

Pinnacle General Practice Workforce Survey 2023: Key findings and next steps

2023 Pinnacle workforce survey aimed to shed light on the present strengths, challenges and opportunities faced by the workforce.

This summary snapshot document highlights key insights from workforce groups within Pinnacle's network, covering Te Manawa Taki region, comprising Waikato, Lakes, Tairāwhiti and Taranaki.

The insights and feedback will be instrumental in shaping strategies to meet workforce demand and retention, and advocating on behalf of general practice and the network.

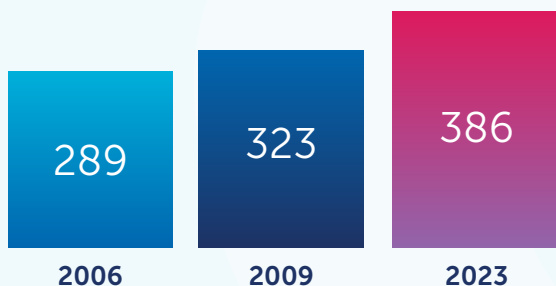
The complete Pinnacle workforce survey 2023 report; Nursing and Practice Centre Assistants (PCA) workforce survey report; and eight individual workforce briefs, can be found here:

www.pinnaclepractices.co.nz/resources/pinnacle-workforce-survey-reports-2023

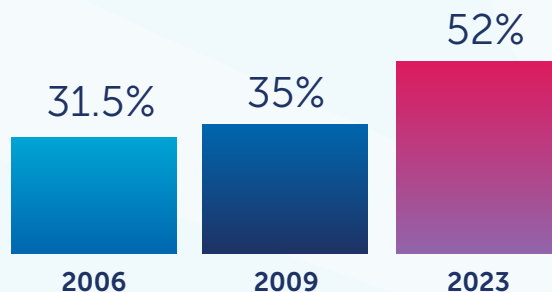
General Practitioner (GP) highlights

WORKFORCE

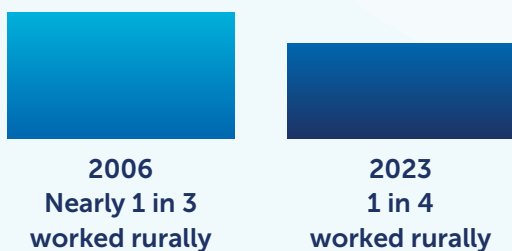
TOTAL GP WORKFORCE



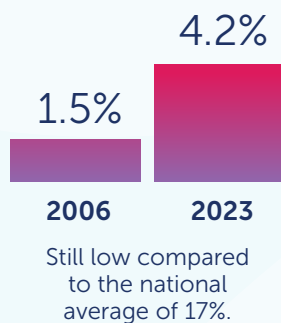
Female GPs



Rural GPs



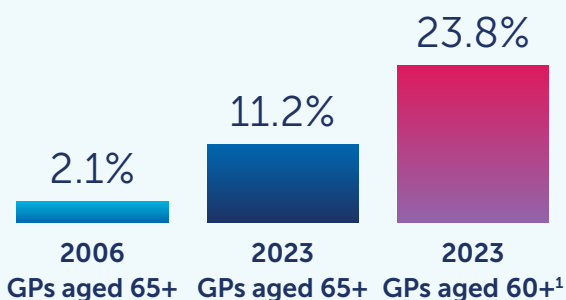
Māori GPs



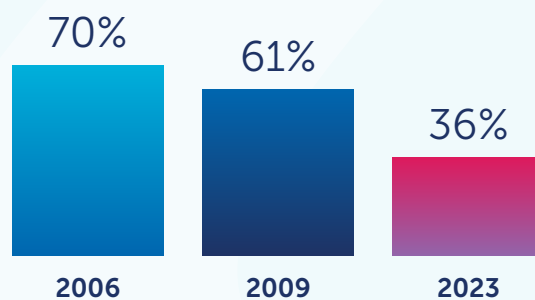
Pasifika GPs



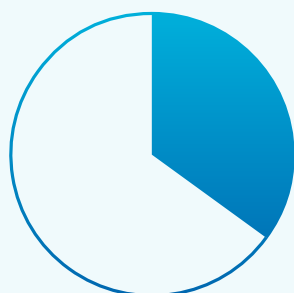
GPs aged 60 / 65+ years



Owner-operators in the network



Highly experienced workforce



35% of GPs have over 30 years of experience in medicine

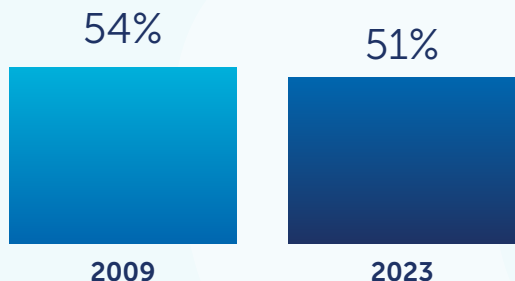
22% have worked in Aotearoa New Zealand for more than 30 years



¹Average age of all GPs is 49.4 years. There is a growing proportion of GPs aged under 40; however there is a 'workforce bulge' of GPs now aged in their early 60s.

General Practitioner (GP) highlights

Overseas-trained GPs



Indicates a reliance on overseas-trained GPs

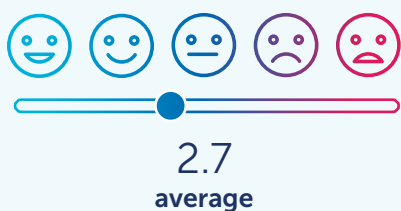
Professional development



14.8% of GPs participating in the General Practice Education Programme (GPEP)

WORKLOAD

Burnout assessment



43% have some degree of burnout²

n = 146, scale of 1 to 5 (1 = no symptoms of burnout, 5 = completely burned out)

² Similar to the national trend.

Job satisfaction



Average of 5.4 in 2009 up to 5.5 / 7 in 2023

n = 146, on a scale of 1 to 7 (7=very satisfied)

Most satisfied GPs



Those in rural areas
5.7 / 7



Owner operators
5.7 / 7



Overseas-trained
5.7 / 7

"We need the support and recognition from secondary care to be able to do our job. Currently feel underappreciated and not valued. Also, our referrals are often bounced back which puts more pressure on us to manage patients with very complex health issues that should be seeing specialists."

Practice Nurse highlights

WORKFORCE

Experience



Over one-third of practice nurses have 16+ years in primary healthcare

Age distribution

Increase in nurses under



35 years

Decrease in average age



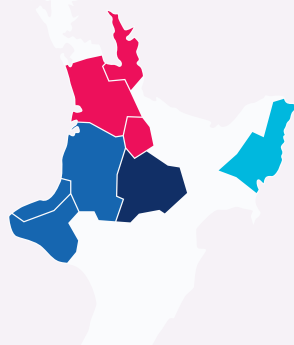
47 years

Decrease in age group



35-54 years

Plans to retire by 2028 (five years)



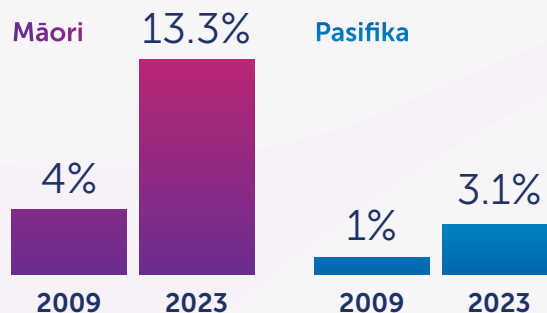
25% Tairāwhiti

26% Waikato

30.1% Taranaki

No additional change identified in the Lakes region

Māori and Pasifika practice nurses



Three-fold increase in Māori and Pasifika, but still underrepresented against network and Aotearoa New Zealand populations

WORKLOAD

Burnout assessment



Symptoms of burnout: nearly 40%

Symptoms not going away: 13.4%

Job satisfaction



5.9 in 2006

5.9 in 2009

5.4 in 2023

on a scale of 1 to 7 (7=very satisfied)

Additional qualifications

Registered nurse prescribers: 22.2%

Authorised vaccinators: 54% (2009) to 97% (2023)

PNs with specialist qualifications in cervical screening: 63% (2009) to 84% (2023)

"Māori responsiveness: Nearly 90% of PNs use teach-back technique - a way of checking understanding by asking clients/patients to state in their own words what they need to know or do about their health or follow-up. This is a clear health literacy tool that benefits all patients and their whānau."

Mātanga Tapuhi Nurse Practitioner highlights

WORKFORCE

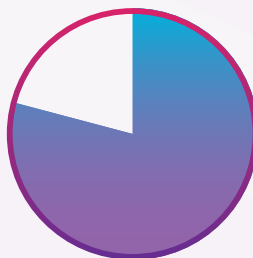
Demographic



Age range:
40s-60s
Average age:
51.3 years

Female: 100% of respondents

Ethnicity



80%
identify as
European

Experience level



Years since first registration:
Average of
27.7 years

Retirement plans



Majority not
planning immediate
retirement

WORKLOAD

Burnout assessment



Majority not
feeling burned out
One respondent identified
mild symptoms (e.g.,
physical or emotional
exhaustion)

Job satisfaction



High degree
of satisfaction
6.7 / 7

None reported dissatisfaction with current job.
on a scale of 1 to 7 (7=very satisfied)

"I have an amazing role where I feel incredibly valued, supported and encouraged to work at the top of my scope. However, I realise that this is not the case for all."

Community-based Nurse highlights

WORKFORCE

Age demographics

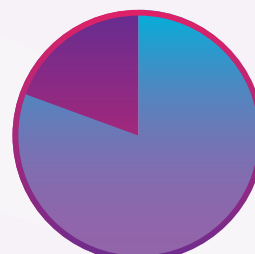


Age range:
30s to 60s

Average age:
46.9 years

Gender and ethnicity

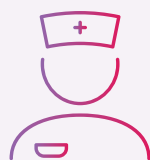
18%
Māori



82%
European

Gender: All female

Registered Nurse registration



First received 7-30+ years ago
(Average: 18.9 years)

First registration in NZ: 90%

Additional training



30% are nurse prescribers
>70% are authorised vaccinators
35.3% have completed B4 school checks
and sexual health training
2 community nurses were working towards
nurse prescriber registration

WORKLOAD

Burnout assessment



81.2% have no symptoms of
burnout or occasionally feel under
stress but not burned out

18.8% have one or more symptoms

Satisfaction



Managing workload: 5.1

Feeling valued: 5.6

Job satisfaction: 6.4

on a scale of 1 to 7 (7=very satisfied)

"We need to help people's social circumstances to make the most impact to their health. Finance, housing, access to nutrition, isolation within whānau and communities remain barriers. There is no time in primary care to get to know people anymore, so it is hard for people to develop trusting relationships with their health providers."

School-based Nurse highlights

WORKFORCE

Geographic coverage



Waikato region:
From Te Kauwhata to
Taumarunui, including the
Coromandel

Number of sites covered:
37

Age demographics

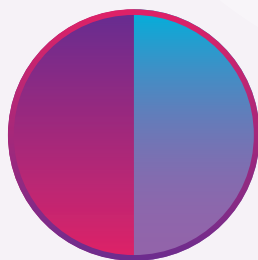


Age range:
35-59 years

Average age:
47.7 years

Gender and ethnicity

50%
Māori,
Asian &
Pasifika



50%
European

Gender: All female

Professional experience



Average tenure in
current role:
4.2 years

Average contracted
hours per week:
30 hours

Special qualifications

Apart from minimum training requirements,
school nurses have specialist qualifications,
e.g. sexual health, cervical screening,
and authorised vaccination.



40%
have RNPCH
(nurse prescriber) training

WORKLOAD

Burnout assessment



60% have no symptoms of burnout

30% occasionally feel under stress
but not burned out

Satisfaction



Managing workload: 6.3

Feeling valued: 6.2

Job satisfaction: 6.6

on a scale of 1 to 7 (7=very satisfied)

"Value the importance of professional development. It needs to be seen as a necessity, not a nice to have. Nurses need to be encouraged and supported to pursue learning opportunities within primary care including post-graduate education."

Practice Centre Assistance highlights

WORKFORCE

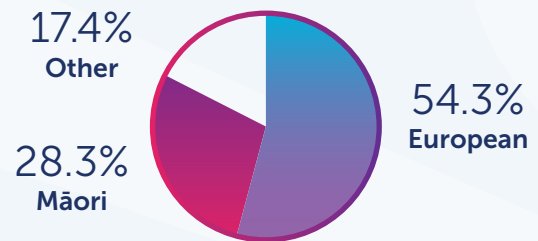
Age distribution



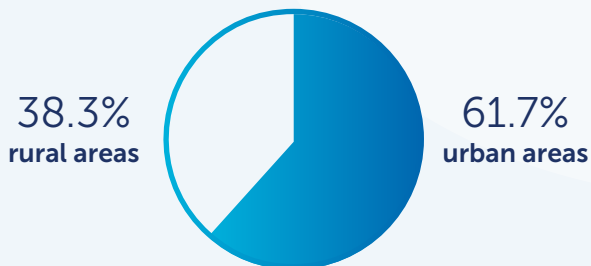
Age range:
22-64 years

Average age:
46.6 years

Ethnicity



Work location



Education and training



Skills and roles



Specialisation:
admin and non-
clinical tasks



Support: practice
nurses and health
professionals

Retirement plans

Considering retirement in 5 years: 20%



More than 50% planning to retire in
16+ years.

WORKLOAD

Burnout assessment



63% occasionally feel under stress,
but don't feel burned out.

8.7% have one or more symptoms
of burnout

Satisfaction



Managing workload: 6.1

Feeling valued: 6.0

Job satisfaction: 6.4

on a scale of 1 to 7 (7=very satisfied)

PCAs were appreciative of the opportunity to have their say through this survey. Most PCAs felt valued and supported, although recognised the pressure general practice was under and the pressure on staff ('leaving in droves'). A pay rise, which recognised rising costs, and paid training were important, as was "not feeling like a number".

Extended Care Team highlights

WORKFORCE

Demographics

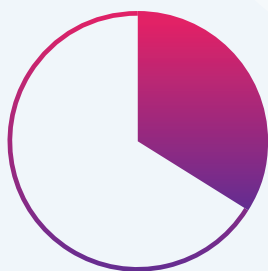


Total number:
51 professionals

Majority gender:
Female

Average age:
46.5 years

Cultural representation:



31%
Māori

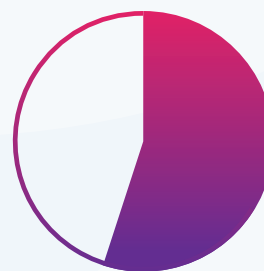
Professional experience



Average tenure in
current role:
3 years

Practice-based or Pinnacle ECT

45%
Part of the
Pinnacle
ECT in Lakes,
Taranaki and
Tairāwhiti



55%
Practice-
based

(n = 51)

WORKLOAD

Burnout assessment



2.0
average

scale of 1 to 5 (1 = no symptoms of burnout,
5 = completely burned out)

Satisfaction



Average score: 5.6

Highest satisfaction areas:
Teamwork (5.7); job satisfaction &
feeling valued (5.6)

Lowest satisfaction area:
Leader opportunities (4.7)

on a scale of 1 to 7 (7=very satisfied)

"Shift in focus to funding to support increased services from primary care using appropriately trained and qualified interdisciplinary team members as opposed to secondary care, with appropriate salaries. This would include appropriate training pathways, for example for pharmacists wishing to move into primary care practice roles to ensure the patients have the opportunity to benefit from seeing appropriately trained and resourced clinicians, and to eliminate health inequities."

Practice Management and Administration highlights

PM = Practice Managers PA = Practice Administrators

WORKFORCE

Age distribution



PMs: Range:
35-65 years
(average 50.9 years)

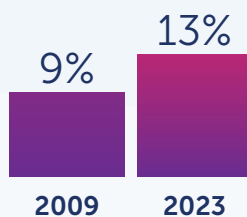
PAs: Range:
18-64 years
(average 43.2 years)

Māori ethnicity

PMs

PAs

29%



Experience level



Across both groups,
38% had 10+ years'
experience in general practice.

WORKLOAD

Burnout assessment



Average score:
2 (PMs), 1.9 (PAs)

Job satisfaction



Practice Managers:
5.7

Practice Administrators:
6.0

on a scale of 1 to 7 (7=very satisfied)

Te Tangata, Te Tangata, Te Tangata—focus to the people, rather than systems and processes. Every system (if set correctly with change and risk management in place) works. It comes down to its execution—to appoint the right people to the right places and trust them to do their jobs. Appoint leaders, rather than managers—huge difference. People in primary health are highly intelligent and dedicated, respect that and express it. They need a structure and leaders, not managers focused on goals and targets. These are reached easily, once people start to manage their jobs, not just tick the tasks.”

Responsiveness to Māori – Overview

The Pae Ora (Healthy Futures) Act 2022 establishes our health system’s foundations: health equity for all, embedding a Tiriti-dynamic system, population health approach, and sustainable service delivery. The survey aimed to baseline clinicians’ efforts in enhancing patients’ mana.

| | Use greetings in te reo Māori. | Reach consensus with Māori clients/ patients about management/ treatment plans. | Use check-back / teach-back technique. ³ | Completed Te Tiriti o Waitangi and/or cultural competency training. ⁴ | Identify partnerships with Māori organisations in service provision or community initiatives. ⁵ |
|---|--------------------------------|---|---|--|--|
| GPs (n=151) | 67.5% | 71.5% | 68.9% | 68.9% | 36.4% |
| Practice Nurses (n=197) | 59.4% | 64.0% | 89.3% | 77.7% | 48.2% |
| Mātanga Tapuhi Nurse Practitioners (n=9) | 88.9% | 100% | 88.9% | 88.9% | 33.3% |
| Community-based Nurses (n=17) | 94.1% | 76.5% | 70.6% | 82.4% | 76.5% |
| School-based Nurses (n=10) | 90% | 50% | 80% | 70% | 50% |
| Practice Care Assistants (PCAs) (n=47) | 57.4% | 29.8% | 59.6% | 76.6% | 25.5% |
| Extended Care Teams (n=33) | 84.8% | 78.8% | 78.8% | 63.6% | 60.6% |

³ Check understanding: clients or patients explain in their own words their health needs or follow-up actions, enhancing understanding for them and their families.

⁴ Are using the knowledge from Te Tiriti o Waitangi / cultural competency training to comprehend challenges and collectively making a difference.

⁵ Supports the premise that general practice works alongside community providers and those in extended roles of practice to support our population.

Next steps



Two year workplan

We have developed a comprehensive two-year workplan based on the survey findings to improve the key areas of planning, recruitment, and retention. The workplan has been developed from responses and feedback, and includes a range of focused initiatives.

Our aim is to ensure a sustainable, diverse, and engaged workforce that can deliver high-quality primary healthcare services to our communities.



Encouraging rangatahi to pursue careers in health

We have identified the need to invest in encouraging rangatahi to pursue careers in health, particularly in rural areas. We plan to achieve this through partnering and collaborating with other providers and stakeholders and using technology to promote health careers.



Continuing partnerships with other training providers

Continuing partnerships with training providers and promoting the value of more student learning experiences are vital for future workforce development. Leveraging internal skills and resources, we will provide more education opportunities for network kaimahi, regardless of role.



Next steps



Focusing on the workforce wellbeing

In collaboration with industry partners, we will support new training opportunities for onboarding practice managers to boost their confidence and capability. There will be an ongoing and intentional focus on the wellbeing of the workforce as a whole.



Providing resources

We seek to provide tools and resources to assist practice managers to assess the current composition of their internal skill base, so we can explore possibilities for the integration of new roles, or enhance capability of current roles.



Adopting new technologies to reduce workload

We will undertake active socialisation of the value of integrating new/varied roles that differ from the traditional general practice model. Adopting new technologies and roles to reduce administrative tasks and improve efficiency will be encouraged across our practices. We will partner with researchers to use data and evidence to design tools to assess future workforce demand in primary care teams.

