Growing the Māori nursing workforce using a collective impact approach

South Pacific Nurses Forum
18 October 2018

Ramai Lord
Senior Advisor, Nursing
Office of the Chief Nursing Officer
Ministry of Health
New Zealand
“The % of Māori nurses in the workforce should match the % of Māori in the population in each region by 2028”
Growing the Māori nursing workforce and Collective Impact

- Complex historical, social, economic and political issues for Māori

- Key aspects to workforce development are collaboration and partnership

- Collective impact
Collective impact – Kania & Kramer 2011

- Collective impact:
  - a framework to tackle large scale, deeply entrenched and complex social problems
  - structured approach to collaboration
  - multiple agencies

- Isolated Impact
Collective Impact – Kania & Kramer 2011

Important pre-conditions

- Inspirational and influential leadership
- Resourcing to sustain it
- Agreement on a urgent need to change

- Common Agenda
  - Keeps all parties moving towards the same goal

- Common Progress Measures
  - Measures that get to the TRUE outcome

- Mutually Reinforcing Activities
  - Each expertise is leveraged as part of the overall

- Communications
  - This allows a culture of collaboration

- Backbone Organization
  - Takes on the role of managing collaboration
Common agenda

• Grow **clinically competent** and **confident** Māori nurses

• Increase **access to services, opportunities to health care and improve health outcomes for whānau, hapū and iwi**
Shared measurement

• Data collection – accurate, consistent and complete

• Measuring results across all participants – alignment and accountability

• Ministry of Health, Health Workforce NZ, Ministry of Education, Tertiary Education Commission, Education NZ, TAS
Mutually reinforcing activities

Focus on the ‘pipeline’
- Build on current initiatives to promote nursing in secondary schools
- Support student nurses to successfully complete undergraduate training
- 100% employment of new graduates
- Building Māori nursing leadership

Strategic narrative on building āhuatanga
- Te Tiriti o Waitangi
- Kawa whakaruruhau
Continuous communication

• Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation
Backbone infrastructure

Office of the Chief Nursing Officer role:

- staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies
NNO Māori caucus
Our approach

- Partnership with NNO Māori caucus

- Collective impact approach
  - common agenda, shared measurement systems, mutually reinforced activities, continuous communication and, centralized infrastructure with dedicated resources

- A long game
Meitaki maata