

20 September 2024

David Adamson
fyi-request-27252-8c723666@requests.fyi.org.nz

Tēnā koe David

Your request for official information, reference: HNZ00052931

Thank you for your email on 14 June 2024, asking Health New Zealand | Te Whatu Ora (Health NZ) for the following under the Official Information Act 1982 (the Act):

- 1. Please provide all communications (emails, letters, texts etc) between Health NZ and the Minister of Health (or their office staff) regarding the pause on recruitment (per an email sent to Health NZ staff on 13 June 2024).*
- 2. Further, can you provide any internal communications sent to or from Executive leadership at Health NZ on this recruitment pause (please make this part of the request communications for June only to limit the size of the request if needed).*
- 3. Can you please also provide any criteria to define 'patient-facing roles' as part of the recruitment pause.*

Response

- 1. Please provide all communications (emails, letters, texts etc) between Health NZ and the Minister of Health (or their office staff) regarding the pause on recruitment (per an email sent to Health NZ staff on 13 June 2024).*

Please find the attached **Appendix 1** which includes the in-scope material. Please note that some information is withheld under 9(2)(a) to protect the privacy of some individuals.

- Page 1: Email dated 13 June 2024, between Health NZ and Minister's Office
- Page 3: Email dated 13 June 2024, from Minister's Office to Health NZ
- Page 5: An extract from the weekly report sent to the Minister of Health on 17 June 2024

- 2. Further, can you provide any internal communications sent to or from Executive leadership at Health NZ on this recruitment pause (please make this part of the request communications for June only to limit the size of the request if needed).*

Please see attached **Appendix 1** for all internally sent communications in relation to the pause on recruitment at Health NZ. This includes the following documents:

- Page 6: Email dated 13 June 2024, to ELT, including attachment
- Page 22: Email dated 13 June 2024, internal communication to all staff
- Page 24: Copy of Health NZ intranet page regarding 'Organisational pause on all recruitment document'

3. *Can you please also provide any criteria to define 'patient-facing roles' as part of the recruitment pause.*

Patient-facing roles or frontline staff are classed as all clinical roles (medical, nursing, allied health, technical and scientific professions) and support roles directly connected to a service delivery context (cleaners, orderlies, food service workers etc) including clinical administrators, and non-frontline roles cover all remaining roles. Further information about roles at Health NZ, and their classification, can be found in the HWIP ANZSCO Code Manual at: www.tewhātuora.govt.nz/for-health-professionals/health-workforcedevelopment/health-workforce-initiatives/health-workforce-information-programme/.

How to get in touch

If you have any questions, you can contact us at h.nzOIA@tewhatuora.govt.nz.

If you are not happy with this response, you have the right to make a complaint to the Ombudsman. Information about how to do this is available at www.ombudsman.parliament.nz or by phoning 0800 802 602.

As this information may be of interest to other members of the public, Health NZ may proactively release a copy of this response on our website. All requester data, including your name and contact details, will be removed prior to release.

Nāku iti noa, nā



Andrew Slater
Chief People Officer
People and Communications

From: [Megan Stratford](#)
To: [Peter Alsop](#); [Saphron Powell \(EXT Parliament\)](#)
Subject: RE: Recruitment
Date: Thursday, 13 June 2024 9:29:20 am
Attachments: [image001.png](#)

Thanks Pete, I will pass this on.

From: Peter Alsop <[x@x](#)>
Sent: Thursday, June 13, 2024 8:58 AM
To: Megan Stratford <[x@x](#)>; Saphron Powell <[x@x](#)>
Subject: Recruitment

Will call one of you in a sec on this
This is draft subject to finalisation
P

Subject: Recruitment process update

Kia ora koutou

As you know, Health NZ has been spending over its current year budget. This has been most evident in Hospital and Specialist Services, where we have seen an increase in nursing hours and increased people costs.

Health NZ has also been affected by the same general cost pressures felt in the wider economy.

To help get back within budget, we had implemented a national approval process for initiating recruitment within Hospital and Specialist Services.

ELT has now agreed on some further changes, designed to help tighten management control over budgets and ensure we do not overspend on Budget 2023 and Budget 2024 appropriations.

These new measures will not impact frontline services. Staff and patient safety and clinical delivery remain our priorities and will be considered when making decisions on which roles to progress.

For clarity, these further measures are about continuing our work to reduce an overspend - budgets have not been cut. We are in the process of setting our budgets for the next financial year and until these are agreed these measures will remain in place.

There are two key changes:

1. **An organisation-wide pause on all current and new recruitment** of non-hospital and non-community facing public health-based roles with immediate effect. The only exception is where a letter of offer and contract has been formally issued to a candidate or a verbal offer made before midday 13 June 2024.
2. **Replacing the national approval process for Hospital and Specialist Services roles**

with regional forums for Hospital and Specialist Services (and a national process for Public Health) to assess, prioritise and approve the recruitment of roles in Hospitals and on the frontline of Public Health in a timely manner.

Please note that, because of point 1 above, on Thursday 14 June 2024 all candidates in the recruitment process (outside of international recruitment) will be advised that recruitment is pausing at this time.

I have attached documents that explain the process and timelines in more detail. These are also being shared with HR business partners.

Please cascade this email and the attachments to your own direct reports/hiring managers.

Thank you for your ongoing support of this important work.

Ngā mihi
[ELT Member]

Peter Alsop (he/him)
Chief of Staff

S9(2)(a) | peter.alsop@tewhaturora.govt.nz
Spark Building, Level 6, 42-52 Willis Street, Wellington



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From: [Megan Stratford](#)
To: [Peter Alsop](#)
Subject: RE: Recruitment
Date: Thursday, 13 June 2024 10:13:55 am
Attachments: [image001.png](#)

Hello - Qs from us:

- Is Catherine Delore across this?
- If I read it correctly, does this mean there is actually a slight devolution back to the regions for HSS (I think that maybe a good thing to emphasise eg hospitals being freer to recruit frontline staff? Something like that in reactive messaging)
- Speaking of which can we please have reactive messaging to support any queries about this
- We would also like to see HNZs comms approach to media
- What time will it go out
- Finally, double checking that this is now a **nationwide organisation-wide pause** and also applies to corporate (eg I am still seeing a number of recent recruitment appts to comms roles being talked about on LinkedIn etc)

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Thank you for your ongoing support of this important work.

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[ELT Member]

Peter Alsop (he/him)
Chief of Staff

S9(2)(a) | [x](#) [w](#)
Spark Building, Level 6, 42-52 Willis Street, Wellington



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An Extract from the weekly report to the Minister of Health on 17 June 2024

- **Recruitment:** Further to earlier discussion with you regarding necessary cost controls, we took a further step last week to confirm with our leaders the tight controls in place. These will not impact frontline services. For work necessity, some wider recruitment will also continue on case-by-case approval by ELT members. [Andrew]

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Out of Scope

From: Andrew Slater <Andrew.Slater@TeWhatuOra.govt.nz>

Sent: Thursday, June 13, 2024 3:06 PM

To: Abbe Anderson <Abbe.Anderson@TeWhatuOra.govt.nz>; Catherine Foster <Catherine.Foster@TeWhatuOra.govt.nz>; Dale Bramley <Dale.Bramley@TeWhatuOra.govt.nz>; Fionnagh Dougan <Fionnagh.Dougan@TeWhatuOra.govt.nz>; Jeremy Holman <Jeremy.Holman@TeWhatuOra.govt.nz>; Leigh Donoghue <Leigh.Donoghue@TeWhatuOra.govt.nz>; Mahaki Albert <Mahaki.Albert@TeWhatuOra.govt.nz>; Markerita Poutasi <Markerita.Poutasi@TeWhatuOra.govt.nz>; Nick Chamberlain <Nick.Chamberlain@TeWhatuOra.govt.nz>; Patrick O'Doherty <Patrick.ODoherty@TeWhatuOra.govt.nz>; Peter Alsop <Peter.Alsop@TeWhatuOra.govt.nz>; Riana Manuel <Riana.Manuel@TeAkaWhaiOra.nz>; Richard Sullivan <Richard.Sullivan@TeWhatuOra.govt.nz>; Rosalie Hughes <Rosalie.Hughes@TeWhatuOra.govt.nz>

Cc: S9(2)(a)

Margie Apa <Margie.Apa@TeWhatuOra.govt.nz>;

S9(2)(a)

Hi all,

Please see the message below for you to send from you to all your direct reports immediately along with the attached explanation.

- from ELT to their direct reports and cascaded down to all hiring managers.

Subject: Recruitment process update

Kia ora koutou

We have made remarkable advances in recruiting to vacancies following many workforce growth initiatives in our first 18 months of existence. This has led to some professional groups now having FTE ahead of budget. This has come, however, at a cost where we find ourselves spending over our current year budget.

This has been most evident in Hospital and Specialist Services, where we have seen an increase in nursing hours and increased people costs.

Health NZ has also been affected by the same general cost pressures felt in the wider economy.

To help get back to budget, we had implemented a national approval process for initiating recruitment within Hospital and Specialist Services.

ELT has now agreed on some further changes, designed to help tighten management control over budgets and ensure we do not overspend on Budget 2023 and Budget 2024 appropriations. This is important to achieve – the Government has entrusted us with a significant uplift in funding in the next three financial years. We must assure New Zealanders that every hour of our time and every dollar we spend is contributing to the performance priorities that Government expects of us and New Zealanders seek from us.

These new measures will not impact frontline services. Staff and patient safety and clinical delivery remain our priorities and will be considered when making decisions on which roles to progress. We are also mindful of enabling regional and local circumstances be considered carefully. We are pushing more decision making back to regions and encouraging those leaders to look at the full resources available to them.

For clarity, these further measures are about continuing our work to reduce an overspend - budgets have not been cut, services are not being cut. We are in the process of setting our budgets for the next financial year and until these are agreed these measures will remain in place.

There are two key changes:

- 1. An organisation-wide pause on all current and new recruitment** of hospital roles that are not patient facing and Public Health roles that are not community facing, with immediate effect. The only exception is where a letter of offer and contract has been formally issued to a candidate or a verbal offer made before midday 13 June 2024. There are similar restrictions on all enabling services, such as People and Communications or Finance.
- 2. Replacing the national approval process for Hospital and Specialist Services roles** with regional forums for Hospital and Specialist Services to assess, prioritise and approve the recruitment of roles in hospitals in a timely manner. The process for approval of frontline public health roles will continue.

Please note that, because of point 1 above, on Thursday 13 June 2024 all candidates in the recruitment process (outside of international recruitment) will be advised that recruitment is pausing at this time.

I have attached documents that explain the process and timelines in more detail. These are also

being shared with HR business partners.

Please cascade this email and the attachments to your own direct reports/hiring managers.

Thank you for your ongoing support of this important work.

Ngā mihi

[ELT Member]

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Recruitment process guidance

13 June 2024

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Introduction

Effective 14 June there are two key changes we are making to our Recruitment processes:

- **An organisation-wide pause on all current and new recruitment** of hospital roles that are not patient facing and Public Health roles that are not community facing with immediate effect. The only exception is where a letter of offer and contract has been formally issued to a candidate or a verbal offer made before midday 13 June 2024. There are similar restrictions on all enabling services, such as People and Communications or Finance.
- **Replacing the national approval process for Hospital and Specialist Services roles** with regional forums for Hospital and Specialist Services to assess, prioritise and approve the recruitment of roles in hospitals in a timely manner. The process for approval of frontline public health roles will continue.

Note that on Thursday 13 June 2024 all candidates in the recruitment process (outside of international recruitment) will receive the message in Appendix 1 advising them recruitment is pausing at this time.

Candidates scheduled for interview, who have been interviewed or are in the reference checking stage, will also receive a phone call from a member of the recruitment team to explain why we are pausing the recruitment process.

This document sets out the process to:

- Recruit to a hospital-based or community facing public health role.
- Proceed with a role that was under active recruitment but has now been paused.
- Initiate a new request to recruit to a non-hospital-based role.

Managers and clinical leaders should only request an endorsement for recruitment if the risks of not recruiting are considered high. These measures will be in place until further notice and will be reviewed regularly in terms of how budgets are tracking.

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Process: Hospital and Specialist Services

Regional Recruitment Forum decision making

Regional Recruitment Forums are required to make H&SS recruitment decisions and oversee the total H&SS recruitment pipeline within a set of parameters.

The first parameter is **total workforce**, which is directly linked to **affordability**.

A means of calculating total allowable roles to fill and total allowable pipeline by profession within each region will be agreed by the steering committee for the cost savings programme. Each District will prioritise their recruitment needs to bring to the Regional forum.

Every fortnight, this analysis will be updated for changes in the relevant variables (e.g. paid FTE, turnover rate etc) and each Regional Recruitment Forum will be supplied with regional specific information on total allowable roles to fill and total allowable pipeline by profession.

By only approving **up to** the total allowable roles as provided, the Regional Recruitment Forum will ensure that we are keeping the total H&SS workforce at a pre-determined size.

The second parameter to guide decision making by Regional Recruitment Forums is **skills shortages**.

Within the total allowable roles to be filled priority should be given to recruitment that:

- Addresses a shortage on the critical workforce shortage list, the Regional Forums will agree this list at their first meeting
- Works through regional prioritisation of resource provided by each District.

The Regional Recruitment Forums, when considering requests that match the description above, are asked to consider the geographic location with the **greatest frontline need** and allocate resources to address the highest priority shortages first.

There are two exemptions to the above process:

- Internal movements within a District that do not add cost are exempt from the Regional Recruitment Forum process. These decisions can be approved by the GDO and Chief Medical Officer. An example of this might be filling a vacant Cleaning Supervisor role by promoting an existing staff member who has applied.
- Appointments that grow Health NZ's workforce capacity (through attracting candidates from the private sector or from overseas) in an area of need nationally or extreme need locally. Appointments to these roles are outside the regional allowance and Regions can approve these positions. The positions clinical skills shortage will be advised on a monthly basis.

Regional Forum membership

Regional Forums will meet weekly and be chaired by the relevant Regional Director.

The membership of each Regional Forum is outlined in the table below. The forum is attended by each GDO as well.

		Northern	Te Manawa Taki	Central	Te Waipounamu
Operational	RD	Mark Shepherd	Chris Lowry	Russell Simpson	Ngarie Buchanan
Decision Makers	Medical	Johnathon Christianson	Kate Grimwade	Ben Pearson	David Gow
	Nursing	Marg Dotchin	Sue Hayward	Karyn Bousfield	Becky Hickmott
	Allied Health	Sanjoy Nand	Claire Tana	Gabrielle Scott	Helen McLauchlan
	Rural	Alex Pimm	Philip Daniel	Ngaira Harker	Brendan Marshall
Enablers	Finance	Geoff Goodwin	Andrew McKinnon	Frank van Ham	Grant Paris
	P&C	Tui Vito	Jacquie Sherborne	Sueanne McGlashan	Tanya Basel

The impact of recruitment decision making by Regional Forums will be examined in the H&SS regional performance meetings, which have recently been augmented to include a detailed examination of financial performance.

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Recruitment process – Active recruitment as at 13 June 2024

For all patient facing recruitment that is inflight as at 13 June 2024 this is the process that will be undertaken.

Responsible	Action
Hiring Manager	No action is required
Recruitment Partner	By 5pm Thursday 13 June: <ul style="list-style-type: none"> Recruitment Partners to complete the District Template for roles under active recruitment and send to the relevant GDO to rank
GDO / Director Public Health	Friday 14 June / Monday 17 June: <ul style="list-style-type: none"> Regional Recruitment Forum meets, reviews current active recruitment, assigns relevant categories for roles and priority orders relevant category returning the template to the Recruitment Partner
Recruitment Partner	Tuesday 18 June: <ul style="list-style-type: none"> Recruitment Partners to compile District view of roles for discussion
Regional / NPHS Recruitment Forum members	From 5pm on Tuesday 18 June – 9am Thursday 20 June: <ul style="list-style-type: none"> Regional Forum meet and make decisions on recruitment requests
Recruitment Partner	By Thursday 20 June <ul style="list-style-type: none"> Record outcome of Regional Forum decisions in summary spreadsheet and commence recruitment Forward Regional Forum summary spreadsheet to careers@tewhatauora.govt.nz
National Recruitment team	By Thursday 5pm: <ul style="list-style-type: none"> Assemble Regional Forum approved forms for noting by ELT and modelling in combined Summary of Submissions.

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Recruitment process – New recruitment as at 13 June 2024

For all patient facing recruitment in Hospital, the following **weekly process** needs to be followed. Please contact your HR Partner with any queries about this process.

Responsible	Action
Hiring Manager or Clinical Lead / Senior Manager	By Wednesday noon: <ul style="list-style-type: none"> Complete the normal recruitment Initiation form Recruiters in your area will gather all the requests and gain endorsement from your relevant GDO and CMO who will prioritise roles for the District and send to the regional Recruitment Partner.
Regional Recruitment Partner	By 5pm Wednesday: <ul style="list-style-type: none"> Regional Recruitment Partner to assemble all completed forms and provide to Regional Recruitment Forum Recruitment Partner to provide information on fortnightly allowable recruitment and pipeline size (see slide 4).
Regional Recruitment Forum members	Thursday morning: <ul style="list-style-type: none"> Regional Recruitment Forum Recruitment Forum meet and makes decisions on recruitment requests.
Recruitment Partner	Thursday morning (post Regional Forum): <ul style="list-style-type: none"> Advise Hiring Manager of declines same day. Record outcome of Regional Recruitment Forum decisions on Summary of Endorsement Requests.
Recruitment Partner	By Thursday noon: <ul style="list-style-type: none"> Forward Regional Recruitment Forum approved forms to careers@tewhatuora.govt.nz with a summary table of submitted forms (filtered view of Summary of Endorsement Requests).
National Recruitment team	By Thursday 5pm: <ul style="list-style-type: none"> Assemble Regional Recruitment Forum Regional Forum approved forms, and summarise in combined Summary of Submissions for finance modelling and ELT noting.
Cost Savings Programme team	Tuesday: <ul style="list-style-type: none"> Note Summary of Submissions.
National Recruitment team	By Tuesday 5pm: <ul style="list-style-type: none"> Record outcomes of ELT meeting on combined Summary of Submissions, copy and paste in email to Recruitment Partners.
Hiring Manager or Clinical Lead / Senior Manager	Action recruitment decisions through the normal recruitment initiation process.



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**Process: All other
recruitment**

Recruitment process: All other recruitment

Guidelines for seeking an endorsement to remove hold

You should only request an endorsement to continue a recruitment process if the risks of not recruiting are deemed too high. It does not matter what stage in the recruitment process you are at, you can only continue without an endorsement if a letter of offer has been issued, or you can confirm a verbal offer has been made before noon 13 June 2024.

You will need to provide evidence of risks in one of the following areas:

- Impact on service delivery / health targets.
- Impact on clinical quality / patient safety.
- Impact on staff safety.
- Position is an identified profession shortage locally.
- Other – please be very specific.

What happens to current in-flight recruitment:

If recruitment has commenced, put on hold immediately, unless or until endorsement to remove hold has been obtained, specifically:

If an ATR has been approved	No further action
If advertising has commenced	Withdraw advertising immediately until endorsement is obtained
If advertising has closed	Proceed to shortlisting. Notify unsuccessful candidates and contact shortlisted candidates to explain recruitment on hold. Get permission to contact again once recruitment recommences
If interviews have been scheduled	Cancel any remaining interviews and contact candidates to explain recruitment on hold. Get permission to contact again once recruitment recommences
If ready for reference checking	Do not reference check Contact preferred candidate and get permission to contact again once recruitment recommences
If SAF has been raised	Notify unsuccessful candidates – if still an option to appoint, get permission to contact again once recruitment recommences Contact preferred candidate and get permission to contact again once recruitment recommences
If letter of offer has been issued to candidate	Proceed to appointment once candidate accepts

Recruitment process: All other recruitment

When requesting an endorsement to remove a recruitment hold or initiate a new recruitment action, the following **weekly process** needs to be followed. Please contact your people partner with any queries about this process.

Responsible	Action
Hiring Manager or Clinical Lead / Senior Manager	<p>By Wednesday noon:</p> <ul style="list-style-type: none"> • Complete the Endorsement for Removal of Recruitment Hold form. Ensure that your justification is sound and the risks of not recruiting are clearly articulated • Gain endorsement from your Senior Approving Leader (see next page) • Return approved form to your Recruitment Partner
Recruitment Partners	<p>Wednesday afternoon:</p> <ul style="list-style-type: none"> • Assemble all endorsed forms for your recruitment areas • Record on Summary of Endorsement Requests and send to careers@tewhatuora.govt.nz
National Recruitment team	<p>By Thursday 5pm:</p> <ul style="list-style-type: none"> • Assemble Senior Leader-approved forms for noting by ELT and Cost Savings Programme forecast.
Executive Leadership Team	<p>Tuesday:</p> <ul style="list-style-type: none"> • Notes Summary of Submissions and financial forecast
National Recruitment team	<p>By Tuesday 5pm:</p> <ul style="list-style-type: none"> • Email to Recruitment Partners confirming which holds are removed
Hiring Manager or Clinical Lead / Senior Manager	Action recruitment decisions

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Recruitment process: All other recruitment

Recruitment Partners

If recruitment would normally be actioned through a District, this process to be led by District / Shared Service Agency Recruitment Manager.

For Delivery & Enabling roles recruited through National Office, the process should be led by the Recruitment partner for the team.

Senior Leaders

Hiring managers should seek final approval of Senior Leader before submitting to National Recruitment team. The senior leaders as at 14 June are:

Business unit	Approving Senior Leader
Hospital and Specialist Services	Fionnagh Dougan (national roles only)
Clinical	Richard Sullivan
Commissioning	Abbe Anderson
Data & Digital	Leigh Donoghue
Finance	Rosalie Hughes
Hauora Māori Services	Riana Manuel
Improvement and Innovation	Dale Bramley
Infrastructure & Investment	Jeremy Holman
National Public Health Service	Nick Chamberlain
Office of the CE	Peter Alsop
Pacific Health	Markerita Poutasi
People & Communications	Andrew Slater
Transformation Office	Patrick O'Doherty

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Appendices

Email to candidates where jobs are put on hold post the first regional review or 14 June whichever is the latest

Thank you for your interest in working with Health NZ and your recent application for the role of [x].

Health NZ has made the decision to pause recruitment for non-patient facing roles until we have approved our new plan for the year ahead.

This decision affects the role you have applied for.

We may advertise this role again in future. Should we do so, it would be after July 2024.

We appreciate that you have put considerable time and effort into submitting your application. The pause in recruitment is a short-term measure and we encourage you to keep an eye on our recruitment portals for future opportunities to work with us.

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Health New Zealand

Te Whatu Ora

13 June 2024

Kia ora koutou,

In recent times Health NZ has made significant advances recruiting to vacancies following the success of a range of workforce initiatives in our first 18 months. This has led to some professional groups now having FTE ahead of budget.

However, this comes at a cost where we find ourselves spending over our current year budget. This has been most evident in Hospital and Specialist Services, where we have seen an increase in nursing hours and increased people costs.

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pausing at this time.

I know that these changes will raise some questions, perhaps more so for those in areas where recruitment is being paused. Please talk to your manager about how your teams will manage any change in your area.

Thanks for your support in this ongoing effort to keep us within budget while still maintaining vital frontline services.

Margie Apa
Chief Executive
Health New Zealand | Te Whatu Ora

Health New Zealand

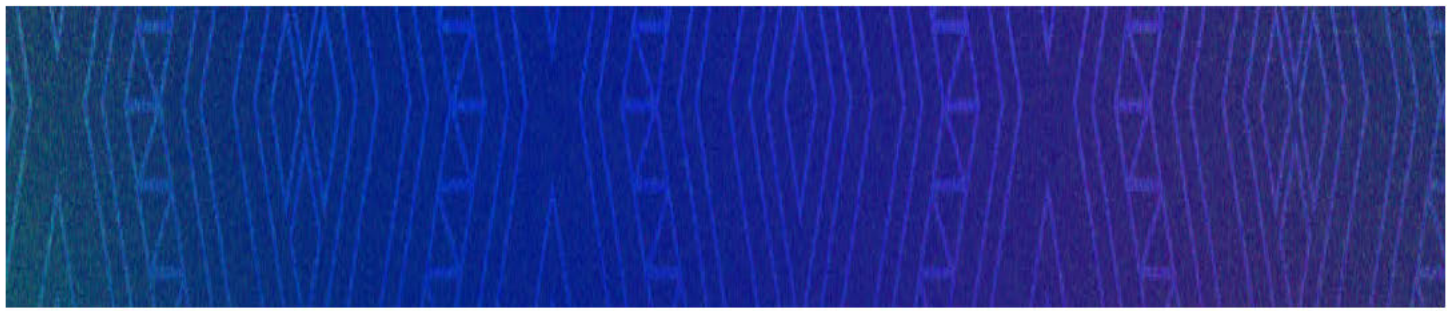
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HNZ NEWS

Organisational pause on all recruitment

Published 19/06/2024

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I know that these changes will raise some questions, perhaps more so for those in areas where recruitment is being paused. Please talk to your manager about how your teams will manage any change in your area.

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Margie Apa
Chief Executive
Health New Zealand | Te Whatu Ora



Margie Apa

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Treesha Sinha 6 days ago

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From: [Megan Stratford](#)
To: [Peter Alsop](#); [Saphron Powell \(EXT Parliament\)](#)
Subject: RE: Recruitment
Date: Thursday, 13 June 2024 9:29:20 am
Attachments: [image001.png](#)

Thanks Pete, I will pass this on.

From: Peter Alsop <[x@x](#)>
Sent: Thursday, June 13, 2024 8:58 AM
To: Megan Stratford <[x@x](#)>; Saphron Powell <[x@x](#)>
Subject: Recruitment

Will call one of you in a sec on this
This is draft subject to finalisation
P

Subject: Recruitment process update

Kia ora koutou

As you know, Health NZ has been spending over its current year budget. This has been most evident in Hospital and Specialist Services, where we have seen an increase in nursing hours and increased people costs.

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Please cascade this email and the attachments to your own direct reports/hiring managers.

Thank you for your ongoing support of this important work.

Ngā mihi
[ELT Member]

Peter Alsop (he/him)
Chief of Staff

S9(2)(a) | peter.alsop@tewhatauora.govt.nz
Spark Building, Level 6, 42-52 Willis Street, Wellington



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From: [Megan Stratford](#)
To: [Peter Alsop](#)
Subject: RE: Recruitment
Date: Thursday, 13 June 2024 10:13:55 am
Attachments: [image001.png](#)

Hello - Qs from us:

- Is Catherine Delore across this?
- If I read it correctly, does this mean there is actually a slight devolution back to the regions for HSS (I think that maybe a good thing to emphasise eg hospitals being freer to recruit frontline staff? Something like that in reactive messaging)
- Speaking of which can we please have reactive messaging to support any queries about this
- We would also like to see HNZs comms approach to media
- What time will it go out
- Finally, double checking that this is now a **nationwide organisation-wide pause** and also applies to corporate (eg I am still seeing a number of recent recruitment appts to comms roles being talked about on LinkedIn etc)

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Will call one of you in a sec on this
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Ngā mihi

[ELT Member]

Peter Alsop (he/him)
Chief of Staff

S9(2)(a) | [x](#)

Spark Building, Level 6, 42-52 Willis Street, Wellington



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An Extract from the weekly report to the Minister of Health on 17 June 2024

- **Recruitment:** Further to earlier discussion with you regarding necessary cost controls, we took a further step last week to confirm with our leaders the tight controls in place. These will not impact frontline services. For work necessity, some wider recruitment will also continue on case-by-case approval by ELT members. [Andrew]

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Out of Scope

From: Andrew Slater <x@xxx>
Sent: Thursday, June 13, 2024 3:06 PM
To: Abbe Anderson <x@xxx>; Catherine Foster <x@xxx>; Dale Bramley <Dale.Bramley@TeWhatuOra.govt.nz>; Fionnagh Dougan <x@xxx>; Jeremy Holman <x@xxx>; Leigh Donoghue <x@xxx>; Mahaki Albert <x@xxx>; Markerita Poutasi <x@xxx>; Nick Chamberlain <x@xxx>; Patrick O'Doherty <x@xxx>; Peter Alsop <Peter.Alsop@TeWhatuOra.govt.nz>; Riana Manuel <Riana@xxx>; Richard Sullivan <x@xxx>; Rosalie Hughes <x@xxx>

Cc: S9(2)(a)

Margie Apa <x@xxx>;

S9(2)(a)

Subject: URGENT MESSAGE FOR ELT TO SEND TO DIRECT REPORTS

Importance: High

Hi all,

Please see the message below for you to send from you to all your direct reports

immediately along with the attached explanation.

- from ELT to their direct reports and cascaded down to all hiring managers.

Subject: Recruitment process update

Kia ora koutou

We have made remarkable advances in recruiting to vacancies following many workforce growth initiatives in our first 18 months of existence. This has led to some professional groups now having FTE ahead of budget. This has come, however, at a cost where we find ourselves spending over our current year budget.

This has been most evident in Hospital and Specialist Services, where we have seen an increase in nursing hours and increased people costs.

Health NZ has also been affected by the same general cost pressures felt in the wider economy.

To help get back to budget, we had implemented a national approval process for initiating recruitment within Hospital and Specialist Services.

ELT has now agreed on some further changes, designed to help tighten management control over budgets and ensure we do not overspend on Budget 2023 and Budget 2024 appropriations. This is important to achieve – the Government has entrusted us with a significant uplift in funding in the next three financial years. We must assure New Zealanders that every hour of our time and every dollar we spend is contributing to the performance priorities that Government expects of us and New Zealanders seek from us.

These new measures will not impact frontline services. Staff and patient safety and clinical delivery remain our priorities and will be considered when making decisions on which roles to progress. We are also mindful of enabling regional and local circumstances be considered carefully. We are pushing more decision making back to regions and encouraging those leaders to look at the full resources available to them.

For clarity, these further measures are about continuing our work to reduce an overspend - budgets have not been cut, services are not being cut. We are in the process of setting our budgets for the next financial year and until these are agreed these measures will remain in place.

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Thank you for your ongoing support of this important work.

Ngā mihi

[ELT Member]

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Recruitment process guidance

13 June 2024

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Introduction

Effective 14 June there are two key changes we are making to our Recruitment processes:

- **An organisation-wide pause on all current and new recruitment** of hospital roles that are not patient facing and Public Health roles that are not community facing with immediate effect. The only exception is where a letter of offer and contract has been formally issued to a candidate or a verbal offer made before midday 13 June 2024. There are similar restrictions on all enabling services, such as People and Communications or Finance.
- **Replacing the national approval process for Hospital and Specialist Services roles** with regional forums for Hospital and Specialist Services to assess, prioritise and approve the recruitment of roles in hospitals in a timely manner. The process for approval of frontline public health roles will continue.

Note that on Thursday 13 June 2024 all candidates in the recruitment process (outside of international recruitment) will receive the message in Appendix 1 advising them recruitment is pausing at this time.

Candidates scheduled for interview, who have been interviewed or are in the reference checking stage, will also receive a phone call from a member of the recruitment team to explain why we are pausing the recruitment process.

This document sets out the process to:

- Recruit to a hospital-based or community facing public health role.
- Proceed with a role that was under active recruitment but has now been paused.
- Initiate a new request to recruit to a non-hospital-based role.

Managers and clinical leaders should only request an endorsement for recruitment if the risks of not recruiting are considered high. These measures will be in place until further notice and will be reviewed regularly in terms of how budgets are tracking.

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Process: Hospital and Specialist Services

Regional Recruitment Forum decision making

Regional Recruitment Forums are required to make H&SS recruitment decisions and oversee the total H&SS recruitment pipeline within a set of parameters.

The first parameter is **total workforce**, which is directly linked to **affordability**.

A means of calculating total allowable roles to fill and total allowable pipeline by profession within each region will be agreed by the steering committee for the cost savings programme. Each District will prioritise their recruitment needs to bring to the Regional forum.

Every fortnight, this analysis will be updated for changes in the relevant variables (e.g. paid FTE, turnover rate etc) and each Regional Recruitment Forum will be supplied with regional specific information on total allowable roles to fill and total allowable pipeline by profession.

By only approving **up to** the total allowable roles as provided, the Regional Recruitment Forum will ensure that we are keeping the total H&SS workforce at a pre-determined size.

The second parameter to guide decision making by Regional Recruitment Forums is **skills shortages**.

Within the total allowable roles to be filled priority should be given to recruitment that:

- Addresses a shortage on the critical workforce shortage list, the Regional Forums will agree this list at their first meeting
- Works through regional prioritisation of resource provided by each District.

The Regional Recruitment Forums, when considering requests that match the description above, are asked to consider the geographic location with the **greatest frontline need** and allocate resources to address the highest priority shortages first.

There are two exemptions to the above process:

- Internal movements within a District that do not add cost are exempt from the Regional Recruitment Forum process. These decisions can be approved by the GDO and Chief Medical Officer. An example of this might be filling a vacant Cleaning Supervisor role by promoting an existing staff member who has applied.
- Appointments that grow Health NZ's workforce capacity (through attracting candidates from the private sector or from overseas) in an area of need nationally or extreme need locally. Appointments to these roles are outside the regional allowance and Regions can approve these positions. The positions clinical skills shortage will be advised on a monthly basis.

Regional Forum membership

Regional Forums will meet weekly and be chaired by the relevant Regional Director.

The membership of each Regional Forum is outlined in the table below. The forum is attended by each GDO as well.

		Northern	Te Manawa Taki	Central	Te Waipounamu
Operational	RD	Mark Shepherd	Chris Lowry	Russell Simpson	Ngarie Buchanan
Decision Makers	Medical	Johnathon Christianson	Kate Grimwade	Ben Pearson	David Gow
	Nursing	Marg Dotchin	Sue Hayward	Karyn Bousfield	Becky Hickmott
	Allied Health	Sanjoy Nand	Claire Tana	Gabrielle Scott	Helen McLauchlan
	Rural	Alex Pimm	Philip Daniel	Ngaira Harker	Brendan Marshall
Enablers	Finance	Geoff Goodwin	Andrew McKinnon	Frank van Ham	Grant Paris
	P&C	Tui Vito	Jacquie Sherborne	Sueanne McGlashan	Tanya Basel

The impact of recruitment decision making by Regional Forums will be examined in the H&SS regional performance meetings, which have recently been augmented to include a detailed examination of financial performance.

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Recruitment process – Active recruitment as at 13 June 2024

For all patient facing recruitment that is inflight as at 13 June 2024 this is the process that will be undertaken.

Responsible	Action
Hiring Manager	No action is required
Recruitment Partner	By 5pm Thursday 13 June: <ul style="list-style-type: none"> Recruitment Partners to complete the District Template for roles under active recruitment and send to the relevant GDO to rank
GDO / Director Public Health	Friday 14 June / Monday 17 June: <ul style="list-style-type: none"> Regional Recruitment Forum meets, reviews current active recruitment, assigns relevant categories for roles and priority orders relevant category returning the template to the Recruitment Partner
Recruitment Partner	Tuesday 18 June: <ul style="list-style-type: none"> Recruitment Partners to compile District view of roles for discussion
Regional / NPHS Recruitment Forum members	From 5pm on Tuesday 18 June – 9am Thursday 20 June: <ul style="list-style-type: none"> Regional Forum meet and make decisions on recruitment requests
Recruitment Partner	By Thursday 20 June <ul style="list-style-type: none"> Record outcome of Regional Forum decisions in summary spreadsheet and commence recruitment Forward Regional Forum summary spreadsheet to careers@tewhatauora.govt.nz
National Recruitment team	By Thursday 5pm: <ul style="list-style-type: none"> Assemble Regional Forum approved forms for noting by ELT and modelling in combined Summary of Submissions.

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Recruitment process – New recruitment as at 13 June 2024

For all patient facing recruitment in Hospital, the following **weekly process** needs to be followed. Please contact your HR Partner with any queries about this process.

Responsible	Action
Hiring Manager or Clinical Lead / Senior Manager	By Wednesday noon: <ul style="list-style-type: none"> • Complete the normal recruitment Initiation form • Recruiters in your area will gather all the requests and gain endorsement from your relevant GDO and CMO who will prioritise roles for the District and send to the regional Recruitment Partner.
Regional Recruitment Partner	By 5pm Wednesday: <ul style="list-style-type: none"> • Regional Recruitment Partner to assemble all completed forms and provide to Regional Recruitment Forum Recruitment Partner to provide information on fortnightly allowable recruitment and pipeline size (see slide 4).
Regional Recruitment Forum members	Thursday morning: <ul style="list-style-type: none"> • Regional Recruitment Forum Recruitment Forum meet and makes decisions on recruitment requests.
Recruitment Partner	Thursday morning (post Regional Forum): <ul style="list-style-type: none"> • Advise Hiring Manager of declines same day. • Record outcome of Regional Recruitment Forum decisions on Summary of Endorsement Requests.
Recruitment Partner	By Thursday noon: <ul style="list-style-type: none"> • Forward Regional Recruitment Forum approved forms to careers@tewhatuora.govt.nz with a summary table of submitted forms (filtered view of Summary of Endorsement Requests).
National Recruitment team	By Thursday 5pm: <ul style="list-style-type: none"> • Assemble Regional Recruitment Forum Regional Forum approved forms, and summarise in combined Summary of Submissions for finance modelling and ELT noting.
Cost Savings Programme team	Tuesday: <ul style="list-style-type: none"> • Note Summary of Submissions.
National Recruitment team	By Tuesday 5pm: <ul style="list-style-type: none"> • Record outcomes of ELT meeting on combined Summary of Submissions, copy and paste in email to Recruitment Partners.
Hiring Manager or Clinical Lead / Senior Manager	Action recruitment decisions through the normal recruitment initiation process.



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**Process: All other
recruitment**

Recruitment process: All other recruitment

Guidelines for seeking an endorsement to remove hold

You should only request an endorsement to continue a recruitment process if the risks of not recruiting are deemed too high. It does not matter what stage in the recruitment process you are at, you can only continue without an endorsement if a letter of offer has been issued, or you can confirm a verbal offer has been made before noon 13 June 2024.

You will need to provide evidence of risks in one of the following areas:

- Impact on service delivery / health targets.
- Impact on clinical quality / patient safety.
- Impact on staff safety.
- Position is an identified profession shortage locally.
- Other – please be very specific.

What happens to current in-flight recruitment:

If recruitment has commenced, put on hold immediately, unless or until endorsement to remove hold has been obtained, specifically:

If an ATR has been approved	No further action
If advertising has commenced	Withdraw advertising immediately until endorsement is obtained
If advertising has closed	Proceed to shortlisting. Notify unsuccessful candidates and contact shortlisted candidates to explain recruitment on hold. Get permission to contact again once recruitment recommences
If interviews have been scheduled	Cancel any remaining interviews and contact candidates to explain recruitment on hold. Get permission to contact again once recruitment recommences
If ready for reference checking	Do not reference check Contact preferred candidate and get permission to contact again once recruitment recommences
If SAF has been raised	Notify unsuccessful candidates – if still an option to appoint, get permission to contact again once recruitment recommences Contact preferred candidate and get permission to contact again once recruitment recommences
If letter of offer has been issued to candidate	Proceed to appointment once candidate accepts

Recruitment process: All other recruitment

When requesting an endorsement to remove a recruitment hold or initiate a new recruitment action, the following **weekly process** needs to be followed. Please contact your people partner with any queries about this process.

Responsible	Action
Hiring Manager or Clinical Lead / Senior Manager	By Wednesday noon: <ul style="list-style-type: none"> Complete the Endorsement for Removal of Recruitment Hold form. Ensure that your justification is sound and the risks of not recruiting are clearly articulated Gain endorsement from your Senior Approving Leader (see next page) Return approved form to your Recruitment Partner
Recruitment Partners	Wednesday afternoon: <ul style="list-style-type: none"> Assemble all endorsed forms for your recruitment areas Record on Summary of Endorsement Requests and send to careers@tewhatuora.govt.nz
National Recruitment team	By Thursday 5pm: <ul style="list-style-type: none"> Assemble Senior Leader-approved forms for noting by ELT and Cost Savings Programme forecast.
Executive Leadership Team	Tuesday: <ul style="list-style-type: none"> Notes Summary of Submissions and financial forecast
National Recruitment team	By Tuesday 5pm: <ul style="list-style-type: none"> Email to Recruitment Partners confirming which holds are removed
Hiring Manager or Clinical Lead / Senior Manager	Action recruitment decisions

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Recruitment process: All other recruitment

Recruitment Partners

If recruitment would normally be actioned through a District, this process to be led by District / Shared Service Agency Recruitment Manager.

For Delivery & Enabling roles recruited through National Office, the process should be led by the Recruitment partner for the team.

Senior Leaders

Hiring managers should seek final approval of Senior Leader before submitting to National Recruitment team. The senior leaders as at 14 June are:

Business unit	Approving Senior Leader
Hospital and Specialist Services	Fionnagh Dougan (national roles only)
Clinical	Richard Sullivan
Commissioning	Abbe Anderson
Data & Digital	Leigh Donoghue
Finance	Rosalie Hughes
Hauora Māori Services	Riana Manuel
Improvement and Innovation	Dale Bramley
Infrastructure & Investment	Jeremy Holman
National Public Health Service	Nick Chamberlain
Office of the CE	Peter Alsop
Pacific Health	Markerita Poutasi
People & Communications	Andrew Slater
Transformation Office	Patrick O'Doherty

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Appendices

Email to candidates where jobs are put on hold post the first regional review or 14 June whichever is the latest

Thank you for your interest in working with Health NZ and your recent application for the role of [x].

Health NZ has made the decision to pause recruitment for non-patient facing roles until we have approved our new plan for the year ahead.

This decision affects the role you have applied for.

We may advertise this role again in future. Should we do so, it would be after July 2024.

We appreciate that you have put considerable time and effort into submitting your application. The pause in recruitment is a short-term measure and we encourage you to keep an eye on our recruitment portals for future opportunities to work with us.

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Health New Zealand

Te Whatu Ora

13 June 2024

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Thanks for your support in this ongoing effort to keep us within budget while still maintaining vital frontline services.

Margie Apa
Chief Executive
Health New Zealand | Te Whatu Ora

Health New Zealand

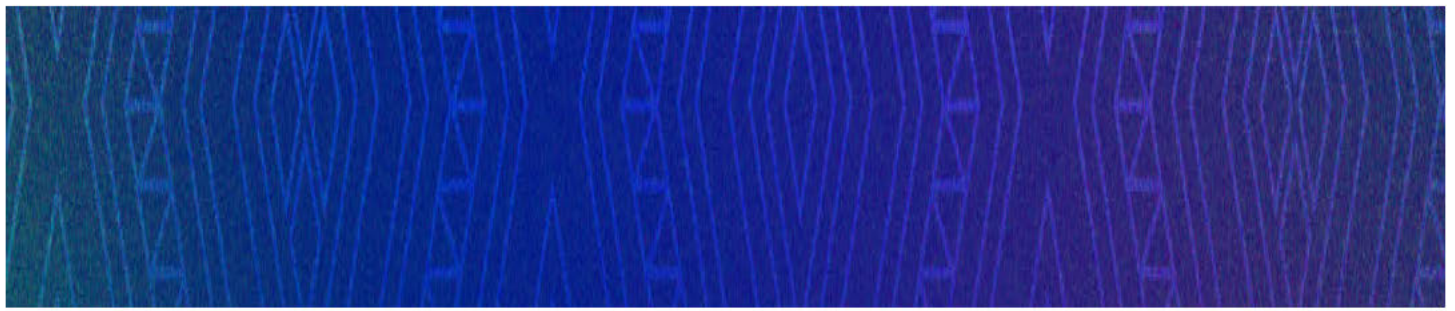
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HNZ NEWS

Organisational pause on all recruitment

Published 19/06/2024

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Chief Executive
Health New Zealand | Te Whatu Ora



Margie Apa

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Service Improvement and Innovation Lecture Series – Professor Michael Baker

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Treesha Sinha 6 days ago

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