



# Office of Hon Tony Ryall

Minister of Health  
Minister of State Services

11 JUL 2011

Dr Kevin Snee  
Lead CEO, Central Region  
Chief Executive Officer  
Hawke's Bay District Health Board  
Private Bag 9014  
HASTINGS, 4156



Dear Dr Snee *Kevin*

## 2011/12 Central Region Service Plan

This letter is to advise you I have conditionally approved the Central Region, Regional Services Plan.

This is a transition year in respect to service planning and accountability documentation and I want to thank you for your assistance as we move to a new way of thinking about how we coordinate the delivery of health services throughout the country. I look forward to your continued support as we strive for improved health services for all New Zealanders.

District Health Boards (DHBs) working collaboratively within regions are about ensuring the right services are provided in the right place. By working regionally, DHBs can ensure that services are delivered in a clinically sustainable and financially viable way to meet the needs of the region.

RSPs need to develop quickly; with immediate action on vulnerable services and key priority areas, and with DHB Annual Plans increasingly seen as part of this broader regional plan.

My expectation for RSPs is that they:

- include agreed actions to work on in key priority areas; services needing to be strengthened and health targets that need to be achieved
- demonstrate clinical leadership and engagement necessary to support the development of models of care and actions to be implemented for priority areas
- document linkages and implications for infrastructure including IT and workforce that will resolve service vulnerability for prioritised services; and
- establish regional governance capability with their Chairs and CEOs that enables effective regional decision-making on behalf of constituent DHBs.

It is also critical these key priority areas are supported by IT and workforce development which is increasingly organised at a national and regional level as an integrated whole, rather than at a district level.

In commenting on your RSP, the Central region RSP is now more of a framework than the 'whole of system' approach that the region originally produced in 2008. I expect to see good progress on your agreed RSP actions for 2011/12, and for the Central region DHBs to focus on working better together to realise the benefits of regional and sub-regional collaboration. In particular, I expect to see evidence of increased tangible activity between MidCentral and Whanganui DHBs, as well as between Capital and Coast, Wairarapa and Hutt Valley DHBs.

There is also a need for Central region DHBs to begin to collectively share risk (especially financial risk) for the benefit of the region's population. I will be closely watching your progress with this during 2011/12. I also look forward to seeing greater ongoing support for the work of Health Benefits Limited in developing shared back office functions where appropriate and thank you for your continued commitment to work with the Health Quality and Safety Commission.

#### *DHB Annual Plans*

DHBs are each expected to identify the specific actions they will undertake to give effect to their RSP implementation plan at a local level in their Annual Plans. I am pleased to see a range of activities identified by individual DHBs in these plans to act on their RSP commitments and expect this to be strengthened in coming years.

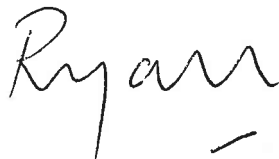
#### *Next steps*

The National Health Board will continue to work closely with the Central region and will monitor progress against your identified actions, offer support and act as a resource to assist you to deliver on your RSP. Through its important regional initiatives (IT, workforce support and development, and capital investment) I look forward to seeing real benefits resulting from the Central region's collaborative partnership with the National Health Board.

As part of implementing these actions I expect the Central region to measure and communicate the benefits of regional collaboration, particularly the benefits to patients.

Finally, please ensure that a copy of this letter is attached to the copy of your signed RSP held by the Board and to all copies of the RSP made available to the public.

Yours sincerely



Hon Tony Ryall  
**Minister of Health**

cc: Central Region DHB Chairs  
Central Region DHB Chief Executive Officers