

***NEW ZEALAND ARTIFICIAL
LIMB BOARD***

STRATEGIC PLAN 2005-2010

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NOTE: Clarification of Terms:

We define terms as follows: “NZALB” refers to the entire organisation of the New Zealand Artificial Limb Board. “The Board” refers to the members of the Board of the New Zealand Artificial Limb Board, i.e. the legal entity.

Introduction

This is a rolling five year Strategic Plan. Its purpose is to:

- provide vision and direction for the New Zealand Artificial Limb Board ("NZALB" or "the Board")
- facilitate organisational development
- ensure alignment between the NZALB's strategy and goals and the Government's longer-term objectives
- think ahead strategically in a rapidly changing environment so that the Board is able to seize opportunities and minimise risks
- establish priorities for resources
- provide a framework for measuring and evaluating performance
- strategically manage the Government's ownership interest in the NZALB, including future capability
- position the NZALB and its services for optimum effectiveness.

The NZALB also develops an Annual Business Plan that details the tasks identified in the Strategic Plan for each financial year.

Strategic Planning System

The NZALB's Strategic Plan, is built on three concepts:

Strategic Statement of Intent:

- a statement of vision that paints a picture of the desired future and how it will be achieved;

Strategic Structure:

- a framework that identifies the underlying logic of strategic decisions and resource allocations;

Strategic Goals and Objectives:

- the steps that will be taken to achieve the vision, mission and values.

Nature and Scope of Activities

The New Zealand Artificial Limb Board (NZALB) is a Crown entity, constituted under the Social Welfare (Transitional Provisions) Act 1990. It is required to comply with the Public Finance Act 1989.

There are five regional limb centres operating in Auckland, Hamilton, Wellington, Christchurch and Dunedin, and a national office in Wellington.

The NZALB provides individualized services to rehabilitate its clients towards attaining the best possible quality of life and levels of independence, within the wider context of their families and communities. Rehabilitation is achieved through constructing and fitting artificial limbs, providing or referring to ancillary services, and carrying out research and development.

The functions of the NZALB, as defined by the legislation, are to:

- *manufacture, import, export, market, distribute, supply, fit, repair and maintain, artificial limbs and similar devices*
- *provide rehabilitation and other services to persons in connection with artificial limbs and similar devices*
- *carry out research and development in relation to artificial limbs and similar devices*
- *advise the Minister of Social Welfare¹ on matters relating to artificial limbs and similar devices.*

¹ For Minister of Social Welfare, read Minister of Social Services and Employment

Strategic Statement of Intent

Vision

The New Zealand Artificial Limb Board will be a leader in the world of prosthetics and associated rehabilitation services.

Mission

The mission statement of the NZALB is:

to deliver, in partnership with key stakeholders, “state-of-the-art” services in prosthetics and associated rehabilitation services to enable people with limb loss to achieve their desired maximum quality of independent life in their community.

Values

The NZALB, as an organisation is committed to:

- providing high-quality ethical services sensitive to the values, needs, culture and expectations of its clients and stakeholders;
- promoting the inclusion and participation in society and the independence² of its clients;
- respecting the principles of the Treaty of Waitangi^{3,4};
- listening and talking frequently, honestly and openly to amputees and other stakeholders to determine its goals;
- co-operative processes facilitated through teamwork;
- equality of opportunity in the recruitment and development of staff;
- challenging, encouraging and supporting staff continuously to learn, develop and update their individual talents;
- practices that reduce its environmental footprint;
- achieving its outcomes for its client base.

² NZ Public Health and Disability Act 2000 S3(1)(a)(ii)

³ op.cit. S4.;

⁴ MOH contract p.6.

Objectives

The NZALB operates in a rehabilitative environment that provides highly individualised services to its clients, taking into account their roles and contributions within families, communities and society.

The NZALB's objectives are to:

1. provide a high quality rehabilitative service to people with limb loss by:
 - (i) constructing, fitting and servicing prostheses;
 - (ii) working with and/or referring to ancillary services in order to achieve effective rehabilitation;
2. operate as an efficient and effective enterprise underpinned by sound relationships through good communication with others involved;
3. initiate research and development as well as access international research and development to ensure the NZALB is in the forefront of professional practice and expertise;
4. demonstrate a profile that leads to a recognized public image of a confident, energetic and innovative organization.

1 The NZALB will provide a high quality rehabilitative service to people with limb loss by:

- (i) constructing, fitting and servicing prostheses;**
- (ii) working with and/or referring to ancillary services in order to achieve effective rehabilitation.**

The NZALB considers that its rehabilitative services must be of high quality, and address the needs of individuals and their families. Its core service is the provision of prostheses and rehabilitative services that are quite specific to individual amputees. Services include ongoing monitoring and a preventative maintenance programme that includes regular call-ups.

Each prosthesis is prescribed in consultation with the amputee by a team consisting of a surgeon, prosthetist, physiotherapist and/or occupational therapist. Each prescription is unique to the individual amputee. The prosthesis should provide the maximum attainable level of comfort and function.

The prosthesis is constructed using internationally approved materials, methods and components selected to match the needs of the individual amputee.

The NZALB aims to develop and contribute to an integrated service that provides a continuum of care, from pre-amputation to fitting and ongoing maintenance of prostheses. This may include referrals to ancillary services such as counsellors, ACC case workers, social workers or other support services to assist with lifestyle issues faced by amputees.

2. The NZALB will operate as an efficient and effective enterprise underpinned by sound relationships through good communication with others involved.

The NZALB is client-focussed. It has good relationships and shares information with its stakeholders, with whom it works co-operatively. The delivery of services in ways that are sensitive to specific cultures is vital to the high quality service to which it aspires.

The Board recognises that, as a single national provider and in the absence of competitive pressures, it needs to exercise economy and provide value for money. It achieves this through improving efficiency and effectiveness in its business practices.

A critical requirement is to maintain the strategic efficiency and effectiveness of service delivery and production models in the face of changing demographics and technological developments.

As a single national provider a critical issue is also developing the capability of the current and future workforce.

3. The NZALB will initiate research and development as well as access international research and development to ensure the NZALB is in the forefront of professional practice and expertise.

The Board recognises the importance of technological progress and the need for continuing to update its knowledge of developments and production methods overseas. It recognizes also that there are aspects of professional practice, procedures and personal skills that benefit from research and continuing review. It acknowledges the potential of the NZALB to adapt overseas innovations to the New Zealand environment and encourages staff to do so.

The Board recognises a duty as a single national provider to ensure that quality standards remain internationally comparable by ongoing liaison with overseas contacts and a proactive approach to sharing information on new developments.

4 The NZALB will deliver on its profile as a recognised public image of a confident, energetic and innovative organization.

The NZALB can best serve its amputee clients by being energetic and innovative, and being recognized accordingly. It will ensure that it provides information, assistance and advice to amputees in a range of ways that utilize modern communication technologies.

It will develop a programme for building a positive perception of the service in the eyes of the public and stakeholders, nationally and internationally. It will take opportunities to present itself to the outside world as practising a scientifically-based craft to enhance the lives of amputees.

Strategic Analysis

In managing its affairs efficiently, the Board needs to monitor the following.

1 Trends

The key trends that will affect the NZALB's ability to deliver on its vision and mission include the:

- demographic changes, such as increases in the ageing population, increases in levels of diabetes and vascular disorders, and reductions in trauma-based amputations;
- advances in technology and rehabilitation;
- changing business conditions and government policy including changes in legislation, monitoring, service standards or the nature of the services required; and
- changes to service delivery through transport, access and technology.

2 The NZALB's position as a single national provider

This confers a benefit but also gives an obligation to ensure that the NZALB operates efficiently and effectively under its contracts.

3 Overseas impacts

With significant dependence on overseas suppliers of prosthetic components and their relative pricing e.g. exchange rates, NZALB needs constant vigilance in respect of technical developments and alternative suppliers.

Internal Assessment

The following strengths and opportunities are noted.

Strengths

The NZALB has:

- committed and skilled staff;
- a commitment to ensure that staff have the opportunity to access tertiary qualifications and to continue development and training;
- national service and standards;
- a sound national and international reputation;
- excellent working relationships with the international community, viz. component suppliers, overseas clinicians, researchers, teachers, publishers;
- international professional links including sponsoring membership of the International Society of Prosthetics and Orthotics and links with REHA-Technik;
- good equipment and premises;
- financial strength;
- the support of the Amputees Federation of New Zealand Incorporated;
- high amputee satisfaction demonstrated by independent surveys.

Opportunities

The NZALB has the opportunity to:

- consider improvements to the service delivery model that is used in terms of mobility of service and development of multi disciplinary and integrated team work;
- expand services for overseas, local and private clients outside the current contracts;
- improve access to services for all amputees;
- work collegially with other providers in the disability sector to improve services through sharing information and innovative ideas;
- develop in-house prosthetics training as a basis for tertiary educational purposes and develop a tertiary qualification in prosthetics;
- review premises, methods and processes of manufacture/delivery;
- support and participate in research into technology and practice;
- better promote public awareness of the NZALB and its services;
- improve and expand communication channels to clients and the public;
- improve services through new technology and adaptations of overseas developments;
- give advice on issues related to amputees.

Strategic Priorities

The strategic priorities are designed to assist the Board achieve its strategic objectives.

1. **Provide a rehabilitative service of high quality**
 - (a) **goal: to continue to improve the services**
task: understand the changing requirements of amputees, including their specific lifestyle needs, and provide and seek out service enhancements to meet their needs
priority: high importance and urgency
 - (b) **goal: to work with other health professionals to develop a more integrated service for amputees**
task: consider ways in which findings from current Christchurch research on interdisciplinary care for amputees may be spread to other regions
priority: high importance, medium urgency
 - (c) **goal: to enhance the capability of a workforce to enable it to provide quality services to amputees**
task: manage and enhance staff levels and skills to provide quality services in a changing environment
priority: high importance, high urgency

2. **Operate as a successful enterprise with efficient and effective business practices**
 - (d) **goal: to match premises and equipment resources with a constantly improving delivery environment.**
task: ensure staff have efficient and pleasant work environments that contribute to excellent services for people with limb loss
priority: medium importance and urgency
 - (e) **goal: to strengthen service delivery models in the light of changing environmental factors**
task: review service delivery and production models
priority: high importance, high urgency
 - (f) **goal: to have effective and timely performance indicators**
task: develop and monitor indicators of efficiency and performance based on the achievement of patient outcomes
priority: medium importance and urgency
 - (g) **goal: to continue prudent financial operations within budgets and provide for long term financial security**
task: define and implement efficiencies in service delivery and overheads
priority: high importance, medium urgency

3. Initiate research and development and access international research and development to ensure the NZALB is in the forefront of professional progress.

(h) goal: to search for, assess and adapt technological advances and professional practice for application in New Zealand

task: evaluate and introduce technology, and determine the right application within the New Zealand environment

priority: medium importance, medium urgency

(i) goal: to seek external and independent comparisons and evaluations of NZALB's activities and methods of supply, and to respond

task: conduct appropriate reviews

priority: high importance, low urgency

(j) goal: To encourage and nurture a culture of curiosity and scientific research amongst staff

task: encourage and provide support for staff undertaking research, in particular, for the ProsTHotics 2006 Congress

priority: high importance and urgency

4. Deliver a profile that leads to a recognized public image of a confident, energetic and innovative organization.

(k) goal: to use up-to-date management processes to deliver quality initiatives

task: practise up to date quality control management systems

priority: medium importance and urgency

(l) goal: to use effective business practices to assist the Board to continue to improve external communication and recognition

task: continue, regularly review and implement a public relations plan to enhance understanding of NZALB's activities and the knowledge of its services, both nationally and internationally

priority: high importance and urgency

(m) goal: to refine and develop the identity and brand of the NZALB

task: review and develop the brand and identity of the NZALB

priority: high importance and urgency

Critical Success Factors

The following critical success factors are identified:

- services that meet NZALB's expectations and exceed those of purchasers and clients;
- relationships with purchasers and clients through communicating the vision, mission, role and functions of the NZALB;
- high quality financial and management information to enable informed decision-making;
- local research that leads to improved services for amputees;
- a programme of research and monitoring overseas studies in order to be aware of developments and to anticipate future changes;
- a business managed cost-effectively and in accordance with best practice;
- recognition nationally and internationally for delivering exemplary services to amputees.