

WORKFORCE STRATEGY GROUP

ALL DISTRICT HEALTH BOARDS

WELCOME TO OUR FIRST ISSUE!

WORKFORCE STRATEGY GROUP MEMBERS

- Julie Patterson (Chair) – CEO, Whanganui DHB
- Carole Heatly – CEO, Southern DHB
- Helen Mason – CEO, Bay of Plenty DHB
- Nick Chamberlain – CEO, Northland DHB
- Sally Webb – DHB Chair, Bay of Plenty DHB
- Beth Bundy – GM HR, Regional GM HR Chair Northern, Counties Manukau DHB
- Fiona McCarthy – GM HR, Waitemata DHB
- Greg Peploe – Director People & Performance, Regional GM HR Chair Midlands, Waikato DHB
- John McKeefry – GM HR, Regional GM HR Chair Central, Hawkes Bay DHB
- Michael Frampton – GM People and Capability, Chair National GM HR Group, Regional GM HR Chair Southern, Canterbury and West Coast DHBs
- Dale Oliff – GM Clinical Services, Lakes DHB
- Sam Bartrum – GM Planning, Outcomes, Integrated Care & District Hospitals, Northland DHB
- Helen Pocknall – Executive Director of Nursing & Midwifery, Chair of Directors of Nursing, Wairarapa and Hutt Valley DHBs
- Hugh Lees – CMO, Bay of Plenty DHB
- Martin Chadwick – Director of Allied Health, Chair of Directors of Allied Health, Counties Manukau DHB
- Mick Prior – GM Strategic Workforce Services, DHB Shared Services
- Margareth Attwood – Acting Director, Health Workforce New Zealand
- Yvonne Bruorton – Chief Advisor Employment Relations, Ministry of Health
- Doug Martin – Director, Martin Jenkins Consultancy

IN AUGUST 2015 THE 20 DHB CHIEF EXECUTIVES AGREED TO HAVE A STRONG AND UNITED DHB WORKFORCE FOCUS.

The CEs approved the establishment of a national DHB workforce team as part of the national services plan, delivered by TAS, to support this approach.

The Workforce Strategy Group (WSG) is the governance group for this work. The membership of the WSG recognises the importance of engaging with the sector's strategic leadership. The WSG has a sector lens. Engagement with sector partners (e.g. NGOs and PHOs) will be via the workforce initiatives undertaken by the group and will link closely with the Ministry of Health's Taskforce Groups.

The WSG held its second meeting in Wellington on 26 May 2016. There was great engagement, and through this we achieved commitment and agreement on the future direction for the group.

Defining the 'Why'
 Making it easier and more fulfilling for everyone in Health to enable and support what is best for the patient



KEY ACHIEVEMENTS

- ✓ Developed the 'Why', the 'What' and the 'How' for workforce development – it is people focused and will anchor the work of the group. Alignment with the NZ Health Strategy will be a key element of this work.
- ✓ Ensuring a cohesive 20 DHB voice. One of the first areas of work has involved partnering with HWNZ on the proposed revision of the funding model for medical vocational training.
- ✓ Add value not duplicate – the WSG identified the need to understand the current range of workforce groups (role, mandate & membership). This has been mapped for the Ministry of Health's Taskforce Groups but needs to be taken wider. This work presents opportunities to rationalise participation, to promote more effective linkages between the groups and to provide better support for the DHB members to ensure a strong DHB voice and robust communication back to the DHBs.

SPECIAL POINTS OF INTEREST:

- ◆ Key Achievements
- ◆ Key Messages
- ◆ Key Themes
- ◆ WSG Members
- ◆ Capturing the 'How'

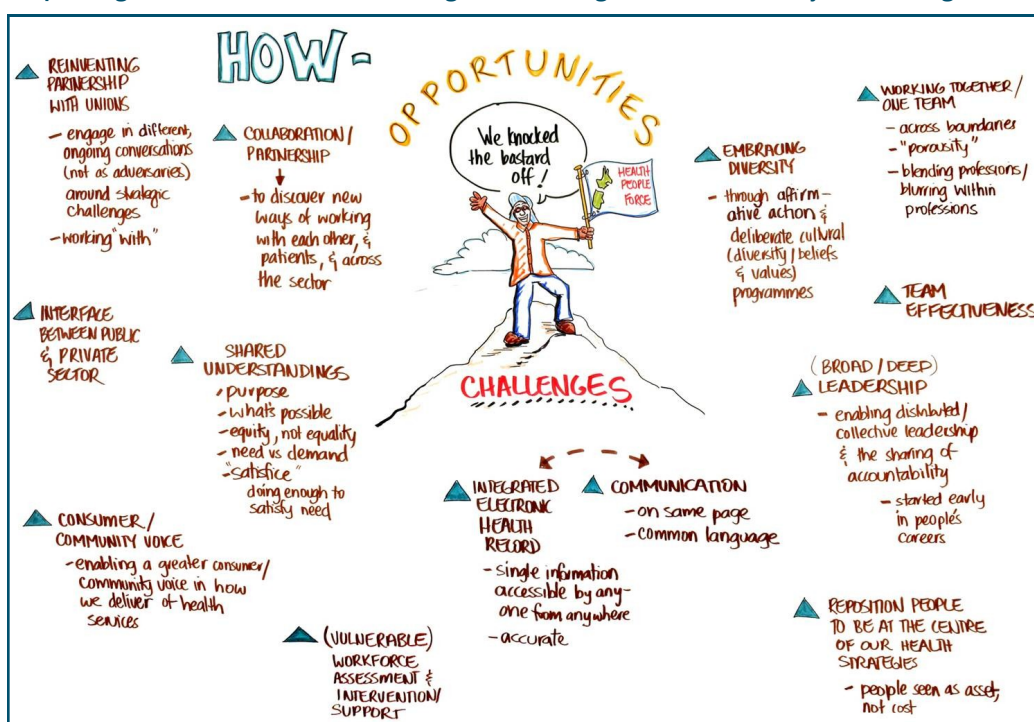
KEY MESSAGES

- ◆ Start with the future – then assess the workforce we need for this future state.
- ◆ Received feedback from the DHBs’ lead professional groups (e.g. the DoNs, DAHs & CMOs) on priorities that will inform the work programme for the group.
- ◆ Alignment and trust amongst sector partners are critical to ensure the activities of the group support, and not duplicate, the achievement of an adaptable future health workforce that meets the needs of patient centric care.
- ◆ Workforce issues can be progressed at different levels within the health sector and this group will be focussing on those issues that need national coordination or development.
- ◆ NZ Health Strategy – an opportunity
 - The work of the group will be aligned with the themes and actions in the strategy. The WSG has representatives from the MoH and will work closely with them to get alignment with their work streams.
 - Leadership is a key area and the group will work with the GMsHR to ensure alignment with their work and that of the HQSC, SSC and the MoH.
- ◆ Reinventing partnerships with Unions
 - Engaging in different conversations (non -adversarial) around strategic challenges and working “with” each other.
 - Richard Wagstaff, President of the CTU, engaged with the WSG on the future potential of the *high performance/high engagement* model. HSRA had a presentation from Air NZ on their implementation of the Kaiser Permanente Model. There is an opportunity to explore how this could work across the health sector
 - WSG members will engage with the NBAG and HSRA to provide an update on the work of the group.

KEY THEMES

- ⊕ What is the right workforce? Some key points to consider when looking at the workforce:
 - New roles and multi-disciplinary teams - Look at whether current roles are being used effectively first.
 - Forecast based on the narrative of the future health landscape rather than a pure quantitative model.
- Look at minimising the variation in clinical practice.
- Some hard conversations may need to occur.
- Consider the whole workforce, both inside and outside the hospital setting.
- ⊕ Generalist roles are important to enabling a flexible health service - particularly rural hospital generalists.
- ⊕ There are opportunities in flexible employment arrangements – not to be confused with contractual arrangements.
- ⊕ Future value propositions for DHBs as employers will be more concerned about the extent to which staff feel valued, understood and supported. A focus on engagement is important.
- ⊕ There are good opportunities to learn from other sectors and other countries.

Capturing the ‘How’ at the WSG Inaugural meeting at the Canterbury DHB Design Laboratory in March 2016



For more information, please contact:

Allison Plumridge
 Director Workforce Information and Projects
 Strategic Workforce Services

E-mail:
 Allison.plumridge@dhbss.health.nz