

NATIONAL DHBS WORKFORCE STRATEGY GROUP TERMS OF REFERENCE

IMPROVING THE LIVES OF OUR PEOPLE (Communities and Staff)

Why

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

- To connect, enable and empower people
- To challenge the status quo and embrace innovation with common purpose, language and values
- To have a self-actualised workforce fulfilled in their work to do the best job for the people they work with and achieve the best outcomes
- To have a sustainable, engaged and capable workforce in order to ensure the success of our future healthcare system

How

- Shared understandings – purpose, what's possible, equity – not equality, need versus demand, satisfice – doing enough to satisfy needs
- Collaboration/partnership – discover new ways of working with each other, patients and key stakeholders across the sector
- Reinventing partnership with unions – work with, engaged in ongoing conversations around strategic challenges
- Interface between public and private sector
- Collective leadership and accountability
- Focus on building teams to work in new and different ways
- Communicate

What (the plan)

- A 5 year roadmap with a focus on effecting change that:
 - Is focussed on services and care and patients
 - Reflects values
 - Values innovation and new practice
 - Breaks silos/spans boundaries – works with groups across the sector not just DHB centric
- Linking/rationalisation of existing groups to ensure people are focused in the right areas
- Is supported by evidence to ensure resources are prioritised, targeted and add the best value
- Single workforce in a single system
- Challenge the status quo around models of care
- Visibility and transparency of the work

Group Mandate/Structure

1. Role

On behalf of the 20 DHB CEO Group the Workforce Strategy Group (WSG) will develop the workforce strategic direction and ensure an integrated approach to workforce activity amongst DHBs. WSG will:

- Ensure that Workforce Strategies developed reflect Government and sector priorities
- Engage with the CEO Group to achieve collective operational mandate
- Provide strategic direction for the development of key workforces across the DHBs
- Link with key stakeholders to drive and effect change
- Ensure a sector lens when considering workforce matters
- Provide governance for the agreed work plan activity
- Lead communications on workforce activity
- Prioritize workforce development actions/plans and oversee and endorse the annual plan for the Strategic Workforce Services (SWS) Programme
- Maintain and develop key stakeholder networks to support delivery of the workforce programme

2. Outcomes

- Development of priority workforce initiatives aligned with wider workforce and sector direction
- A collaborative approach to workforce development across the sector
- Service direction and new models of care informs workforce development which drives Employment Relations
- Delivery on partnership and operational workforce
- Delivery of agreed priority workforce projects/ initiatives
- Reduced silos and increased workforce innovation
- Effective networks support development of priority workforces
- Duplication of activity across the sector is minimized – resources optimized

3. Accountability

- The WSG is accountable to the 20 DHB CEOs
- Individual members have responsibility to engage the support of their contributing groups and/or networks

4. Communications

- Quarterly newsletter to stakeholders on workforce activity
- Quarterly updates to the 20 DHB CE Group on overall progress against the work plan and key workforce issues

5. Membership

Representatives from the following groups form the WSG:

- Chair Group (1)
- Regional CEs (4)
- Chair, or nominee, from the DHB Executive Groups
 - CMOs
 - DAHs
 - DoNs

- COO
 - P&F
 - GMs HR (4 regional reps plus the Chair)
 - Tumu Whakarāe
 - Ministry of Health
 - HWNZ
 - Chief Advisor Employment Relations
 - General Manager Strategic Workforce Services
- Ex-officio member of the WSG:
- Director Workforce Information and Projects
 - CFOs – providing costing advice as required
 - Sector Representation as required for each specific work stream/strategy development

5.1 Role of members

⇒ Champion workforce development

- WSG Chair (DHB CE)
 - Convenes WSG
 - Provides conduit between WSG and 20 CE group
 - Provides direct link to Minister, DG and other Government agencies
 - Is lead spokesperson for the Workforce Programme
- Board Chair
 - Is the sitting Chair member on ERSG
 - Provides the conduit between the Chair Group and WSG
 - Provides direct link to Minister and DG
 - Is media spokesperson on governance issues for workforce and ER
- Strategic Workforce Services (SWS) Manager
 - Responsible for delivery of SWS Programme as described in TAS annual plan
 - Provides direct link to NHB, HWNZ and other Government agencies
- GMsHR
 - People focused role at DHBs and the conduit for leading/facilitating the implementation of the workforce plans
- Other Executive Group Members
 - Champion people force development
 - Be the voice of the group with their networks
 - Identify opportunities for development that will add value to the health sector

6. Quorum

- A quorum is ten of the members with at least two CEs in attendance. The group operates on consensus decision making and is supported by the SWS Team
- A member may cover absence for leave by way of proxy from the group they represent

7. Meeting Frequency

The WSG will meet quarterly face-to-face. Extraordinary meetings may be scheduled as required.

8. Tenure

- If a member is unable to attend for 2 or more meetings in a year, their ongoing capacity and availability to attend should be ascertained

- If an existing member is appointed to a new role their tenure on the Group will be reviewed to ensure the representation/skill mix is maintained
- Groups will discuss membership annually to assess any changes required aiming for a balance between continuity and providing opportunities for new participation

9. Resourcing/Support

- Coordination support for the WSG will be provided by SWS
- Projects and project teams are resourced as agreed as part of the 20 DHB annual planning process

10. Governance Structure

