

Healthy Futures (Pae Ora) Amendment Bill

Supplementary submission: McGuinness Institute

12 September 2025

Thank you for the opportunity to present to the committee last Wednesday, 3 September (subcommittee B). I have been thinking about the question asked about New Zealand's health system strategy by the Labour Party's health spokesperson, Dr Ayesha Verrall. In retrospect, I think it deserved a more detailed reply. In response we have produced the diagram overleaf using the Institute's strategy pyramid (*Figure 1*).

The strategy pyramid

The diagram in *Figure 1* overleaf aims to illustrate how the healthcare system can be reset by using the strategy pyramid to explain its hierarchy to the public, while emphasising the important role a monthly healthcare dashboard could play in measuring progress. Note that the Institute developed the strategy pyramid based on a range of international academic thinking in 2012 (see our detailed explanation [here](#)).

The dashboard

I was again reminded of the importance of a health system dashboard while in London. The headlines in the press in mid-September refer to the release of the UK Health Secretary Wes Streeting's quarterly 'league tables'. The 'league tables' rank all 205 NHS trusts in England, each of which may oversee one or more hospitals. Examples of metrics include A&E performance, waiting times for planned treatments, financial management, mental health services, diagnostic test delays and ambulance response times. The trusts are divided into three main types: acute trusts (e.g. general hospitals), non-acute trusts (e.g. mental health and community services) and ambulance trusts.

The rankings of these tables score NHS trusts based on a range of measures, including finances and patient access to care, as well as bringing down waiting times for operations and A&E, and improving ambulance response times. The UK Health Secretary [Wes Streeting recently said](#) the quarterly rankings will pinpoint where urgent support is needed and help end the 'postcode lottery' of care for patients.

More detail on the UK's league tables can be found below:

- <https://www.gov.uk/government/news/landmark-nhs-league-tables-launched-to-drive-up-standards>
- <https://www.england.nhs.uk/long-read/nhs-oversight-framework-nhs-trust-performance-league-tables-process-and-results/>
- <https://www.england.nhs.uk/nhs-oversight-framework/>
- <https://www.nationalworld.com/health/nhs-league-tables-2025-best-and-worst-health-trust-uk-revealed-top-10s-5308449>
- <https://www.bbc.co.uk/news/articles/cq8eqxlypv7o>
- <https://www.independent.co.uk/news/health/nhs-trust-hospital-league-table-rankings-b2822438.html>
- <https://www.standard.co.uk/news/health/nhs-wes-streeting-england-department-of-health-and-social-care-trusts-b1246670.html>

My recommendation is that a New Zealand dashboard should be established by law, however the actual performance indicators/measures should be developed by officials and signed off by the Minister to align with the Government Policy Statement on Health Priorities (as you may remember, our suggestion is to add the term 'priorities' to the title of the GPS).

Please do not hesitate to get in touch if you have any questions on the above.

Kind regards,



Wendy McGuinness
Chief Executive

Figure 1: Applying the healthcare system to the strategy pyramid

