

**Te Whatu Ora**  
Health New Zealand

**Te Aka Whai Ora**  
Māori Health Authority

# Building the future of health

Juanita Te Kani, Deputy Chief Executive – Strategy and Policy, Te Aka Whai Ora

Pete Watson, interim National Director Medical, Te Whatu Ora

Ailsa Claire, interim Workforce Lead, Te Whatu Ora

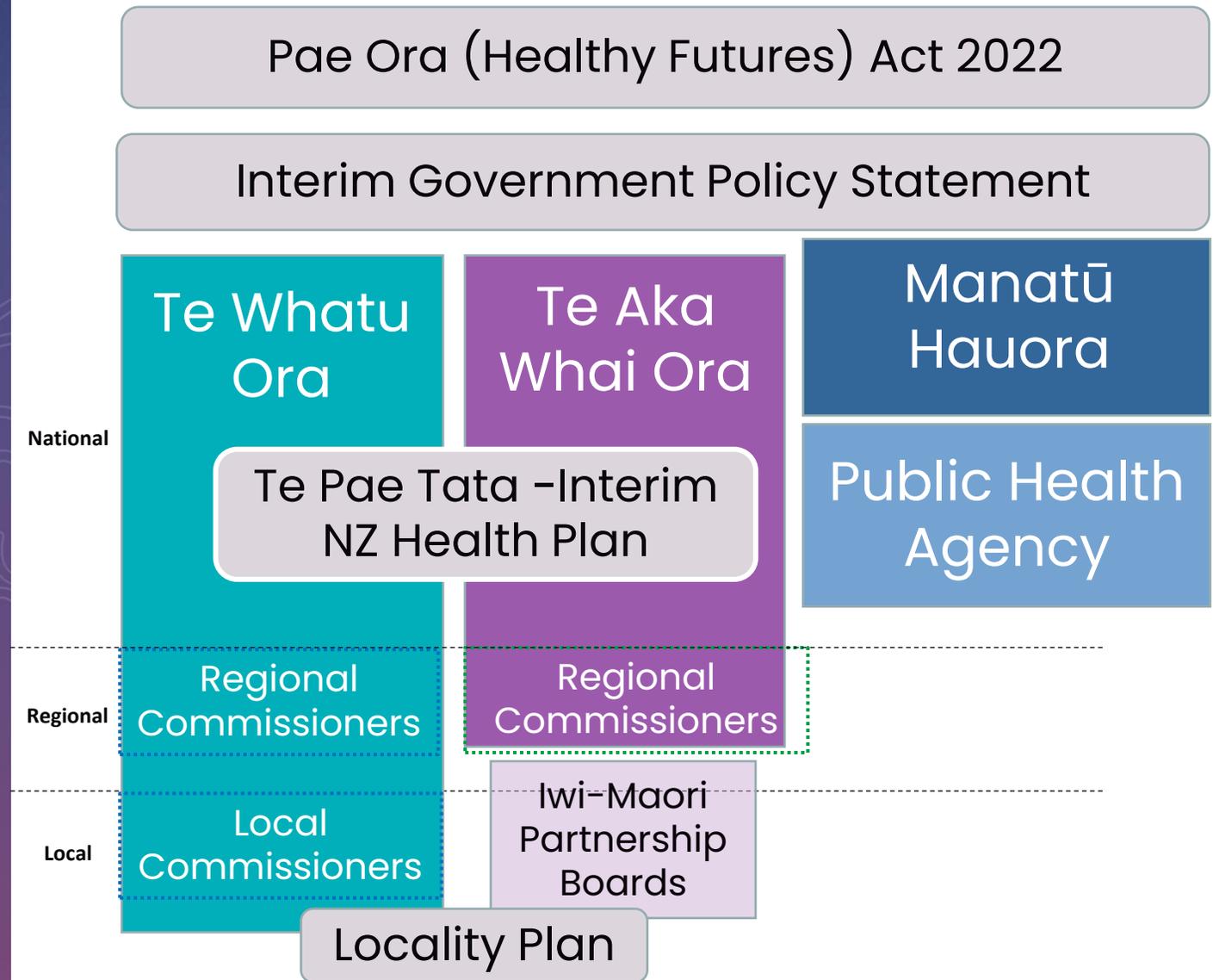
**11 November 2022**

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# Juanita Te Kani

Deputy Chief Executive  
Strategy and Policy

# Where Te Pae Tata fits



# Community focus

Our health system will be focussed on people, putting patients and whānau at the centre of everything we do and supporting our workforce whānau to succeed.

## CREATING EQUITY FOR ALL

Māori health improvement

Pacific health improvement

Health improvement for tāngata  
whaikaha/ disabled people

All groups that experience inequity,  
such as rural or rainbow communities

Better health and  
wellbeing for whānau



## EQUITY ACTION AREAS

Pae Ora / better health in our communities

Katu taurima / maternity and early years

Mate pukupuku / people with cancer

Māuiuitanga taumaha / people living with  
chronic health conditions

Oranga hinengaro/ people living with  
mental health problems and addictions

A strong  
workforce whānau

Valuing the voice of the  
consumers and whānau

Developing an inclusive  
leadership and culture

Strengthening  
insights and intelligence

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**Pete Watson**

Interim National Director Medical

# Reset and Restore

- Current ways of working
- The challenges we face
- The opportunities we have
- Outlined a road map to reduce the waiting lists and build a more resilient system



# Continuum

- Not just surgery
- Community & Primary
- Clinics
- Diagnostics
- Therapeutic interventions



To improve access and outcomes

To address significant equity issues

Removal of boundaries

Clinical consistency

Better use of resources

Appropriate roles for our workforce

Work smarter, not harder

# Opportunities



# What we need to do

Clinical consistency

Inter-district  
cooperation

Small changes locally  
make big differences  
nationally





# Ailsa Claire

interim Workforce Lead

# Background

- Collaborative, **integrated and coherent approach to workforce**
  - ✓ Te Aka Whai Ora - Māori Health Authority
  - ✓ Te Whatu Ora - Health New Zealand
  - ✓ Manatū Hauora – Ministry of Health
- The workforce programme is **whole of health system**, integrated with the wider social care system
- A clear **strategic intent** with short and longer term initiatives **to address significant workforce pressures**
- **Single workforce team** in Te Whatu Ora and **establishment of the Workforce Taskforce**
- **Joint leadership** – Ailsa Claire, Te Whatu Ora and Anna-Marie Ruhe, Te Aka Whai Ora  
**Collaboration** – Pauline Sanders, Te Whatu Ora Pacific Health

# Overarching Programme Principles

## Whakamaua: Māori Health Action Plan 2020-2025 and Te Tiriti o Waitangi principles

### Te Tiriti o Waitangi principles

<i>Tino Rangatiratanga</i>	Are we actively enabling and advocating for Māori self-determination and mana motuhake in the design, delivery and monitoring of workforce activity and initiatives?
<i>Equity</i>	Are we actively enabling and advocating for equitable access for Māori to workforce programmes and initiatives?
<i>Active Protection</i>	Are we demonstrating the dedicated effort required to achieve Māori Health equity through increasing Māori within the workforce?
<i>Options</i>	Are we actively enabling and advocating for Kaupapa Māori Services Workforce needs and hauora Māori models of understanding in our activities and initiatives?
<i>Partnerships</i>	Are we actively enabling and advocating for partnership with Māori with the governance, design, delivery and monitoring of Workforce activity and initiatives?

## Whakamaua: Māori Health Action Plan 2020-2025 and Māori Health & Disability Workforce

**Priority 2 (Whakamaua)** Increase Māori decision-making throughout the Health and disability system's leadership and governance arrangements.

**Reflective question for leads, members and its workstreams to utilise:**  
Will this (idea or decision) enable more Māori to participate in leadership and decision-making opportunities?

**Priority 3 (Whakamaua)** Develop a Māori Health and disability Workforce that reflects the Māori population, Māori values and Māori models of practice.

**Reflective question for leads, members and its workstreams to utilise:**  
Will this (idea or decision) enable the reflection of the Māori population, Māori values and Māori models of practice within the profession?

# Workforce Strategy

- **Led by Manatū Hauora – the Ministry of Health**
  - Strategic Framework – Dec 2022
  - Health Workforce Strategy - 2023
- **Broad engagement**
  - Roadshows
  - Webinars (3 agencies)
  - Health workforce dialogue event
- **On-line Engagement Tool – Tatou**  
<https://tatou.health.govt.nz>



# Nature of Work

## ŪPOKO | HEAD

- **Te Titiri is central to our mahi** – ‘what works for Māori will likely work for everyone’
- Our work models deliver **wellbeing, flexibility and satisfaction** of employment
- **Appropriate number of skilled workers** to meet population needs and safe staffing
- Our people are and feel **well-led**
- **Adaptable mindsets and careers** are supported, developed and enabled
- **Autonomy** is as close to patients as possible

## RINGA | HANDS

- **Cultural safety** and **addressing unconscious bias** interwoven in every education and training experience
- **Training is flexible, modular** and includes micro-credentialling
- **Prior learning and life experience has assessment value**
- Learning methodology and core structures **enable rapid creation** of suitable workforce
- **Earn and learn** is a valued and viable pathway for workforce training

## NGĀKAU | HEART

- Employees who live, work in and support their own communities are supported to **develop and remain serving their communities**
- Health workers are confident to think and act **beyond traditional care models**
- The health outcomes communities and whānau want are **honored**
- **Māori aspirations and philosophies are valued**
- **Cultural worldviews** are recognized and integrated into care
- It's an honour to teach and placement is a **mana-enhancing experience**

# Taskforce structure overview



Taskforce and working groups underpinned by the Māori Workforce and Pacific Workforce Action Plans.

# Kaiāwhina

## Vision

*Whanau and communities will achieve Pae Ora/Ola Manuia*

*Through building and developing capability within  
whanau and communities*

*By growing, valuing and retaining the kaiāwhina workforce*

## Future State

- Planned and strategic approach to developing Kaiāwhina pathways
- Community knowledge increases and connectivity with the health system through the Kaiāwhina role
- Flexible learning models that attract more people into these roles
  - **Earn and learn**
  - **Multi-channel learning modalities**
  - **Ability to train in rural areas**
- More opportunities for disabled people | tāngata whaikaha to thrive in Kaiāwhina roles
- The Kaiāwhina role is recognised and valued
- People are proud to work in the Kaiāwhina area

## Principles

- Whanau centred approach underpinned by cultural models of care
- Te Tiriti is embedded and upheld
- Model a partnership approach with key stakeholders
- Equity enabling
- Iwi and community led co-design
- Engagement, joined up and collaborative
- recognise and valuing potential, support and enable people to thrive and grow
- Continuous improvement model

## Plan to December 2022

- Establish the Kaiāwhina Workforce Working Group
- Service agreement in place with Toitu Te Wairoa to ensure prioritization of micro-credentialling
- Work programme agreed and implemented.
- Priority areas:
  - **Vaccinator health workforce development**
  - **Micro-credentialling**
  - **Oral health**
  - **Health Care Assistants 'Earn as you learn' model**
- Sector engagement model developed
- Initial update to the sector

## **National roles and training**

- **Roles to support registered professions working top of scope**
- **Pathways to registration**
- **Recognition of existing training programmes**
- **Flexible scopes of practice**

# Allied Health, Technical & Scientific

## Strategic challenges

- High workforce pressure (vacancies, fatigue, attrition)
- Difficult training pathway(s) with limitations for entry + high clinical placement training hours required
- Poor representation of Maori & Pacific people in the workforce
- Unable to work at top of scope due to stretched resource
- Workforce required for planned care restore & reset
- Changing models of care
- Additional FTE required to accommodate supervision for trainees – currently not budgeted
- *Out of scope: FTE, Remuneration & Reward*

## Desired Outcomes & actions

- Te Tiriti partnership & Whakamaua priorities throughout
- NZ-based training programmes/sustainable programmes available
- Training programmes suitable for Maori & Pacific trainees
- Implementation of micro-credentialing
- Ability for AH S&T to work at top of scope to best support community

## Priority Areas



Strategic  
Workforce  
'pipeline'  
audit



## Project workstreams

1. Education & Training

2. Regulatory Authorities

3. Demand Forecasting &  
modelling

4. Workforce  
composition/design

# Overview of initiatives

- International Recruitment Centre
- International recruitment campaign and ethical recruitment approaches
- Immigration support
- Registration fast track
  
- Return to Nursing Workforce Fund
- Return to Midwifery Workforce Fund

- Real Nurses campaign
- Expanding the Nurse Practitioners programme
  
- Internationally Qualified Nurses CAP Fund
  
- Postgraduate Diploma for Pacific trained Nurses

- NZREX bridging programme
- NZREX General Practice Pathway
  
- General Practice Education Programme
- Rural Locum Scheme
- GP and Public Health Doctors
  
- Radiology Registrar training placements

# Working with TEC and Education providers

- **Single point** of connection/governance
- **Understand** the workforce pipeline
- **Evaluation** on training
- **Common** curriculum
- **Modular** training possibilities
- **Micro-credentialling**
- Training **placements centrally co-ordinated**



# Future initiatives

- Earn-as-you-learn, scholarships, grants, apprenticeships, internships, financial support for **Māori and Pacific students**
- **Entry-to-health** jobs, schools, tertiary providers, life-long learning and development
- **Flexible career pathways**, micro-credentialling and modular training
- **Cultural Safety**
- Early in **career development** and support
- Review of **regulatory framework** and role of colleges (Ministry of Health)
- **Whole system training** settings
- **Partnerships**, including MSD, Corrections, ACC
- **Prioritisation Framework**



**Questions?**

For more information:

Te Pae Tata:

[Te Pae Tata Interim New Zealand Health Plan 2022 – Te Whatu Ora - Health New Zealand](#)

Planned Care Taskforce:

[Planned Care Taskforce – Reset and Restore Plan – Te Whatu Ora - Health New Zealand](#)

Workforce Taskforce:

[Taskforces – Te Whatu Ora - Health New Zealand](#)