

Medical Sciences



S E C R E T A R I A T

Te Rangatapu Putaiao a Rongoa

STRATEGIC DIRECTIONS

April 2020 – March 2025

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Introduction

This document sets out the strategic directions for the Medical Sciences Secretariat (MSS) over the five-year period from 1st April 2020 to 31st March 2025, 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

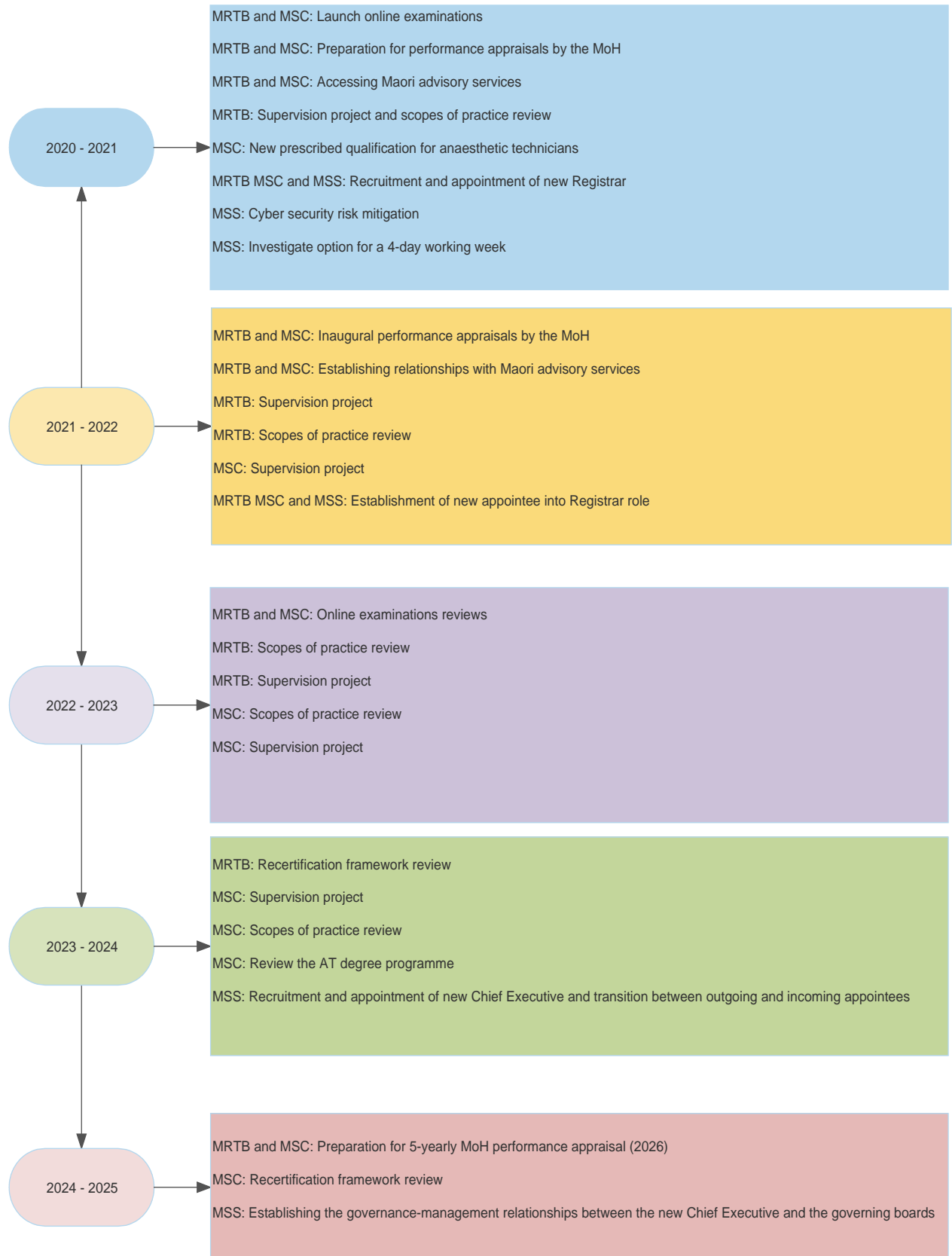
MSS exists to provide operational support and advice to two responsible health authorities, the Medical Radiation Technologists Board (MRTB), and the Medical Sciences Council (MSC).

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 2020 – 2025

Medical Sciences Council Strategic Directions 2020 – 2025

2020-2025 at a Glance



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)

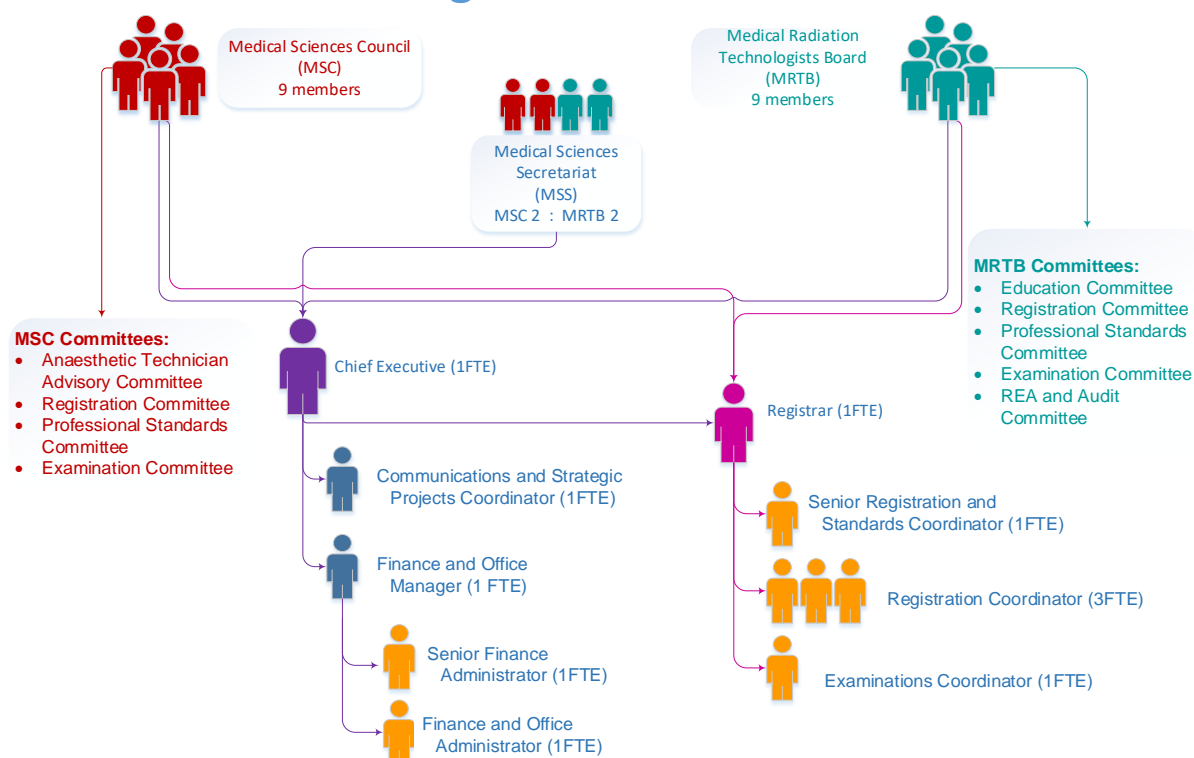
The responsible authorities are appointed by the Minister of Health to administer the Health Practitioners Competence Assurance Act 2003 (the Act). The MRTB is responsible for the regulation of the profession of medical imaging and radiation therapy, while the MSC regulates the professions of medical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

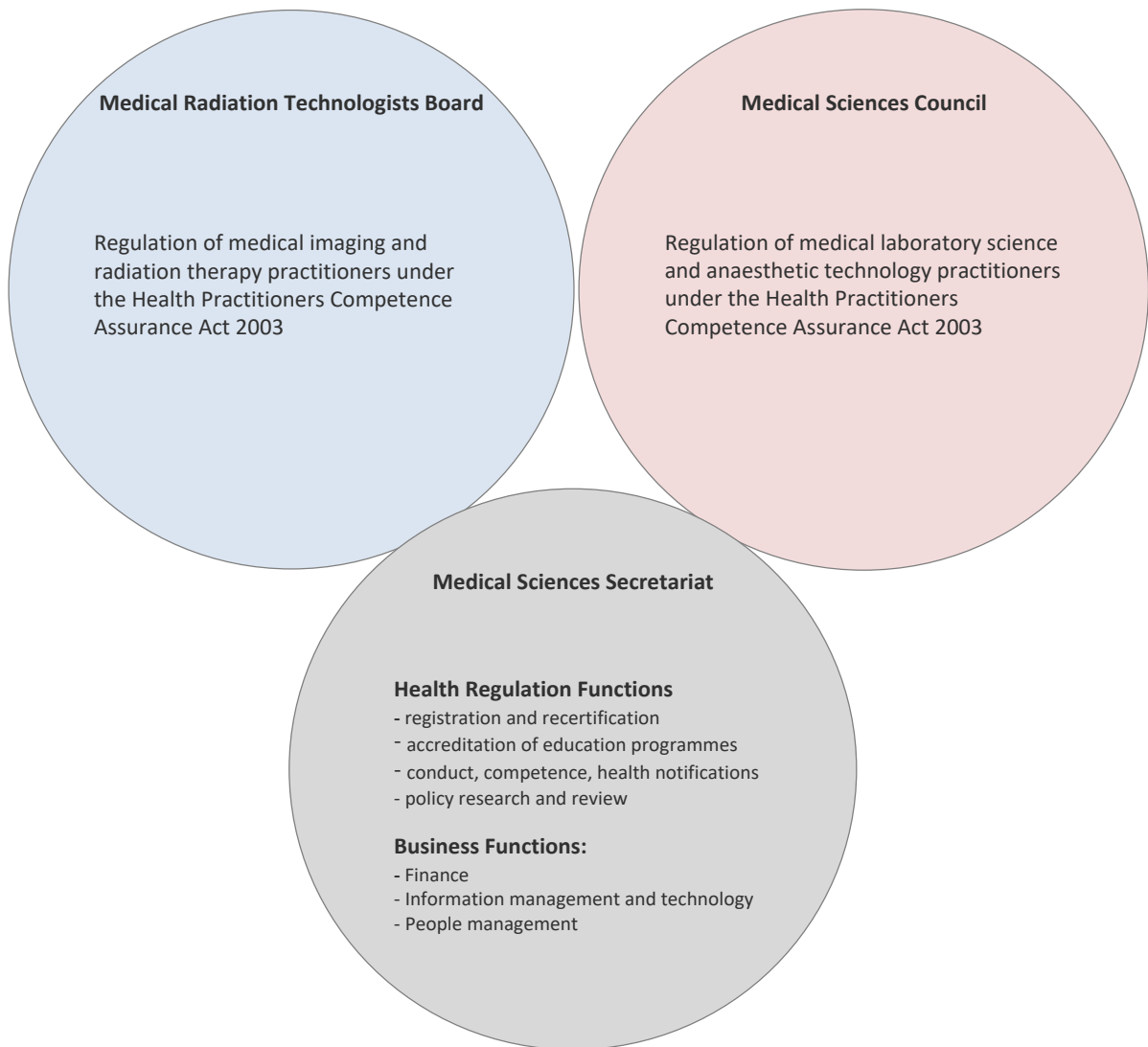
MSS staff functions are delegated according to generic functions with each staff member providing services to both responsible authorities.

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



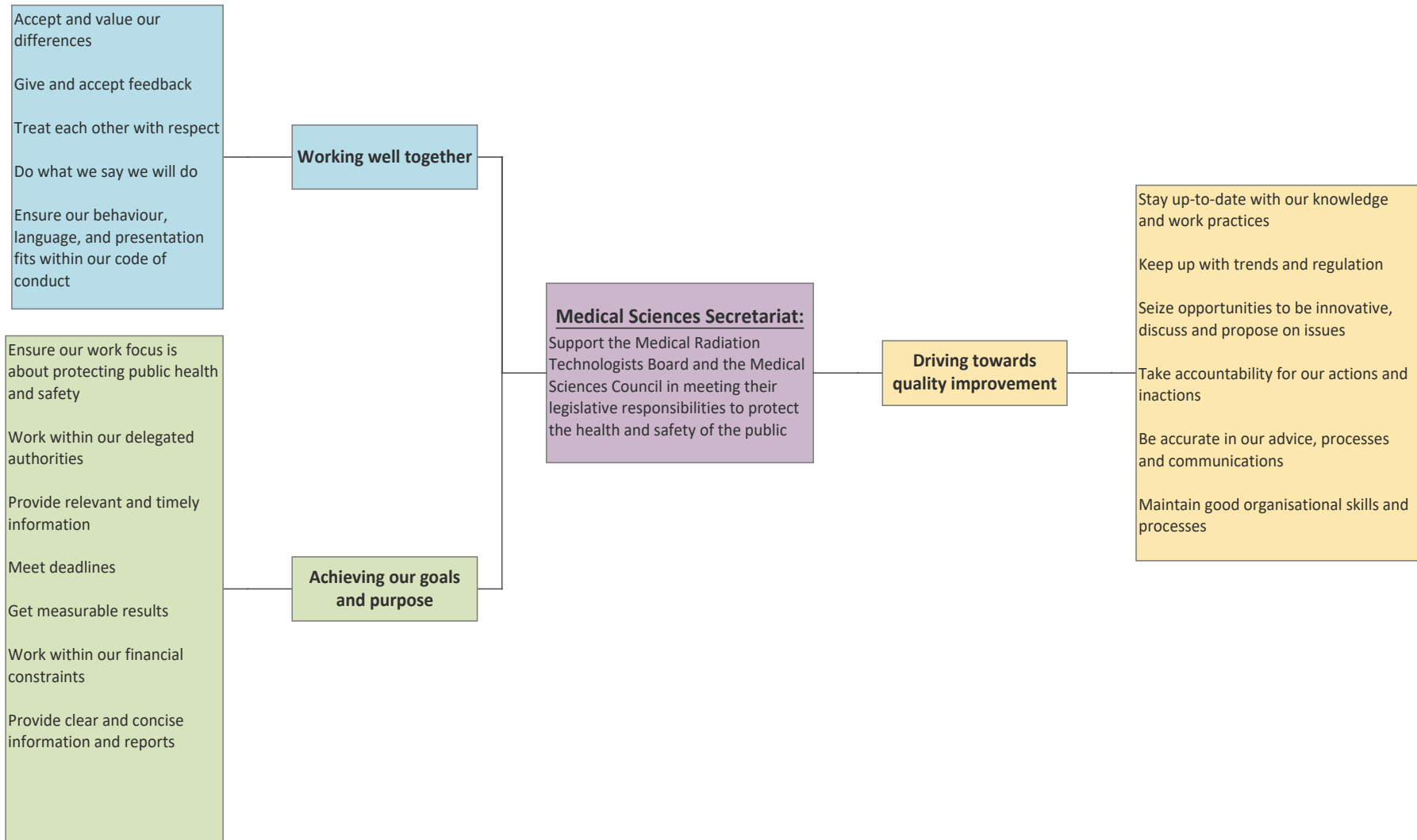
The overriding focus of the work we carry out for the two responsible authorities pertains to the health and safety of the public. In supporting the MRTB and the MSC with fulfilling their legislative responsibilities under the Act, the MSS staff team provides operational support and policy advice within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

- Registration
- Recertification
- Education
- Professional standards.

The other key aspect of our work is 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 2020-2025 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 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
- Changing lifestyle trends and related health issues.

The strategic framework used by MSS provides 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

Following the Kaikoura earthquake of 2016 the MSS Board of Directors and the two responsible authorities (MRTB and MSC) agreed that a return to the office premises on the Terrace in Wellington would not be prudent. The decision was made in response to ongoing unresolved issues with being able to access information as to the seismic rating and safety of the building. The premises at the Terrace were co-shared with a number of other responsible authorities, all of whom made a similar decision to not re-occupy the premises.

MSS remains in office accommodation located in the Wellington CBD (Panama Street). On the advice of independent auditors, the lease obligations pertaining to the Terrace tenancy have been treated as an onerous contract with provisions accordingly being made in the 2019 financial statements.

While a sub-lease was secured for part of the Terrace floor space this is for a period that is circa 18-months shorter than the expiry of the lease period. The group of responsible authorities have continued with their collective efforts to secure a sub-lease for the remaining section of the floor space. This is being somewhat hindered by the ongoing uncertainty in respect of the building's seismic rating and safety.

There has been an ongoing financial impact resulting from the situation with the premises at the Terrace, particularly in terms of additional lease costs, legal expenses, and accounting treatment of the lease as an onerous contract. The MRTB and the MSC have respectively agreed they each have sufficient reserve funds to meet the ongoing additional lease costs without compromising their respective core business functions and responsibilities.

Strategic Priorities



Stating our strategic priorities allows us to balance the resourcing of 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 2020-2025. 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 2020–2025 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, appropriately 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 supports staff with achieving work-life balance while simultaneously facilitating a high level of productivity in meeting our business objectives. There is a growing global interest in the work-life balance and productivity benefits a four-day working week can offer and MSS will investigate this further over the next two-three years.

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, risk, and performance monitoring and review.

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

