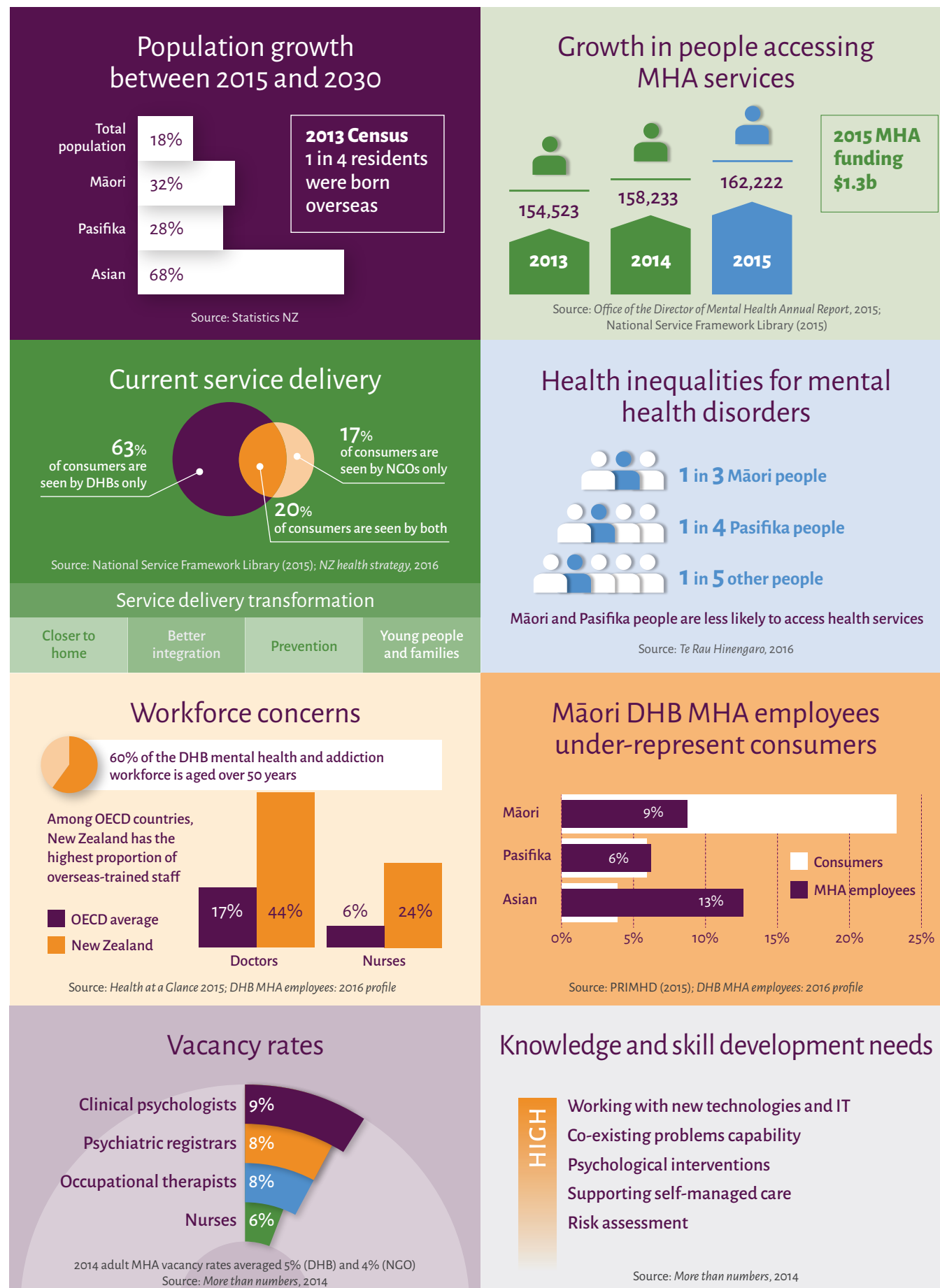


# Why do workforce planning and development?



Note. DHB = District health board, MHA = mental health and addiction, NGO = Non-government organisation.  
Figure 1. Issues driving the need for workforce planning and development.<sup>4</sup>

# What is workforce planning and development?

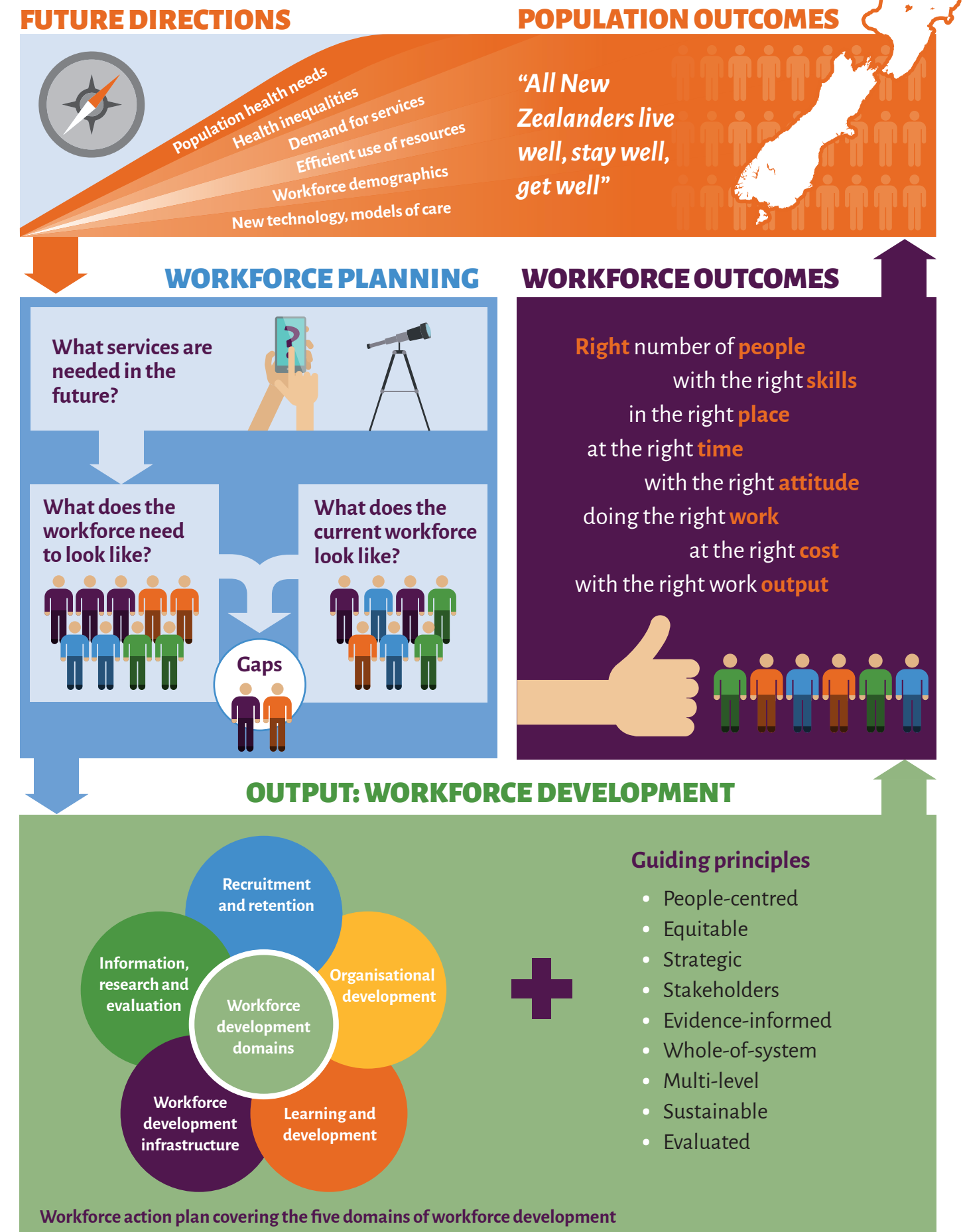


Figure 2. The workforce planning and development processes.<sup>3</sup>

# 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.<sup>3</sup>

## 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](http://www.tepou.co.nz)

## References

- <sup>1</sup> Ministry of Health. (2017). *Mental health and addiction workforce action plan 2017-2021*. Wellington: Ministry of Health.
- <sup>2</sup> Minister of Health. (2016). *New Zealand health strategy: Future direction*. Wellington: Ministry of Health.
- <sup>3</sup> Te Pou o te Whakaaro Nui. (2017). *Workforce planning guide: Getting the right people and skills in the future workforce*. Auckland: Te Pou o te Whakaaro Nui.
- <sup>4</sup> Te Pou o te Whakaaro Nui. (2017). *Developing your workforce: An overview of a systems approach to workforce development*. Auckland: Te Pou o te Whakaaro Nui.
- <sup>5</sup> World Health Organization. (2010). *Workload indicators of staffing need: Users manual*. Geneva: WHO.

# Workforce planning and development

The vision of the *New Zealand health strategy*<sup>2</sup> 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 Organization<sup>5</sup> 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.<sup>4</sup>

**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 workforce*<sup>3</sup> 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.<sup>3</sup> Te Pou's *Getting it right – Developing your workforce: An overview of a systems approach to workforce development*<sup>4</sup> describes guiding principles for workforce development following the Ministry of Health's five domains of workforce development.<sup>1</sup> 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.