

Handover Summary Document from  
Careerforce and the Programme Team  
to Toitū te Waiora, Community,  
Health, Education and Social Services  
Workforce Development Council

# Kaiāwhina Workforce Plan



4<sup>th</sup> October , 2021

---

## Background

### Introduction

[See more](#)

### Kaiāwhina Workforce Action Plan 2015-2020

[See more](#)

### The 20-Year Vision

[See more](#)

### Whakapapa o te Kaiāwhina

[See more](#)

### The Seven Domains

[See more](#)

### Consumer Focus Principles

[See more](#)

### Te Tiriti o Waitangi

[See more](#)

### Seminal Report: Kaiāwhina and the ANZSCO

[See more](#)

### Return on Investment 2015-2025

[See more](#)

### Appendix - documents

[See more](#)

## Work in Progress

### Kaiāwhina Workforce Action Plan 2020-2025

[See more](#)

### Whakatauaki

[See more](#)

### The Five Priorities

[See more](#)

### Progress

[See more](#)

### Website

[See more](#)

### Brand Guidelines

[See More](#)

### Appendix - documents

[See more](#)

## Structure

### The Kaiāwhina Workforce Taskforce

[See more](#)

### Five Priority Networks

[See more](#)

### Terms of Reference

[See more](#)

### Resources and Contracts

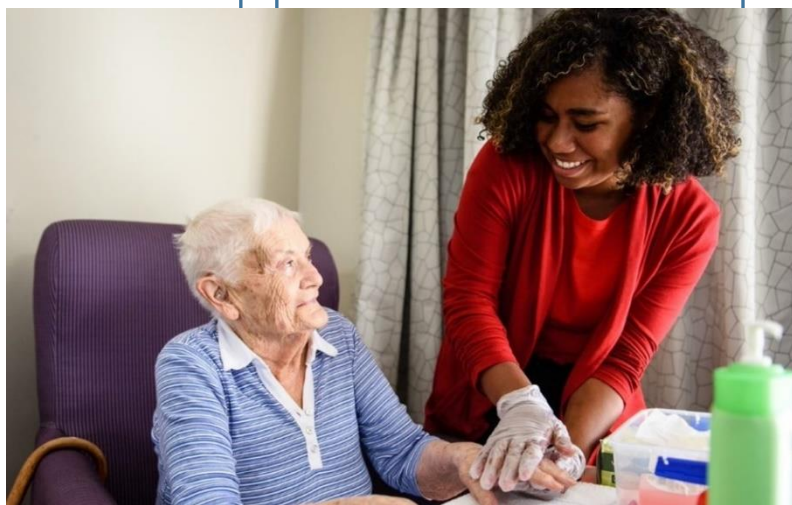
[See more](#)

### Kaiāwhina EOI process

[See more](#)

### Appendix - documents

[See more](#)



## Potential, Risks & Next Steps

Potential and Directions for  
the Future

[See more](#)

Risks

[See more](#)

Next Steps

[See more](#)



## Connecting

Newsletters

[See more](#)

Strategies and Plans

[See more](#)

Website Contact

[See more](#)

## Contacts

The Kaiāwhina Workforce  
Taskforce membership

[See more](#)

Five Priority Networks  
membership

[See more](#)

Careerforce

[See more](#)

# Background

## Introduction

The Kaiāwhina Workforce Action Plan is a whole of system approach with the goal of building a coherent and cohesive infrastructure to support the kaiāwhina workforce. It also has direct relevance to the social services sector and to whanau ora service providers.

In late 2013, Health Workforce New Zealand (HWNZ) and Careerforce agreed to develop a 20-year vision to boost the skills and standing of kaiāwhina and a five-year action plan to work towards this goal. In 2014 HWNZ established the Kaiāwhina Workforce Taskforce as one of the six key workforce groups represented in the HWNZ Strategic Directions document.

A compelling platform for action existed with five key drivers that signalled a need for a paradigm shift in how the contribution of the kaiāwhina workforce is organised, supported and valued.

1. Consumer Focused Service
2. Central Government
3. Workforce Plans
4. Education and Training
5. Changing Models of Care

## The Kaiāwhina Workforce Action Plan 2015-2020

The Health and Disability Kaiāwhina Workforce Action Plan 2015-2020 was introduced at the Careerforce Workforce Development Conference, held at Te Papa, Wellington 20-21 May 2014. The Action Plan was introduced by Richard Westlake, Careerforce Board Chair and Dr Graeme Benny, Director, Health Workforce New Zealand. They each outlined how their Board fully supports and

endorses the Plan. They also outlined why they entered the partnership and their commitment to it going forward.

The five -year Plan with a 20-year vision launched in July 2015 with seven domains, 22 outcomes and 56 actions.

The refresh of the Plan at the midway point of the five years reviewed the actions to ensure that they were still relevant and that making a contribution towards the achievement of the 20-Year Vision. The result was a refreshed Plan still with the seven domains, with 21 outcomes and 53 refreshed actions.

By June 2020, at the end of the five years, all actions were either completed or significantly progressed. [see appendix] There is a summary of that progress available for each on the seven domains available on the website.

[Back to contents](#)



## The 20-Year Vision

*A Kaiāwhina workforce that adds value to the health and wellbeing of New Zealanders by being competent, adaptable and an integral part of service provision.*

The 20-Year vision of the five-year Kaiāwhina Workforce Action Plan 2015-2020 guided the intent and the implementation of the first five years. During the planning for the 2020-2025 period, feedback from the Plan Stakeholders indicated that while the intent of the vision was still relevant, the wording was no longer current. While the vision still offers context to the 2020-2025 Plan, the whakatauaki now articulates the intent of the Plan and its mahi.

*Mā te āwhina, e ora ai te torohū o te Kaiāwhina*  
*Nurturing the limitless potential of the Kaiāwhina workforce*

## Whakapapa o te Kaiāwhina

When the original co-design process was held leading to the development of the Kaiāwhina Workforce Plan a clear message was received from the large and diverse care and support workforce – “please give us a name that reflects the work we do that is mana-enhancing and respectful”. This stemmed from the common use of the terms ‘unregulated’ or ‘nonregulated’ to describe the care and support workforce. A process was led by Kaumātua Wi Keelan (Chief Advisor Māori at that time), to find a name befitting of the contribution this workforce makes. The name Kaiāwhina was chosen and gifted. It is the over-arching, embracing term for the workforce and does not replace the individual role title Kaiāwhina have in their daily work.

This journey is reflected in the Whakapapa o te Kaiāwhina document and again within the Plan document [see appendix]

## The Seven Domains

Kaiāwhina Workforce Action Plan 2015-2020 was developed as the first step toward the 20- year vision. Collectively, the actions helped build a sustainable system through a framework of seven key domains:

1. Consumer Focus giving consumers choices, addressing their expectations and needs;
2. Quality & Safety through integrated workforce competence and standards;
3. Workforce Intelligence through efficient use of data, role clarity and planning;
4. Sustainability, addressing funding structures, stability, service models and workplace conditions.
5. Access to jobs, technology and learning;
6. Career Development with clear pathways for progression and transferable skills;
7. Workforce Recognition, which is fair, equitable and values the workforce.

[Back to contents](#)

## Consumer Focus Principles

The five Consumer Focus principles were embedded in the Plan mahi by underpinning its implementation and continues to support the 2020-2025 programme.

1. *The relationship between Kaiāwhina and the consumer, family and whānau is based on trust and transparency.*
2. *Consumers are supported through systems that are enabling.*
3. *Services support consumers, family and whānau to develop self-management skills.*
4. *The Kaiāwhina workforce understands and recognises the impact of stigma and discrimination on the consumer(s) they work with, and their families and whānau, including self-stigma.*
5. *Diversity and the cultural values and beliefs of consumers and their family and whānau are respected.*

Gary Sutcliffe, Consumer Representative, Kaiāwhina Workforce Taskforce articulates the importance of the first principle:

*“The most important aspects of any relationship between someone - a kaiāwhina - and the person/people they are supporting or caring for are mutual trust, confidence, and communication. It is essential to the effectiveness of the support and of the relationship, that this is right, RIGHT FROM THE START.*

*The first interaction, contact, and engagement must be a positive and authentic experience. There are two expressions in Te Reo Māori that beautifully describe this relationship: manaakitanga and whanaungatanga. Adopting these values will ensure that the experience of both the kaiāwhina and of the person being supported or cared for, along with their family and whānau, will endure as a positive and affirming relationship.”*

## Te Tiriti o Waitangi

The Plan’s commitment to te Tiriti o Waitangi was added to the Kaiāwhina Workforce Action Plan 2015-2020 document in 2017. The draft was reviewed by Matt Matamua, Careerforce Kaumātua and Valerie Williams, Te Rau Ora from the Kaiāwhina Workforce Action Plan Working Group representing the Te Ao Māori perspective for the Plan’s mahi.

Following the release of the Waitangi Tribunal’s WAI 2575 report in 2020 and with guidance from the Ministry of Health, Māori Health directorate, the wording was amended to include acknowledgement of tino rangatiratanga, equity and options as principles that the Plan is aligned with. The alignment and commitment to Te Tiriti o Waitangi can be viewed within the Plan document [appendix] and on the website.

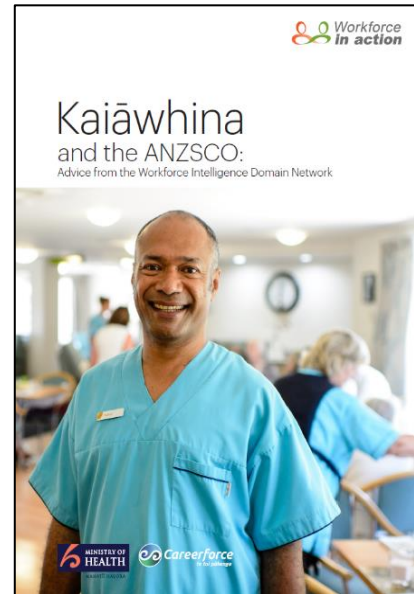
[Back to contents](#)

## Seminal Report: Kaiāwhina and the ANZSCO

The workforce Intelligence domain was most challenging of the seven domains in the Plan due to the historic paucity of reliable and valid data that spans the collective Kaiāwhina group.

Through the Plan process an influential group of experts has been drawn together from the Ministry (Health Workforce directorate), TAS Health Workforce Information Programme (HWIP), NZACA, AUT, Te Pou, Statistics NZ, HCHA, Platform, NZDSN, Careerforce and others depending on the topic being worked on. At each stage of the work of the network the responsiveness of the Network has reflected positively on the reputation of the Plan and the collaborative partnership that prepared the submission on the Plan's behalf.

This was most powerfully demonstrated through the publication of the document Kaiāwhina and the ANZSCO - Advice from the Workforce Intelligence Domain Network to the 2019 Statistics NZ and the Australian Bureau of Statistics Review of the ANZSCO skills levels. This seminal document was prepared in a relatively short period of time and has gone on to have a direct and positive impact on the review for the 'care and support' occupational code.



## Return on Investment 2015-2020

This document was prepared originally on request for the Careerforce Board focussing on the ROI for the Careerforce investment. This document provides a snapshot of the history and background to the development of the Plan and signals the future potential of the Plan and the workforce.

It was rewritten for the Ministry of Health with a copy sent to the Health Workforce Advisory Board in January 2020. The final version [appendix] was prepared more broadly for all stakeholders.

[Back to contents](#)

# Work in Progress

## Kaiāwhina Workforce Plan 2020-2025

As the five-year Kaiāwhina Workforce Action Plan (the Plan) 2015-20 approached the end of its work programme, the Kaiāwhina Workforce Taskforce shifted focus to a refreshed five-year Plan for 2020-2025. The intent was to ensure the systems supporting the Kaiāwhina workforce continue to develop at an accelerated pace to meet the workforce demands of the health and disability sector along with the career development needs of Kaiāwhina themselves.

A mandate continues to be provided by the Ministry of Health and the Health Workforce Advisory Board in support of the 2020-2025 Plan. From October 2021 the two partner leads to the Plan are the Ministry of Health and Toitū te Waioira, the Workforce Development Council for Community, Health, Education and Social Services. [Previously the Plan partner was Careerforce Industry Training Organisation with the transition to Toitū te Waioira occurring as a result of the Reform of Vocational Education (RoVE)]

The Plan has five key priorities, with leadership and advice being provided by the Priority Networks. The Networks are key to maintaining momentum on progressing the Plan aspirations.

The intention is for the Plan to continue as a living document, refreshed as circumstances warrant.

## Whakatauaki

*Mā te āwhina, e ora ai te torohū o te Kaiāwhina  
Nurturing the limitless potential of the Kaiāwhina workforce*

This whakatauaki was written for the Kaiāwhina Workforce Plan 2020-2025 by Tūraukawa Bartlett, Kaiwhakahononga Careerforce and Aimee Bartlett, Kaiwhakahononga Hāpai Careerforce. The whakatauaki expresses the intention of the Plan's mahi and was developed for the launch of the 2020-2025 Plan.

[Back to contents](#)



# The Five Priorities

The five key priorities identified for the Plan incorporate a set of actions under three outcomes

## 1. Building cultural capability

This mahi acknowledges the importance of tāngata whenua and Te Ao Māori. It appreciates the criticality of understanding the importance and success of inclusive community movements like Whānau ora.

It also recognises that Aotearoa is a nation of increasing cultural diversity where complex inequalities exist. It acknowledges that the Kaiāwhina workforce, through their work with whānau and communities, can assist to increase equitable health outcomes.

- 1 Listen and learn from Te Ao Māori; lead by example
- 2 Lift cultural confidence and competence
- 3 Contribute to achieving equitable outcomes

## 2. Connecting Kaiāwhina

It is recognised that Kaiāwhina should be more involved in the mahi of the Taskforce. This will be achieved by creating a mechanism for Kaiāwhina to shape and influence the output of the group through meaningful contribution.

The moemoeā sees Kaiāwhina as leaders, helping to inform strategies and future service delivery solutions. COVID-19 experiences highlighted that there are gaps in understanding about what Kaiāwhina do in communities, improved understanding will enhance decision making.

- 1 Kaiāwhina are leaders
- 2 Grow Kaiāwhina whanaungatanga and share knowledge
- 3 Raise the value and profile of Kaiāwhina

## 3. Accelerating new ways of working and eco-system thinking

The ambition of this priority has grown with COVID-19. During rāhui/lockdown Taskforce members acknowledged positive, new ways of working and expressed the criticality to learn from these. The pandemic response has shown the necessity for whole of system thinking and solution design.

Taskforce members highlighted how the response to the pandemic had clearly shown the necessity for the health system to work together to find innovative ways to respond to the challenges. This involved rethinking what roles Kaiāwhina perform, how they work alongside regulated professions, and the wider appreciation of the role they play in the health system.

- 1 Embrace the new ways of working
- 2 Kotahitanga, a unified approach
- 3 Consumers, whānau and community voices informing the future

[Back to contents](#)

## 4. Creating workforce knowledge and data

This priority recognises that while some progress has been made, there remains a paucity of joined up data about the workforce and to date, no consistent data language, centralised system or go to organisation. In addition, COVID-19 identified the need to develop greater understanding about what Kaiāwhina do in communities and created a sense of urgency to understand the benefits and potential of emerging initiatives.

- 1 Increase understanding about Kaiāwhina
- 2 Establish a centralised, coordinated workforce database
- 3 Support the introduction of a Health Practitioners Index (HPI) or equivalent for Kaiāwhina

## 5. Supplying and developing the workforce

Workforce supply is potentially seeing the greatest game changer ever as COVID-19 redefines employment and gives visibility and value to essential workforces including Kaiāwhina. Also new on the horizon are the education and training opportunities that could be realised as part of the Review of Vocational Education. This priority also acknowledges the diversity of communities in Aotearoa and the desire to have a workforce that can support and where possible reflect them. The challenge for this priority is to move quickly but also in time with employer and stakeholder needs, recognising demands on resources and competing priorities.

- 1 Reimagine attraction, recruitment, induction, training and retention
- 2 Grow the workforce to support diversity
- 3 Establish pathways and expand skill sets

## Progress

The programme team has provided updates to the Taskforce of progress prior to each Taskforce hui. [appendix]

A number of updates relevant to specific and significant topics have also been provided including: *Modes of Learning* and the *Kaiawhina Vaccinator Workforce*

The programme team in conjunction with the Careerforce and Ministry of Health partners have identified the priority focus for the first 18 months of the Plan. This is recorded as an monitoring template [appendix].

The Ministry of Health is leading the *Data Collection Project* supported by the Priority 4 *Creating Workforce Knowledge and Data* network and have provided frequent updates on the progress of that work directly to the Taskforce and Programme Team


[Back to contents](#)

## Website

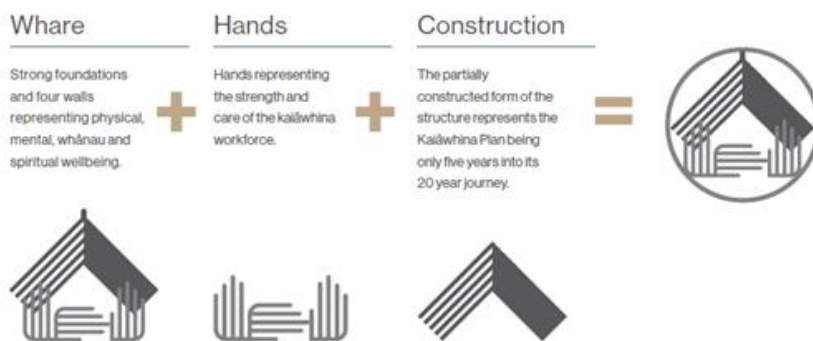
It was always intended that the Plan(s) would be a living document and be accessed through a website. Originally the URL [www.workforceinaction.co.nz](http://www.workforceinaction.co.nz) hosted the Plan and resources from 2015 through to October 2021 and was managed by Careerforce.

Careerforce and the Ministry of Health have jointly funded a refresh of the website which launches on 12<sup>th</sup> October.

## Brand Guidelines

The Brand Guidelines for the new website [www.kaiawhinaplan.nz](http://www.kaiawhinaplan.nz) were developed by Careerforce [appendix]. The document sets out the “look and feel” for the website and has been used to inform the development of a refreshed Plan document and other templates. Specifically, a new logo has been developed to replace  which was designed for the Plan before the workforce had a name.

## Logo Design Kaiāwhina Plan



[Back to contents](#)

# Structure

## The Kaiāwhina Workforce Taskforce

The strategic direction for the Plan is led by the Kaiāwhina Workforce Taskforce, a stewardship group with a membership that is made up from a broad range of stakeholders across the health and disability sectors, including consumers and kaiāwhina, committed to achieving the priorities and goals expressed in the Plan. The Taskforce meets virtually five times per annum and has been co-chaired by the Deputy-Director General, Health Workforce, Ministry of Health and the Chief Executive Careerforce. The Co-chair role held by Careerforce now passes to Toitū te Waiora.

## Five Priority Networks

The Kaiāwhina Plan Programme Team coordinate and support five networks brought together around the five Priority focus areas of the work programme.

1. Building cultural capability
2. Connecting Kaiāwhina
3. Accelerating new ways of working and eco-system thinking
4. Creating workforce knowledge and data
5. Supplying and developing the workforce

To gain broad sector engagement and input to the priorities a network of interest-based organisations and individuals, with a commitment to the common agenda for that priority, meet virtually periodically to provide guidance and advice. Network meetings are also called for specific topics to progress the priority actions. Members of the networks bring their knowledge, skills, connections, influence, and passion to the work programme for their priority.

Networks are adaptive and flexible with additional people being invited to join a network for specific topics in order to keep forward momentum and to help ensure that the voices of a diverse number of stakeholders are brought to the table.

## Terms of Reference

The current Terms of Reference [ToR] are reviewed in line with changes to the structure of the partners and evolving membership. The ToR will require refreshing to reflect the changes from October 2021 in line with the change of partners. [appendix]

[Back to contents](#)

## Resources and Contracts

Careerforce has funded the facilitation, secretariat and marketing functions of the Plan. In addition, Careerforce staff hold roles on the Taskforce, within the Priority Networks, and the programme team.

Careerforce has committed to extend funding for five days per month for the Independent Facilitator from October to December 2021, a total of 15 days which includes time to support facilitation for the Kaimanaaki Workforce Plan if required.

The Ministry of Health funds the 2-3 consumer representatives to participate on the Taskforce. The contract with Health Navigator is held by the Population Health and Prevention directorate at the Ministry. Gary Sutcliffe is the service co-ordinator for Health Navigator and is one of the highly engaged consumer members of the Taskforce.

Staff from the Health Workforce Directorate (the Directorate) participate as a co-sponsor, co-chair, and joint responsible owner. Ministry staff from other directorates also hold roles on the Kaiāwhina Workforce Taskforce (the Taskforce) and within the Priority Networks

The Taskforce commitment is articulated in the Terms of Reference and is between 4-6 90-minute Zoom hui per annum plus the responsibility to promote and champion the Plan and its mahi. In addition, there is an “as-required” commitment to provide guidance and feedback on particular issues and topical priorities, usually by email or kōrero at the member’s convenience.

## Kaiāwhina EOI process

The Priorities for the Kaiāwhina Workforce Plan 2020-2025 (Plan) identify the need for the voice of Kaiāwhina to be central to the Plan’s mahi. In particular: Priority 2 *Connecting Kaiāwhina*

“Achieve direct engagement of Kaiāwhina in the Taskforce and in the activities of the Plan”

In order to implement this action a values-based expression of interest, communication and kōrero process has been developed that respects the mana of the kaiāwhina and the taonga of their engagement. We currently have 3 kaiāwhina members on the Taskforce coming from Aged Residential Care, Mental Health and Health Navigation. The aim is to have Kaiāwhina from other different settings for example Home and Community, Disability and Primary Care.

[Back to contents](#)

# Potential, Risks & Next Steps

## Potential and Directions for the Future

It has been a long-held vision for the Plan to span hauora and wellbeing in its broadest meaning. The Plan has the potential to support true wellbeing equity by recognising all the elements that make up wellbeing [social and spiritual as well physical and mental].

The workforces are evolving to respond to the challenges and needs of the people they support and the Plan has a role to evolve alongside them.

With reforms underway in Health, Disability, Education and Social Services, it may be a timely opportunity to evolve the scope of the Plan.

The Plan has the potential to embrace the significant and evolving movements in wellbeing such as whānau ora and to facilitate collaboration across multiple government agencies.



[Back to contents](#)

## Risks

The key risks will be in the transition. Capacity at the Ministry of Health is limited at the moment with complex resource pressures on the Health Workforce directorate particularly due to the impacts of the Health Reform and COVID-19 response.

Connecting with stakeholders quickly to provide confidence and an opportunity for engagement will be critical to maintaining momentum.

It is important for the sustainability and the mana of the Plan to ensure that the goodwill collaborative relationship demonstrated by sector stakeholders is maintained

The potential role of the Independent Facilitator has been an important component for both progressing the work with the sector and leading the co-design process on behalf of both parties to the partnership. In particular the role has helped maintain a consistent focus on the common agenda and in achieving forward momentum on the Plan actions.

Both the Ministry and the ITO have been viewed differently by the sector while not leading the conversation. As a result, it has been easier to collaborate and build stronger partnerships between all the Plan stakeholders. Independent facilitation has enabled the sector to listen and participate as equals, resulting in a different type of conversation.

## Next steps

Suggested priority items to support the Plan for the October – December 2021 period.

- Confirm roles from Toitū te Waiora to support the Plan
- Review and agree the terms of the partnership with the Ministry of Health
- Review and amend the Terms of Reference (ToR) for the Kaiāwhina Workforce Taskforce
- Connect with the Network members
- Set a Kaiāwhina Workforce Taskforce hui for November
- Share the ToR with the Taskforce members and seek a renewed commitment to the Plan and the Taskforce at the Taskforce hui
- Hold Priority 4 *Creating Workforce Knowledge and Data* Network hui.
- Set up mailbox for website
- Set up partners regular hui
- Confirm migration of subscribers
- Consider a newsletter pre-Christmas

[Back to contents](#)



# Connecting

## Newsletters

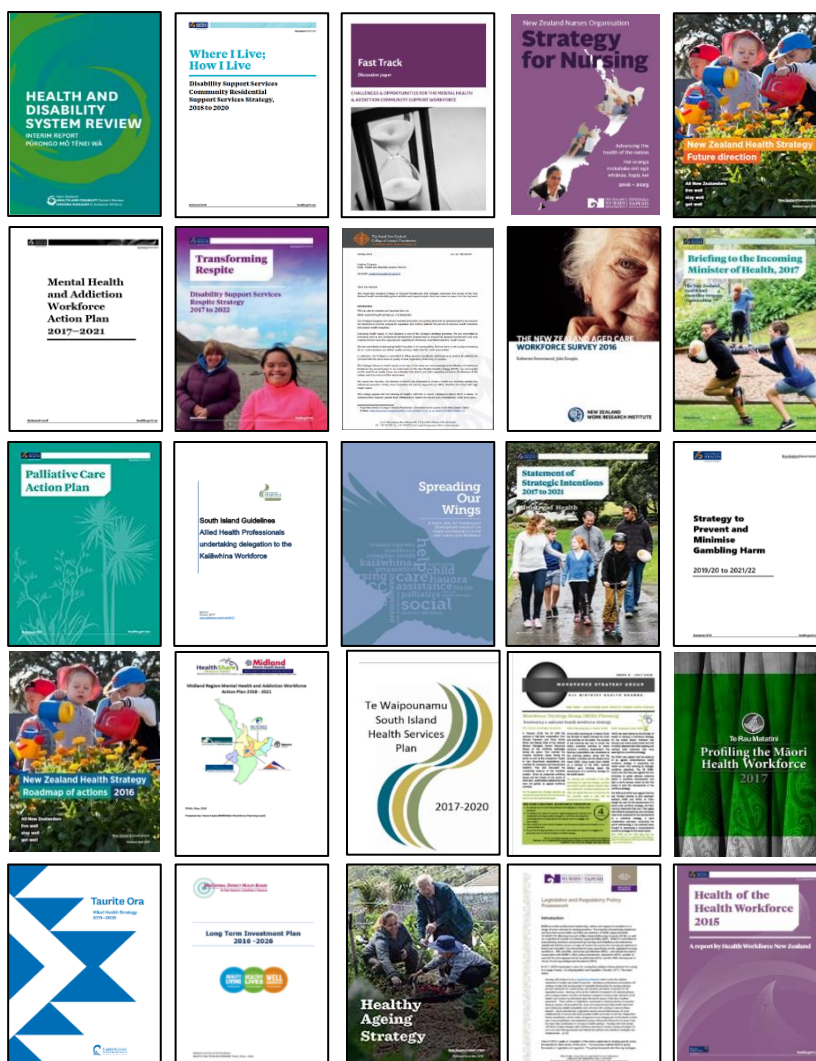
Careerforce has provided resource support for regular newsletters and database management. Careerforce will work with Toitū te Waiora about exporting the subscription base.

## Strategies and Plans

In 2014, the Kaiāwhina workforce was rarely acknowledged in policy, planning or research. Kaiāwhina are now specifically mentioned in relevant national health and disability strategies, workforce plans, policy and research. These are some of the documents that provide evidence of this uptake and recognition of the Kaiāwhina workforce.

Specific instances where the Plan is referenced include the Health Ageing Strategy and the Palliative Care Action Plan. In both these instances, the Programme team provides regular updates as to the relevant programme teams on the relevant progress of the Plan.

Further work to strengthen the connection between the Plans and reports will increase the influence and reach of the Plan.



## Website Contact

The website contact is currently [kaiawhina@careerforce.org.nz](mailto:kaiawhina@careerforce.org.nz). The mailbox for this address will be allocated to Elaine James [Elaine.James@careerforce.org.nz] from October 18<sup>th</sup>. The new website contact will need to be changed. As an interim measure we can have the website contact set for [sarah.jeffares@toitutewaiora.nz](mailto:sarah.jeffares@toitutewaiora.nz) until a generic mailbox is confirmed

[Back to contents](#)



# Contacts

## The Kaiāwhina Workforce Taskforce membership

The contacts for the Taskforce membership at the time of handover is as follows:

Amy Wilson (Amy.Wilson@health.govt.nz)  
Andrew Kaulave (a.kaulave.hcas@gmail.com)  
Anita Guthrie (anita.guthrie@healthcarenz.co.nz)  
Bella Bartley (Bella.Bartley@health.govt.nz)  
Caitlin Kilborn - Ministry of Health (Caitlin.Kilborn@health.govt.nz)  
Carmela Petagna (Carmela.Petagna@health.govt.nz)  
Catherine Coups (Catherine.Coups@cdhb.health.nz)  
Cathy Cooney (cathy@kowhaihealthassociates.co.nz)  
Cathy Webber (Cathy.Webber@health.govt.nz)  
Elaine James (Elaine.James@careerforce.org.nz)  
Emma Wood (emma.wood@tepou.co.nz)  
Gary Sutcliffe (garysutcliffe@gmail.com)  
Gillian Bohm (Gillian.Bohm@hqsc.govt.nz)  
Graeme Titcombe (ceo@hcha.org.nz)  
Hentie Cilliers (Hentie.Cilliers@wdhb.org.nz)  
Jane Wenman (Jane.Wenman@careerforce.org.nz)  
Jim Nicolson (jim\_nicolson@moh.govt.nz)  
Josh Gardner (josh.gardner@psa.org.nz)  
Kathryn Maloney (Kathryn@nzaca.org.nz)  
Kelli-Anne Te Huki (kellianne.tehuki@gmail.com)  
Laurie Hilsген (info@carers.net.nz)  
Lisa Hess (Lisa.Hess@acc.co.nz)  
Lyneta Russell (advisor@alzheimers.org.nz)  
Mairi Lucas (Mairi.Lucas@nzno.org.nz)  
Maria Baker (maria.baker@terauora.com)  
Marita Johnson (marizts@xtra.co.nz)  
Mark Eager (mark@mobilehealth.co.nz)  
Memo Musa (memo@platform.org.nz)  
Nicola Ehau (Nicola.Ehau@tdh.org.nz)  
Nivedita Sharma Vij (Nivedita.SharmaVij@middlemore.co.nz)  
Peter Reynolds (Peter@nzdsn.org.nz)  
Ramai Lord (Ramai\_lord@moh.govt.nz)  
Rod Bentham (Rod.Bentham@careerforce.org.nz)  
Sally McLean (Sally.McLean@dhbsharedservices.health.nz)  
Sara Chester (Sara.chester@health.govt.nz)  
Sarah Jeffares (sarah.jeffares@toitutewaiora.nz)  
Sara Georgeson (sarag@nzdsn.org.nz)  
Simon Wallace (simon@nzaca.org.nz)  
Valerie Williams (valerie.williams@terauora.com)

[Back to contents](#)

## Five Priority Networks membership

The Networks' membership are held on contact cards which have been exported to [sarah.jeffares@toitutewaioara.nz](mailto:sarah.jeffares@toitutewaioara.nz)

## Careerforce

Careerforce is committed to the relationship with Toitū te Waioara, the Ministry of Health and the other stakeholders in the Kaiāwhina Plan.










Rod Bentham, General Manager Learning Solutions and Elaine James, Manager Stakeholder Engagement have membership on the Kaiāwhina Workforce Taskforce

Elaine James will be the Careerforce contact for work relating to stakeholder engagement and progress for the Plan. [elaine.james@careerforce.org.nz](mailto:elaine.james@careerforce.org.nz)

[Back to contents](#)

# Appendix

## Background Documents

<p>Kaiāwhina Workforce Action Plan Matrix [2018]</p> <div></div> <p>KWAP 5-Year Actions Matrix colour and cate</p>
<p>Kaiāwhina Workforce Action Plan Framework and Landscape [2015-2018]</p> <div></div> <p>Kaiawhina-Workfor ce-Action-Plan [2015</p>
<p>Whakapapa o te Kaiāwhina</p> <div></div> <p>Whakapapa-o-te-Kai awhina-FINAL.pdf</p>
<p>Kaiāwhina Workforce Action Plan [Final 2015-2020 - Dec 2019]</p> <div><div></div><div></div></div> <p>Kaiawhina Workforce Kaiāwhina Workforce Action Plan Dec 2019 Action Plan Decembe</p>
<p>Health Workforce New Zealand [HWNZ] Statement of Intent 2014-2018</p> <div></div> <p>hwnz-stratplan-soi-2 014-2018-jan15.docx</p>
<p>Qualification Pathways/Framework</p> <div><div></div><div></div></div> <p>Kaiawhina Health andKaiawhina Health and Disability Workforce FDisability Workforce F</p>
<p>Return on Investment [ROI] Report to Taskforce</p> <div></div> <p>Kaiawhina Workforce Taskforce ROI Value F</p>

## Domain Summaries [x7]



KWAP Domain  
Summary Access Jun



KWAP Domain  
Summary Career Dev



KWAP Domain  
Summary Workforce



KWAP Domain  
Summary - Consumer



KWAP Domain  
Summary - Quality ar



KWAP Domain  
Summary Workforce



KWAP Domain  
Summary Sustainability

## Kaiāwhina and the ANZSCO - Advice from the Workforce Intelligence Network

### Key Messages



KWAP-Key-Messages  
.pdf

### FAQ



Frequently Asked  
Questions - Kaiawhin

# Appendix

## Documents - Work in progress

### Kaiāwhina Workforce Plan 2020-2025 Priorities



Kaiāwhina Workforce  
Plan 2020-2025 Prior

### Brand Guidelines



Kaiāwhina Plan  
website\_Brand Guidel

### Kaiāwhina Programme Team Updates 2020/2021



Programme Team  
Update to Taskforce S



Kaiawhina



Kaiawhina WAP



Kaiawhina



Kaiawhina WAP  
Programme Team Rej

### Kaiāwhina Workforce Plan Update - Modes of Learning



Kaiāwhina Workforce  
Plan update Modes of

### Update to the Healthy Ageing Strategy Aug 2021



Update to the  
Healthy Ageing Strate

### Update to the Palliative Care Action Plan Aug 2021



Update for the  
Palliative Care Action

### Kaiāwhina Plan Action Monitoring Template



Kaiāwhina Workforce  
Plan Actions Monitori

# Appendix

## Documents - Structure

### Terms of Reference - Kaiāwhina Workforce Taskforce



Kaiawhina Workforce  
Taskforce Terms of Re

### Logos



### Expression of Interest Process/Invitation - Kaiāwhina on Taskforce



Expression of Interest



EOI Checklist

- Kaiāwhina Memberstemplate Kaiawhina N