

Medical Sciences



S E C R E T A R I A T

Te Rangatapu Putaiao a Rongoa

STRATEGIC DIRECTIONS

April 2019 – March 2024

Contents

Executive Summary.....	2
Associated Documents.....	2
2019-2024 at a Glance	3
Organisational Structure.....	4
Our Work	6
The Focus of Our Work	7
Our Organisational Values	8
The Next Five Years.....	9
Our Operating Base.....	9
Strategic Priorities.....	9
Strategic Priority 1: Service Provision	10
Strategic Priority 2: People	10
Strategic Priority 3: Performance.....	11
Strategic Priorities and Key Indicators	12

Executive Summary

This document sets out the strategic directions for the Medical Sciences Secretariat (MSS) over the five-year period from 1st April 2019 to 31st March 2024, 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.

Associated Documents

MSS exists to provide operational support and advice to two responsible health authorities, the Medical Radiation Technologists Board (MRTB), and the Medical Sciences Council (MSC).

Consequently our strategic planning document has been developed in tandem with, and must be read alongside, the planning documents for each of these authorities:

Medical Radiation Technologists Board Strategic Directions 2019 – 2024

Medical Sciences Council Strategic Directions 2019 – 2024

2019-2024 at a Glance



- Launch online examination: MRTB and MSC
- Scope Supervision project: MRTB
- Refine financial reporting
- Stakeholder satisfaction survey: MRTB and MSC



- MRTB supervision project: Consult
- Review supervision framework: MSC
- Performance reviews: MRTB and MSC



- MRTB supervision project: materials and tools
- MSC supervision project: consult
- Review online exams: MRTB and MSC



- MSC supervision project: implementation
- MRTB: scopes of practice review (scope project)



- MRTB scopes of practice review: consult
- MSC scopes of practice review (scope project)

Organisational Structure

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)

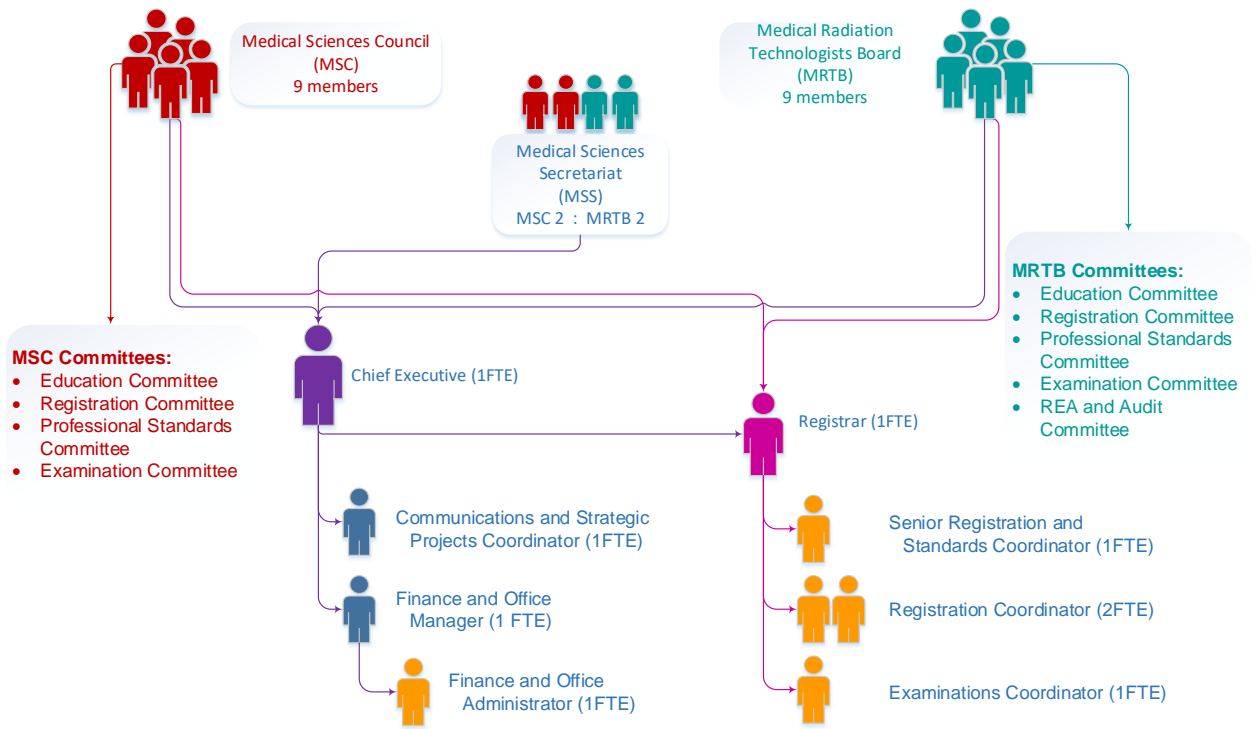
The responsible authorities are appointed by the Minister of Health to administer the Health Practitioners Competence Assurance Act 2003 (the Act). The MRTB is responsible for the regulation of the profession of medical imaging and radiation therapy, while the MSC regulates the professions of medical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

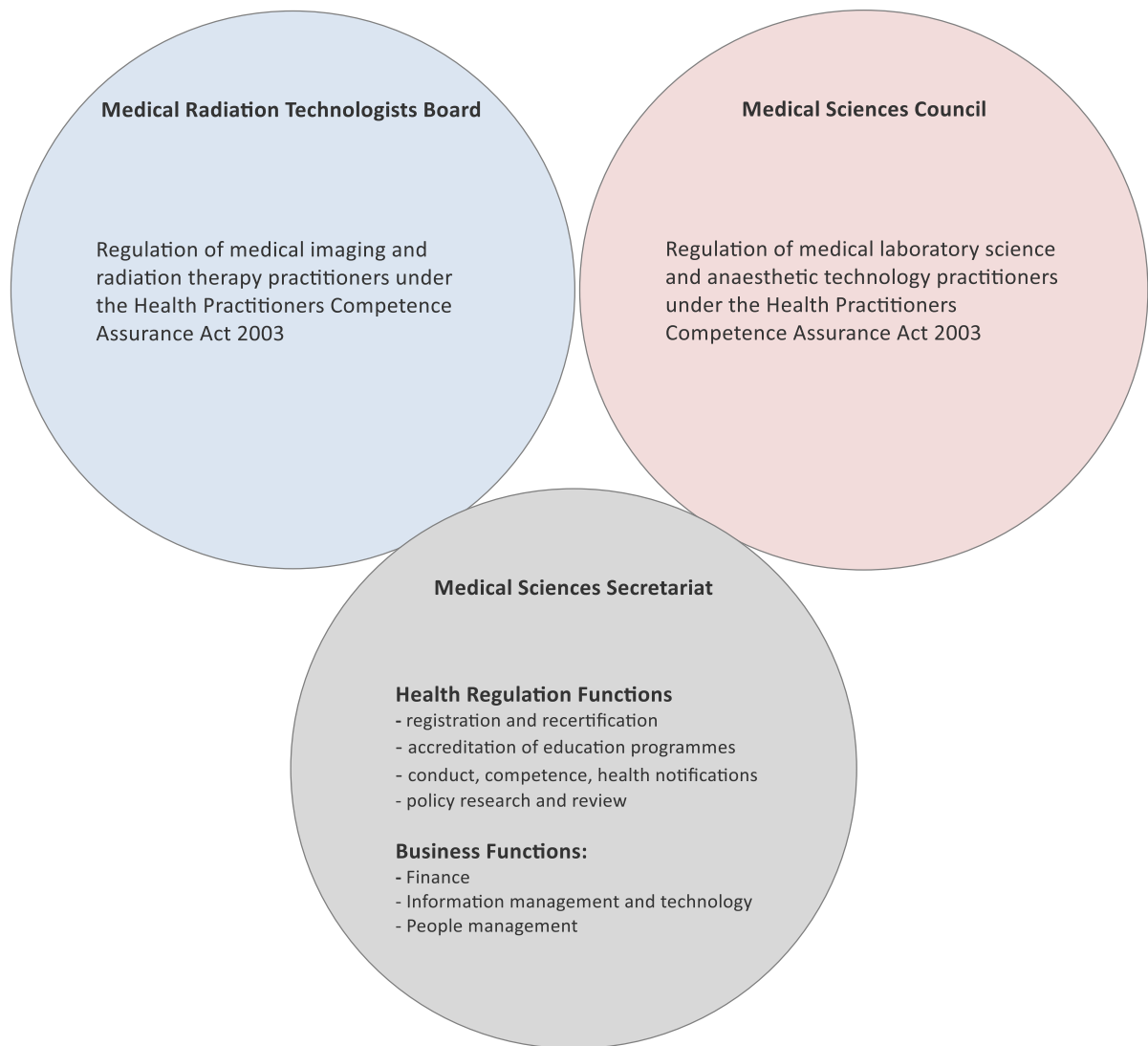
MSS staff functions are delegated according to generic functions with each staff member providing services to both responsible authorities.

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.

Organisation Chart



Our Work



The Focus of Our Work

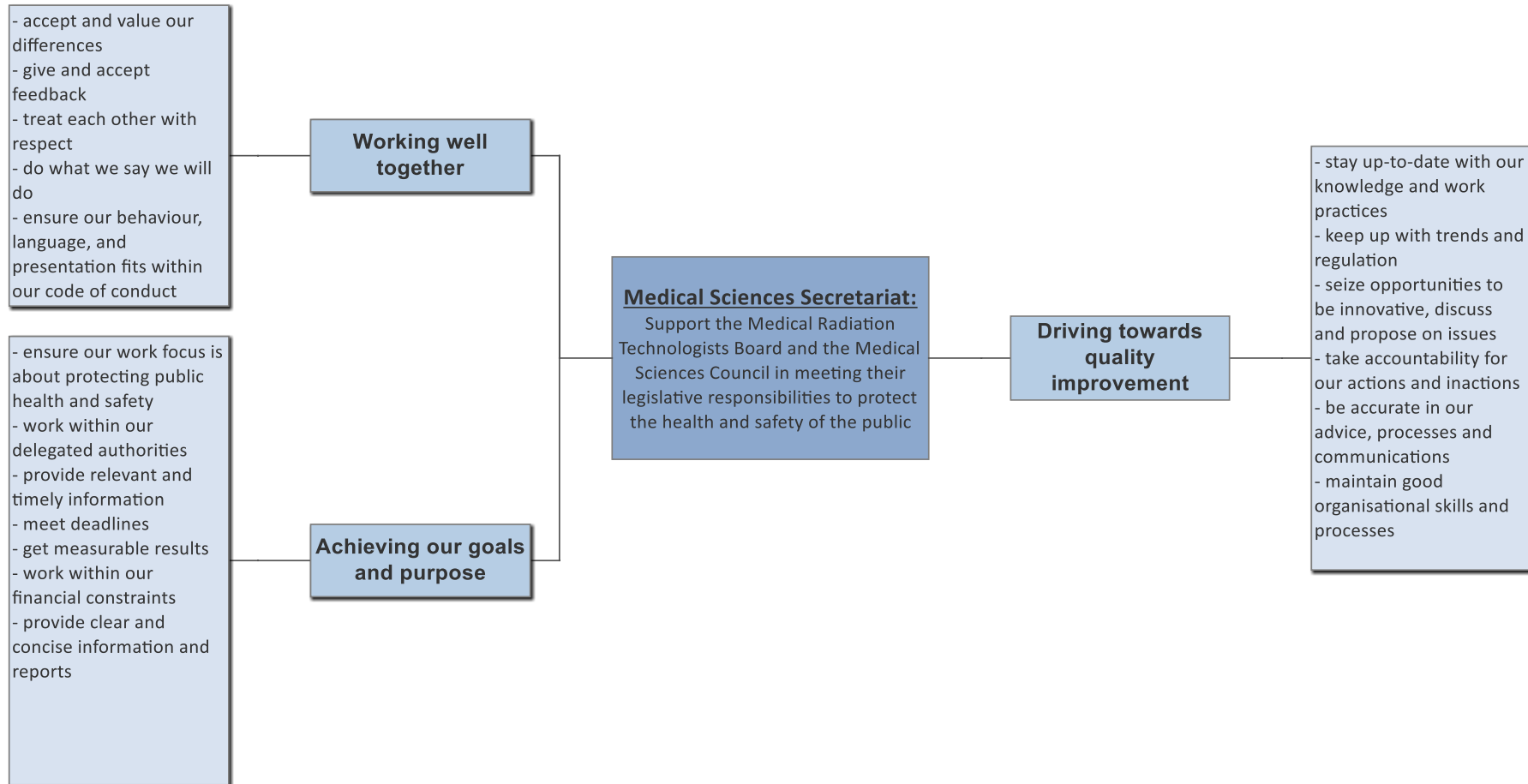


The overriding focus of the work we carry out for the two responsible authorities pertains to the health and safety of the public. In supporting the MRTB and the MSC with fulfilling their legislative responsibilities under the Act, the MSS staff team provides operational support and policy advice within 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 Organisational Values



The Next Five Years

The five-year strategic directions document for 2019-2024 has been formulated to ensure our work continues to be responsive to our shareholders, the MRTB and the MSC. Both of these responsible authorities operate within continuing evolving social, political, economic, and cultural environments and it is imperative MSS service delivery continues to be responsive to the world within which health regulation occurs.

Health regulation is the core of our business and it is critical that MSS understands and addresses 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.

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.

Our Operating Base

In 2016 the MSS office in Wellington was affected by the Kaikoura earthquake and in 2017 the secretariat team moved to alternative premises. Ongoing concerns about the safety of the office space at 80 The Terrace led the MSS Board of Directors and the two responsible authorities (the MRTB and the MSC), to make a decision in 2018 that a return to those premises would not be prudent.

The driving factor for that decision has been the continuing health and safety of our people. While we continue with our efforts in negotiating an exit from the lease obligations for 80 The Terrace, there has been a financial impact due to additional accommodation costs for our current office space at Panama Street. As a worst-case scenario, we could be liable to continue paying rent for 80 The Terrace for the full balance of the lease agreement (until November 2023). The MRTB and MSC have sufficient reserve funds to meet this additional lease cost without compromising their respective core business delivery.

Strategic Priorities

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.

MSS has identified three core strategic priorities for the five-year period 2019-2024. They articulate the areas where we will focus our work to support the MRTB and the MSC in achieving their strategic priorities to meet their legislative responsibilities.

Strategic Priority 1: Service Provision

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

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.

The MRTB and MSC have identified strategic priorities within their respective 2019–2024 planning documents to enable them with meeting their regulatory responsibilities. These have been broadly articulated as:

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

Strategic Priority 2: 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

Our people are our most important resource. Having a stable, highly qualified and motivated team 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, 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.

Strategic Priority 3: 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

Effective governance is critical for good decision-making and ensuring quality of service delivery. 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 operating 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.

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.

Strategic Priorities and Key Indicators

