



Annual Plan

2011–2012

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Preamble

The establishment of Health Workforce New Zealand (HWNZ) in 2009 acknowledged the growing reality that a ‘traditional’ response to workforce planning would not meet New Zealand’s future health and disability workforce demands.

New Zealand is not unique in the challenges we face with rising consumer expectations, an aging population, increasing burden of chronic disease, introduction of new technologies which are likely to double the demand for health services over the next 15 years, and a health service funding growth rate which will slow. The health workforce will also remain highly mobile as other countries face similar scenarios.

Health Workforce New Zealand is responsible for leading transformational change to meet these challenges. While it continues to invest in existing workforce roles, HWNZ has also taken a more strategic approach to health workforce development. This will see New Zealand moving away from thinking only of increasing workforce numbers and towards investing in innovation and new roles, as well as continued development of the workforce.

Our 2011/12 Annual Plan outlines how HWNZ intends to meet the challenges and opportunities over the coming year. The plan also recognises the pivotal role that professional organisations, the education and training sector, consumers and communities play in development of the health and disability workforce.

Leading and supporting change

HWNZ’s work programme can be bracketed in six broad areas of activity:

- increasing numbers of some workforces, through increased **recruitment**, **retention** and repatriation
- training and recruiting more health professionals with **generic skills**, to increase flexibility and respond to the increasing shift towards primary and community-based models of care and integration between institutional and community settings
- improving the **linkages** in workforce activity across the health system, increasing collaboration and economies of scale
- developing better and **regionally aligned** approaches to professional training and career planning to support the National Health Board’s approach to ensuring services are clinically and financially viable
- enabling health professionals to take on **new tasks and responsibilities**, freeing up limited and expensive clinician time, and ensuring high quality and *best value clinical training* will contribute to improved satisfaction for trainees and better outcomes for patients
- making the best use of **training settings** and experiences.

Priorities for 2011/12

Health Workforce New Zealand has identified aged care, mental health and rehabilitation as its key priority areas for the coming year. Across each of these priority areas, HWNZ will focus on expanded roles and support for nursing; primary care and in particular general practice; the unregulated workforce; and the home support and self-care 'workforce'. Threading through all of these areas is a commitment to increase the number of Māori and Pacific peoples entering and remaining in the health and disability workforce.

A robust and transparent investment prioritisation methodology will underpin HWNZ's decision making across all areas of work. A commitment to sector engagement and communication will ensure that stakeholders are consulted, and involved in shaping the future health workforce and the systems that support it.

Development and monitoring of the regional postgraduate training hubs will be critical in ensuring that HWNZ's training investment is aligned with national and regional service priorities.

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1. Workforce development

Increase the number of priority health workforces through recruitment and retention incentives, the introduction of a new GP training scheme and a meaningful incentive and reward system

1.1 Career planning tools available for all health care professionals

Activity

- Continue to build on current website to provide a one-stop shop for career planning with oversight remaining with HWNZ.

1.2 Recruitment, retention, repatriation and distribution of New Zealand's health workforce is better coordinated and integrated

Activity

- Provide coordination and strategic oversight of the four regional training hubs.
- Continue the voluntary bonding scheme.
- Implement recommendations from the GP training review.
- Publicise and operationalise the Advanced Trainee Fellowship scheme.
- Review transition to practice programmes.
- Develop/identify clinical leadership programmes.

1.3 Health workforce training is more generic

Activity

- Review health workforce training to establish a more generic approach to training health workforces.
- Influence TEC and TEIs training priorities to reflect HWNZ priorities.

1.4 Simulation-based training and education available for all health professionals

Activity

- Develop a clinical simulation and skills training strategy to support national simulation network.

1.5 Health workforce training is able to support primary and community-based care service delivery

- Increase uptake of postgraduate nursing opportunities to improve the aged care workforce.

Lead agency: HWNZ, NHBBU

2. Innovation

Better use of existing workforces through the demonstration, evaluation and roll out of new and expanded workforce roles; at least two practical outcomes for every maturing workforce service review

2.1 Innovations respond to future health workforce demands

Activity

- Develop four public private partnership for training.
- Ensure regular evaluations of new initiatives to enable prioritisation.
- Roll out of at least three successful innovations.

2.2 Demonstration sites are implemented following analysis and recommendations of workforce service reviews

Activity

- Develop and introduce additional projects as a result of the workforce service reviews.

Lead agency: HWNZ, NHBBU

3. Communication – sector relationships

3.1 Strengthen workforce relationships across the health system

Activity

- Develop and maintain a ‘one-stop shop’ comprehensive website that showcases HWNZ’s work, signposts other key workforce information and provides opportunities for feedback and information sharing.
- Identify and use media and publicity opportunities to increase presence, reputation and dissemination of information.

Lead agency: HWNZ

4. Investment

Build a responsible and rational HWNZ health workforce development investment plan, and align investment in health workforce training across Vote Health and Education, with increased focus on priority sectors of mental health, rehabilitation and aged care

4.1 Develop closer liaison with TEC to achieve common understanding of priorities and projections of trainees required to meet workforce needs

Activity

- Report to Cabinet on mechanisms in place to exchange information with specific points of contacts established and MOU in place.

4.2 The HWNZ's investment plan is publicly available

Activity

- Consult on and implement Investment Prioritisation Criteria.
- Assess DHB 2011/12 Regional Services Plans and Annual Plans for workforce implications.
- Progress phase 2 of the GP training reforms including advanced competency modules.
- GP training curriculum review and nursing training programmes are supported.

Lead agency: HWNZ

5. Support to the HWNZ Board and Ministers

5.1 HWNZ is operationally capable of delivering work programme as agreed with HWNZ Board, Director-General and Minister of Health

Activity

- Undertake annual review of HWNZ's 2010/11 annual plan.
- Provide timely and effective support to the HWNZ Board and relevant Ministers.

5.2 Establish health workforce intelligence unit, incorporating a comprehensive workforce database, building on stakeholder and employer data, to enable better forecasting, planning and investment in health workforce development

Activity

- HWNZ intelligence Unit has capability to respond to any information requests on health workforce and inform policy development.

Lead agency: HWNZ

