



**Te Kaunihera Rata
o Aotearoa**

Medical Council
of New Zealand

Strategic Plan **Te Mahere Rautaki**

2026–2031



Contents

Rārangi Take

- 02 Strategic Plan**
Te Mahere Rautaki
- 04 Performance Framework**
He Anga Putanga
- 06 Effective Regulation**
Waeture Tōtika
- 07 Trust**
Whakawhirinaki
- 08 Workforce**
Ohu Mahi
- 09 Equity**
Mana Taurite
- 10 Capability & Culture**
Kaha Whakahaere me te Ahurea
- 11 Innovation & Improvement**
Auahatanga me te Whakapai Ake
- 12 Words of Explanation**
He Kupu Whakamārama



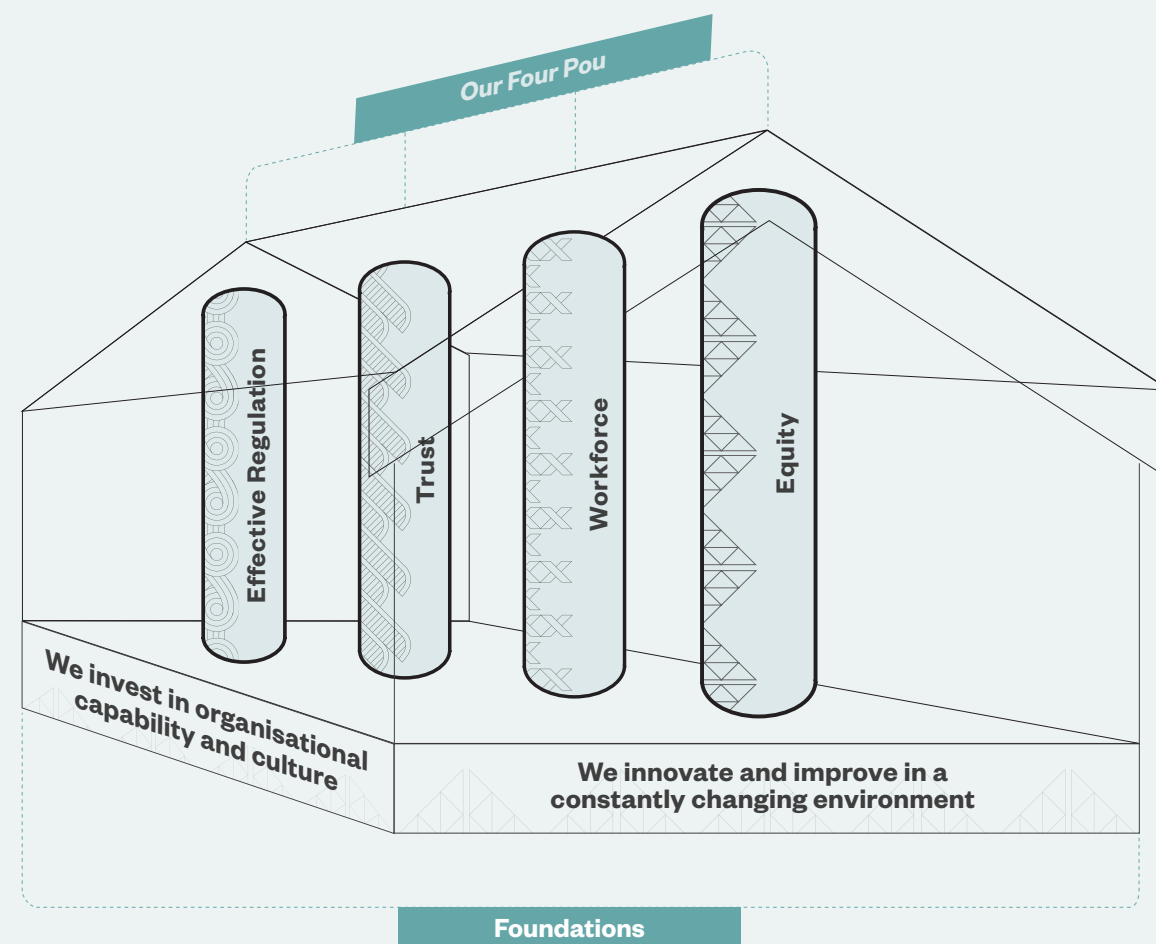
Strategic Plan Te Mahere Rautaki

Vision | Te moemoeā

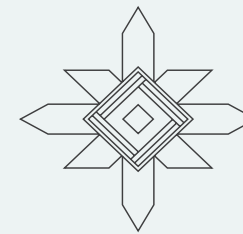
A medical profession and a physician associate profession all New Zealanders can trust.

Our purpose | Tō mātou kaupapa

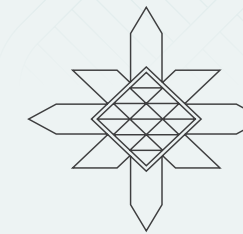
We serve Aotearoa New Zealand by protecting public health and safety through setting and promoting standards for the medical and physician associate professions.



Our values | Ā mātou uara



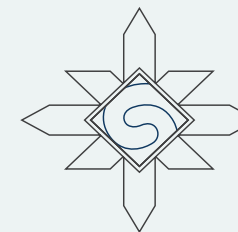
Whakapono
We act with integrity



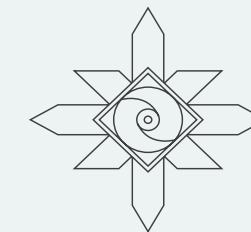
Whakamārama
We lead by listening



Kotahitanga
We are a team



Manaakitanga
We support each other



Kaitiakitanga
We protect the public

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.

Performance Framework

He Anga Putanga

Strategic directions | Ngā pou

Our pou | strategic directions are:

1. Effective regulation:

We deliver effective regulation of the medical profession and physician associate profession to ensure patients receive safe care.

2. Trust:

We build and maintain the trust of the public, the government, our stakeholders, and the professions we regulate.

3. Workforce:

We contribute to a sustainable, high-quality medical and physician associate workforce that protects the health and safety of the public.

4. Equity:

We promote and support equity of health outcomes for all New Zealanders.



Long term (enduring)

Outcomes | Ngā hua

Our purpose is to protect the health and safety of the public by providing mechanisms to ensure doctors and physician associates 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 and physician associates professions in Aotearoa New Zealand.



Medium term (three–five years)

Intentions | Ngā aronga

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)

Initiatives | Ngā mahi rautaki

Short-term initiatives and mahi help us reach our goals and are reviewed annually.

Effective Regulation

Waeture Tōtika

We deliver effective regulation of the medical profession and physician associate profession to ensure patients receive safe care.



Long term outcomes | Ngā hua

- Effective right-touch regulation principles are embedded – so that our processes are proportionate, consistent, targeted, transparent, accountable and agile.
- Our regulatory processes are accessible, safe and responsive to all New Zealanders.
- The voices of patients, the public, and the professions we regulate meaningfully shape our strategic direction, policies, standards, and processes.
- We lead and collaborate with local and international health regulators and agencies to support delivery of safe and effective care by doctors and physician associates.



Medium term intentions | Ngā aronga

- Our processes for people to raise concerns about doctors and physician associates are accessible, safe and people-centred.
- Patients, and the professions we regulate, have confidence that our processes are transparent, fair and efficient.
- Input from patients, and the professions we regulate, informs our standards and processes.
- We collaborate with other regulators of health professionals to support an effective, consistent and coordinated approach to regulation.

Trust

Whakawhirinaki

We build and maintain the trust of the public, the government, our stakeholders and the professions we regulate.



Long term outcomes | Ngā hua

- The public, the government, our stakeholders, and the professions we regulate trust us to be an effective regulator that acts with integrity.
- The public and the government have trust in the medical and physician associate professions.



Medium term intentions | Ngā aronga

- Public trust in doctors is maintained relative to other professions and international benchmarks.
- Public trust in physician associates is established.
- The medical and physician associate professions understand and uphold Council standards.
- Our processes and decision-making are transparent, and the public and the professions we regulate have a greater understanding of how we work.

Workforce

Ohu Mahi

We contribute to a sustainable, high-quality medical and physician associate workforce that protects the health and safety of the public.



Long term outcomes | Ngā hua

- A sustainable, high-quality medical profession, reflective of the communities it serves, is available to all New Zealanders.
- Medical and physician associate education and training prepare practitioners with the skills, professionalism and cultural competence they need to safely serve Aotearoa New Zealand's diverse population.
- Our registration policies are fit for purpose as the workforce, models of care, and technology evolve.



Medium term intentions | Ngā aronga

- Accreditation of training programmes ensures medical education remains responsive to community health needs.
- A high-quality regulatory framework for physician associates is established.
- Our registration pathways for international medical graduates (IMGs) are flexible, innovative and agile.
- The medical and physician associate professions work effectively in interprofessional and interdisciplinary contexts.
- We monitor and respond to international developments in medical and physician associate education and regulation.

Equity

Mana Taurite

We promote and support equity of health outcomes for all New Zealanders.



Long term outcomes | Ngā hua

- We use regulatory and non-regulatory levers to support health equity for communities who currently experience inequitable health outcomes.
- All New Zealanders receive culturally safe care from the medical and physician associate professions.
- We are responsive to all peoples of Aotearoa New Zealand under Te Tiriti o Waitangi.



Medium term intentions | Ngā aronga

- We provide guidance to the medical and physician associate professions to support health equity.
- Our engagement with the public is strengthened, including with those who experience poorer health outcomes.
- There is increased alignment with Te Tiriti o Waitangi across all our functions.
- The experience of cultural safety amongst Māori receiving health services from the medical and physician associate professions is improved.

FOUNDATION

Capability & Culture

Kaha Whakahaere me te Ahurea

We invest in organisational capability and culture.



Long term outcomes | Ngā hua

- Organisational capability and culture support our people to deliver on our strategic goals.



Medium term intentions | Ngā aronga

- Our people feel valued and engaged, and have the skills to perform their roles well.

FOUNDATION

Innovation & Improvement

Auahatanga me te Whakapai Ake

We innovate and improve in a constantly changing environment.



Long term outcomes | Ngā hua

- We use evidence and research to drive continuous improvement.
- We are committed to minimising our impact on the environment as we carry out our mahi.

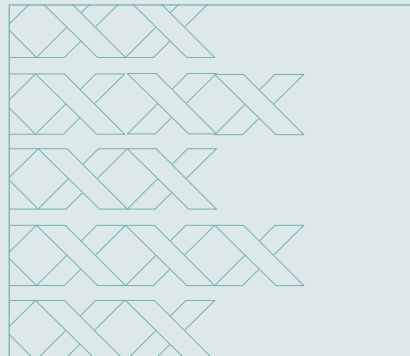


Medium term intentions | Ngā aronga

- Our decisions, standards and strategy are informed by robust data and evidence.
- We respond to emerging technologies to enhance our functions.
- Data about the medical and physician associate workforce and our regulatory functions is collected, analysed and publicly available.
- We consider environmental sustainability in our purchasing and investment decisions.

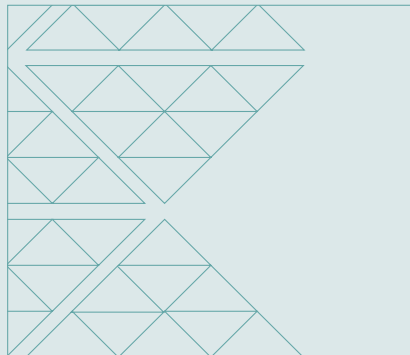
Words of Explanation

He Kupu Whakamārama



Stars in the Night Sky | Purapura Whetū

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; Whakaponu, Whakamārama, Kotahitanga, Manaakitanga, and Kaitiakitanga.



Teeth of the Taniwha | Niho 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.



God of the Seas | Tangaroa

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.



Skin of the Taniwha | Kiri Taniwha

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



The Guardian Protector | Te Āraihaumarū

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