

WORKFORCE STRATEGY GROUP

ALL DISTRICT HEALTH BOARDS

THE WSG - ONE YEAR ON

KEY ACHIEVEMENTS

The WSG has established a diverse work programme with activities across the following key areas: strategic and operational workforce issues, workplace culture & engagement, workforce information, vulnerable & key workforces and sector engagement. The programme draws on feedback from DHB lead professional groups and alignment to the NZ Health Strategy.

Over the past 12 months the WSG has continued to develop its partnership with HWNZ; further enabling us to undertake co-development work on the vocational training funding model review and the challenge of the increasing number of PGY1s.

The WSG has provided support and a coordinated DHB voice for effective DHB representation and communication on workforce issues. Stakeholders such as the Council of Medical Colleges have valued engaging directly with the DHBs.

The Imaging Workforce Hui brought together a wide range of stakeholders representing DHBs, regulatory authorities, education providers, unions and the private sector. A key outcome of the Hui was consensus agreement on opportunities for workforce development in the medical imaging area and the need to establish an action group to progress this work.

The Leadership initiative took a significant step forward with the endorsement from the CEs to implement a shared approach to leadership development, utilising the public sector framework. Strong links have been developed with the SSC and the MoH to take a partnership approach to this work.

A number of workforce assessments have been completed over the past year. We are moving away from workforce assessments linked to bargaining and starting to drill into the Allied Health areas such as physiotherapists and occupational therapists. We are also looking at workforces in terms of service provision, e.g. the

Dental Services workforce assessment currently underway. The real value of the workforce team is bringing the workforce information and workforce specialists together to deliver a comprehensive workforce approach.

A key achievement has been the launch of the workforce data visualisation tool. All DHBs can now access dynamic DHB workforce information. Work is underway to build the workforce picture beyond the DHBs, including working with Regulatory Authorities.

Additional activities to support DHB workforces include:

- Work on the increase in PGY1s and DHBs capacity to accommodate these;
- Development of Midwifery modelling, which was presented to the HWNZ Board;
- A focus on improving the quality of workforce data; and
- Support for the Sonographer workforce.

THE WSG HELD ITS PLANNING DAY ON 16 FEBRUARY 2017

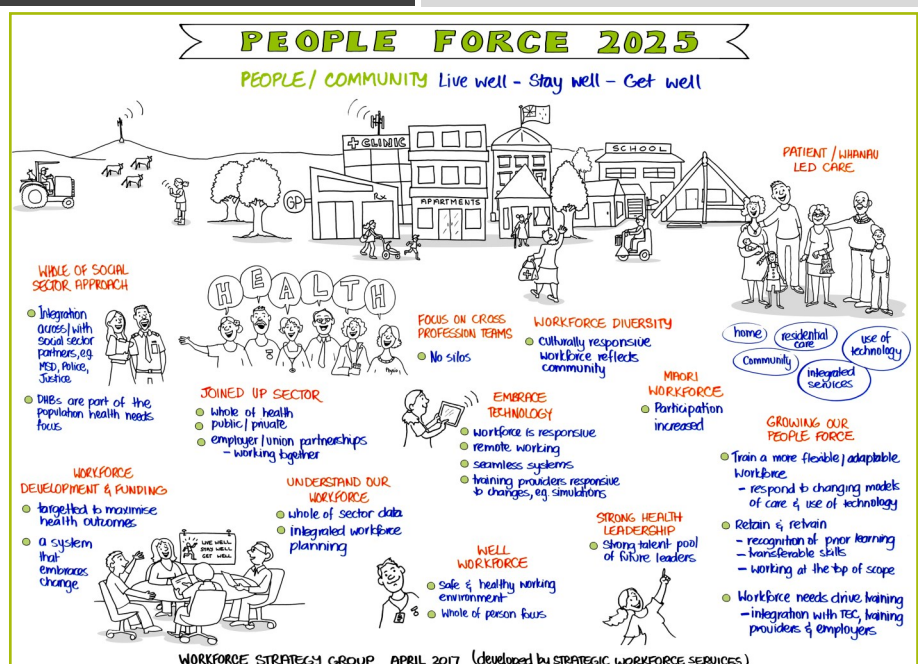
The planning day provided an opportunity to identify priorities for the year ahead and to reflect on progress made over the past year.

One year on, good progress has been made and the WSG is already delivering value for the DHBs and wider health sector, through:

- HWIP – visualisation tool;
- Workforce assessments;
- Leadership;
- Medical imaging workforce;
- Close and increasingly effective collaboration with the MoH/HWNZ; and
- Progress in bringing to life the workforce vision and direction.

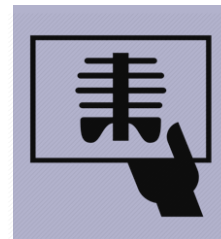
The WSG is now turning its attention to sector engagement around this work.

UPDATED VISION 2025



The Medical Imaging Workforce in New Zealand

THE IMAGING WORKFORCE HAS BEEN RECOGNISED AS A PRIORITY WORKFORCE, THAT PRESENTS OPPORTUNITIES FOR IMPROVEMENT AND DEVELOPMENT - WITH THE ULTIMATE GOAL OF IMPROVING PATIENT OUTCOMES.



The 'Imaging Workforce of NZ – Improving Patient Outcomes' Hui was held in Wellington on 10 February 2017.

Participants included a wide range of stakeholders representing DHBs, regulatory authorities, education providers, unions and the private sector.

Consensus was reached on the following:

- ◆ The current state of the imaging workforce in New Zealand. Themes included increasing demand, evolving technology and a lack of flexibility in the current approach to education and registration.
- ◆ That an opportunity exists to improve education models and

training pathways to enhance the effectiveness and adaptability of New Zealand's imaging workforce.

- ◆ That an action group, representative of the views of wider stakeholders within the medical imaging context, be established. The group will perform a governance role and progress opportunities for workforce development.

On 16 February 2017, the WSG endorsed the establishment of a Medical Imaging Workforce Action Group to scope this programme of work.

In March 2017, stakeholders were invited to submit expressions of interest to join the action group.

Members of the Medical Imaging

Workforce Action Group will need to represent the views of the diverse range of stakeholders and will be responsible for keeping the feedback loop going. Ongoing engagement is crucial to the success of this work. The group's first meeting is scheduled for early May 2017 in Wellington.

Subsequent phases of the Medical Imaging Workforce programme of work will be determined following the WSG meeting in May 2017.

We are excited about progressing this important work aimed at improving patient outcomes in NZ.

If you would like to receive updates on this area of work, you can join our stakeholder communications group by emailing us at:

alldhbs@dhbsharingservices.health.nz

PGY1s

Increases in the number of medical graduates leaving medical school will continue over the next six years until they plateau in 2022. It is expected that DHBs will continue to accommodate the increased numbers of medical graduates without any loss in training experience.



In late 2017, the 20 DHB CEs decided that identifying a sustainable and transparent approach to developing the medical workforce is a priority, given the continuing increase in graduate numbers. The Workforce Strategy Group (WSG) has been delegated to lead this work.

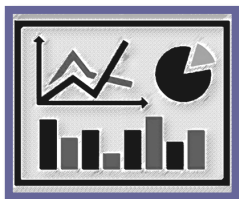
This follows on from the work the WSG undertook in 2016, to try streamlining the processes for the placement of medical graduates and to develop an agreed methodology for the allocation of the graduates amongst DHBs.

The CEs considered that focussing on numbers alone did not capture the complexities of the increasing number of doctors entering the workforce. They have requested the WSG to undertake some scenario planning which captures the key elements including the training

experience, run requirements, supervision, the accessibility of vocational training programmes, the impact on other workforces and financial sustainability. This will encompass graduate placements, community based attachments and the vocational training pathway. This work also links to implementing the recent RMO MECA settlement with potential changes to rosters and any consequent staffing implications.

The WSG has established a working group to develop various scenarios and consider the implications. The group comprises representatives from the CMO, COO, GMsHR, RMO Coordinators and RDoWD groups; as well as representatives from HWNZ and staff from the SWS team. It is anticipated that there may need to be wider consultation at a later stage.

The intent is for the group to complete this work prior to the 2018 graduate intake recruitment processes commencing at the end of 2017.



THE DATA VISUALISATION TOOL

Following the introduction of the visualisation tool to enable easier access to the HWIP data collection, we have received positive feedback from users.



Capital & Coast DHB

Stuart McCaw (Programme Manager, Capital & Coast DHB) told us that they have found the tool very easy to use; and have been using it to look at comparative performance on the HR KPIs for similar sized DHBs. The tool has helped Capital & Coast DHB to identify one area of adverse performance and to track their improvement activity in this area.

Stuart advised that the tool is good for quickly identifying performance trends and seeing whether there is a need for intervention; and which DHBs to talk to about approaches to managing their performance. They are finding the graphs that show relative performance over time against the HR KPIs particularly helpful.

Capital & Coast intend to use the visualisation tool in group management sessions and are preparing supplementary information that shows which areas of the DHB are driving performance trends shown in the comparative data.

We asked two DHBs to share their experiences using the tool ...

Hawkes Bay DHB

Dr Andy Phillips (Chief Allied Health Professions Officer, Hawkes Bay DHB) told us that he has found the tool easy to use and extremely useful to access workforce data.

According to Andy, *"Jim Scott (Workforce Analyst, Hawkes Bay DHB) has provided great support to me and other colleagues within the DHB, to enable us to use the tool effectively."*

Andy has been using the tool to gain an understanding of the in-depth workforce composition over a large number of different professions. He says it is particularly helpful to be able to look at the trends in the data over time. This information is used to inform workforce planning along with benchmarking with other DHBs. This information wouldn't otherwise be readily available.

WSG PRIORITY FOCUS AREAS

The Workforce Strategy Group (WSG) Priority Focus Areas 2017/18

Enable and facilitate vulnerable workforce change

- Imaging workforce - look across all professional groups to develop a more responsive workforce
- PGY1 and CBA modelling - how can the increasing number of graduates be accommodated
- Workforce assessments
- Sonographer Workforce Development Programme

Leadership Development

- Rollout of the SSC leadership and talent management framework across the 20 DHBs - led by the GMSHR Group

Sector Engagement

- Connect with HSRA regarding future direction on enhancing the engagement between the unions and employers on workforce matters
- Evolving, engaging and bringing to life the People Force 2025 visions across the sector
- Transparent communication
- Transparency of work across the various sector groups and work streams

Health Workforce Information Programme

- Expanding the workforce information data collection across the sector



Wellbeing / Wellness

- Connect with the GMSHR led work on healthy workplaces

"We should be building great things that don't exist"

Larry Page
Co-founder of Google

ROLE

On behalf of the 20 DHB CEO Group, the Workforce Strategy Group (WSG) will develop the workforce strategic direction and ensure an integrated approach to workforce activity amongst DHBs.

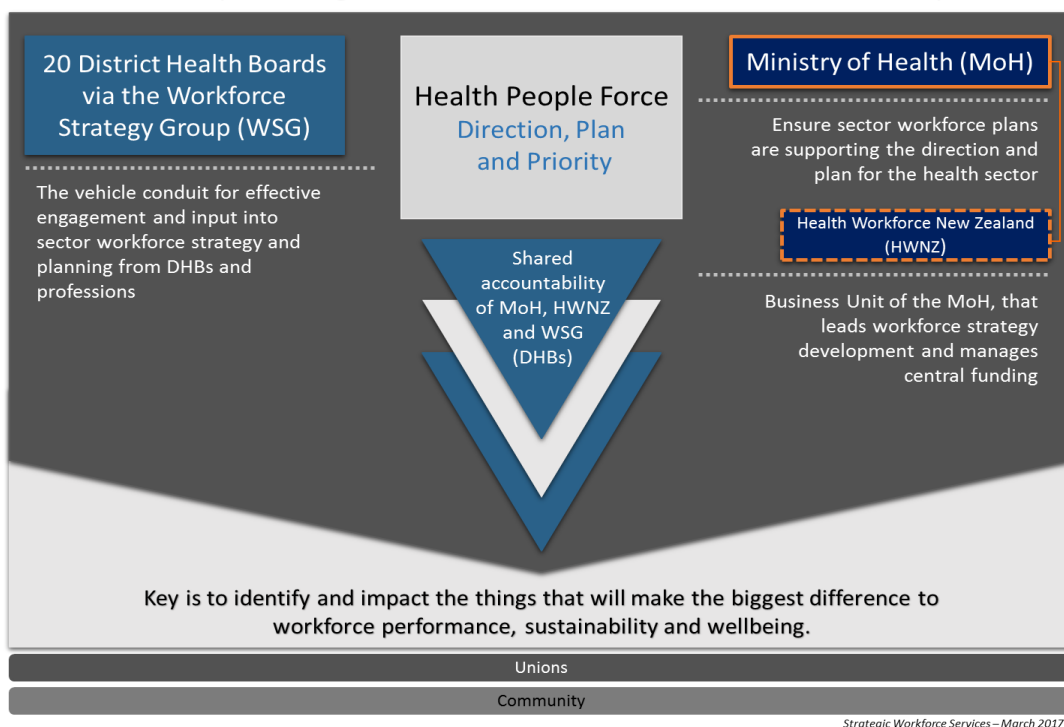
PURPOSE

- ⊕ Ensure that Workforce Strategies developed reflect Government and sector priorities
- ⊕ Engage with the CEO Group to achieve collective operational mandate
- ⊕ Provide strategic direction for the development of key workforces across the DHBs
- ⊕ Link with key stakeholders to drive and effect change
- ⊕ Ensure a sector lens when considering workforce matters
- ⊕ Prioritise workforce development actions/plans and oversee and endorse the annual plan for the Strategic Workforce Services (SWS) Programme
- ⊕ Maintain and develop key stakeholder networks to support delivery of the workforce programme
- ⊕ Lead communications on workforce activity
- ⊕ Provide governance for the agreed work plan activity

WORKFORCE STRATEGY GROUP MEMBERS

- Julie Patterson (Chair) - CE Whanganui DHB
- Sally Webb - Chair BoP DHB
- Helen Mason - CE BoP DHB
- Nick Chamberlain - CE Northland DHB
- Nigel Trainor - CE South Canterbury DHB
- Dot McKinnon - Chair Wanganui and MidCentral DHBs
- Dale Oliff - COO, Hutt Valley DHB
- Sam Bartrum - GM Planning, Outcomes, Integrated Care & District Hospitals, Northland DHB
- Karyn Bousfield - DoN West Coast DHB, Chair of the DoN Group
- Hugh Lees - CMO BoP DHB
- Martin Chadwick - DAH CM DHB, Chair of DAH Group
- Hector Mathews - Executive Director Māori and Pacific Health, Canterbury DHB
- Michael Frampton - GM People & Capability Canterbury and West Coast DHBs, Chair National GM HR Group, Regional Chair Southern
- Beth Bundy - GM HR Counties Manukau DHB, Deputy Chair GM HR Group
- Fiona Michel - Chief of People & Capability ADHB, Regional Chair Northern
- Greg Peploe - Director People & Performance Waikato DHB, Regional Chair Midlands
- Donna Hickey - GM People and Capability Capital & Coast DHB, Regional Chair Central
- Mick Prior - GM Strategic Workforce Services, DHB Shared Services
- Margareth Attwood - Manager Policy, Advice & Regulation, HWNZ
- Doug Martin - Director, Martin Jenkins

The Partnership for a High Performance, Well & Sustainable Health People Force



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Full size PDF versions of diagrams are available at:
<http://www.centraltas.co.nz/strategic-workforce-services/workforce/workforce-strategy-group>