



Te Kaunihera Rata
o Aotearoa

Medical Council
of New Zealand

Te Mahere Rautaki Strategic Plan

2022-2027





Rārangi Take

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Te Mahere Rautaki Strategic Plan 2022-2027

Te Moemoeā / Vision

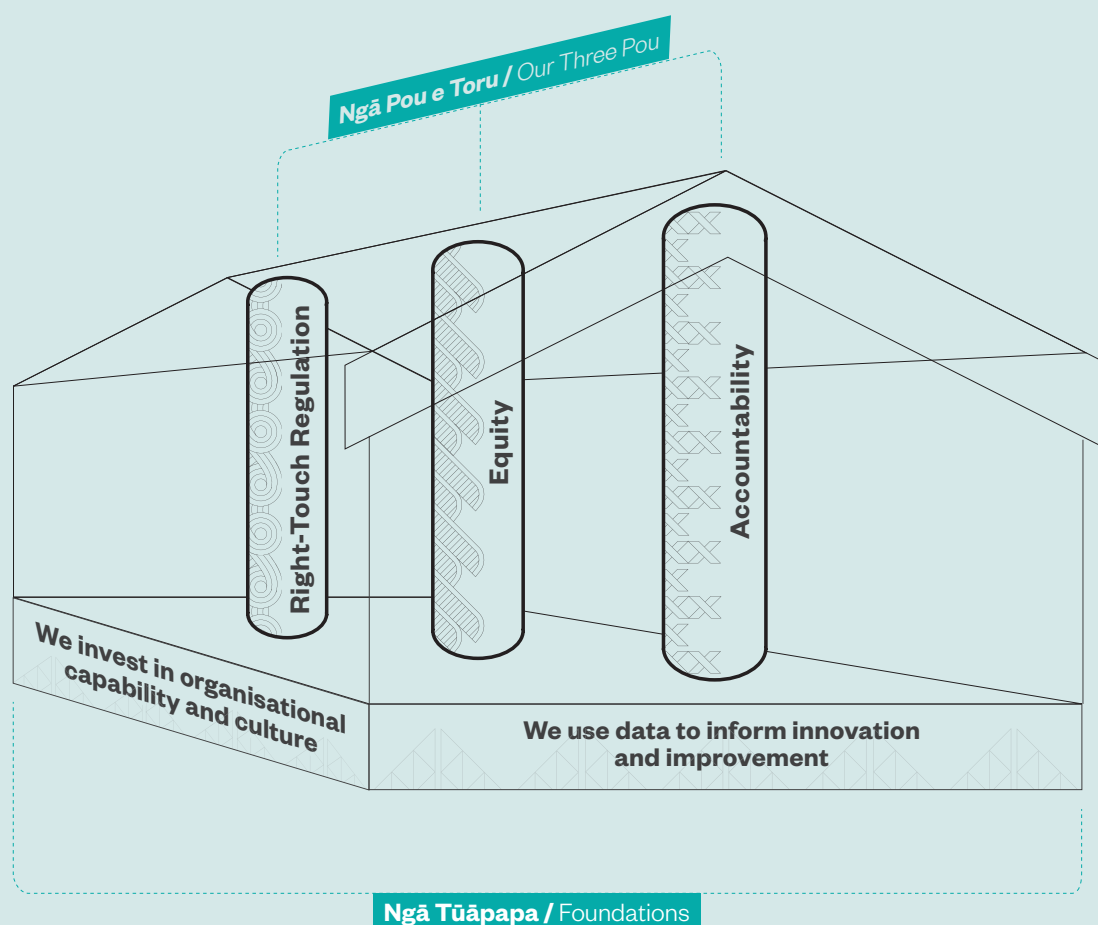
Kia whakawhirinakitia ngā rata katoa i Aotearoa.

A medical profession all New Zealanders can trust.

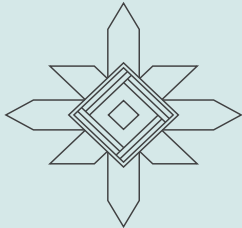
Tō mātou kaupapa / Our Purpose

Kia tūhauora, kia haumarua ai te iwi, mā te whakatū, whakatuarā ngā paerewa mo ngā rata i Aotearoa.

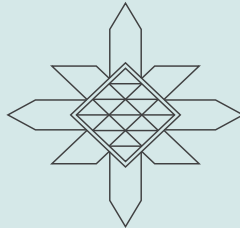
We serve Aotearoa New Zealand by protecting public health and safety through setting and promoting standards for the medical profession.



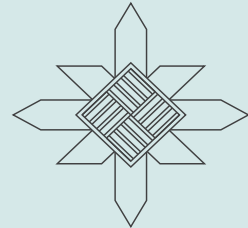
Ā Mātou Uara Our Values



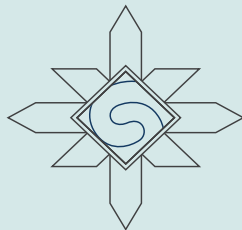
Whakaponono
We act with integrity



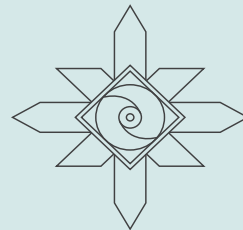
Whakamārama
We lead by listening



Kotahitanga
We are a team



Manaakitanga
We support each other



Kaitiakitanga
We protect the public

***“Mā ēnei whakaarotau rautaki, me whakatutuki te moemoeā,
me whakamahia te kaupapa, me whakamana te Tiriti o
Waitangi, a, kia toitū te rōpū.”***

*“We will achieve our vision, deliver on our purpose, uphold the mana
of Te Tiriti o Waitangi, and be a sustainable organisation through
our strategic priorities.”*



He Anga Putanga Performance Framework

Ngā Whakaarotau Rautaki / Strategic Priorities

Our strategic priorities comprise three pou:

1. Demonstrate accountability to the public, the profession, and stakeholders
2. Promote equity of health outcomes
3. Demonstrate proactive, right-touch regulation in all we do.

The pou are supported by a foundation of:

- > investing in organisational capability and culture, and
- > using data to inform innovation and improvement.





Long Term (Enduring) **Ngā Hua** / Outcomes

Our purpose is to protect the health and safety of the public by providing mechanisms to ensure doctors are competent and fit to practise.

Our outcomes describe, at a high level, our desired future for Te Kaunihera Rata o Aotearoa - Medical Council of New Zealand (Council) and the medical profession in Aotearoa New Zealand.



Medium Term (Three–Five Years) **Ngā Aronga** / Intentions

Our intentions identify where we will concentrate our efforts over the next three to five years, to deliver on our strategic priorities and achieve our outcomes.



Short Term (One–Two Years) **Ngā Mahi Rautaki** / Outputs

Our outputs are the result of short-term initiatives and mahi that help us reach our goals.



Te Pou Tuatahi Accountability

Demonstrate accountability to the public,
the profession and stakeholders





Long Term (Enduring)

Ngā Hua / Outcomes

The public have increased trust in the medical profession.

The profession, stakeholders and government have increased trust in us as the medical regulator.

We demonstrate increased accountability to Māori under Te Tiriti o Waitangi.

The medical workforce in Aotearoa | New Zealand is strengthened and supported by our leadership, in order to protect the public.



Medium Term (Three–Five Years)

Ngā Aronga / Intentions

By 2027, we will achieve:

- > an increase* in the public's trust in doctors, relative to other professions and international benchmarks.
- > an increase* in the public's understanding of how to make a notification.
- > an increase* in the profession's knowledge of Council standards.

*targets will be established once baseline data has been collected.

New systems identified in the plan set in partnership with Te Kāhui Whakamana Tiriti are embedded across our work - demonstrating our accountability to Māori in all aspects of our work.

We monitor and respond to changes and trends in:

- > the medical workforce in Aotearoa | New Zealand
- > workforce and regulation internationally.

Our regulatory levers strengthen and support the medical workforce in provincial and rural areas through the use of extended scopes and our accreditation standards:

- > to influence training providers to ensure vocational training takes place in provincial and rural areas
- > to facilitate supervision and assessment of international medical graduates in provincial and rural areas.



Short Term (One–Two Years)

Ngā Mahi Rautaki / Outputs

Short video guides, a chatbot to answer questions, and spot surveys available to the public on our website.

Feedback from the Consumer Advisory Group has informed and is embedded into at least four standards for the profession.

Baseline data about public trust, public understanding and the profession's knowledge of standards is captured and used in future evaluations to measure progress towards our medium- and long-term goals.

Te Kāhui Whakamana Tiriti is established, provides Māori input to our work, and sets our plan around how we will fulfil our responsibilities under Te Tiriti o Waitangi.

Our stakeholder engagement emphasises Council's leadership in strengthening and supporting the medical workforce and supports accurate understanding of our workforce data and role.

Our registration processes are aligned with Immigration processes.

Opportunities for joint work to improve IMG retention rates are explored with Te Whatu Ora.

The extended scope practice model to strengthen and support the provincial and rural workforce is explored.



Te Pou Tuarua Equity

Promote equity of health outcomes





Long Term (Enduring) **Ngā Hua / Outcomes**

Māori receiving health services from doctors have an improved experience of cultural safety.

Our regulatory and non-regulatory levers support the achievement of health equity for Māori, Pacifica, disabled people and other groups who currently experience inequitable health outcomes.

The medical workforce is diverse and inclusive.



Medium Term (Three–Five Years) **Ngā Aronga / Intentions**

An improvement in the current experience of cultural safety amongst Māori receiving health services from doctors, as demonstrated in an evaluation against the September 2020 report 'Baseline data capture: Cultural safety, partnership and health equity initiatives'.



Short Term (One–Two Years) **Ngā Mahi Rautaki / Outputs**

The effectiveness of the 'Welcome to Practice in Aotearoa' trial workshops for IMGs delivered in 2021-22 is determined through evaluation.

Accreditation standards for training providers across the medical education continuum are strengthened to demonstrate commitment to Te Tiriti o Waitangi, health equity and cultural safety, including:

- > all training providers demonstrate commitment to Te Tiriti o Waitangi through documented strategic priorities.
- > all training providers include Māori on their governance and decision-making bodies.
- > all vocational providers have policies in place that facilitate and support entry to training programmes for Māori trainees.

Cultural safety is embedded in Council's systems and processes for all regulatory functions.

Doctors' responsibilities under Te Tiriti o Waitangi are defined and incorporated in Council's statement on cultural safety and health equity guidance document.

A cultural safety and health equity symposium is delivered, to further advance the movement from understanding to action across the profession and stakeholders.

Training providers are required to report on trainees' ethnicity, and gender/gender identity.



Te Pou Tuatoru Right-Touch Regulation

Demonstrate proactive,
right-touch regulation in all we do





Long Term (Enduring)

Ngā Hua / Outcomes

Medical education and training prepares and supports a medical profession fit for practice in a transformative health care environment.

The principles of right-touch regulation are used in all Council's decision-making.

There is a demonstrated increase in inter-professional collaboration and cooperation in the regulation of health professionals and the delivery of health services.

Our registration policies are fit for purpose and responsive to the changing nature of the medical workforce.



Medium Term (Three–Five Years)

Ngā Aronga / Intentions

Accreditation systems and standards are responsive to a modern workforce and a transformative healthcare environment.

Systemic themes arising from accreditations are reported annually and inform Council's strategic response.

Right-touch regulatory impact analyses are routinely considered in Council's strategic, policy and operational decisions.

At least three joint strategic initiatives with other Responsible Authorities (RAs) are carried out each year.

The IMG application process for vocational registration is streamlined to ensure that applicants are provided outcomes within the shortest possible time, and with a maximum of 6 months.



Short Term (One–Two Years)

Ngā Mahi Rautaki / Outputs

There are explicit national, regional and local level requirements in a strengthened prevocational medical training accreditation framework, increasing the accountability of training providers.

Four training providers are assessed against this framework, their accreditation reports are published, and their progress is monitored against required actions.

A right-touch impact analysis methodology is developed and trialled.

Right-touch regulation is embedded in Council's briefing papers through systematic use of right-touch impact analysis methodology.

Completion of a joint RA prescribing statement.

The framework for our IMG 'Welcome to Practice in Aotearoa New Zealand' workshops is used for consideration of joint workshops with other RAs and other health professions.

Completion of at least one initiative that promotes RA alignment on cultural safety and health equity.

The criteria for recognition of Comparable Health Systems (CHSs) are revised to ensure fit for purpose and appropriate thresholds.

Four additional jurisdictions and all current CHSs are assessed against the new criteria.



Ngā Tūāpapa / Foundations Capability & Culture

Invest in organisational capability and culture





Long Term (Enduring) **Ngā Hua / Outcomes**

Organisational capability and culture support our people to be able to deliver on Council's strategic goals.

Our people and our organisation have improved cultural capability.



Medium Term (Three–Five Years) **Ngā Aronga / Intentions**

Our people continue to have the skills they need to perform their roles well and feel valued and empowered.

An increase* in staff cultural capability.

*target will be established once baseline data has been collected.



Short Term (One–Two Years) **Ngā Mahi Rautaki / Outputs**

The people and capability plan for developing organisational capability, culture and leadership is implemented.

Baseline data on staff cultural capability is collated and used for future measures.

Professional development and training are provided for our people based on a cultural capability framework.



Ngā Tūāpapa / Foundations Innovation & Improvement

Use data to inform innovation and improvement





Long Term (Enduring) **Ngā Hua / Outcomes**

Data informs our decision making and improves our effectiveness.

Appropriate and relevant data is easily accessible by stakeholders and the profession.



Medium Term (Three–Five Years) **Ngā Aronga / Intentions**

Council is routinely provided with the data it needs to make robust decisions.

We develop and publish quarterly analysis of the medical workforce in Aotearoa New Zealand.

We carry out an annual survey of all doctors in training in Aotearoa, publish an analysis of the outcome, and take appropriate action from any lessons.



Short Term (One–Two Years) **Ngā Mahi Rautaki / Outputs**

Development and implementation of a data strategy to drive the collection, organisation, analysis, and delivery of data in support of our business and strategic objectives.

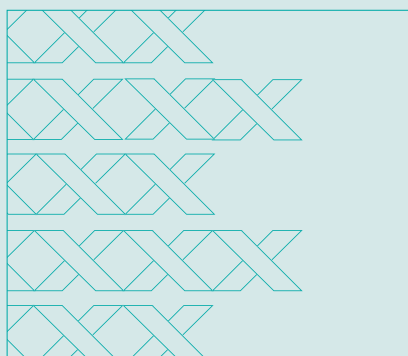
Key Council data is available to the public on our website, including:

- > medical workforce
- > new registrations
- > PACs and POCs, including demographics, scope of practice and primary medical qualification.



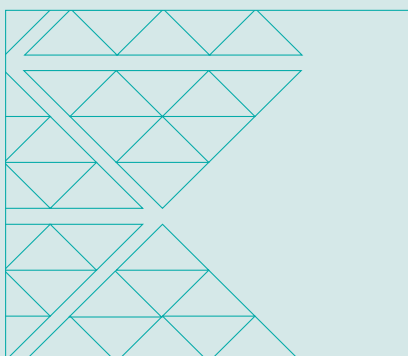
He Kupu Whakamārama

Words of Explanation



Purapura Whetū / Stars in the Night Sky

The stars in the sky are based on Purapura Whetū, a tukutuku pattern that represents the stars and the great numbers of people of a nation. We have used this to represent the people of Aotearoa, and also the people within Te Kaunihera Rata o Aotearoa. Five of the stars represent our organisation's values; Whakapono, Whakamārama, Kotahitanga, Manaakitanga, and Kaitiakitanga.



Niho Taniwha / Teeth of the Taniwha

The sawtooth tāniko and tukutuku pattern of Niho Taniwha is used to depict the hills around Whanganui-a-Tara, and represents whānau and hapū, chiefly lineage, the communities in which we live, and the organisations we rely on. Niho Taniwha also speaks to community empowerment and self-determination.



Tangaroa / God of the Seas

Beneath the hills lies Tangaroa, the source and foundation of all life, both bountiful and dangerous. This motif depicts the waters that the people of Aotearoa must navigate; here it represents our own health and our health system - wai ora, the waters of life.



Kiri Taniwha / Skin of the Taniwha

This motif depicts the skin of the taniwha, and represents the qualities of Te Āraihaumarū – strength, guardianship, protection, and safe navigation.





Te Āraihaumarū / The Guardian Protector

The taniwha represents Te Kaunihera Rata o Aotearoa | Medical Council of New Zealand as the kaitiaki, the guardian and protector of the people. The taniwha swims beside the reflection of Purapura Whetū in the sea of Tangaroa, guiding the people safely through. The stars themselves are also used in navigation, so both the people and the taniwha work alongside each other.

The name we have given the taniwha, Te Āraihaumarū, translates as The Defender of Safety.



**Te Kaunihera Rata
o Aotearoa**

Medical Council
of New Zealand