meeting due to existing clinical commitments. Is there any chance we can move this meeting to an earlier start (John Beca, PICU specialist, 20 year experience of PICU retrieval service, and Director Starship - needs to be away by 1330) - might we start mid morning? Can you please let me know ASAP?

With respect to admin support for the meeting, we will have NDHB participating by zoom and I would like to propose that we record the meeting using this technology. I will also get a note taker present but expect that it will be hard to capture the substantive discussion I am anticipating we will be having. We can then get the recording shared with all participants promptly after the meeting. Can you confirm that you are happy with this please?

Regards
Jo

From: Jo Brown (WDHB)
Sent: Wednesday, 27 November 2019 8:17 a.m.
To: Carleine.Receveur@health.govt.nz
Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)

Subject: Re: Scope of the Assurance review

Hi Carleine

Thanks for clarifying this - we think we will need at least three hours to brief the review team on our experience. I have developed an agenda for the meeting that I will get the team to review this morning and get that sent to you this afternoon.

We are still working on confirming a zoom capable venue and will provide these details to you hopefully with the agenda

Regards
Jo

Sent from my iPad

On 26/11/2019, at 10:13 PM, "xxxxxxxx.xxxxxxxx@xxxxxx.xxx". [xx](mailto:xxxxxxxx.xxxxxxxx@xxxxxx.xxx) <xxxxxxxx.xxxxxxxx@xxxxxx.xxx> wrote:

Hi Jo

I have just heard back from the team and they could do two hours and even stay longer if that was beneficial to you.

Nga mihi

Carleine

Sent from my iPhone

On 26/11/2019, at 8:40 PM, Jo Brown (WDHB) <xx.xxxxxx@xxxxxxxxxxxxxxxx.xxxx.x> wrote:

Hi Carleine

Can you please confirm what time the review team is intending to allocate to this meeting with the ADHB and NDHB team and from what time (I have indicative start time of 1300). Most of the ADHB staff (all of the clinical reps) are already rostered for clinical duties and need to be released and cover arrangements put in place, so would appreciate it if you could advise urgently

Thanks
Jo

From: Keriana.Brooking@health.govt.nz [<mailto:Keriana.Brooking@health.govt.nz>]

Sent: Tuesday, 26 November 2019 8:00 p.m.

To: Ailsa Claire (ADHB)

Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)

Subject: Scope of the Assurance review

Kia ora koutou

Please find attached the scope of the review. Since the scope was shared with the review team, we have also supplied the two emails from Jo Brown (NRHL Contract Arrangements 24/11/19 and Clinical Crew Training 25/11/19) and asked for further information in the review report about availability of assets and timeliness of that information.

Regards

Keriana Brooking
Deputy Director-General

Health System Improvement and Innovation
 Ministry of Health, 133 Molesworth Street
 PO Box 5013, Wellington 6145, New Zealand
 Mobile: s 9(2)(a)
 Email: keriana.brooking@health.govt.nz

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Cc: Carleixx.xxxxxxxx@xxxxxx.xxxt.xx
Subject: Fw: Thursday

Kia ora

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Thanks

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 Date: 26/11/2019 05:10 p.m.
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We have framed the meeting as an opportunity for Northern DHB representatives to meet face to face with the NASO contracted assurance team to hear and understand the Northern DHB views on the Northern air ambulance service

Attendees:

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Phil Hogan - Aeromedical expert (Heliport Design Group Pty Ltd)

Peter Johnson - Air worthiness certification and regulation advisor (Heliport Design Group Pty Ltd)

David Anderson - Chief Pilot aeromedical specialist (Heliport Design Group Pty Ltd)

Barry Woodmass - Senior contract manager (NASO)

If you could please confirm the venue I will let the team know.

Please let me know if you require any further information at this stage.

Nga mihi

Carleine Receveur
Manager National Ambulance Sector Office
Ambulance Services
Community and Ambulance
Health System Improvement
Health System Improvement and Innovation
Ministry of Health
Mobile: s 9(2)(a)

<http://www.health.govt.nz>

mailto:Carleine_Receveur@moh.govt.nz

From: Keriana Brooking/MOH
To: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>,
Cc: Carleine Receveur/MOH/MOH
Date: 26/11/2019 12:32 p.m.
Subject: Re: Thursday

Kia ora Ailsa

The best time for the team is 1pm

Carleine can let you know who will be attending?

Thanks

Keriana Brooking
DDG HSII

Ministry of Health

s 9(2)(a)

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Kia ora

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Do you have some times when people will be available and TOR/names so I can brief people our end?

Ngā mihi,

Ailsa Claire

Chief Executive

☎ (09) 630-9943 ext. 22342 | M: s 9(2)(a) | ✉ AilsaC@adhb.govt.nz

Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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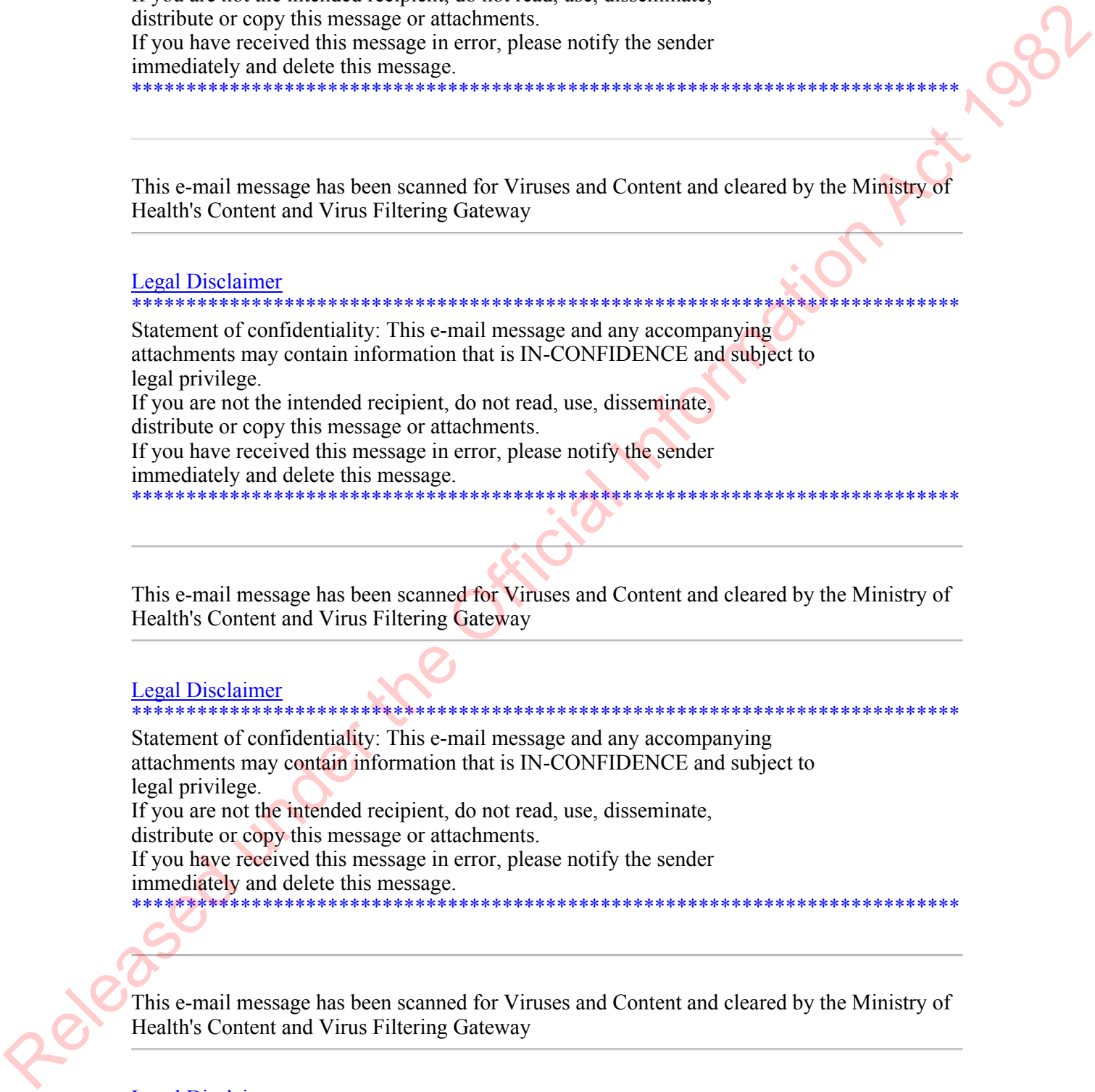
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Document 14

Re: Assurance review Thursday

Keriana Brooking

to:

Ailsa Claire (ADHB)

28/11/2019 07:29 a.m.

Cc:

Carleine Receveur, "Jo Brown (WDHB)", "Nick Chamberlain (NDHB)"

Hide Details

From: Keriana Brooking/MOH

To: "Ailsa Claire (ADHB)" <xxxxxx@xxxx.xxxx.xx>,

Cc: Carleine Receveur/MOH@MOH, "Jo Brown (WDHB)" <xx.xxxxx@xxxxxxxxxxxx.xxxx.xx>, "Nick Chamberlain (NDHB)" <xxxx.xxxxxxxxxx@xxxxxxxxxxxx.xxxx.xx>

Kia ora

I forgot to mention that I am happy to zoom in for the first 1/2 hour and last 1/2 hour if that was helpful

Keriana Brooking

DDG HSII

Ministry of Health

s 9(2)(a)

On 28/11/2019, at 7:26 AM, Keriana Brooking <xxxxxx.xxxxxxxxx@xxxxxx.xxxx> wrote:

Kia ora Ailsa

There wasn't an expectation that CEOs be present, we understand that the staff will be able to present the issues.

I made the decision to not have a NASO staff member there and to agree the suggestion it be taped. I fully support the reset of the relationship between NASO and the DHBs, we only have one staff member with the assurance team and I didn't think it was appropriate that they attended. We have another day scheduled Thursday 12 December that we are arranging that while I don't expect the clinicians to have to repeat themselves, I want a fuller Ministry, ACC, NASO group to engage with the DHB teams.

Nga mihi

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Ailsa

From: Caxxxxxx.xxxxxxxxx@xxxxxx.xxxx<Carleine.Rxxxxxxx@xxxxxx.xxxx>xx

Date: 27 November 2019 at 7:27:11 PM NZDT

To: Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxx.xxxx.xx>

Cc: Ailsa Claire (ADHB) <xxxxxx@xxxx.xxxx.x>, Kerianx.xxxxxxxxx@xxxxxx.xxxx.xx

<xxxxxx.xxxxxxxxx@xxxxxx.xxxx>, Nick Chamberlain (NDHB)

<Nick.Chamberlain@northlanddhb.org.nz>

Subject: RE: Assurance review Thursday

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Thank you for your email. I can confirm that the assessment team are able to attend from 1pm - 4pm. We have reviewed the attached agenda and the assessment team have no adjustments to this. Can you please note that Barry Woodmass will no longer be attending the meeting. We have reviewed the DHB attendees and note that there are no DHB CEs present. Can you please confirm that this is correct.

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Ngā mihi

Carleine Receveur
 Manager National Ambulance Sector Office
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 Ministry of Health
 Mobile: s 9(2)(a)

<http://www.health.govt.nz>
<mailto:Carxxxxxxxxxxxxx@xxx.xxx.xx>

From: "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>
 To: "Carleine Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz>,
 Cc: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>, "Keriana Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhd.org.nz>
 Date: 27/11/2019 06:13 p.m.
 Subject: RE: Assurance review Thursday

Thanks Carleine

That's a bit disappointing as John's contribution is significant for this discussion and you can appreciate how hard it is to release clinicians at such short notice.

Attached is the draft agenda we have put together and this lists the planned ADHB and NDHB attendees – noting Northland is expected to confirm additional clinical representatives joining us via zoom. We have deliberately developed a very structured meeting to ensure all elements of Northern region IHTs are covered off – both the context, our historical experience and our actual experience is able to be covered off. I am happy to rearrange the agenda if the reviewers have specific items they wish to cover off that is not already identified here.

I also attach a paper written by two DHB ICU specialists (CCDHB and HBDHB) who have responsibilities for IHT services within their respective DHBs – this paper was prepared by them to inform an annual meeting. This provides an informative summary of IHTs in NZ and it might be helpful to share this with the reviewers ahead of the meeting tomorrow.

Regards
 Jo

From: Carleine.Receveur@health.govt.nz [<mailto:Carleine.Receveur@health.govt.nz>]
Sent: Wednesday, 27 November 2019 5:50 p.m.
To: Jo Brown (WDHB)
Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)
Subject: Re: Assurance review Thursday

Hi Jo

Apologies, the assurance team have been busy and needed time to plan their next steps. Unfortunately they are not in a position to amend the 1pm start time.

Could you please send through the agenda you have drafted so I can discuss with the assurance team later tonight.

Nga mihi
Carleine
Sent from my iPhone

On 27/11/2019, at 5:11 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxx.xxxx.x> wrote:

Hi Carleine

Can you please give me an update re timing of meeting – I need to finalise arrangements and let the team know

Thanks
Jo

From: Carleine.Receveur@health.govt.nz [<mailto:Carleine.Receveur@health.govt.nz>]
Sent: Wednesday, 27 November 2019 2:27 p.m.
To: Jo Brown (WDHB)
Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)
Subject: Re: Assurance review Thursday

Hi Jo
I will check in with team now and get back to you.
Nga mihi
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Sent from my iPhone

On 27/11/2019, at 2:19 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxx.xxxx.x> wrote:
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With respect to admin support for the meeting, we will have NDHB participating by zoom and I would like to propose that we record the meeting using this technology. I will also get a note taker present but expect that it will be hard to capture the substantive discussion I am anticipating we will be having. We can then get the recording shared with all participants promptly after the meeting. Can you confirm that you are happy with this please?

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Cc: Ailsa Claire (ADHB); Keriana.Brooking@health.govt.nz; Nick Chamberlain (NDHB)
Subject: Re: Scope of the Assurance review

Hi Carleine

Thanks for clarifying this - we think we will need at least three hours to brief the review team on our experience. I have developed an agenda for the meeting that I will get the team to review this morning and get that sent to you this afternoon.

We are still working on confirming a zoom capable venue and will provide these details to you hopefully with the agenda

Regards
Jo

Sent from my iPad

On 26/11/2019, at 10:13 PM, "xxxxxxxxxxxxxxxx@xxxxxxxx.xxx#.xx
<xxxxxxxxxxxxxxxx@xxxxxxxx.xxx#> wrote:

Hi Jo

I have just heard back from the team and they could do two hours and even stay longer if that was beneficial to you.

Nga mihi

Carleine

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On 26/11/2019, at 8:40 PM, Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxxxxx.xxx.x> wrote:

Hi Carleine

Can you please confirm what time the review team is intending to allocate to this meeting with the ADHB and NDHB team and from what time (I have indicative start time of 1300). Most of the ADHB staff (all of the clinical reps) are already rostered for clinical duties and need to be released and cover arrangements put in place, so would appreciate it if you could advise urgently

Thanks

Jo

From: Keriana.Brook@adhb.govt.nz [<mailto:Keriana.Brooking@health.govt.nz>]
Sent: Tuesday, 26 November 2019 8:00 p.m.
To: Ailsa Claire (ADHB)
Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)
Subject: Scope of the Assurance review

Kia ora koutou

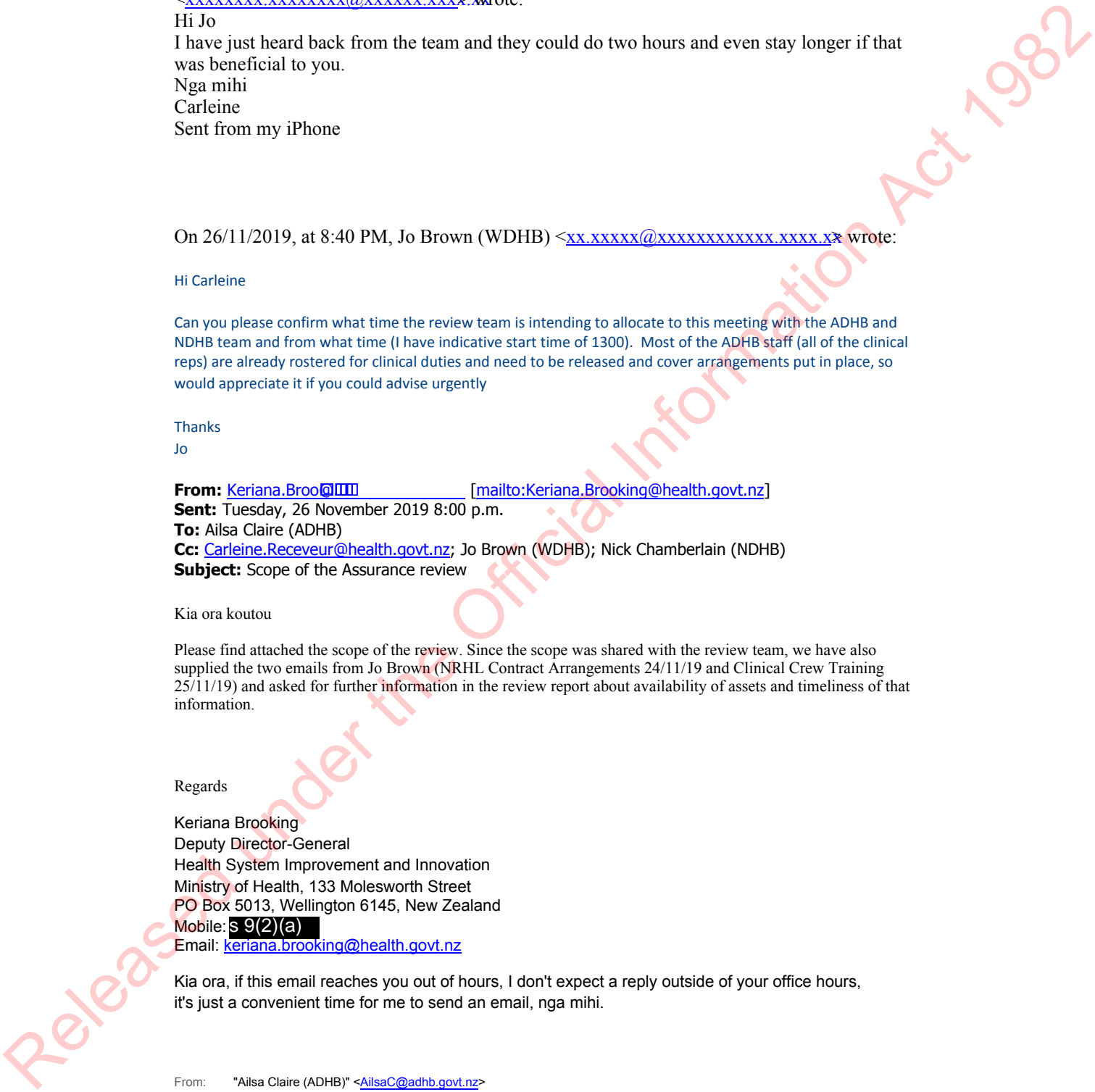
Please find attached the scope of the review. Since the scope was shared with the review team, we have also supplied the two emails from Jo Brown (NRHL Contract Arrangements 24/11/19 and Clinical Crew Training 25/11/19) and asked for further information in the review report about availability of assets and timeliness of that information.

Regards

Keriana Brooking
Deputy Director-General
Health System Improvement and Innovation
Ministry of Health, 133 Molesworth Street
PO Box 5013, Wellington 6145, New Zealand
Mobile: **S 9(2)(a)**
Email: keriana.brooking@health.govt.nz

Kia ora, if this email reaches you out of hours, I don't expect a reply outside of your office hours, it's just a convenient time for me to send an email, nga mihi.

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To: "Keriana.Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>, "Jo Brown (WDHB)" <Jo.Brown@waitemataadhb.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhb.org.nz>.
Cc: "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz>
Date: 26/11/2019 05:41 p.m.
Subject: RE: Thursday



Hi
Thanks for this.
Do you have the TOR?

Ngā mihi

Ailsa Claire
Chief Executive
P: 09 - 6309943 extn 22342 M: **s 9(2)(a)**

From: xxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx [mailto:xxxxxxx.xxxxxxxx@xxxxxx.xxxx.xx]
Sent: Tuesday, 26 November 2019 5:25 PM
To: Ailsa Claire (ADHB) <AilsaC@adhb.govt.nz>; Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxxx.xvvt.nz>; Nick Chamberlain (NDHB) <Nick.Chamberlain@northlanddhb.org.nz>
Cc: Carleine.Receveur@health.govt.nz
Subject: Fw: Thursday

Kia ora

We have had a few emails cross over so I thought I would include everyone in that I have seen on emails today.

Thanks

Keriana Brooking
Deputy Director-General
Health System Improvement and Innovation
Ministry of Health, 133 Molesworth Street
PO Box 5013, Wellington 6145, New Zealand
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----- Forwarded by Keriana Brooking/MOH on 26/11/2019 05:23 p.m. -----

From: Carleine Receveur/MOH
To: AilsaC@adhb.govt.nz,
Cc: Keriana Brooking/MOH@MOH
Date: 26/11/2019 05:10 p.m.
Subject: Re: Thursday

Kia ora Ailsa

As per Keriana's email below, please find confirmation of the attendees for the meeting with the Assurance Expert team for this Thursday at 1pm.

We have framed the meeting as an opportunity for Northern DHB representatives to meet face to face with the NASO contracted assurance team to hear and understand the Northern DHB views on the Northern air ambulance service

Attendees:

- Jim Higgins - Specialist advisor (PWC)
- Phil Hogan - Aeromedical expert (Helicopter Design Group Pty Ltd)
- Peter Johnson - Air worthiness certification and regulation advisor (Helicopter Design Group Pty Ltd)
- David Anderson - Chief Pilot aeromedical specialist (Helicopter Design Group Pty Ltd)
- Barry Woodmass - Senior contract manager (NASO)

If you could please confirm the venue I will let the team know.
Please let me know if you require any further information at this stage.

Nga mihi

Carleine Receveur
Manager National Ambulance Sector Office

Ambulance Services
Community and Ambulance
Health System Improvement
Health System Improvement and Innovation
Ministry of Health
Mobile: s 9(2)(a)

<http://www.health.govt.nz>
<mailto:Carxxxxxxxxxxxxx@xxx.xxx.xx>

From: Keriana Brooking/MOH
To: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>
Cc: Carleine Receveur/MOH@MOH
Date: 26/11/2019 12:32 p.m.
Subject: Re: Thursday

Kia ora Ailsa

The best time for the team is 1pm

Carleine can let you know who will be attending?

Thanks

Keriana Brooking
DDG HSII
Ministry of Health
s 9(2)(a)

On 26/11/2019, at 12:27 PM, Ailsa Claire (ADHB) <xxxxxx@xxxx.xxx.x> wrote:

Kia ora

Just trying to organise Thursday.

Do you have some times when people will be available and TOR/names so I can brief people our end?

Ngā mihi,

Ailsa Claire
Chief Executive

☎ (09) 630-9943 ext. 22342 | M s 9(2)(a) | ✉ AilsaC@adhb.govt.nz
Auckland District Health Board | Level 1 | Building 37 | Auckland City Hospital

<image001.png>

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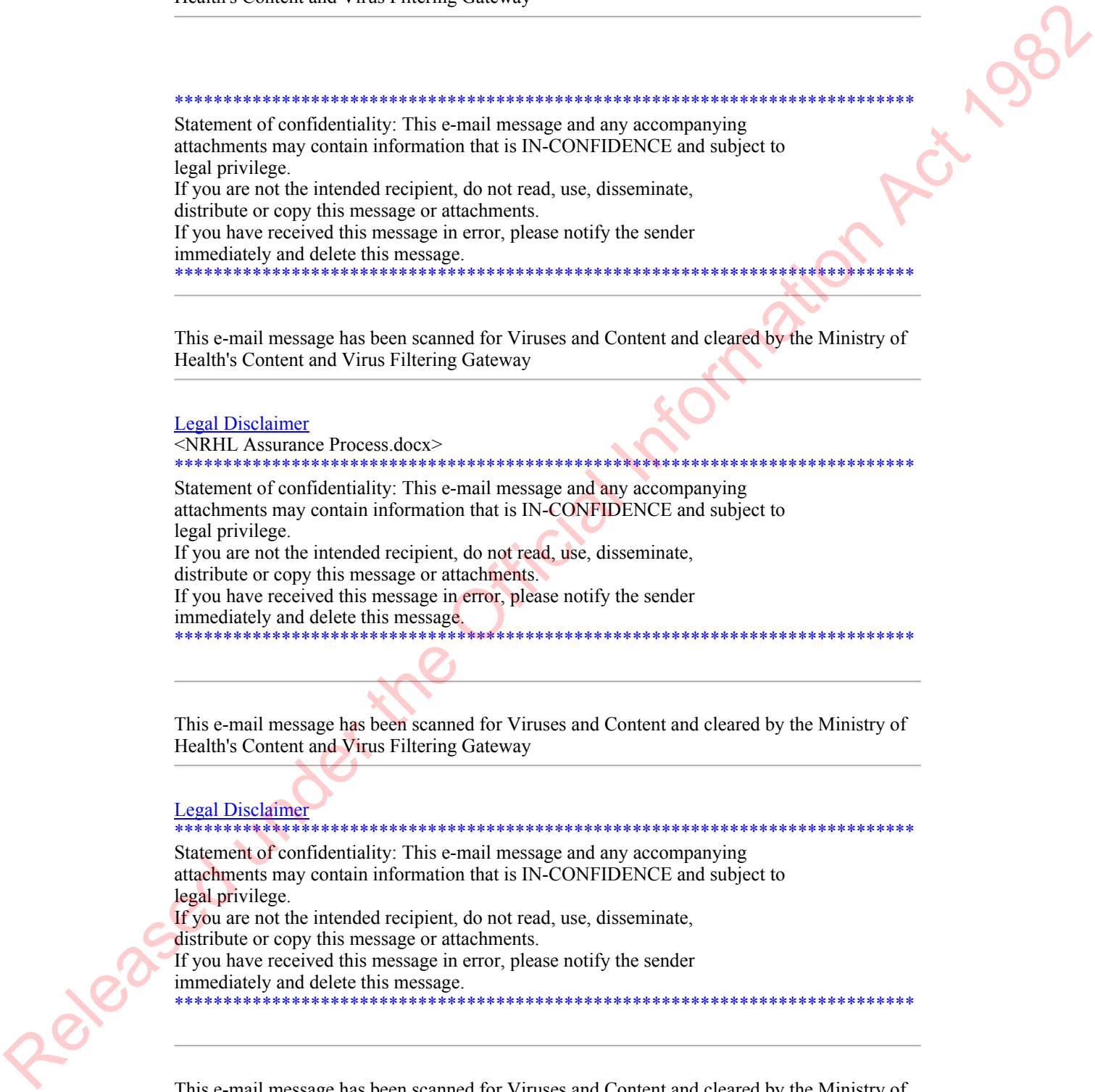
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Document 15



RE: Assurance review Thursday
 Jo Brown (WDHB)
 to:
 xxxxxxxx@xxxxxx.xxxx.xx, Ailsa Claire (ADHB)
 28/11/2019 11:58 a.m.
 Cc:
 "Carleine.Receveur@xxxxxx.xxxx.xx" Nick Chamberlain (NDHB)"
 Hide Details
 From: "Jo Brown (WDHB)" <xx.xxxxx@xxxxxxxxxxxxxx.xxxx.xx>
 To: "xxxxxx.xxxxxxx@xxxxxx.xxxx.xx" Kerxxxx@xxxxxx.xxxx.xx" Ailsa Claire (ADHB)"
 <xxxxxx@xxxx.xxxx.xx>,
 Cc: "xxxxxx.xxxxxxx@xxxxxx.xxxx.xx" <Carleixxxxxxx@xxxxxx.xxxx.xx> Nick Chamberlain
 (NDHB)" <Nick.Chamberlain@northlanddhb.org.nz>

Hi Keriana

Apologies for the delay in responding to you – you are of course most welcome to join for any time of the meeting, but from my perspective it isn't a requirement and I know we will have the opportunity for a more fulsome discussion in December.

The full recording of the meeting will be shared with the MOH so it is available for the reviewers to reference as soon as we can technically share it (we had some IT challenges due to file size when we did the same during the most recent procurement process – but I'm assured these have been sorted).

Regards
Jo

From: Keriana.Brook@hwhz [mailto:Keriana.Brooking@health.govt.nz]
Sent: Thursday, 28 November 2019 7:29 a.m.
To: Ailsa Claire (ADHB)
Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)
Subject: Re: Assurance review Thursday

Kia ora

I forgot to mention that I am happy to zoom in for the first 1/2 hour and last 1/2 hour if that was helpful

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

On 28/11/2019, at 7:26 AM, Keriana Brooking <xxxxxx.xxxxxxx@xxxxxx.xxxx.xx> wrote:

Kia ora Ailsa

There wasn't an expectation that CEOs be present, we understand that the staff will be able to present the issues.

I made the decision to not have a NASO staff member there and to agree the suggestion it be taped. I fully support the reset of the relationship between NASO and the DHBs, we only have one staff member with the assurance team and I didn't think it was appropriate that they attended. We have another day scheduled Thursday 12 December that we are arranging that while I don't expect the clinicians to have to repeat themselves, I want a fuller Ministry, ACC, NASO group to engage with the DHB teams.

Nga mihi

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

On 28/11/2019, at 6:43 AM, Ailsa Claire (ADHB) <xxxxxx@xxxx.xxxx.xx> wrote:

Kia ora

I was not aware that there had been a request for CEOs to be present.

I have absolute confidence that the staff will be able to present the issues.
 Should additional questions that only CEOs can answer occur I am sure Nic and I can make ourselves available at a later time.
 it is important that this meeting is conducted in an open and constructive manner.
 It would be helpful if at least some of your team could make themselves available earlier so they obtain the benefit of Johns experience.
 I am assuming someone from NASSO will be in attendance if Barry is not attending.
 I think it would be helpful for NASSO to hear and understand the views of the staff at ADHB.
 Regards
 Ailsa

From: Caxxxxxx.xxxxxxxx@xxxxxx.xxx <Carleine.Rxxxxxxx@xxxxxx.xxx>
Date: 27 November 2019 at 7:27:11 PM NZDT
To: Jo Brown (WDHB) <xx.xxxxx@xxxxxxxxxxxxxxx.xxx>
Cc: Ailsa Claire (ADHB) <xxxxxx@xxxx.xxx>, Kerianx.xxxxxxxx@xxxxxx.xxx
 <xxxxxx.xxxxxxxx@xxxxxx.xxx>, Nick Chamberlain (NDHB)
 <Nick.Chamberlain@northlanddhb.org.nz>
Subject: RE: Assurance review Thursday

Kia ora Jo

Thank you for your email. I can confirm that the assessment team are able to attend from 1pm - 4pm.
 We have reviewed the attached agenda and the assessment team have no adjustments to this. Can you please note that Barry Woodmass will no longer be attending the meeting.
 We have reviewed the DHB attendees and note that there are no DHB CEs present. Can you please confirm that this is correct.

The assessment team are happy to have the conversation recorded. We do ask that we receive an unedited copy please. Can you please confirm that this is still your intent.

Also to note that the assessment team are happy to answer questions around the AW 169s.

Ngā mihi

Carleine Receveur
 Manager National Ambulance Sector Office
 Ambulance Services
 Community and Ambulance
 Health System Improvement
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: **s 9(2)(a)**

<http://www.health.govt.nz>
<mailto:Carxxxxxxxxxxxx@xxx.xxx>

From: "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>
 To: "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz>,
 Cc: "Ailsa Claire (ADHB)" <AilsaC@adhb.govt.nz>, "Keriana.Brooking@health.govt.nz" <Keriana.Brooking@health.govt.nz>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhb.org.nz>
 Date: 27/11/2019 06:13 p.m.
 Subject: RE: Assurance review Thursday

Thanks Carleine

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Subject: Re: Scope of the Assurance review

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To: Ailsa Claire (ADHB)
Cc: Carleine.Receveur@health.govt.nz; Jo Brown (WDHB); Nick Chamberlain (NDHB)
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Kia ora koutou

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Regards

Keriana Brooking
Deputy Director-General
Health System Improvement and Innovation
Ministry of Health, 133 Molesworth Street
PO Box 5013, Wellington 6145, New Zealand
Mobile: s 9(2)(a)
Email: keriana.brooking@health.govt.nz

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Cc: "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz>
Date: 26/11/2019 05:41 p.m.
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Do you have the TOR?

Ngā mihi

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Chief Executive
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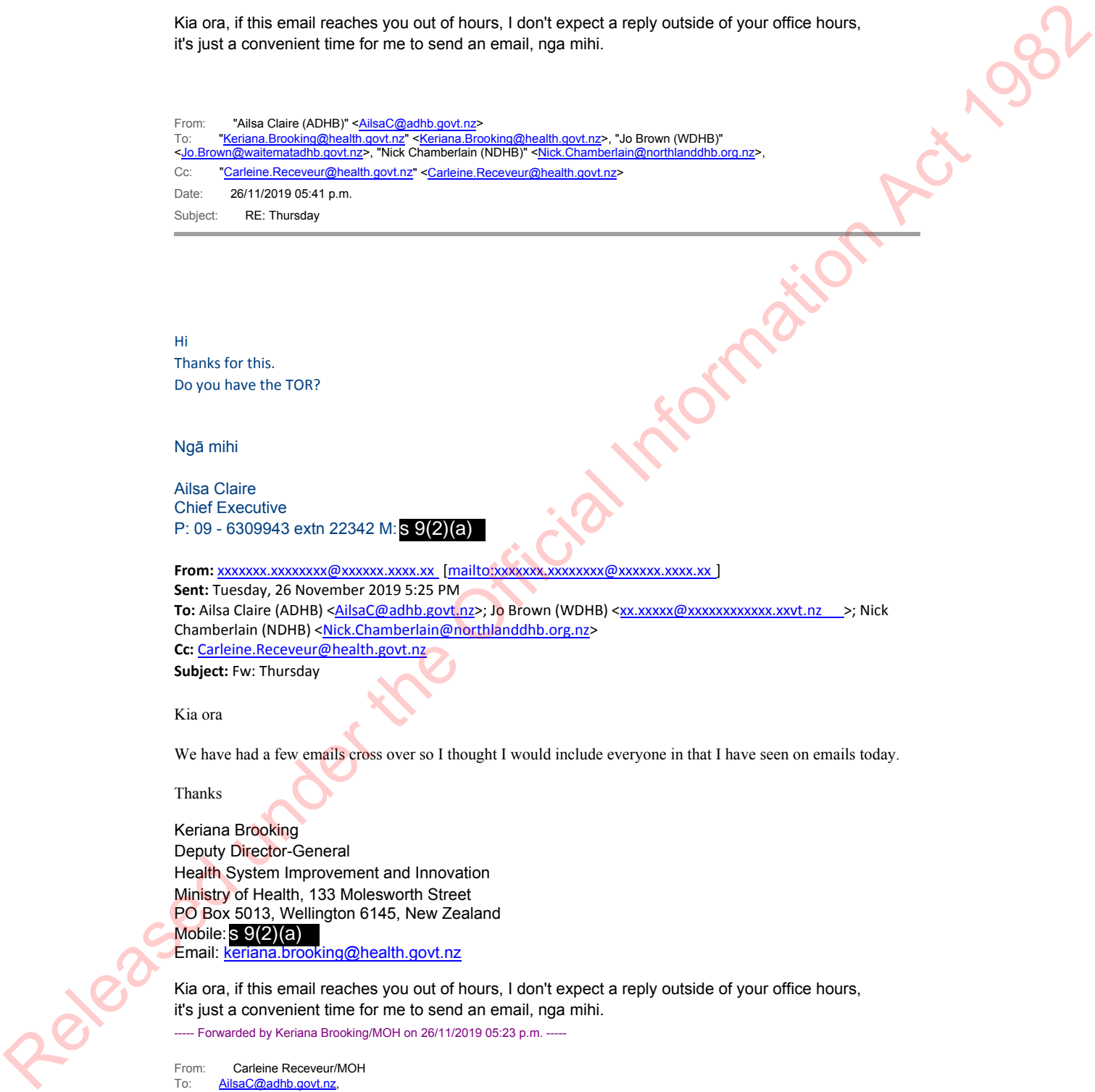
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Deputy Director-General
Health System Improvement and Innovation
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We have framed the meeting as an opportunity for Northern DHB representatives to meet face to face with the NASO contracted assurance team to hear and understand the Northern DHB views on the Northern air ambulance service

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Manager National Ambulance Sector Office
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<NRHL Assurance Process.docx>

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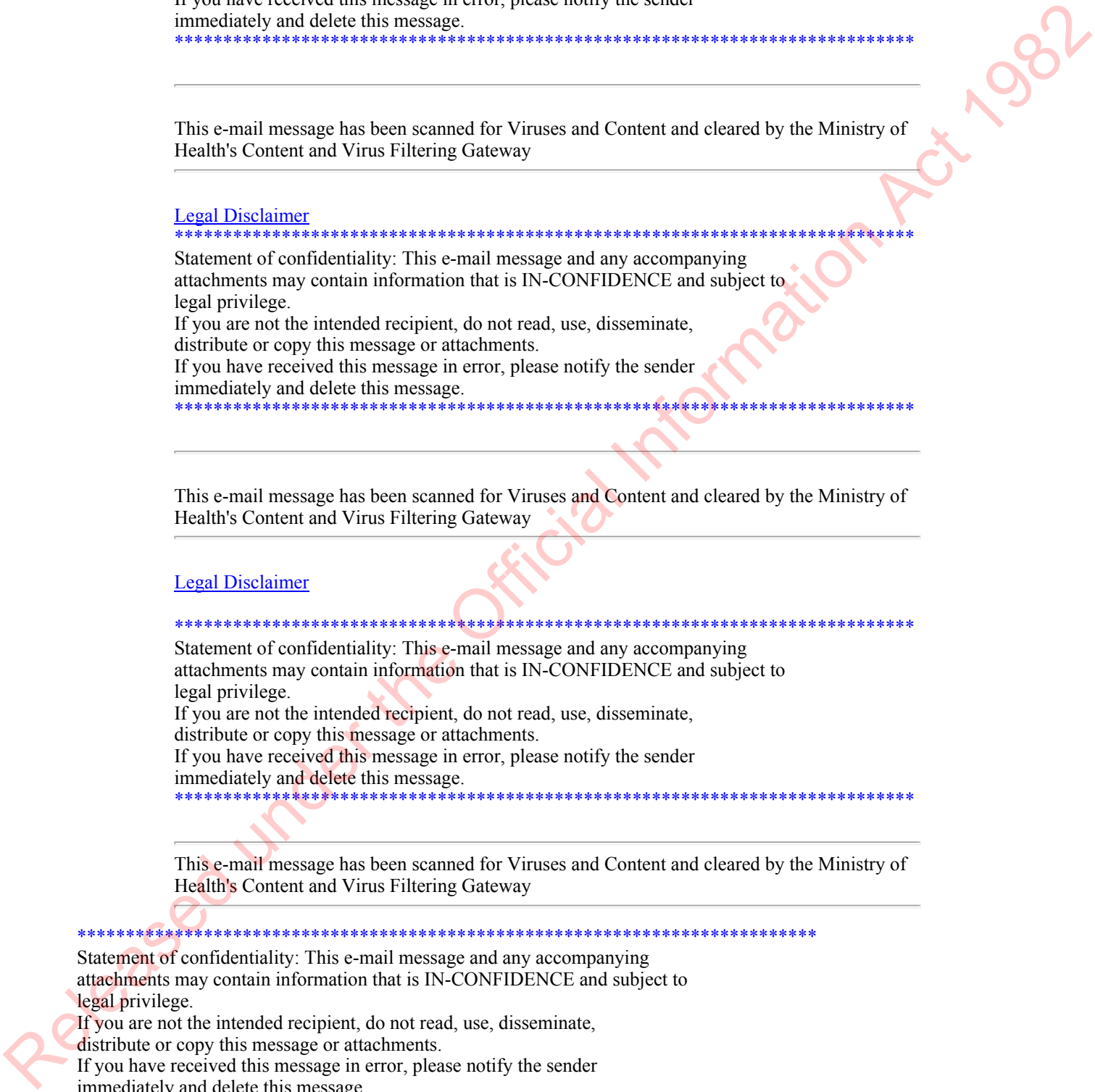
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Document 16

Fw: Fwd: Thursday meeting with Assurance Panel

Monique Burrows

to:

jim.higgins, philip.hogan

29/11/2019 08:43 p.m.

Cc:

Carleine Receveur, Barry Woodmass, Peter Whisker, Dawn Kelly

Hide Details

From: Monique Burrows/MOH

To: ~~xx@xxx@xxx~~

Cc: Carleine Receveur/MOH@MOH, Barry Woodmass/MOH@MOH, Peter Whisker/MOH@MOH, Dawn Kelly/MOH@MOH

History: This message has been replied to and forwarded.

Hi Jim and Phil,

Please see the below email from Jo Brown at ADHB.

Great feedback on the session you had with them yesterday so thanks for doing that.

In Jo's email she raises:

- the decision to cease having an asset located on the North Shore base as a contributory factor in an escalation of issues with service gaps
- a desired state asset configuration.

Can you please consider these points as part of your assurance review?

Peter - can you please start pulling together what a set of variations to the contract with NRHL might look like? Would be good to have this for when Keriana, Carleine and I head to Auckland on 11 or 12 Dec.

Thanks

Monique

Sent from IBM Verse

Keriana Brooking --- Fwd: Thursday meeting with Assurance Panel ---

From: "Keriana Brooking" <Keriana.Brooking@health.govt.nz>
 To: "Monique Burrows" <Monique.Burrows@health.govt.nz>
 Date: Fri, 29/11/2019 3:57 PM
 Subject: Fwd: Thursday meeting with Assurance Panel

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

Begin forwarded message:

From: "Ailsa Claire (ADHB)" <~~xx@xxx~~>
Date: 29 November 2019 at 2:38:27 PM NZDT
To: "Graham Dyer" <~~xx@xxx~~>, "Nick Chamberlain (NDHB)"

<[x@xx](#)>, "Keriana Brooking"
<[x@xx](#)>, "Russell Simpson"
<[x@xx](#)>
Subject: FW: Thursday meeting with Assurance Panel

From: Jo Brown (WDHB) <[x@xx](#)>
Date: 29 November 2019 at 2:33:33 PM NZDT
To: Ailsa Claire (ADHB) <[x@xx](#)>
Cc: Shay Mc Guinness (ADHB) <[x@xx](#)>
Subject: FW: Thursday meeting with Assurance Panel

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There were explicit references to the loss of the teamwork as a result of the many changes including specifically, the loss of a designated helicopter (and therefore consistent flight crew) familiar with the national IHT work, how important this teamwork is to the safe and reliable provision of the clinical services being delivered, and the impact that this loss of teamwork has had on the level of confidence of our clinical staff when undertaking PICU/NICU retrievals. It was shared that there is increased concerns amongst individuals within clinical teams as a result of their experiences, and it was made clear that our teams undertake flight work on a voluntary basis. The loss of any staff willing to undertake this work means there was an increased likelihood that there may be times when we would be unable to deliver the national retrieval services, and this was a new risk that had arisen as a result of the experiences since 1 April and was very concerning for us.

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The panel confirmed that ARHT will be crewing their second aircraft with a single pilot so this aircraft will not be suitable (and therefore unavailable) for IHTs – noting that this 2nd aircraft only provides capacity for 10 hours per day.

This is very significant as:

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The limitations of the ARHT capacity for national IHT in Auckland is further impacted on by the back-up helicopter being a different asset type (BK117 vs AW169). Recent events have demonstrated that the pilots rostered at any one time are not all equally qualified to fly both types of helicopter and as the BK gets used less and less the pilots will deskill further, which means this will not be a suitable asset to back up long term. It is likely therefore that there will be further gaps impacting on the availability of the ARHT assets during any planned and unplanned maintenance.

It is our view that we must have a national IHT designated asset (a 5th helicopter) crewed and available on the North Shore and this needs to be re-established without any further delay. Without a dedicated IHT aircraft there is little or no chance the expectations of the ADHB IHT clinical retrieval teams about availability (>99% of the time) of an aircraft will be met.

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Please let me know if you need any further information or clarification

Regards
Jo

Joanne Brown
Funding and Development Manager - Hospitals
Planning and Funding
Auckland and Waitemata District Health Boards
Ph: +64 9 486-8920 ext: 43261 | Fax: +64 9 441-8957
Mobile: s 9(2)(a) | Email: jo.brown@waitematadhb.govt.nz

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Document 17

Fwd: Thursday meeting with Assurance Panel
 Carleine Receveur
 to:
 Jon Gaupset
 30/11/2019 09:43 a.m.
 Hide Details
 From: Carleine Receveur/MOH
 To: "Jon Gaupset" <[redacted]>

Sent from my iPhone

Begin forwarded message:

From: Monique Burrows <[redacted]>
Date: 29 November 2019 at 8:43:34 PM NZDT
To: jim.higgins@pwc.com, philip.hogan@heliports.com.au
Cc: Carleine Receveur <Carleine.Receveur@health.govt.nz>, Barry Woodmass <Barry.Woodmass@health.govt.nz>, Peter Whisker <Peter.Whisker@health.govt.nz>, Dawn Kelly <[redacted]>
Subject: Fw: Fwd: Thursday meeting with Assurance Panel

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Can you please consider these points as part of your assurance review?

Peter - can you please start pulling together what a set of variations to the contract with NRHL might look like? Would be good to have this for when Keriana, Carleine and I head to Auckland on 11 or 12 Dec.

Thanks
 Monique

Sent from IBM Verse

[Keriana Brooking](#) --- Fwd: Thursday meeting with Assurance Panel ---

From: "Keriana Brooking" <Keriana.Brooking@health.govt.nz>
 To: "Monique Burrows" <Monique.Burrows@health.govt.nz>
 Date: Fri, 29/11/2019 3:57 PM
 Subject: Fwd: Thursday meeting with Assurance Panel

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

Begin forwarded message:

From: "Ailsa Claire (ADHB)" <[redacted]>

Date: 29 November 2019 at 2:38:27 PM NZDT
To: "Graham Dyer" <xxx@xxx>, "Nick Chamberlain (NDHB)" <xxx@xxx>, "Keriana Brooking" <Keriana.Brook@xxx>, "Russell Simpson" <russell.simpson@wdhb.org.nz>
Subject: FW: Thursday meeting with Assurance Panel

From: Jo Brown (WDHB) <xxx@xxx>
Date: 29 November 2019 at 2:33:33 PM NZDT
To: Ailsa Claire (ADHB) <xxx@xxx>
Cc: Shay Mc Guinness (ADHB) <xxx@xxx>
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Jo

Joanne Brown

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Mobile: s 9(2)(a) | Email: jo.brown@waitematadhb.govt.nz

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Document 18

Re: Thursday meeting with Assurance Panel

Carleine Receveur

to:

Monique Burrows

30/11/2019 09:49 a.m.

Cc:

jim.higgins, philip.hogan, Barry Woodmass, Peter Whisker, Dawn Kelly, "Jon Gaupset"

Hide Details

From: Carleine Receveur/MOH Sort List...

To: Monique Burrows/MOH@MOH,

Cc: ~~xx@xx~~phi ~~xx@xx~~Ba rry Woodmass/MOH@MOH, Peter Whisker/MOH@MOH, Dawn Kelly/MOH@MOH, "Jon Gaupset" <~~xx@xx~~>

Thanks Monique.

Jim and Phil - it would be good to discuss this with you as there is some urgency to the decision making in relation to lead in times etc.

The NASO team will be meeting on Monday to regroup and will get back to you on possible times

Many thanks

Carleine

Sent from my iPhone

On 29/11/2019, at 8:43 PM, Monique Burrows <~~xx@xx~~> wrote:

Hi Jim and Phil,

Please see the below email from Jo Brown at ADHB.

Great feedback on the session you had with them yesterday so thanks for doing that.

In Jo's email she raises:

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Sent from IBM Verse

[Keriana Brooking --- Fwd: Thursday meeting with Assurance Panel ---](#)

From: "Keriana Brooking" <Keriana.Brooking@health.govt.nz>
 To: "Monique Burrows" <Monique.Burrows@health.govt.nz>
 Date: Fri, 29/11/2019 3:57 PM
 Subject: Fwd: Thursday meeting with Assurance Panel

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

Begin forwarded message:

From: "Ailsa Claire (ADHB)" <ailsa.claire@adhb.org.nz>
Date: 29 November 2019 at 2:38:27 PM NZDT
To: "Graham Dyer" <graham.dyer@adhb.org.nz>, "Nick Chamberlain (NDHB)" <nick.chamberlain@ndhb.org.nz>, "Keriana Brooking" <keriana.brooking@adhb.org.nz>, "Russell Simpson" <russell.simpson@wdhb.org.nz>
Subject: FW: Thursday meeting with Assurance Panel

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To: Ailsa Claire (ADHB) <ailsa.claire@adhb.org.nz>
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Mobile: s 9(2)(a) | Email: jo.brown@waitematadhb.govt.nz

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Document 22



RE: Fwd: Thursday meeting with Assurance Panel

philip.hogan

to:

Monique.Burrows, jim.higgins

02/12/2019 11:37 p.m.

Cc:

Carleine.Receveur, Barry.Woodmass, Peter.Whisker, Dawn.Kelly

Hide Details

From: <[REDACTED]>

To: <[REDACTED]>, <[REDACTED]>

Cc: <[REDACTED]>

>, <[REDACTED]>

<[REDACTED]>, <[REDACTED]>

Monique

Thank you very much for the information you have provided. We'll make sure we address both of these issues.

Regards

Philip Hogan

From: Monique.Burrows@health.govt.nz <Monique.Burrows@health.govt.nz>

Sent: 29 November 2019 18:44

To: xxx.xxxxxxx@xxx.xxx; philip .xxxxx@xxxxxxxxxxx.xxx.xx

Cc: Carleine.Recxxxxx@xxxxxx.xxxx. nz; Baxxx.xxxxxxxx@xxxxxx.xxxx.xx; xxxxx.xxxxxxx@xxxxxx.xxxx.xx; Dawn.Kelly@health.govt.nz

Subject: Fw: Fwd: Thursday meeting with Assurance Panel

Hi Jim and Phil,

Please see the below email from Jo Brown at ADHB.

Great feedback on the session you had with them yesterday so thanks for doing that.

In Jo's email she raises:

- the decision to cease having an asset located on the North Shore base as a contributory factor in an escalation of issues with service gaps
- a desired state asset configuration.

Can you please consider these points as part of your assurance review?

Peter - can you please start pulling together what a set of variations to the contract with NRHL might look like? Would be good to have this for when Keriana, Carleine and I head to Auckland on 11 or 12 Dec.

Thanks
Monique

Sent from IBM Verse

Keriana Brooking --- Fwd: Thursday meeting with Assurance Panel ---

From: "Keriana Brooking" <Keriana.Brooxxxx@xxxxxx.xxxx.xx>

To: "Monique Burrows" <Monique.Burrows@health.govt.nz>

Date: Fri, 29/11/2019 3:57 PM

Subject:Fwd: Thursday meeting with Assurance Panel

Keriana Brooking
 DDG HSII
 Ministry of Health
 s 9(2)(a)

Begin forwarded message:

From: "Ailsa Claire (ADHB)" <xxxxxxx@xxxx.xxxx.xx>
Date: 29 November 2019 at 2:38:27 PM NZDT
To: "Graham Dyer" <xxxxxxx.xxxx@xxx.xx.xx>, "Nick Chamberlain (NDHB)" <Nick.Chamberlain@northlanddhb.org.nz>, "Keriana Brooking" <xxxxxxx.xxxxxxxx@xxxxxxx.xxxt.nz>, "Russell Simpson" <russxxx.xxxxxxxx@xxxx.xxxx.xx>
Subject: FW: Thursday meeting with Assurance Panel

From: Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz>
Date: 29 November 2019 at 2:33:33 PM NZDT
To: Ailsa Claire (ADHB) <AilsaC@adhb.govt.nz>
Cc: Shay Mc Guinness (ADHB) <ShayMc@adhb.govt.nz>
Subject: FW: Thursday meeting with Assurance Panel

Hi Ailsa

Thanks for the email that you have sent acknowledging everyone's contribution to the meeting yesterday – I am sure this will be well received. I just wanted to give you a brief update from my perspective following yesterday's discussion. The panel were professional, were engaged and were listening. We learnt that yesterday was day 4 of a 4 day review process and they expected they would be providing a report to the MOH within the next two weeks.

The meeting was well attended by clinical and operational staff from both Northland and Auckland who reorganised their time to be there at such short notice, which I think is a reflection of the breadth and extent of the concerns held by a number of individuals across both DHBs. Separately and collectively the staff were able to convey in very real terms what the experience of the new supply agreement has been for each of them and the teams they represented. There was a lot to get through and the panel were happy to extend their time with us (for which we were grateful) to enable us to have the opportunity to share all the information we felt was important for them to know.

There were explicit references to the loss of the teamwork as a result of the many changes including specifically, the loss of a designated helicopter (and therefore consistent flight crew) familiar with the national IHT work, how important this teamwork is to the safe and reliable provision of the clinical services being delivered, and the impact that this loss of teamwork has had on the level of confidence of our clinical staff when undertaking PICU/NICU retrievals. It was shared that there is increased concerns amongst individuals within clinical teams as a result of their experiences, and it was made clear that our teams undertake flight work on a voluntary basis. The loss of any staff willing to undertake this work means there was an increased likelihood that there may be times when we would be unable to deliver the national retrieval services, and this was a new risk that had arisen as a result of the experiences since 1 April and was very concerning for us.

This crystallised for us that the increased frequency of issues that has occurred since October has coincided with the withdrawal of the designated national IHT North Shore based helicopter

(that occurred without any agreement with us), that had been on the North Shore historically for a long period of time and post 1 April.

The panel confirmed that ARHT will be crewing their second aircraft with a single pilot so this aircraft will not be suitable (and therefore unavailable) for IHTs – noting that this 2nd aircraft only provides capacity for 10 hours per day.

This is very significant as:

- This means the supply agreement actually provides only three national IHT capable helicopters (and only one in Auckland)
- The first ARHT aircraft already does at least 700hrs/year of primary work (this is a high number of hours for a single aircraft and exceeds the threshold of 650 hours used by NASO to trigger consideration of an additional helicopter.
- We have learned that the ARHT aircraft is being used further afield for primary missions than has been the case previously and this in addition to the points above severely limits the availability of the ARHT assets for IHTs. Note that the draft report (received today) regarding the Nov 6th delayed NICU retrieval supports this as ARHT had been tasked to Kaitia and then to a subsequent patient transfer from Whangarei to Auckland, thus making the crew unavailable to do the NICU retrieval.

The limitations of the ARHT capacity for national IHT in Auckland is further impacted on by the back-up helicopter being a different asset type (BK117 vs AW169). Recent events have demonstrated that the pilots rostered at any one time are not all equally qualified to fly both types of helicopter and as the BK gets used less and less the pilots will deskill further, which means this will not be a suitable asset to back up long term. It is likely therefore that there will be further gaps impacting on the availability of the ARHT assets during any planned and unplanned maintenance.

It is our view that we must have a national IHT designated asset (a 5th helicopter) crewed and available on the North Shore and this needs to be re-established without any further delay. Without a dedicated IHT aircraft there is little or no chance the expectations of the ADHB IHT clinical retrieval teams about availability (>99% of the time) of an aircraft will be met.

While we understand the assurance panel is assessing the ability of the provider to establish additional capacity, we shared our perspective that the current gaps (and delays) we continue to experience show that in part the provider/s continue to have insufficient pilots trained in (all) the types of assets now in place to use the helicopters they advise are available. There still seems to be a view that it is the count of helicopters that is important, as opposed to the rostered ability to deploy them at any time or simultaneously to the contracted level of capacity. Given the provider is unable to staff four helicopters to the level of the contracted capacity right now, it is highly unlikely they can crew a 5th in any near term.

Balancing the risks to patients requiring national IHT retrievals, with the pre hospital (primary) Auckland demands and limited capacity for IHTs, and the primary and IHT needs in Northland, it is our view that:

- One of the new 76C++ need to be relocated to the NSH and designated for national IHTs and crewed at least for the hours it was available up until mid-October – and this should be done without waiting for a report from the assurance panel
- The second S76 C++ should be based in Whangarei and crewed 24/7
- IAL (76A) should be retained as a back-up aircraft for these two new NEST aircraft (as per the requirements of the contract for a back up aircraft)
- HGW (Helilink aircraft currently covering daytime primary missions in Whangarei) should be

retained until the 5th helicopter is operational. The advantage of HGW being the second aircraft in Whangarei is that it comes complete with flight crew so doesn't put further pressure on NEST to staff three helicopters.

These arrangements would provide us (effectively immediately) with an Auckland based 5th helicopter designated for use for national IHT retrievals which everyone agrees is needed (and is what was identified as being needed in March when the national CEs supported our recommendation) and this can remain in place until the procurement (preferred supplier) outcome is in place (5 months from the date of an agreement being established).

Note that given the concerns raised by our clinical flight staff regarding the risk to the sustainability on the national retrieval service (and the voluntary basis on which our staff participate in flight services) I wonder if the national CEs need a more detailed briefing and update on the Northern region situation

Please let me know if you need any further information or clarification

Regards
Jo

Joanne Brown
Funding and Development Manager - Hospitals
Planning and Funding
Auckland and Waitemata District Health Boards
Ph: +64 9 486-8920 ext: 43261 | Fax: +64 9 441-8957
Mobile: 9(2)(a) | Email: jo.brown@waitematadhb.govt.nz

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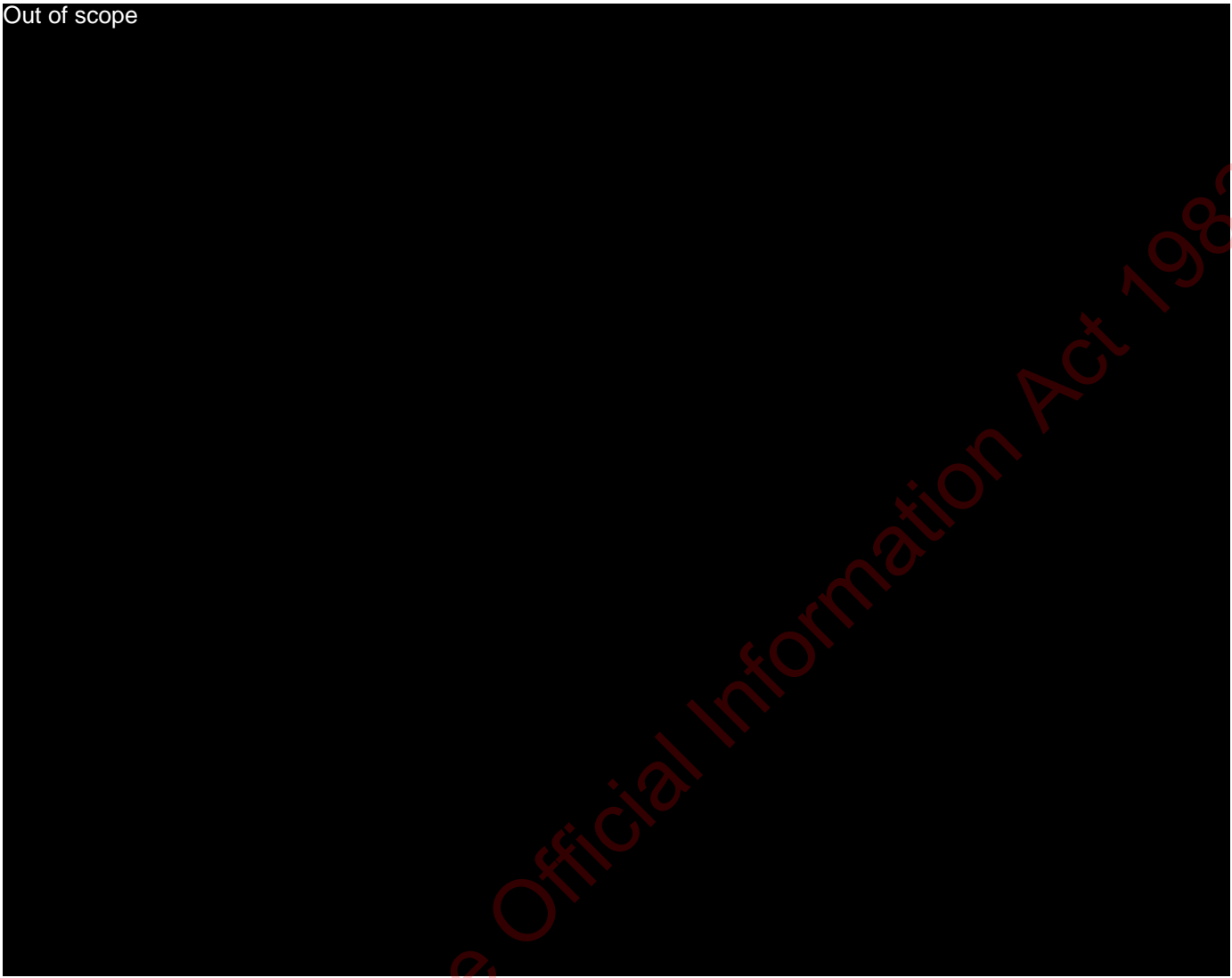
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Document 25

Out of scope



----- Forwarded by Monique Burrows/MOH on 04/12/2019 01:58 p.m. -----

From: "Shay Mc Guinness (ADHB)" <ShayMc@adhb.govt.nz>
 To: "xxxxxxx.xxxxxx@xxxxxx.xxxx.xx" <Monique.Burrows@health.govt.nz>,
 Cc: "Barry.Wxxxxxx@xxxxxx.xxxx.nz" <Barry.Woodmass@health.govt.nz>, "Carleine.Receveur@health.govt.nz" <Carleine.Receveur@health.govt.nz>,
 "xxx.xxxxxx@xxx.xx.nz" <Jon.Gaupset@acc.co.nz>, "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>, "Peter.Whisker@health.govt.nz"
 <xxxxxx.xxxxxxx@xxxxxx.xxvt.nz>
 Date: 04/12/2019 12:45 p.m.
 Subject: RE: Aw 169 range

Let me expand further.

This is a standard calculation (called "weight and balance") that is done before every mission. In essence:

1. You calculate the weight of the aircraft with all added equipment
2. You then add the weight of crew and passengers
3. You take this off the MTOW (maximum take off weight) and this tells you how much fuel you can carry
4. You know how far you are going to fly and the fuel burn at different speeds. Knowing the weather (wind speed and direction mainly) information lets you know how long it will take.
5. You know what fuel reserves you have to carry
6. You know what alternates you have to hold for IFR flights

From the above you can calculate if you have enough fuel to get to your destination without stopping for more.

For our IHT teams in the 76C++ we are always going to be able to carry full tanks of fuel. For the 169 this is not the case (as it has an MTOW >500kg less than a S76 despite the empty weight being only around 200kg lighter – i.e. the 76 can carry 300kg more which equals about an hours more fuel).

It is my belief that with a full IHT team (e.g. ECMO team) its unlikely that the 169 could have full fuel tanks – what we want to know is what impact this will have on range.

A second point is that the 169 uses a lot more fuel when it flies faster (c.f. the 76) – what we want to know is will this result in the aircraft having to fly slower to be more economical so that it can fly further – and what will this do to overall transport time (e.g. it may be better to use a FW)

The w&b stuff is completely routine – but if ARHT don't want to tell us then please ask them to provide a full copy of their flight manual (including supplements plus a copy of their w&b calculator (they will have one) and I will get someone to crunch the numbers.

The second part (that involves "usual" weather and likely alternates for IFR flight) requires a bit more nuance – but I would expect an experienced NZ operator to be able to work through the numbers.

The bottom line is that the only explanation for ARHT not providing this information themselves is that they are overstating the capabilities of the 169 (which we know they are) or are just being difficult.

Either way I have been asking for this info for .3 months and have got nowhere.

Regards

Shay

From: xxxxxxxx.xxxxxxx@xxxxxx.xxxx.xx <Monique.Burxxxx@xxxxxx.xxxx.xx>
Sent: Wednesday, 4 December 2019 11:39 AM
To: Shay Mc Guinness (ADHB) <ShayMc@adhb.govt.nz>
Cc: Barry.Woodmasx@xxxxxx.xxxx.xx; Carleine.Recexxxx@xxxxxx.xxxx.xx; Jon.Ga upset@acc.co.nz; Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz>; xxxxx.xxxxxxx@xxxxxx.xxxx.xx
Subject: RE: Aw 169 range

I will check what can be done Shay and come back to you.

Monique

Monique Burrows

Group Manager Primary Health Care System Improvement and Innovation
 Acting Manager Office of the Deputy Director-General
 Health System Improvement and Innovation
 Ministry of Health
 Mobile: s 9(2)(a)



From: "Shay Mc Guinness (ADHB)" <ShayMc@adhb.govt.nz>
 To: "Monxxxx.xxxxxxx@xxxxxx.xxxx.xx" <Monique.xxxxxxx@xxxxxx.xxxx.xx>, "Jo Brown (WDHB)" <Jo.Brown@waitematadhb.govt.nz>,
 Cc: "xxxxxxx.xxxxxxx@xxxxxx.xvvt.nz" <Carleine.Receveur@health.govt.nz>, "Peter.Whisker@health.govt.nz" <Peter.Whisker@health.govt.nz>,
 "Barry.Woodmass@health.govt.nz" <Barry.Woodmxxx@xxxxxx.xxxx.xx>, "xxx.xxxxxxx@xxx.xx.xx" <xxx.xxxxxxx@xxx.xx.xx >
 Date: 04/12/2019 11:16 a.m.
 Subject: RE: Aw 169 range

Unfortunately it is not much use at all.

We are asking for "real world" information i.e. it needs to include realistic clinical crew numbers and patient weight (as detailed in my previous emails) – importantly it also needs to include likely NZ weather and typical alternates. This is why we require the data from a NZ operator (ARHT) with experience of NZ conditions.

The attached is just another theoretical best case – not complete garbage like the ARHT email but not particularly informative either.

Regards

Shay

From: xxxxxxx.xxxxxx@xxxxxx.xxx.xx <Monique.Burrows@health.govt.nz>

Sent: Wednesday, 4 December 2019 10:13 AM

To: Jo Brown (WDHB) <Jo.Brown@waitematadhb.govt.nz>; Shay Mc Guinness (ADHB) <ShayMc@adhb.govt.nz>

Cc: Carleine.Receveur@health.govt.nz; Peter.Whiskex@xxxxxx.xxx.nz; Barry.Woodmass@health.govt.nz;

Jon.Gaupset@acc.co.nz

Subject: Fw: Aw 169 range

Hi Jo and Shay,

Attached is the information that Phil Hogan has gathered in relation to the payload, range and speed of the AW169 as compared to the S76C++.

I hope this is of use in developing your tasking arrangements for the use of AW169s for IHTs.

Jo - I have received your list sent this morning of questions outstanding and will work through this also.

Thanks
Monique

Monique Burrows

Group Manager Primary Health Care System Improvement and Innovation

Acting Manager Office of the Deputy Director-General

Health System Improvement and Innovation

Ministry of Health

Mobile: **S 9(2)(a)**



----- Forwarded by Monique Burrows/MOH on 04/12/2019 10:07 a.m. -----

From: <xxxxxxx.xxxxxx@xxxxxx.xxx.xx>

To: <Monique.Burrows@health.govt.nz>, <Carleine.xxxxxxxx@xxxxxx.xxx.xx>, <Barry.Woodmass@xxxxxx.xxx.xx>, <jon.xxxxxxx@xxx.xx.xx> ,

Cc: "David Anderson" <david.xxxxxxx@xxxxxxxxxxx.au>, "Peter Johnson" <xxxxxx@xxxxxxxxxxxxxx.xx>, <xxx.xxxxxxx@xxx.xxx>

Date: 03/12/2019 04:07 p.m.

Subject: Aw 169 range

Monique

Attached is a copy of the range details for the AW 169, it also compares the S76 C&S. The speed chosen we believe is reasonable although it is slightly generous for the S76 (perhaps 5 – 10 knots slower with external equipment). The AW169 is listed as red at a weight of 4814 kgs which is 14 kg over maximum take off weight, the reality is that the starting fuel, flight to ADHB and loading time is about 60 to 80 kg fuel. After this point they would pick up the medical crew and extra equipment, allowing them to have maximum fuel from Ardmore.

The performance chart can have parameters changed as required. Obviously unfavourable winds, temperature extremes, alternative destinations as required by air traffic control, etc. will alter the effective range. It is planned to include this in our evaluation but thought it may be useful for you earlier. If you have any questions please don't hesitate to contact me.

Regards

Philip Hogan

Heliport Design Group *****

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[attachment "Copy of Performance_.xlsx" deleted by Monique Burrows/MOH]

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