



## Appointment: Director-General of Health and Chief Executive, Ministry of Health

**Date:** 16 November 2022      **Security Level:** SENSITIVE: STAFF  
**Report No:** 2022/0277  
**Contact:** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance  
**Telephone:** 9(2)(a) privacy

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	Actions Sought	Due Date
<b>Hon Chris Hipkins, Minister for the Public Service</b>	Sign and lodge the attached Cabinet Appointments and Honours Committee (APH) papers	<b>17 November 2022</b>

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Enclosure: Yes

### Executive Summary

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- 1 The Public Service Commissioner intends to appoint Dr Diana Sarfati as Director-General of Health and Chief Executive, Ministry of Health.
- 2 The Minister of Health has been briefed and is supportive of the proposal to appoint Dr Sarfati to the role.
- 3 In accordance with schedule 7 clause 3 of the Public Service Act 2020, the Public Service Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of employment for Dr Sarfati. Your office will receive a letter that details the relevant terms and conditions for Dr Sarfati.

### Recommended Action

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We recommend that you:

- a **sign and lodge** the attached APH paper regarding the appointment of Dr Diana Sarfati as Director-General of Health and Chief Executive, Ministry of Health, for consideration by APH on 23 November 2022.



## Appointment Director-General of Health and Chief Executive, Ministry of Health – Talking Points

**Date:** 21 November 2022 **Security Level:** SENSITIVE

**Minister:** Hon Chris Hipkins, Minister for the Public Service

**Report No:** 2022/0290

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**Purpose** This aide-memoire provides you with information and talking points on the appointment process and the preferred candidate for the Director-General of Health and Chief Executive, Ministry of Health, to support your attendance at the Appointment and Honours Cabinet Committee (APH) on Wednesday 23 November 2022.

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**Date of meeting** 23 November 2022

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**Recommendation** The APH paper recommends that Dr Diana Sarfati be appointed to the role of Director-General of Health and Chief Executive, Ministry of Health.

### *Chief Executive Appointment Process*

#### **Background**

- The vacancy was advertised online from 1 September 2022. Applications closed on 29 September 2022.
- Four candidates applied for the position. Three applicants were shortlisted for interview.
- Shortlisted candidates were interviewed on Wednesday, 9 November 2022 by a panel comprised of:
  - Mr Peter Hughes CNZM, Public Service Commissioner, Chair of the interview panel;
  - Ms Helene Quilter QSO, Deputy Public Service Commissioner;
  - Mr Stephen McKernan QSO;
  - Ms Parekawhia McLean;
  - Mr Andrew Connolly; and
  - Mr Rauru Kirikiri, Kaihautū.

#### **Recommended Candidate**

- The Public Service Commissioner (the Commissioner) recommends the appointment of Dr Diana Sarfati to the position of Director-General and Chief Executive, Ministry of Health for a five-year term.
- A respected and skilled senior leader and health academic Dr Sarfati is strong across all of the leadership priority areas as confirmed in the position description:
  - organisational transformation;
  - building, managing and growing relationships;
  - system leadership;
  - policy/strategy;
  - context management; and
  - Crown/Māori responsiveness.
- Dr Sarfati is experienced in developing and embedding operating models in Public Service organisations. As the inaugural Chief Executive for Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati worked to successfully establish the agency and deliver results.



- Dr Sarfati is dedicated to improving equity of outcomes in the health system. Dr Sarfati is respected across the health sector for her expertise in this area as a leading public health academic. Dr Sarfati has successfully transferred these skills and expertise to the public service, where she collaboratively works across the system to seize opportunities to improve equity of outcomes in the health system.
- Dr Sarfati has built strong relationships of mutual trust and respect in the Public Service and across the health system. She is an engaging, perceptive, and enthusiastic communicator.
- She has developed key relationships with Chief Executives in the social sector, acknowledging the complexities of the interventions in this environment, and works to deliver initiatives across the system.
- Strong evidence frameworks are central to Dr Sarfati's policy development, advice and decision making. As Chief Executive, Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati had a strong focus on monitoring to improve service provision.
- Dr Sarfati is experienced in engaging with, and building the trust and confidence, of Ministers. Dr Sarfati is open, pragmatic and transparent in her engagement with Ministers.
- Dr Sarfati demonstrated to the panel her knowledge and commitment to Crown/Māori responsiveness. As Chief Executive Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati ensure that the Agency engages extensively with Māori communities.
- Dr Sarfati has a clear plan for ensuring te ao Māori and tikanga Māori are further incorporated in the Ministry of Health as they move forward in its new re-focused role in the health system.

## Consultation

- The Commissioner has consulted with the Minister of Health about the proposed appointment, and he is supportive of the proposal.
- In accordance with schedule 7, clause 7(1) of the Public Service Act 2020, the Commissioner will consult with myself and the Prime Minister before finalising the terms and conditions of employment for Dr Sarfati, including the proposed five-year term of appointment.

## Communication

- Subject to the Governor-General's acceptance of his recommendation, the Commissioner intends to publicly announce the appointment of Dr Sarfati on 30 November 2022.
- It is also his intention to publicly release associated documents, including this paper, on the Te Kawa Mataaho Public Service Commission's website, as is the standard practice for Chief Executive appointment recommendations.

**Author** Lily Gilchrist, Senior Advisor, System and Agency Performance

**Manager** Emma Shaw, Director, System and Agency Performance



## Appointment Director-General of Health and Chief Executive, Ministry of Health and Reappointment of Chief Executives – Talking Points

**Date:** 21 November 2022 **Security Level:** SENSITIVE  
**Minister:** Hon Chris Hipkins, Minister for the Public Service  
**Report No:** 2022/0292

**Purpose** To support your attendance at the Appointment and Honours Cabinet Committee (APH) on Wednesday 23 November 2022, this aide-memoire provides you with information and talking points on:

- the appointment process and the preferred candidate for the Director-General of Health and Chief Executive, Ministry of Health; and
- the reappointments of three Chief Executives whose terms end by October 2023.

**Date of meeting** 23 November 2022

### Director-General of Health Appointment

**Recommendation** The APH paper recommends that Dr Diana Sarfati be appointed to the role of Director-General of Health and Chief Executive, Ministry of Health.

#### *Director-General of Health Appointment Process*

**Background**

- The vacancy was advertised online from 1 September 2022. Applications closed on 29 September 2022.
- Four candidates applied for the position. Three applicants were shortlisted for interview.
- Shortlisted candidates were interviewed on Wednesday, 9 November 2022 by a panel comprised of:
  - Mr Peter Hughes CNZM, Public Service Commissioner, Chair of the interview panel;
  - Ms Helene Quilter QSO, Deputy Public Service Commissioner;
  - Mr Stephen McKernan QSO;
  - Ms Parekawhia McLean;
  - Mr Andrew Connolly; and
  - Mr Rauru Kirikiri, Kaihautū.

**Recommended Candidate**

- The Public Service Commissioner (the Commissioner) recommends the appointment of Dr Diana Sarfati to the position of Director-General and Chief Executive, Ministry of Health for a five-year term.
- A respected and skilled senior leader and health academic Dr Sarfati is strong across all of the leadership priority areas as confirmed in the position description:
  - organisational transformation;
  - building, managing and growing relationships;
  - system leadership;



- policy/strategy;
- context management; and
- Crown/Māori responsiveness.

- Dr Sarfati is experienced in developing and embedding operating models in Public Service organisations. As the inaugural Chief Executive for Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati worked to successfully establish the agency and deliver results.
- Dr Sarfati is dedicated to improving equity of outcomes in the health system. Dr Sarfati is respected across the health sector for her expertise in this area as a leading public health academic. Dr Sarfati has successfully transferred these skills and expertise to the public service, where she collaboratively works across the system to seize opportunities to improve equity of outcomes in the health system.
- Dr Sarfati has built strong relationships of mutual trust and respect in the Public Service and across the health system. She is an engaging, perceptive, and enthusiastic communicator.
- She has developed key relationships with Chief Executives in the social sector, acknowledging the complexities of the interventions in this environment, and works to deliver initiatives across the system.
- Strong evidence frameworks are central to Dr Sarfati's policy development, advice and decision making. As Chief Executive, Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati had a strong focus on monitoring to improve service provision.
- Dr Sarfati is experienced in engaging with, and building the trust and confidence, of Ministers. Dr Sarfati is open, pragmatic and transparent in her engagement with Ministers.
- Dr Sarfati demonstrated to the panel her knowledge and commitment to Crown/Māori responsiveness. As Chief Executive Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati ensure that the Agency engages extensively with Māori communities.
- Dr Sarfati has a clear plan for ensuring te ao Māori and tikanga Māori are further incorporated in the Ministry of Health as they move forward in its new re-focused role in the health system.

## *Consultation*

- The Commissioner has consulted with the Minister of Health about the proposed appointment, and he is supportive of the proposal.
- In accordance with schedule 7, clause 7(1) of the Public Service Act 2020, the Commissioner will consult with myself and the Prime Minister before finalising the terms and conditions of employment for Dr Sarfati, including the proposed five-year term of appointment.

## *Communication*

- Subject to the Governor-General's acceptance of his recommendation, the Commissioner intends to publicly announce the appointment of Dr Sarfati on 30 November 2022.
- It is also his intention to publicly release associated documents, including this paper, on the Te Kawa Mataaho Public Service Commission's website, as is the standard practice for Chief Executive appointment recommendations.



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## Reappointments of Chief Executives whose terms end by October 2023

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The paper recommends the reappointment of:

*Recommendation*

- Ms Carolyn Doreen Tremain to the position of Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
- Mr Paul David James to the position of Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
- Mr Raymond Stanley Smith to the position of Director-General of Primary industries and Chief Executive Ministry for Primary Industries.

*Background*

- There are three Public Service Chief Executive's whose terms end by October 2023.
  - Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
  - Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
  - Director-General of Primary industries and Chief Executive Ministry for Primary Industries.
- The Deputy Public Service Commissioner (the Deputy Commissioner) has a contractual obligation to give a Chief Executive written notice of a decision not to re-appoint at least six months before the expiry of their IEA (term end date).
- The expectation is that reappointment recommendations will be made to Cabinet well in advance of the six-month date.
- Making recommendations now in a timely way well before the 2023 election meets the Deputy Commissioner's obligations to the Chief Executives and maintains the political neutrality of the appointments.
- The Deputy Commissioner is now progressing reappointments of the incumbent Chief Executives to these positions following usual practice. Given that 2023 is election year making these decisions now provides certainty and stability of leadership.
- The Deputy Commissioner has determined that these Chief Executives are all continuing to meet the requirements of the positions they are in.
- They will continue to exercise their stewardship responsibilities, deliver government priorities, and respond to any changes in these that may arise from the election. These Chief Executives are longstanding public servants who have served different governments as chief executives.
- Appropriate Ministers have been consulted on the recommendations and the position descriptions.

*Length of terms*

- Terms have been determined on a case- by-case basis.
- For practical reasons, they have been set to avoid the probable next election period.





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*Appointments*

- The Deputy Commissioner would likely have taken a different approach if these were to have been new appointments. New appointees are untested in their positions and are less familiar with the responsibilities and requirements of the roles. More consultation with the appropriate Ministers would be required with more specific attention being paid to matters raised by Ministers that the Commissioner must take into account in making an appointment.
- This is a factor in the decision to adjust the term lengths so that future Commissioners do not need to manage appointments that fall in an election period.
- As required under the Public Service Act 2020, the Deputy Commissioner is consulting the Prime Minister and the Minister for the Public Service regarding the terms and conditions of employment for these chief executives.

*Terms and Conditions*

- Subject to the Governor-General's acceptance of the recommendations, the Deputy Commissioner intends to publicly announce the reappointments via a Gazette.

*Communications*

- Around the same time, the Deputy Commissioner intends to publicly release associated documents on Te Kawa Mataaho Public Service Commission's website, which is standard practice. The documents will have any necessary redactions in accordance with the Official Information Act 1982.

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**Author** Emma Shaw, Director, System and Agency Performance

**Manager** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

Hon Chris Hipkins  
Minister for the Public Service

## **Appointment: Director-General of Health and Chief Executive, Ministry of Health**

### ***Proposal***

- 1 I recommend that Dr Diana Sarfati be appointed to the position of Director-General of Health and Chief Executive, Ministry of Health for a five-year term.
- 2 Dr Sarfati is currently the Acting Director-General of Health and Chief Executive, Ministry for Health, a role she has held since July 2022. As the Acting Director-General Dr Sarfati has focused on implementing and embedding the health system reforms.
- 3 In her substantive role as Chief Executive, Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati is responsible for providing strong central leadership of cancer control in New Zealand. As Chief Executive at the time of Agency's establishment, Dr Sarfati developed robust systems, procedures, relationships and capabilities to ensure progress towards the goals and outcomes of the New Zealand Cancer Action Plan 2019-2029 (the Cancer Action Plan).
- 4 Dr Sarfati is a respected and skilled senior leader and academic, with a deep understanding of the challenges and opportunities facing the health system in New Zealand. Dr Sarfati is knowledgeable about the health reforms and has a pragmatic and strategic plan for the Ministry of Health.
- 5 I consider that Dr Sarfati has the necessary skills and experience to successfully lead the Ministry for Health. A copy of their summarised curriculum vitae is attached.
- 6 I propose that you forward my recommendation to Cabinet for referral to the Governor-General in Council. A warrant for execution by the Governor-General is attached.

### ***Background***

- 7 On 29 July 2022, a vacancy was created in the Director-General of Health role when Dr Ashley Bloomfield finished his term. Dr Diana Sarfati was appointed as Acting Director-General from 30 July 2022.
- 8 The Ministry of Health (the Ministry) is the chief steward and kaitiaki for the New Zealand health system. As part of the health system transformation, the Ministry's role is being refocused on strategy, policy, regulation, and monitoring the outcomes which are achieved by the system as a whole.
- 9 As well as its overarching leadership and stewardship role in the health system, the Ministry is responsible for:
  - Policy and strategy. The Ministry is the lead entity for setting policy and strategy for the health sector to achieve greater equity of outcomes. The Ministry leads the health



system in its role as kaitiaki, ensuring good evidence informs strategy and policy development, and will work with the other organisations within the system to enable effective delivery of services, including:

- i. Long-term strategy, policy, legislation and strategic funding and investment across the system;
  - ii. Providing advice to Ministers on health strategy and policy; and
  - iii. High-level policy frameworks for services/groups to inform delivery.
- Monitoring and setting overall system outcomes and objectives. This includes monitoring system performance of health sector agencies in the sector, to achieve greater equity of health outcomes for Aotearoa New Zealand.
  - Regulation and regulatory oversight. Maintaining the Ministry's regulatory responsibilities, including administering legislation and associated regulations.

10 The Ministry also administers the Pae Ora (Healthy Futures) Act 2022 as well as other health related legislation.

### ***Requirements of the Position***

11 The Director-General of Health is responsible for providing strategic leadership to the agency and wider health system with a particular focus on:

- Leading change at the Ministry to focus on its role of policy, regulation, monitoring, stewardship of shared data and information, and overarching leadership and stewardship of the health system to achieve greater equity of health outcomes.
- Seek to lift the performance of the Ministry through improving systems and processes that support the delivery of timely and accurate advice to the government.
- Leading culture change for the Ministry by identifying opportunities to improve cohesion, agility, responsiveness, and overall quality of its delivery.
- Supporting Health New Zealand and the Māori Health Authority in the transformation of health service delivery to address inequity of access to, and delivery of, healthcare.
- Proactively engage with partners in the public sector and beyond, including Health New Zealand and the Māori Health Authority, Pharmac, Cancer Control Agency, the New Zealand Blood and Organ Service, the Health Quality and Safety Commission, families and community groups, iwi Māori and Pacific communities, health practitioners and other government agencies.
- Ensuring the Ministry is well positioned for success in terms of health reform by continuing to champion the reforms and ensuring the three agencies have a shared view of system success. This will include successful delivery of the change management process to support the Ministry in its stewardship and strategic policy role.

- Maintaining the Ministry's regulatory responsibilities, including administering legislation and associated regulations.
- 12 The position description was considered by the Cabinet Appointments and Honours Committee on 27 July 2022 and confirmed as the basis for selection to the role [APH-22-MIN-0142].

### ***Selection Process***

- 13 I have undertaken a comprehensive recruitment and assessment process for the next Director-General of Health, including the engagement of external executive recruitment and assessment consultants.
- 14 The appointment process was run in accordance with the requirements under schedule 7 clause 3 of the Public Service Act 2020.
- 15 The vacancy was advertised online from 1 September 2022. Applications closed on 29 September 2022.
- 16 Four candidates applied for the position. Three applicants were shortlisted for interview.
- 17 Shortlisted candidates were interviewed on Wednesday, 9 November 2022 by a panel comprised of:
- Mr Peter Hughes CNZM, Public Service Commissioner, Chair of the interview panel;
  - Ms Helene Quilter QSO, Deputy Public Service Commissioner;
  - Mr Stephen McKernan QSO;
  - Ms Parekawhia McLean;
  - Mr Andrew Connolly; and
  - Mr Rauru Kirikiri, Kaihautū.

### ***Recommended Appointee***

- 18 I recommend the appointment of Dr Sarfati to the position of Chief Executive for a five-year term.
- 19 A respected and skilled senior leader and health academic Dr Sarfati is strong across all of the leadership priority areas as confirmed in the position description: organisational transformation, build manage and grow relationships, system leadership, policy/strategy, context management and Crown/Māori responsiveness.

#### *Organisational Transformation*

- 20 Dr Sarfati is experienced in developing and embedding operating models in Public Service organisations. As the inaugural Chief Executive for Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati worked to successfully establish the agency and deliver results. Dr Sarfati set a clear strategic vision for the organisation and moved at pace to build a fit for purpose structure that would embrace cross agency collaboration and organisational

agility. Dr Sarfati demonstrated her collaborative and personable leadership style to the panel, which enabled her to inspire and bring people with through periods of organisational transformation.

*Build Manage and Grow Relationships*

- 21 Dr Sarfati has built strong relationships of mutual trust and respect in the Public Service and across the health system. She is an engaging, perceptive, and enthusiastic communicator. Dr Sarfati understands the stakeholders in the health system and the complex relationships; she demonstrated to the panel that she has systems and strategies to manage and prioritise these. Since being in the role of Acting Director-General of Health, she has developed and fostered positive and strong working relationships between the Ministry of Health and Te Whatu Ora and Te Aka Whai Ora.

*System Leadership*

- 22 Dr Sarfati is dedicated to improving equity of outcomes in the health system. Dr Sarfati is respected across the health sector for her expertise in this area as a leading public health academic. Dr Sarfati has successfully transferred these skills and expertise to the public service, where she collaboratively works across the system to seize opportunities to improve the equity of outcomes. She has developed key relationships with Chief Executives in the social sector, acknowledging the complexities of the interventions in this environment, and works to deliver initiatives across the system.

*Policy/Strategy*

- 23 Strong evidence frameworks are central to Dr Sarfati's policy development, advice and decision making. As Chief Executive, Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati had a strong focus on monitoring to improve service provision. This included commissioning an extensive programme of data improvement work to ensure nationally consistent and timely data on cancer treatment. The panel was convinced that Dr Sarfati has the skills, experience and knowledge required to successfully utilise data and analytics to implement effective monitoring functions to ensure health services are being delivered at an optimal level.

*Context Management*

- 24 Dr Sarfati is experienced in engaging with, and building the trust and confidence, of Ministers. Dr Sarfati has provided in-depth advice to Ministers on a number of complex and fast-paced issues - including in response to the cyber-attack on the Waikato District Health Board as Chief Executive Te Aho a Te Kahu, the Cancer Control Agency, and as Acting Director-General managing the ongoing COVID-19 context. Dr Sarfati is open, pragmatic and transparent in her engagement with Ministers.

*Crown/Māori Responsiveness*

- 25 Dr Sarfati demonstrated to the panel her knowledge and commitment to Crown/Māori responsiveness. As Chief Executive Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati ensure that the Agency engages extensively with Māori communities. During its establishment phase, the Agency ran a series of hui around the country with whanau Māori, to identify from them what their priorities in relation to cancer were. These hui were designed by Māori for Māori, and led by Māori. Dr Sarfati has a clear plan for ensuring te

ao Māori and tikanga Māori are further incorporated in the Ministry of Health as they move forward in its new re-focused role in the health system.

- 26 Dr Sarfati demonstrated to the panel she is committed and well-prepared to lead the Ministry for Health and is closely connected with the organisation's purpose. She strives to achieve high performance and are dedicated to meeting the standards expected of the Public Service.
- 27 Dr Sarfati was subjected to a comprehensive vetting and reference check process. Reference checks were undertaken with two referees that Dr Sarfati provided, as well as two further referees not provided by Dr Sarfati. References included direct reports, line managers, and peers from the sector. All referees agreed Dr Sarfati is ready for the role and would make an excellent Director-General of Health and Chief Executive, Ministry of Health for New Zealand.
- 28 Referees commented on Dr Sarfati's impressive intellect and deep understanding of health systems in New Zealand. Referees also noted that Dr Sarfati is a natural strategic thinker and adept at building strong relationships.
- 29 Dr Sarfati holds Doctor of Philosophy, Master of Public Health and Bachelor of Medicine and Bachelor of Surgery degrees from the University of Otago. She is a Fellow of the New Zealand College of Public Health Medicine and is registered with the New Zealand Medical Council.
- 30 In summary, I am of the view that Dr Diana Sarfati meets the requirements outlined in the attached position description.

### ***Conditions of Employment***

- 31 I have consulted with the Minister of Health about the proposed appointment and he is supportive of the proposal.
- 32 In accordance with schedule 7, clause 7(1) of the Public Service Act 2020, I will consult with you and the Prime Minister before finalising the terms and conditions of employment for Dr Sarfati, including the proposed five-year term of appointment.
- 33 The Chief Executive must be able to obtain and maintain a Top Secret security clearance. Dr Sarfati has 9(2)(a) privacy [REDACTED] clearance.

### ***Publicity***

- 34 Subject to the Governor-General's acceptance of my recommendation, I intend to publicly announce the appointment of Dr Sarfati on 30 November 2022.
- 35 It is also my intention to publicly release associated documents, including this paper, on the Te Kawa Mataaho Public Service Commission's website, as is our standard practice for Chief Executive appointment recommendations. The documents will have any necessary redactions in accordance with the Official Information Act 1982. You will be consulted on the communications plan and material to be released.

**Recommendations**

36 I recommend that you:

- 1 **forward** my recommendation to **appoint** Dr Diana Sarfati to the position of Director-General of Health and Chief Executive, Ministry of Health, to the Cabinet Appointments and Honours Committee for referral to the Governor-General in Council;
- 2 **note** that a warrant for appointment is attached for execution by the Governor-General in due course;
- 3 **note** that I will consult with the Prime Minister and you, as Minister for the Public Service, before finalising terms and conditions of employment for Dr Sarfati, including their term of appointment;
- 4 **note** that Dr Sarfati's employment is subject to her **9(2)(a) privacy** a Top Secret security clearance;
- 5 **note** that, subject to the Governor-General's acceptance of my recommendation, I intend to:
  - 5.1 publicly announce the appointment of Dr Sarfati on Wednesday, 30 November 2022; and
  - 5.2 proactively release associated documents on the Te Kawa Mataaho Public Service Commission's website.



Peter Hughes  
Te Tumu Whakarae mō Te Kawa  
Public Service Commissioner

Office of the Minister for the Public Service

Chair  
Cabinet Appointments and Honours Committee

**Appointment: Director-General of Health and Chief Executive, Ministry of Health**

- 1 The Public Service Commissioner (the Commissioner) has forwarded to me, as the Minister for the Public Service, a recommendation for the appointment of Dr Diana Sarfati to the position of Director-General of Health and Chief Executive, Ministry of Health, under schedule 7 clause 3(1) of the Public Service Act 2020 (the Act).
- 2 I now submit the Commissioner's recommendation, attached under this coversheet, to the Cabinet Appointments and Honours Committee for consideration and referral to the Governor-General in Council, via Cabinet.
- 3 The Responsible Minister and I have been consulted by the Commissioner about this appointment.
- 4 The Commissioner will consult the Prime Minister and I before finalising conditions of employment for Dr Diana Sarfati, including their term of appointment, as required under schedule 7 clause 7(1) of the Act.

**Recommendations**

- 5 I recommend that Cabinet:
  - 5.1 accept the recommendation of the Commissioner to appoint Dr Diana Sarfati to the position of Director-General of Health and Chief Executive, Ministry of Health;
  - 5.2 refer the recommendation and the attached curriculum vitae to the Governor-General in Council;
  - 5.3 note that the Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment with Dr Diana Sarfati;
  - 5.4 note that under the Act, the Commissioner is required to publicly announce appointments; and
  - 5.5 note that, subject to the Governor-General's acceptance of the Commissioner's recommendation, the Commissioner intends to:
    - 5.5.1 publicly announce the appointment of Dr Diana Sarfati in the New Zealand Gazette; and
    - 5.5.2 proactively release associated documents on Te Kawa Mataaho Public Service Commission's website.

Authorised for Lodgement

Hon Chris Hipkins  
**Minister for the Public Service**

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**Te Kawa Mataaho**  
Public Service Commission

## The New Zealand Public Service

Mahi tōpū ai te Ratonga Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te whāinga o te Ratonga Tūmatanui, he tautoko i te kāwanatanga e whai ture ana, e whai ana hoki i te manaporitanga; he tuku kia whakawhanake, kia whakatinana hoki te Kāwanatanga o te wā me ō muri atu i ā rātou kaupapa here, he tuku i ngā ratonga tūmatanui e kairangi ana, e nahanaha ana hoki, he tautoko i te Kāwanatanga ki te whai i ngā painga mō te iwi kei te pae tawhiti, he huawaere i te āta whai wāhitanga o te kirirarau, he whakatutuki hoki i ngā mahi i runga i tā te ture i whakahau ai. E hirahira ana te wāhi ki a mātou i te tautokohanga o te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hapori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o te Ratonga Tūmatanui.

The Public Service works collectively to make a meaningful difference for New Zealanders.

The Public Service Act states that the purpose of the Public Service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi. Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community and guided by the core principles and values of the

Public Service in our work.





## New Zealand Government

**Te Tūranga | Position**      **Te Tumu Whakarae mō te Hauora | Director-General of Health**

**Te pokapū | Agency**      **Manatū Hauora | Ministry of Health**

**This position is a member of the Public Service Leadership Team**

### Te whāinga o te tūranga | Position purpose

The Ministry of Health (The Ministry) is the chief steward and kaitiaki for the New Zealand health system. As part of the health system transformation, the Ministry's role is being refocused on strategy, policy, regulation, and monitoring the outcomes which are achieved by the system as a whole. As the chief steward for the health system the Ministry will continue to set the strategic direction and develop national policy, and it will be responsible for regulation and monitoring. The Ministry will advise the Minister of Health, assist the Minister in holding organisations to account, and support action where expectations are not being met. The aim is to ensure our health system delivers for all New Zealanders and this requires a deliberate focus on achieving more equitable outcomes for Māori.

The Director-General of Health will provide leadership of the Ministry and for the wider sector during the largest change to New Zealand's health system. Organisational priorities, including embedding its future operating model, and building the monitoring and stewardship functions will need to be balanced with positioning the Ministry in the new health system and ensuring that focus is maintained on building a shared view of what system success looks like.

### Ngā haepapa | Accountabilities

**Te pūnaha | System**      The Director-General must perform the duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.

As a member of the public service leadership team, the Director-General is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

As a Public Service leader, the Director-General will:

- Support the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi by developing and maintaining the capability of the agency and the wider public service to engage with Māori and to understand Māori perspectives;
- Promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective public service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society;

- Preserve, protect and nurture the spirit of service to the community that public service employees bring to their work;
- Uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and within the agency;
- Demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020; and
- Uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees.

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Te pokapū | Agency

The Director-General is the is the chief steward and kaitiaki of the health system in Aotearoa New Zealand and is responsible directly to the Minister of Health. As well as its overarching leadership and stewardship role in the health system, the Ministry is responsible for:

- Policy and strategy. The Ministry is the lead entity for setting policy and strategy for the health sector to achieve greater equity of outcomes. The Ministry leads the health system in its role as kaitiaki, ensuring good evidence informs strategy and policy development, and will work with the other organisations within the system to enable effective delivery of services, including:
  - Long-term strategy, policy, legislation and strategic funding and investment across the system;
  - Providing advice to Ministers on health strategy and policy; and
  - High-level policy frameworks for services/groups to inform delivery.
- Monitoring and setting overall system outcomes and objectives. This includes monitoring system performance of health sector agencies in the sector, to achieve greater equity of health outcomes for Aotearoa New Zealand.
- Regulation and regulatory oversight. Maintaining the Ministry's regulatory responsibilities, including administering legislation and associated regulations.

**LEADERSHIP ROADMAP: DIRECTOR-GENERAL OF HEALTH**

<i>Priority 1</i>	<i>Priority 2</i>	<i>Priority 3</i>	<i>Priority 4</i>	<i>Priority 5</i>	<i>Priority 6</i>
<b>Organisational transformation</b>	<b>Build, manage and grow relationships</b>	<b>System leadership</b>	<b>Policy/Strategy</b>	<b>Context management</b>	<b>Crown/Māori responsiveness</b>
Develop the Ministry of Health to meet its new function and embed its new operating model.	Gain and maintain the trust, respect and confidence of Ministers, the Health Sector and the public.	Lead the health system.	Communicate a clear vision for the health system and how various parts mobilise to make that happen.	Manage issues and risks, fix problems and implement solutions.	Improve the system and organisation's Crown/Māori responsiveness.
Set a fit-for-purpose organisational culture.	Work alongside other government agencies and community partners to identify opportunities to strengthen the health system.	Lead change in the health system to improve equity of outcomes.	Lead development of high-quality advice across broad policy areas to improve health outcomes for New Zealanders.	Working effectively with Ministers and Boards in complex situations	Te ao Māori knowledge and capability and an understanding of the Crown's relationship with Māori as a Treaty partner.
Gain and build the credibility of the organisation to lead and influence the system to drive large scale change.	Engage stakeholders through clear communication and direction to build buy-in and support to ensure collective leadership across the system.		Lead and manage the delivery of multiple functions within a public service organisation, including strategy, policy, regulation and monitoring through appropriate leadership structures.		
			Utilise data and analytics to implement effective monitoring functions to ensure health services are being delivered at an optimal level.		

## Ngā hononga matua | Key relationships

Te Kāwanatanga   Government	<ul style="list-style-type: none"><li>• Minister of Health</li><li>• Associate Minister of Health</li><li>• Minister of Finance</li></ul>
Te ratonga tūmatanui   Public Service	<ul style="list-style-type: none"><li>• Health New Zealand</li><li>• Māori Health Authority</li><li>• Ministry for Disabled People</li><li>• Ministry for Social Development</li><li>• Pharmac</li><li>• Health Quality and Safety Commission</li><li>• Members of the Public Service Leadership Team</li><li>• Other public service agencies</li></ul>
Rāngai Hauora   Health Sector	<ul style="list-style-type: none"><li>• Health professionals and academics, practitioners, workforce and unions</li></ul>
Ngā iwi me ngā hapori whānui   Iwi and wider communities	<ul style="list-style-type: none"><li>• Māori as the Crown's Treaty partner</li><li>• Iwi Chairs Forum</li><li>• Wide range of private and non-governmental organisations</li><li>• Iwi, Pacific and other communities</li></ul>

## Te momo kaiarataki e whāia ana | Leader profile

Te kaiaratakinga   Leadership	<p>Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class State sector. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the higher bar expected of chief executive behaviour.</p> <p>As set out in the Public Service Act 2020, chief executives are required to proactively promote stewardship of the public service, including of its long-term capability and people, institutional knowledge and information, system and processes, assets and the legislation they administer.</p> <p>As stewards of the system, chief executives are responsible for achieving cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.</p>
Ngā take mātāmua me mātua whai e angitu ai   Critical success priorities	<p>The Director-General of Health is responsible for providing strategic leadership to the agency and wider health system, with a particular focus on:</p> <ul style="list-style-type: none"><li>• Leading change at the Ministry to focus on its role of policy, regulation, monitoring, stewardship of shared data and information, and overarching leadership and stewardship of the health system to achieve greater equity of health outcomes.</li><li>• The Director-General will seek to lift the performance of the Ministry through improving systems and processes that support the delivery of timely and accurate advice to the government.</li></ul>

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- Leading culture change for the Ministry by identifying opportunities to improve cohesion, agility, responsiveness, and overall quality of its delivery.
  - Supporting Health New Zealand and the Māori Health Authority in the transformation of health service delivery to address inequity of access to, and delivery of, healthcare.
  - Proactively engage with partners in the public sector and beyond, including Health New Zealand and the Māori Health Authority, Pharmac, Cancer Control Agency, the New Zealand Blood and Organ Service, the Health Quality and Safety Commission, families and community groups, iwi Māori and Pacific communities, health practitioners and other government agencies.
  - Ensuring the Ministry is well positioned for success in terms of health reform by continuing to champion the reforms and ensuring the three agencies have a shared view of system success. This will include successful delivery of the change management process to support the Ministry in its stewardship and strategic policy role.
  - Maintaining the Ministry's regulatory responsibilities, including administering legislation and associated regulations.

Te taumata o te  
āheitanga | Security  
Clearance

Appointment will be subject to a New Zealand Government **Top Secret** security clearance.

Up to date information on the Ministry of Health's outcomes, organisational structure, dimensions, and appropriations can be found on the website [www.health.govt.nz](http://www.health.govt.nz)

Information on the future of the New Zealand Health system is also available at: [www.futureofhealth.govt.nz](http://www.futureofhealth.govt.nz)



## ***Employment History***

July 2022- Present	<b>Ministry of Health</b> Acting Director-General of Health and Chief Executive
	<b>Cancer Control Agency</b>
May 2020 - Present	Chief Executive
Dec 2019 – May 2020	Acting Chief Executive
	<b>Ministry of Health</b>
Sept – Nov 2019	National Director of Cancer Control
	<b>University of Otago</b>
2018 – 2019	Sole Head of Department, Department of Public Health
2015 – 2018	Co-Head of Department, Department of Public Health
	<b>University of Otago</b>
2016 – present	Professor, Department of Public Health
2013 - 2016	Associate Professor
	<b>Australasian College of Public Health Medicine</b>
2006 - 2009	Regional Director of Training
	<b>University of Otago</b>
2004 - 2013	Senior Research Fellow and Senior Lecturer

## ***Academic Qualifications, Registrations and Professional Memberships***

2014	PhD, University of Otago
2008 – present	Fellow, NZ College of Public Health Medicine
2001 – 2008	Fellow, Australasian Faculty of Public Health Medicine
1998	Master of Public Health (with Distinction), University of Otago
1991 - present	New Zealand Medical Council
1991	Bachelor of Medicine, Bachelor of Surgery (MBChB), University of Otago

## ***Memberships of Boards, Committees, Working Groups***

2017 - present	Member, Global Initiative for Cancer Registries (GICR) Pacific Islands Hub Planning Group
2017 - present	Member, International Advisory Board, Lancet Oncology
2017 - 2018	Member, International Expert Group on social inequalities in cancer, International Agency for Research on Cancer (IARC)
2016 - 2019	Member, Cancer Programme Leadership Board, Ministry of Health





## In Executive Council

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*Her Excellency the Governor-General is recommended to*

Accept the recommendation of the Public Service Commissioner that

**Diana Sarfati**

be appointed, pursuant to schedule 7 clause 3 of the Public Service Act 2020,  
as the Director-General of Health and Chief Executive, Ministry of Health

A handwritten signature in blue ink, appearing to be "CH", written over a horizontal line.

Hon Chris Hipkins  
Minister for the Public Service

*Approved in Council*

A handwritten signature in blue ink, "Cecily Kete", written over a horizontal line.

A handwritten signature in blue ink, appearing to be "R. H. H.", written over a horizontal line.

*Clerk of the Executive Council*

Date: 28 November 2022