



# ANNUAL PLAN

2010–2011

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### WHO WE ARE AND WHAT WE DO

Health Workforce New Zealand (HWNZ) was set up in late 2009 to provide national leadership on the development of the country's health and disability workforce.

We co-ordinate planning of the healthcare workforce, ensuring that staffing issues are aligned with planning on delivery of services and that our healthcare workforce is fit for purpose. We advise the Minister of Health on all aspects of health workforce planning, within the wider programme of reform of the health system.

Ensuring that workforce strategy is co-ordinated in a single body will allow us to provide better value for money and to respond more effectively to the changing needs of the health system.

With a new board in place, chaired by Professor Des Gorman, we have now drafted the first Annual Plan for HWNZ and the Health Workforce New Zealand Business Unit (HWNZBU), which sets out indicative priorities for the coming year and outlines our longer term work programmes.

### OUR APPROACH

Every country faces challenges in ensuring it has a high quality and motivated health workforce, keeping pace with clinical innovations and the growing needs and expectations of service users and the public.

We want to ensure that New Zealand has the best possible health and disability workforce with high quality training programmes, excellent career development and opportunities available to people from all parts of the community.

Our aim is to work in collaboration with training providers, professional bodies and employers, to build on existing networks and to create new opportunities to involve clinicians in planning our future workforce.

We will facilitate dialogue and engage both national and local organisations in our work so that the future development of the health and disability workforce is informed by frontline staff.

### OUR PRIORITIES FOR 2010/11

Our inaugural Annual Plan builds on work programmes underway as well as setting out new priorities that will help secure improvements in patient care as well as creating new opportunities for staff.

In 2010 HWNZ and HWNZBU will produce a workforce development action plan that will be aligned to the service plans of the health and disability sector; we will establish a process for future workforce planning; we will align investment in workforce development across health and education; and we will institute new processes for monitoring and accountability within workforce development.

Specific work programmes for HWNZ and HWNZBU will include:

- **INNOVATION** – funding demonstration sites in a number of district health boards that investigate new roles and how they can contribute to new models of care and innovative service delivery
- **HEALTH WORKFORCE INTELLIGENCE** – establishing an intelligence unit to ensure forecasts of health workforce need, and purchase of workforce development activity and training, are soundly based on evidence and comprehensive analysis

- **ELECTIVE SURGERY** – supporting workforce initiatives to increase the surgical capacity of the health system to deliver the Government’s electives services targets
- **PRIMARY CARE** – developing initiatives that align the training and development of general practice, nursing and other workforce groups to help achieve the Government’s strategy to deliver better, sooner and more convenient primary care
- **MEDICAL WORKFORCE** – developing a range of initiatives that support the recruitment, retention, repatriation and professional development of vulnerable medical workforces with a particular focus on those related to RMOs
- **WORKING WITH DHBS** – ensuring short term workforce development activities are balanced with long term strategic initiatives to ensure we have the right number and type of staff to meet new and emerging models of care
- **WORKFORCE DEVELOPMENT INVESTMENTS** – directing the funding and investment of education and training so that it is more responsive to the changing workforce priorities, service configurations and models of care.

## INVESTMENT IN TRAINING

A key component of our work is securing the right number of postgraduate training places in the whole range of health specialities. It is essential that our workforce plans and commissioning of training places are directly aligned with delivery of services. Investment decisions will be monitored and reviewed annually.

The range of projects set out within this plan are both pragmatic and ambitious, as we look to secure the future workforce needs of all parts of the New Zealand health system. The plan will continue to evolve throughout the year in response to service priorities and demands as well as new learning and ideas.

### 1. LEADING HEALTH WORKFORCE DEVELOPMENT

#### 1.1.1 ESTABLISH HWNZ BUSINESS UNIT (HWNZBU) IN THE NATIONAL HEALTH BOARD BUSINESS UNIT (NHBBU)

##### ACTIVITY

Appoint Director and key leaders.

**LEAD AGENCY:** NHBBU

#### 1.1.2 CONSOLIDATE AND RATIONALISE WORKFORCE DEVELOPMENT ACTIVITY

##### ACTIVITY

Complete review of existing groups across the health and disability sector who have an interest in health workforce development and recommend consolidation and rationalisation of workforce development activity.

##### INCLUDES

- Alignment of HWNZ and DHBNZ workforce activity
- Mental health workforce
- Maori health workforce
- Pacifica health workforce
- Other workforce groups – allied, non-regulated, public health.

**LEAD AGENCY:** HWNZ, HWNZBU, NHBBU

#### 1.1.3 HWNZBU PURCHASING POLICIES AND DECISION-MAKING CRITERIA

##### ACTIVITY

Review HWNZBU purchasing of post entry clinical training to ensure it aligns with models of care, service and system needs.

**LEAD AGENCY:** HWNZ, HWNZBU, NHBBU

#### 1.1.4 ALIGNMENT OF SERVICE PLANNING WITH WORKFORCE CAPACITY PLANNING AND INNOVATION

##### ACTIVITY

Assessment of DHB District Annual Plans for workforce implications.

**LEAD AGENCY:** HWNZ, HWNZBU

## 1.2 STAKEHOLDER ENGAGEMENT

### 1.2.1 EFFECTIVELY ENGAGE AND COMMUNICATE ACROSS THE SECTOR

#### ACTIVITY

Communications plan developed and implemented.

Interactive website established.

Two Stakeholder forums held. Forum 1: Clinical Leadership – 29 June 2010.

Forum 2 by 30 December 2010.

**LEAD AGENCY:** HWNZ, HWNZBU

## 2. RETENTION OF NEW ZEALAND'S HEALTH PROFESSIONALS

### 2.1.1 THE THREE R's (RECRUIT, RETAIN, REPATRIATE ) SCHEME

#### ACTIVITY

Scheme scoped and resource allocated. Includes Special Engagement scheme, Repatriation, and Career Guidance and support service. Extend to midwifery, nursing and other professions of critical shortage when established.

**LEAD AGENCY:** HWNZ, HWNZBU

### 2.1.2 SUPPORT STUDENTS TO SUCCESSFULLY ENTER THE NZ HEALTH SYSTEM

#### ACTIVITY

Extend voluntary bonding scheme.

Extend rural origin preferential entry to medicine (ROMPE) scheme.

**LEAD AGENCY:** HWNZ, HWNZBU

### 2.1.3 ASSIST SUITABLE INTERNATIONAL MEDICAL GRADUATES TO ACHIEVE REGISTRATION IN NZ

#### ACTIVITY

Scope and implement NZREX Preparation Placement Scheme by December 2010 and operational by 30 June 2011.

**LEAD AGENCY:** HWNZ, HWNZBU, MCNZ

## 2.2 ENSURE WORKFORCE TRAINING MEETS FUTURE NEEDS

### 2.2.1 ALIGN TERTIARY EDUCATION PURCHASING WITH HEALTH AND DISABILITY SYSTEM WORKFORCE NEEDS

#### ACTIVITY

Develop and agree Alignment Plan (or MOU) with TEC, Tertiary Education Institutes and DHBs.

**LEAD AGENCY:** HWNZ, HWNZBU

### 2.2.2 RMOs – DEVELOP APPRENTICE BASED TRAINING FRAMEWORK

#### ACTIVITY

Domains include:

- Career guidance
- Student registration
- Review of internship
- Special engagement
- Modular education framework
- Longitudinal tracking system
- Clinical leadership training.

**LEAD AGENCY:** HWNZ, HWNZBU, MCNZ

### 2.2.3 SMOs – DEVELOP EDUCATIONAL AND PASTORAL CARE FRAMEWORK TO SUPPORT APPRENTICE BASED TRAINING

#### ACTIVITY

Evaluate Leadership and educator programmes and schemes in place.

Forum 1 on Clinical Leadership 29 June 2010.

National Clinical Leadership Framework scoped and agreed.

**LEAD AGENCY:** HWNZ, HWNZBU, Professional Colleges

### 2.2.4 PRIMARY CARE WORKFORCE

#### ACTIVITY

Increase number of GPs being trained and vocationally registered.

Review General medical practice training scheme.

**LEAD AGENCY:** HWNZ, HWNZBU, RNZCGP, MCNZ

Scope training and access issues to increase access to, training for, and numbers of primary care nurses.

**LEAD AGENCY:** HWNZ, HWNZBU

## 2.2.5 ELECTIVES SURGICAL WORKFORCE

### ACTIVITY

Investigate and initiate demonstration sites for new surgical workforces.

See also innovations.

Capacity enhancement programs (eg The Productive Operating Theatre (TPOT)) underway and new initiatives scoped.

Anaesthesia review program scoped.

**LEAD AGENCY:** HWNZ, HWNZBU

## 2.2.6 ALLIED HEALTH AND OTHER PROFESSIONS

### ACTIVITY

Scope workforce implications of new models of care, including clinical leadership training models.

**LEAD AGENCY:** HWNZ, HWNZBU

## 2.3 IMPROVE CAPACITY OF THE WORKFORCE SYSTEM TO RESPOND TO SERVICE CHANGES

### 2.3.1 BOOST WORKFORCE NUMBERS ON AREAS AND SPECIALTIES THAT ARE HARD TO STAFF ( HIGH NEED)

#### ACTIVITY

Implement voluntary bonding scheme. Evaluate scheme and devise tracking system for enrollees.

Special Engagement (and extension to midwifery etc).

Psychology internship capacity and funding reviewed.

**LEAD AGENCY:** HWNZ, HWNZBU

### 2.3.2 ALIGN WORKFORCE PLANNING WITH NHB SERVICE PLANNING

#### ACTIVITY

Commence project to ensure workforce caveats are embedded in capital and IT decisions.

**LEAD AGENCY:** HWNZ, HWNZBU, NHBBU

### 2.3.3 ACUTE SERVICES IN PROVINCIAL AREAS

#### ACTIVITY

NHB to agree acute service issues. HWNZ to scope workforce implications.

**LEAD AGENCY:** NHB, NHBBU, HWNZ, HWNZBU

### 2.3.4 VULNERABLE NATIONAL SERVICES

#### ACTIVITY

NHB to agree vulnerable national services. HWNZ to scope workforce implications.

**LEAD AGENCY:** NHB, NHBBU, HWNZ, HWNZBU

### 2.3.5 MATERNITY

#### ACTIVITY

Workforce supply issues and intervention scoped. Increase repatriation and recruitment.

**LEAD AGENCY:** HWNZ, HWNZBU

## 3. IDENTIFY FUTURE GAPS AND ACTIONS TO FILL WORKFORCE NEEDS AND SKILLS ACROSS CRITICAL AREAS

### 3.1.1 FORECASTS OF HEALTH WORKFORCE NEED BASED ON SUFFICIENT DATA AND SOUND ANALYSIS

#### ACTIVITY

HWNZ health intelligence unit established and fully operational by 30 December 2010.

Projection reports and forecasts of workforce to be published regularly.

Trends and targets for private sector identified.

**LEAD AGENCY:** HWNZ, HWNZBU

### 3.1.2 WORKFORCE DEVELOPMENT INVESTMENT ALIGNED WITH REGIONAL AND NATIONAL SERVICE NEEDS

#### ACTIVITY

Analysis of national, regional and district service needs for workforce. Investment strategy reviewed.

**LEAD AGENCY:** HWNZ, HWNZBU, NHBBU

## 3.2 ENSURE NZ WORKFORCE BETTER REFLECTS THE COMMUNITY IT SERVES

### 3.2.1 TRAINING PROGRAMMES TO BEST MEET THE NEEDS OF MAORI

#### ACTIVITY

Scope workforce needs for Maori health workforce. See also 1.1.2

**LEAD AGENCY:** HWNZ, HWNZBU

### 3.2.2 TRAINING PROGRAMMES TO BEST MEET THE HEALTH NEEDS OF PACIFIC PEOPLE

#### ACTIVITY

Scope workforce issues for Pacifica health workforce. See also 1.1.2

**LEAD AGENCY:** HWNZ, HWNZBU

### 3.2.3 TRAINING PROGRAMMES TO MEET THE NEEDS OF PEOPLE WITH DISABILITIES

#### ACTIVITY

Scope workforce issues for the aged care and disability sectors.

**LEAD AGENCY:** HWNZ, HWNZBU

## 3.3 WORKFORCE INNOVATION

### 3.3.1 DEMONSTRATION SITES ESTABLISHED AND EVALUATED

#### ACTIVITY

Demonstration sites established for:

- physician assistant
- nurse endoscopy
- surgical assistant (RN).

Public/private partnership demonstration site(s) agreed.

Demonstration site proposals approved for:

- Diabetes nurse specialist prescribing extended practice
- Extended pharmacist practice.

**LEAD AGENCY:** HWNZ, HWNZBU

## 3.4 ENFORCEMENT, QUALITY AND SAFETY OF CURRENT REGULATION SETTINGS

### 3.4.1 ADDRESS LEGISLATIVE AND REGULATORY BARRIERS TO SERVICE IMPROVEMENT

#### ACTIVITY

Submissions to the review of:

- Medicines Act 1981
- New Zealand Public Health and Disability Act 2000

Health Practitioners Competence Assurance Act 2003 – analysis of submissions on regulatory review.

**LEAD AGENCY:** HWNZ, HWNZBU

### 3.4.2 ENFORCEMENT OF REGULATIONS FOR PRACTITIONER COMPETENCY OPERATE EFFECTIVELY

#### ACTIVITY

Investigate shared services for regulatory authorities.

**LEAD AGENCY:** HWNZ, HWNZBU, RAs

## 4.1 HWNZBU IS OPERATIONALLY CAPABLE TO DELIVER WORK PROGRAMME

### SEE 1.1.1

#### ACTIVITY

HWNZBU is resourced and operates effectively.

**LEAD AGENCY:** HWNZBU, NHBBU

## 4.2 HWNZBU SERVICE TO MINISTER OF HEALTH

#### ACTIVITY

Timely and quality responses to OIAs, PQs, briefings etc.

**LEAD AGENCY:** HWNZBU

