



Te Kaunihera Rata  
o Aotearoa

Medical Council  
of New Zealand

# Te Mahere Rautaki Strategic Plan

2022-2027



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# Te Mahere Rautaki Strategic Plan 2022-2027

## Te Moemoeā / Vision

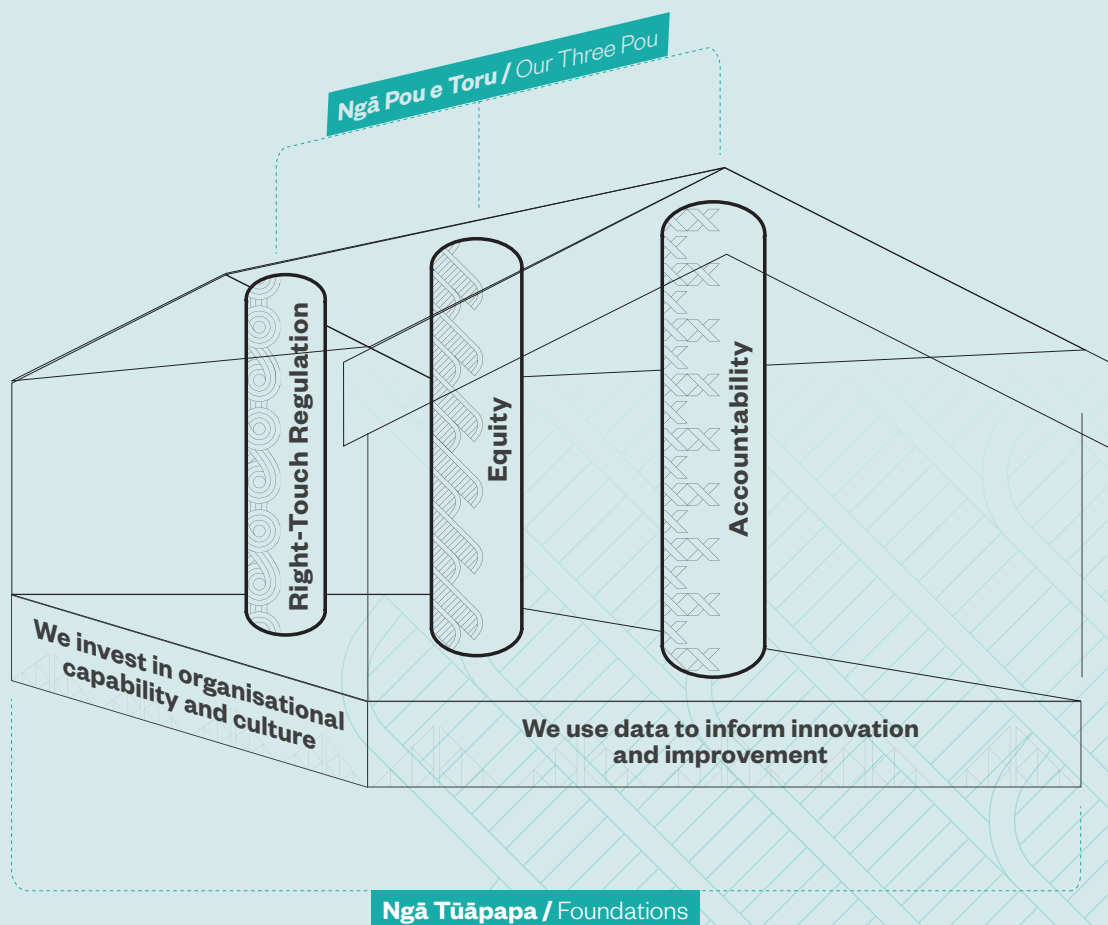
**Kia whakawhirinakitia ngā rata katoa i Aotearoa.**

A medical profession all New Zealanders can trust.

## Tō mātou kaupapa / Our Purpose

**Kia tūhauora, kia haumarū ai te iwi, mā te whakatū, whakatuārā 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.



# Mō Mātou About Us

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The Medical Council's primary purpose is to protect the health and safety of the public in Aotearoa | New Zealand by ensuring doctors are competent and fit to practise.

Whether it's assessing a doctor's performance or promoting good medical practice that reflects the expectations of Aotearoa | New Zealand communities, all our decisions are based on the principles of right-touch regulation. This is an internationally tried and tested decision-making model for regulators.

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## Ā mātou takohanga / Our Responsibilities

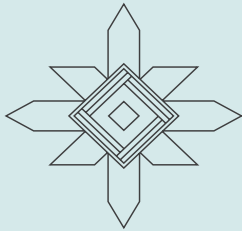
- Registering doctors, maintaining the register of doctors and issuing practising certificates.
- Setting standards of clinical competence, cultural competence (including competencies that will enable effective and respectful interaction with Māori), and ethical conduct for doctors.
- Ensuring doctors are competent and have the skills to practise.
- Promoting education and training in the medical profession.
- Setting programmes of continuous learning for doctors so they maintain their skills and competence.
- Prescribing qualifications for registration and accrediting and monitoring medical education and training programmes for doctors.
- Acting on notifications relating to concerns about a doctor's practice, conduct, competence, or health.
- Promoting and facilitating inter-disciplinary collaboration and cooperation in the delivery of health services.
- Liaising with other health profession regulatory authorities in Aotearoa | New Zealand about matters of common interest.



# Ā Mātou Uara

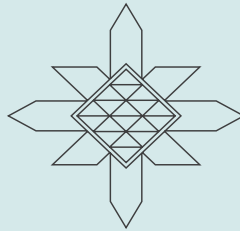
## Our Values

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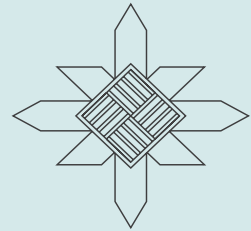
### **Whakapono**

We act with integrity



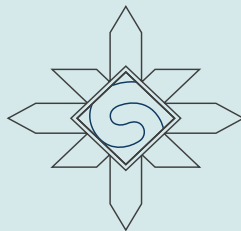
### **Whakamārama**

We lead by listening



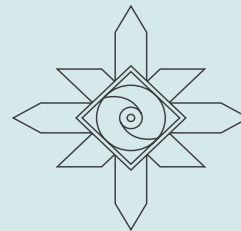
### **Kotahitanga**

We are a team



### **Manaakitanga**

We support each other



### **Kaitiakitanga**

We protect the public

**“Me whakahāngaihia ki Te Tiriti e te Kaunihera hei whakarite kiamātau, me te tika ki te mahi ngā rata, kia whakahaumaru i te iwi.”**

“Council will be a Te Tiriti-aligned organisation as it works to protect the health and safety of the public, by ensuring that doctors are competent, and fit to practise.”



# He Anga Putanga Performance Framework

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## 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.







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## **Long Term** (Enduring)

### **Ngā Hua** / Outcomes

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.



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## **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.



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## **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 trust in the medical profession.

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

We demonstrate accountability to Māori under Te Tiriti o Waitangi.



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

The public's trust in doctors is maintained, relative to other professions and international benchmarks.

The public's understanding of how to make a notification is increased.

The profession's knowledge of Council standards is increased.

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

Alignment with Te Tiriti o Waitangi is increased across all our functions.



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

Input from Whakawaha | Consumer Advisory Group leads to a strengthened public and consumer focus to our mahi.

Short video guides and other tools that aim to increase public, doctor and stakeholder understanding of our standards and role are publicly available on our website.

We monitor and respond to changes and trends in:

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

A Te Tiriti o Waitangi strategy is developed and embedded in all our work, in partnership with Te Kāhui Whakamana Tiriti.



# Te Pou Tuarua Equity

Promote equity of health outcomes





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

Māori experience cultural safety when receiving health services from doctors.

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

The medical workforce is diverse, inclusive, and reflective of the community it serves.



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

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

Guidance is provided to the profession to support the achievement of health equity for groups who currently experience poorer health outcomes.



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

Accreditation standards for training providers across the medical education continuum are strengthened to demonstrate our commitment to Te Tiriti o Waitangi and health equity.

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 statements.

Engagement with Pasifika stakeholders is strengthened.



# **Te Pou Tuatoru** **Right-Touch Regulation**

Demonstrate proactive,  
right-touch regulation in all we do



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

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

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

Medical education and training prepare and enable the medical profession to provide high quality medical care.

Council collaborates and cooperates with other health professions in the regulation of health professionals and the delivery of health services.



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

The principles of right-touch regulation are embedded in Council's strategic, policy and case-related decisions.

Notifiers are placed at the centre of Council's processes.

We consider the option of taking a restorative approach in response to notifications, where appropriate.

We maintain a strong focus on risk and patient safety while minimising distress to doctors under Council's processes.

Our registration pathways for international medical graduates (IMGs) continue to be flexible, innovative and agile.

Accreditation systems and standards drive the provision of high-quality medical education and training across the training continuum.

We carry out an annual survey of all doctors in training, publish an analysis of the data, and take appropriate action from results obtained.

Joint strategic initiatives with other Responsible Authorities (RAs) are carried out each year.



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

Guidance is provided to the medical profession on ethics and accountability for:

- emerging issues, such as the use of artificial intelligence (AI)
- new trends in models of care, such as cannabis clinics.

Our processes and decision-making in response to sensitive notifications are reviewed and the recommendations for improvement actioned.

Notifiers report that our communications and engagement with them meet their needs and are carried out in a culturally safe manner.

All Comparable Health System countries will have been assessed against the criteria set in 2022.

Registration pathways for IMGs are reviewed to ensure no unnecessary barriers.

The accreditation framework is reviewed to ensure that there are clear accountabilities for training providers of prevocational medical training.

A medical training survey for doctors in training is developed and implemented.

Collaborative work is undertaken with other RAs on cultural safety, cultural competency and Hauora Māori.



# 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.

Staff cultural capability is increased.



## **Short Term** (One–Two Years)

### **Ngā Mahi Rautaki** / Outputs

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

Effective recruitment and retention strategies ensure Council has the appropriate capability and capacity.

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.

Council demonstrates transparent regulation by publishing available data.

Our people and our organisation are committed to minimising our impact on the environment as we carry out our mahi.



## **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 consider sustainability in all procurement, purchasing and investment decisions.



## **Short Term** (One–Two Years)

### **Ngā Mahi Rautaki** / Outputs

Our data strategy drives the collection, organisation, analysis, and delivery of data in support of our business and strategic objectives.

Key Council data on PACs, PCCs and Health notifications is available to the public on our website.

An environmental sustainability strategy and action plan is developed and implemented.

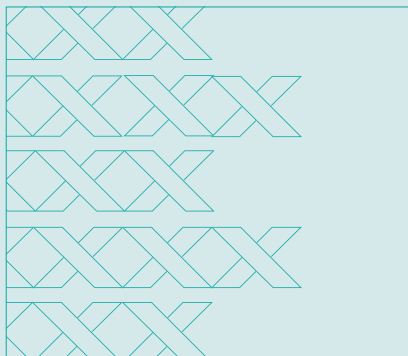
A statement is published on our website about Council's commitment to sustainability.

Our carbon impact is independently verified through certification by Toitū.



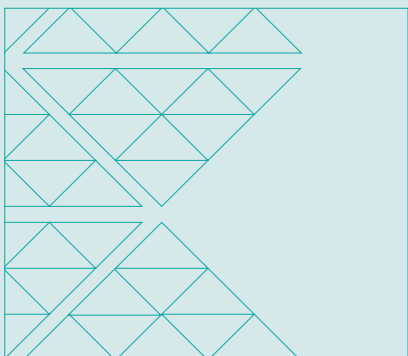
# He Kupu Whakamārama

## 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 | New Zealand, and also the people within Te Kaunihera Rata o Aotearoa | Medical Council of New Zealand. 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 | New Zealand 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.



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