## Kaiāwhina Workforce Action Plan: 5-Year Actions 2015-2020 – Toward the 20-year Vision

**A Kaiāwhina workforce that adds value to the health and wellbeing of New Zealanders by being competent, adaptable and an integral part of service provision**

<table>
<thead>
<tr>
<th>OUTCOME 1</th>
<th>LEARNING AND DEVELOPMENT: Kaiāwhina have access to participate in learning and development in their roles.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 1.1:</strong></td>
<td>Ensure learning programmes are readily available to Kaiāwhina in a manner that recognises their learning style, language and culture, together with their physical location and work requirements.</td>
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<tr>
<td></td>
<td>Knowledge and tools are provided to organisations to embed achievable sustainable and recognised in their development plan.</td>
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<td></td>
<td>Completed June 2016</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>PATHWAYS: Career Development options support continuity for individuals and organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed February 2016</td>
</tr>
</tbody>
</table>

| **Action 1.2:** | Mechanisms exist to enable Kaiāwhina on their learning journeys. |
| | Develop a vocational pathway programme that provides secondary school students with the values, knowledge and skills required to enter the health and wellbeing workforce. |
| | At all levels of the system, Kaiāwhina are treated with respect and their skills and contribution to the total health and disability service team is acknowledged in practical ways, including, but not limited to, through inclusion, employment conditions and the language used. |
| | Completed April 2016 |

| **Action 1.3:** | Experienced Kaiāwhina have their competencies assessed as the first step in their learning and development programme. |
| | Develop accessible programmes and appropriate apprenticeships that incorporate competency standards for the Kaiāwhina workforce. |
| | Roles and competencies of Kaiāwhina are clarified and articulated. |
| | Progress for Feb 2018 WG |

| | Completed February 2016 |

| **Action 1.4:** | Develop the NZQA listed health and disability New Zealand qualifications which provide pathways for school leavers, informal carers and employees from levels 2 to 6 into the regulated workforce. |
| | Progress Oct 2016 |

| | Completed May 2016 |

| **Action 1.5:** | Provide opportunities for relevant formal and informal prior learning to be credited towards qualifications. |
| | Completed July 2016 |

### Consumer Focus Principles

- The relationship between Kaiāwhina and the consumer and family/whānau is based on trust and transparency.
- Consumer is supported through systems that are enabling.
- Services support consumers and family/whānau to develop self-management skills.
- The Kaiāwhina workforce understands and recognises the impact of stigma and discrimination on the consumer/s they work with and their families/whānau, including self-stigma.
- Diversity and the cultural values and beliefs of consumers and their family and whānau are respected.

### Last Updated: 5th December 2017
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<table>
<thead>
<tr>
<th>OUTCOME 2</th>
<th>ACCESS</th>
<th>CAREER DEVELOPMENT</th>
<th>WORKFORCE RECOGNITION</th>
<th>CONSUMER FOCUS</th>
<th>QUALITY AND SAFETY</th>
<th>WORKFORCE INTELLIGENCE</th>
<th>SUSTAINABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JOBS:</strong> The range of kaiāwhina roles, including role progression and development, is accessible. Learning and skills development support kaiāwhina aspiring to leadership roles.</td>
<td><strong>LEADERSHIP:</strong> Learning and skills development support kaiāwhina aspiring to leadership roles.</td>
<td><strong>FAIR:</strong> The guiding principle of fairness is embedded in employment relationships with the kaiāwhina worker.</td>
<td><strong>CHOICES AND EXPECTATIONS:</strong> The consumer receives safe, effective and responsive services.</td>
<td><strong>COMPETENT:</strong> The workforce is skilled and competent, to appropriate respond to consumers and family/whānau.</td>
<td><strong>ROLE CLARITY:</strong> A database of kaiāwhina roles informs sector planning.</td>
<td><strong>STABILITY:</strong> Employment conditions support job security and retention.</td>
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</tr>
</tbody>
</table>

### Action 2.1
- **Kaiāwhina to have access to information on role progression and development within the employer organisation and the broader community.**
  - **Provided tools and knowledge to organisations to recognise and embed achievable leadership and engagement pathways that are sustainable and recognised in their workforce development plans.**
  - **A system is implemented which covers the wages, the time spent travelling and the vehicle costs incurred by kaiāwhina as they provide services to people.**
  - **Education and training programmes are competency based with consumer safety and service quality underpinning all programmes.**
  - **Define and agree the kaiāwhina workforce roles (job title and ANZSCO codes), as the key starting point, to enable consistency and comparability across the workforce.**
  - **Understand the range of terms and conditions, including regularised hours of work, pay rates & rewards to inform key performance indicators (KPIs) to improve job security and retention.**

### Action 2.2
- **Develop relevant and accessible programmes that support the development of leaders within organisations that lead to the award of New Zealand qualifications.**
  - **The kaiāwhina workforce is primarily a regulated workforce whereby the majority of workers have guaranteed hours of work, are paid an equitable wage and have manageable workloads.**
  - **Establish a system whereby kaiāwhina can demonstrate initial and on-going competence and that enables and encourages continuous professional development.**
  - **Define the scope of the roles, the skill requirements and the specialisations. Draw on existing knowledge and skills frameworks where they exist in specialty areas.**
  - **The health professional workforce understands and values the role of kaiāwhina as a member of an integrated team.**

### Action 2.3
- **DHBs provide disclosure in their annual reports that make explicit expectations about “passing through” annual funding increases and detail the fair travel and equal pay provisions in aged care delivery and other appropriate contracts.**
  - **Develop, or build on existing information, a central, accessible core list of the roles, and their relevant scopes, skill requirements, training requirements and specialisations.**
  - **Encourage and support organisations to understand, access and use (especially in their human resource and reporting practices) the information.**

### Action 2.4
- **Terms and conditions of employment are achieved through applying the principles of good faith as required by the Employment Relations Act.**
  - **Last Updated: 20/9/17**

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### OUTCOME 3

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<tr>
<td><strong>TECHNOLOGY:</strong> Kaiāwhina use technology applicable to their roles</td>
<td><strong>TRANSFERABLE SKILLS:</strong> Alongside formal qualifications, transferable skills and experience are recognised</td>
<td><strong>EQUITABLE:</strong> Employment terms and conditions have parity with other workers in comparable positions</td>
<td><strong>PROFILE:</strong> A demographic profile of consumers to inform service providers. The profile utilises census data in sector planning</td>
<td><strong>STANDARDS:</strong> Kaiāwhina meet service standards and legislative requirements</td>
<td><strong>PLANNING:</strong> Models of service delivery use consumer demographics and workforce data</td>
<td><strong>WORKING CONDITIONS:</strong> Working environments are safe and secure</td>
</tr>
</tbody>
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#### Action 3.1

Kaiāwhina are supported to access and use organisational technology systems.

- Knowledge and tools will be provided to employees to identify skills and experiences that are transferable into other roles and opportunities.
- A mechanism is developed to outline and recognise the required skill, training and qualification level of the Kaiāwhina workforce.

- **Progress:** Nov 2017

- **Completion:** August 2016

#### Action 3.2

Service related technology needs are identified and Kaiāwhina supported to develop their skills.

- Technology is used as a service enabler.

- The Kaiāwhina workforce is paid at a wage rate commensurate with the required skill, training and qualification level.

- **Completion:** August 2016

- **Progress:** Feb 2018 WG

#### Action 3.3

Future workforce requirements to meet health and disability service expectations, service delivery models and consumer needs, and the anticipated demand generated by these.

- Systems and practices are in place that supports the health and safety of Kaiāwhina as they fulfil their role. These are regularly reviewed.

- **Progress:** Feb 2018 WG

- **Completion:** Aug 2017

#### Action 3.4

Facilitate sector and authentic consumer and family and whānau engagement when reviewing existing services or developing new services.

- Such engagement enables innovative practices and productivity opportunities to be taken into account when modelling workforce skill-mix options.

- **Progress:** Aug 2017

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Last Updated: 20/9/17

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<td>Action 4.2</td>
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**SERVICE MODELS:**
Kaiāwhina roles are included in the design of new service models.

Planners and policy makers assess and include the roles and contribution of Kaiāwhina as emerging models of care are developed.

**Category 1**
- **Progress** Nov 2016

Kaiāwhina workforce planning is an integral part of service design and future health service planning for Kaiāwhina working across the full range of roles.

**Category 3**
- **Progress** Aug 2017

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