

**Toi Te Ora – Public Health Service**

**Workforce Development**

**Action Plan 2009 - 2010**

## **Vision**

*'A public health workforce that is diverse, effective and sustainable and has the capability to improve health and reduce inequalities'.*

## **Introduction**

The Workforce Development Action Plan 2009 - 2010 identifies the direction that Toi Te Ora – Public Health Service will take regarding workforce development over the coming year. This plan aligns with Te Uru Kahikatea – Public Health Workforce Development Plan<sup>1</sup> and the Toi Te Ora - Public Health Service 2009 - 2012 Service Plan<sup>2</sup>.

**Goal 1:** Develop an effective and sustainable public health workforce

The objectives and action areas are identified under the following themes:

- education and training
- Maori public health workforce development
- pacific public health workforce development
- public health professional infrastructure
- wider public health workforce development.

**Goal 2:** Support public health environments to grow and develop the public health workforce

The objectives and action areas are identified under the following themes:

- workforce planning
- information, policy and research
- supportive workplace cultures
- promoting public health careers.

## **Links to Medium Term Outcomes**

The work within this plan contributes towards the following medium term outcomes as outlined in Toi Te Ora – Public Health Service 2009 - 2012 Service Plan:

11. capacity and capability is available to address public health needs
12. services are effective, appropriate and accessible to meet the health needs of the community
13. resources, skills and opportunities to achieve health and wellbeing are accessible
14. partnerships are formed with agencies, groups and communities to promote and protect health and wellbeing
15. public health action for and with Maori contributes to whanau wellbeing.

## **Reporting and Monitoring**

Six monthly written reports will be provided to the Ministry of Health and will include progress on the implementation of this workforce development plan, variances and exceptions, and any issues related to these.

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<sup>1</sup> Ministry of Health (2007) Te Uru Kahikatea - The Public Health Workforce Development Plan. Wellington. Ministry of Health

<sup>2</sup> Toi Te Ora - Public Health Service (2009) Toi Te Ora - Public Health Service 2009-2012 Service Plan

<b>Goal One – Develop an Effective and Sustainable Public Health Workforce</b>			
<b>Theme</b>	<b>Objectives</b>	<b>Actions to be undertaken in 2009/2010</b>	<b>Outcomes</b>
1. Education and Training	<p>Integrate generic public health competencies (GPHCs) into professional development, education, training and workforce planning.</p> <p>Lift the capability of Toi Te Ora – Public Health Service workforce to lead the public health sector, promote and improve health and reduce inequalities.</p>	<p>Competency development:</p> <ul style="list-style-type: none"> <li>▪ participate in the national pilot to incorporate the GPHCs into workforce development planning as requested by the Ministry of Health.</li> <li>▪ Develop and implement whole of service ‘shared understandings’ outlining the minimum skills and knowledge requirements for all staff by June 2010.</li> </ul> <p>Staff learning needs are identified and appropriate professional development is supported including:</p> <ul style="list-style-type: none"> <li>▪ Professional Development Plans and Learning Plans for all Toi Te Ora - Public Health Service workforce integrated into performance review process by February 2010.</li> <li>▪ Undertake process to identify common learning needs across the service and develop in-house training as appropriate (minimum four whole of service training sessions offered per annum).</li> <li>▪ Identify internal capability to support the learning of colleagues including the development and delivery of the following training opportunities: <ul style="list-style-type: none"> <li>- inequalities and HEAT – everyday use</li> <li>- understanding health issues</li> <li>- project planning and evaluation</li> <li>- introduction to health promotion and health protection</li> </ul> </li> <li>▪ identify and provide programme specific training for the various teams across the service.</li> </ul>	<p>Workforce development planning linked with relevant public health competencies.</p> <p>‘Shared understandings’ framework developed and implemented.</p> <p>Toi Te Ora – Public Health Service is a learning organisation which supports staff professional development.</p> <p>A responsive internal training programme is provided.</p> <p>Toi Te Ora - Public Health Service workforce are competent and appropriately qualified.</p>



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<b>Theme</b>	<b>Objectives</b>	<b>Actions to be undertaken in 2009/2010</b>	<b>Outcomes</b>
3. Pacific Public Health Workforce Development	<p>Strengthen the Pacific public health workforce.</p> <p>Strengthen the capability of the non Pacific workforce to improve Pacific health gain and reduce inequalities.</p>	<ul style="list-style-type: none"> <li>▪ support Pacific Island Trust (Tauranga and Rotorua) and share all relevant workforce development opportunities with their networks</li> <li>▪ support Pacific health staff and governance board members to undertake relevant training opportunities in public health</li> <li>▪ participate in the Bay of Plenty District Health Board Pacific Advisory Group and provide public health advice</li> <li>▪ support the development of a strategic approach to strengthen the Pacific health workforce</li> <li>▪ identify areas for cultural enhancement for the Toi Te Ora – Public Health Service workforce.</li> </ul>	<p>Pacific workforce supported to develop public health knowledge and skills.</p> <p>Opportunities for improved responsiveness to working with Pacific peoples are identified.</p>
4. Public Health Professional Infrastructure	<p>Support the development of a multidisciplinary collective approach to public health workforce development across professional boundaries.</p> <p>Build infrastructure for public health professional development.</p>	<ul style="list-style-type: none"> <li>▪ participate in the Bay of Plenty District Health Board Workforce Development Steering Committee and support the development of a multidisciplinary collective approach.</li> <li>▪ Establish robust mechanisms and participate in professional development groups to lead the development of the health promotion workforce including: <ul style="list-style-type: none"> <li>- Bay of Plenty Health Promotion Workforce Group</li> <li>- Mana Tangata (Rotorua)</li> </ul> </li> <li>▪ explore opportunities with Midland public health units for joint approaches to workforce development planning, training, orientation and external capability development.</li> </ul>	<p>Collective approach to workforce development achieved across the Bay of Plenty District Health Board.</p> <p>Improved coordination of workforce development initiatives across the Bay of Plenty and Lakes regions.</p> <p>Greater collaboration on workforce development issues across the Midland region.</p>

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5. Wider Public Health Workforce Development	Strengthen the public health capability of the wider health workforce across Lakes and Bay of Plenty regions.	<ul style="list-style-type: none"> <li>▪ advocate for relevant public health courses to be delivered in the Bay of Plenty and Lakes region</li> <li>▪ identify opportunities to strengthen the public health component of clinical training programmes including               <ul style="list-style-type: none"> <li>- midwifery training in conjunction with midwifery educators</li> </ul> </li> <li>▪ public health training for key partners/stakeholders.</li> </ul>	<p>High quality public health training is available.</p> <p>Improved understanding of public health of the wider sectors.</p>

<b>Goal Two – Support Public Health Environments to Grow and Develop the Public Health Workforce</b>			
<b>Theme</b>	<b>Objectives</b>	<b>Actions to be undertaken in 2009/2010</b>	<b>Outcomes</b>
6. Workforce Planning	Advance workforce planning and capacity building to grow the public health workforce.	<ul style="list-style-type: none"> <li>▪ develop a three to five year workforce development strategy for Toi Te Ora – Public Health Service</li> <li>▪ support external providers staff with a workforce development focussed roles</li> <li>▪ initiate collaborative development of overarching health promotion plan for the lakes region, Taupo and Rotorua PHOs, Lakes Planning and Funding and Toi Te Ora - Public Health Service</li> <li>▪ PHO liaison and relationship management maintained</li> <li>▪ assist in developing a co-ordinated approach to workforce development planning with relevant providers in the Bay of Plenty and Lakes</li> <li>▪ monitor (ongoing) and review 2009 - 2010 workforce development annual plan by 30 April 2010</li> <li>▪ draft and submit Toi Te Ora – Public Health Service 2010 - 2011 workforce development annual plan by 31 May 2010.</li> </ul> <p>Public health workforce planning tools:</p> <ul style="list-style-type: none"> <li>▪ participate in national consultation on public health workforce planning tools</li> <li>▪ pilot and implement as made available.</li> </ul>	<p>Strategic approach taken to workforce development.</p> <p>Strengthened regional health promotion planning and collaborative approaches to improved population health explored.</p> <p>Workforce development planning is robust.</p> <p>Workforce development planning tools are aligned with and support national approaches.</p>

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7. Information, Policy and Research	Strengthen the public health workforce information, policy and research base to inform ongoing public health workforce development.	<ul style="list-style-type: none"> <li>▪ ensure community health providers have timely and appropriate access to effective health education resources and information</li> <li>▪ public health intelligence, research and information collated and shared</li> <li>▪ develop capability of website to include information on training opportunities and ensure careers and relevant information is available to the wider sector.</li> </ul> <p>Collect accurate timely workforce data to inform public health workforce development:</p> <ul style="list-style-type: none"> <li>▪ use existing workforce survey information including               <ul style="list-style-type: none"> <li>– HEHA survey</li> <li>– organisational surveys</li> <li>– undertake annual learning needs analysis</li> </ul> </li> <li>▪ identify workforce development issues for the whole service, gaps in competencies, training and development opportunities</li> <li>▪ maintenance of staff training database and qualifications register</li> <li>▪ align all workforce development approaches and activities with relevant policy, regulation and legislation as required</li> <li>▪ refine succession planning and maximise opportunities for efficient 'handover'.</li> </ul>	<p>Resources and public health information accessible.</p> <p>Data and information on workforce capacity and capability needs collated.</p> <p>Gaps in provision of training identified and addressed.</p> <p>Improved succession planning.</p>

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8. Supportive Workplace Cultures	Nurture and develop a supportive workplace culture to achieve optimal workforce capability.	<p>Sustainability – Workplace Wellness:</p> <ul style="list-style-type: none"> <li>▪ participate in Waikato University Work Life Balance research</li> <li>▪ work towards bronze level accreditation of Toi Te Ora – Public Health Service ‘Work Well’ programme</li> <li>▪ develop a service profile to benchmark and identify sustainability priorities through service improvement (quality framework), this process will include staff engagement to assess needs of the workforce               <ul style="list-style-type: none"> <li>- develop, implement and monitor an action plan on agreed priorities once identified.</li> </ul> </li> </ul> <p>Workforce recruitment within the service:</p> <ul style="list-style-type: none"> <li>▪ update and refine recruitment procedures and policies to improve timeliness and effectiveness</li> <li>▪ implement robust process for reviewing vacant positions.</li> </ul> <p>Implement an effective and ongoing orientation processes:</p> <ul style="list-style-type: none"> <li>▪ effective orientation processes implemented for all new staff to organisation, region and public health sector</li> <li>▪ orientation evaluations carried out systematically and quality improvements made based on findings</li> <li>▪ develop an operations manual for all staff and review systematically to keep up to date.</li> </ul> <p>Implement a fair and robust performance review process:</p> <ul style="list-style-type: none"> <li>▪ review and streamline performance development review process</li> <li>▪ adopt nationally developed competency-appraisal tools once developed and ensure these are linked with performance appraisals.</li> </ul>	<p>Workplace wellness is promoted.</p> <p>Service improvement processes in place.</p> <p>Effective recruitment processes in place.</p> <p>Staff are supported in their respective roles within the organization.</p> <p>Fair and robust review system.</p> <p>Organisational competencies built into performance development processes.</p>

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9. Promoting Public Health Careers	<p>Increase the understanding of and promote careers in public health.</p> <p>Address areas of skill shortage.</p>	<ul style="list-style-type: none"> <li>▪ improve the wider health workforce's understanding of public health through initiatives and communication opportunities</li> <li>▪ implement initiatives to promote public health careers including using Toi Te Ora – Public Health Service website, In-zone and support relevant career expos as appropriate.</li> <li>▪ develop working relationship with Bay of Plenty District Health Board clinical school</li> <li>▪ explore opportunities for:               <ul style="list-style-type: none"> <li>- health protection student placements</li> <li>- public health registrar placements</li> <li>- internships and trainee posts</li> </ul> </li> <li>▪ explore options for recruitment of Health Protection Officers and Drinking Water Assessors.</li> </ul>	<p>Information on public health career opportunities accessible.</p> <p>Qualified and skilled applicants appointed to vacancies.</p>