In the last WSG update we introduced the updated People Force for 2025 Vision. So how do we know we are doing the right things to ensure we get there?

This is critical to ensuring that the WSG structures its work programme to align with the 2025 vision, and ensures alignment (not overlap) with other work programmes and initiatives. Clarity on the roles and responsibilities of the different workforce groups needs to be transparent. This is something that the WSG will focus on to avoid duplication, together with identifying that the right DHB groups are working on the areas that they can add the most value to.

Having a shared vision of the future landscape is also important to ensuring that we are heading in the same direction. The WSG is pleased to support the work of Health Workforce New Zealand (HWNZ) on the development of the national health and disability workforce strategy. Together with this overarching work, the WSG will consider ways to get ahead of the game, by identifying potential workforce issues early so we can mitigate them.

Increasing Maori participation in the workforce was a key discussion point at the WSG meeting. Under-representation of Maori in the workforce is a consistent issue highlighted in our workforce assessments. The WSG will look at ways it can support existing initiatives like Kia Ora Hauora, to encourage young Maori to consider the wide range of careers in health. Tertiary training providers also have a role to play to ensure an increase in rangatahi entering health programmes.

Other key work streams that will enable a future focussed workforce are the work on leadership development and wellbeing. Updates are included in this issue.
Workforce Assessments Underway

The workforce assessment process provides a structured, evidence-based approach to assessing health workforces, whilst considering the wider contextual factors which impact on the New Zealand health system. It has formed the baseline data gathering for operational information on workforces. It is also used to identify where further investigation of particular workforce issues is required, and to provide summary advice to inform workforce development activity.

Completed Reports are available at: http://centraltas.co.nz/strategic-workforce-services/workforce/workforce-assessment-reports/

Midwifery

The Strategic Workforce Services (SWS) Team is scoping a potential workforce assessment of the DHB Midwifery workforce.

Workforce issues are being raised in a range of forums, and there is a need to develop a better understanding of the problems, causation and potential solutions.

The SWS team is conscious of the wider strategic leadership role that the Midwifery Strategic Advisory Group (MSAG) has in terms of the national Midwifery workforce; and will continue to support the wider strategic work being undertaken by the MSAG.

For further information please contact: Kamini.Pather@dhbss.health.nz

Physiotherapists

The SWS team presented the report for the Physiotherapist workforce assessment to the WSG at the May 2017 meeting.

The WSG noted that this is the first workforce assessment undertaken outside of a bargaining context.

The SWS team reported that there was high engagement nationally in the information gathering process. Subsequently, the draft report was circulated to the Directors of Allied Health (DAHs) for consultation.

The WSG endorsed the report and its recommendations at the meeting; and passed these to Martin Chadwick (Chair of the DAHs Group) to oversee implementation.

The WSG also discussed diversity within the Physiotherapy workforce, i.e. the extent to which the current Physiotherapy workforce does not reflect the diversity of the general population. The WSG noted that only 2.1% of the Physiotherapy workforce is Maori and this is not expected to change significantly with the current students in training. Maori comprise around 15% of the general population.

The WSG agreed to progress a range of initiatives to begin to address this issue. This includes formally writing to the Physiotherapy schools to request changes to the selection processes, to facilitate a more diverse student intake. The WSG will oversee progress of these initiatives.

For further information please contact: Sally.McLean@dhbss.health.nz

The Medical Imaging Workforce Action Group

The Medical Imaging Workforce Action Group, which is tasked with scoping potential work streams for specific opportunities for workforce development and improvement, is now operational. Representatives were confirmed from stakeholder groups; including DHBs, unions, registration authorities, education providers, employees and private providers.

The first scoping meeting in May 2017, delivered an agreed Terms of Reference, a communications / engagement strategy (outlining members’ responsibilities for obtaining stakeholder feedback and input from their represented group), and seven proposed work streams based on the opportunities and challenges identified for this workforce.

The seven proposed work streams will consider: the flexibility of current training arrangements, future training models, international models of training, workforce demand, funding arrangements, the employment context and the impact of unnecessary ordering of imaging services.

Stakeholder feedback was sought on the proposed work streams. There was good engagement with feedback focusing on the scope of the pieces of work, the approach to how the work will be done (and by whom), and detail about the intended goals and outcomes for the work.

The Action Group met again in June 2017 to review the feedback; and as a result the work streams are being refined into a set of work packages for final stakeholder input.

Following this consultation, the Action Group will meet via teleconference to confirm the final work packages, success factors, and who will lead the respective pieces of work.

For further information on this work please contact: rory.barton@dhhss.health.nz
**THE DATA VISUALISATION TOOL**

Phase Two of the visualisation tool is underway

**Phase 2 involves:**
- Incorporating wider national data sources into the workforce visualisation environment; and
- Increasing tool functionality for users as required, e.g. enabling users to create their own apps.

In alignment with key pieces of work already underway, our two focus areas are the Midwifery workforce (including interrelated staff) and the medical Imaging workforce. This provides an opportunity to access both supply and demand data.

We are working closely with the Tertiary Education Commission (TEC), as a key educational data source in terms of supply. We are currently discussing ways of sharing mutually beneficial data.

The TEC also uses Qlik Sense, which provides additional opportunities and will enable easier data sharing.

Along with broadening the focus of the visualisation tool, there is ongoing development of applications within the tool; thereby increasing the DHBs access to data and information of value.

**New Applications Available**

The GMHR KPIs application and the data quality and data completeness application are now available. Until now, these areas of work involved very manual processes with only static reporting outputs. This information is now available to the DHBs via the tool. DHBs are now able to do their own investigation and interrogation of the related data through the dynamic capability within the tool.

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**Healthy Workplaces & Wellbeing**

The WSG has identified workforce wellbeing as a key focus for 2017/18 within the priority focus area of Workplace Culture and Engagement.

The GMsHR are leading a broad scope of work on healthy workplaces and wellbeing on behalf of the 20 DHBs. The GMsHR led work to date has focussed on undertaking a stocktake of health, safety and wellbeing policies, practices and programmes across the 20 DHBs; and using this to inform the development of initiatives within DHBs.

Another output is a framework for the promotion of professional behaviours, which has been developed in collaboration with the Ministry of Health (MoH) and the New Zealand Resident Doctors’ Association (NZRDA).

The GMsHR now want to shift priority to the development of a shared approach to guide work nationally and locally; and to consider how best to enable and support local engagement and initiatives.

The combined results of the DHBs’ engagement surveys are providing information on what people consider would make a positive difference to their wellbeing. This information has been summarised into 6 key issues, which were presented on 22 June 2017 to the tripartite Health Sector Relationship Forum on workplace wellbeing. The presentation can be accessed at: [http://centraltas.co.nz/assets/SWS/Workforce/GMsHR-Presentation-Wellbeing-210617_FINAL.pdf](http://centraltas.co.nz/assets/SWS/Workforce/GMsHR-Presentation-Wellbeing-210617_FINAL.pdf)

These issues broadly represent the views of nearly 30,000 DHB people and the Forum participants agreed that there are many opportunities, across and within DHBs, to respond to these key things that people are telling us are most important.

DHBs will be sharing how they are responding to the challenges of creating healthy workplaces and considering, in conjunction with union partners, what further opportunities exist to address these issues.

The WSG is providing governance for the wellbeing work and is keen to assist DHBs address wellbeing issues in a connected and joined up way.

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*Maybe stories are just data with a soul*  Brené Brown
Talent Management and Leadership Development

The shared talent and leadership approach was developed by the State Services Commission (SSC) in partnership with agencies across the core public sector as a shared framework for talent management and leadership development. The shared approach is now being brought to life within the health sector.

The objective of our work is identifying, developing and deploying talent and leadership within and beyond health, and providing a common platform for leadership development. The approach provides a mechanism for developing leaders and leadership at all levels throughout our organisations, up to and including CEs.

At the heart of the shared approach are three core components:

- A common platform for leadership development, known as the Leadership Success Profile (or LSP). This articulates what great leadership looks like and is used across the public sector.
- A shared approach and tools for identifying and developing talent.
- Agreed mechanisms for enabling talent to move to where it makes greatest impact.

Further information is available from the presentation that Michael delivered to Chairs and CEs at: http://centraltas.co.nz/strategic-workforce-services/workforce/talent-and-leadership

Workforce Strategy Group Members

- Julie Patterson (Chair) - CE Whanganui DHB
- Sally Webb - Chair BoP DHB
- Helen Mason - CE BoP DHB
- Nick Chamberlain - CE Northland DHB
- Nigel Trainor - CE South Canterbury DHB
- Dot McKinnon - Chair Wanganui and MidCentral DHBs
- Dale Oliff - COO, Hutt Valley DHB
- Karyn Bousfield - DoN West Coast DHB, Chair of the DoN Group
- Hugh Lees - CMO BoP DHB
- Martin Chadwick - DAH BoP, Chair of DAH Group
- Hector Mathews - Executive Director Māori and Pacific Health, Canterbury DHB
- Michael Frampton - GM People & Capability Canterbury and West Coast DHBs, Chair National GM HR Group, Regional Chair Southern
- Fiona Michel - Chief HR Officer ADHB, Regional Chair Northern
- Greg Peploe - Director People & Performance Waikato DHB, Regional Chair Midlands
- Donna Hickey - GM People and Capability Capital & Coast DHB, Regional Chair Central
- Mick Prior - GM Strategic Workforce Services, DHB Shared Services
- Margareth Attwood - Operations Manager, HWNZ
- Sam Bartrum - Strategic Advisor
- Doug Martin - Director, Martin Jenkins

For more information, please contact:
Allison Plumridge, Director Workforce Information and Projects Strategic Workforce Services
E-mail: Allison.plumridge@dhbss.health.nz

For information about how your DHB is approaching the implementation of the shared approach, please contact your GMHR in the first instance.

For all other information please contact: Brenda.Hall@dhbss.health.nz

Full size PDF versions of diagrams are available at: http://centraltas.co.nz/strategic-workforce-services/workforce/workforce-strategy-group/