



# **Strategic Plan 2016- 2021**

**Version 1 as at 5 December 2016 (for review annually)**

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## **Our Focus**

To achieve equity of health and wellbeing for all children / tamariki and youth / rangatahi by prioritising effective advocacy, professional development opportunities, national networking and collegial support among our members.

## **Introduction**

### **Background**

In 2002, the Paediatric Society of New Zealand (PSNZ) Annual General Meeting adopted a strategic plan that was developed by the membership, Council and President of the day. Many of the aspirations and goals developed in the initial plan remain relevant, and current, in today's world and inform this year's strategic plan.

This Plan continues to build on:

- Our commitment to recognising and incorporating the principles of the Treaty of Waitangi.
- The foresight and commitment of the 2002 President and Council that directly led to the development of the New Zealand Child and Youth Clinical Networks contract.
- Outcomes from two Strategic Planning workshops (2015 / 2016) attended by PSNZ Council and other stakeholders.
- Comprehensive feedback received from PSNZ members in the March 2016 electronic survey. This survey sought members' views on what was 'wanted' from the Society and suggestions for 'future direction'.

This Plan, therefore, is the result of reviewing and building on members' information, feedback and the strategic foresight of previous PSNZ Presidents and Councils.

### **The Future: communications and achievements**

PSNZ President and Council are committed to ensuring the Society's members are provided with professional and collegial support. As the increasing demands of the electronic age impact on everyone's time, an updated, interactive web infrastructure designed to make navigation easier will be introduced.

In addition, the Plan has several actions that will be monitored and reported on annually during the stated term. We encourage all members to be actively engaged in these developments. The PSNZ Council will continue to seek your feedback on developments and achievements in the future.

## Presidents Message

Dear Colleagues,

The Paediatric Society of New Zealand represents a diverse membership with skills, experience and leadership across the Child Health field in Aotearoa. Our work is interesting, complex and challenging and calls on our knowledge, energies, collaboration and flexible thinking skills. We belong to the Society so that we can learn from and encourage each other and use our connections and abilities to advance the care of the children, youth, families/whanau and communities we serve.

Our work environments are both a source of support and of challenge as we confront the issues of resources and structures which may facilitate or compromise our ability to provide the highest quality of care. We aim to improve outcomes rather than outputs.

As members of PSNZ, we use our professional understandings, networks and trusted positions in Health to advocate for changes and improvements both locally and nationally. We at times must challenge existing paradigms and be open to new learnings and opportunities. We gain the courage, strength and knowledge for advocacy from each other and from our connections with the people and communities we live and work in.

To operate effectively in this environment, PSNZ must understand our context, where we have come from, where we are now and where we might need to be in the future to remain relevant and effective to our members and the people and country we care so deeply about.

For the past two years, your Council has been developing a strategic vision and plan based on the last PSNZ strategic plan of 2002. The attached represents the work of your Council, informed by their experience and understanding of our health environment and your input from the Member Survey many of you contributed to earlier this year.

This plan is for us as a Society. It is ours to use, to adapt and develop. Council intends to review the strategic plan annually to ensure that PSNZ is well placed structurally and cognitively to address challenges and opportunities now and into the future. We expect that a robust process of strategic review will ensure that PSNZ can be more proactive going forward.

This plan is now over to you as members for comment. We look forward to your input to enhance our ability to serve members and our communities.

Yours sincerely  
David Newman  
President



**VISION:** The Paediatric Society of New Zealand believes all children /tamariki and youth/ rangatahi should, by right, attain optimal physical, mental and social health and wellbeing. By working as a coordinated national network of health professionals the Society dedicates its efforts and resources to this end. Fundamental to this vision is the Society's commitment to the Treaty of Waitangi principles. The Plan will be achieved by having a Society that is:

- connected, multi-disciplinary, diverse and responsive
- the go-to body for advice on child health issues, a voice for and with children and young people, politically connected but independent and focussed on the needs of New Zealand's tamariki / children and rangatahi /youth
- increasing its focus on primary care
- Informed by evidence and relevant data

**ADVOCATE:**

Provide a collaborative, interagency voice for the health and wellbeing of New Zealand children and young people

**Advocate** the PSNZ works in partnership with MoH, NGOs and other relevant groups to actively advocate for children

**GROW:**

Provide incentives for increasing membership and effectiveness

**Grow** our membership to increase our capacity to be both professionally and personally effective

- Internally; SIGs, NZCYCN programme, Listserv, ASM
- Externally; key stakeholders, prioritised according to interest and influence

**CONNECT:**

Provide the tools which support and enable information sharing and support

**Connect** with each other and our colleagues in related sectors (government and nongovernment agencies) via such initiatives as our Annual Scientific Meeting, SIGS, NZ Child & Youth Clinical Network programme (NZCYCN), *kidshealth* and IT systems

**IMPROVE PRACTICE:**

Provide high quality, timely and relevant information & support on matters relevant to clinical practice

**Improve practice** through clinical networks, SIGS, educational support and facilitating discussion opportunities and fora

**ENABLERS:**

- 📌 Upgrade PSNZ website to incorporate information technology tools that better meet the needs of the PSNZ membership and ensure that our website becomes 'the showcase' for the work of PSNZ.
- 📌 Streamline systems and processes for managing the increasingly complex business requirements.

**ADVOCATE** - The PSNZ works in partnership with Ministry of Health (MoH), Non-government organisations (NGOs) and other relevant groups to actively advocate for children and youth.

**ACTION**

Seek out and co-ordinate expert submissions to policy makers, and politicians relating to significant issues for children and young people.

Facilitate access to key decision makers for child health experts wanting to raise awareness and urge action on children’s health issues, in particular the very young, Māori and Pasifika children and highly vulnerable families.

Continue to champion collaborative action (with the MoH, nursing, midwifery, allied health groups and NGOs) that builds on successes in achieving a continuum of care for children / tamariki and young people / rangatahi, e.g. through the NZCYCN programme and SIG(s) development.

Distribute relevant newsletters from professional bodies and organisations to the comprehensive, multidisciplinary PSNZ network.

Incorporate consumer involvement when addressing children’s health issues in PSNZ child health working groups. This includes consultation with groups representative of children and youth.

Upgrade the PSNZ website to become the dynamic place to go for members (and key stakeholders) to be informed about vital child health initiatives.

Respond to media, both actively and proactively, relating to significant issues for children and young people.

Develop a social media strategy.

Encourage SIG members to proactively create and promote a focused agenda of advocacy initiatives.

**MEASURING SUCCESS:**

PSNZ coordinates and provides submissions to government offering specialist advice. Reported on annually.

PSNZ facilitates awareness raising of at least 10 health issues with relevant decision makers by December 2016.

PSNZ improves access to a continuum of care for children and young people who maybe consumers in the 11 NZCYCNs, and or benefited through information / service improvements generated through SIGs by December 2016. Reported on annually.

PSNZ continues to send the NZCYCN newsletter, ‘CYNet’ to national clinical and management groups. Reported on annually.

PSNZ engages with consumer representatives as relevant. Reported on annually.

PSNZ’s website ‘showcases’ their success in lobbying and influencing the decision makers, and is the place to go for specialist child health knowledge and information by October 2017.

PSNZ responds and advocates for children and young people when the opportunity arises. Reported on annually.

A social media strategy is initiated by December 2017.

**GROW** our membership to increase our capacity to be both professionally and personally effective

- Internally: PSNZ website, SIGs, clinical networks, Listserver, ASM
- Externally: key stakeholders, prioritised according to interest and influence

**ACTION**

Upgrade the PSNZ website to become a dynamic showcase for PSNZ's specialist knowledge vital to improving child health.

Address the content, cost, and timing of the ASMs thereby providing opportunity for increased engagement by new and existing members of PSNZ<sup>1</sup>.

Introduce new technology that allows members to effectively link, plan and share with each other and with key stakeholders, at the same time increasing the PSNZ profile<sup>2</sup>.

Address SIGs support and coordination issues<sup>3</sup>.

Increase effectiveness of current cooperative arrangements with established child health groups and organisations.

Identify (by region) all allied health groups and NGO's, and review appropriateness and/or level current involvement.

Identify relevant Professional Groups (both NZ and overseas) and review current involvement.

Identify any groups and organisations currently not receiving newsletters relating to children and youth.

**MEASURING SUCCESS:**

PSNZ's website attracts an increased hit rate of 20 percent by October 2017. Other website metrics and feedback tell a positive story and this reported on annually.

ASM's are reported as meeting the needs of 90 percent of attendees by December 2017.

Bicultural and multicultural SIGs are developed by December 2017.

Membership report that PSNZ Information Technology meets their needs networking needs with each other and key stakeholders by June 2017.

SIG's are reported as the place to be for updating knowledge and skills by December 2017.

PSNZ has documented the nature cooperative arrangements with 20 child health groups and organisations by December 2017.

PSNZ relates regularly with at least 20 health groups and NGO's by December 2017.

PSNZ has documented the nature cooperative arrangements with 5 Professional Groups (both NZ and overseas) by December 2017.

PSNZ's membership grows by 10% per annum and is reported on at the AGM.

<sup>1</sup> As requested in the March 2016 PSNZ membership survey

<sup>2</sup> As requested in the March 2016 PSNZ membership survey

<sup>3</sup> As requested in the March 2016 PSNZ membership and SIG survey

**CONNECT** with each other and our colleagues in related sectors (government and nongovernment agencies) via such initiatives as our Annual Scientific Meeting (ASMs), SIGS, NZCYCN programme, *kidshealth* and IT systems.

#### **ACTION**

Maintain a Society that is well governed, manages contracts well and benefits both the members and children of NZ.

Upgrade the PSNZ website to become the dynamic public face of PSNZ which informs and educates about vital child health issues and initiatives.

Replace the current website and IT system(s) so that members can easily access the information they require and the forums/tools they need to share current practice and learning<sup>4</sup> and to reflect the increasingly complex operational business requirements/

Streamline the complex systems and processes required to successfully deliver consistent, high quality ASM(s) and ensure future committees have a platform to build on which provides continuous improvement/

Address SIGs participation, support and coordination issues<sup>5</sup>/

Raise awareness of the benefits of utilising [www.kidshealth.org.nz](http://www.kidshealth.org.nz)

Formalise nature and timing of communication with relevant organisations and stakeholder groups (e.g. Primary Health networks, Social work and Child Youth and Family & profession groups (both NZ and overseas).

Link all relevant groups and organisations through the distribution of relevant child health newsletters including the NZCYCN programme's newsletter, 'CYNet'.

#### **MEASURING SUCCESS:**

PSNZ reviews and improves governance to better meet the organisations need by December 2017.

PSNZ's website attracts an increased hit rate of 20 percent by December 2017.

Membership report that PSNZ Information Technology increases their ability to operate in an effective and efficient way by June 2017.

ASM's organisers report a seamless systems and process which build on previous years' experiences by December 2017.

Members report SIG's are a key, support 'go to place' for updating specialist knowledge and skills by December 2017.

Access to [www.kidshealth.org.nz](http://www.kidshealth.org.nz) increases by 20 percent per annum.

PSNZ engages regularly with 25 (or more) professional groups, health service groups and NGO's by December 2017.

PSNZ engages regularly with relevant Maori and Pasifika groups and NGOs by December 2017, both regionally and nationally.

PSNZ sends 30 groups and organisations all relevant newsletters by December 2017.

<sup>4</sup> As requested in the March 2016 PSNZ membership survey

<sup>5</sup> As requested in the March 2016 PSNZ membership and SIG survey

**IMPROVE PRACTICE** - through NZCYCN programme, SIGs, educational support and facilitating discussion opportunities and for a.

**ACTION**

Upgrade the PSNZ website so that becomes a dynamic and interactive place for members to network, gain support and education, participate in discussion forums vital to expand and consolidate knowledge and child health expertise.

Replace the current 'ListServe' with technology that retains the positive and addresses the gaps that currently hinder professional practice and learning.

Develop mechanisms which protect and improve the use and purpose of messaging systems<sup>6</sup>.

Work in partnership with MoH, health providers and other sectors to extend information and operations of NZCYCN programme.

Streamline the complexities involved in ensuring the PSNZ ASMs meet the needs of the professionals working in child and youth sector(s).

Establish governance for the (PSNZ) Education Trust whose brief is to ensure access is available to members and speakers, with priority given to those whose work is primarily with very young Māori and Pasifika children /tamariki and highly vulnerable families.

**MEASURING SUCCESS:**

PSNZ membership access each other and whatever information and forums they are wanting to participate in by June 2017.

PSNZ Information Technology enhances current practice and learning opportunities for the PSNZ membership by June 2017.

Members report they can communicate effectively and feel professionally supported by the membership by June 2017.

NZCYCN programme promotes and links services to children, along the continuum of care, to enable service providers to work in a co-ordinated manner through shared understanding and more effective practice(s).

ASM's organisers report a 10 percent increase in positive feedback from the membership in regards to their education needs being met by December 2017.

The Education Trust enables 20 applicants to access appropriate education and support by December 2017.

<sup>6</sup> As requested in the March 2016 PSNZ membership survey

**ENABLERS:**

- A. Upgrade PSNZ website to incorporate the information technology that better meets the needs of the PSNZ membership and so that PSNZ website becomes 'the showcase' for the work of PSNZ.
- B. Streamline systems and processes for managing the increasingly complex business requirements.

**ACTION**

- A1. Prepare a document which outlines business requirements (rather than possible IT solutions) in consultation with representatives from the Executive team, Administration, Clinical Specialists and the membership by November 2016.
- A2. Consult with external IT consultant(s) seeking advice and cost estimates by November 2016.
- A3. Decide the package that best suits PSNZ and sign off a contract to deliver December 2016.
- A4. Begin implementation of the IT Upgrade Project to be completed by May 2017.
- A5. Undertake a repeat survey of the membership when the IT Upgrade Project completed.
- B1. Identify gaps in systems and processes for managing the increasingly complex business requirements of PSNZ in 2016 e.g. budget forecasting, streamlining ASM processes, developing tools for improving/formalising stakeholder relationships and creating registers.
- B2. Contract expertise to remedy gaps.

**MEASURING SUCCESS:**

- PSNZ Executive has a good understanding of the organisations' requirements for an updated IT system by November 2016. Annual reports profile changes and achievements.
- PSNZ Executive has a clear understanding of the options and cost available by November 2016.
- PSNZ Council decide the package and agree a contract by December 2016.
- PSNZ IT Upgrade Project is completed by May 2017.
- PSNZ membership report that Information Technology meets the needs by October 2017. Annual reports profile changes and achievements.
- PSNZ Executive has a clear understanding of the organisation's reviewed requirements before October 2017.