



NEW ZEALAND

Health Workforce New Zealand

Annual Plan 2012-2013

Strategic context

Health Workforce New Zealand (HWNZ) provides national leadership in health workforce planning, development, innovation and monitoring. We aim to tackle domestic workforce challenges while supporting delivery of the national health priorities.

New Zealand's health professionals are highly mobile and the country is heavily reliant on overseas-trained health professionals. Recent years have seen growth in key clinical workforces including medical, nursing and midwifery but skills shortages remain in a number of specialist and geographical areas, and Maori and Pacific Island communities are under-represented participation in our health workforce.

Significant progress has been made in addressing workforce shortages in key areas through a range of initiatives including the Voluntary Bonding Scheme and the Advanced Trainee Fellowship Scheme, as well as targeting funding for training towards priority workforces .

HWNZ will continue to build on work underway in co-ordinating a whole of system approach to transformational workforce change, supporting the development of expanded and new roles and enabling all members of the health care team to work to their full potential.

Critical to our success will be maintenance of close relationships with professional organisations, employers and the education and training sector.

Health Workforce New Zealand priority areas for 2012/13

This plan outlines how HWNZ will build on momentum already developed and continue to address health workforce challenges and opportunities over the coming year. While this plan focuses on the 2012/13 year, it provides the platform for a longer term workforce strategy.

HWNZ will continue to focus on our strategic aim of creating a sustainable and fit for purpose health workforce for future needs while working in partnership with the National Health Board (NHB) and wider Ministry to support government priorities and contribute to broader health system changes.

The work of HWNZ in the coming year can be grouped into five focus areas, which are aligned to Government and Ministry of Health priorities:

- Growing the capacity of the health workforce through strengthening recruitment, retention and repatriation
- Building and expanding the capability of the health workforce
- Delivering on health workforce priorities by working with others in the health system to increase system productivity
- Shaping the future workforce through transformative change
- Strengthening health workforce intelligence and providing high quality support and advice to support health sector outcomes.

Health Workforce New Zealand outcomes

The outcomes HWNZ is seeking from our work programme include:

- Increased workforce flexibility to respond to the shift to primary and community models of care, and facilitate integration between institutional and community settings
- Making best use of workforce development approaches to ensure high quality and best value clinical training and contribute to improved satisfaction for trainees and clinicians and better patient outcomes
- Economies of scale through increased collaboration, partnerships and regional approaches.
- An expanded health workforce through development of new roles and expansion of existing roles
- A financially viable and sustainable workforce through freeing up of expensive clinician time and development of the unregulated workforce
- A workforce that better reflects the demography of the population being cared for.

Health Workforce New Zealand Annual Plan – key actions for 2012/13

1. Growing the health workforce through strengthening recruitment, retention and repatriation		
<i>Objectives</i>	<i>Actions to deliver improved performance</i>	<i>Evidenced by</i>
1.1 Recruitment, retention and repatriation is improved through quality training experiences and support		
<ul style="list-style-type: none"> • Career planning is embedded as a core requirement for all health workers • A vocationally trained, sustainable primary care workforce supports enhanced integration of community and hospital based care • Education programmes are standardised through the regional training hubs to streamline career pathways and reduce duplication • International graduates supported to enter the New Zealand health workforce, helping address workforce shortages • Transition to health care practice programmes and internships ensure clinicians are supported to practice safely and competently 	<ul style="list-style-type: none"> • Regional training hubs will be required to ensure that trainees have career plans in place • Build on current website to build a one-stop shop for career planning tools for all health professionals • Targeted support and investment for clinical staff in primary care settings • Revised GP training programme implemented • Enhancement of GPEP2 in conjunction with RNZCGP • Training programme integrating core components of rural hospital, urgent care, emergency medicine, general practice and public health medicine developed • PGY1 and 2 education programmes standardised through regional training hubs • International medical graduates (IMGs) are supported through the Medical Council of New Zealand's Registration Exam (NZREX) • Ensure good linkages between training and practice through transition to practice and internship programmes 	<ul style="list-style-type: none"> • 100% of all HWNZ funded trainees have career planning in place • Career planning tools available online • Phase 1 of the GP training programme review completed for implementation by December 2012 • Number of GP trainee places maintained at 172 per year • Integrated training programme developed • A minimum of 3 programmes per regional training hub are standardised • Success rates for IMGs who have completed the NZREX are comparable or better than for those who have not (from MCNZ statistics) • Internships for midwifery, nursing and medicine are reviewed and changes implemented

1. Growing the health workforce through strengthening recruitment, retention and repatriation continued		
<i>Objectives</i>	<i>Actions to deliver improved performance</i>	<i>Evidenced by</i>
1.2 Health leadership is grown and supported		
<ul style="list-style-type: none"> Advanced Trainee Fellowships (ATF) enable health professionals to pursue advanced training qualifications, while ensuring their contribution to the future New Zealand health workforce Health and disability leadership is grown and developed through an integrated programme of local, regional and national activities 	<ul style="list-style-type: none"> Widen the ATF scheme to include nursing, midwifery and allied health Engage with health and academic sectors to agree a national approach to development of health leadership 	<ul style="list-style-type: none"> Number of eligible ATF applicants increases and uptake meets budget forecast Establish health leadership academy model Co-ordinated approach to sector leadership activity introduced
1.3 Improved workforce availability in hard to staff areas and specialties		
<ul style="list-style-type: none"> Recruitment and retention schemes are expanded to increase staffing in vulnerable areas and specialties Health professionals are assisted to practice in rural locations 	<ul style="list-style-type: none"> Grow the number of midwives in the Voluntary Bonding Scheme Continue the Rural Recruitment and Retention Scheme for midwives. Voluntary Bonding Scheme is expanded, consistent with budget, to include: medical radiation therapists and medical physicists Review of operation of Voluntary Bonding Scheme is undertaken by December 2012 Supporting undergraduate students' immersion in rural locations 	<ul style="list-style-type: none"> Midwives targeted for the Voluntary Bonding Scheme Rural Recruitment and Retention Scheme continues to 30 June 2013 Number of applicants registering interest and percentage of registrants eligible for payment meets budget forecast Medical radiation therapists and medical physicists included from the 2012 intake Recommendations for changes to the Scheme are made and changes implemented during 2013 Multidisciplinary Rural Immersion Training Programme continues Progress monitored through interim evaluation reports in Dec 2012 and June 2013

2. Building and expanding the capability of the health workforce		
Objectives	Actions to deliver improved performance	Evidenced by
2.1 HWNZ supports a sustainable, fit for purpose workforce by focussing training investment on workforce priority areas		
<ul style="list-style-type: none"> A robust, fair and transparent funding process is implemented through the health workforce investment plan to address workforce priorities 	<ul style="list-style-type: none"> Develop and implement new funding method and mechanism for Post Entry Medical Training Commence review of other post entry training funding methodology Develop the Health Workforce Investment Plan based on HWNZ prioritisation criteria Support the design and implementation of Maori and Pacific workforce programmes Maori and Pacific workforce service forecasts completed by December 2012 	<ul style="list-style-type: none"> New funding method and mechanism introduced from July 2012 Review completed and recommendations made by 30 June 2013 Health Workforce Investment Plan completed by 31 August 2012 Continued investment in Maori and Pacific workforce development informed by workforce service forecasts
2.2 HWNZ priorities are achieved through an across-government approach		
<ul style="list-style-type: none"> Tertiary Education Commission (TEC) investment is aligned with health system funding priorities 	<ul style="list-style-type: none"> Work closely with TEC to influence TEC training investment priorities to meet health workforce needs Guidelines published on the TEC website 	<ul style="list-style-type: none"> Education programmes delivered by Tertiary Education Organisations reflect better alignment with HWNZ priorities
2.3 Workforce development is more accessible, convenient and relevant		
<ul style="list-style-type: none"> A skills based simulation education training strategy provides increased training opportunities and promotes the dissemination of skills Career development pathways are responsive to system, service and individual current and future needs 	<ul style="list-style-type: none"> Develop a skills based simulation training and education strategy Explore career entry, retention and exit pathways Modular approaches investigated 	<ul style="list-style-type: none"> Strategy developed by June 2013 A minimum of two non-traditional career development pathways developed

3. Delivering on health workforce priorities by working with others in the health system		
<i>Objectives</i>	<i>Actions to deliver improved performance</i>	<i>Evidenced by</i>
3.1 Health workforce leadership supports Ministry priority programmes		
<ul style="list-style-type: none"> • HWNZ direction, guidance and monitoring of DHB Annual Plans and Regional Service Plans supports the health workforce to deliver health system priorities (in conjunction with the NHB) 	<ul style="list-style-type: none"> • Provision of planning guidance by HWNZ to the DHB sector • Review of DHB Annual Plans and Regional Service plans by HWNZ from health workforce perspective 	<ul style="list-style-type: none"> • Workforce components of Annual Plans and Regional Service Plans are aligned and support health care service priorities. • Completion of review as per process established
3.2 Workforce relationships are strengthened across the sector and regional approaches are supported to deliver on health workforce priorities		
<ul style="list-style-type: none"> • Regional approaches to training, led by the training hubs , support a sector wide approach • Regional Training Hubs ensure regional consistency, quality and efficiency in delivering health workforce training outcomes and support service delivery outcomes 	<ul style="list-style-type: none"> • Regional negotiation for all HWNZ training contracts • Regional training hubs support and deliver on HWNZ objectives, aligned with regional services plans 	<ul style="list-style-type: none"> • Regional contracts with DHBs in collaboration with the Regional Training Hubs for workforce development and training services progressively implemented from July 2012 • Regional Training Hub activity monitored through regular reporting to the NHB • Appointment of the four Regional Directors of Training completed by December 2012
3.3 Joint work programmes with key stakeholders support health workforce priorities		
<ul style="list-style-type: none"> • Effectiveness and efficiency of Regulatory Authorities is enhanced through the establishment of a consolidated secretariat and a national accessible dataset • Workforce service forecasts, in conjunction with the wider Ministry of Health, continue to inform the future sustainable, fit for purpose health workforce 	<ul style="list-style-type: none"> • Consolidated secretariat is established • Workforce service forecasts commissioned, informed by wider health sector priorities, Ministry and HWNZ work programmes 	<ul style="list-style-type: none"> • Agreed Terms of Reference by 31 October 2012 • Secretariat established by June 2013 • Database accessible by June 2013 • Minimum of 2 Workforce Service Forecasts completed by December 2012 • Initiatives relevant to the Ministry's integration work programme implemented by 30 June 2013 • The new forecasts commissioned by June 2013

4. Shaping the future workforce through transformative change		
Objectives	Actions to deliver improved performance	Evidenced by
4.1 Supporting new ways of working through, enhancing existing roles, developing new roles, and regulatory change		
<ul style="list-style-type: none"> Innovative approaches to development of a fit-for purpose workforce are developed and implemented to support service integration and health care delivery Innovative approaches to health care that positively impact on recruitment, retention, productivity and skills acquisition are demonstrated The role of the unregulated workforce is strengthened and expanded to help meet future health workforce needs The Government's Whanau ora priority is supported The Health Practitioner Competence Assurance Act 2003 review supports development of an innovative and flexible workforce 	<ul style="list-style-type: none"> Development of new roles and ways of working with the sector Using technology to generate workforce efficiencies Developing integrated workforce approaches to meet rural health needs Supporting health care professionals to work at top of scope Continued expansion of the role of nurses, pharmacists and other health professionals Establishing clinical networks to support integrated models of care New opportunities for the unregulated workforce Completion of Maori Workforce Service Forecast Review considers the effectiveness of the Act, whether occupational regulatory settings need updating, and changes required to enhance operation functioning of the Act 	<ul style="list-style-type: none"> Continued training of additional cohorts as First Surgical Assistants to December 2012 Continued roll out of Pharmacy Prescribing Training Programme through Auckland University Up to 20 new Nurse Diabetes Prescribers trained Nurse Gerontologist role in primary care developed Credentialing of primary care nurses in mental health rolled out 3 new clinical networks established in eye health and palliative care Expanded roles developed and implemented for various workforces including allied health pharmacists, and nurses One new innovative approach developed to further support the unregulated workforce Maori workforce service forecast report received by 30 December 2012 Forecast informs investment in Maori workforce development Public consultation document released by end August 2012

4. Shaping the future workforce through transformative change continued		
<i>Objectives</i>	<i>Actions to deliver improved performance</i>	<i>Evidenced by</i>
4.2 Private Public Partnerships are explored		
<ul style="list-style-type: none"> Private public partnerships for training encourage shared responsibility for vocational training across the private and public sectors 	<ul style="list-style-type: none"> Private public partnerships developed 	<ul style="list-style-type: none"> A further two demonstration sites agreed and commenced by end June 2013
5. Strengthening health workforce intelligence and providing high quality support and advice to support health sector outcomes		
5.1 High quality intelligence informs health workforce priorities		
<ul style="list-style-type: none"> Workforce data and intelligence is robust, comprehensive and analysis informs HWNZ and sector planning Joint work and a partnership approach with Health Workforce Australia (HWA) improves modelling and forecasting of workforce growth and training requirements 	<ul style="list-style-type: none"> Workforce data and intelligence is collated and integrated to form a central, nationally accessible data set. Modelling of future workforce and development informs health workforce priorities 	<ul style="list-style-type: none"> Initial/provisional view of the New Zealand health workforce developed by December 2012 Data integrated and report produced by end April 2013 Modelling approach with HWA agreed by end 2012
5.2 High quality advice and support is provided		
<ul style="list-style-type: none"> Effective, high quality and timely support is provided to the HWNZ Board and relevant Ministers 	<ul style="list-style-type: none"> HWNZ Business Unit provides secretariat support for the Board High quality and proactive, joined up advice is provided to the Minister 	<ul style="list-style-type: none"> Timely high quality advice and support is provided to the Board Minister indicates satisfaction with advice through Ministry of Health standard processes