



# NURSING AND MIDWIFERY STRATEGY

2020 – 2025



**TŌ ORANGA TOU KAPA**  
Our Health Your Team



# KIA TAPATAHI KIA KOTAHI RĀ

## Unity in diversity

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The collective vision and values of Hawke's Bay District Health Board (HBDHB) are essential in the delivery of this nursing and midwifery strategy.

Developed in consultation with Ngāti Kahungunu and community partners, these values are embedded in all aspects of care to support improved understanding and responsiveness to the needs of our communities. These values underpin the nursing and midwifery strategy.



# FOREWORD

## 2020 – 2025

Hawke's Bay's strong and vibrant midwifery and nursing workforce combined is the largest professional health workforce serving the region's communities.

Care provided is expansive, incorporating vast skills and knowledge to lead, manage and provide health care at all levels. This in turn enables wider access to enhance and support wellness for those most vulnerable.

This strategy provides a map to guide the DHB's nursing and midwifery commitments over the next five years that will be measured against and aligned to the wider DHB's Whānau Ora Hāpori Ora Health Strategy and collective vision.

As a living document, this strategy sets out new challenges, providing a framework for the nursing and midwifery workforce to be innovative leaders toward improving health inequity within communities.



### Midwifery and Nursing Directors:

(Insert) Chris McKenna Chief Nursing & Midwifery Officer

(Left to right) Julie Arthur Midwifery Director - Communities, Women & Children

Shannon Bradshaw Midwifery Director - Communities, Women & Children

Jill Lowrey Nurse Director - Communities, Women & Children

Peta Rowden Nurse Director - Mental Health & Addiction Services

Karyn Bousfield Nurse Director - Primary Care, Planning & Funding

Kerri Cooley Nurse Director - Surgical Directorate

Asmitha Patchay Nurse Director - Older Persons, Allied Health & NASC

Ngaira Harker Nurse Director - Māori Health

Kate McCrea Nurse Director - Medical Services

Adrienne Whelan Nurse Director - Operations Directorate



## TE PAERANGI

### Guiding values & vision

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#### Te Hauora o Te Matau-Ā-Māui Healthy Hawke's Bay

Excellent health services working in partnership to improve the health and wellbeing of our people and to reduce health inequities within our community.

#### HE KAUANUANU

##### Respect

Showing respect for each other,  
our staff, patients and consumers.

#### ĀKINA Improvement

Continuous improvement in  
everything we do.

#### RARANGA TE TIRA

##### Partnership

Working together in partnership  
across the community.

#### TAUWHIRO Care

Delivering high quality care to  
patients and consumer.



Ko ngā uaratanga me  
ngā whanongatanga,  
he mea matua.

*Our values & behaviour  
are important.*



# NGĀ WHĀINGA

## Goals

### MĀORI RESPONSIVENESS

Integrate Treaty of Waitangi principles to deliver responsive health care.

### CHAMPION EQUITY

Our community will receive health care which enables all to reach full potential for a healthy life.

### QUALITY & SAFETY

Whānau and consumer patient safety is at the centre of all we do.

### NURSING WORKFORCE

Increase the capacity and capability of our nursing workforce.



### MIDWIFERY WORKFORCE

Strengthening and developing a workforce responsive to the community being served.

### TRANSFORMATIONAL LEADERSHIP

Grow leaders that demonstrate the values and whāinga of our community.



# MĀORI RESPONSIVENESS

We will integrate Treaty of Waitangi principles to deliver responsive health care.

Ngā whāinga | Objective

**We will ensure the nursing and midwifery workforce have capacity and capability to be responsive to Māori.**

Ara whakatutuki | Measurements

- Nursing and midwifery data will incorporate kaupapa Māori research based measurement and evaluation of care to support growing our capacity and capability as a workforce.
- Recruitment supports processes that value cultural and clinical expertise and responsiveness to Māori.



Wairoa Midwifery team HBDHB





Nayda Heays  
Registered Nurse  
Intensive Care

#### Ngā whāinga | Objective

**We will utilise and apply Māori models of health that are responsive to Māori.**

#### Ara whakatutuki | Measurements

- We will resource a Māori nursing and midwifery advisory group to lead the application and integration of models of health that are responsive to Māori.
- We will resource and deliver appropriate Māori led education opportunities and requirements, to support application and integration of Māori models of health in our workforce.

#### Ngā whāinga | Objective

**We will be proactive in developing education and research to support a kaupapa Māori world-view for whānau, hapū and iwi.**

#### Ara Whakatutuki | Measurements

- We will work in partnership to develop improved health informatics and utilise research that supports improved engagement, delivery of care and accelerated improvement in Māori health outcomes.

#### Ngā whāinga | Objective

**Our workforce will deliver culturally responsive care to Māori.**

#### Ara whakatutuki | Measurements

- Encourage and normalise the utilisation of te reo and tikanga within the HBDHB nursing and midwifery workforce.
- Promote dual competency development within Professional Development Recognition Programme (PDRP) and Midwifery Quality Leadership Programme (QLP) and ensure resourcing and access to Māori assessors, supervisors and coaches.
- Access to cultural resources will be made available to the Māori nursing and midwifery workforce.



# CHAMPION EQUITY

Our community will receive health care which enables all to reach full potential for a healthy life.



## Ngā whāinga | Objective

**HBDHB's equity report will inform the allocation of resources to build capacity and capability of its nursing and midwifery workforce.**

## Ara whakatutuki | Measurements

- All nursing and midwifery leaders will be supported with equity training to embed health equity within nursing and midwifery teams in-line with the DHB's scope of practice.

## Ngā whāinga | Objective

**Develop, deliver and evaluate care within an equity framework to support effective decision making.**

## Ara whakatutuki | Measurements

- Nursing and midwifery leaders will ensure quality improvement processes are embedded to measure, monitor and report on the application of HBDHB's equity framework within service delivery.

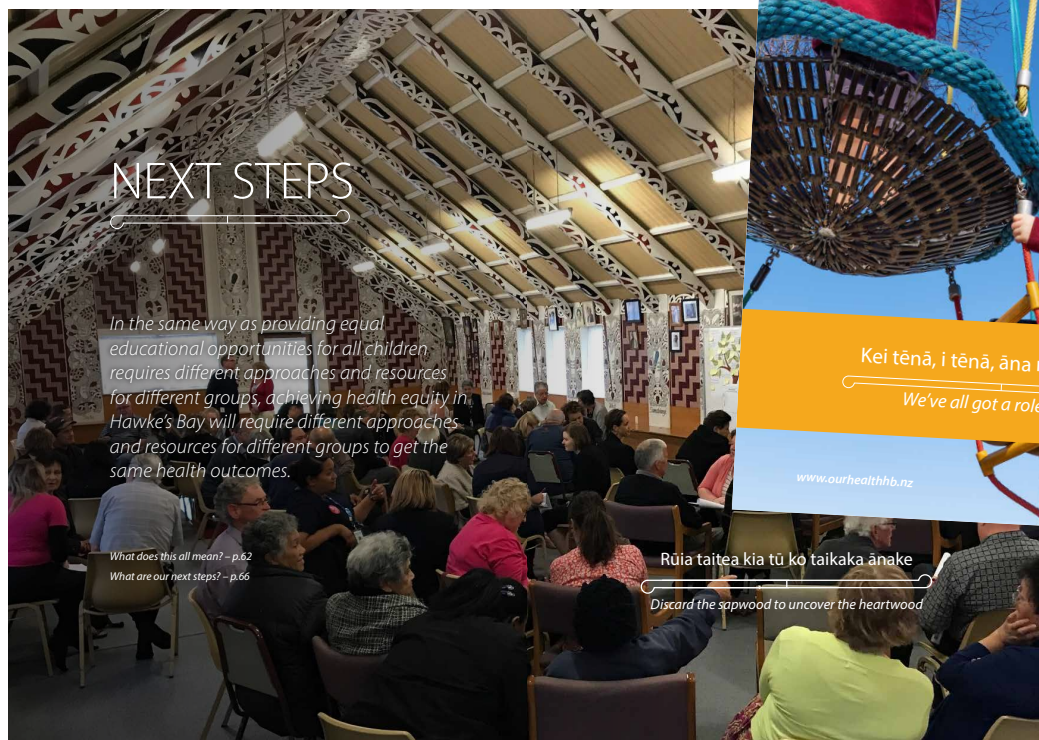
## Ngā whāinga | Objective

**Strengthen capacity to support early intervention for mental health conditions (Māori mental health strategy).**

## Ara whakatutuki | Measurements

- Resource and work towards training and development of our workforce to support early intervention and access to mental health support and advice at a primary care level.
- Incorporate a Whānau Ora approach in working with our community.





## Ngā whāinga | Objective

**Support flexible and innovative models of care, to better meet the needs of people living in poverty.**

### Ara whakatutuki | Measurements

- Models will be informed by engagement and consultation with our communities.
- Engage with our community providers in rural health to support models that meet the needs and demographic of these communities.
- Support models of care that improve equity indicators within HBDHB's equity report and ensure these indicators are embedded within the DHB's nursing and midwifery priorities.

## Next steps

Listen to our communities most impacted by health inequities and act to change services.

Establish an equity promoting system and explicitly tackle structural ethnic bias.

Hawke's Bay DHB Health Equity Report 2018

# QUALITY AND SAFETY

Whānau and consumer patient safety is at the centre of all we do.



HEALTH QUALITY & SAFETY  
COMMISSION NEW ZEALAND  
*Kupu Taurangi Hauora o Aotearoa*

New Zealand will have a sustainable, world-class, patient-centred health care and disability support system, which will attract and retain its workforce through its commitment to continually improve health quality, and deliver equitable and sustainable care.

Ngā whāinga | Objective

**Whānau/patient feedback will help to ensure our standards are being met.**

Ara whakatutuki | Measurements

- A whānau feedback process will be implemented to ensure key themes are continually reviewed and feedback to support improved delivery of care.

Ngā whāinga | Objective

**Foster an environment of innovation, creativity and continuous improvement ensuring safety is at the heart.**

Ara whakatutuki | Measurements

- Monitor data to support actions to improve quality are reflected in the reduction of incidents, adverse events and complaints.

Ngā whāinga | Objective

**Actively participate in quality improvement, including auditing, implementation of recommendations from adverse event reviews and responsiveness to addressing improved equity and quality.**

Ara Whakatutuki | Measurements

- Implementation of national programmes supporting improved quality and safety, for example Kōrero mai, Health Quality and Safety Commission.
- Recommendations from adverse event reviews will be fully implemented and outcomes/improvements monitored inclusive of equity improvements.





#### Ngā whāinga | Objective

**Support advanced nursing and midwifery practice and maximise scopes of practice.**

#### Ara whakatutuki | Measurements

- Professional Development Recognition Programme (PDRP) and Midwifery Quality Leadership Programme (QLP) will be monitored to identify, develop and meet the capability needs in care delivery.
- Prioritise coordinated and planned professional development to support nurses and midwives to provide contemporary skilled care.
- Ensure credentialing and maintenance of professional and clinical standards.
- A highly skilled and competent workforce will be reflected in the care provision.

#### Ngā whāinga | Objective

**Work towards fully implementing the Care Capacity Demand Management (CCDM) programme to provide the right care, in the right place, at the right time.**

#### Ara whakatutuki | Measurements

- Nurses and midwives will report feeling well supported and receive professional development they require to provide excellent care.
- CCDM will be fully implemented, becoming business as usual for safe staffing, healthy workplaces. Nurses and midwives will report they have the time and tools to undertake care requirements comprehensively.

# NURSING WORKFORCE

Increase the capacity and capability of our nursing workforce.



Ngā whāinga | Objective

**Develop a pipeline to support a sustainable future nursing and midwifery workforce.**

Ara whakatutuki | Measurements

- Work with educational partners to create and support pathways to employment.
- Review our models of preceptorship and placement models to better support experiences and increase capacity. This will support the development of a diverse and fully encompassing profile necessary for future nurses and midwives within the health environment.
- Reward preceptorship and ensure time is supported to address managing and training needs of new graduates and international staff.

2018 Hawke's Bay International Nurses  
and Midwives Awards recipients  
Tungane Kani, Amanda Martin, Janine Palmer,  
Kate Davis, Kirsten Bailey, Jennifer Quinn,  
Donna O'Sullivan, Anna Walter





#### Ngā whāinga | Objective

**Create an environment of inclusiveness and manaakitanga for our future workforce.**

#### Ara whakatutuki | Measurements

- Embrace a Māori world view in the delivery of health care for whānau, hāpu and iwi.
- Create hauora environments that promote and embed culturally supportive working environments for Māori and Pasifika staff.

#### NETP & NESP workforce team:

Sally Houliston Nurse Consultant,  
Korina Mullins NETP Nurse Educator,  
Amy Frechtling NETP Nurse Educator,  
Michaela Gempton NESP Clinical Nurse Educator

#### Ngā whāinga | Objective

**Increase the capacity and capability of the DHB's Māori and Pasifika workforce.**

#### Ara whakatutuki | Measurements

- Support and ensure equity in initiatives to grow the Māori and Pasifika workforce, inclusive of training to support cultural and clinical growth and career pathways that meet the aspirations of the Māori and Pasifika workforce.

#### Ngā whāinga | Objective

**A workforce that has the clinical and cultural capability to lead and deliver care.**

#### Ara whakatutuki | Measurements

- Support the growth and capacity of our nursing and midwifery workforce in line with care that improves access, affordability and the integration of Whānau Ora models to address health inequity.



# MIDWIFERY WORKFORCE

We will be engaged and empowered to develop to our full potential so midwifery is visible and seen as an attractive career choice.

Ngā whāinga | Objective

**Develop a pipeline to support a sustainable future midwifery workforce; particularly focusing on the Māori and Pacific workforce.**

Ara whakatutuki | Measurements

- Work in partnership with educational partners to create and support pathways to employment.
- Review our models of pastoral care, support and DHB orientation model to better support the experiences of a diverse and fully encompassing profile necessary for future midwives within our health environment.
- Increase completion and retention rates for the undergraduate midwifery programmes; particularly for Māori and Pasifika.







Ngā whāinga | Objective

**Increase the capacity and capability of the Māori and Pasifika workforce.**

Ara whakatutuki | Measurements

- Support and ensure equity in initiatives to grow the Māori and Pasifika workforce.
- Provide training to support cultural and clinical growth and career pathways that meet the aspirations of the Māori and Pasifika workforce.

Ngā whāinga | Objective

**Create an environment of inclusiveness and manaakitanga within the workforce.**

Ara whakatutuki | Measurements

- Embrace a Māori world view in the delivery of health care for whānau, hāpu and iwi.
- Create hauora environments that promote and embed culturally supportive working environments for Māori and Pasifika staff to thrive.



Ngā whāinga | Objective

**The workforce will have clinical capacity, capability and cultural competency to be responsive to lead and provide care.**

Ara whakatutuki | Measurements

- Develop a supportive new graduate programme further enhancing the midwifery first year of practice programme.
- Provide culturally responsive training to empower the midwifery workforce by providing care that improves access and integration to Whānau Ora models toward removing health inequity.
- Establish a DHB midwifery career pathway providing opportunities for growth and leadership supporting recruitment and retention of the workforce.
- Design and undertake a tailored programme of leadership and team building to maximise capability and effectiveness.

# TRANSFORMATIONAL LEADERSHIP

Nurturing the next generation of innovative and responsive leaders supports a vibrant and sustainable workforce.

Ngā whāinga | Objective

**Nursing and midwifery leaders will create an environment of succession and mentoring to grow future leaders.**

Ara whakatutuki | Measurements

- Develop a coaching and supervision model for nursing leaders and advanced nursing roles.
- Develop and implement frameworks to support advanced roles.
- Align leadership recruitment with the DHB's strategic direction and vision.
- Nursing and midwifery governance representation is evident at every level of the organisation.



Inaugural LEO Leadership participants



Ngā whāinga | Objective

**Visible career progression pathways supported by training and opportunities for clinical, academic, managerial and professional progression.**

Ara whakatutuki | Measurements

- Develop a career and leadership pathway to enable growth and development of the next generation of nursing and midwifery leaders.

Ngā whāinga | Objective

**Nursing and midwifery leaders will build the Māori and Pasifika workforce leadership and capability.**

Ara whakatutuki | Measurements

- Develop a cultural competency requirement for leaders to support cultural safety and provide guidance. This will embed improved Māori responsiveness within team and environments that acknowledges Treaty of Waitangi principles and DHB values.
- Establish leadership and career pathways to support diversity within leadership roles.



Top: nursing leaders, Wairoa Hospital

Bottom: Merryn Jones Clinical Nurse Specialist – Transplant Coordinator Haemodialysis



# HAWKE'S BAY DISTRICT HEALTH BOARD NUI WHAT SUCCE

## HE KAUANUANU Respect

- Our community can confidently navigate the health system and are enabled to achieve optimal health outcomes.
- Cultural needs are acknowledged, supported and respected.
- Our community engage and are confident in services meeting their needs.

## TAUWHIRO Care

- Our community express services are welcoming and meet their needs.
- We lead with kindness and inclusion recognising diversity of needs.
- We deliver within a whole of service approach recognising primary health and wellness as essential to reducing inequity.





# NURSING & MIDWIFERY STRATEGY 2020 – 2025

## WHAT IT LOOKS LIKE



### ĀKINA Improvement

- We work at the top of our scope and lead health delivery.
- Our leaders encourage and support innovation and technology in models of care.
- Quality and safety is at the centre of all we do.
- Our workforce reflects our population.

### RARANGA TE TIRA Partnership

- We have listened and co-designed services to meet the needs of our communities.
- Within five years there are significant improvements in equity in self-reported health status.
- Integration of kaupapa Māori delivery to support and strengthen responsiveness in our treaty obligations.



