

WORKFORCE STRATEGY GROUP

ALL DISTRICT HEALTH BOARDS

THE WSG - ACHIEVING OUR PEOPLE FORCE 2025 VISION

Workforce Strategy Group (WSG) Planning

Developing a national health workforce strategy



We need a strategic response

In February 2018, the 20 DHB CEs received a high-level presentation from Michael Frampton and Fiona Michel (Chair and Deputy Chair of the national General Managers Human Resources Group) on the workforce challenges facing the sector. They outlined the complex workforce issues facing the sector as well as the prospective impact of new Government expectations and priorities for workplaces and employment relations. They also discussed the unrelenting pressure of the industrial context - driven by unresolved workforce issues and the impact on the sector of short term, unaffordable settlements that were not guided by agreed workforce priorities.

The CEs agreed that a strategic response was required and asked Michael and Fiona to report back on how this could be developed.

WSG Planning Day in March 2018

At the WSG planning day in March 2018, the Minister of Health outlined his vision and priorities for the sector. The purpose of the planning day was to review the WSG's workforce priorities to inform collective workforce development. The February presentation was considered at this planning session, along with the Ministers' priorities and the People Force Vision 2025. Claire Austin (from HWNZ) as a member of the WSG, outlined HWNZ's early thinking about the development of a workforce strategy for the health sector.

The planning day culminated in the WSG developing four high level strategic principles (see below) to guide national collective action and investment in workforce development. The WSG also agreed that work to implement the four principles needs to align with the development of a workforce strategy.

WSG Meeting in May 2018

HWNZ has been tasked by the Minister of Health to develop a Workforce Strategy for the Health Sector. Professor Des Gorman and Claire Austin (Chair and GM of HWNZ) attended the WSG meeting and outlined what outcomes they were seeking from a workforce strategy.

The DHBs have agreed that the absence of an agreed comprehensive health workforce strategy is preventing the health sector fully realising its strategic workforce objectives. The 20 DHBs' Chairs and CEs have also agreed the four principles to guide national collective action in workforce development; and that a sprint process would be the first phase to plan the development of the workforce strategy.

The WSG and HWNZ have agreed that the way forward requires a joint approach between DHBs and HWNZ, to firstly design the plan for the development of a sector-wide workforce strategy, and then move to implement that plan. They agree that different perspectives and processes need to be employed for the development of a workforce strategy. A joint collaborative approach, employing the sprint methodology is the preferred way forward to developing a comprehensive workforce strategy for the health sector.

Both HWNZ and the WSG agree that this process needs to be undertaken with urgency, given the importance of this work for the sector - now and in the future.

THE FOUR STRATEGIC WORKFORCE PRINCIPLES

1. To reduce poverty and inequalities by leveraging our employment footprint;
2. To create a skill base for a social organising approach (people who understand making societal change) to workforce development which starts from a base about how people want to engage with their health;
3. The workforce is the whole of system workforce and reflects the diversity of our communities; and
4. To provide the appropriate environment, resources and support to engage and empower the workforce to lead and effect change.



The four principles have been endorsed by the 20 DHB Chairs and CEs group. The focus now is progressing and using these principles, to shape collective activities and investment; within the wider strategic planning underway.

Workforce Assessments

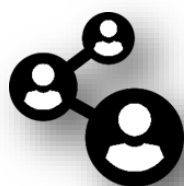
The workforce assessment process provides a structured, evidence based approach to assessing health workforces, whilst considering the wider contextual factors which impact on the New Zealand health system. It has formed the baseline data gathering for operational information on workforces. It is also 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 <https://tas.health.nz/strategic-workforce-services/workforce-assessment-reports/>

Audiology

The workforce assessment report on DHB Audiology Services has been published on the TAS website. The report was developed in close consultation with the 20 DHB Directors of Allied Health (DAH) Group. Over 50 stakeholders - comprising DHB audiology teams, professional leaders, managers, tertiary education providers and representatives from the New Zealand Audiological Society (NZAS) - were also consulted during the workforce assessment process. Recommendations emerging from the report are being considered by the DAH Group. The WSG sponsors these assessments to ensure that DHBs take a proactive approach to identify and address issues that arise within its workforces.

For further information please contact Sam.Valentine@tas.health.nz



SUPPORTING NATIONAL COLLABORATION

The Workforce Information and Projects Team facilitates national collaboration across the 20 DHBs by providing secretariat support to a selection of lead groups

The DHB Lead Nurses (DoN) Group

In May 2018, the DoN Group quarterly meeting comprised a 'Quality Initiatives Workshop'.

The purpose of the workshop was to: *Share best practice from a Nursing and Midwifery executive perspective, of initiatives nationally which focus on improving quality and patient experience - which innovate and can potentially be leveraged.*

A range of speakers from across the DHBs and externally, presented to the group. Feedback from the group was very positive and there was agreement that the workshop was an excellent example of national collaboration at its best. The workshop will become an annual event for the DoN Group.

The Directors of Allied Health (DAH) Group

The May 2018 meeting focussed on debriefing and lessons learned from the success of the National Allied Health Conference hosted at Te Papa earlier in the month. The group reflected on the feedback and key learnings provided by the conference convenors, as it looks to start early planning for the 2020 Conference.

A key area of work has been the Audiology Workforce Assessment commissioned by the DAH Group and undertaken by the TAS Workforce team. This comprises an in-depth report addressing the state of, and challenges for the Audiology workforce in New Zealand, and the opportunities for the DHBs as employers, with recommendations to be considered by the group.

The group also met with Allied Health Aotearoa NZ (AHANZ) to discuss working together, and the Chair of the Social Work Leaders Council as part of ongoing engagement with professional leads.

The National General Managers Human Resources (GMsHR) Group

The GMsHR Group gathered at Ko Awatea, Middlemore Hospital for their quarterly face to face meeting in May 2018. A key focus is to provide input and recommended direction for the development of a whole of Health Sector Workforce Strategy, which is currently being considered by the CEs and HWNZ. Another key priority is Workplace Wellbeing which was celebrated with the recent release of the Workplace Wellbeing Website.

The day before the meeting Auckland DHB hosted the GMsHR Group to discuss local initiatives in the areas of workplace culture, management development, supporting vulnerable workforces, bullying and harassment. This is an excellent initiative which started in February 2017, when the Northern DHBs hosted a session on workplace wellbeing and healthy workplaces.

The next meeting is scheduled for September 2018, and will be hosted by Canterbury DHB at the Design Lab with the first day continuing the theme of 'showcasing what is working'.

THE HEALTH WORKFORCE INFORMATION PROGRAMME (HWIP)

In early 2018 the HWIP team released the DHB workforce vacancy app - the 4th visualisation tool app available to DHBs and regional training hubs. We are making good progress gaining access to data from the Tertiary Education Commission about students in training - this data will be used to develop a visualisation app to help inform the health sector training pipeline.

Continual improvements are also being made to the data quality and data completeness of the DHB workforce data collection - which underpins the workforce data visualisation tool. This includes emphasising the importance of the quality of the data at source; and encouraging DHBs to focus on data

quality before submitting their quarterly data to the national collection.

Work also continues with the wider health sector workforce - outside of the DHB employed workforce. We are involved in the Kaiāwhina workforce intelligence working group, looking at defining role clarity within this workforce group. Additionally, we are working with HealthCare NZ developing a process to capture workforce data from them, building a prototype for other NGOs to use and creating an opportunity to collect workforce data from the wider community care sector.



WORKFORCE UPDATES

The Workforce Information and Projects Team manages and supports a range of projects, programmes and initiatives across the 20 DHBs

Future Capability Project - Clerical

The Northern Region District Health Boards (DHBs) & the PSA are co-sponsoring a workforce development project for the Clerical Workforce. A working group of PSA and DHB representatives has been established. The group has agreed a draft Terms of Reference (ToR) and Work Plan.

For further information on this work please contact
Kamini.Pather@tas.health.nz

Sonographer Workforce Development Programme



Over recent years, the SWDP Group has made significant progress and delivered in a number of key priority areas, including: the implementation of resources to support developing supervision capability and collaborative training arrangements; supporting overseas recruitment; developing mechanisms to provide reliable workforce data and information; and increasing national connectedness and collaboration.

The SWDP group recently reviewed its work programme to ascertain whether there was still a need for the SWDP and to identify future focus areas which are likely to make the most impact on sonographer workforce development.

The review identified that there continues to be a need for the national SWDP group; as the 20 DHBs' sonographer workforce remains under pressure nationally with ongoing supply issues. Based on the outcome of the SWDP review, the SWDP work programme for 2018/19 is being redesigned with a refined focus.

For further information on this work please contact Kamini.Pather@tas.health.nz

The Medical Imaging Workforce Action Group

The Medical Imaging Action Group continues to progress the seven agreed work streams. A priority for the group is sourcing more robust all of workforce data including the private sector workforce - which is collected through the MRT Board registration information. The group is working with HWNZ to progress access to workforce data with the MRTB.

Additionally, the group is developing a framework document for shared training arrangements; and has created a matrix comparison of international scopes of practice with comparable health systems - UK, Australia, the USA and Canada.

For further information on this work please contact
Brenda.Hall@tas.health.nz



ACE Nursing

The Advanced Choice of Employment (ACE) Nursing process is the national electronic matching process for recruiting graduate nurses entering into Nurse Entry to Practice (NETP) and Nurse Entry to Specialist Practice (NESP) programmes in New Zealand. There are two ACE Nursing intakes each year - a mid-year intake and an end of year intake.

New reporting processes and timelines have been introduced in recognition of the way data remains dynamic during a recruitment intake. Reports are now based on two key points in the recruitment process when stable and reliable data is available - just after the electronic match (the Algorithmic Match report) and once the intake closes (the Intake Summary report).

You can access the most recent reports at:

<https://tas.health.nz/strategic-workforce-services/workforce/ace-nursing-reports/>



For further information on this work please contact
Kamini.Pather@tas.health.nz

Talent Management and Leadership Development

A significant step forward in the implementation of the State Services Commission's (SSC's) Talent and Leadership Framework has been achieved, with the development of a resource to assist DHBs.

A shared approach to developing our people provides an overview of the elements of the framework, together with links to the SSC's tools and definitions to support a common understanding. This resource is available on the TAS website.

For further information on this work please contact
Brenda.Hall@tas.health.nz

Wellbeing for Health Website

The Wellbeing for Health website is a partnership project between DHBs and unions. It is an easy to use hub for sharing and promoting tools and resources related to workplace wellbeing in the New Zealand Health Sector.

The website was launched on 1 May 2018, and was received well by stakeholders - with a high number of visitors to the site. The launch was promoted via our DHB and union networks.

The key now is to keep momentum going with activities to encourage participation. We are developing a programme for promoting the site post-launch to keep momentum for users and to ensure ongoing value of the tools and resources available.



For further information on this work please
contact Brenda.Hall@tas.health.nz

Kiwi Health Jobs

Kiwi Health Jobs (KHJ) is an initiative funded by the 20 District Health Boards (DHBs) and New Zealand Blood Service (NZBS) to provide candidates a single platform where they can find jobs advertised by employers across the New Zealand Health Sector.

The new Kiwi Health Jobs (KHJ) website has been in operation for almost three months and receives continuing increases to site traffic. All DHB jobs are now being automatically posted to www.yudu.co.nz and www.adzuna.co.nz at no cost. We have agreed a similar arrangement with TrademeJobs which will go live from the last week of May.

Merchandise incorporating the new branding (Mugs, Pens and Notebooks) have been purchased as well as a set of new banners and posters. These have been distributed to DHBs.

KIWI HEALTH JOBS
MAHI HAUORA



For further information on this work please
contact Sam.Valentine@tas.health.nz

WORKFORCE STAKEHOLDER ENGAGEMENT

Five members of the Workforce Team presented at the recent Allied Health Scientific and Technical Conference in Wellington. There was a high level of interest from attendees in the workforce presentations.

In May 2018, the 20 DHBs' national Directors of Allied Health Group hosted The 2018 Allied Health Conference at Te Papa in Wellington. The conference theme was "Live Well, Stay Well, Get Well with Allied Health" in conjunction with the 2016 New Zealand Health Strategy.

Please see below for information about the Workforce presentations.

Copies of the presentations are available at: <https://tas.health.nz/strategic-workforce-services/workforce-assessment-reports/>

Dynamic workforce data at your fingertips – helping to answer your questions

As at December 2017 the AHS&T workforce, within the DHBs, made up 16% of DHB employees, as compared with 13% in Medicine and 38% in Nursing. The AHS&T workforce also has a significant footprint in the wider health and social services sector, outside of the DHBs.

Data provides the evidence base to support workforce/service development and planning, it provides the starting point to generate insights, discovery and learning.

DHB employed workforce information is captured on behalf of the 20 DHBs, by the Health Workforce Information (HWIP) Team, within TAS and can provide long term trend analysis.

What are the questions you are trying to answer that this data might help you with?

Examples:

- * What is the percentage of over 55s for social workers?
- * How many Maori and Pacific employees are there in the AHS&T workforce in my DHB?

- * How does this compare to my DHB population?
- * How many years do my AHS&T workforce work within my DHB as compared to other DHBs, to other DHBs of a similar size, by region? Which professions stay the longest, which stay the shortest?
- * What can I learn from other DHBs?



Using the workforce visualisation tool, developed by the HWIP team, you can find out the general make up and characteristics of the DHB employed health and disability workforce, how the AHS&T workforce compares to other workforce groups (senior doctors, junior doctors, nursing, midwifery, care and support and corporate and other), how it has changed over time, at a national, regional and local level.

The workforce visualisation tool enables easy access to standardised DHB employed workforce data held by HWIP, enabling dynamic analysis and reporting for users.

Amanda Newton, Workforce Information Project Manager

Investing in our Health System Leadership for the Future - Leadership at All Levels

A signpost of success in the NZ health strategy theme "One Team" is that a system wide leadership and talent management programme will be in place by 2020. In December 2016 the 20 DHB's signed up to implementing the public sector Talent Management and Leadership Development Framework; aligned around a common understanding of what good leadership looks like.

Engagement surveys across the DHB's have told us clearly that our people want to be enabled with visible, supportive and consistent leadership. It is leadership at all levels- not just from the people in designated leadership roles- that assists us to transform our health system from hospital centric to people centric in response to the diverse health needs of our communities. And it requires a diverse workforce, with complementary skill sets to deliver the services that add value.

The framework enables coherent pathways for developing leadership and talent that inspire and motivate people already working in the health

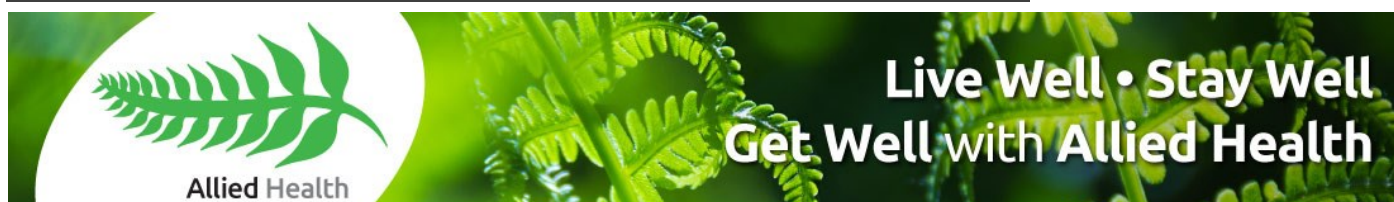
system, and underpins engagement and recruitment processes for those considering the variety of roles health offers as a career.

Talent management is an investment in developing everyone to do their best work- regardless of the role they play in our health system. The foundation of talent management is conversations between people and their managers to develop an understanding of people's aspirations and drivers, and identifying how to support their growth through individual development plans.

And it's not just for the DHB workforce. An intentional approach to developing our people includes working across organisational boundaries, both within the wider health workforce and connecting with other agencies who share the desire to improve the health and wellbeing of our communities.

Brenda Hall, Programme Manager- Talent Management and Leadership Development





Live Well • Stay Well Get Well with Allied Health

Kiwi Health Jobs (Mahi Hauora)

Empowering sector collaboration to provide better recruitment outcomes for less

Kiwi Health Jobs (KHJ) is an initiative funded by the 20 District Health Boards (DHBs) and New Zealand Blood Service (NZBS) to provide candidates a single platform where they can find jobs advertised by employers across the New Zealand Health Sector.

The 20 DHBs and NZBS are committed to advertising all vacancies on KHJ and are increasing the profile of the job board by further embedding KHJs function within each organisations systems and processes. KHJ is also looking to build relationships with other websites to further promote vacancies and build the brand. KHJ has been operating since 2011 and now generates around 60,000 visits a month, two thirds of which are domestic and one third comprising an international audience.

Learn more about the value that KHJ can provide both candidates and employers. Candidates can expect a better choice of Allied Health roles throughout New Zealand than any other job site. For employers, KHJ can offer improved access to talent by integrating our service with DHB systems and leverage off our 70,000 strong workforce to offer exposure that no other job website can provide.

The service is open for private providers and other employers outside of the DHBs and NZBS to advertise at a significantly lower cost than offered by commercial job sites.

Sam Valentine
Project Manager

KIWI HEALTH JOBS
MAHI HAUORA



Wellbeing for Health Website

Wellbeingforhealth.nz

Wellbeing for Health is a joint DHB and Union partnership project to design a website as an easy to use hub for tools and resources related to workplace wellbeing in the New Zealand health sector.

Promoting the positive drivers of workplace wellbeing is a key priority for DHBs and our union partners. These enable our people to do and be their very best and respond to the challenges of poor wellbeing. We have a collective commitment to create environments in which all our people can thrive at work.

The key areas for wellbeing include: Tikanga (Culture and values), Kōrero (Communication & Engagement), Better work practices, Ārahitangi (Leadership), and Personal Wellbeing.

We are committed to setting an example of positive wellbeing for our people to live well, stay well and get well with the New Zealand Health Strategy, so we can better deliver services to our communities.

The poster showcases the website tools and resources available and how you can make use of them to better the wellbeing of our workforces, and help our people to live well.

Rory Barton (In-house Legal & Workforce Project Advisor)



The 20 District Health Boards' Allied Health, Scientific & Technical Workforce

BRINGING THE NUMBERS TO LIFE

You can't build a successful workforce without accurate information and a comprehensive understanding of that workforce. Better data and analytics can help to support a greater understanding of current and future health workforce requirements, as well as evidence based policy development and resource allocation.

It sometimes seems like there are mounds of workforce data, but it is not always clear how to turn that data into information that can guide good decisions - understanding what that data is telling you is often challenging.

We are working with the 20 District Health Boards (DHBs) and agencies across the sector to develop a comprehensive picture of the shape and characteristics of the DHB Allied Health, Scientific & Technical Workforce.

Allied Health, Scientific and Technical practitioners have an essential role in the health workforce and work across a range of areas.

In this session, we will explore and highlight trends, insights and current challenges relating to the DHB Allied Health, Scientific and Technical Workforce.

The Workforce Information & Projects Team at TAS is a national resource, which supports the 20 DHBs to develop a sustainable and stable health workforce which is able to meet the present and future needs of the population it serves. We do this by undertaking workforce assessments, developing workforce analysis, and supporting effective workforce development and planning initiatives.

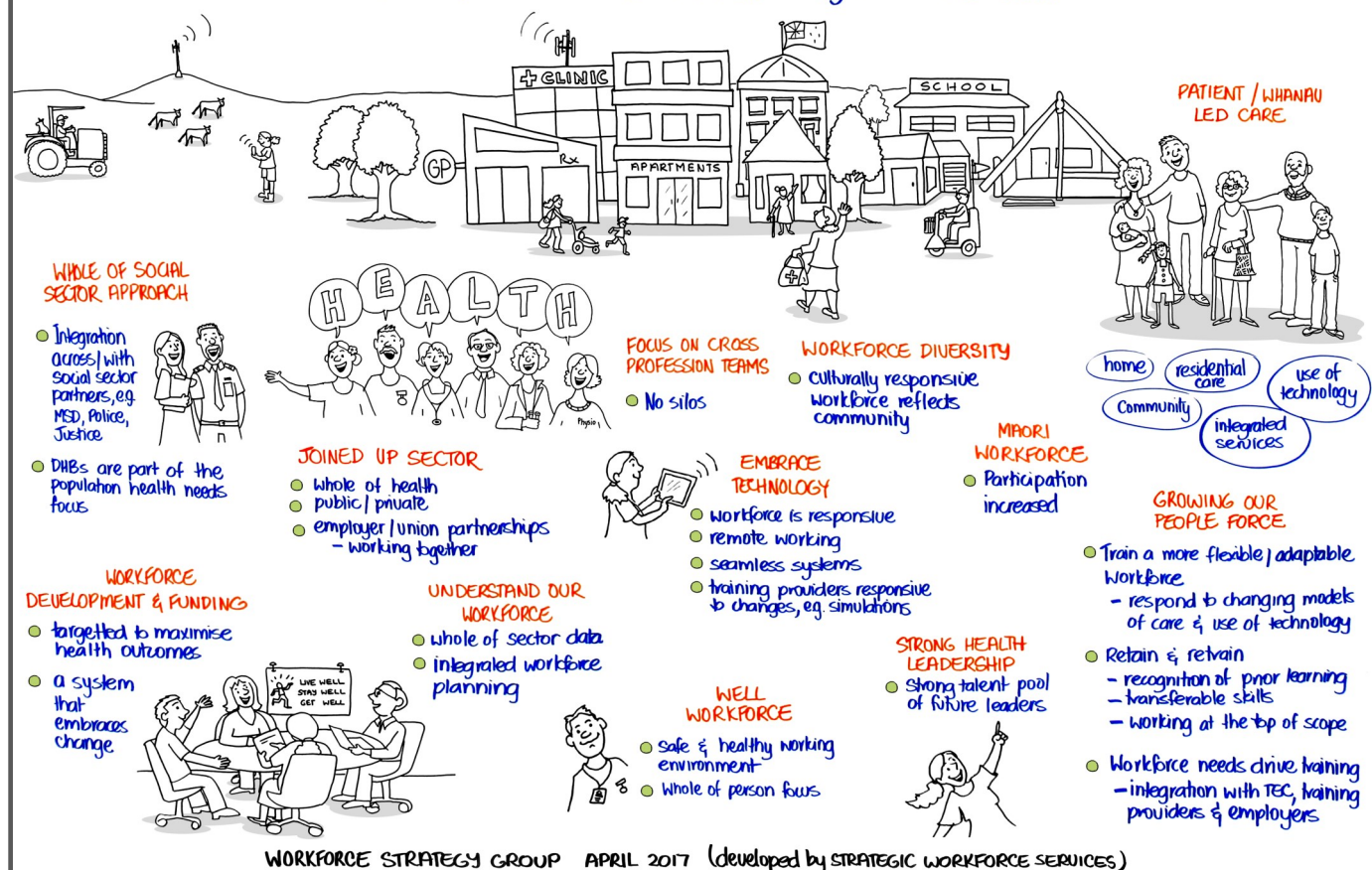
Through this process - numbers are our friends!

Kamini Pather - Workforce Specialist



PEOPLE FORCE 2025

PEOPLE / COMMUNITY Live well - Stay well - Get well



Be the change you wish to see in the world - Ghandi

WORKFORCE STRATEGY GROUP MEMBERS

- | | |
|--|---|
| <ul style="list-style-type: none"> Helen Mason (Chair) - CEO Bay of Plenty DHB Ailsa Claire - CEO Auckland DHB Nigel Trainor - CEO South Canterbury DHB Adri Isbister - CEO Wairarapa DHB Sally Webb - Chair BoP DHB Dot McKinnon - Chair Wanganui and MidCentral DHBs Dale Oliff - Acting CE/COO, Hutt Valley DHB Carolyn Gullery - GM Planning & Funding, Canterbury Karyn Bousfield - DoN, West Coast DHB, Chair of the DoN Group Hugh Lees - CMO, Bay of Plenty DHB Martin Chadwick - DAH Bay of Plenty, Chair of DAH Group | <ul style="list-style-type: none"> Hector Mathews - Tumu Whakarae representative, Executive Director, Māori & 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, Auckland DHB, Regional GM HR Chair Northern Ruth Punnet - People & Capability Manager, Bay of Plenty DHB, Regional GM HR Chair Midlands Kate Coley - Executive Director People and Quality, Hawkes Bay DHB, Regional GM HR Chair Central Claire Austin - Group Manager, Health Workforce New Zealand |
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Full size PDF versions of diagrams are available at:
<https://tas.health.nz/strategic-workforce-services/workforce-strategy-group/>