



Medical Sciences



S E C R E T A R I A T

Te Rangatapu Putaiao a Rongoa

# STRATEGIC DIRECTIONS

APRIL 2017 – MARCH 2022

THIS DOCUMENT SETS OUT THE FOUNDATIONAL FRAMEWORK OF OUR WORK OVER THE FIVE YEAR PERIOD FROM 2017 TO 2022, IDENTIFYING AREAS OF PARTICULAR FOCUS. IT PROVIDES A BENCHMARK AGAINST WHICH WE CAN MEASURE OUR PROGRESS IN ACHIEVING OUR STRATEGIC PRIORITIES

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## Introduction

This document sets out the strategic directions for the Medical Sciences Secretariat (MSS) over a five-year period from 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2022, providing the foundational framework of our work over this time. The plan identifies areas of particular focus and provides a benchmark against which we can measure our progress in achieving our strategic priorities.

## A Change of Format

Adopting a five-year strategic planning framework allows us to better ensure our work both now and in the foreseeable future continues to be responsive to the needs of our shareholders, the Medical Radiation Technologists Board (MRTB) and the Medical Sciences Council (MSC).

This is the first five-year planning document developed specifically for MSS. Up until 2016 our work was informed through successive annual business plans which were developed for each 12-month period within our business year framework (April – March). The plans were written in conjunction with the strategic planning documents for the MRTB and the MSC.

We will continue to develop an annual business plan for each 12-month period across the five-year term of this strategic plan. The annual plan will set out the activities to be undertaken by MSS within the relevant 12-month period to achieve our strategic priorities and objectives as set out in this document.

## Associated Planning Documents

MSS exists to provide operational support and advice to two responsible authorities, the Medical Radiation Technologists Board and the Medical Sciences Council. Consequently our strategic planning document has been developed in tandem with, and must read alongside the planning documents for each of these responsible authorities:

*Medical Radiation Technologists Board Strategic Directions 2017 – 2022*

*Medical Sciences Council Strategic Directions 2017 – 2022*

## Medical Sciences Secretariat

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*Medical Sciences Secretariat is a New Zealand registered not-for-profit company owned by two shareholders, the New Zealand Medical Radiation Technologists Board and the Medical Sciences Council of New Zealand. We provide integrated business and advisory services encompassing both corporate and regulatory functions (the latter under the Health Practitioners Competence Assurance Act 2003)*

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Medical Sciences Secretariat (MSS) provides its two shareholding owners, the Medical Radiation Technologists Board (MRTB) and the Medical Sciences Council (MSC), with integrated business and advisory services encompassing both regulatory and corporate functions.

The responsible authorities are appointed by the Minister of Health to administer the Health Practitioners Competence Assurance Act 2003 (the Act). The MRTB is responsible for the regulation of the profession of medical imaging and radiation therapy, while the MSC regulates the professions of medical laboratory science and anaesthetic technology.

MSS is governed by a 4-member Board of Directors, two of whom represent the MRTB and two who represent the MSC. Responsibility for all operational aspects of MSS is delegated to a Chief Executive who also fulfils the Registrar function for each of the responsible authorities.

MSS staff functions are delegated according to generic functions with each staff member providing services to both responsible authorities.

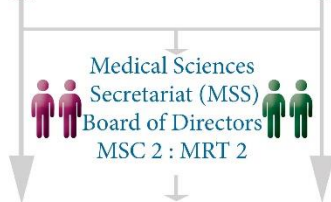
Having a partnership approach enables the MRTB and the MSC to work collaboratively through MSS, with a significant amount of the work for each responsible authority being managed through similar systems and processes, and jointly-resourced developmental initiatives. This allows for consistency in terms of regulatory standards and processes across a number of health professions, as well as efficiencies in terms of costs and resources.

# Organisational Chart



Medical Sciences Council (MSC)  
9 members

Medical Radiation Technologists Board (MRTB)  
9 members



## The Focus of Our Work

The overriding focus of the work we carry out for the two responsible authorities pertains to the health and safety of the public. In supporting the MRTB and the MSC with fulfilling their legislative responsibilities under the Act, the MSS staff team provides operational support and policy advice within four core regulatory function areas of registration; recertification; education; and professional standards.

The other key aspect of our work is to do with ensuring we have the necessary structures, systems, and processes in place to support the work of the two responsible authorities and the MSS team. This includes core business functions such as systems and processes pertaining to IT, financial, risk and quality management, and HR.




In addition to the members of the MRTB and the MSC, the MSS team works with a range of stakeholders including practitioners, employers, educators, professional bodies, other regulators, and the public).

## Our Values: The Way We Work

The MSS team is committed to carrying out our work in accordance with a number of core ethical principles:





### Respect

We will:

-  Do what we say we will do
-  Work within our delegated authorities
-  Take accountability for our actions and inactions




### Professionalism

We will:

-  Get measurable results
-  Work within our financial constraints
-  Meet deadlines
-  Seize opportunities to be innovative, discuss and propose on issues




### Integrity

We will:

-  Provide clear and concise information and reports
-  Disseminate information to all stakeholders
-  Give and accept feedback




### Effectiveness

We will:

-  Be accurate in our advice, processes and communications
-  Be exemplars in our behaviour, language, and presentation
-  Stay up-to-date with our knowledge and work practices

## Communication

We will:

-  Treat others as we want to be treated
-  Seek to understand before seeking to be understood
-  Accept and value our differences

## MSS Strategic Directions 2017 – 2022

Our five-year strategic directions document for 2017-2022 has been formulated to help ensure our work both now and in the foreseeable future continues to be responsive to our shareholders, the Medical Radiation Technologists Board and the Medical Sciences Council. Both of these responsible authorities operate within continuing evolving social, political, economic, and cultural environments and it is imperative for MSS service delivery to continue to be responsive to the world within which health regulation occurs.

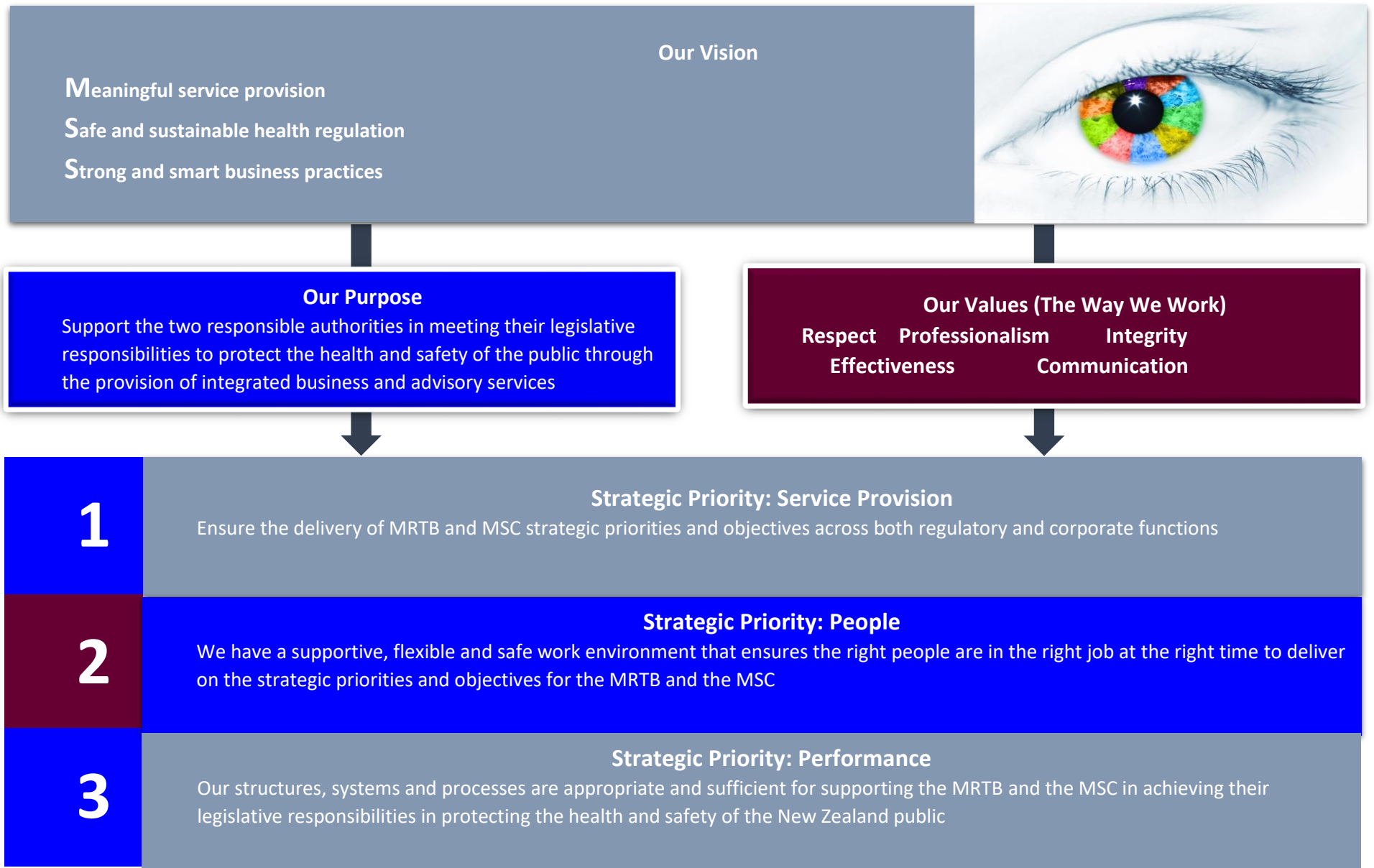
Using a strategic framework provides MSS with a focused approach for steering our purpose of supporting the two responsible authorities' regulatory work. It provides a foundation upon which we focus our work to achieve the best positive impact within financially and practically sustainable ways.

The very nature of our existence means our strategic framework closely aligns with the strategic planning documents for the MRTB and the MSC.

Health regulation is the core of our business and it is critical for MSS to understand and address the impacts of the many influencing factors that affect regulation. These include, but are not limited to changes in population demographics, the impact of rapidly changing technology both within the health sector and wider communities, and changing lifestyle trends and related health issues.



# Medical Sciences Secretariat: Strategic Framework



## Medical Sciences Secretariat Strategic Priorities 2017 – 2022

MSS has identified three core strategic priorities for the next five-year period (2017 – 2022). They articulate the areas where we will focus our work to help us to support the MRTB and the MSC in achieving their strategic priorities to meet their legislative responsibilities. The health and safety of the public when using health services is the underpinning cornerstone of our work.

Stating our strategic priorities allows us to balance resourcing business-as-usual activities while also directing resources into areas aimed at improving the effectiveness and efficiency of the two responsible authorities, as well as the secretariat itself.

### Three Strategic Priorities

MSS has identified three priorities that will focus our work over the next five years.

#### Service Provision

Ensure the delivery of MRTB and MSC strategic priorities and objectives across both regulatory and corporate functions

#### People

We have a supportive, flexible and safe work environment that ensures the right people are in the right job at the right time to deliver on the strategic priorities and objectives for the MRTB and the MSC

#### Performance

Our structures, systems, and processes are appropriate and sufficient for supporting the MRTB and the MSC in achieving their legislative responsibilities in protecting the health and safety of the New Zealand public

## Strategic Priority 1: Service Provision

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*Ensure the delivery of MRTB and MSC strategic priorities and objective across both regulatory and corporate functions*

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MSS provides operational support to the MRTB and the MSC to assist them with realising their strategic priorities and objectives to ensure they continue to meet their legislative responsibilities in protecting the health and safety of the New Zealand public.

In providing services to

The MRTB and MSC have identified strategic priorities within their respective 2017–2021 planning documents to enable them with meeting their regulatory responsibilities. These have been broadly articulated as:

-  *Standards*
-  *Practitioner Competence*
-  *Accountability*
-  *Organisational Performance*

Over the next five-years the MSS team will work to:

### Objectives:

- 1.1 Support the MRTB and the MSC with the development, monitoring and review of their respective competence and ethical conduct standards
- 1.2 Support the MRTB and the MSC with the development, monitoring and review of their respective recertification strategies
- 1.3 Support the MRT and the MSC with the development, monitoring and review of strategies aimed at strengthening their engagement with stakeholders

## Strategic Priority 2: People

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*We have a supportive, flexible, and safe work environment that ensures the right people are in the right job at the right time to deliver on the strategic priorities and objectives for the MRTB and the MSC*

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Our people are our most important resource. Having a stable, highly qualified and motivated workforce that actively delivers on the vision and purpose of MSS is critical for our ongoing success. MSS is committed to providing a work environment that is both safe and enabling. We have a number of measures in place to encourage and support flexibility and diversity in our work practices. For example, despite being small in terms of numbers (we total nine people in all), our current team is comprised of individuals from a range of ethnic backgrounds and age groups. Strategies such as flexible hours and the ability to work remotely are ways in which MSS support staff with achieving work-life balance and at the same time facilitate a high level of productivity in meeting our business objectives.

MSS is supportive of the drive for safe work environments as legislated by the New Zealand government through the Health and Safety at Work Act 2015. In 2016 MSS revised its health and safety guidelines to ensure alignment with the new legislation. Continuing to have a focus on our health and safety systems and processes over the five years of this plan will help to ensure our people continue to be provided with a safe and enabling work environment.

In 2016 MSS introduced a formal staff performance and development framework and we now need to bed down the policy and processes for the whole team. 2016 also saw Wellington significantly affected by the Kaikoura earthquake and MSS business was disrupted for a number of days both immediately after the initial quake and for a subsequent period of ongoing aftershocks. Further work is required to ensure we have a systematic plan in place for ongoing business continuity in the face of another civil emergency in the future.

### Objectives

- 2.1 We will continue to strengthen our capacity to recruit and retain qualified staff
- 2.2 All staff thoroughly understand the meaning of our vision and purpose and their role contributes to achieving this
- 2.3 A performance and development programme is in place to strengthen and expand the capability of staff, both individually and collectively
- 2.4 Staff are provided with a safe and enabling work environment

## Strategic Priority 3: Performance

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*Our structures, systems, and processes are appropriate and sufficient for supporting the MRTB and the MSC in achieving their legislative responsibilities in protecting the health and safety of the New Zealand public*

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Effective governance is critical for good decision-making and ensuring quality of the services provided by MSS. Governance is concerned with roles and responsibilities, accountability measures, oversight of business processes, financial reporting, and risk and performance management.

In our role of supporting the MRTB and the MSC to meet their legislative responsibilities, it is critical that MSS has the right capabilities in place to ensure operational effectiveness and efficiencies for all three entities. Having robust systems, policies and processes to deliver on the strategic priorities for the three entities is essential. MSS is committed to a service delivery environment that minimises costs, compliance and complexity for health practitioners.

The success of our work is dependent on having reliable and integrated IT systems to ensure the responsible authorities have the necessary functionality for operatively effectively in the contemporary regulatory environment. MSS works collaboratively with the MRTB and the MSC to take advantage of new technology to achieve synergies in regulatory standards and realise cost-efficiencies.

Over the lifetime of this plan MSS will continue to develop the establishment of a formal quality management system. This includes revision and improvement of the IT systems for core regulatory functions, financial management, information management, and document management.

Measuring the performance of MSS and the two responsible authorities (the MRTB and the MSC) is integral to evaluating whether we have achieved and/or are on track with meeting our strategic priorities and objectives and annual business goals. Performance measures help to ensure our actions remain focused on our business vision and purpose.

The MRTB and the MSC each report on their activities through publication of an annual report. MSS provides its shareholders (the MRTB and the MSC) with regular documented progress updates in respect of the MSS annual business plan. Over the term of this plan MSS will work with the MRTB and the MSC to look at other ways for measuring the performance for all three entities.

### Objectives

- 3.1 The governance model for MSS is enabling, effective, and efficient
- 3.2 Policies and processes are current, relevant and effective for all three entities (MRTB; MSC; MSS)
- 3.3 Organisational systems support the efficient and effective delivery of MRTB and MSC legislative functions
- 3.4 There is a robust framework for measuring the performance of all three entities (MRTB; MSC; MSS)