



*Kaiāwhina
Workforce Plan
2020-2025*



October 12, 2021

Acknowledgments

The Kaiāwhina Workforce Plan launched in July 2015 is owned by the health and disability sector. We thank the sector stakeholders who collectively make a significant commitment in the development, implementation and promotion of the Plan.

We acknowledge the leadership and vision from Careerforce, the Industry Training Organisation for the wellbeing sectors as a founding partner in the Kaiāwhina Workforce Plan. We are grateful for the investment and commitment over the 2014 - 2021 period which resulted in significant progress for the kaiāwhina workforce.

*Mā te āwhina, e ora ai te torohū o te Kaiāwhina
Nurturing the limitless potential of the Kaiāwhina workforce*

The whakatauākī was developed by Tūraukawa Bartlett, Kaiwhakahononga and Aimee Bartlett, Kaiwhakahononga Hapai at Careerforce. This taonga reflects the spirit of the Plan and will help guide the evolution of the mahi as it continues.

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Kaiāwhina Workforce Plan

Mā te āwhina, e ora ai te torohū o te Kaiāwhina
Nurturing the limitless potential of the Kaiāwhina workforce

The Kaiāwhina Workforce Plan 2020-2025 builds on the progress made through the first five-year Kaiāwhina Workforce Action Plan 2015-2020. The Plan is collaborative and is overseen by a partnership between two sponsor organisations, the Ministry of Health and Toitū te Waiora, the Workforce Development Council for Community, Health, Education and Social Services.

The Kaiāwhina Workforce Plan is a living document which can be refreshed and adapted as priorities and circumstances change. The Plan will evolve, maintaining relevance to workforce needs in a dynamic health and disability services environment.

Building Cultural Capability

Connecting Kaiāwhina

Accelerating New Ways of Working

Creating Workforce Knowledge and Data

Supplying and Developing the Workforce

About the Logo

Whare

Strong foundations and four walls representing physical, mental, whānau and spiritual wellbeing.



Hands

Hands representing the strength and care of the kaiāwhina workforce.



Construction

The partially constructed form of the structure represents the Kaiāwhina Plan being only five years into its 20 year journey.



The font used for the Kaiāwhina Plan logo is part filled in block colour, and partly in line - reflecting the fact the work is still ongoing.



We acknowledge and thank Penny Newman, Careerforce for the design of the logo in collaboration with Te Whānau Āwhina, Careerforce Māori Advisory Group

Consumer Focus

The Consumer Focus principles that were articulated at the onset of the implementation of the Kaiāwhina Workforce Plan will continue to underpin the new priorities for the 2020-2025 programme of work:

- The relationship between kaiāwhina and the consumer, family and whānau is based on trust and transparency.
- Consumers are supported through systems that are enabling.
- Services support consumers, family and whānau to develop self-management skills.
- The kaiāwhina workforce understands and recognises the impact of stigma and discrimination on the consumer(s) they work with, and their families and whānau, including self-stigma.
- Diversity and the cultural values and beliefs of consumers and their family and whānau are respected.

*"The most important aspects of any relationship between someone - a kaiāwhina - and the person/people they are supporting or caring for are mutual trust, confidence and communication. It is essential to the effectiveness of the support and of the relationship, that this is right, **right from the start**. The first interaction, contact and engagement must be a positive and authentic experience.*

There are two expressions in te reo Māori that beautifully describe this relationship: manaakitanga and whanaungatanga. Adopting these values will ensure that the experience of both the kaiāwhina and of the person being supported or cared for, along with their family and whānau, will endure as a positive and affirming relationship."

*Gary Sutcliffe | Consumer Representative | Kaiāwhina Workforce Taskforce
Coordinator | Health Consumer Advisory Service NZ | Health Navigator Charitable Trust*

Te Tiriti o Waitangi

The Plan acknowledges that te Tiriti o Waitangi (te Tiriti) is the founding document of Aotearoa New Zealand and recognises that a key intent of te Tiriti was to uphold relationships of mutual benefit between the indigenous peoples of Aotearoa (tāngata whenua) and all those who had come, and were to come, to settle here (tāngata tiriti).

The Plan upholds these relationships of mutual benefit and is committed to implementation aligned with the principles of tino rangatiratanga, equity, active protection, options and partnership which underpin te Tiriti relationship between the Government and Māori. Together these principles have a role in achieving health equity for Māori, through providing options to ensure that the health service is culturally safe, culturally responsive and delivering high quality care.

Central to te Tiriti relationship and implementation of te Tiriti principles, is a shared understanding that health is a taonga. Based on this understanding, the Plan supports both Māori and the Crown in their shared roles in implementing health strategies for Maori and will engage with all stakeholders in good faith and with mutual respect, co-operation and trust.

The Plan was co-created with, and is implemented by, multiple stakeholders in the aged care, home and community, mental health and addictions, and disability sectors across private, NGO, district health board, and government settings who support and share this role by working together towards the vision of a kaiāwhina workforce that adds value to the health and wellbeing of New Zealanders by being competent, adaptable and an integral part of service provision. The Plan intends that all stakeholders establish an enduring Tiriti relationship which creates a future that benefits all whānau, hapū, iwi and Māori.

The Plan is committed to the kaupapa (purpose) behind the Ministry of Health's He Korowai Oranga: Māori Health Strategy which sets the overarching framework to guide the Crown and the health and disability sector to achieve health equity for Māori.

Pae ora is the Government's vision for Māori health and provides a holistic concept and includes three interconnected elements, mauri ora (healthy individuals), whānau ora (healthy families) and wai ora (healthy environments). It provides a platform for Māori to live with good health and wellbeing in an environment that supports a good quality of life and encourages the stakeholders in the Plan to think beyond narrow definitions of health, and to support the development of high-quality and effective services.

The four Pathways laid out in He Korowai Oranga: Development of whānau, hapū, iwi and Māori communities; Māori participation in the health and disability sector; Effective health and disability services; and Working across sectors; together provide guidance and direction on how the work of the Plan will support the achievement of pae ora and the principles of te Tiriti o Waitangi.

Whakapapa o te Kaiāwhina

The origins of this taonga

*Inā mōhiotia te mana o te kupu,
kua mārama mai te mana
o tēnei taonga, te Kaiāwhina*

*When we acknowledge the
mana of the word,
we understand
the mana of Kaiāwhina*

The term 'kaiāwhina' is a taonga (treasure) – a term that embodies the core essence and nature of a workforce that is passionate, resilient, diverse, skilled and committed to supporting hauora (holistic wellbeing) outcomes of all in Aotearoa New Zealand.

This taonga carries a whakapapa – origins that stem from a desire to create a term to replace demeaning labels such as the 'non-regulated' or 'unregulated' workforce, to recognise the mana and value that Kaiāwhina hold in the health and disability sectors.

This taonga aligns with the shared nature of the diverse workforce as highly skilled practitioners of āwhina – supporting and assisting tāngata through aroha (compassion and empathy). This distinctive role is captured within te reo Māori to reflect the ngako, the deeper meaning of the term:

Kai - person performing a role

Āwhina - to support and assist

He mana tō te kupu

*Words hold great power
and have the ability to
either enhance or diminish mana
and the wairua of the person.*

Kaumātua Wikepa Keelan (Ngāti Porou/Ngāti Kahungunu/Rongomaiwahine) who held the role of Chief Advisor Māori – Ministry of Health 2014, championed the taonga for this workforce. Kaiāwhina encompasses, yet still respects, the individual mana of each of the diverse and varying roles within this workforce.

The kaiāwhina workforce can navigate across te ao Māori (the Māori world) and te ao Tauīwi (the non-Māori world) to understand the hauora of a tāngata (person). This bi-cultural ethos inherent in Aotearoa New Zealand, acknowledges a person's individual sense of belonging, identity and connection to wairua.

(the spiritual), hinengaro (psychological), tinana (physical), and whānau (social connections) as interwoven elements to encompass collective and relational hauora (wellbeing). For Māori, hauora is not only wellbeing but the living breath – life essence of a person. People who hold the title of Kaiāwhina take a shared responsibility to ensure the hauora of a person maintains its vitality; its life essence.

Kaiāwhina represent all people within the health and disability sectors who support tāngata (people) to live well, embrace and exercise tino-rangatiratanga (self-determination) in navigating their own journey to pae ora, a healthy future.

The moemoeā (vision and dream) of the taonga is to enhance mana and evoke a sense of tino-rangatiratanga for all kaiāwhina in Aotearoa New Zealand.

*The taonga “kaiāwhina” supports
the movement towards whānau ora
and recognises the importance
that kaiāwhina play
in our whānau and communities*

Kaumātua Wikepa Keelan

The Priorities

As the five-year Kaiāwhina Workforce Plan (the Plan) 2015-20 approached the end of its work, the Kaiāwhina Workforce Taskforce shifted focus to progress the next five-year Plan. This was to ensure the work supporting the kaiāwhina workforce continued beyond the end of June 2020.

Input and feedback was provided by the members of the Taskforce, Working Group and other stakeholders through workshops and hui in 2019 and early 2020.

A mandate of support was given for the continuation of a refreshed Kaiāwhina Workforce Taskforce from the Ministry of Health, the Health Workforce Advisory Board, and Careerforce to support the new Plan for the next five years 2020-2025.

Careerforce's commitment as a result of the impact of the Reform of Vocational Education, has resulted in the shift of their co-sponsor and partnership role to Toitū te Waiora [Workforce Development Council for Community, Health, Education and Social Services] in October 2021.

The new programme of work drawn from workforce stakeholders during this time, has five core priorities that form the framework of the Plan's focus for the five years July 2020 to June 2025. Each of the five key priorities is supported by a set of key actions

1. Building Cultural Capability
2. Connecting Kaiāwhina
3. Accelerating New Ways of Working
4. Creating Workforce Knowledge and Data
5. Supplying and Developing the Workforce

1. Building Cultural Capability

This mahi acknowledges the importance of tangata whenua and Te Ao Māori. It appreciates the criticality of understanding the importance and success of inclusive community movements like Whānau ora.

It also recognises that Aotearoa is a nation of increasing cultural diversity where complex inequalities exist. It acknowledges that the kaiāwhina workforce, through their work with whānau and communities, can assist to increase equitable health outcomes.

1. Listen and learn from Te Ao Māori; lead by example

- Māori are members of the Taskforce guiding and supporting the Plan's progress
- Māori kaiāwhina voices are actively sought
- Seek input from Māori and Iwi when developing services, roles and competencies
- Leading by example, Taskforce members demonstrate a commitment to Te Tiriti o Waitangi, communications and interactions encourage increased application of tikanga and Te Reo

2. Lift cultural confidence and competence

- Encourage Māori designed training honouring Te Ao Māori and mātauranga Māori that achieves increased kaiāwhina confidence in supporting Tangata Whenua
- Increase workforce awareness and confidence for working with peoples of diverse cultures
- Share successful initiatives, collective practices, stories and resources

3. Contribute to achieving equitable outcomes

- Identify and action initiatives to understand, reduce and prevent institutional racism and unconscious bias. Actions could include:
 - learning from Kaupapa Māori, Pacific and Asian organisations;
 - identify resources that grow understanding about shared Māori and Pacific values.
 - working with other Government agencies to increase scale and reach;
 - providing understanding and tools to assist kaiāwhina to have an appropriate role in preventing and intervening when they experience situations leading to inequitable outcomes; and learning directly from kaiāwhina and sharing their initiatives.

2. Connecting Kaiāwhina

It is recognised that kaiāwhina should be more involved in the mahi of the Taskforce. This will be achieved by creating a mechanism for kaiāwhina to shape and influence the output of the group through meaningful contribution.

The moemoeā sees kaiāwhina as leaders, helping to inform strategies and future service delivery solutions. COVID-19 experiences highlighted that there are gaps in understanding about what kaiāwhina do in communities, improved understanding will enhance decision making.

1. Kaiāwhina are leaders

- Achieve direct engagement of kaiāwhina in the Taskforce and in the activities of the plan
- Propose kaiāwhina membership on the Health Workforce Advisory Board
- Promote widely the *Whakapapa o te Kaiāwhina*
- Kaiāwhina are contributing to national initiatives, informing service design and role developments

2. Grow kaiāwhina whanaungatanga and share knowledge

- Provide the opportunity to grow a kaiāwhina community through whanaungatanga, sharing ideas and successes, growing a sustainable and vibrant network
- Kaiāwhina identify initiatives that support their mana, wellbeing, growth and development e.g. learning hubs that share knowledge and best practice
- Grow understanding about the role kaiāwhina undertake, including their unpaid work in communities, and their positive impact on the whānau and communities they support

3. Raise the value and profile of kaiāwhina

- Express the values that personify kaiāwhina
- Prototype a code of practice/ethics unique to kaiāwhina
- Increase understanding and explore opportunities to strengthen the contribution kaiāwhina make to the services led by regulated health professionals
- Encourage interprofessional learning opportunities
- Support efforts to recognise where inequitable employment circumstances exist

3. Accelerating New Ways of Working and Eco-system Thinking

The ambition of this priority has grown with COVID-19. During rāhui/lockdown Taskforce members acknowledged positive, new ways of working and expressed the criticality to learn from these. The pandemic response has shown the necessity for whole of system thinking and solution design. Taskforce members highlighted how the response to the pandemic had clearly shown the necessity for the health system to work together to find innovative ways to respond to the challenges. This involved rethinking what roles kaiāwhina perform, how they work alongside regulated professions, and the wider appreciation of the role they play in the health system.

1. Embrace the new ways of working

- Capture, learn from, embrace and scale up the successful new ways of working that evolved during rāhui/lockdown, including how kaiāwhina can be utilised differently
- Learn from, share and grow successful digital/technology developments including virtual engagements, webinar learning and sharing, and e-study groups
- Grow understanding of successful collaborations including between providers, and between commissioners and providers

2. Kotahitanga, a unified approach

- Provide examples to funders and commissioners of funding and system fragmentation and disconnects and identify actions, including the Health and Disability System Review recommendations, that support nationally connected service planning and implementation
- Engage with the Kaimanaaki Workforce Development Plan and implement shared workforce development initiatives that result in strengthening hauora outcomes for whānau and communities in Aotearoa
- Identify ways to build whānau and community resilience and multi-generational support
- Support joined up thinking and end to end design implementation ensuring impacts are understood and enabling benefits to be accelerated

3. Consumers, whānau and community voices informing the future

- Co-design new service and role developments with consumers and whānau
- Co-produce and evaluate new service and role developments with consumers and whānau
- Embrace community involvement in service and workforce design
- Value the impact of lived experience by growing and developing the peer workforce

4. Creating Workforce Knowledge and Data

This priority recognises that while some progress has been made, there remains a paucity of joined up data about the workforce and to date, no consistent data language, centralised system or go to organisation. In addition, COVID-19 identified the need to develop greater understanding about what kaiāwhina do in communities and created a sense of urgency to understand the benefits and potential of emerging initiatives.

1. Increase understanding about kaiāwhina

- Build a body of knowledge about the kaiāwhina workforce including their demographics, risk profile and who kaiāwhina are supporting and how in homes and communities today
- Identify agencies and stakeholders that require future kaiāwhina workforce demand intelligence including the newly formed Workforce Development Council (WDC) and Regional Skills Leadership Groups (RSLG)
- Identify stakeholders and mechanisms to provide workforce information and forecast modelling

2. Establish a centralised, coordinated workforce database

- Agree the agency to receive, manage and distribute kaiāwhina workforce data
- Agree and implement shared language and a shared responsibility to contribute to kaiāwhina workforce data
- Use existing data sets (pay equity etc) to establish a baseline data set and utilise levers to grow and update it (e.g. contracting framework)
- Support the introduction of a Health Practitioners Index (HPI) or equivalent for kaiāwhina

3. Measure outcomes, grow the research base

- Identify priority research topics emerging from COVID-19 and seek to activate with funding support
- Identify and implement fast and effective feedback mechanisms to support accelerating and scaling up successful initiatives
- Apply relevant outcome measures to actions or work programmes

5. Supplying and Developing the Workforce

Workforce supply is potentially seeing the greatest game changer ever as COVID-19 redefines employment and gives visibility and value to essential workforces including kaiāwhina. Also new on the horizon are the education and training opportunities that could be realised as part of the Review of Vocational Education. This priority also acknowledges the diversity of communities in Aotearoa and the desire to have a workforce that can support and where possible reflect them. The challenge for this priority is to move quickly but also in time with employer and stakeholder needs, recognising demands on resources and competing priorities.

1. Reimagine attraction, recruitment, induction, training and retention

- Facilitate, with sector stakeholders, the development and implementation of an attraction, recruitment, induction, training, retraining and retention action plan, including:
 - increasing visibility about kaiāwhina roles and rewards;
 - working with e.g. MoH, ACC, MSD, TPK, MPP and MBIE on national recruitment initiatives;
 - matching orientation/induction to qualifications; and
 - identifying nimble systems and just in time learning resources to assist redeployment
- Utilise the Reform of Vocational Education (RoVE) to build a system that accelerates workforce capability and capacity to respond to new and emerging roles and services
- Work with the New Zealand Institute of Skills and Technology (NZIST) and other relevant organisations to implement new pre-employment and in-work training approaches
- Value and enable ongoing professional and interprofessional development opportunities for kaiāwhina
- Engage with consumers, whānau and kaiāwhina to ensure training content is informed by them and where possible includes their voices as part of the training delivery

2. Grow the workforce to support diversity

- Seek and support attraction, recruitment, induction and training/retraining initiatives that grow the diversity of the workforce
- Realise opportunities to increase kaiāwhina cultural confidence and competence, learning from and building on successful community and employer developed initiatives
- Initiate opportunities to recognise that sign language is New Zealand's third official language

3. Establish pathways and expand skill sets

- Identify agile education and training approaches to respond to sector workforce demand and supply and increasingly complex consumer needs
- Partner with Ministry of Education (MoE), New Zealand Qualifications Authority (NZQA), the WDC and the NZIST to establish pathways for the workforce including from school to work, the unemployed and for those already in work
- Identify barriers and solutions to achieving pathways into registered roles
- Utilise initiatives like the Calderdale Framework to expand the skill sets of kaiāwhina
- to support more integrated care and better respond to the needs of whānau and communities
- Provide opportunities for kaiāwhina to increase their role in prevention and early intervention activities



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