



*Te tautoko i a mātau kaimahi hauora*

# Allied Health Scientific & Technical Professions Māori Workforce Strategy

**Strategic document key:**

- ▲ Taurite Ora: Māori Health Strategy CCDHB, ▲ Te Tumu Whakarae (DHB National Māori General Managers/Directors Group),
- ▲ National Directors of AHST- Māori and Pacific Allied Health Workforce Strategy, ▲ Te Pae Amorangi: Māori Health Strategy HVDHB.

## Allied Health Scientific & Technical Professions Māori Workforce Strategy

### Executive Summary

This document stipulates the strategic plan that Allied Health Scientific & Technical (AHST) will deliver to grow and support our Māori workforce.

### Strategic abstract model

The kete is a traditional Māori basket weaved from the harakeke flax of Aotearoa, New Zealand. The kete is integral to the mythological Māori legend of Tāne who climbed to the heavens to seek the three baskets (kete) of knowledge for mankind. The three strategic priority areas created can be translated as the three kete filled uniquely with specific strategic actions, knowledge and resources to grow and support our Māori students and staff in AHST.

### Strategic Priorities

**Priority One:** Encourage and support Māori students to choose AHST as a health career

**Priority Two:** Grow and empower our Māori workforce

**Priority Three:** Create environments in which Māori can thrive

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- ▲ National Directors of Allied Health Scientific and Technical (AHST)- Māori and Pacific Allied Health Workforce Strategy
- ▲ Te Pae Amorangi: Māori Health Strategy Hutt Valley District Health Board (HVDHB)

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**Priority ONE: Encourage and support Māori students to choose AHST as a health career**

Goal: Engage with Māori students to encourage AHST as a health career option		
Actions to achieve this outcome	How will we know there has been improvements	Measures of improvement
<ul style="list-style-type: none"> <li>Strengthen links with training and education providers to support the workforce pipeline and increase the Māori health workforce overall (for example with Kia Ora Hauora). This includes implementing workforce exposure strategies for rangatahi Māori. ▲</li> </ul>	<ul style="list-style-type: none"> <li>Establishing a strong relationship with Kia Ora Hauora (KOH) programme to increase Māori students attending the Mahi Exposure Day (MED) at CCDHB annually. Look to offer same programme at HVDHB and WrDHB.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Māori students that attend the KOH AHST Mahi Exposure Day.</li> <li>Increase in Māori applicants to AHST roles advertised.</li> </ul>
<ul style="list-style-type: none"> <li>Explore undergraduate scholarship opportunities for Māori. Pathways are available to support rangatahi through DHB-led cadetship programmes to enter training in health careers. ▲ ▲</li> <li>Target departments in AHST that have shortages of staff in position roles to offer student observations. Encourage student and staff to progress and offer job placements within the role.</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a Kia Ora Hauora Champion (Student) studentship/internship for AHST.</li> <li>Improve the AHST careers information booklet to include Māori scholarship opportunities.</li> <li>The establishment of student placements in AHST departments with staff shortages</li> </ul>	<ul style="list-style-type: none"> <li>Number of KOH student (Champions) who complete a summer studentship/internship.</li> <li>Increase in Māori applicants to AHST roles advertised.</li> <li>Number of students who complete successful observation placements in AHST departments with staff shortages.</li> </ul>

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<ul style="list-style-type: none"> <li>Promotion of AHST careers at school and tertiary institutions within the Wellington Region. ▲</li> </ul>	<ul style="list-style-type: none"> <li>Associate Director of AHST - Māori attendance at Workforce Career Days at schools, community and within the DHB such as careers expos.</li> </ul>	<ul style="list-style-type: none"> <li>Number per annum of high school career expos attended by Associate Director of AHST Māori.</li> <li>Increase in Māori applicants to AHST roles advertised.</li> </ul>
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### Priority TWO: Grow and empower our Māori workforce

Goal: Develop and implement a Māori recruitment process to eliminate barriers and strengthen enablers		
Actions to achieve this outcome	How will we know there has been improvements	Measures of improvement
<ul style="list-style-type: none"> <li>All (100%) of Māori applicants who meet minimum eligibility criteria for the role are shortlisted for interview. ▲</li> </ul>	<ul style="list-style-type: none"> <li>Māori applicants are shortlisted for interview</li> </ul>	<ul style="list-style-type: none"> <li>100% of Māori applicants shortlisted for interview, to be reported quarterly.</li> </ul>
<ul style="list-style-type: none"> <li>Review and strengthen current attraction, recruitment hiring and 'on boarding' practices, and continue to review and refine regularly to attract Māori applicants to all roles. Achieved with the Māori Recruitment guidelines and to report quarterly. ▲</li> <li>Retain Māori staff and support their professional development. ▲</li> </ul>	<ul style="list-style-type: none"> <li>The AHST recruitment policy and practices are reviewed and updated in partnership with Māori directorate, Associate Director of AHST Māori and HR.</li> <li>Increase in Māori health workforce in AHST,</li> </ul>	<ul style="list-style-type: none"> <li>11% of the AHST workforce is Māori, this is to reflect the proportion of the Māori population living in the Wellington Region, to be reported quarterly</li> </ul>
<ul style="list-style-type: none"> <li>Review and revise all position descriptions, performance</li> </ul>	<ul style="list-style-type: none"> <li>All position descriptions are reviewed and revised to include health equity</li> </ul>	<ul style="list-style-type: none"> <li>100% compliance of all position descriptions adhere to the AHST</li> </ul>

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discussions and monitoring to reflect the responsibility of all staff (Including all 2DHB health professionals) to achieve health equity and improve Māori health. ▲	and Māori health improvement competencies.	Māori Recruitment Guidelines by 2021
<ul style="list-style-type: none"> <li>• For Tikanga to be integrated throughout the recruitment process. ▲</li> </ul>	<ul style="list-style-type: none"> <li>• Review of the ASHT recruitment processes in accordance with AHST Māori Recruitment Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of hiring managers to complete a checklist and feedback on how easy it was to implement Tikanga values, to be reported quarterly.</li> <li>• Increase in the Māori health workforce in AHST.</li> </ul>
<ul style="list-style-type: none"> <li>• Māori are supported in their upskilling training and pre/entry training into AHST careers. ▲</li> </ul>	<ul style="list-style-type: none"> <li>• An increase of promotion of AHST careers to existing Māori employees in the DHB by internal promotion of AHST careers.</li> <li>• The establishment of a 2DHB Kia Ora Hauora Champion (Student) studentship/internship for AHST.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Māori applicants and Māori employed in AHST roles at 2DHB (CCDHB or HVDHB).</li> <li>• Number of KOH student (Champions) who complete a summer studentship/internship.</li> <li>• Increase in Māori applicants to AHST roles advertised.</li> <li>• Increase in Māori health workforce in AHST,</li> </ul>

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### Priority THREE: Create environments in which Māori can thrive

Goal: Māori staff are supported in their environments and orientation.		
Actions to achieve this outcome	How will we know there has been improvements	Measures of improvement
<ul style="list-style-type: none"> <li>Review and strengthen current workforce data systems including staff ethnicity data collection, to ensure consistency and accuracy of collection, analysis and reporting, This includes ensuring Māori Health Development Group representation in Workforce Systems Improvement Programme. ▲</li> </ul>	<ul style="list-style-type: none"> <li>Workforce data systems are reviewed and strengthened.</li> <li>Establishing relationships with Māori Health Development Group as a key stakeholder in Workforce Systems improvement.</li> <li>Resources are allocated to ensure Maori input.</li> </ul>	<ul style="list-style-type: none"> <li>Data systems have improved their consistency in ethnicity data collection with 100% accuracy of collection, analysis and reporting.</li> <li>Māori Health Development team supports and approves changes.</li> </ul>
<ul style="list-style-type: none"> <li>Encourage all AHST staff to identify their ethnicity on EEO form and also enter on payroll KIOSK. ▲ ▲</li> </ul>	<ul style="list-style-type: none"> <li>AHST will have a reduction of employees who have their ethnicity recorded in their employee profile as “unknown”.</li> </ul>	<ul style="list-style-type: none"> <li>AHST will have 0% of employees who have their ethnicity recorded in their employee profile as “unknown”.</li> </ul>
<ul style="list-style-type: none"> <li>Identify and prioritise potential and future Māori employees for leadership development. Create accelerated pathway opportunities, to targeted senior level leadership roles through a robust framework. Encourage the appointment of Māori AHST to leadership roles. ▲ ▲</li> </ul>	<ul style="list-style-type: none"> <li>Establish a careers path for Māori AHST.</li> <li>To support training opportunities and networks for Māori ASHT staff to grow and develop Māori workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Increase of Māori in senior leadership roles.</li> <li>Increase in the number of Māori attending training opportunities and joined networks.</li> </ul>

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<ul style="list-style-type: none"> <li>• All DHB staff (clinical and non-clinical) who have contact with patients and whānau, and for those in people management or leadership roles will demonstrate participation in cultural competence training by 2022. ▲</li> <li>• Develop and deliver Māori health equity and cultural safety training that will be a non-negotiable training for every employee who works for the DHB. ▲</li> </ul>	<ul style="list-style-type: none"> <li>• Report staff participation in cultural competence training as a percentage over the last 3 years.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of AHST to complete cultural competence training within a 3 year period.</li> </ul>
<ul style="list-style-type: none"> <li>• New staff who identify as Māori are provided a culturally appropriate orientation and welcoming.</li> </ul>	<ul style="list-style-type: none"> <li>• An increase of Mihi Whakatau provided at orientations and welcoming.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Mihi Whakatau provided to staff who identify as Māori in orientation and welcoming.</li> <li>• Increase in positive feedback from Māori Health workforce</li> <li>• Increase in Māori applicants to ASHT roles</li> <li>• Reduction of in Māori ASHT staff turnover.</li> </ul>

Goal: Implement retention strategies and develop opportunities to increase and sustain our Māori workforce

Actions to achieve this outcome	How will we know there has been improvements	Measures of improvement
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<ul style="list-style-type: none"> <li>Identify and support Māori with Māori mentors and supervisors across the metro-DHBs. ▲ ▲</li> <li>Providing culturally competent mentorship including career pathways for upskilling Māori ASHT and students. ▲</li> </ul>	<ul style="list-style-type: none"> <li>Establish a relationship with Māori Health Development Group and develop Māori AHST Mentors within AHST.</li> <li>Establish a mentorship programme for Māori ASHT and students.</li> </ul>	<ul style="list-style-type: none"> <li>100% of Māori AHST are offered access to Mentors and Supervisors to be reported quarterly.</li> </ul>
<ul style="list-style-type: none"> <li>Proactively support the implementation of professional Māori health networks. ▲</li> </ul>	<ul style="list-style-type: none"> <li>Funding to be allocated to Māori AHST to join AHST professional Māori Health Networks.</li> </ul>	<ul style="list-style-type: none"> <li>100% of Māori AHST to have been offered funding to join professional Māori Health Networks.</li> </ul>
<ul style="list-style-type: none"> <li>In re-establishing and updating the Tū Pounamu Workforce Programme in collaboration with Māori Health Development Group, including workforce development for all staff in Māori health and equity. Including cultural leadership, safety and competency, anti-racism and health literacy, guided by Te Ao Māori. (Capability Development: Te tohu whakawaiaora). ▲</li> </ul>	<ul style="list-style-type: none"> <li>Support for AHST staff to be involved in Workforce development in Māori Health and Equity.</li> <li>Support and provide opportunity for Māori and other ASHT to attend the in-service training.</li> </ul>	<ul style="list-style-type: none"> <li>100% of staff involved in workforce development in Māori health equity, cultural leadership, safety, competency, anti-racism and health literacy training.</li> </ul>
<ul style="list-style-type: none"> <li>Communication mechanisms are established to build Māori AHST community. ▲</li> </ul>	<ul style="list-style-type: none"> <li>Support for AHST staff to establish and build links for Māori AHST community.</li> </ul>	<ul style="list-style-type: none"> <li>Māori staff report positive communications mechanisms within AHST community.</li> </ul>
<ul style="list-style-type: none"> <li>Pilot cultural supervision for all AHST professions that identify as Māori. ▲</li> </ul>	<ul style="list-style-type: none"> <li>Support the pilot of cultural supervision for AHST professions.</li> </ul>	<ul style="list-style-type: none"> <li>100% of Māori that attend the cultural supervision.</li> </ul>

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	<p>Guidance from Māori Health Development Team.</p> <ul style="list-style-type: none"> <li>• Number of Māori that attend the cultural supervision.</li> </ul>	
<ul style="list-style-type: none"> <li>• In each DHB, turnover for Māori staff will be no greater than the DHB turnover for all staff with quarterly reports. ▲</li> </ul>	<ul style="list-style-type: none"> <li>• Turnover for AHST Māori staff is no greater than the DHB turnover for all AHST staff yearly.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Māori AHST staff turnover to be reported quarterly.</li> </ul>
<ul style="list-style-type: none"> <li>• Our Board, CEO and Executive Leadership Team will develop and agree specific KPIs that deliver equitable health outcome for Māori. ▲</li> </ul>	<ul style="list-style-type: none"> <li>• Māori health equity interventions implemented to support KPI.</li> <li>• Commitment from Our Board, CEO and Executive Leadership Team to Māori health.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of KPIs specific to Māori health equity that is achieved within ASHT..</li> </ul>

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