

# **The New Zealand Home Health Association Strategic Plan 2009-2011**

## **Vision**

Quality home health and community support services

## **Primary objectives**

- **A strong and sustainable home health sector**
- **To be a vibrant membership organisation**
- **Support for members to provide Treaty aligned services to Māori**
- **The Home and Community Support Sector Standard is used to ensure minimum standards for the sector**
- **An appropriately trained and qualified workforce**

- **OBJECTIVE 1: A strong and sustainable home health sector**

Strategy	Action	Who and when	Resourcing	Measure
1. Strategic development in collaboration with other industry leaders and funders	Identify and collaborate with key stakeholders and groups including CSW, JFG, HCSS	Executive Committee, Executive Officer, sector reps Ongoing	NZHHA Operations Budget	Effective collaboration
2. To take a leadership role in the development of sustainable funding models	To take all opportunities to work with funders, ITO and others to build realistic pricing models  Auckland members' project re costs of embedding training  To commission NZHHA development of pricing model	Executive Committee and Executive Officer  Auckland group Mid 2009	NZHHA Operations Budget /resourcing from funders and ITO  MoH one-off \$1mill project funding (2008)	Development of sustainable funding models
3. Regular strategic consultation across Government – Ministers, Ministries and senior officials  • NZHHA/ACC Consultation Group  • Joint Funders Group	Follow up proposals and papers arising from meeting with Minister of Health 3 <sup>rd</sup> March 2009 and with relevant Government departments  Quarterly liaison meetings  Ensure ongoing progress and contribute to the leadership of JFG	Executive Committee, Graeme Titcombe, and Executive Officer  NZHHA/ACC Group/quarterly  Executive Committee 2009	NZHHA Operations Budget  Cost sharing NZHHA and ACC  NZHHA ops budget	Engagement with relevant government departments and Ministers  Coherent service development  Multi-funder commitment to consistency

4. To build strategic alliances with funders	<ol style="list-style-type: none"> <li>1. Joint Funders Group</li> <li>2. ACC/NZHHA Consultation</li> <li>3. Seek membership of Tripartite Health Forum</li> <li>4. ACC/MoH Service Spec Reference Group</li> </ol>	<p>NZHHA Executive Committee and Executive Officer</p> <p>Ongoing</p>	NZHHA Operations Budget	Coherent, consistent multi-funder commitment to forward planning and sustainability
5. Cross sectoral developments / build strategic alliances with similar groups	<p>Participation in Dept of Labour project on Aged Care Provision</p> <p>Take up relevant opportunities as they arise e.g. MSD Industry partnerships</p>	<p>Ray Lind and Executive Officer Mid 2009</p> <p>NZHHA Members, Executive Committee and Executive Officer</p>	NZHHA Operations Budget	Completion of cross-sectoral projects
6. Research and development	<p>Collaborative research project (on hold 2009)</p> <p>Participation in MSD Project to enhance population ageing research</p>	<p>Trish Neal, Jane Cumming</p> <p>Dr Chris Hendry and reference group 2009</p>	MSD	Research gaps identified in line with NZHHA priorities

• **OBJECTIVE 2 To be a vibrant membership organisation**

<b>Strategy</b>	<b>Action</b>	<b>Who and when</b>	<b>Resourcing</b>	<b>Measure</b>
<p>1. To be recognised as the peak body for home support sector</p>	<p>Continue to promote benefits of membership to existing and potential members</p> <p>Increase membership numbers</p> <p>Develop and promote new resources and other initiatives to benefit existing and future members</p> <p>Ensure that the public, funders, providers, politicians, NASCs and GP's recognise that NZHHA membership signals commitment to high standards</p> <p>To be Government's point of contact for industry developments (e.g. standards, training, funding)</p>	<p>Executive Committee Executive Officer Existing Members</p> <p>Ongoing</p>	<p>NZHHA Operations Budget</p>	<p>Membership levels</p> <p>Membership satisfaction</p> <p>Membership contribution</p> <p>Stakeholder perception of NZHHA</p>

• **OBJECTIVE 3: Support for members to provide Treaty aligned services to Māori**

Strategy	Action	Who and when	Resourcing	Measure
<p>Develop framework for NZHHA members with regard to the delivery of quality, Treaty aligned services to Maori clients</p>	<p>Consult with Māori provider members about the framework.</p>	<p>Executive Committee, Auckland regional group, Executive Officer. 2009</p>	<p>NZHHA operating budget</p>	<p>Framework under development following due consultation</p>
	<p>Link into wider Māori health and disability networks to check framework.</p>			
	<p>Provide opportunities for NZHHA members and their staff to learn about Māori clients' needs within the framework/assist members meet identified training needs for service delivery to Māori (see Objective 5)</p>	<p>a) 2010 regional events</p>	<p>User pays</p>	<p>Uptake and feedback about learning</p>
		<p>b) Ongoing</p>	<p>NZHHA operating budget</p>	<p>Learning</p>
	<p>Offer to work alongside Maori provider members on matters identified by them as affecting Maori clients.</p>	<p>NZHHA Executive Committee, regional groups Ongoing</p>	<p>NZHHA operating budget</p>	<p>a) Invitations to collaborate b) Progress on issues.</p>
<p>Progress the development of career pathways relevant to Māori staff.</p>	<p>NZHHA members, Exec Committee and ITO</p>	<p>Employers</p>	<p>Career progression of Maori staff</p>	

- **OBJECTIVE 4 :** The Home and Community Support Sector Standard is used to ensure minimum standards for the sector

Strategy	Action	Who and when	Resourcing	Measure
1. Embedding the Home and Community Support Sector Standard within NZHHA member organisations	<p>Provide leadership and support to NZHHA members to attain and maintain compliance with the Standard</p> <p>Promote compliance as the minimal point of entry for providers.</p> <p>Consider providing regional training and/or conference sessions</p>	Executive Committee, Auckland Regional Group and Executive Officer	Operations Budget	Adoption of the Standard by all funders. Certification of a high percentage of NZHHA Members.
2. Ensuring the Standard becomes a key factor in purchasing of home support services	<p>Seek commitment from MoH an ACC to review and update the Standard (2003)</p> <p>To advocate to all funders that the Standard be made mandatory and that audit be simplified accordingly.</p> <p>To follow up Minister of Health's commitment to turn attention to this after residential review.</p>	All stakeholders by July 1 <sup>st</sup> 2010	Providers Funders	Mandatory standard

	That contract rates reflect and reward compliance with the Standard			Contract rates reflect compliance
3. To work with relevant ITO to ensure that training is linked to the Standard	To work with ITO and other stakeholders towards a sustainable system for training and qualifications linked to the standard, quality management and workforce development	ITO, all funders, NZHHA  NZHHA/CareerForce workshop 12 <sup>th</sup> February  Representation on ITO Advisory Committees and Board	All stakeholders	Contract Rates Staff retention Certification levels Single audit
4 To lobby for greater consistency between auditors and audit systems and tools	To further develop links and systems with NZHHA approved audit agencies.  To support Ministry of Health review of audit agencies.	NZHHA JFG JASANZ (?)	Operations Budget	Ministry of Health project completion  Improved consistency

- **OBJECTIVE 5: To have an appropriately trained and qualified workforce**

Strategy	Action	Who and when	Resourcing	Measure
1. Training meets sector needs	<p>On-going development with ITO to ensure appropriate development and delivery of training.</p> <p>Training needs for service delivery to Māori are identified</p>	<p>ITO, NZHHA Members, Executive Committee</p> <p>Action the agreements from NZHHA/CareerForce meeting 12<sup>th</sup> Feb</p>	<p>ITO, Ministry of Health, NZHHA Operations Budget</p>	<p>Training rates Retention rates Quality of service, delivery/client satisfaction</p>
2. Sustainable training	<p>NZHHA and CareerForce work together to develop a total costing model for workplace training (as agreed at meeting 12<sup>th</sup> Feb)</p> <p>Attempt to secure Government funding</p>	<p>Executive Committee and CareerForce</p>	<p>NZHHA and CareerForce</p>	<p>Providers able to plan five years out to achieve agreed training and qualifications levels</p>
3. Planning to ensure appropriately trained current workforce is able to meet current demand	<p>NZHHA continue to work with CareerForce to increase the uptake of Level 2</p> <p>Unbundling of Level 3 Continue involvement with development of Levels 4 and above</p>	<p>Executive Committee, Training Managers etc</p>	<p>Operations Budget</p>	<p>Providers able to afford to allocate staff appropriately to the range of client needs</p>

4. Leadership role to ensure providers retain control, flexibility and choice of training delivery	Ensure the ITO Board is representative of the Home Support Industry	Executive Committee, training experts within NZHHA	Operations Budget ITO Budget	Full participation in ITO governance structures
5. Planning to ensure predicted client demand is met by appropriately trained future workforce	Participating in research and data gathering about current client profile and extrapolating future client demand	Politicians, policy makers, funders, providers and consumer reference groups.	All stakeholders	Providers able to afford to train and employ staff at required levels
6. Career framework/health branding	High school presence	Providers, ITO, Ministry of Education, TEC, Careers NZ	Stakeholders	Entry levels