

New Zealand's health system demands have exceeded workforce capacity creating a material gap. This gap has been driven by:

- **Poor workforce data** causing an inability to articulate workforce need
- **Global workforce shortages** and resultant competition
- **Relative fragmentation of former DHBs** impeding economies of scale
- **Systemic underinvestment** in recruiting, growing and retaining appropriately qualified staff

The identified workforce gap:

The plan estimates that across Aotearoa the system is currently short, in FTE around:

- **4,800** Nurses
- **1,050** Midwives
- **1,700** Doctors (incl. GPs)
- **170** Pharmacists
- **120** Sonographers
- **200** Anaesthetic technicians
- **220** Dental/oral health therapists and hygienists
- **30** Radiation therapists
- **30** Clinical / cardiac physiologists

Closing the gap: Long term opportunities

- **Training** – Using on-the-job training; earn as you learn; better training/retraining pathways and transfer of skills across professions;
- **Recruiting** – Adaptive immigration settings; working with whānau and communities to strengthen local channels into health;
- **Investing** – Applying funding to initiatives where there is greatest pressure; committing to longer-term relationships with providers;
- **Retaining** – Reflecting the NZ Health Charter; ensuring staff are well-supported by easy-to-work-in environments;
- **New Ways of Working** – New models of care shifting towards community-based care;
- **Regulating** – Ensuring new models of training have enabling regulatory settings.

The plan for 2023/24: The 365 day funded workforce plan focusses on 6 key action areas to build workforce stability:

1 Growing pathways for Māori in health

- 1.1 Streamline pathways for taura Māori into health careers, including investing in Māori retention, and growing programmes that already support taura Māori into health.
- 1.2 Strengthen hauora Māori workforce pathways from whānau, hapū and iwi, including by scaling earn-while-you-learn pathways for Māori into health roles.
- 1.3 Support for kaimahi Māori to thrive in the workplace, including by expanding cultural and clinical support and coaching for our Māori workforce.

2 Growing pathways for Pacific peoples in health

- 2.1 Streamline pathways for Pacific learners into health careers, including by rolling out Pacific Health Science Academies nationally, and by scaling programmes which we know work for Pacific peoples.
- 2.2 Strengthen support for Pacific peoples in training, including through greater access to scholarships and improved support for Pacific students on nursing and midwifery pathways.
- 2.3 Support for Pacific health workers to thrive in the workplace, including by expanding cultural and mentoring support for our Pacific workforce.

3 Driving local-led innovation in training

- 3.1 Make the most of our community workforces, including by developing earn-as-you-learn frameworks for kaiāwhina, nursing and midwifery.
- 3.2 Strengthen student placements, including by improving national placement coordination and better engaging Māori and Pacific providers in placement opportunities.
- 3.3 Scale training initiatives which will grow our future workforce – particularly in rural areas, including by growing rural generalist and interdisciplinary programmes to engage more students, and through cross-agency initiatives such as those delivered by MSD.
- 3.4 Develop a coherent health training system, including by building a nationwide framework for by-rural for-rural training, and by providing clear information on workforce pathways and data.

4 Bolstering priority workforce groups

- 4.1 Improve recruitment from overseas in priority areas, including by piloting community access to our health recruitment centre and targeting priority workforces in overseas recruitment.
- 4.2 Encourage kaimahi back into health, including by lowering barriers to re-entry and offering more flexible employment options for staff who need it, including people supported through MSD employment programmes
- 4.3 Increase our training numbers in at-risk and foundational professions, including by funding new allied, scientific and technical places for 2024, expanding the number of funded medical school places, and growing our nurse practitioner training pipeline.

5 Supporting and retaining our valued workforce

- 5.1 Help our people stay safe at work and manage tough situations, including through improved employee support services, and rolling out strengthened wellbeing supports.
- 5.2 Keep our people well at work, including by establishing a Health Workforce Wellbeing Hub and by ensuring our staff working at all times of the day can access the sustenance they need while working.
- 5.3 Get the basics right, including by making reimbursements faster and easier, by sustaining investments in pay parity, by resolving Holidays Act remediation, and by working collaboratively with unions on negotiations and pay equity processes.
- 5.4 Ensure our people have pathways to grow, including by developing a national cultural capability framework and a National RMO Support Service.

6 Growing our future leaders

- 6.1 Invest in our next generation of clinical leaders, including by growing investment in existing nursing and midwifery leadership programmes.
- 6.2 Develop and launch a leadership institute for our health system, by commissioning a Pae Ora Leadership Institute this year, bringing together national expertise and Mātauranga Māori.