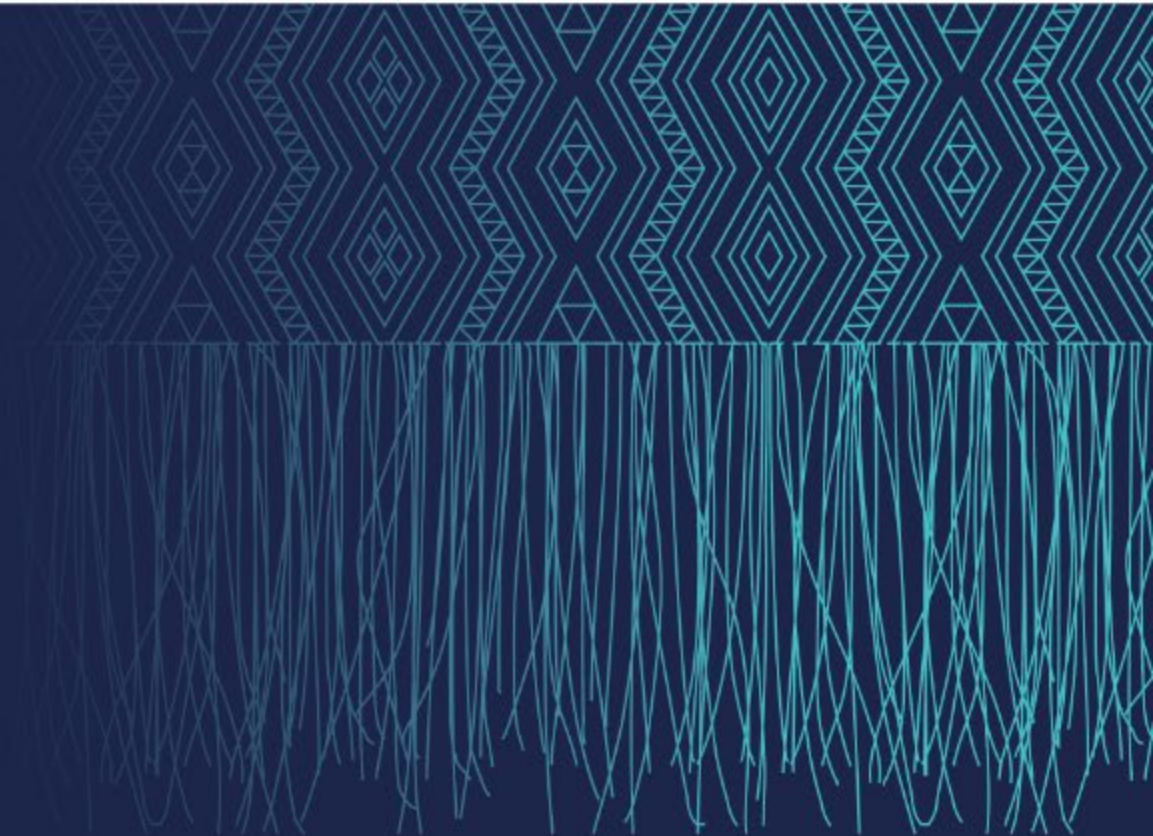


Te Whatu Ora
Health New Zealand

Health System Workforce





Background

- Collaborative, **integrated and coherent approach to workforce**
 - ✓ Te Aka Whai Ora - Māori Health Authority
 - ✓ Te Whatu Ora - Health New Zealand
 - ✓ Manatū Hauora – Ministry of Health
- The workforce programme is **whole of health system**, integrated with the wider social care system
- A clear **strategic intent** with short and longer term initiatives **to address significant workforce pressures**
- **Single workforce team** in Te Whatu Ora and **establishment of the Workforce Taskforce**
- **Joint leadership** – Ailsa Claire, Te Whatu Ora and Anna-Marie Ruhe, Te Aka Whai Ora
Collaboration – Pauline Sanders, Te Whatu Ora Pacific Health

Equity and Te Tiriti

- **Model a Māori partnership approach**
- **Ensure equity and Te Tiriti are central to all Taskforce activities**
- **Ensure clear alignment between Taskforce activities and medium to long-term work planning by Te Whatu Ora and Te Aka Whai Ora**

“What’s good for Māori is good for everyone”

Overarching Programme Principles

Whakamaua: Māori Health Action Plan 2020-2025 and Te Tiriti o Waitangi principles

Te Tiriti o Waitangi principles

Tino Rangatiratanga

Are we actively enabling and advocating for Māori self-determination and mana motuhake in the design, delivery and monitoring of workforce activity and initiatives?

Equity

Are we actively enabling and advocating for equitable access for Māori to workforce programmes and initiatives?

Active Protection

Are we demonstrating the dedicated effort required to achieve Māori Health equity through increasing Māori within the workforce?

Options

Are we actively enabling and advocating for Kaupapa Māori Services Workforce needs and hauora Māori models of understanding in our activities and initiatives?

Partnerships

Are we actively enabling and advocating for partnership with Māori with the governance, design, delivery and monitoring of Workforce activity and initiatives?

Whakamaua: Māori Health Action Plan 2020-2025 and Māori Health & Disability Workforce

Priority 2 (Whakamaua) Increase Māori decision-making throughout the Health and disability system's leadership and governance arrangements.

Reflective question for leads, members and its workstreams to utilise:
Will this (idea or decision) enable more Māori to participate in leadership and decision-making opportunities?

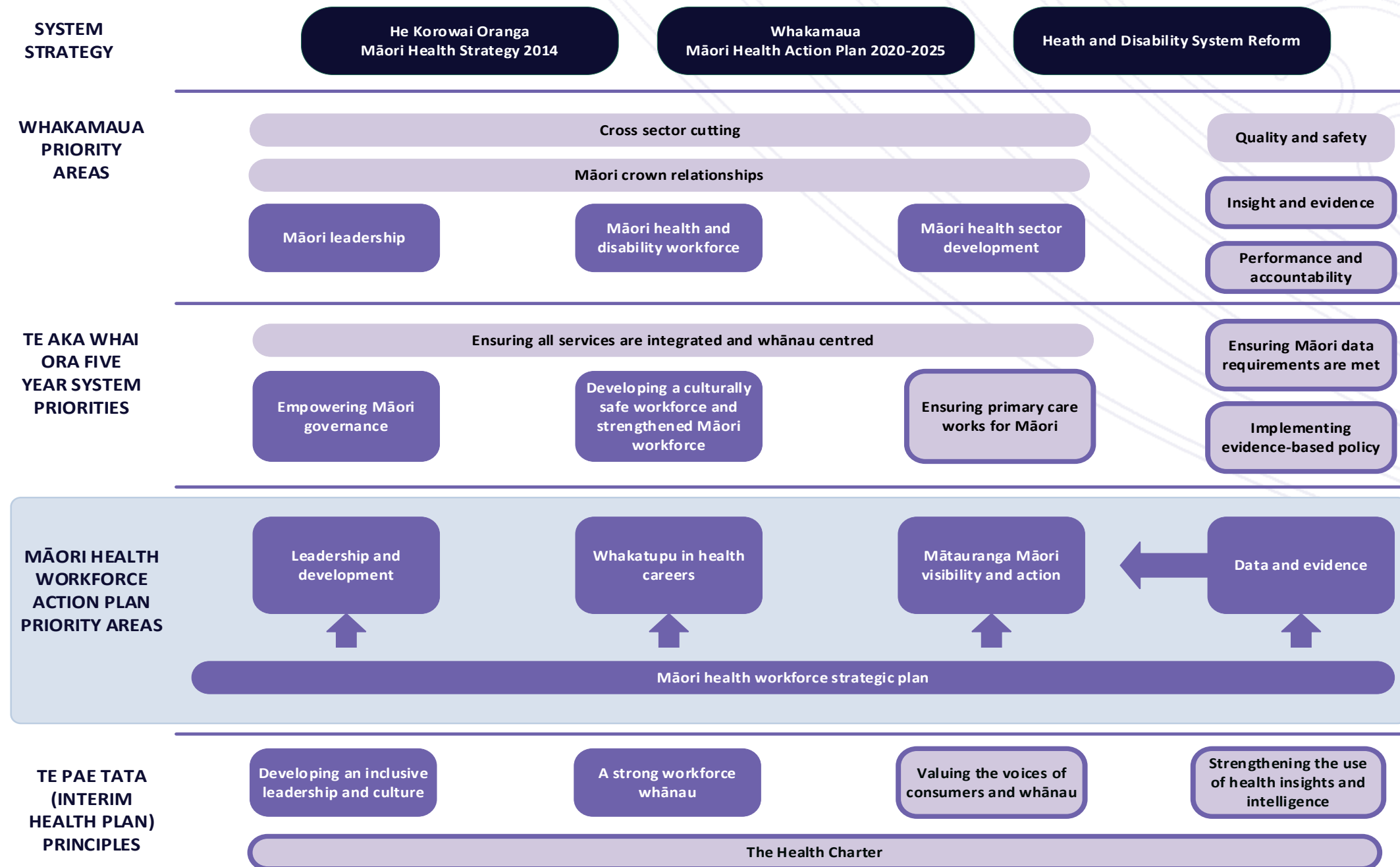
Priority 3 (Whakamaua) Develop a Māori Health and disability Workforce that reflects the Māori population, Māori values and Māori models of practice.

Reflective question for leads, members and its workstreams to utilise:
Will this (idea or decision) enable the reflection of the Māori population, Māori values and Māori models of practice within the profession?

Workforce Strategy

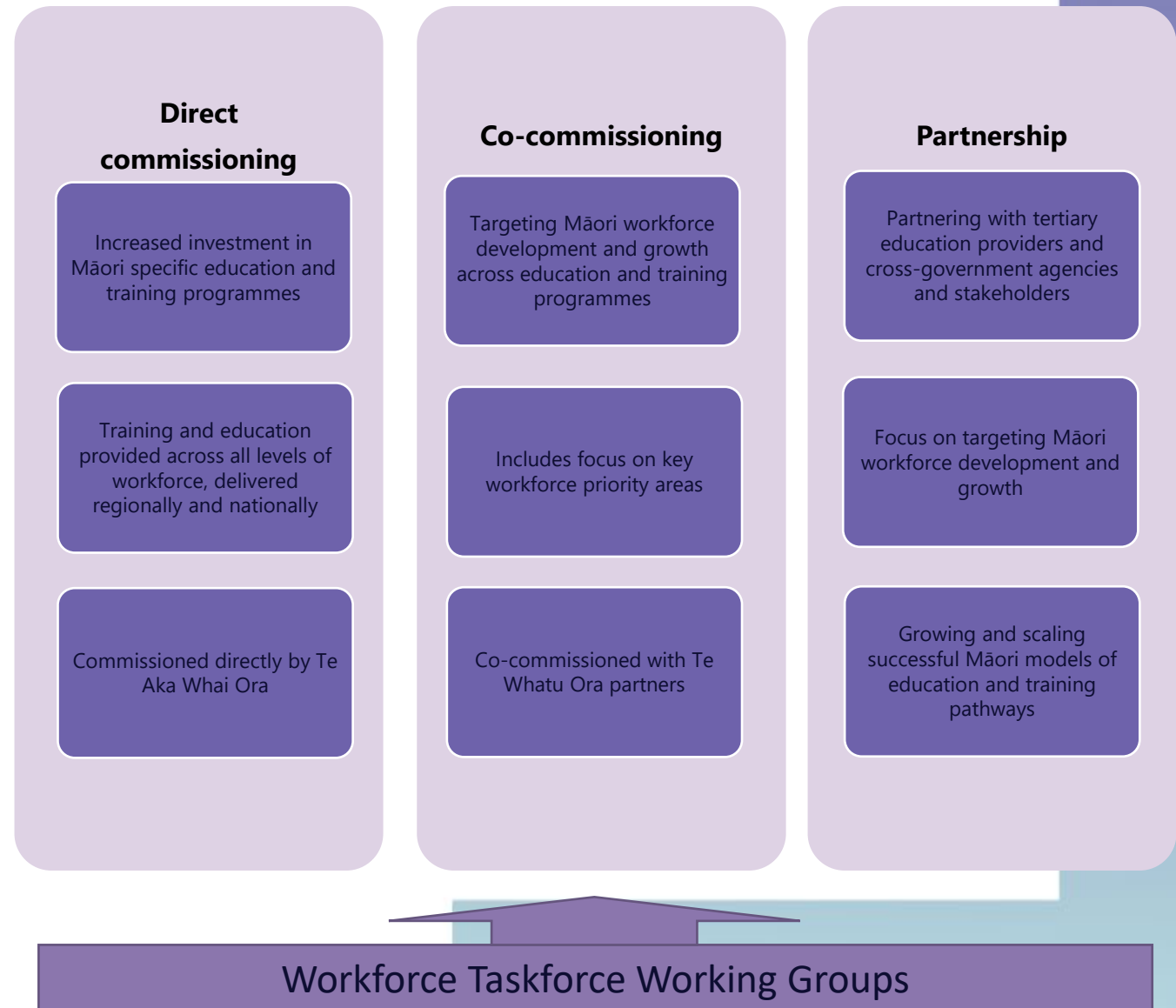
- **Led by Manatū Hauora – the Ministry of Health**
 - Strategic Framework – Dec 2022
 - Health Workforce Strategy - 2023
- **Broad engagement**
 - Roadshows
 - Webinars (3 agencies)
 - Health workforce dialogue event
- **On-line Engagement Tool – Tatou**
<https://tatou.health.govt.nz>





Our partnership approach

- A **shared way** of working which reflects a **Te Ao Māori** approach
- **Kaupapa Māori / mātauranga Māori** approaches ensure meaningful engagement with our wider partners and communities
- Informed by quality data and evidence
- Supports achievement of key priority areas for Māori health workforce development and growth



Pacific Health Workforce Team

DEVELOP

Pacific Health Workforce Action Plan



INFLUENCE

Models of Care & Initiatives



INVEST

Initiatives to Strengthen & Transform



DELIVER

Ola Manuia action in Te Pae Tata



Equity for Pacific

Vision

Te Whatu Ora:
Pae Ora
Healthy Futures

Pacific Peoples:
Confident, thriving, resilient and prosperous
Pacific Aotearoa

Lalanga Fou Goals

Thriving Pacific Languages, Cultures,
and Identities

Prosperous Pacific Communities

Confident, Thriving and Resilient
Young People

Resilient and Healthy Pacific
Peoples

Ola Manuia

Pacific workforce are valued, supported and reflective of
Pacific Aotearoa

Levers for change

Pacific enabling
Policies

Integrated Pacific
Models of Care

Trusted Strategic
Relationships

Equitable Pacific workforce
resourcing

Accurate Pacific workforce data

Pacific Health Priorities

Mothers &
babies

Children &
youth

Older
People

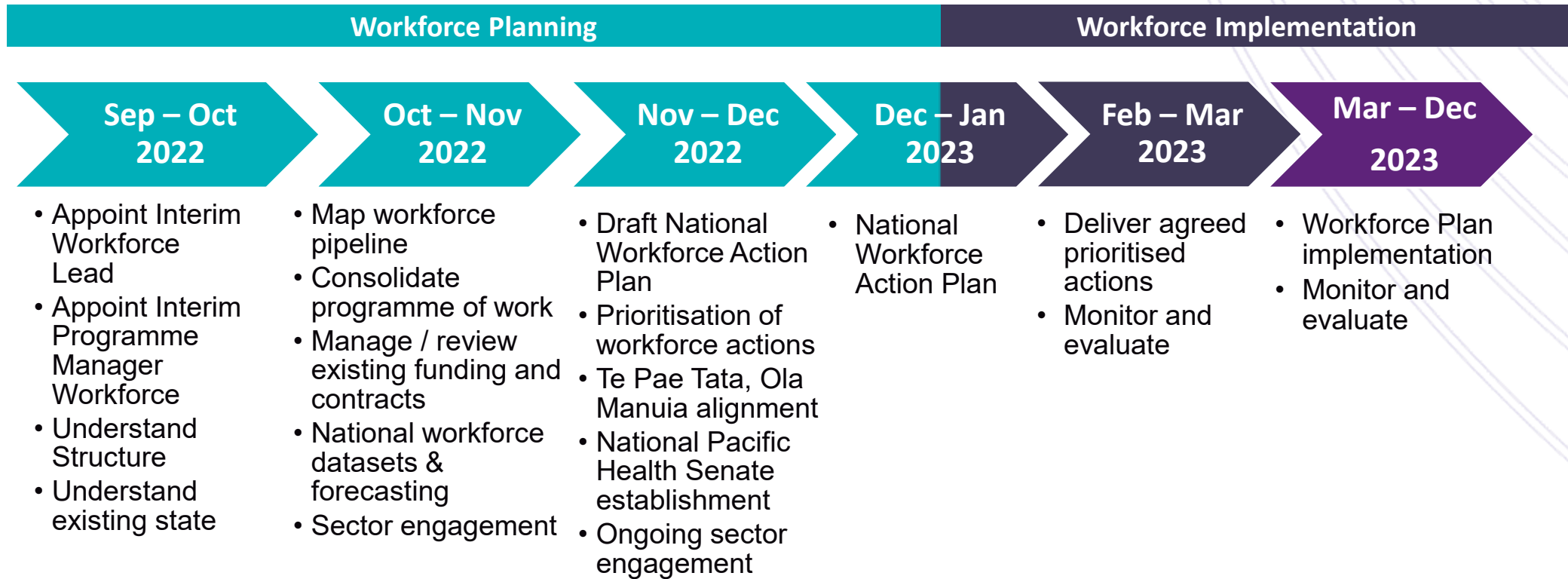
Pandemic
Response

People with
disabilities

Long-term
conditions(cancer, gout,
diabetes)

Mental health &
well being

Pacific Health Workforce Timeline



Nature of Work

ŪPOKO| HEAD

- **Te Titiri is central to our mahi** – ‘what works for Māori will likely work for everyone’
- Our work models deliver **wellbeing, flexibility and satisfaction** of employment
- **Appropriate number of skilled workers** to meet population needs and safe staffing
- Our people are and feel **well-led**
- **Adaptable mindsets and careers** are supported, developed and enabled
- **Autonomy** is as close to patients as possible

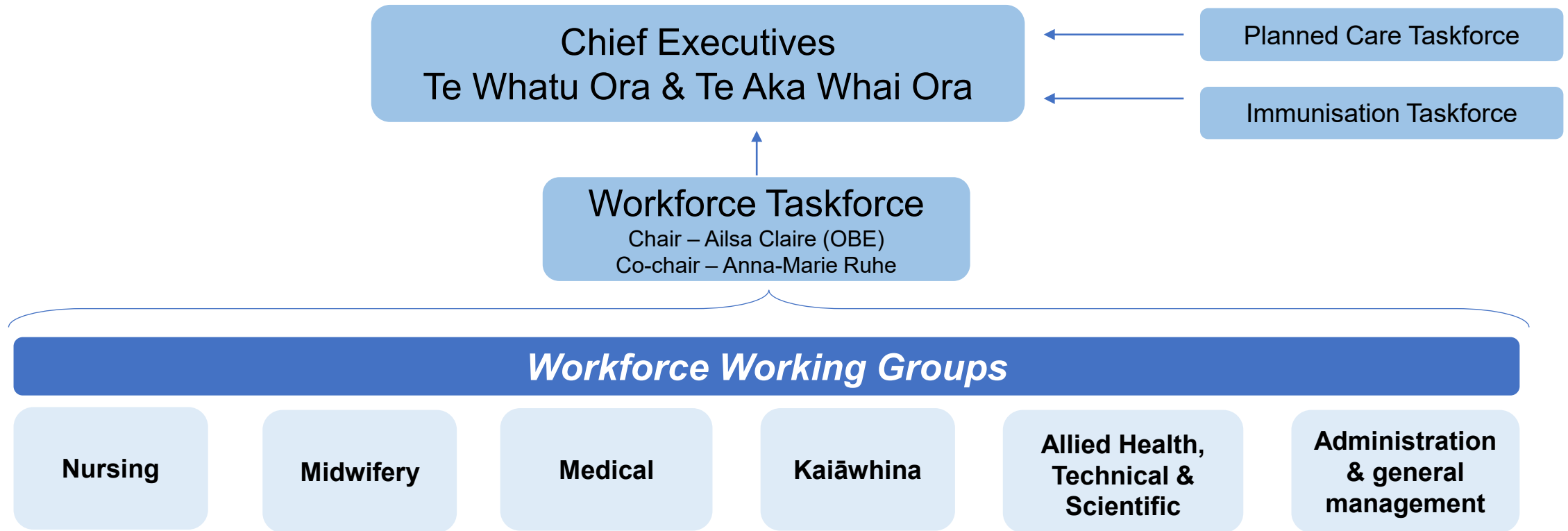
RINGA | HANDS

- **Cultural safety** and **addressing unconscious bias** interwoven in every education and training experience
- **Training is flexible, modular** and includes micro-credentialling
- **Prior learning and life experience has assessment value**
- Learning methodology and core structures **enable rapid creation** of suitable workforce
- **Earn and learn** is a valued and viable pathway for workforce training

NGĀKAU | HEART

- Employees who live, work in and support their own communities are supported to **develop and remain serving their communities**
- Health workers are confident to think and act **beyond traditional care models**
- The health outcomes communities and whānau want are **honored**
- **Māori aspirations and philosophies are valued**
- **Cultural worldviews** are recognized and integrated into care
- It's an honour to teach and placement is a **mana-enhancing experience**

Taskforce structure overview



Taskforce and working groups underpinned by the Māori Workforce and Pacific Workforce Action Plans.

Members of the Taskforce

Ailsa Claire - Taskforce Chair/ Interim Workforce Lead, Te Whatu Ora

Anna-Marie Ruhe - Taskforce Chair/Interim Workforce Commissioning Lead, Te Aka Whai Ora

- **Abbe Anderson - National Commissioner, Te Whatu Ora**
- **Andrew Slater - National Director Innovation, Te Whatu Ora**
- **Dr Jason Tuhoe - General Practitioner**
- **Fiona Michel - Chief Executive Officer, Braemar Hospital**
- **Fionnagh Dougan - National Director, Hospital & Specialist Services, Te Whatu Ora**
- **Gillian Dudgeon - Deputy Chief Executive, Delivery, Tertiary Education Commission**
- **Kate Clapperton-Rees - New Zealand Council of Trade Unions (NZCTU)**
- **Mara Andrews - Deputy Chief Executive, Service Development and Relations, Te Aka Whai Ora**
- **Markerita (Meg) Poutasi - National Director, Pacific Health, Te Whatu Ora**
- **Mairi Lucas - New Zealand Council of Trade Unions (NZCTU)**
- **Professor Joanne Baxter - Dean, Dunedin School of Medicine, University of Otago**
- **Sonia Hawea - Chief Executive Officer, Taikura Trust**
- **Taima Campbell - Manukura Hauora - Te Puna Hauora Matua o Hauraki.**

Kaiāwhina

Vision

Whanau and communities will achieve Pae Ora/Ola Manuia

Through building and developing capability within

whanau and communities

By growing, valuing and retaining the kaiāwhina workforce

Future State

- Planned and strategic approach to developing Kaiāwhina pathways
- Community knowledge increases and connectivity with the health system through the Kaiāwhina role
- Flexible learning models that attract more people into these roles
 - **Earn and learn**
 - **Multi-channel learning modalities**
 - **Ability to train in rural areas**
- More opportunities for disabled people | tāngata whaikaha to thrive in Kaiāwhina roles
- The Kaiāwhina role is recognised and valued
- People are proud to work in the Kaiāwhina area

Principles

- Whanau centred approach underpinned by cultural models of care
- Te Tiriti is embedded and upheld
- Model a partnership approach with key stakeholders
- Equity enabling
- Iwi and community led co-design
- Engagement, joined up and collaborative
- recognise and valuing potential, support and enable people to thrive and grow
- Continuous improvement model

Plan to December 2022

- Establish the Kaiāwhina Workforce Working Group
- Service agreement in place with Toitu Te Wairoa to ensure prioritization of micro-credentialling
- Work programme agreed and implemented.
- Priority areas:
 - **Vaccinator health workforce development**
 - **Micro-credentialling**
 - **Oral health**
 - **Health Care Assistants ‘Earn as you learn’ model**
- Sector engagement model developed
- Initial update to the sector



Further potential for Micro credentialling

- **Roles to support registered professions working top of scope**
- **Pathways to registration**
- **Recognition of existing training programmes**
- **Flexible scopes of practice**

Allied Health, Technical & Scientific

Strategic challenges

- High workforce pressure (vacancies, fatigue, attrition)
- Difficult training pathway(s) with limitations for entry + high clinical placement training hours required
- Poor representation of Maori & Pacific people in the workforce
- Unable to work at top of scope due to stretched resource
- Workforce required for planned care restore & reset
- Changing models of care
- Additional FTE required to accommodate supervision for trainees – currently not budgeted
- *Out of scope: FTE, Remuneration & Reward*

Desired Outcomes & actions

- Te Tiriti partnership & Whakamaua priorities throughout
- NZ-based training programmes/sustainable programmes available
- Training programmes suitable for Maori & Pacific trainees
- Implementation of micro-credentialing
- Ability for AH S&T to work at top of scope to best support community

Priority Areas



Strategic
Workforce
'pipeline'
audit



Project workstreams

1. Education & Training
2. Regulatory Authorities
3. Demand Forecasting & modelling
4. Workforce composition/design



Overview of initiatives

- **International Recruitment Centre**
- **International recruitment campaign and ethical recruitment approaches**
- **Immigration support**
- **Registration fast track**
- **Return to Nursing Workforce Fund**
- **Return to Midwifery Workforce Fund**

- **Real Nurses campaign**
- **Expanding the Nurse Practitioners programme**
- **Internationally Qualified Nurses CAP Fund**
- **Postgraduate Diploma for Pacific trained Nurses**

- **NZREX bridging programme**
- **NZREX General Practice Pathway**
- **General Practice Education Programme**
- **Rural Locum Scheme**
- **GP and Public Health Doctors**
- **Radiology Registrar training placements**

Working with TEC and Education providers

- **Single point** of connection/governance
- **Understand** the workforce pipeline
- **Evaluation** on training
- **Common** curriculum
- **Modular** training possibilities
- **Micro-credentialling**
- Training **placements centrally coordinated**



Future initiatives

- Earn-as-you-learn, scholarships, grants, apprenticeships, internships, financial support for **Māori and Pacific students**
- **Entry-to-health** jobs, schools, tertiary providers, life-long learning and development
- **Flexible career pathways**, micro-credentialling and modular training
- **Cultural Safety**
- Early in **career development** and support
- Review of **regulatory framework** and role of colleges (Ministry of Health)
- **Whole system training** settings
- **Partnerships**, including MSD, Corrections, ACC
- **Prioritisation Framework**

***Working
Together
for
Success***

