**Enter Practice name here**

**Practice Team Workforce Plan 2020**

### Introduction

The vision of the 2016 New Zealand health strategy is that: All New Zealanders **live well, stay well, get well**, in a system that is **people-powered,** provides services **closer to home**, is designed for **value and high performance**, and works as **one team** in a **smart system** (p.

13).11

A competent and capable workforce is critical to achieving this vision. Primary Health Providers need to have the “right number of people, with the right skills, in the right place, at the right time, with the right work attitude, doing the right work, at the right costs, with the right work output” (p.1.) MOH, 2016

In this context, effective workforce planning has never been more important. The workforce is the most valuable and costly resource within General Practice Teams and recruiting and retaining skilled and qualified staff is a challenge for many practices.

A more planned approach to how Primary Health services are provided is needed if we are to effectively respond to current and future workforce and service challenges.

This guide is a reference only to assist in the development of a Workforce Development Plan for your Practice Team.

Information has been gleaned from multiple sources, these are referenced in this document.

The link below is for the downloadable “Getting it right, Workforce planning guide” from Te Pou o te Whakaaro Nui. Reference to this document is marked with an \* in this guide. <https://www.tepou.co.nz/resources/getting-it-right-workforce-planning-guide/489>

### Health Care Home – Practice Workforce Development Plan

Value of a Practice Workforce Plan

By examining current and projected population need and current workforce capability, a Practice workforce development plan will assist the HCH’s workforce to proactively prepare and develop to meet the changing healthcare needs of their population. In addition, an understanding of the evolving nature of primary health care provision, National and local health system priorities, the potential of nursing scope development and the use of smart systems will also inform such a plan.

Aims

* To understand current and forecast future population need, current practice team capability and future potential.
* To be aware of National and local Health system priorities i.e. Health Strategy (2016)
* To develop an informed practice workforce development plan.
* To have appropriately skilled staff to meet projected patient population demand.

Objectives

* Review practice team workforce
* Review practice population
* Identify the gaps in workforce to meet current and future need
* Develop a strategy for how those gaps could be filled
* Understand potential barriers to achieving those objectives
* Using a solution focused approach, consider how barriers can be overcome
* Plan how the practice will make this happen

## Questions to Consider when Workforce Planning

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| **1.** | What is the current skill mix of roles in the practice – GPs, Practice Nurse, Nurse Practitioner, Primary Care Practice Assistant, Administrators and Business Manager? |
|  | **Action: See Appendix 1. Complete practice team skill matrices by practice role** |
| **2.** | Do you feel you have the right skill mix across the practice team with the current roles? |
|  | **Action: See Appendix 2. Complete the current workforce capacity table 1.** |
| **3.** | Is anyone thinking about changing and or expanding their current role? If so, do you have a training plan in place?  What are the team’s strengths and development needs?  What is the consultation with our current workforce telling us regarding workforce issues, i.e. what is working well or what could be improved? How will this inform our workforce priorities? |
|  | **Action: See Appendix 2. Complete the current workforce capability table 2.** |
| **4.** | How much of the current work carried out by team members could be done by another member of the practice team?  Do we have the right people with the right skills, doing the right thing? OR Is there a need to actively recruit new staff? |
|  | **Action: See Appendix 3. Complete the future workforce capacity table 3. And projected workforce requirements table 4.** |

Practice Population – Questions to consider

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| **5.** | What will your practice population look like in the next 1 – 3 years? Will the profile change significantly?  Does the skill mix across the team, match our practice population health need? |
|  | **Action: Complete a current and projected population profile in graph form**  using the Population Report on the Provider Portal to view Register Summary and Predicted risk information. |

Developing an Action Plan

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| **6.** | How does the current and future population profile inform us of our current and future workforce needs? |
|  | **Action: See Appendix 4. Complete current and future capacity and capability gap analysis at table 5. And table 6.**  This will inform your team workforce development action plan |
| **7.** | Set workforce objectives and actions based on current workforce capacity and capability and known/projected population and workforce need. |
|  | **Action: See Appendix 5. Complete a team workforce development action plan** |
| **8.** | What are the barriers to achieving our objectives in the practice workforce development action plan? |
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| **9.** | Using a solution-focused approach, how can these be overcome? |
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# APPENDIX 1.

### Practice Team – Skills Matrices

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| **Nurse Skills Matrices.** | name | name | name | name | name | name | name | name | name | name |
| Authorised Vaccinator |  |  |  |  |  |  |  |  |  |  |
| B4 school checks |  |  |  |  |  |  |  |  |  |  |
| COPD |  |  |  |  |  |  |  |  |  |  |
| CVRA |  |  |  |  |  |  |  |  |  |  |
| Diabetes |  |  |  |  |  |  |  |  |  |  |
| Immunisation ordering |  |  |  |  |  |  |  |  |  |  |
| Infection control |  |  |  |  |  |  |  |  |  |  |
| Outside agency liaison |  |  |  |  |  |  |  |  |  |  |
| PDRP |  |  |  |  |  |  |  |  |  |  |
| Phlebotomy |  |  |  |  |  |  |  |  |  |  |
| Preceptor |  |  |  |  |  |  |  |  |  |  |
| PCPA / Health Coach Mentor |  |  |  |  |  |  |  |  |  |  |
| Reproductive health |  |  |  |  |  |  |  |  |  |  |
| Sexual Health |  |  |  |  |  |  |  |  |  |  |
| Smoking Brief Advice |  |  |  |  |  |  |  |  |  |  |
| Spirometry |  |  |  |  |  |  |  |  |  |  |
| Travel immunisations |  |  |  |  |  |  |  |  |  |  |
| Wound care |  |  |  |  |  |  |  |  |  |  |

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| **Colour Code Legend** |  |  |  |  |  |  |  |  |  |  |
| Champion |  |  |  |  |  |  |  |  |  |  |
| Generalist |  |  |  |  |  |  |  |  |  |  |
| Learning - ongoing |  |  |  |  |  |  |  |  |  |  |

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| **GP / NP Skills Matrices.** | name | name | name | name | name | name | name | name | name | name |
| College Fellow |  |  |  |  |  |  |  |  |  |  |
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| GPEP1 Tutor |  |  |  |  |  |  |  |  |  |  |
| GPEP2 Tutor |  |  |  |  |  |  |  |  |  |  |
| Paediatrics |  |  |  |  |  |  |  |  |  |  |
| Older Adult |  |  |  |  |  |  |  |  |  |  |
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| Travel Medicine |  |  |  |  |  |  |  |  |  |  |
| Minor Surgery |  |  |  |  |  |  |  |  |  |  |
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| **Colour Code Legend** |  |  |  |  |  |  |  |  |  |  |
| Champion |  |  |  |  |  |  |  |  |  |  |

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| Generalist |  |  |  |  |  |  |  |  |  |  |
| Learning - ongoing |  |  |  |  |  |  |  |  |  |  |

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| **PCPA** | name | name |  | **ADMIN** | name | name | name | name |
| New Patient Checks |  |  |  |  |  |  |  |  |
| Recalls – cx, BSA, Imms |  |  |  |  |  |  |  |  |
| Medical supplies ordering |  |  |  |  |  |  |  |  |
| MPSO Ordering |  |  |  |  |  |  |  |  |
| Health Ed. Resources ordering |  |  |  |  |  |  |  |  |
| New patient packs |  |  |  |  |  |  |  |  |
| NIR – new babies |  |  |  |  |  |  |  |  |
| Patient Portal Enrolments |  |  |  |  |  |  |  |  |
| Smoking cessation |  |  |  |  |  |  |  |  |
| ECGs |  |  |  |  |  |  |  |  |
| Immunisation ordering Sterilisation/infection control MDT Coordination  Huddles Facilitator Wound Care (basic) |  |  |  |  |  |  |  |  |
| Minor Surgery assist |  |  |  |  |  |  |  |  |
| Health Coaching |  |  |  |  |  |  |  |  |
| Standford Facilitator |  |  |  |  |  |  |  |  |
| Chaperone |  |  |  |  |  |  |  |  |
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| **Colour Code Legend** |  |  |  |  |  |  |  |  |
| Champion |  |  |  |  |  |  |  |  |
| Generalist |  |  |  |  |  |  |  |  |
| Learning - ongoing |  |  |  |  |  |  |  |  |

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| **Business Manager** | name |
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| **Colour Code Legend** |  |
| Champion |  |
| Generalist |  |
| Learning - ongoing |  |

**APPENDIX 2.**

Stocktake of current workforce capacity and capability

\*Reference note: Getting it right. Workforce planning guide, Te Pou o te Whakaaro Nui, pg 40

Current workforce capacity table 1.

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| **Workforce FTE** | **GP** | **NP** | **RN** | **PCPA** | **Admin** | **Manager** | **Health Coach** | **Dietician** | **Clinical Pharmacist** |
| Resignations |  |  |  |  |  |  |  |  |  |
| Retirement |  |  |  |  |  |  |  |  |  |
| Other, e.g. maternity leave |  |  |  |  |  |  |  |  |  |
| New staff |  |  |  |  |  |  |  |  |  |
| Returning to work |  |  |  |  |  |  |  |  |  |
| WORKFORCE SUPPLY |  |  |  |  |  |  |  |  |  |
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Current workforce capability table 2.

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| **Current Service** | **Skills and knowledge** |  |
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**APPENDIX 3.**

Analysis for future workforce capacity and capability requirements

Reference note: Getting it right. Workforce planning guide, Te Pou o te Whakaaro Nui, pg 33

Future workforce capacity table 3.

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| **Future Services** | **Skills and knowledge needed** | **Potential job role(s)** |
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Projected workforce requirements table 4.

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| **Projected Workforce Requirements** | **GP** | **NP** | **RN** | **PCPA** | **Admin** | **Manager** | **Health Coach** | **Dietician** | **Clinical Pharmacist** |
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# APPENDIX 4.

### Current and future capacity and capability gap analysis tables 5 and 6

\* Reference note: Getting it right. Workforce planning guide, Te Pou o te Whakaaro Nui, pg 44

What are the key areas of need/action to move from where the Practice is now to where it wants to be, especially with priority job roles?

Capacity is about finding out whether you have the right number of people needed to deliver services.

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| --- | --- | --- | --- | --- |
| **Team Role** | **Current Capacity** | **Future Requirements** | **Gap** | **Reasons** |
|  |  |  |  | Why is there a gap? |
|  |  |  |  |  |
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Capability is about finding out whether the workforce has the right skills and knowledge and can apply these to achieve desired outcomes or whether these need to be developed or new people hired.

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| --- | --- | --- | --- | --- |
| **Team Role** | **Current Capability** | **Future Requirements** | **Gap** | **Reasons** |
|  |  |  |  | Why is there a gap? |
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**APPENDIX 5.**

Action Plan

\* Reference note: Getting it right. Workforce planning guide, Te Pou o te Whakaaro Nui, pg 50

NOW prioritise the ‘issues’ and develop an action plan with strategies to address gaps.

What are the key outcomes of your workforce action plan? How will you evaluate the strategies in your workforce plan? What are the next steps for implementation?

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| **Objective** | **Actions** | **Due Date** | **Who** |
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