

Health New Zealand | Te Whatu Ora mental health & addiction employees: 2022 to 2025



National FTE employed workforce size and composition

Overview

On 31 March 2025, Health New Zealand | Te Whatu Ora (HNZTWO) mental health and addiction services employed 10,116 people in 8,576 FTE positions. This includes the following people working in mental health and addiction services for adults and/or children and adolescents:

- 9,122 people on permanent contracts (8,163 FTEs)
- 482 people on fixed term contracts (414 FTEs)
- another 512 people on casual contracts (0 FTEs).

The FTE employed workforce grew by 2% during the year to 31 March 2025. This is lower than in 2024 (6%) and 2023 (3%).

There are 287 more FTE employees in permanent roles and 103 fewer in fixed term roles. The FTEs employed increased most in Central | Te Ikaroa region (6%) followed by Midland | Te Manawa Taki (3%) and South Island | Te Waipounamu (2%). The Northern region is about the same.

FTEs per 100,000 population grew most for nurses. The other roles remain static in relation to population.

This analysis shows that progress towards addressing workforce shortages is limited.

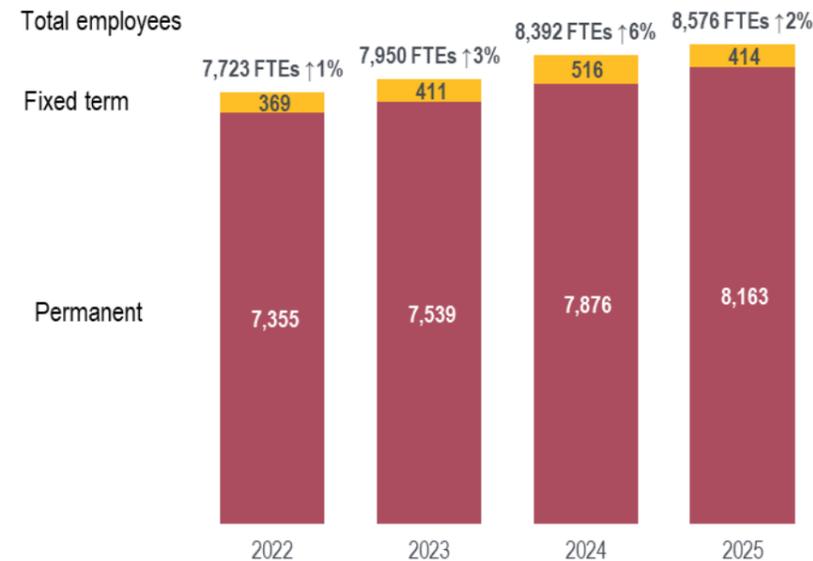
Notes

This information is provided annually to Te Pou by the Health Workforce Information Programme (HWIP). This report relies on the accuracy of the information provided to the HWIP by HNZTWO districts.

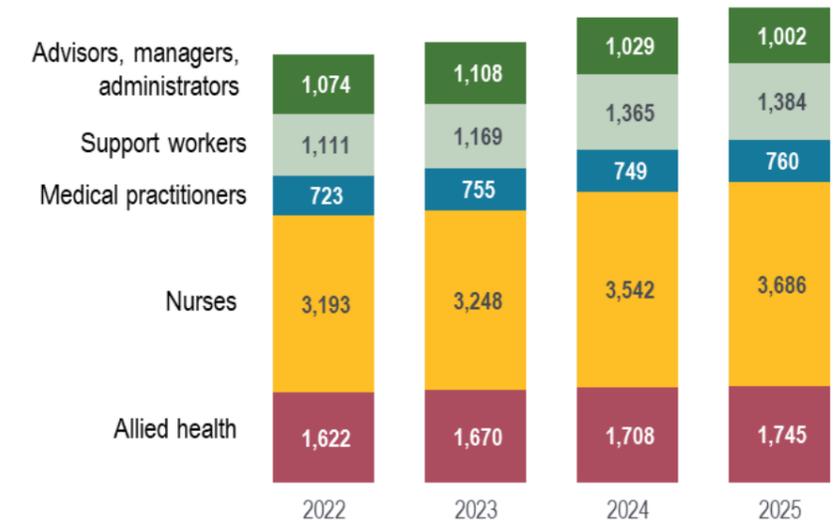
The report summarises the employed workforce in HNZTWO child and adolescent and adult alcohol and drug, forensic, and mental health services based on primary area of work codes. Separate analyses for types of services are not available currently.

Analyses include FTE employees on fixed term and permanent contracts. It excludes people who are employed casually, on long term and unpaid leave, and contractors. This infographic revises and updates the annual HNZTWO employee profile reports previously published by Te Pou. Methods and more information are available on the [Te Pou website](#).

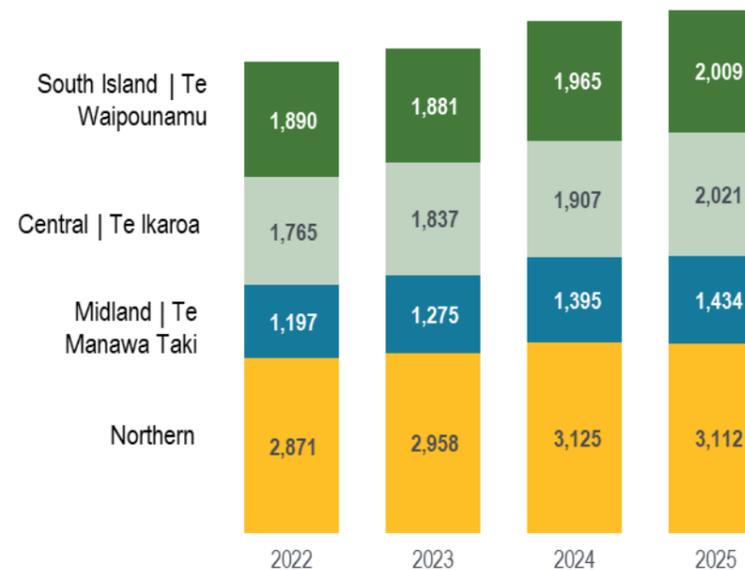
Modest workforce growth compared to 2024



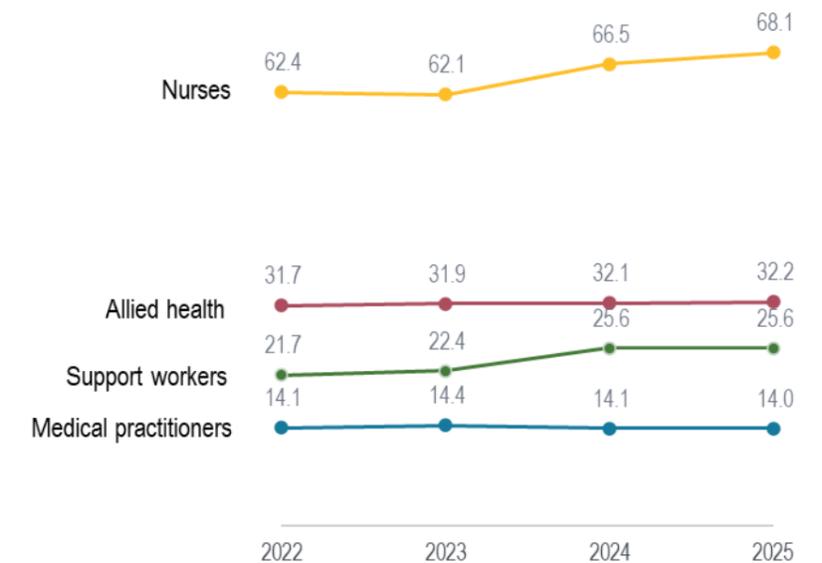
More FTE positions for most role groups



All regions grew in size except the Northern region



Only nurses show growth in FTE employees per 100,000 population since 2024



Employee profile (national)

Changes in employee profile

Examining HNZTWO employee profile supports identifying workforce development priorities and progress towards meeting national goals. Key measures available include employee age, sex, ethnicity, and length of service for permanent and fixed term employees.

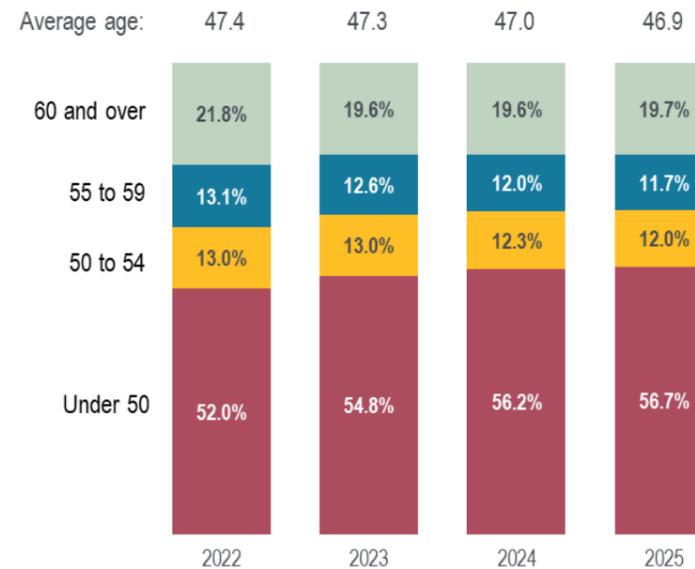
In March 2025, the average age of employees and relative share aged over 50 is similar to 2024. Sustainable workforce development considers the needs of employees across the age continuum. This includes supporting young workers' entry to practice; providing mid-career opportunities and development; and delivering suitable employment conditions for older workers to retain their knowledge and skills in the workforce, such as part-time work and mentoring and supervision roles.

Ethnic diversity among employees is increasing over time for Pasifika, and Asian FTE employees. The share of Māori employees is like 2024. This analysis is based on [prioritised ethnicity](#). Growing the Māori, Pasifika, and Asian workforce to better reflect the population and tāngata whai ora continues to be a workforce development priority.

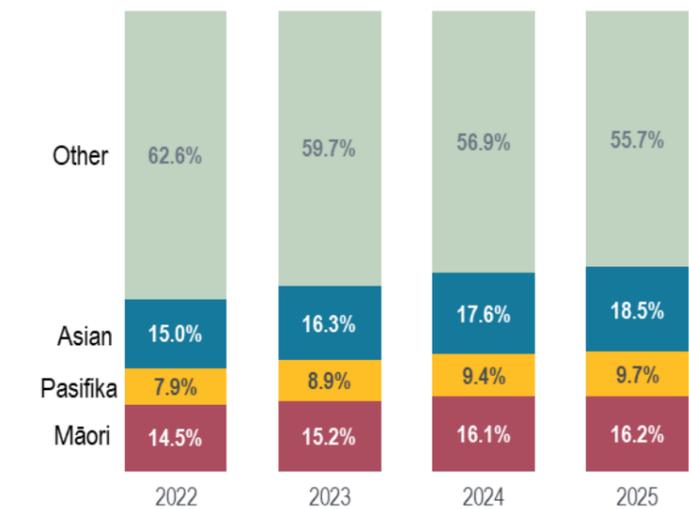
In 2025, more than 2 in 3 HNZTWO employees are female, like previous years. A very small share of people identify as gender diverse (less than 1%). Workforce development should consider ways to improve the workforce's sex and gender distribution to better reflect tāngata whai ora.

The average years in HNZTWO employment is decreasing over time. In 2025, the share of people employed for less than 2 years has decreased suggesting reduction in employment of new graduates. With 2 in 5 employees aged over 50, growing and retaining the cohort of younger workers is important. Workforce development should prioritise growing the knowledge and skills among new employees and providing opportunities for mid-career and older employees.

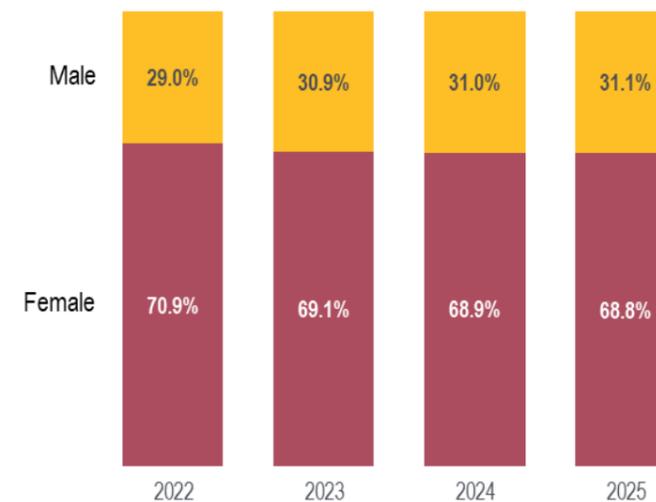
Employees average age continues to decrease



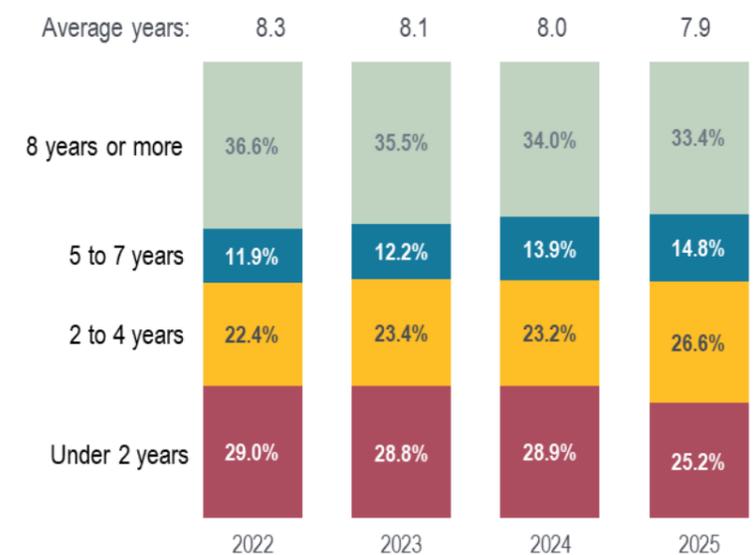
Ethnic diversity is increasing



No growth in the share of male employees



Average length of service is slowly decreasing



2025 role group and regional key measure summary

Strengths and challenges

The following compares 2025 mental health and addiction employees by role groups and regions with all HNZTWO employees. Key measures reviewed indicate diversity, experience, and supply.

Mental health and addiction employees are more ethnically diverse for Māori and Pasifika peoples than all HNZTWO employees, but not for Asian ethnic groups. Ongoing workforce development can further lift ethnic diversity for registered professions to match the population (17% Māori, 7% Pasifika, 21% Asian). Substantial growth in Māori and Pasifika representation is needed among psychiatrists and resident medical officers.

Mental health and addiction employees are highly experienced with relatively long service at 8 years on average. The share of addiction practitioners, allied health and support workers employed less than 2 years is relatively large. Workforce development activities supporting induction, entry to practice, and coaching, mentoring, and supervision will support building new employees' confidence and skills.

Future workforce supply activities for addiction practitioners and psychiatrists should include preparing education and other workforce pipelines to replace older workers. Supporting older workers in all roles with staged transitions to retirement will help to keep their knowledge and skills in the workforce for longer.

Resignation rates are high for allied health workers, who tend to be younger than other groups. This may reflect a wider range of employment options available for these professions. More work is needed to understand and address modifiable drivers of resignations for this group.

Role groups	DIVERSITY				EXPERIENCE		SUPPLY		
	Māori (%)	Pasifika (%)	Asian (%)	Female (%)	Average years employed	Employed <2 yrs (%)	Average age (years)	Aged 50+ (%)	Resignation rate (%)
Addiction practitioners	16	9	16	66	7	28	50	52	10
Allied health workers	12	5	11	79	7	29	46	39	13
Nurses	14	8	25	74	9	24	46	40	7
Psychiatrists & senior medical	4	1	19	41	11	14	54	64	11
Resident medical officers	9	3	27	56			33		
Support workers	35	23	14	47	7	29	47	45	9
Advisors, managers, administrators	13	10	11	82	10	13	51	58	11
Regions									
Northern	17	14	24	67	8	24	46	41	10
Midland Te Manawa Taki	23	4	20	67	8	25	47	43	10
Central Te Ikaroa	17	14	14	66	7	31	47	43	8
South Island Te Waipounamu	8	2	12	75	10	22	48	47	9
Comparison to all HNZTWO employees									
All mental health and addiction employees	16	10	18	69	8	25	47	43	9
All Te Whatu Ora employees	9	5	30	76	8		45		

Notes.

Some information for resident medical officers is not reported due to the unique terms of their employment. Information about all HNZTWO employees is published [here](#).