

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

	 ACCESS	 CAREER DEVELOPMENT	 WORKFORCE RECOGNITION	 CONSUMER FOCUS	 QUALITY AND SAFETY	 WORKFORCE INTELLIGENCE	 SUSTAINABILITY
OUTCOME 1	LEARNING AND DEVELOPMENT: Kaiāwhina have access to participate in learning and development in their roles	PATHWAYS: Career Development options support continuity for individuals and organisations	VALUED: Kaiāwhina are recognised as a valued workforce	NEEDS: Services provided meet the needs of the consumer	INTEGRATED: Kaiāwhina are recognised and supported to work in integrated models	DATA: A workforce database informs sector planning	FUNDING STRUCTURES: Kaiāwhina roles are acknowledged and enabled through flexible funding structures
Action 1.1:	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.  Completed June 2016	Knowledge and tools are provided to organisations to embed achievable sustainable and recognised in their development plans.  Completed February 2016	Policy, approaches and expectations that raise the profile of the work of kaiāwhina across the spectrum of health and disability settings are put in place.	Every service engages with consumer, family and whānau expertise aligned to the service at every level, including governance, planning and policy development.	There is mutual respect for the role of all team members which includes acknowledgement of the skills, knowledge and experience kaiāwhina bring to integrated and holistic service delivery.	Develop overarching, whole of sector, data sharing and access protocols, through building on existing documents and in consultation and engagement with sector stakeholders.	Funding mechanisms are developed that support kaiāwhina roles and the competencies required to implement emerging models of care. There is cross-sector support for the development of these mechanisms including funders, providers and kaiāwhina representatives.
Action 1.2:	Mechanisms exist to enable kaiāwhina on their learning journeys.  Completed April 2016	Develop a vocational pathway programme that provides secondary school students with the values, knowledge and skills required to enter the health and wellbeing workforce.  Completed February 2016	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.	Mana whenua participate in service design with kawa and tikanga, respected in all aspects of service planning and delivery. Manaakitanga is a core value.	Kaiāwhina are recognised and supported as participants in the development and adaptation of ways of working/models of care.	Once the kaiāwhina roles/job titles have been agreed, define a key set of data requirements to be captured, taking into consideration and building on existing data sets, e.g.: HWIP and the HPI, and identify incentives for NGOs and PHOs to supply this data.	The funding mechanisms and decisions promote the role of kaiāwhina and are transparent.
Action 1.3:	Experienced kaiāwhina have their competencies assessed as the first step in their learning and development programme.  Completed February 2016	Develop accessible programmes and appropriate apprenticeships that incorporate competency standards for the kaiāwhina workforce.  Completed February 2016	Roles and competencies of Kaiāwhina are clarified and articulated.  Progress for Feb 2018 WG	Mechanisms exist to enable consumers, family and whānau to provide real-time feedback on services received. Evaluation and monitoring processes are embedded and wellbeing-focussed.	Knowledge and tools are available to support organisations to develop a culture of consumer safety that identifies challenges and opportunities for improvement.  Progress Oct 2016	Explore integrating health outcomes information (and information from other government agencies) into the system.	Current terms and conditions for kaiāwhina roles are transparent and variation between roles of like-skill is minimised.
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 and into the regulated workforce.  Completed May 2016				Build a centralised and accessible repository of other relevant workforce data, research and other information sources to draw upon, e.g., Statistics NZ, MBIE, training organisations, health associations etc.	Explore the benefits, opportunities and risks of integrated contracting in the context of particular models of care.
Action 1.5:		Provide opportunities for relevant formal and informal prior learning to be credited towards qualifications.  Completed July 2016					

Consumer Focus Principles

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- 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

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OUTCOME 2	JOB: The range of kaiāwhina roles, including role progression and development, is accessible. Learning and skills development support kaiāwhina aspiring to leadership roles	LEADERSHIP: Learning and skills development support kaiāwhina aspiring to leadership roles	FAIR: The guiding principle of fairness is embedded in employment relationships with the kaiāwhina worker	CHOICES AND EXPECTATIONS: The consumer receives safe, effective and responsive services	COMPETENT: The workforce is skilled and competent, to appropriately respond to consumers and family/whānau	ROLE CLARITY: A database of kaiāwhina roles informs sector planning	STABILITY: Employment conditions support job security and retention
Action 2.1	Kaiāwhina to have access to information on role progression and development within the employer organisation and the broader community. Progress Nov 2017	Provide tools and knowledge to organisations to recognise and embed achievable leadership and management pathways that are sustainable and recognised in their workforce development plans. Completed August 2017	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. Completed May 2016	The Consumer Focus principles underpin implementation of the plan	Education and training programmes are competency based with consumer safety and service quality underpinning all programmes. Progress Nov 2017	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. Completed August 2017	The kaiāwhina workforce is primarily a regularised workforce whereby the majority of workers have guaranteed hours of work, are paid an equitable wage and have manageable workloads. Completed September 2017		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 speciality 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. Progress Aug 2016			Develop, or build on existing information, a central, accessible core list of the roles, and their relevant scopes, skill requirements, training requirements and specialisations.	
Action 2.4			Terms and conditions of employment are achieved through applying the principles of good faith as required by the Employment Relations Act. Progress Nov 2017			Encourage and support organisations to understand, access and use (especially in their human resource and reporting practices) the information.	

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OUTCOME 3	TECHNOLOGY: Kaiāwhina use technology applicable to their roles	TRANSFERABLE SKILLS: Alongside formal qualifications, transferable skills and experience are recognised	EQUITABLE: Employment terms and conditions have parity with other workers in comparable positions	PROFILE: A demographic profile of consumers to inform service providers. The profile utilises census data in sector planning	STANDARDS: Kaiāwhina meet service standards and legislative requirements	PLANNING: Models of service delivery use consumer demographics and workforce data	WORKING CONDITIONS: Working environments are safe and secure
Action 3.1	Kaiāwhina are supported to access and use organisational technology systems. 	Knowledge and tools will be provided to employers to identify skills and experiences that are transferable into other roles and/or opportunities. 	A mechanism is developed to outline and recognise the required skill, training and qualification level of the Kaiāwhina workforce. 	The Consumer Focus principles underpin implementation of the plan	The code of rights, service standards, legislation and regulations that apply to the work of Kaiāwhina are identified and available for Kaiāwhina to access. 	Based on consumer needs and demographics, develop and test alternative scenarios of health and disability service expectations and service delivery models.	Identify safety issues and establish systems that support safety in the workplace.
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. 		Education about the standards and legislation/regulations that apply to Kaiāwhina is available in a form that is accessible and supports delivery of safe and quality services; and enables the participation of Kaiāwhina.	Identify workforce requirements to meet health and disability service expectations, service delivery models and consumer needs, and the anticipated demand generated by these.	
Action 3.3			Terms and conditions of employment are explored that will maintain a skilled and stable Kaiāwhina workforce. 		Systems and practices are in place that supports the health and safety of Kaiāwhina as they fulfil their role. These are regularly reviewed. <i>See Sustainability 3.1</i> 	Model future workforce capability and capacity under a range of scenarios, and identify workforce gaps, including consequential training requirements.	
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.	

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OUTCOME 4							SERVICE MODELS: Kaiāwhina roles are included in the design of new service models
Action 4.1							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
Action 4.2							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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