





# Workforce Strategy Group Work Programme - 2018/19







Work Area	Focus Areas	Key Activity	Lead	What does success look like?
<b>Workforce Strategy</b> 	<ul style="list-style-type: none"> <li>Progressing the four strategic workforce principles</li> <li>Achieving the people force vision</li> <li>New Zealand Health Workforce Strategy and Action Plan</li> </ul>	1. Commence framing the development pathway for the four principles via a 'Sprint' process	WSG	Development of the strategic workforce framework to ensure that the principles guide collective action and align workforce development to government priorities
		2. Further actions to be determined from the sprint	WSG	An agreed action plan to implement the principles
		3. Support HWNZ to develop a New Zealand Health Workforce Strategy and Action Plan	HWNZ	A New Zealand Health Workforce Strategy and Action Plan that is informed and supported by DHBs and the wider sector that focuses on delivery of good outcomes for all New Zealanders – community, whanau and our people.
<b>Understanding Our Workforce</b> 	<ul style="list-style-type: none"> <li>Whole of sector data</li> <li>Integrated workforce planning</li> <li>Addressing Vulnerable &amp; Priority Services / Workforces</li> </ul>	1. HWIP data collection and development	GMsHR/ SWS	Consistently good quality data being reported from source (DHBs) every quarter.
		2. Workforce Information & Reporting	SWS	Detailed reports on key workforces informed by good quality workforce information and analysis.
		3. Workforce Assessments	SWS	High quality workforce assessments are completed as per agreed timeline, ensuring all relevant factors are considered and included in the final report. All advice, information and assistance provided is accurate, timely and appropriate.
		4. Review of HWIP variables – a set of variables 'fit for purpose'.	SWS	HWIP data variables providing the most value to inform workforce planning and decision making. Integration of HWIP data with other data sets available within TAS to provide a fuller picture of the healthcare system.
		5. Data Visualisation Tool	SWS	Visualisation tool being used widely across the DHBs, providing value at both a strategic and operational level. Ongoing development of Apps made available to users, e.g., TEC/supply side data.
		6. Expanding the workforce information data collection across the sector	SWS	A system wide view of our health workforce - wider data collection process prototype in place at HealthCare NZ (Over time to be rolled out to other wider sector organisations). In line with the RSP finalised business case and engagement proposal in place with the ARC sector, to capture regular workforce information.



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<b>Growing our People Force</b> 	<ul style="list-style-type: none"> <li>Train a more flexible/adaptable workforce - respond to changing models of care and use of technology</li> <li>Retain and retrain - recognition of prior learning, transferable skills, working at the top of scope</li> <li>Workforce needs inform training investment decisions - integration with TEC, training providers and employers</li> </ul>	1. Workforce assessment findings shared with training providers	SWS	Training providers have timely access to workforce assessment findings relevant to the training they deliver.
		2. Support Medical Imaging Workforce Action Group	DAHs	A service approach to workforce development Work streams progressed with ongoing sector engagement
		3. Manage and develop Kiwi Health Jobs	KHJ Leadership Team & GMsHR	Better Recruitment Outcomes - deliver a consistent and coordinated approach to recruitment. All DHBs have confidence in Kiwi Health Jobs ability to deliver effective domestic and international recruitment outcomes.
		4. Manage Nursing & RMO ACE	SWS	A seamless process for the matching of graduate nurses and doctors into the DHBs The ACE Nursing and RMO processes are managed efficiently and effectively on behalf of the 20 DHBs
<b>Well Workforce</b> 	<ul style="list-style-type: none"> <li>Safe and healthy working environment</li> <li>Whole of person focus</li> </ul>	1. Healthy Workplaces work stream with the GMsHR	GMsHR/HSRA	A well workforce that feels supported with the right tools and resources. Tools available to all parties to assist our people in keeping well via a well-resourced website Ongoing promotion campaign to encourage active use of the website. High quality contributions from DHBs and unions to ensure resources are relevant
<b>Māori Workforce</b> 	<ul style="list-style-type: none"> <li>Participation increased</li> </ul>	1. Focus on removing unconscious bias in the recruitment process – share good practice and learnings 2. Work alongside Kia Ora Hauora to promote careers in health to rangatahi 3. Work alongside Tumu Whakarae to progress workforce initiatives focussed on Māori	SWS with GMsHR	A representative workforce that reflects the community DHBs are seen as the employer of choice for future Maori health workers
<b>Workforce Diversity</b> 	<ul style="list-style-type: none"> <li>Culturally responsive workforce reflects community</li> </ul>	1. Provide workforce data that outlines the ethnic diversity of the DHB employed workforce 2. Work with DHBs to improve the collection and reporting of ethnicity data	SWS	A representative workforce that reflects the community.



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<p><b>Workforce Development and Funding</b></p>  <ul style="list-style-type: none"> <li>Targeted to maximise health outcomes</li> <li>A system that embraces change</li> </ul>	<ol style="list-style-type: none"> <li>1. Workforce Advice to Support Bargaining Processes and Supporting the Implementation of the Bargaining Outcomes</li> <li>2. Manage the Sonographer Workforce Development Programme (SWDP)</li> <li>3. Manage the Future Workforce Project – Northern Region Clerical Workers</li> </ol>	<p>SWS</p> <p>SWS &amp; SWDP Group</p> <p>Northern Region GMsHR</p>	<p>Workforce advice provided to support bargaining processes is accurate, timely and appropriate.</p> <p>Workforce initiatives are progressed in the workforce rather than industrial context</p> <p>The 20 DHBs are supported via the national sonographer workforce development plan, to progress sonographer workforce development; aimed at developing a sustainable and stable fit for purpose sonographer workforce.</p> <p>Successful delivery of the Future Workforce Project – Northern Region Clerical Workers.</p>
<p><b>Joined Up Sector</b></p>  <ul style="list-style-type: none"> <li>Whole of health</li> <li>Public / Private</li> <li>Employer / union partnerships –</li> <li>working together</li> </ul>	<ol style="list-style-type: none"> <li>1. Sector Engagement &amp; Coordination</li> <li>2. Strong DHB representation &amp; communication to strengthen and broaden stakeholder relationships</li> <li>3. Supporting the DHB Lead Groups, i.e. DoNs, DAHs and GMsHR</li> <li>4. Connect with HSRA regarding future direction on enhancing the engagement between the unions and employers on workforce matters</li> </ol>	<p>WSG/SWS</p> <p>WSG/HWNZ</p> <p>SWS</p> <p>WSG/HSRA</p>	<p>Transparency of sector groups, avoidance of duplication, clear accountabilities, effective governance and efficient decision making.</p> <p>A coordinated workforce development landscape with agreed workforce strategy and priorities.</p> <p>Groups are well supported and there is alignment between work programmes</p> <p>A partnership approach to workforce development i.e. agreed principles, priorities and joint work programme.</p>
<p><b>Strong Health Leadership</b></p>  <ul style="list-style-type: none"> <li>Strong talent pool of future leaders</li> </ul>	<p>Implementation of SSC Talent Management and Leadership Development Framework</p>	<p>GMsHR</p>	<p>Strong pipeline of leaders at many levels who demonstrate leadership capabilities aligned to SSC Framework</p>



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## Whole of Social Sector Approach



- Integration across / with social sector partners, e.g. MSD, Police, Justice
- DHBs are part of the population health needs focus

1. Vulnerable Children Act (VCA)	SWS	DHBs supported with VCA guidance, advice and support.
2. Linking up with workforce groups across the social sector	SWS	A joined up approach to workforce development across the social sector Sharing of initiatives
3. Working with MBIE on health workforce skills attraction activities and the Essential Skills in Demand Lists	SWS	The relationship with MBIE is optimised to ensure that the 20 DHBs' interests are well supported.