

Aotearoa Health Workforce Plan

Health Workforce Plan 23/24
Quarter 4 Report

Our journey

In July 2023, the first Health Workforce Plan was published. The Plan was designed to relieve current workforce pressures and meet the challenges of the future. We established 81 initiatives that we felt could make tangible improvements to our workforce and their ability to deliver services to New Zealand within the next 12 months.

The plan also spoke in frank terms about the current state of the New Zealand health workforce. It provided our best estimate of current workforce gaps and projected gaps for the year 2032.

Twelve months on, this report reviews our progress to date and supports the release of the new Health Workforce Plan 2024-2027, which will include an updated workforce gap analysis and outline our next suite of initiatives and interventions.

This work would not have been possible without the support of the wider health sector, education & tertiary providers, regulators and professional associations. The Plan was co-designed with the Māori Health Authority | Te Aka Whai Ora (now the Hauora Māori Service Directorate), who also undertook the delivery of several key initiatives. We thank everyone who supported and contributed to this work over the last year and look forward to continuing progressing improvements to the health system in the years to come.

Key Highlights

New supports added at the start of health careers; We supported the roll out of two new training pathways (the PGDip Cardiac Ultrasound and dual degree qualification of Paramedicine RPL to Perioperative Practitioner) and partnered with Hato Hone St John to support 35 emergency management technicians on an earn-as-you-learn pathway to paramedicine; The University of Auckland Wayfinder Programme began in June 2023 and was aimed at increasing the number of Pacific secondary school students into the Faculty of Medical Health Science courses; An interactive Allied Health career website was created to promote careers and help people identify education pathways; 756 Te Pitomata Grant scholarships were granted in 2023; the Hauora Māori Internship Fund was delivered to extend opportunities for rangatahi and tairira Māori to have paid work experience opportunities in the health system that are within their own rohe with primary and community Hauora Māori partners.

Supporting our existing workforce; A record number of 121 Nurses including, 17 Māori nurses and 5 Pacific nurses, entered the Nurse Practitioner Training Programme in 2024 beating the target outlined in the Plan; 50 Kaiāwhina placements were funded to complete their supplementary training in mental health and addictions peer support programme; ~3,000 IQNs have received support from the CAP fund to enter patient facing nursing positions across the NZ; we funded 55 more GPEPI trainees and are on track for our 2025 target; Return to Nursing and Return to Midwifery funds launched to help people into the workforce; Health NZ has now resolved all pay equity claims for its employed staff and delivered ~1,400 actions raised by staff through the first pulse survey; Te Mauri o Rongo - NZ Health Charter was developed through extensive consultation with workers and unions and sets out how health and care workers are supported and empowered by shared values in workplaces.

Retrospective

While we achieved a lot in the last 12 months, we also learned some key lessons throughout the delivery of the first Health Workforce Plan.

Firstly, while Health New Zealand is responsible for health sector workforce planning, we are not alone in the journey to reshape the health system onto sustainable footing. Our partnerships with the health system have deepened over what is only our second year of existence as an entity. In some places, we didn't have the levers or relationships to deliver on some of our ideas, particularly when it comes to education and regulation of the health workforce.

Secondly, in some places, we underestimated how much time we needed to deliver initiatives, particularly in the development and launch of new services like the RMO Support Service and Leadership Institute.

Thirdly, some of our aspirations weren't viable once detailed work began. Several factors contributed to the non-delivery or partial delivery of various initiatives. These include slower-than-anticipated staff growth to support delivery, structural changes in health agencies, and assumptions on how quickly we could achieve progress to address some complex and long-standing challenges. In other areas, we were focused on consulting, engaging and planning, and were overinvested in this phase. This resulted in better progress with precursor outcomes (such as stocktakes, plans and engagement) rather than fulfilling our delivery promises within timeframes. We recognise that we need to do better and are committed to applying these reflections to enhance our practices in the next Plan.

Finally, in some cases the financial pressures in the final quarter led to pauses in work. Key examples where this happened was 2.3.1 & 2.3.3.

The Results

Full Success

34 Initiatives have been completed and rated as a full success (42%). These include:

- Invest in the RMIP and further develop a rural hub for continued and expanded education in rural settings over time.
- Seed fund and invest in new training places and pathways for allied, scientific and technical professionals to work in Comprehensive Primary Care Teams, including physiotherapists and pharmacists.
- Invest in new pathways for kaiāwhina training in our communities, focused on growing our community kaiāwhina workforce to support Comprehensive Primary Care Teams.
- Continue growing nurse practitioner training numbers up to 100 a year in 2024, and
- Lift the number of Māori trainees in NPTP
- Expanding access to scholarships and hardship support for Pacific learners.
- Extend opportunities for rangatahi and tauira Māori to have paid work experience opportunities in the health system that are within their own rohe with primary and community Hauora Māori partners.
- Expand funding for earn-as-you-learn paramedicine pathways.

Not Delivered & Taking New Approach

12 initiatives (15%) have been rated as Not Achieved & Taking a New Approach. This rating has been used to identify outcomes we still want to achieve, but our delivery plan has changed. These include:

- Ensure career progression pathways are clear, accessible and informed by available opportunities, including for public health nurses, health protection officers and RMOs.
- Grow our existing investments in Māori leadership programmes, to support by-Māori for-Māori leadership pathways



Partial Success/Completion

26 Initiatives have been rated as a partial success (32%). These initiatives include those where only partial delivery was possible, or we were unable to complete delivery in the 12 months. Some of our greatest highlights are captured in this grouping including:

- Scale General Practice Education Programme (GPEP) places to 300 by 2026, including design to better attract, engage and retain Māori and Pacific graduates.
- Establish new training and / or medical fellowship roles to grow key medical specialties
- Develop and launch a consistent earn-as-you-learn framework.
- Grow funding for Māori to access postgraduate and vocational training opportunities across health professions including in primary, community, rural and rongoā settings.

Not Achieved

9 initiatives (11%) have been rated as Not Achieved. These include:

- Launch a Return to Health project focused on flexible opportunities for those with health qualifications to return to work – such as by using more flexible approaches to rostering. Pilot to commence with midwifery
- Pilot or expand supervisory roles for end-of-career staff to provide part-time support or mentoring to our clinical teams. Pilot to focus on midwifery.
- Improve support and flexibility for our staff at career transition points – including steps up in work, and transitions back from time with whānau (e.g. parental leave).

Operational policy work in 2024 will support leaders to deliver on several of these.



Growing pathways for Māori in health

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
1.1.1 – Maximise taura Māori completion rates by expanding access to hardship support.	Māori Health Workforce	Complete	Full success	The Te Pitomata Grants were developed by Te Aka Whai Ora, with 756 scholarships being granted in 2023. The grants are designed to empower eligible students of Māori descent by providing financial support for their education in health and disability services.
1.1.2 – Grow existing, tailored programmes which support taura into hauora tertiary programmes and rongoā Māori pathways.	Māori Health Workforce	Complete	Full success	<p>Te Aka Whai Ora funded the Te Rau Puawai grant to increase the Māori Mental Health workforce. This programme is run out of Massey University and engages all levels of academia through to PhD in psychology, nursing, rehabilitation, social work, Māori health, Māori studies, and health sciences. The programme provides cultural as well as academic advice for Māori to aid in successful completion rates.</p> <p>In addition, Pūhoro STEMM Academy was funded to develop a bespoke Health Career pathway that supports rangatahi Māori into careers in STEMM – science, technology, engineering, mathematics and mātauranga Māori.</p>
1.1.3 – Extend opportunities for rangatahi and taura Māori to have paid work experience opportunities in the health system that are within their own rohe with primary and community hauora Māori partners.	Māori Health Workforce	Complete	Full success	Investment of \$4.5M for rangatahi and taura Māori to be able to undertake paid work experience in their rohe. The contract with Te Rau Ora was signed on 15 December 2023, the Summer Internships initiative was launched publicly on Te Rau Ora. The Hauora Māori Internships close on 7 February 2024.
1.1.4 – Fund hauora Māori partners to recruit and develop educator and trainer capability, so they can grow capacity over time.	Māori Health Workforce	Not complete	Not achieved	Initiative did not launch due to lack of capacity.
1.2.1 – Scale and fund Māori access to earn-as-you-learn and modular training pathways into health careers , such as for kaiāwhina, enrolled nursing, midwifery and allied roles.	Māori Health Workforce	Not complete	Not achieved	A wider review of the approach to earn-as-you-learn (EAYL) was undertaken (see 3.1.1 & 3.3.2). Funding was identified to be a barrier to scaling initiatives. However, the implementation of the cadetship scheme to include cadets based with Hauora Māori partners supported a limited response to developing EAYL pathways.



Growing pathways for Māori in health

Initiative	Implementation on Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
1.2.2 - Grow funding for Māori to access postgraduate and vocational training opportunities across health professions including in primary, community, rural and rongoā settings.	Māori Health Workforce	Not complete	Partial Success/Completion	Postgraduate and vocational training has been added to approved courses for Te Pitomata Scholarship.
1.2.3 - Lift the number of Māori trainees in the Nurse Practitioner Training Programme (NPTP).	Nursing	Complete	Full success	See 4.3.7 This cohort including 17 Māori nurses and 5 Pacific nurses. This is an increase from 13 Māori trainees in 2023.
1.3.1 - Expand cultural and mentoring support for kaimahi Māori prioritising those who are training while working in health and new into leadership roles.	Māori Health Workforce	Complete	Full success	Te Aka Whai Ora contracted Te Kurahuna Ltd to deliver mātauranga Māori training, with a total of 5530 training opportunities for 2023/2024. Priority for this training is given to Māori staff employed in both clinical and non-clinical roles in hauora Māori partner organisations, Māori staff employed in community-based organisations including Primary Health organisations and Māori working in secondary and tertiary care, along with Māori staff in Te Aka Whai Ora and Te Whatu Ora and contributors to decision-making in Iwi-Māori Partnership Boards.
1.3.2 - Expand access to clinical coaches for our Māori workforce using mātauranga Māori models.	Māori Health Workforce	Complete	Full success	Established and service in place from 1 April 2024.
1.3.3 - Support Māori access to governance leadership development, to support health system stewardship and Iwi-Māori Partnership Boards.	Māori Health Workforce	Not complete	Not delivered and taking new approach	Early work scoped an EOI to find qualified providers, however the disestablishment of Te Aka Whai Ora and transfer into Health NZ has resulted in delays. Further consideration must now be given to how this initiative fits into existing work programmes at Health NZ, and how we work together with Iwi-Māori Partnership Boards



Growing pathways for Pacific peoples in health

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
<p>2.1.1 – Implement Pacific Health Science Academies (PHSA) nationwide and expand the health career promotion component of the Academies.</p>	<p>Pacific Health Workforce</p>	<p>Complete</p>	<p>Full success</p>	<p>NORTHERN REGION. Pacific Health Science Academies has expanded to include Year 9 & 10 students for the schools currently in the programme. This is a key success, as early exposure to health as a viable career pathway to students and their parents/families can ensure better preparation for science subject selection (as early as year 10). This supports a successful transition into Year 11 and beyond for science subject requirements for health-related courses.</p> <p>NATIONAL IMPLEMENTATION. National implementation commenced at the end of FY23/24 with contracts being issued to providers across the respective regions. The main outcome of the Pacific Health Science programme is to support Pacific secondary school students to attain NCEA levels in science subjects to increase the number entering into undergraduate tertiary health courses.</p> <p>The achievement for the PHSA students’ achievement of Level 1 – Level 3 is significantly higher in comparison to the average total Pacific student across New Zealand, and the average total achievement rates across all students</p>
<p>2.1.2 – Strengthen undergraduate support for Pacific learners in tertiary studies by scaling programmes that we know work, to provide cultural, academic, and network support.</p>	<p>Pacific Health Workforce</p>	<p>Complete</p>	<p>Full success</p>	<p>Pacific undergraduate programmes that were supported to continue FY23/24.</p> <p>Pacific Opportunities Programme at Otago (POPO – University of Otago). Support Pacific students in health-related courses studying at University of Otago. This programme provides academic, cultural and pastoral support including scholarship and internship opportunities. Since commencing, this programme has enabled 684 Pacific students to graduate with a health qualification including medical and allied health between 2011 and 2023.</p> <p>Pacific Wayfinders Programme (University of Auckland) commenced in June 2023. This is a recruitment programme aimed at increasing the number of Pacific secondary school students into the Faculty of Medical Health Science courses and supporting with their transition into health-related courses.</p> <p>Aniva Future Nurse Leaders Programme commenced in 2022. This is a programme for Pacific nursing students across 6 tertiary institutes that provides cultural, mentoring and navigation of education support. The aim is to increase course completion, reduce attrition rates and collaborate with tertiary institutions to support success. In 2024, the programme has reached 620 students, an increase from 534 students in 2023.</p>



Growing pathways for Pacific peoples in health

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
2.1.3 - Expand access to internship programmes which expose Pacific learners to health careers early.	Pacific Health Workforce	Complete	Full success	Successful delivery of 2 Pacific internship programmes. 1 programme aimed at high school students within Pacific Health Science Academies, and the 2nd programme aimed at Tertiary students across New Zealand through the POPO programme.
2.1.4 - Improve access to earn-as-you-learn pathways for Pacific learners, including for midwifery assistant and kaiāwhina pathways.	Pacific Health Workforce	Not complete	Not delivered and taking new approach	Pacific Earn-As-You-Learn pilot programme developed. Contract negotiation completed with preferred provider including procurement exemption. Due to funding constraints, the contract was not implemented. The project will be considered for funding in the 24/25 financial year.
2.2.1 - Develop the Nurse Practitioner Training Programme to increase engagement and support for Pacific nurses to enter and complete.	Nursing	Complete	Full success	A record number of 121 Nurses including 17 Māori nurses and 5 Pacific nurses are entering the programme in 2024. There had been no Pacific nurses enrol in the two years prior.
2.2.2 - Expand access to scholarships and hardship support for Pacific learners.	Pacific Health Workforce	Complete	Full success	The Pacific Nurses Bridging Support Fund is supporting 35 Pacific trained nurses to complete the Graduate Diploma in Nursing Level 7 through Te Pukenga Whitireia NZ, including hardship support. This is an 18-month expedited course to gain New Zealand Nursing Registration which recognises the completed Pacific nursing qualifications and experience. Cohort 1 commenced in July 2023 and will complete in December 2024. The annual Pacific Health Scholarships investment was increased for the 2024 round to \$2.0m (from \$1.5m) and eligibility criteria reviewed. This resulted in double the number of applicants and recipients compared to the previous year. A total of 314 applicants were successfully awarded with notable increases of students in medical, nursing and allied health courses.



Growing pathways for Pacific peoples in health

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
2.3.1 - Establish a coordinated professional development pathway that connects primary, community and secondary care Pacific health workforces.	Pacific Health Workforce	Not complete	Partial Success/Completion	The plan and approach were completed to provide training and development in diabetes care and management, supporting 75 Pacific Kaiāwhina across New Zealand. This was in collaboration with the Universal College of Learning (UCOL) as the only tertiary provider with diabetes courses under Level 7. Due to funding constraints, this programme was paused and will be considered for funding in the 24/25 financial year.
2.3.2 - Expand cultural and mentoring support for Pacific staff, particularly those who are training while working in health and those who are new to leadership roles.	Pacific Health Workforce	Complete	Full success	The Pacific Workforce Development and Cultural support Fund was implemented with the initial focus is the Northern Region. In FY23/24, 42 NETP and NESP nurses, who are new to the workforce, commenced receiving cultural and mentoring support at Te Toka Tumai. This was provided by 18 senior nurses from the Pacific Team and Nursing Development unit.
2.3.3 - Improve access to clinical coaches for our Pacific workforce.	Pacific Health Workforce	Not complete	Not achieved	Clinical Coaches plan and approach completed including the contract procurement process. Due to funding constraints, this programme was paused and will be considered for funding in the 24/25 financial year.



Driving local-led innovation in training

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
3.1.1 – Develop and launch a consistent earn-as-you-learn (EAYL) framework.	EAYL & Placements	Not complete	Partial Success/Completion	While the development of the overarching earn-as-you-learn (EAYL) framework is still in progress, it has been informed by the approved EAYL Strategic Intent and Principles and delivery and expansion of earn-as-you-learn initiatives (see 3.1.3, 3.3.2 and 4.3.3). Once complete, the EAYL framework will be field tested by iterating several existing initiatives in 24/25.
3.1.1 – Launch a consistent, earn-as-you-learn framework for how we train kaiāwhina through work – and roll it out with a focus on those who joined our workforce during COVID-19 .	Kaiāwhina	Not complete	Partial Success/Completion	The current framework for kaiāwhina to engage in health education and training pathways has been completed. The framework will remain a live document owing to the health and wellbeing review underway (due to be completed by Toitu Te Waiora in November this year). We are continuing to engage – emphasising the importance of health and wellbeing qualifications reflecting pre-entry criteria for nursing and midwifery programs including a pathway to Enrolled Nursing training. This initiative is linked to 3.3.2.
3.1.2 – Develop a Poutama framework for consistent, national earn-as-you-learn pathways into enrolled and registered nursing roles.	Nursing	Not complete	Not delivered and taking new approach	There are ongoing challenges with the flexibility of the current education providers to be responsive to the changing needs of how we educate our future health workforce. While the traditional institutions seem less flexible, we are exploring options with private training providers to look at developing a more agile response. We are still aiming to have a first cohort through the earn-as-you-learn pathway to DipEN in early 2025. It should also be noted that in July 2024, the Nursing Council released their updated education standards for enrolled and registered nurses which has enabled the development of a full end-to-end Poutama framework.
3.1.3 – Develop a framework for earn-as-you-learn and accelerated midwifery pathways, including links to midwifery assistant roles.	Midwives	Not complete	Partial Success/Completion	Kai Amo Pokai program is currently underway in Hawke's Bay through the Kaiāwhina Cadet Programme. Funding has been secured for Kai Amo Pokai training and development in Auckland and the Nelson Marlborough Districts. Delivery of the programme was impacted by the withdrawal of MSD from the initiative, and there is ongoing dialogue with Directors of Midwifery.
3.1.4 – Grow investment in existing earn-as-you-learn enrolled nursing pathways.	Nursing	Not complete	Not delivered and taking new approach	Refer to 3.1.2.



Driving local-led innovation in training

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
3.1.5 - Invest in new pathways for kaiāwhina training in our communities, focused on growing our community kaiāwhina workforce to support Comprehensive Primary Care Teams.	Kaiāwhina	Complete	Full success	Funding was released to primary care providers via Te Aka Whai Ora to enable the development of the kaiāwhina workforce in the community setting. Along side this, the workforce planning and development team have supported to roll-out of the Kaiāwhina Cadet Programme developed initially in Hawkes Bay. This is a partnership programme with MSD who support cadets through flexi-wage vocational training funding.
3.2.1 - Grow our numbers of student placements for kaupapa Māori and Pacific providers, and in primary and community settings.	EAYL & Placements	Not complete	Partial Success/Completion	Neither health nor education has reliable national data to determine the existing number of student placements in primary and community settings. This results in an inability to establish a baseline to measure growth. The project partnered with key stakeholders to undertake six targeted surveys with future community placement providers including Hāuora Māori and Pacific providers. These surveys had three key purposes: 1) To engage and communicate the need for more placements. 2) To identify the number of placements already being offered (baseline). 3) To gather data on how to grow placements with these groups. Many providers indicated they could offer placements if they received coordination support. These findings and the associated databases will be key inputs into a nationwide digital tool (in development), which will improve coordination and growth of placements in these settings.
3.2.2 - Adopt a consistent, national approach to how we fund and support placements .	EAYL & Placements	Not complete	Partial Success/Completion	A national, unified, Student Clinical Placement and Access Agreement with Health NZ for all education providers has been drafted to replace the numerous legacy agreements between 20 districts and 20+ education providers . The new agreement has been consulted on with all parties and revised as required. It will establish a consistent standard for the health, safety, privacy, pastoral support, planning, and timeframes across all placements. Implementation of this work will be continued through the Student Placement digital tool with future enhancements to the tool (3.2.4). Dedicated Education Units (DEUs), are a mechanism to support students on placement. They are a partnership between health and education with dedicated resources to support groups of students while on placement. This project set out to establish a nationally consistent approach to fund and support DEUs. Planning is complete and ready for implementation. Due to funding constraints, the SLAs were not progressed. The project will be considered for funding in the 24/25 financial year.



Driving local-led innovation in training

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
<p>3.2.3 – Work with tertiary providers to increase student retention across all health programmes, particularly Māori and Pacific students.</p> <p>3.2.3 – Work with tertiary providers to increase student retention across all health programmes, particularly Māori and Pacific students.</p> <p>3.2.4 – Improve placement coordination so we can make better use of available placement settings, ensure cultural safety on placement, and ensure students are exposed to diverse experiences while training.</p> <p>3.3.1 – Grow our rural generalist pathways by scaling and extending rural interdisciplinary training programmes that are already thriving, including community-based attachment and continuous employment through rural health multidisciplinary training.</p>	Māori Health Workforce	Complete	Full success	Investment was made into Te Rau Puāwai to increase the Māori Mental Health workforce. This programme is run out of Massey University and engages all levels of academia through to PhD in psychology, nursing, rehabilitation, social work, Māori health, Māori studies, and health sciences. The programme provides cultural as well as academic advice for Māori to aid in successful completion rates.
	Pacific Health Workforce	Complete	Full success	See 2.1.2
	EAYL & Placements	Not complete	Partial Success/Completion	<p>A nationwide digital placement tool is in development that will enable better organisation and more diverse settings for placements through supporting more effective local coordination. The improved visibility will lend itself to improved student experiences and better placement quality.</p> <p>The discovery and co-design phases are complete, the build of a minimum viable product is underway. We anticipate a late 2024 delivery and iterative staged roll-out with groups in 2025.</p> <p>Once fully operational, the tool will increase visibility of all potential placements, enable efficient matching, planning and provide HNZ with a national monitoring and reporting function. It will also go a long way to addressing education providers’ issue of “not enough placements” giving them confidence to enroll more people in health programmes. Future enhancements may include ability to support placement payments.</p>
	Rural	Not complete	Not achieved	<p>Links with the second 3.3.1 initiatives. Engagement has occurred with stakeholders on the current interprofessional education programme. A one-off scholarship fund to support rural origin students of health was delivered. These scholarships are specifically designed for students whose study will benefit healthcare offerings in rural communities including in the areas of medicine, midwifery, nursing and allied health</p> <p>A new approach will be developed, including the impact of a possible third medical school.</p>



Driving local-led innovation in training

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
3.3.1 - Invest in the Rural Medical Immersion Programme (RMIP) and further develop a rural hub for continued and expanded education in rural settings over time.	Rural	Complete	Full success	10 additional RMIP places delivered through Otago University. Health NZ has funded Auckland University to establish and launch a similar programme in 2025.
3.3.2 - Expand access to earn-as-you-learn (EAYL) programmes that help students train while they work in health, with an initial focus on paraprofessional, assistant, and kaiāwhina roles.	Kaiāwhina	Complete	Full success	<p>The cadet programme was implemented in Tairāwhiti, with the programme evaluation demonstrating learnings for future implementation. It was also expanded in Hawkes Bay with cadets going into primary and community providers.</p> <p>The planning was completed for a cadet programme for Wellington through a Hauora Māori provider that has been identified via an EOI process. This is a joint partnership with MSD in the region. Development of a micro-credential for non-complex reviews is due to be completed later in 2024.</p> <p>Additional funding has been made available for a Clinical Educator to support cadets into community providers within Hawkes Bay, and further agreement to fund an educator to support a rural programme in Wairoa.</p> <p>50 kaiāwhina placements were also funded to complete their supplementary training in mental health and addictions peer support. The funding was approved in June 2024, with implementation from July. This work has been done in partnership with the Mentally Well team.</p> <p>Training placements will be offered through Te Pūkenga over a 12-month period.</p> <p>A sterile services EAYL programme was developed in the Norther Region and is awaiting implementation.</p> <p>See 4.3.3 for Paraprofessional.</p>
3.3.3 - Scale General Practice Education Programme (GPEP) places to 300 by 2026, including design to better attract, engage and retain Māori and Pacific graduates.	Medical	Complete	Partial Success/Completion	<p>Health NZ funded 55 more GPEPI trainees, which included increased funding to support more in practice visits, more mentoring using Pou Whirinaki for Māori and Pacific students and consumers price index (CPI) increases across the contract as well as an increase in funding for the number of GPEP 2/3 trainees.</p> <p>Significant progress was made towards the 2026 target of 300 GPEPI trainees starting the programme. The Royal College of GPs reported 239 GPEPI registrars had signed up to start in 2024 (In 2023, 185 registrars had signed up, and 178 began the programme). Further work between Health NZ and the college will continue, including how the recommendations from the latest report can be actioned.</p>
3.4.1 - Undertake a design process with tertiary providers, primary and community providers and rural communities to develop a national rural training system.	Rural	Not complete	Not Achieved	Connected to 3.3.1 A stocktake of the current rural training state has been completed.



Driving local-led innovation in training

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
3.4.2 - Establish a national picture of health training pathways – which makes data and information on health pathways readily available to those interested in or already working in health careers.	Te Waipounamu	Not complete	Not achieved	Development of an outsourced website was considered, with a proposal received from an external provider. A set of Allied Health Career web pages were created to promote the opportunities in health careers. This supports people to identify which role might be the best pathway for them and the requirements needed to enter the education pathway.
3.4.3 - As part of locality establishment, work to grow regional/local training networks to encourage and support local teaching professionals.	Regional	Not complete	Partial Success/Completion	<p>Successful roll out of 2 new training programme pathways over HWP 23/24:</p> <p>(1) PGDip Cardiac Ultrasound with University of Auckland</p> <p>(2) (2) Paramedicine RPL to Perioperative Practitioner dual degree qualification AUT.</p> <p>There was a roll out of National Allied Health Career Pathways website www.alliedhealthcareers.nz. National roll out of Scholarships portal on Health NZ website to support training. Local expos delivered under Careers NZ expo events in Christchurch, Hamilton, Dunedin, Auckland and Wellington. Increased use of innovation with Virtual Reality simulation at careers expos and the use of augmented reality to experience health careers. A regional Learning Network Forum has been established in the Northern Region involving key tertiary health providers leading to increased collaboration and engagement.</p>
3.4.4 - Work with national clinical and specialist networks to establish pathways to build specialist expertise in vulnerable service areas.	EAYL & Placements	Not complete	Partial Success/Completion	Progress has been made in building expertise in vulnerable service areas such as anaesthetic technicians (ATs) with the development of the double degree highlighted in 3.4.3. Work has also been undertaken to grow the paramedicine workforce as a workforce that is able to work across multiple settings. This is also connected to the international recruitment activity to recruit to areas of need.



Bolstering priority workforce groups

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
4.1.1 – Pilot access to the Te Whatu Ora health immigration centre for the primary and community sector with mental health and addiction providers.	Recruitment	Complete	Full success	The pilot has a Minimum viable product (MVP) operational model with end-to-end recruitment processes. These will continue to be refined. This current model will be tested, assessed, and evaluated over the next 12 months.
4.1.2 – Target international recruitment activity at professions with greatest shortages in Aotearoa, such as anaesthetic technicians, psychiatrists, intensive care, and radiation oncologists.	Recruitment	Complete	Full success	The International Recruitment Centre (IRC) received 12,878 expressions of interest, with 967 employed health professionals (7.5% conversion rate) between February 2022 and 23 June 2024. Operation of the IRC is shifting to BAU for the organisation. Targeted recruitment campaigns will continue for professions with critical shortages as needed.
4.1.3 – Sustain support for internationally-qualified nurses (IQNs) to practice in Aotearoa, through supporting them with their Competency Assessment Programmes (CAP).	Nursing	Complete	Full success	~3,000 IQNs have received support from the CAP fund to enter patient facing nursing positions across the NZ health sector. The fund is now being wound down with only nurses entering Aged Residential Care, Community Care and Primary Care eligible for reimbursement. The fund will conclude on 31 October 2024.
4.1.4 – Develop a New Zealand health alumni network, with a focus on giving Kiwis working overseas better information about opportunities at home.	Recruitment	Not complete	Partial Success/Completion	A new feature was developed and launched on the Health NZ Careers site, which enables alumni to register for job alerts. Outreach programmes, including events and opportunities, have not been delivered in the 23/24 year as initially anticipated.



Bolstering priority workforce groups

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
4.1.5 - Trial a physical presence immigration desk for key jurisdictions for overseas recruitment.	Recruitment	Complete	Full success	A trial was conducted in late 2023, where national Health NZ recruiters attended a number of recruitment events alongside clinical staff. Evaluation of this trial complete and have informed our approach going forward which will be for the physical immigration team to continue to be based in New Zealand, providing immigration advice to candidates around the world. On a case-by-case basis, it will be assessed if a Licenced Immigration Advisor will be deployed to international events and conferences to support high priority recruitment.
4.2.1 - Refocus the Return to Midwifery programme to help our midwives return to practice.	Midwives	Complete	Full success	The fund was successfully relaunched early in 2024 and provides funding to cover the costs of the return to practice requirements. It provides some discretionary funding for costs such as childcare and travel costs.
4.2.2 - Sustain investment in the Return to Nursing programme, with a focus on New Zealand-trained nurses and IQNs already in New Zealand.	Nursing	Complete	Full success	The programme supported ~250 nurses to return to practice or for IQNs working as Health Care Assistants (HCA) in New Zealand to gain their Annual Practising Certificate APC.
4.2.3 - Pilot or expand supervisory roles for end-of-career staff to provide part-time support or mentoring to our clinical teams. Pilot to focus on midwifery.	Midwives	Not complete	Not achieved	Programme was slow to initiate. However, it was able to identify that the main issue was that midwives were leaving the workforce at years 7-8 rather than end of career. Delivery of any interventions was not completed within the allocated timeframe however; learnings will inform future work.



Bolstering priority workforce groups

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
4.2.4 - Launch a Return to Health project focused on flexible opportunities for those with health qualifications to return to work – such as by using more flexible approaches to rostering. Pilot to commence with midwifery.	Midwives	Not complete	Not achieved	The national Policy Harmonisation programme, which is ongoing at Health NZ, is currently developing a Flexible Return to Work Policy. Key stakeholders will be engaged in the development of this overarching policy. Once this work is complete, a complimentary midwifery document will be appended to this. The draft midwifery document has been completed and is now awaiting the outcome of the national policy work. It should be noted that some Districts already have flexible practices in place.
4.3.1 - Expand places for 85 new allied, scientific and technical professionals in key pathways, including 24 Anaesthetic Technicians, 20 paramedics, 20 oral health therapists and 18 radiation therapists.	Regional	Not complete	Partial Success/Completion	The expansion has been achieved in the identified areas, with the exception of radiation therapists (RTs). Health NZ is focused on working with the University of Otago to ensure that they fill all places for the 2025 cohort.
4.3.2 - Expand training pathways for 50 additional pharmacy prescribers per year.	Allied Health	Complete	Full success	We successfully funded an additional 60 pharmacy prescriber places across Otago and Auckland Universities.
4.3.3 - Expand funding for earn-as-you-learn paramedicine pathways.	Allied Health	Complete	Full success	Health NZ partnered with Hato Hone St John to support 35 emergency management technicians on an earn-as-you-learn pathway to paramedicine.



Bolstering priority workforce groups

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
4.3.4 - Seed fund and invest in new training places and pathways for allied, scientific and technical professionals to work in Comprehensive Primary Care Teams, including physiotherapists and pharmacists.	Allied Health	Complete	Full success	<p>A national fund was made available to support primary and community care providers to attract, develop, and retain health practitioners, through funding for postgraduate study courses that support skills development in primary care settings.</p> <p>In 2024, this funded postgraduate study is available for registered nurses, paramedics and physiotherapists employed in primary and community care. 8 tertiary education providers have been contracted to deliver a total of 502 postgraduate papers by 31 December 2024, subject to enrolments.</p> <p>Tuakana-Teina Programme for new podiatry graduates is confirmed and will commence in early 2024.</p>
4.3.5 - Invest in Te Whatu Ora laboratories to grow capacity for education and training for our scientific workforce.	Allied Health	Not complete	Partial Success/Completion	<p>Northern region phlebotomy training pilot was designed and approved. Pilot was due to start in April 2024 but was delayed due to project resource recruitment delay.</p>
4.3.6 - Add 50 new medical school places, to grow our domestic training pipelines.	Medical	Complete	Full success	
4.3.7 - Continue growing nurse practitioner training numbers up to 100 a year in 2024.	Nursing	Complete	Full success	<p>121 places on the Nurse Practitioner Training Programme (NPTP) have been fully funded in 2024 by Health NZ, up from the 100 promised in the Health Workforce Plan and an increase of 51.3% compared to the 2023 academic year. The cohort included 17 Māori nurses and 5 Pacific nurses.</p>



Bolstering priority workforce groups

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
4.3.8 - Develop enduring, affordable pathways into mental health & addictions careers to maintain pathways post-Targeted Training and Apprenticeship Fund (TTAF).	Mental Health	Not complete	Partial Success/Completion	<p>While this work continues to be a priority for the health sector, funding has yet to be made available to replace the TTAF.</p> <p>Contracting is underway for level 4 Health and Wellbeing Peer Support.</p>
4.3.9 - Sustain growth in specialist mental health & addictions workforce training through prior Budget investments.	Mental Health	Not complete	Partial Success/Completion	<p>Despite continued high vacancy rates in many Mental Health and Addiction (MH&A) services, we successfully implemented many initiatives to either grow or upskill the MH&A workforce.</p> <p>There are a record number of occupational therapists, social workers and nurses completing Nurse Entry to Specialist Practice (NESP) and in roles in MH&A (390 compared to 355 in 2023), 375 training grants to Māori, Pacific and Muslim students studying towards MH&A careers. An Associate Psychology role is also being examined.</p>



Supporting and retaining our valued workforce

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
5.1.1 - Recommission our staff support services (EAP) to ensure they cover our staff's physical, psychological and cultural wellbeing – and offer diverse, culturally safe options for staff to seek support, including rongoā.	Staff health and safety	Not complete	Partial Success/Completion	<p>Procurement for a national approach to EAP services was undertaken as part of the wider MSD AoG work. There were delays in that process, and as an interim step, Health NZ's focus shifted to promoting existing EAP services and ensuring consistent service levels wherever possible, while using the time to further understand staff needs and identify any gaps in current service.</p> <p>With the AoG providers confirmed, Health NZ will be doing a closed RFP to the group in late 2024.</p>
5.1.2 - Roll out a suite of wellbeing-focused programmes to support our staff, including fatigue awareness initiatives and Pacific cultural safety practice support for kaimahi, and to support responding to Major Adverse Events.	Staff health and safety	Not complete	Partial Success/Completion	<p>Fatigue management and minimisation recommendations implemented in each district. Best practice for Critical Incident Support identified and available for publishing on the national intranet.</p>
5.2.1 - Ensure Te Whatu Ora staff working at all times of the day can access the sustenance they need while working.	Staff health and safety	Complete	Full success - Shifting to BAU	<p>Health NZ has worked with unions to focus on Fatigue Management and Minimisation, particularly for shift workers at night. This involves the roll out of 6 national priorities across the country, one of which is Accessible and Nutritious Food.</p> <p>This national guideline is sitting with local implementation leads across all Health NZ sites, who are working on local solutions. This includes facilities to prepare and store food as well as having food options available on-site for workers who may need it.</p> <p>There has been a phased approach to implementation to date, some examples include Nelson Marlborough have extended access to the café to enable staff to use the microwaves, access hot and cold drinks and a vending machine with microwavable meals.</p> <p>Several sites, including Taranaki, Wairarapa, and Counties Manukau and others are increasing the nutritious food options available in on-site vending machines. Finally, the implementation leads are working with their local leaders and Integrated Operations Centre (IOC) to enable the existing 30-minute meal break to be observed so night workers have time and space to eat a meal.</p>



Supporting and retaining our valued workforce

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
5.2.2 - Establish a Health Workforce Wellbeing Hub, including an occupational health and wellbeing service.	Staff health and safety	Not complete	Partial Success/Completion	<p>Work on the Kaimahi Hauora service included building a way to share information to staff on key wellbeing topics. Some content generated from this work has now gone live on the national intranet.</p> <p>The intent of this digital hub work is to promote staff wellbeing activity but there is more work to do to ensure the information is comprehensive, continually added to, promoted, and shared. A similar process has been run for some key health and safety information such as the work to build effective worker engagement and provide tools and support for a more engaged workforce who feel able to raise safety and wellbeing matters.</p>
5.2.3 - Roll out consistent, national cultural safety and Tiriti o Waitangi supports, designed to help our staff put cultural safety and Tiriti-centred practice into effect through their practice.	Leadership and staff development	Not complete	Partial Success/Completion	<p>The development of the Te Mauri o Rongo e-learning module is on track for a 'go live' date of 31st July. Alongside this we will release a series of 6 Karakia video's to be used by kaimahi to begin and finish their daily mahi.</p> <p>Our Executive Leadership Team will also release a series of video's expressing what Te Mauri o Rongo means to them personally and in their daily mahi. These are due for release in July.</p>
5.2.4 - Adopt consistent expectations for non-clinical time for our leaders and senior clinical staff, including Senior Medical Officers.	Leadership and staff development	Not complete	Not delivered and taking new approach	<p>Whilst not delivered, learnings from the past year have provide insights into how this may be addressed in the future. This will inform our industrial relations approach going forward.</p>
5.2.5 - Deliver on committed local actions resulting from the Te Whatu Ora Pulse Survey.	Leadership and staff development	Complete	Full success	<p>In Pulse 1, around 1,400 items were identified for action by hospital leaders. Districts reported which local actions they had addressed, and whether they had communicated the outcome to their staff, these were completed and closed out in April.</p> <p>Pulse 2 was run in April 2024. The number of participants was 33,416, (5,000 more than for Pulse 1). The average score increased slightly from 60% to 63% which is a positive outcome. Work will now shift to analysing results and identifying actions out of Pulse 2.</p>



Supporting and retaining our valued workforce

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
5.3.1 – Improve timely and accurate reimbursements, including Te Whatu Ora directly managing professional fee payments where possible.	Recruitment	Not complete	Not delivered and taking new approach	Implementation of this initiative is unable to commence until immediate pressures of the Holidays Act remediation are addressed, due to constraints on Payroll capacity.
5.3.2 – Continue to work with our union partners to conclude collective negotiations and pay equity claims for the mutual good of our workforce.	Employment relations	Complete	Full success	During 2023/24 16 collective agreements have been ratified. Health NZ has now resolved all pay equity claims for employed staff, this includes settlements during the last 12 months for Nursing, Midwifery, Librarians and Interpreters, and the Allied, Scientific and Technical workforce.
5.3.3 – Continue to promote equitable recruitment practices in order to further reduce racism and bias in hiring and promotion.	Recruitment	Not complete	Not delivered and taking new approach	Te Mauri o Rongo has been implemented into job descriptions, however implementation of further initiatives are unable to commence until the bulk of Unify to Simplify activity is complete, due to constraints on recruitment capacity.
5.3.4 – Continue to pay out the \$200m-a-year Government investment in pay disparity for nurses and healthcare assistants working in the primary and community sector.	Employment relations	Complete	Full success	Priority allocation was given to services at greatest risk of service failure and to address equity challenges. The funding increase to \$200 million per annum from 1 July 2023 was also to provide relief to other health services potentially affected by the flow of nurses and kaiāwhina to comparable hospital-based roles. This additional funding was intended to reduce pay gaps for eligible workforces. It will not result in pay parity, which is when there are similar terms and conditions for comparable workforces working for different employers.
5.3.5 – Make Holidays Act remediation payments to all current Te Whatu Ora staff by March 2024.	Recruitment	Not complete	Partial Success/Completion	Payments were made to Auckland district in late 2023, with further projects due to be completed in the coming months. However, there have been delays in implementation to this work. These delays have been clearly communicated to staff, and updated timelines are now accessible on the staff intranet. Additionally, a former employees portal was successfully launched in 2023, with payments scheduled to start in 2024.



Supporting and retaining our valued workforce

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
5.4.1 - Improve support and flexibility for our staff at career transition points – including steps up in work, and transitions back from time with whānau (e.g. parental leave).	Leadership and staff development	Not complete	Not achieved	The initiative failed to gain momentum due to organisational change processes and lack of resourcing, however it maintains a priority and will continue to inform the development of national policies.
5.4.2 - Ensure career progression pathways are clear, accessible and informed by available opportunities, including for public health nurses, health protection officers and Resident Medical Officers (RMOs).	Medical Nursing RMO *	Not complete	Not delivered and taking new approach	Rather than delivering as a single programme or initiative, the work continues to be progressed in silos across the organisation (i.e National Public Health Service (NPHS) has established a programme, RMO support service will set up support for junior doctors and kāiawhina have access to learning pathways). Consideration needs to be given to if this approach does need to be centralised.
5.4.3 - Developing an early career nursing framework to support our nurses for the first three years after they first register.	Nursing	Not complete	Not delivered and taking new approach	This was meant to be an expansion of the Nurse Entry to Practice (NETP) programme into primary, community and aged residential care. However, this would have required significant investment. Rescoping would be required in light of the current NETP investment and growth needed in the nursing workforce.
5.4.4 - Establish a National Resident Medical Officers (RMO) support service, to provide consistent coordination and support	RMO	Not complete	Partial Success/Completion	<p>Group Manager, Resident Doctor Support Services (RDSS) has been appointed and is in place to lead the development of the service.</p> <p>The RDSS initiatives roadmap has been developed. Key initiatives in next 3 months – speed up expense reimbursements, put in place national contracts and direct invoicing to Health NZ, identification of resource to support development of consistent policies relating to RMO workforce.</p> <p>While not yet fully delivered within timeframe, we are confident that the service will be delivered in later months.</p>

* We have combined these three initiatives for reporting purposes



Supporting and retaining our valued workforce

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
5.4.5 - Establish new training and/or medical fellowship roles to grow key medical specialties	Medical	Complete	Partial Success/Completion	<p>This initiative has had some significant successes with an additional 5 radiology registrars identified and have started training. An additional Pathology registrar was funded in South Island.</p> <p>Further consideration will be given on how this success can be scaled in future.</p>
5.4.6 - Develop a national cultural capability framework, so our staff's cultural skills are recognised consistently.	Leadership and staff development	Not complete	Partial Success/Completion	<p>Rescoped and linked with 5.2.3</p> <p>A new advisory group led by our Maiaka Whakaruruhau Tikanga Chief of Tikanga has been established. There has been progress on implementation of Te Mauri o Rongo as a foundation to this work, and development of resources to support implementation (see 5.2.3)</p>



Growing our future leaders

Initiative	Implementation Topic	Status as at 30 June 2024	Achievement rating	Summary of achievements in the past year
6.1.1 - Expand existing Māori nursing and midwifery clinical leadership pathways to grow our next generation of Māori clinical leaders.	Māori Health Workforce	Complete	Full success	A \$1M investment from Te Aka Whai Ora was made to develop more leaders within the nursing and midwifery workforce over the next year through Ngā Manukura, a marae-based kaupapa Māori leadership development programme.
6.1.2 - Expand existing leadership initiatives for Pacific nurses, to support growing a diverse cohort of nurse leaders.	Pacific Health Workforce	Complete	Full success	<p>The Aniva Leaders Programme continued with the addition of increased enrolment into the programme in the FY23/24. This is a post-graduate programme supporting senior Pacific nursing and midwifery workforces in advancing career progression and growing the Pacific nursing and midwifery network. This programme has 3 components – Certificate, Diploma, and Master academic levels.</p> <p>The inaugural Pacific Nurse Practitioner fono was held in late 2023 for Pacific Nurse Practitioners across the country. This will be planned quarterly over the year.</p> <p>A Nurse Practitioner Pathway ‘on a page’ was developed by the Pacific Health Group. This will be published on the Health NZ website in FY24/25 and will be available for nurses considering advance clinical practice pathways.</p>
6.2.0 - Commission for a leadership institute this year, drawing on national and international expertise and local mātauranga Māori and community capability.	Leadership and staff development	Not complete	Partial Success/Completion	<p>The design and procurement of the leadership institute is progressing well but will not be delivered within the timeframes initially proposed.</p> <p>The first phase of competitive dialogue with 6 shortlisted potential lead providers was successfully completed in early May 2024 with follow up supplementary questions in June 2024. This process allowed the evaluation panel to further advance their thinking on the best fit of lead providers to take forward. Subject to approval to proceed we anticipate moving to due diligence and contract negotiations in the future.</p>
6.2.4 - Grow our existing investments in Māori leadership programmes, to support by-Māori for-Māori leadership pathways.	Māori Health Workforce	Not complete	Not delivered and taking new approach	With the disestablishment of Te Aka Whai Ora, this work was paused temporarily. Further thought and consideration will be undertaken on how this can be delivered under new organisational arrangements.
6.2.5 - Work with unions to grow leaders that engage and support participation of workers in how their work is designed and can be improved.	Leadership and staff development	Complete	Full success	Strong relationships have formed with unions and representation of union partners and delegates continues across a number of key programmes and forums which provide regular opportunities for engagement. Health NZ looks forward to continuing this work as BAU.