

# Health Workforce Strategic Framework

## Pae Ora (Healthy Futures) – Protect, promote and improve the health of New Zealanders

The way we develop and support our health workforce must honour our commitment to activate Te Tiriti o Waitangi and recognise the workforce as the key enabler to achieving pae ora (healthy futures).

Our aspirations for the health workforce reflect the vision, objectives and direction for pae ora (healthy futures). The aspirations reflect the voices of our communities, whānau, and their needs for wai ora, healthy environments; whānau ora, healthy families; and mauri ora, healthy people.

### Aspirations for the health workforce

 <p><b>Availability</b></p>	 <p><b>Accessibility</b></p>	 <p><b>Responsiveness</b></p>	 <p><b>Productivity</b></p>	 <p><b>Quality</b></p>
<p>Our workforce has sufficient availability to meet Māori and other population groups' service needs.</p>	<p>Our workforce is equitably accessible to provide choice and timely support for Māori and other population groups.</p>	<p>Our workforce is culturally safe, representative of the community it serves, and flexible to meet the needs of individuals and their whānau.</p>	<p>Our workforce is motivated and empowered to achieve equitable health outcomes, in an environment of continuous improvement.</p>	<p>Our workforce delivers safe, effective and efficient care, and are partners with Māori in providing the competencies needed to achieve outcomes.</p>

### Challenges for the health workforce

To achieve these aspirations, there are five key challenges for the health workforce that we need to address.

<p>Significant workforce shortages across a broad range of health professions and vacancies</p>	<p>The wellbeing of health workers is at risk resulting in increasing attrition rates, workforce burnout, fatigue, emotional distress and job dissatisfaction</p>	<p>Inconsistent cultural and disability competency, limiting the ability to meet the needs of disabled, Māori, Pacific, ethnic and gender diverse populations</p>	<p>A health workforce which is not representative of the New Zealand population, with notable under-representation of Māori, disabled and Pacific people</p>	<p>A health workforce which is not distributed in a way that supports access to health services for all New Zealanders, particularly in rural settings</p>
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Addressing these challenges will involve valuing and supporting the wellbeing of our health workers, who are our greatest asset and play a significant role in improving the health of New Zealanders. It will require a change in our approach: a work programme that makes change across all levers in the system to improve workforce outcomes.

### Areas of change

**Education and training** recognises and builds skills and capabilities which are aligned to meet the needs of people

**Employment** settings value skills and capabilities with an enabling environment that is collaborative, with a culture of learning free from discrimination

**Commissioning** which responds to system need and priorities, by recognising the skills and capabilities needed to deliver whole pathways of care

**Investment** across the system is transparent and values the broad range skills and capabilities required

**Legislation** assures safety and consistency of care, without restricting how skills and capabilities are developed or utilised