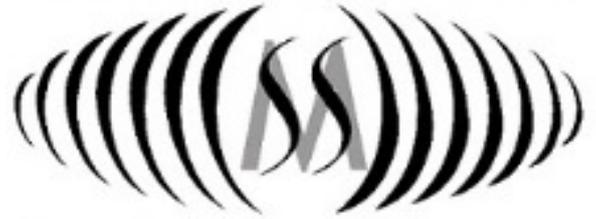


Medical Sciences



S E C R E T A R I A T

Te Rangatapu Putaiao a Rongoa

# STRATEGIC DIRECTIONS

April 2021 – March 2026

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## Introduction

This document sets out the strategic directions for the Medical Sciences Secretariat (MSS) over the five-year period from 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2026, 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 integrated business and advisory services 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 2022 – 2026*

*Medical Sciences Council Strategic Directions 2022 – 2026*

## Organisational Structure

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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)*

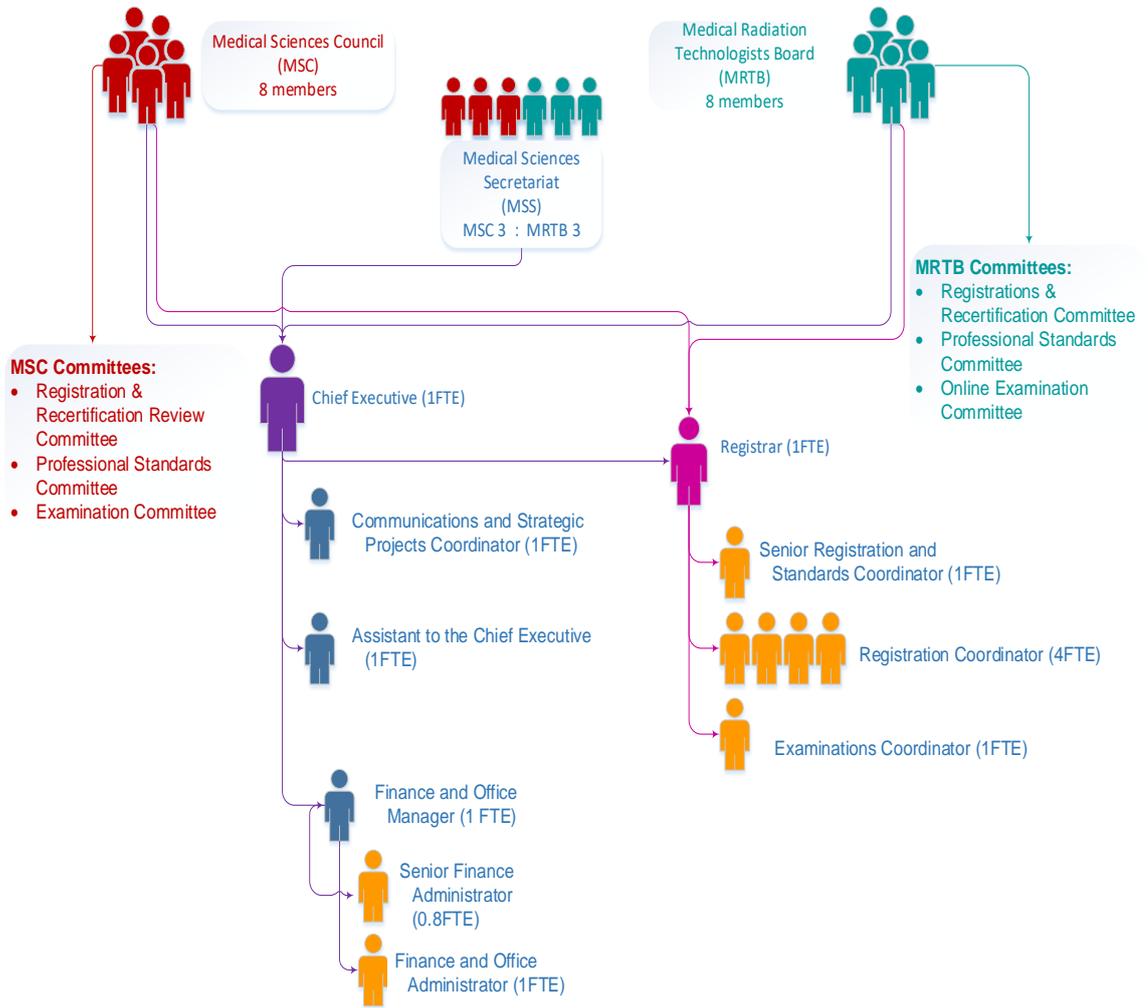
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The responsible authorities are appointed by the Minister of Health to administer the Health Practitioners Competence Assurance Act 2003 (the Act). The MRTB is responsible for the regulation of the profession of medical imaging and radiation therapy,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

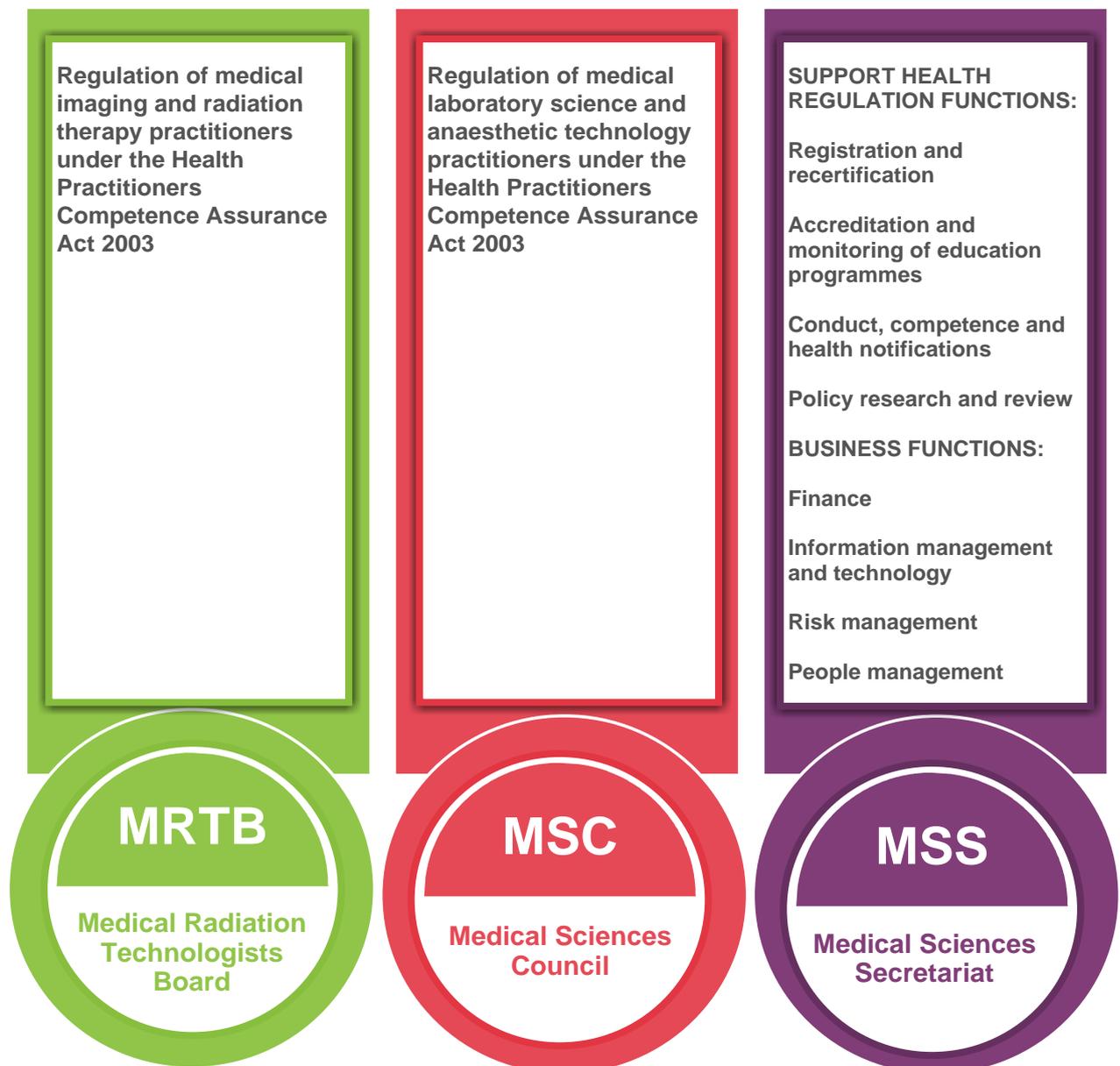
MSS is governed by a six-member Board of Directors, three of whom represent the MRTB and three who represent the MSC. Responsibility for all operational aspects of MSS is delegated to a Chief Executive.

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.

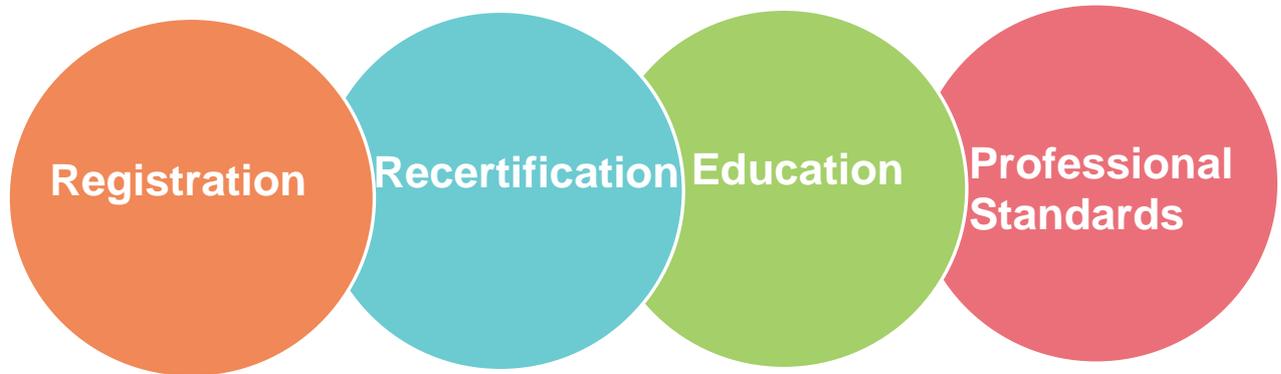


## Our Work



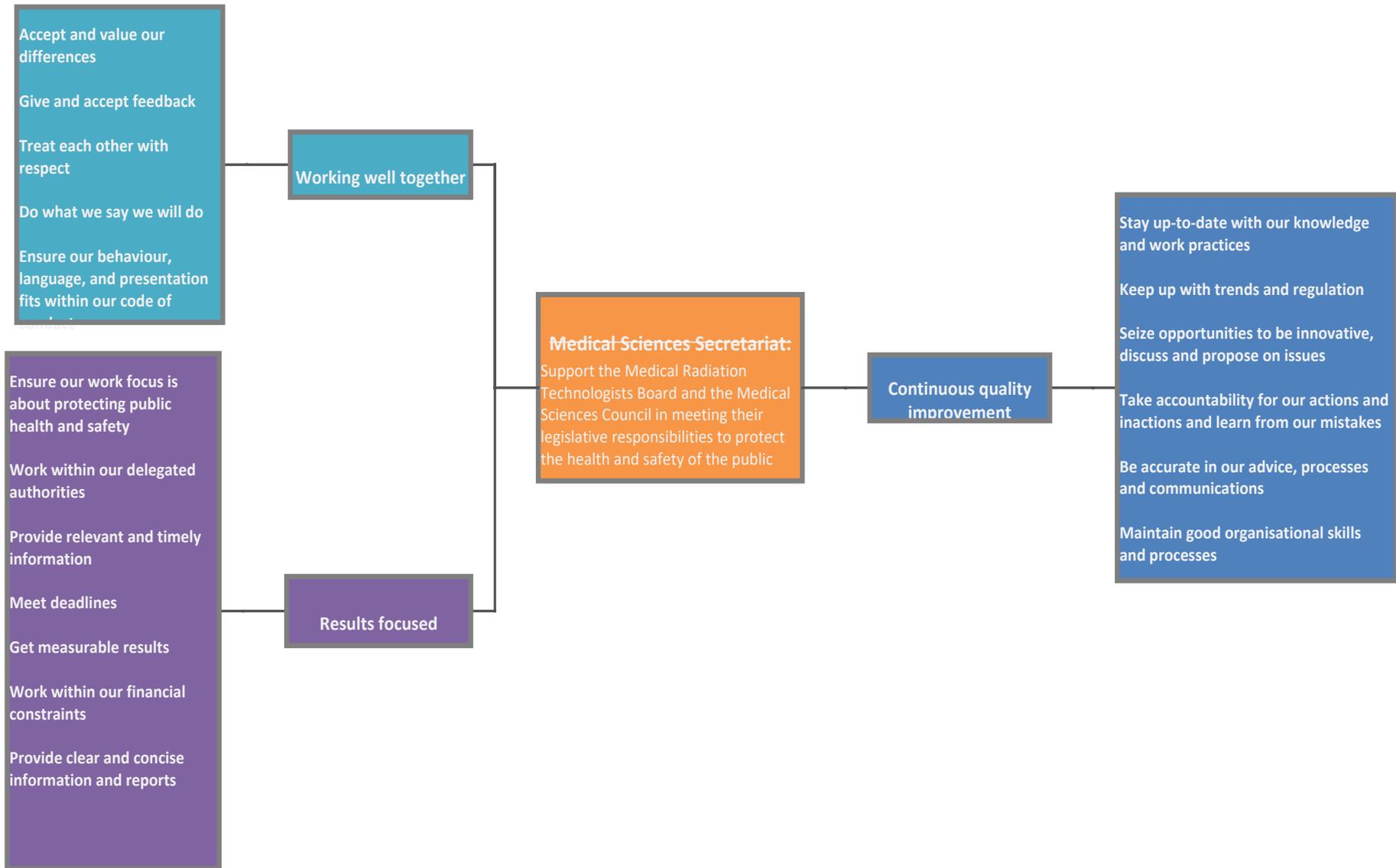
## The Focus of Our Work

Communications and People



Finance, Quality, Risk Management

# Our Organisational Values



## Our Strategic Directions over the next Five Years

The five-year strategic directions document for 2022-2026 has been formulated to ensure our work continues to be responsive to our shareholders, the MRTB and the MSC.

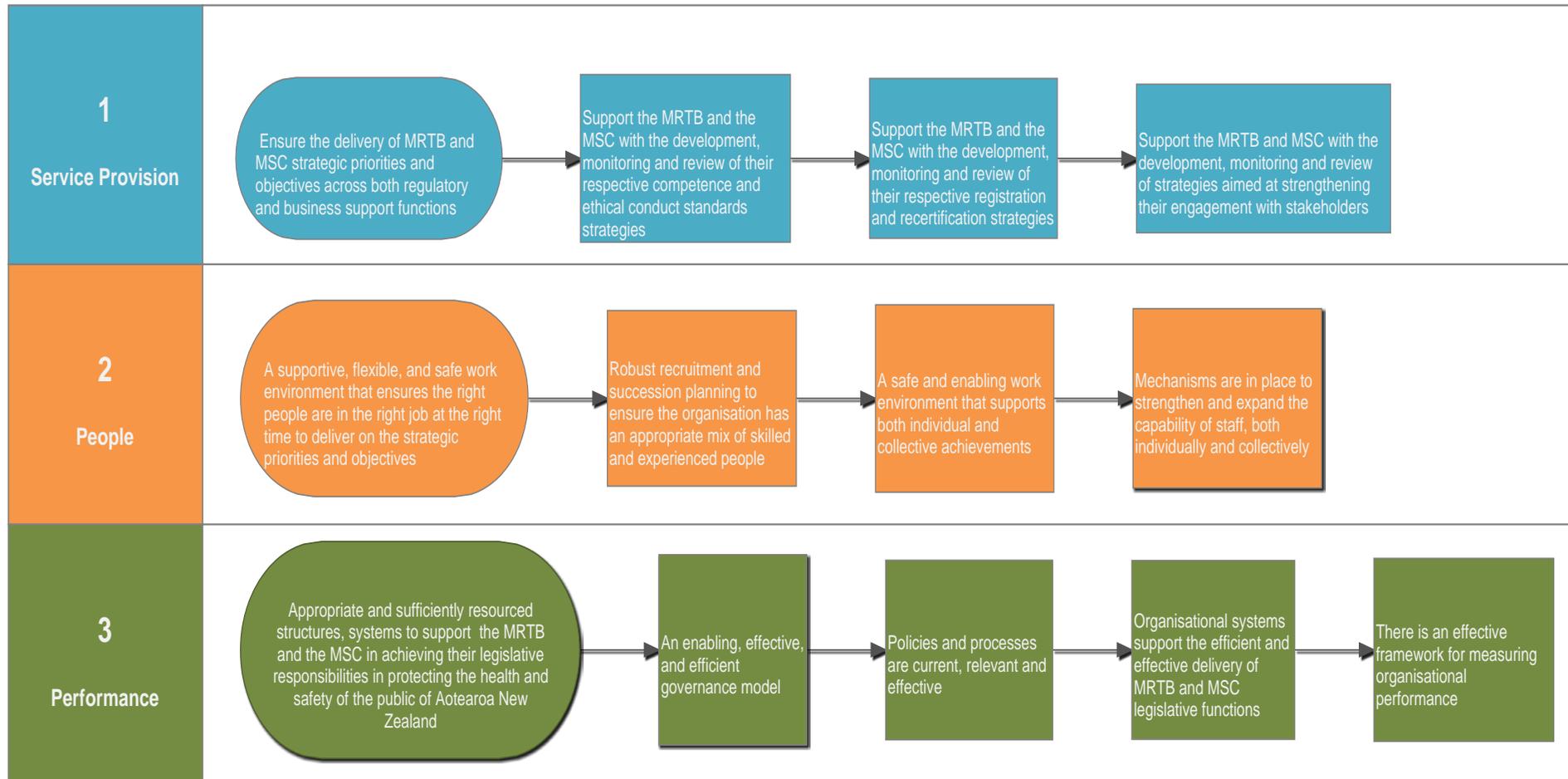
The strategic framework used by MSS provides a focused approach for steering our purpose of supporting the two responsible authorities' regulatory work. It provides a foundation upon which we focus our work to achieve the best positive impact within financially and practically sustainable ways.

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

## Key Outcomes of Our Strategic Directions

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 2022-2026. 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 Directions in Context

The social, political, economic, and technological environments within which health services and health regulation are delivered continues to evolve. This five-year strategic directions document for the period 2022-2026 has been formulated with a view to ensuring our work both now and in the foreseeable future continues to be responsive to the world within which health regulation and secretariat services are practised .

Utilising a strategic framework enables a focused approach for steering our secretariat work in a world typified by changing environmental influences. It allows us to support the two responsible authorities with meeting their legislative functions and responsibilities through ensuring their respective regulatory frameworks are sufficiently robust and responsive.

### Strategic Priority 1: Service Provision

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*Ensure the delivery of MRTB and MSC strategic priorities and objectives across both regulatory and business 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 public in Aotearoa New Zealand.

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*

MSS acknowledges Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand and the importance it has in informing legislation, policy and practice. As tangata whenua of Aotearoa New Zealand, Maori hold a unique position in our society and MSS acknowledges and respects the specific importance of health services for Maori. MSS will support the MRTB and the MSC to improve cultural safety for the public and practitioners delivering the relevant health services to help facilitate health equity.

In supporting the work of the MRTB and the MSC the staff team will need to be aware the principles of right touch regulation and how these can be applied to the core regulatory activities they engage in on behalf of the authorities.

## Strategic Priority 2: People

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*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*

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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.

The 2020 COVID-19 pandemic highlighted the need for our team to be resilient and able to work in different ways. The pandemic has facilitated a move away from the orthodox 9-to-5 office-centric work culture and a shift to the normalisation of remote work. There is opportunity and challenge for MSS to rethink its working arrangements to settle on a sustainable new normal, including the likelihood of hybrid working – from home and office in different proportions. This will require MSS to build and strengthen a number of characteristics including:

- A workplace that is distributed across home, office, and perhaps satellite offices. Staff will be able to choose to work remotely or face-to-face depending on the nature of their work and teams' preferences.
- Teams will need to be virtual ready. Managers will need to know how to manage, coach, collaborate, evaluate performance and motivate their team remotely.
- Our technology will need to enable multiple modes of working. Considerations include data being saved on cloud, access and security being tailored for different working modes, and applications that allow seamless virtual collaborations.
- Building and strengthening our culture to embrace trust and belonging. Interpersonal bonds will need to be formed with intent and care.
- Supporting staff to build resilience and actively preserve boundaries between home and work, not only to boost performance but to also maintain personal wellbeing.

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. We will need to give consideration to our health and safety obligations within the new norm of remote working.

Ongoing training and development is an essential strategy to ensure our staff team remains highly skilled and responsive to the challenges of working in a dynamic world.

Between mid-2021 and the end of 2023 the team will lose two of its most senior staff with the pending retirements of the Registrar (2021) and the Chief Executive (2023). This will require well planned and executed succession strategies to facilitate a smooth transition for outgoing and incoming personnel.

## Strategic Priority 3: Performance

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*Appropriate and sufficiently resourced structures, systems, and processes are appropriate and sufficient to support the MRTB and the MSC in achieving their legislative responsibilities in protecting the health and safety of the public of Aotearoa New Zealand*

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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 resources 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 delivering services that minimise 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 will need to work 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 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 will help to ensure our actions remain focused on our business vision and purpose.

Over the lifetime of this plan MSS will need to assist the two responsible authorities to continue to develop their quality management system and processes. This will include revising and improving the IT systems to support core regulatory and business functions, financial management, and information management. Furthermore, MSS will need to support the authorities with their commitment to taking a leadership role with environmentally sustainable business operations in response to helping to lessen the destructive impacts of climate change.