

Briefing

Options to publish the health workforce strategic framework

Date due to MO:	21 June 2023	Action required by:	N/A
Security level:	IN CONFIDENCE	Health Report number:	H2023027164
To:	Hon Dr Ayesha Verrall, Minister of Health		
Copy to:	Hon Peeni Henare, Associate Minister of Health (Māori Health) Hon Barbara Edmonds, Associate Minister of Health (Pacific Peoples) Hon Willow-Jean Prime, Associate Minister of Health		
Consulted:	Health New Zealand: <input checked="" type="checkbox"/> Māori Health Authority: <input checked="" type="checkbox"/>		

Contact for telephone discussion

Name	Position	Telephone
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Minister's office to complete:

- | | | |
|---|------------------------------------|--|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Decline | <input type="checkbox"/> Noted |
| <input type="checkbox"/> Needs change | <input type="checkbox"/> Seen | <input type="checkbox"/> Overtaken by events |
| <input type="checkbox"/> See Minister's Notes | <input type="checkbox"/> Withdrawn | |

Comment:

Options to publish the health workforce strategic framework

Security level: IN CONFIDENCE **Date:** 21 June 2023

To: Hon Dr Ayesha Verrall, Minister of Health

Purpose of report

1. This briefing provides you with updated options to publish the health workforce strategic framework, as requested by your office.
2. This report discloses all relevant information and implications.

Background

1. You have previously agreed to the proposed approach to re-engage with the health workforce from June 2023 to early 2024 [H2023024000 refers]. You have also agreed to publish the health workforce strategic framework (strategic framework) on the Manatū Hauora website.
2. This briefing provides updated details on the engagement approach, incorporating your feedback to link engagement to the Pae Ora (Healthy Futures) Act 2022 strategies (the Pae Ora strategies). It also provides options to publish the strategic framework. The strategic framework as presented in **Appendix 1** is currently going through the design process for publication on the Ministry's website.

Engagement approach

What are we engaging on and why now?

3. Significant work has progressed on the Pae Ora strategies and the health workforce agenda since we engaged with the health workforce in late 2022-early 2023. We are in a good position to return to the health workforce to communicate this progress and demonstrate how we have used their insights.
4. Re-engaging with the workforce is important to share how their contributions have helped to inform the strategic direction set out in the Pae Ora strategies before they are published in mid-July.
5. We will undertake the phased approach to engagement (**Appendix 2**), which will focus on communicating the direction set out by the Pae Ora strategies and how this will inform the upcoming programme of work to address workforce components within the strategies.
6. We will signal the types of changes we are expecting to see in the way we approach the health workforce over the long term, and how this links with the short-term priorities set out in the Aotearoa New Zealand Health Workforce Plan (the health workforce plan).

Alignment with the health workforce plan led by Te Whatu Ora and Te Aka Whai Ora

7. On 5 July 2023, Te Whatu Ora and Te Aka Whai Ora are launching their health workforce plan for 2023-2024. This outlines the priority initiatives to address current health workforce challenges.
8. Manatū Hauora officials are working closely with Te Whatu Ora and Te Aka Whai Ora to align communications and engagement activities including key messaging on the health workforce plan and wider strategy work.

Options to publish the strategic framework

9. There are several opportunities to coordinate the publication of the strategic framework in alignment with announcements and planning of different components of the health workforce agenda. This ensures we align both short- to medium-term work with a whole-of-system approach.
10. Subject to your agreement, the strategic framework could be published on the Manatū Hauora website, alongside:
 - a. the publication of the Pae Ora strategies on 12 July 2023; **(recommended)**
 - b. the publication of the New Zealand Health Charter on 28 July 2023;
 - c. an update on the health workforce programme in November 2023.
11. As mentioned, Te Whatu Ora and Te Aka Whai Ora are launching the health workforce plan on 5 July 2023. The health workforce plan references the strategic framework and the longer-term aspirations for the health workforce. It therefore seems appropriate to publish the strategic framework soon after, alongside the Pae Ora strategies.
12. This will provide the workforce with a clear narrative on the strategic approach that we are adopting for the health workforce, whilst also demonstrating the short-term initiatives as set out in the health workforce plan. It also gives the health workforce and the wider sector time to digest the health workforce plan before the launch of the longer-term Pae Ora strategies.
13. The other two options are less favourable as delaying publication of the strategic framework may impact overall alignment with both the health workforce plan and the Pae Ora strategies. We want to provide the health workforce with visibility of how we plan to address challenges for the workforce components within the Pae Ora strategies using the strategic framework.

Equity

14. In alignment with the Pae Ora Act 2022, the Pae Ora strategies seek to achieve equity in health outcomes and set the direction for health workforce development.
15. Manatū Hauora and Te Whatu Ora have a responsibility to honour our commitment to activate Te Tiriti o Waitangi. Te Aka Whai Ora also has an objective to achieve the best possible health outcomes for whānau, hapū, iwi and Māori. We will use the Te Arawhiti

framework for engagement¹ to guide how we engage with Māori and other stakeholder groups in future health workforce activities.

16. Alongside Te Whatu Ora and Te Aka Whai Ora, we will plan meaningful engagement with the health workforce that represents Māori, Pacific, and disabled groups. This could take place in face-to-face meetings or workshops. Engagement with these groups will support the development of a representative health workforce.

Next steps

17. We will work closely with Te Whatu Ora and Te Aka Whai Ora to plan Phase One engagement activities which will be aligned to the direction set out in the Pae Ora strategies.
18. We will work with your office to prepare materials which will support your involvement in initial engagement during Phase One.
19. A summary of engagement outcomes will be provided to you following Phase One engagement.

Recommendations

We recommend you:

- a) **Note** you have agreed to a phased approach to re-engage with the health workforce on the Pae Ora (Healthy Futures) Act 2022 strategies. **Noted**
- b) **Indicate** when and how you would like the strategic framework to be published, by selecting your preferred option from the following:
1. Alongside publication of the Pae Ora strategies on 12 July 2023 **Yes/No (recommended)**
 2. Alongside the publication of the New Zealand Health Charter on 28 July 2023 **Yes/No**
 3. Alongside an update on the health workforce programme of work in November 2023. **Yes/No**



Maree Roberts
**Deputy Director-General of Health
Strategy, Policy and Legislation**

Date: 22 June 2023

Hon Dr Ayesha Verrall

Minister of Health

Date:

¹ Te Arawhiti. Crown engagement with Māori. Retrieved from <https://www.tearawhiti.govt.nz/assets/Maori-Crown-Relations-Roopu/451100e49c/Engagement-Framework-1-Oct-18.pdf>

Appendix 1. Health Workforce Strategic Framework

Introduction

Manatū Hauora - the Ministry of Health has developed a strategic framework to guide health system settings and ensure Aotearoa New Zealand has a sustainable, representative and responsive health workforce that can meet the future needs of people and whānau.

The strategic framework sets out the priority issues for Aotearoa's health workforce, including the need to tackle structural and systemic barriers, which result in Māori being excluded from and/or prevented from achieving in the health sector. It also sets out the aspirations for the health workforce, however these will only be realised if the priority issues are addressed using a whole of system approach.

The strategic framework has been informed by engagement with the health sector in late 2022, which identified key health workforce challenges and opportunities for change.

Manatū Hauora, Te Whatu Ora - Health New Zealand and Te Aka Whai Ora – Māori Health Authority are undertaking a range of actions to support and grow New Zealand's health workforce.

The framework describes the overarching approach needed for the Government to tackle long-standing workforce challenges in the years ahead. It forms the basis for the development of a work programme to address these issues.

Pae Ora (Healthy Futures)

Protect, promote and improve the health of New Zealanders

Pae ora (healthy futures) is the defining concept and goal of the Government's health reforms. The health workforce is our greatest enabler to achieve pae ora (healthy futures) for all New Zealanders and honour our commitment to activate Te Tiriti o Waitangi

Our aspirations for the health workforce reflect the vision, objectives and direction for pae ora (healthy futures).

The aspirations reflect the voices of our communities, whanau, and their needs for wai ora, healthy environments; whānau ora, healthy families; and mauri ora, healthy people.

These interconnected elements are required to build towards pae ora (healthy futures).

Availability	Accessibility	Responsiveness	Productivity	Quality
Our workforce has sufficient availability to meet Māori and other population groups' service needs	Our workforce is equitably accessible to provide choice and timely support for Māori and other population groups	Our workforce is culturally safe, representative of the community it serves, and flexible to meet the needs of individuals and their whānau	Our workforce is motivated and empowered to achieve equitable health outcomes, in an environment of continuous improvement	Our workforce delivers safe, effective and efficient care, and are partners with Māori in providing the competencies needed to achieve outcomes

To achieve these aspirations, there are five key challenges for the health workforce that we need to address.

Challenges for the health workforce				
Significant workforce shortages across a broad range of health professions and vacancies	The wellbeing of health workers is at risk resulting in increasing attrition rates, workforce burnout, fatigue, emotional distress and job dissatisfaction	Inconsistent cultural and disability competency, limiting the ability to meet the needs of disabled, Māori, Pacific, ethnic and gender diverse populations	A health workforce which is not representative of the New Zealand population, with notable under-representation of Māori, disabled and Pacific people	A health workforce which is not distributed in a way that supports access to health services for all New Zealanders, particularly in rural settings

Addressing these challenges will involve valuing and supporting the wellbeing of our health workers, who are our greatest asset and play a significant role in improving the health of New Zealanders.

It will require a change in our approach; a work programme that makes change across all levers in the system to improve workforce outcomes.

Education and training	Employment	Commissioning	Investment	Legislation
recognises and builds skills and capabilities which are aligned to meet the needs of people	settings value skills and capabilities with an enabling environment that is collaborative, with a culture of learning free from discrimination	which responds to system need and priorities, by recognising the skills and capabilities needed to deliver whole pathways of care	across the system is transparent and values the broad range skills and capabilities required	assures safety and consistency of care, without restricting how skills and capabilities are developed or utilised

Health workforce aspirations

The following table provides examples of what the aspirations look like for the health workforce.

Availability	<p>The health workforce has the skills and capabilities required to provide the right services to meet the needs of Māori and other population groups experiencing disparities now and in the future.</p> <p>Example:</p> <ul style="list-style-type: none"> • The skills and capabilities of the workforce aligns to changing population needs, including demographic changes (e.g., increase in older people)
Accessibility	<p>The health workforce can be accessed at the right time and location, and services are delivered according to the needs of diverse population groups.</p> <p>Example:</p> <ul style="list-style-type: none"> • Health workers are equipped with the resources to consult and deliver care virtually to individuals in rural areas where health conditions can be managed at a distance • Health workers are aware of and can refer to support services for individuals who are unable to physically access services (e.g., transportation to services)
Responsiveness	<p>The health workforce has the skills and capabilities to adapt and provide culturally safe care to individuals and whānau of different communities.</p> <p>Example:</p> <ul style="list-style-type: none"> • Health workers are encouraged to undertake courses which focus on tikanga Māori to ensure they can deliver care tailored to Māori individuals and whānau
Productivity	<p>Health workers receive ongoing support to enable them to deliver quality care to individuals and their whanau.</p> <p>Example:</p> <ul style="list-style-type: none"> • Health workers are encouraged and supported to upskill and / or to expand their scope (e.g., a registered nurse being able to take time to gain a nurse practitioner qualification)
Quality	<p>Health workers have the resources to develop their skills to provide high quality, safe care to individuals and their whanau.</p> <p>Example:</p> <ul style="list-style-type: none"> • Health workers have the opportunity to expand their practice while maintaining delivery of safe care is provided across health services

Appendix 2. Phased engagement approach

Phase One
Phase One will consist of communication with the sector on key messages on the Pae Ora strategies, alongside targeted engagement with key stakeholder groups. This would take place from June to July 2023 .
The purpose of Phase One will be to inform the sector of work that has been done following initial engagements in late 2022. This includes the Pae Ora strategies and their workforce components.
The engagement activities could include: <ul style="list-style-type: none">• providing updates on the progress of the Pae Ora strategies before their publication in the first two weeks of July• publishing the strategic framework on Manatū Hauora’s website• utilising conferences and other pre-organised events/meetings to communicate key workforce messages, work underway, and next steps• complete initial engagement with key stakeholders on legislative change and the Health Practitioners Competence Assurance Act 2003 (HPCA Act) review.

Phase Two
Phase Two will be an opportunity to undertake targeted engagement on the Pae Ora strategies and work programme, with key stakeholder groups. This will take place from July to October 2023 .
The purpose of Phase Two will be to continue to communicate key Pae Ora strategies and workforce messages from Phase One, and progress work on health workforce strategic policy development. We would re-engage with key stakeholders to further develop the three key policy workstreams [H2023024026 refers].
The engagement activities could include: <ul style="list-style-type: none">• utilising Tātou to engage with key stakeholder groups on components of the health workforce strategic policy development - this will be open for input for two months• undertaking targeted meetings with key stakeholder groups and agencies on the key policy areas (including legislative change), and to support development of the Government Policy Statement on Health (GPS).• utilising existing profession-based and wider health conferences to provide updates to the health workforce on work underway across the three entities (e.g., General Practice Conference, July 2023).

Phase Three

Phase Three would see proposed policy options that have been developed following the engagement to date. This would be in line with the priorities set out in the Pae Ora strategies. The engagement activities would be targeted at key stakeholders who will be involved in implementing components of the strategic programme workstreams, in **early 2024**.

The purpose of Phase Three would be to test policy options developed using insights from Phase Two engagement. We would signal the upcoming changes associated with the four components of the strategic programme.

The engagement activities could include:

- any public consultation on proposed changes to the HPCA Act and any other legislative and regulatory changes (March 2024)
- public consultation on policy options as a part of the health workforce strategic policy development workstream (March - May 2024).

Minister's Notes

PROACTIVELY RELEASED