

Bay Of Plenty District Health Board  
Māori Workforce Development Plan



**Korite**



**BAY OF PLENTY**  
DISTRICT HEALTH BOARD  
HAUORA A TOI





## He Mihimihi

Whitiwhiti ora. Mauri ora ki te katoa  
He taumata anō tēnei o tō tātou kaupapa toiora  
Rere tonu atu e te manu ki ngā tōpito o te motu  
Mauria atu te pono me te tika, i runga i te rangimārie  
Ki ngā roopu hauora, whaiora, toiora. Mā koutou e pānui, e whāwhā atu ki tā koutou e tumanako ai,  
hei oranga wairua, hinengaro, tinana, whatumanawa.  
Kapohia ngā hua o roto hei painga mo ō koutou hāpori

Tēnei ra te mihi whakatau a te BOPDHB me te Rūnanga Hauora Māori o Te Moana a Toi

Mā te Atua katoa tātou e manaaki

Punohu McCausland  
Te Rūnanga Hauora Māori o Te Moana a Toi

Mary Hackett  
Chairperson  
Bay of Plenty District Health Board

***Korite*** – “kia korite te anga whakamua“ – to move forward in unison

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## Kōrero Whakataua *Introduction*

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The Bay of Plenty District Health Board has a strong commitment to developing a health and disability workforce that is able to meet the evolving health challenges faced by communities in the Bay of Plenty.

He Korowai Oranga establishes the requirement to increase the capability and capacity of Māori Providers to deliver effective health and disability services for Māori and to increase the number and improve the skills of the Māori health and disability workforce at all levels.

Similarly, Raranga Tupuake, the Ministry of Health Māori Health Workforce Development Plan 2006, provides broad goals that encourage the increase of numbers of Māori in the health and disability workforce, the expansion of the skill base of that group and access to training for Māori.

To build upon this strategic platform, the BOPDHB has developed Korite - The Bay of Plenty District Health Board Māori Workforce Development Plan which describes the goals for Māori workforce development in the Bay of Plenty. Korite reflects national workforce development goals and considers the unique requirements of the communities within the Bay of Plenty.

In recent years, the Bay of Plenty District Health Board in conjunction with Te Rūnanga Hauora o Te Moana a Toi, Māori Health providers and Māori communities have implemented a range of strategies designed to contribute to the reduction of disparities for Māori in the Bay of Plenty. Specifically, He Ritenga: Treaty of Waitangi Audit Tool, He Pou Oranga Tangata Whenua: Tangata Whenua Determinants of Health Framework and Iwi Health Planning are all initiatives that recognise the contribution of Māori knowledge, skills and institutions to the fabric of health and disability activity in this region. Although each of these initiatives has its unique features and functions, they collectively represent the arrangement between the BOPDHB and Iwi in Te Moana a Toi to work collaboratively at all levels of health service provision.

***Korite*** - The Bay of Plenty District Health Board Māori Workforce Development Plan, is fundamentally informed by these previous initiatives and seeks to reflect their principles within the context of Māori workforce development.

***Korite*** - The Bay of Plenty District Health Board Māori Workforce Development Plan, arrives at an interesting stage of Māori health development in the Bay of Plenty. Recent initiatives by the BOPDHB and Te Runanga Hauora o Te Moana o Toi have provided a platform for a greater level of health service participation by the traditional institutions of Iwi and hapu. This plan must serve to enhance that participation in the context of workforce development. It must be mindful also of those Māori health provider organisations that have long been the health delivery experts on behalf of their Iwi and seek to grow the capability and capacity of those organisations in the context of workforce development.

Similarly, Korite should provide opportunity for those who are practitioners within the DHB organisation itself and ensure that Māori are appropriately represented at all levels of the District Health Board.

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## ***He Ritenga and Māori workforce development***

The He Ritenga Treaty of Waitangi Audit Tool provides a mechanism for the assessment of non Māori health service providers against specifications linked to the principles of the Treaty of Waitangi.

The relationship between this tool and workforce development is that it provides an opportunity to identify those areas of health and disability service delivery that provide for improvements to Māori health status and those areas that require continued improvement.

## ***He Pou Oranga Tangata Whenua and Māori workforce development***

He Pou Oranga Tangata Whenua describes the imperative features of the state of TOIORA - optimum health and wellbeing.

It provides also a kaupapa Māori framework that guides decisions relating to the provision of Māori health services and the relationship between stakeholders to the achievement of the state of toiora.

In the context of Māori workforce development, He Pou Oranga Tangata Whenua is concerned about Māori in the health system. He Pou Oranga Tangata Whenua is concerned with the issues of Māori skill and knowledge throughout the sector, the sources of staffing and personnel, the role of tangata whenua in health training and education, the opportunity for Māori professional movement within the sector and the role of the Māori community in health service provision.

## ***Iwi Health Planning and Māori workforce development***

Iwi Health Planning recognises that the health aspirations of Iwi and Hapū are not necessarily congruent with those that inform national health strategy as they are the aspirations of two different groups.

Iwi health planning ensures that Iwi health priorities as determined through Iwi research processes inform the planning and decisions of the Bay of Plenty District Health Board.

Decisions regarding the specific health activity of Iwi are always made in consideration of all the other social features that impact upon Iwi. Health decisions are not made in isolation of decisions regarding education, housing, employment, justice etc.

***Korite*** will have an integral part to play in relation to the research and development processes that support Iwi health plans.

Māori knowledge, skills and personnel at all levels of professional health service delivery within the district health board and the community.



## Vision

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### The Framework

The *Korite* framework is built upon *three strands*.

- Māori recruitment to the health and disability sector
- Māori within the sector
- Māori health workforce and the Māori community

The three strands are matrixed against *three key themes* that support the place of Māori knowledge and skills in workforce development, the role of Māori in the description of workforce activity and support for Iwi research as part of the health planning process.

- **Dual Competency**

This theme provides an opportunity inside the plan to begin to describe specifically the status and function of Māori knowledge inside the health sector. It discusses the place of Māori knowledge and practice in the Māori health sector and the wider health sector. It suggests that Māori knowledge and practice has a currency for all health practitioners in the health and disability sector, not Māori alone, and offers an opportunity to explore the place of Māori knowledge and practice in all health curricula.

- **Relationships With Māori Communities**

This theme recognises that the previous BOPDHB and Te Runanga o Te Moana o Toi initiatives, He Pou Oranga Tangata Whenua and Iwi Health Plans, requires an enhancing of the relationships between the BOPDHB and the range of Māori communities in this region. These initiatives focus on a greater level of participation in and contribution to the planning and resourcing decisions made by the BOPDHB and this theme provides an opportunity to describe the type of workforce development relationship that can be developed between the BOPDHB and the range of Māori communities including Māori in the DHB, Māori health provider collectives and Iwi health organisations.

- **Data gathering, research and development**

This theme allows for specific support to be given to those Iwi groups who are attempting to develop Iwi Health Plans in accordance with their arrangements with the DHB. It recognizes that Iwi view health status as holistic (as described in the He Pou Oranga Tangata Whenua Framework) and that for many Iwi, Iwi Health Plans command a level of research expertise and processing that will be new. Consequently, access to health data and support in research will be required.

Within the strand/theme matrix, the goals for Māori workforce development are identified. The framework provides a third axis that recognises the national themes of workforce *recruitment* and *retention*. These themes underpin the *Korite* framework.

Fig. 1




| Strands  | Māori recruitment to the health and disability sector   | Māori within the sector  | Māori health workforce and the Māori community   | National Themes                  |
|--|---|--|--|----------------------------------|
| <b>Themes</b>  |   |  |  | <b>RECRUITMENT AND RETENTION</b> |
| <b>Dual Competency</b>                               | Goal 1: Target Māori knowledge and skills through recruitment   | Goal 1: Māori knowledge and skills fundamental to all workforce and workforce development<br>Goal 2: Supporting Māori models of health in the workforce development context. | Goal 1: Supporting Māori models of health in communities<br>Goal 2: Improving Māori workforce in the community |                                  |
| <b>Iwi Relationships</b>                             | Goal 2: Targeted recruitment inside Māori Communities<br>Goal 3: Recruitment partnerships with Māori communities. | Goal 3: Acceleration of Māori into professional pathways<br>Goal 4: Developing Māori Leadership  | Goal 3: Training partnerships with Māori communities.  |                                  |
| <b>Data Gathering &amp; Research and Development</b> | Goal 4: Iwi and Māori community health needs and workforce priorities   | Goal 5: Career pathways for Maori Practitioners  | Goal 4: Building Iwi, hapū and Māori community capacity to research  |                                  |





The links between Rāranga Tupuake Māori Health Workforce Development Plan 2006 - Manatū Hauora, Ministry of Health and the specific goals of Korite, Bay of Plenty District Health Board Māori Workforce Development Plan 2008 are shown in the following diagram.

Fig. 2

| Raranga Tupuake Goal 1   | Raranga Tupuake Goal 2   | Raranga Tupuake Goal 3  |
|--|--|---|
| <b>Te Raranga Tuatahi</b>  | <b>Te Raranga Tuarua</b>   | <b>Te Raranga Tuatoru</b>   |
| Tuia te muka tangata i takea mai i Hawaiiki: Increase the number of Māori in the health and disability workforce | Te whiri i te mauri Māori ki roto i ngā mahi: Expand the skill base of the Māori health and disability workforce | Te Hononga ki ngā kete ako: Enable equitable access for Māori to training opportunities |
|                                |                                |     |
| <b>"Korite"- Bay of Plenty District Health Board Māori Workforce Development Plan Goals</b>                      |  |   |
| Targeted recruitment inside Māori Communities  | Target Māori knowledge and skills through recruitment  | Iwi and Māori community health needs and workforce priorities                           |
| Recruitment partnerships with Māori communities  | Māori knowledge and skills fundamental to all workforce and workforce development                                | Acceleration of Māori into professional pathways  |
| Supporting Māori models of health in communities   | Supporting Māori models of health in the workforce development context.  | Developing Māori Leadership   |
|  | Improving Māori workforce in the community   | Career pathways for Maori Practitioners   |
|  | Building Iwi, hapū and Māori community capacity to research  | Training partnerships with Māori communities.   |

### **Strand: Māori recruitment to the health and disability sector**

#### ***Theme: Dual competency***

#### ***Goal 1: Target Māori knowledge and skills through recruitment***

##### ***Objectives:***

- 1a** Review and maintain relationships with key stakeholders to support Māori knowledge and skill entering the health and disability sector. In particular, Wharekura and Kura Kaupapa Māori/ a-iwi.
- 1b** Define core Māori knowledge and skills and its relationship, where appropriate, to health and disability curriculum and qualification in the BOPDHB and the Clinical School
- 1c** Explore Iwi/Māori Provider clinical skills development programme targeting ‘uri.’

### **Strand: Māori recruitment to the health and disability sector**

#### ***Theme: Iwi relationships***

#### ***Goal 2: Targeted recruitment inside Māori Communities***

##### ***Objectives:***

- 2a** Develop, implement and maintain health scholarships for Māori communities in the BOPDHB region
- 2b** Encourage Iwi/Maori community health personnel targets through the Iwi Health Planning process
- 2c** Identify (with Māori community leaders) specific candidates for health career pathways in response to health personnel targets

#### ***Goal 3: Recruitment partnerships with Māori Communities***

##### ***Objectives:***

- 3a** Implement collaborative recruitment processes in response to Iwi Health Plan targets
- 3b** Develop and implement an adult education health recruitment drive focused on attracting Te Reo Māori and Tikanga Māori knowledge and competency to the sector.



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## **Strand: Māori recruitment to the health and disability sector**

### ***Theme: Data gathering & research and development***

#### ***Goal 4: Iwi and Māori Community health needs and workforce priorities***

##### ***Objectives:***

- 4a** Prioritise a funding mechanism to support the collation of Māori community health needs and workforce information.
- 4b** Explore the establishment of a Māori research capability in the BOPDHB to support and enhance the growth of the IHP initiative and to maintain an information flow between Iwi, Māori Providers and the BOPDHB.
- 4c** Explore joint venture workforce development funding arrangements with Iwi.

## **Strand: Māori within the sector**

### ***Theme: Dual competency***

#### ***Goal 1: Māori knowledge and skills fundamental to all workforce and workforce development***

##### ***Objectives:***

- 1a** Develop strategy for the integration of Māori knowledge and skills as core competency for health and disability workforce in the BOPDHB.
- 1b** Support Māori community participation in and contribution to the development of the Clinical School curriculum and infrastructure.
- 1c** Implement sector in-service development focusing on Māori models of health and initiatives as currently supported by the BOPDHB

#### ***Goal 2: Supporting Māori models of health in the workforce development context.***

##### ***Objectives:***

- 2a** Maintain support of the Kaupapa Māori development programmes

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## **Strand: Māori within the sector**

### ***Theme: Iwi relationships***

#### ***Goal 3: Acceleration of Māori into professional pathways***

##### ***Objectives:***

- 3a** Set annual targets for recruitment and graduation of Māori  
Medical students and General Practitioners  
Nurses  
Caregivers  
Midwives  
Researchers  
Allied workforce  
Managers  
Directors and Trustees
- 3b** Liaise with Māori communities to confirm workforce growth targets as above.
- 3c** Target current Māori health practitioners to clinical school under graduate/post graduate population

#### ***Goal 4: Developing Māori Leadership***

##### ***Objectives:***

- 4a** Explore Māori leadership development opportunities available to Māori community, Māori health practitioners, Rangatahi and support integration into planning and funding.
- 4b** Support the initiation of Te Rūnanga Hauora o Te Moana a Toi/BOPDHB lead Māori Health Leadership forum 2009+
- 4c** Explore a Master/apprentice - experiential approach to workforce development utilising community and DHB experience
- 4d** Utilise existing Secondment models to implement Secondment opportunities throughout the BOPDHB
- 4e** Implement ongoing developmental opportunities for current Māori leadership entities



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**Strand: Māori within the sector*****Theme: Data gathering & research and development******Goal 5: Career pathways for Maori Practitioners******Objectives:***

- 5a** Collate (as part of BOPDHB Māori research capability) workforce data for Māori in BOPDHB, MDO, PHO, Iwi health Providers.
- 5b** Set targets for succession and professional movement against known population statistics and Iwi health planning data.

**Strand: Māori health workforce and the Māori community*****Theme: Dual Competency******Goal 1: Supporting Māori models of health in communities******Objectives:***

- 1a** Encourage through funding support the ongoing development of Iwi Health Planning
- 1b** Develop a strategy for the enhancement of Rongoa Practitioner development

***Goal 2: Improving Māori workforce in the community******Objectives:***

- 2a** Provide support for Māori Provider workforce development planning and in particular its linkage to the outcomes of Iwi Health research and planning
- 2b** Negotiate Iwi Health Planning as MPDS application category
- 2c** Develop community clinical expertise initiative by way of community nominated, Iwi/DHB funded candidates for Māori Doctor and Nurse Practitioner education

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**Strand: Māori health workforce and the Māori community**

***Theme: Iwi relationships***

***Goal 3: Training partnerships with Māori Communities***

***Objectives:***

- 3a** Investigate the viability of practicum training partnerships with Māori communities and Māori Health Providers as part of Clinical School curriculum
- 3b** Investigate the viability of funding partnerships to enable community based undergraduate course delivery and post graduate supervision

**Strand: Māori health workforce and the Māori community**

***Theme: Data gathering & research and development***

***Goal 4: Building Iwi and hapū and Māori Community capacity to research***

***Objectives:***

- 4a** Provide resource for the completion of Iwi Health research and planning
- 4b** Describe mutual benefit relationship between BOPDHB Māori research capacity and Iwi research processes and Māori Provider research capability



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