

Improving Workforce Development and Business Performance – lessons from the Health and Disability Sector

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Plan of presentation

- Background for research
 - The sector
 - The workforce
 - The social and political context
- Research questions and methodology

The Health and Disability Support Sector

- Predominantly Govt funded
- Growing in size
- Many sub-sectors (eg aged care, disability, mental health, public health etc)
- Range of settings (DHB provider arm, residential care, community care, home-based, hospital etc)
- Regulated (HPCAA) and unregulated workers

The Care and Support Workforce

- Estimated size 43 -50,000 (MoH, 2006)
- Mostly part-time
- Many casual (no fixed or pre-planned hours)
- Historically lower pay rates
- Historically high turnover of staff (40%+)
- Increasing numbers migrant workers (ESOL)
- Literacy and numeracy issues

Workforce Characteristics

12,500 trainees in 2008

	Total Labour Force	All ITO trainees	Careerforce trainees
Women	46%	30%	95%
Maori	9.5%	18%	16%
Pacific	4%	7%	13%
40 and over	56%	35%	67%
No previous qualification	22%	24%	46%

Organisations employing Care and Support Workers

- Funding through MoH, DHBs and ACC
- Provide:
 - home based and residential disability and aged care support
 - community support
 - mental health support
 - provider arm DHBs
- Mix of NGOs, private providers, DHBs
- Work to Standards NZ for Health and Disability services

Social and Political context

- Ageing population wanting choices where they live
- De-institutionalisation of long term residential disability and mental health services
- Public concern about the quality of care
- Quality and Safety project (2003-2004)
- Health Workforce Advisory Committee
- Current and future shortages of the regulated workforces

MOH/Careerforce Home Based Support Services (HBSS) Training Initiative (2006-07)

- a pilot for implementing a National Certificate in Community Support Services (Foundation Skills) Level 1.
- overarching goals:
 - develop and support the implementation of training and assessment for HBSS support workers to attain the National Certificate
 - test the training and assessment infrastructure and processes for HBSS support workers to attain the National Certificate
 - boost foundation level training of support workers in the HBSS sector.

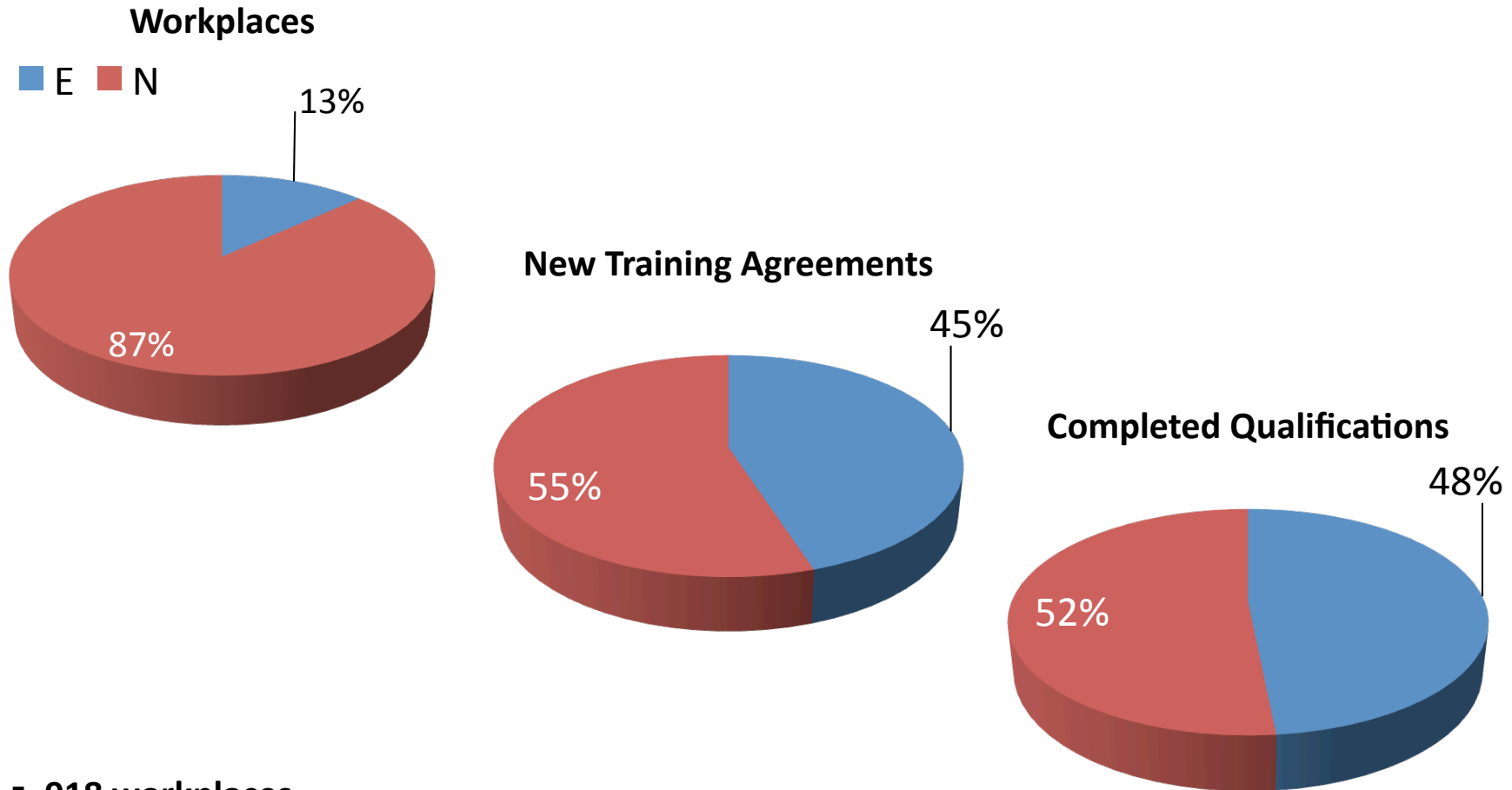
Training Initiative Continued

- Initiative evaluation found:
 - highly beneficial for support workers
 - 73% of trainees gained the National Certificate in Community Support Services (Foundation Skills) qualification (and gained confidence and job satisfaction)
 - beneficial to employers
 - gained trained and qualified staff
 - beneficial to the sector
 - gained a set of training resources (highly valued, easy to use, good transference of knowledge and skills)
 - created the Embedded Model of Training

The embedded model

- Developing a sustainable culture of learning and development
- Learning and assessment as part of everyday workplace practice

'Embedded' workplace based training 2008



- 918 workplaces
- 5636 training agreements
- 2911 completions

Purpose of the research

- To examine the embedded model of training
- To consider its advantages and disadvantages from an organisational point of view
 - Impact on quality of service
 - Impact on financial performance
 - Impact on HR indicators

Research questions

- What are the defining features of an embedded model of training?
- What are the features of organisations where embedded training is working well?
- What organisational supports are needed?
- What are the organisational costs and benefits of introducing and maintaining an embedded model of training?

Methodology

- Success case study method
- Criteria for selection
 - Workplaces with a high proportion of staff that have participated in and completed Foundation Skills course
 - Range of sizes and service types
 - Mix of workforce demographics
 - Documentary evidence and willingness to release this

Some issues

- The difficulties of organisational research:
 - Ethics
 - Engaging participants
 - Whose perspective?
 - Self-selecting samples
 - The tyranny of voluntary participation!
 - Accessing records and documentation
 - Limiting participant burden
- The difficulties of attribution in a complex and ever-changing environment

Next steps

- April/May 2009 – data collection completed and confirmed by workplaces
- June/July – report writing
- Second half of 2009 – dissemination