

11 DECEMBER 2025

Health New Zealand
Te Whatu Ora

* PROFESSIONAL DEVELOPMENT OF THE CLINICAL RESEARCH WORKFORCE IN NEW ZEALAND



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA
NEW ZEALAND

A Joint Task Force-aligned National Workforce Study in a Reformed Health System

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Academic and Professional Journey



Business Administration and Management



Bachelor of Science in Nursing



ICU Nurse – Philippines
Master of Arts in Nursing



ICU Nurse – New Zealand



Flight Nurse
Patient-at-Risk Nurse
Research Nurse



Project Manager
ICU Clinical Trials



ICU Research Manager



Research Manager – CCHV
Professional Doctorate in Health



The Aotearoa New Zealand Context



National Public Health System



High Quality, Globally Aligned Standards



Diverse Population and Research Strengths



A Strong Cultural Lens: Māori Values in Research



New Zealand and Clinical Trials

~ 4,993,923
NZ population



European ~68%
Maori ~17.8
Asian ~17.3
Pasifika ~8.9

2,485
clinical trials



> 1.6 million participants

Top 5 globally



(Population ≥ 1 million) for
registered interventional
clinical trials per million
population, 2009–2022

\$150 million per
year



Economic contribution of
clinical trials of new
medicines, 2013–2018

*NZ Health Strategy

1 **Voice at the heart of the system:** Recognising and responding to the voices of our people and communities throughout the health system, so people have greater control over the design of services and decisions made about their care.

2 **Flexible, appropriate care:** Developing services that are focused on preventing illness and delivering care closer to home, and support access for the most under-served communities.

3 **Valuing our health workforce:** Recognising our health workforce as our most valuable asset and key to achieving transformative change. Supporting the health workforce to develop the diverse, skilled and confident workers of the future.

4 **A learning culture:** Creating a culture of continuous learning and improvement that supports high quality, innovation, research and evaluation.

5 **A resilient and sustainable system:** Ensuring preparedness for future shocks and the best use of resources to manage demand for health services and affordability of the system over the long-term.

6 **Partnerships for health and wellbeing:** Working with other sectors and across government to partner on actions that address the drivers of health and wellbeing and support healthy communities and environments.



Clinical Trials Workforce: What we know and the gaps we must address



Complexity is rising faster than capacity

Burnout and turnover are now universal pain points



Growing activity, but a fragile and uneven workforce

No national pathway for training, roles, or progression



The actual size, skills mix, and PD needs of our workforce

How existing PD activities influence job satisfaction and retention



Research Question

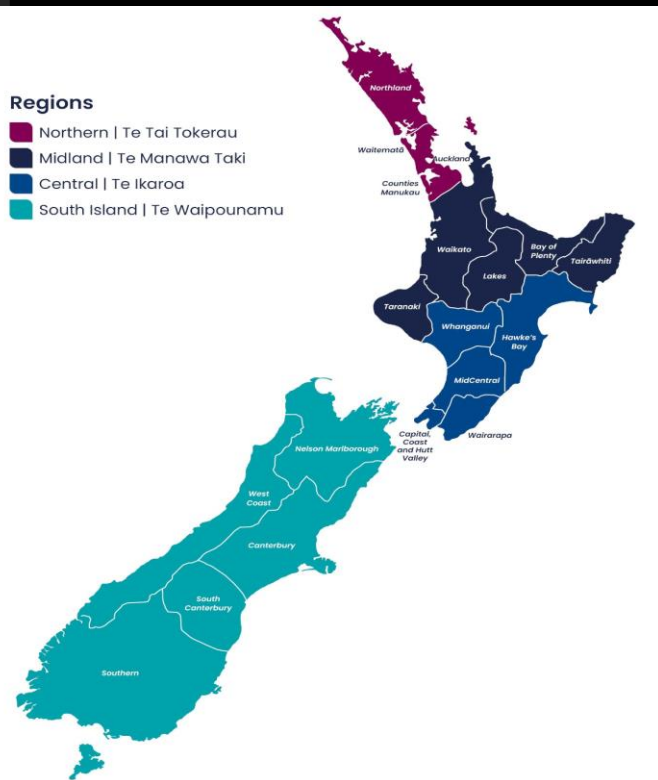


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What are the professional development needs of Clinical Research Coordinators (CRCs) conducting clinical trials in NZ public hospitals and how do the existing professional development activities impact job satisfaction and retention?



Why this matters and why now?



* 01

New Zealand's health system has undergone a major structural reform

* 02

Growing Trial Complexity Requires a Skilled, Supported Workforce

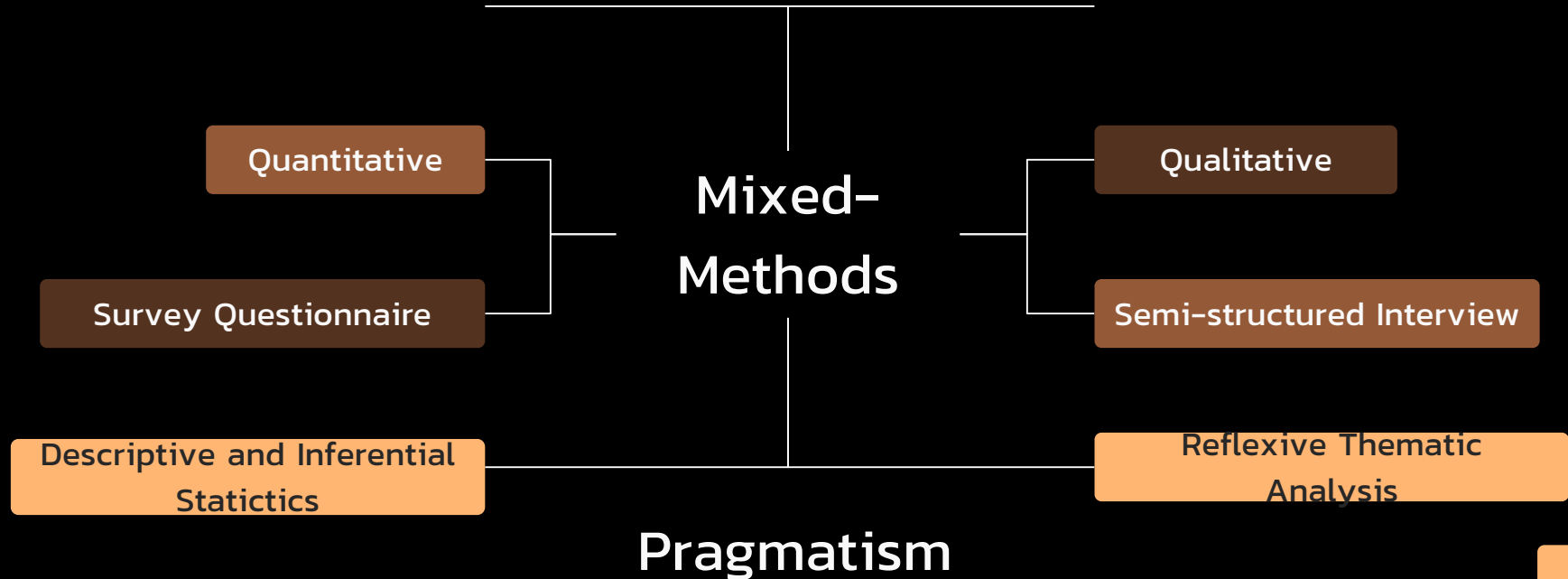
* 03

New Zealand lacks a national workforce baseline limiting planning, benchmarking, and innovation

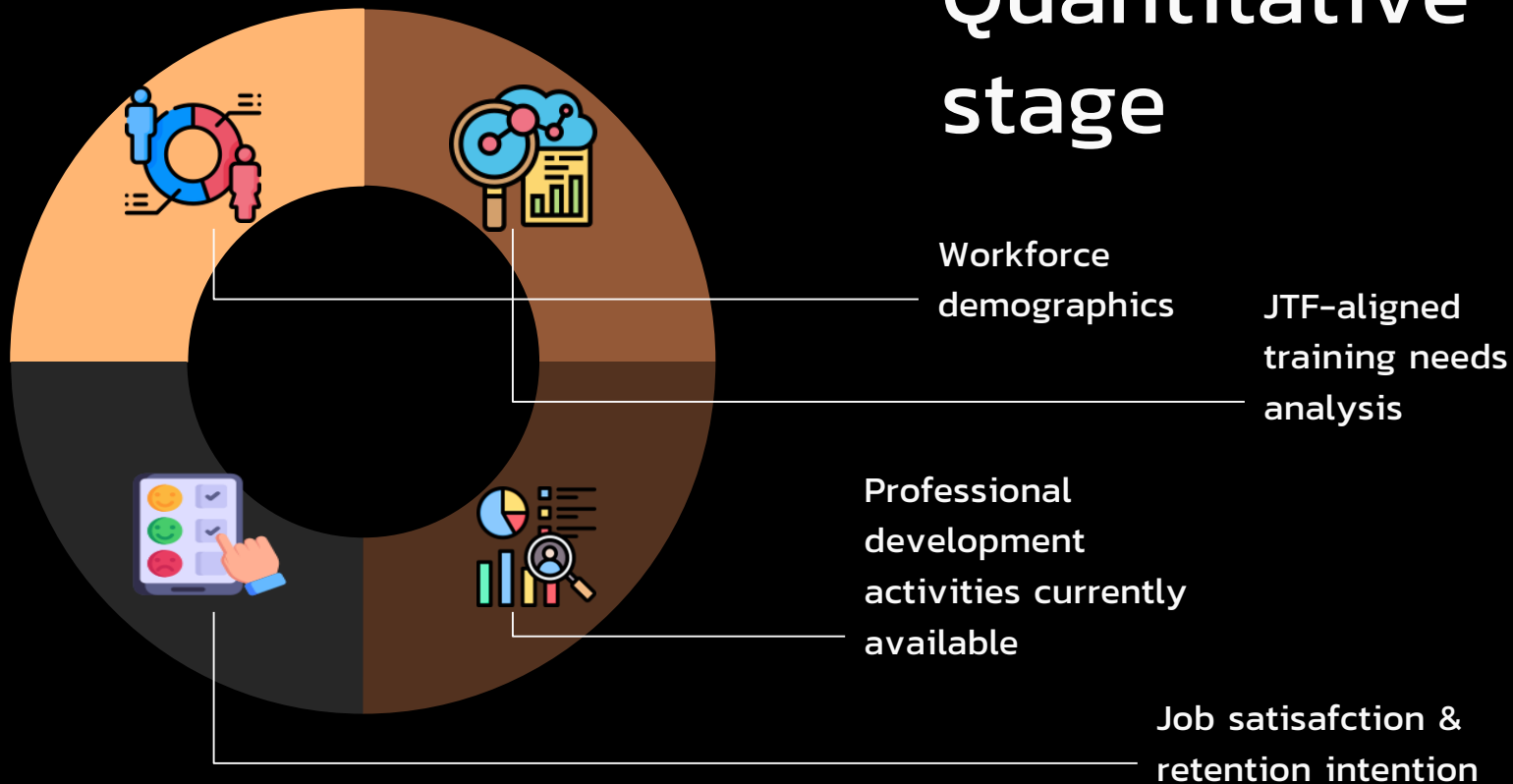


Research Design – Overview

Explanatory Sequential Design



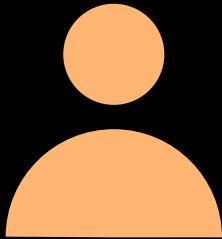
Quantitative stage



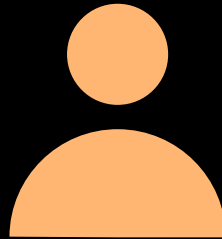
Qualitative Stage

Nuanced understanding of Professional Development (PD) experiences
Contextual influences on competency evolution
Cultural and organisational enablers/barriers

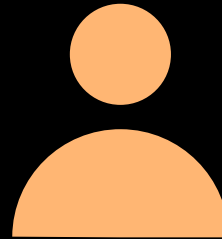
Perceived PD needs



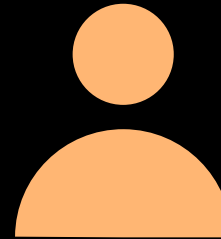
Gaps between
current PD provision
and what CRCs say
they need



How PD access, or
lack of it, affects job
satisfaction



Whether and how PD
influences intentions
to remain in or
leave the role



What we expect to learn

Impact on Job Satisfaction
and Retention

Sustain the
Workforce

How CRCs Access and
Experience PD in Practice

Understand Practice

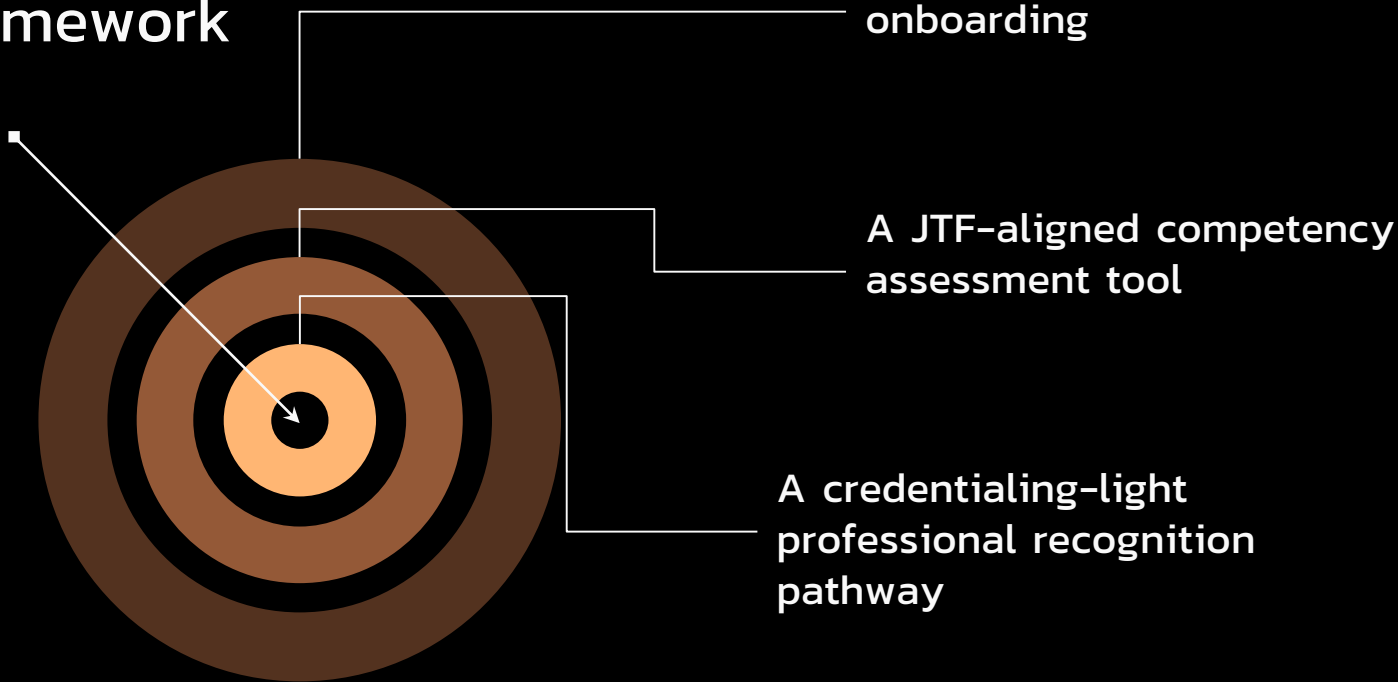
Gaps Between Current PD
Provision and CRC
Expectations

Reveal Gaps

A National Picture of CRC
Professional Development
Needs

Identify needs

Towards a National Professional Development Framework



Alignment with Joint Task Force Core Competency Framework



Strengthening the Clinical Research Workforce in New Zealand

JTF Core Competency Framework

- Conceptual base
- Global benchmark

Training Needs Analysis (JTF-Aligned)

- Measures capability
- Identifies gaps

Existing PD (Health NZ & Praxis Australia)

- Underpinned by JTF
- NZ context

National Professional Development Framework



“Capability is built one person at a time but transformation happens when we build it together.”



<https://mrcctcenter.org/clinical-trialcompetency/framework/domains/>

In Aotearoa New Zealand, we're building a movement that honours culture, grows capability, and ensures everyone has equitable access to world-class research.



**Ngā mihi nui –
Thank You!**

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