

Te Whatu Ora
Health New Zealand

Te Aka Whai Ora
Māori Health Authority

Building the future of health

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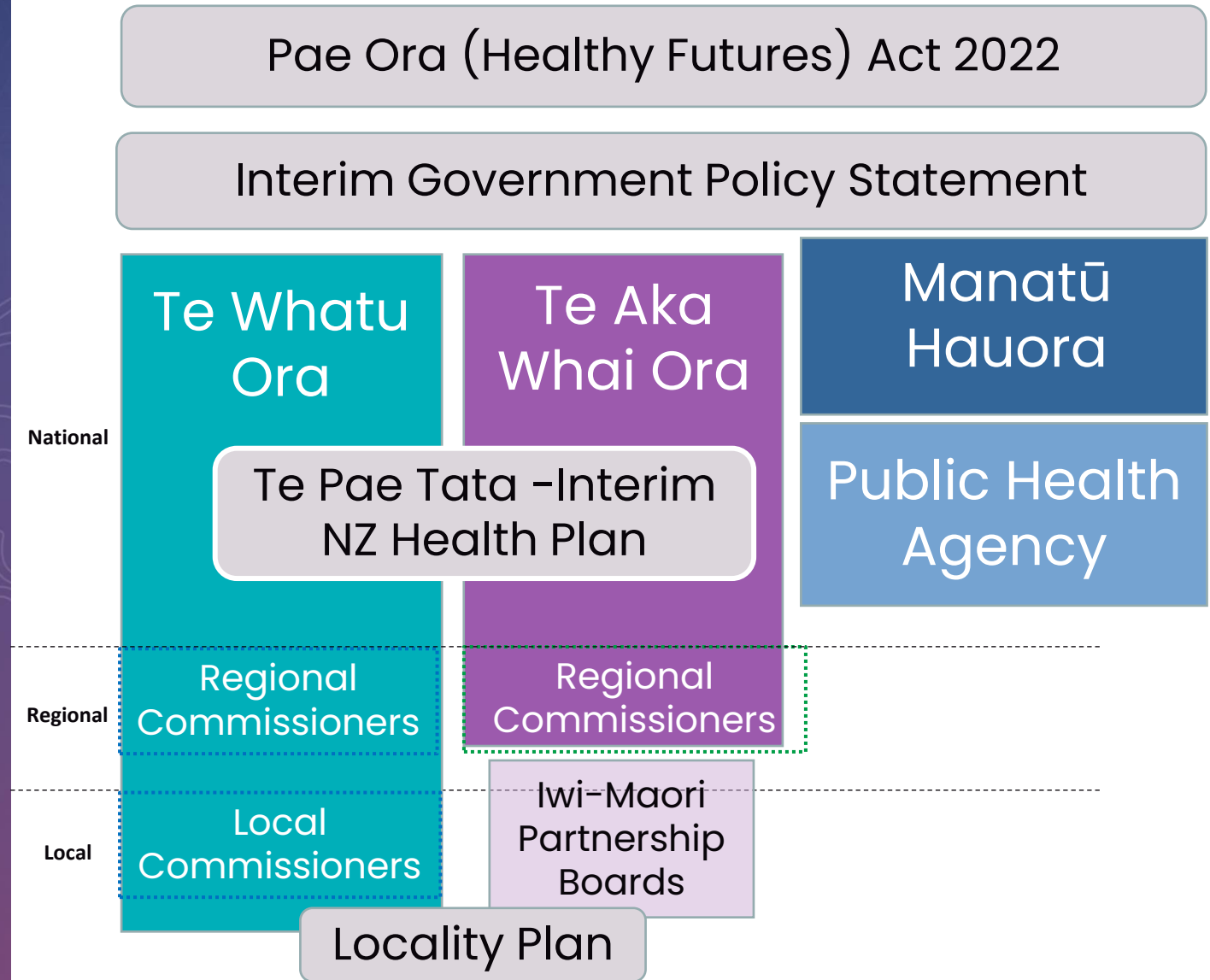
11 November 2022

The background features a dark blue gradient with a repeating geometric pattern of interlocking diamonds and triangles in a lighter blue shade. In the bottom right corner, there is a stylized white line drawing of a wave or a traditional Maori 'hau' (sailing) pattern.

Juanita Te Kani

Deputy Chief Executive Strategy and Policy

Where Te Pae Tata fits



Community focus

Our health system will be focussed on people, putting patients and whānau at the centre of everything we do and supporting our workforce whānau to succeed.

CREATING EQUITY FOR ALL

Māori health improvement

Pacific health improvement

Health improvement for tāngata
whaikaha/ disabled people

All groups that experience inequity,
such as rural or rainbow communities

Better health and
wellbeing for whānau



EQUITY ACTION AREAS

Pae Ora / better health in our communities

Katu taurima / maternity and early years

Mate pukupuku / people with cancer

Māuiuitanga taumaha / people living with
chronic health conditions

Oranga hinengaro/ people living with
mental health problems and addictions

A strong
workforce whānau

Valuing the voice of the
consumers and whānau

Developing an inclusive
leadership and culture

Strengthening
insights and intelligence



Pete Watson

Interim National Director Medical

Reset and Restore

- Current ways of working
- The challenges we face
- The opportunities we have
- Outlined a road map to reduce the waiting lists and build a more resilient system



Continuum

- Not just surgery
- Community & Primary
- Clinics
- Diagnostics
- Therapeutic interventions



To improve access and outcomes

To address significant equity issues

Removal of boundaries

Clinical consistency

Better use of resources

Appropriate roles for our workforce

Work smarter, not harder

Opportunities



What we need to do

Clinical consistency

Inter-district
cooperation

Small changes locally
make big differences
nationally





Ailsa Claire

interim Workforce Lead

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

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?

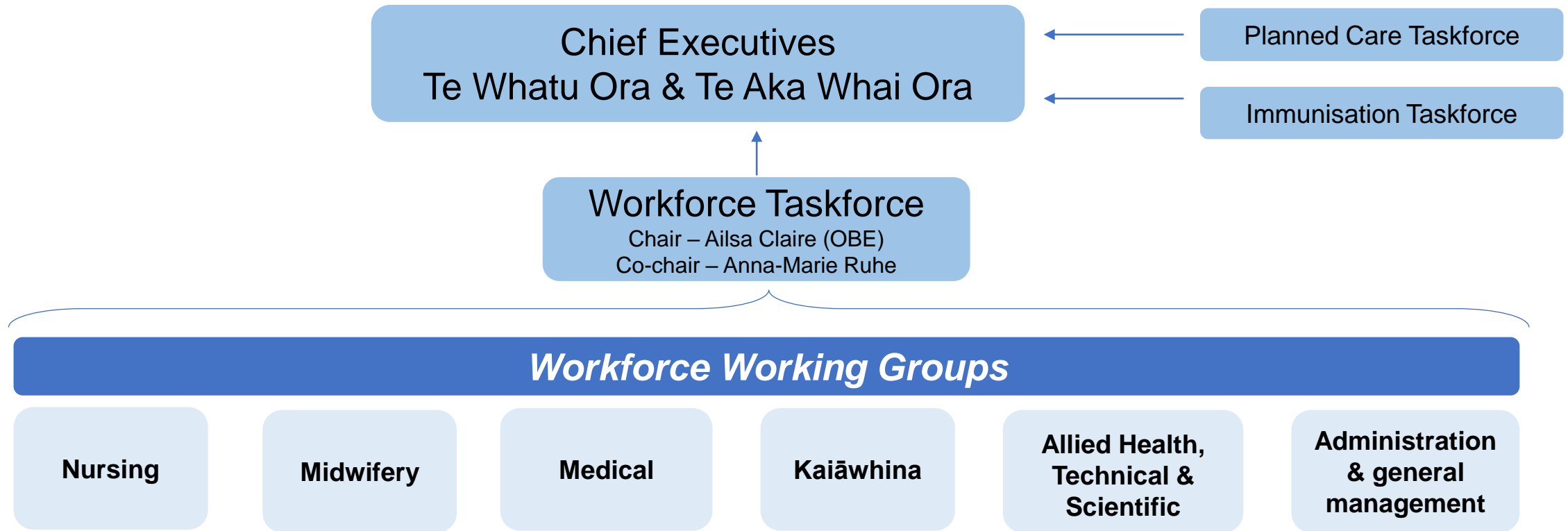
Workforce Strategy

- **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>

Nature of Work

ŪPOKO HEAD	RINGA HANDS	NGĀKAU HEART
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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.

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

National roles and training

- **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 & Whakamaui 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 co-ordinated**



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**



Questions?

For more information:

Te Pae Tata:

[Te Pae Tata Interim New Zealand Health Plan 2022 – Te Whatu Ora - Health New Zealand](#)

Planned Care Taskforce:

[Planned Care Taskforce – Reset and Restore Plan – Te Whatu Ora - Health New Zealand](#)

Workforce Taskforce:

[Taskforces – Te Whatu Ora - Health New Zealand](#)