**Why do workforce planning and development?**

**Population growth between 2015 and 2030**
- Total population: 18%
- Māori: 32%
- Pasifika: 28%
- Asian: 68%
- 2013 Census: 1 in 4 residents were born overseas

**Current service delivery**
- 63% of consumers are seen by DHBs only
- 17% of consumers are seen by NGOs only
- 20% of consumers are seen by both

**Health inequalities for mental health disorders**
- 1 in 3 Māori people
- 1 in 4 Pasifika people
- 1 in 5 other people

**Growth in people accessing MHA services**
- 2013: 154,523
- 2014: 158,233
- 2015: 162,222
- 2015 MHA funding: $1.3b

**Vacancy rates**
- Clinical psychologists: 9%
- Psychiatric registrars: 8%
- Occupational therapists: 8%
- Nurses: 6%

**Knowledge and skill development needs**
- Working with new technologies and IT
- Co-existing problems capability
- Psychological interventions
- Supporting self-managed care
- Risk assessment

**Māori DHB MHA employees under-represent consumers**
- Māori: 31%
- Pasifika: 6%
- Asian: 22%

**Workforce concerns**
- 60% of the DHB mental health and addiction workforce is aged over 50 years
- Among OECD countries, New Zealand has the highest proportion of overseas-trained staff

**Note:** DHB = District health board, MHA = mental health and addiction, NGO = Non-government organisation

---

**What is workforce planning and development?**

**FUTURE DIRECTIONS**
- Population health needs
- Health inequalities
- Demand for services
- Efficient use of resources
- Workforce demographics
- New technology, models of care

**POPULATION OUTCOMES**
- "All New Zealanders live, well, stay well, get well"

**WORKFORCE PLANNING**
- Right number of people with the right skills in the right place at the right time with the right attitude doing the right work at the right cost with the right work output

**WORKFORCE OUTCOMES**
- What services are needed in the future?
- What does the workforce need to look like?
- What does the current workforce look like?

**OUTPUT: WORKFORCE DEVELOPMENT**
- Recruitment and retention
- Information, research and evaluation
- Workforce development domains
- Organisational development
- Learning and development
- Workforce development infrastructure

**Guiding principles**
- People-centred
- Equitable
- Strategic
- Stakeholders
- Evidence-informed
- Whole-of-system
- Multi-level
- Sustainable
- Evaluated

---

Note: DHB = District health board, MHA = mental health and addiction, NGO = Non-government organisation.
Benefits of workforce planning and development

Using a workforce planning and development process helps to:
- effectively design and implement individual projects, for example improving the co-existing problems capability within the workforce
- prepare the workforce for anticipated change in service direction, for example a shift in focus to early intervention
- support workforce development at DHB-locality or a region, for example to identify and address workforce gaps across multiple organisations in relation to population changes
- address critical issues impacting the future availability of workforce in the sector, for example shortages of particular workforce groups or the impact of the ageing workforce
- support national workforce development
- support the development of policy and legislation, and the ongoing strategic direction of health services.1

Te Pou's resources

Te Pou supports organisations, local and regional networks, and national bodies to undertake workforce planning and development by providing advice and support, tools and resources, and other information about the workforce and service use, including those outlined below.

Getting it right guides
- Workforce planning guide: Getting the right people and skills in the future workforce
- Developing your workforce: An overview of a systems approach to workforce development
- Training your workforce: Getting the most out of training and development
- Informing your planning: Using data sources and metrics for workforce planning

Workforce data and information
- More than numbers, 2014. Survey of the adult mental health and addiction workforce
- DHB mental health and addiction employees: 2016 profile

For more information
See our website www.tepou.co.nz

References

Workforce planning and development

The vision of the New Zealand health strategy1 is that “all New Zealanders live well, stay well, get well” (p. 13). A competent and capable workforce is critical to achieving this vision. The World Health Organization5 describes the goal of workforce planning and development as to have “the right number of people, with the right skills, in the right place, at the right time, with the right attitude, doing to the right work, at the right cost, and with the right work output” (p. 1).

Effective workforce planning and development has never been more important. The mental health and addiction workforce is ageing and there is high reliance on overseas-trained health professionals. Recruiting and retaining skilled and qualified staff is a priority for many organisations; see Figure 1. The workforce needs to be capable of delivering new services, responding to emerging issues and risks, and supporting people to better manage their own care. A planned, rather than reactive, approach is required to respond to current and future challenges.4

Workforce planning is the systematic identification, analysis and planning of future workforce needs based on population health needs and priorities. Te Pou o te Whakaaro Nui’s (Te Pou’s) Getting it right – Workforce planning guide: Getting the right people and skills in the future workforce2 helps people involved in workforce planning activities to describe the services they need to provide in the future, and identify their workforce requirements. This information is then compared to the current workforce, and gaps between the two identified and prioritised. The result of workforce planning is a workforce action plan that describes the workforce development activities needed to address those gaps; see Figure 2.

Workforce development is the output of workforce planning. It is the set of activities required to ensure the workforce is best able to deliver future services.3 Te Pou’s Getting it right – Developing your workforce: An overview of a systems approach to workforce development3 describes guiding principles for workforce development following the Ministry of Health’s five domains of workforce development.3 These domains are:
- recruitment and retention that is coordinated and planned to ensure the workforce has the right capability to deliver health services
- learning and development that is aligned with consumer needs and promotes workforce retention
- organisational development that leads to cultures and systems that will attract and grow the workforce to better meet consumer needs
- information, research and evaluation that is available to support workforce planning and development
- workforce infrastructure development to progress workforce development including sector relationships, co-ordination, collaboration and funding.

Workforce planning and development are most effective when undertaken with an understanding of future population health needs and in alignment with guiding principles; see Figure 2.