

***NEW ZEALAND ARTIFICIAL  
LIMB BOARD***

**STRATEGIC PLAN 2004-2009**

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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 outputs 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 Strategic Plan is reviewed every year in May, so that it fits into the purchasers' annual budget and programme plan cycle as well as coincides with the Board's financial year.

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

### Strategic Planning System

The NZALB's Strategic Plan, initiated in 1997 and now extending to 2009, 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 head 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 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 Welfare<sup>1</sup> on matters relating to artificial limbs and similar devices.*

Other Acts of Parliament and government documents that impact on the provision of our services include:

- The New Zealand Public Health and Disability Act 2000
- The Health and Disability Services (Safety) Act 2001
- The Health and Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations 1996.
- Standards for Needs Assessment for People with Disabilities June 1994
- The New Zealand Health Strategy
- The New Zealand Disability Strategy
- The New Zealand Positive Ageing Strategy
- The New Zealand Maori Health Strategy

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<sup>1</sup> For Minister of Social Welfare, read Minister of Social Services and Employment  
Strategic Plan 2004/09 Final

# Strategic Statement of Intent

## Vision

*The New Zealand Artificial Limb Board:*

*will be a leader in the world of prosthetics and rehabilitation services.*

## Mission

The mission statement of the NZALB is:

*to deliver “state-of-the-art” services in prosthetics and rehabilitation to enable amputees and other clients to achieve their maximum quality of living, independence and participation in the life of their community.*

## Values

The NZALB, as an organization is committed to:

- providing high-quality services sensitive to the values, needs and expectations of its clients and stakeholders;
- promoting the inclusion and participation in society and the independence<sup>2</sup> of its clients;
- achieving its goals;
- recognising and respecting the principles of the Treaty of Waitangi<sup>3,4</sup> and improving health outcomes for Maori amputees and their families under the principles of mutual respect, co-operation and trust;
- 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 to continuously learn, update and develop their individual talents.

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<sup>2</sup> NZ Public Health and Disability Act 2000 S3(1)(a)(ii)

<sup>3</sup> op.cit. S4.;

<sup>4</sup> MOH contract p.6.

## Objectives

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

The NZALB's objectives are to:

1. provide a comprehensive rehabilitative service of high quality by:
  - (i) constructing, fitting and servicing prostheses;
  - (ii) providing ancillary services to meet clients' needs;
2. deliver its services in ways that are culturally appropriate;
3. operate as a successful enterprise with efficient and effective business practices;
4. initiate research and development and access international research and development to ensure the NZALB is in the forefront of professional progress;
5. build positive relationships with purchasers and stakeholders through communication and co-operation;
6. develop a profile that leads to a recognized public image of a confident, energetic and innovative organization.

**1 The NZALB will provide a comprehensive rehabilitative service of high quality by:**

- (i) constructing, fitting and servicing prostheses;**
- (ii) providing ancillary services to meet clients' needs.**

The NZALB considers that its rehabilitative services must be comprehensive and 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 by a team consisting of a surgeon, prosthetist, physiotherapist and/or occupational therapist, in consultation with the amputee. 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.

Ancillary services are also provided, including referrals to counsellors, ACC case workers, social workers or other support services to assist with lifestyle issues faced by amputees.

**2 The NZALB will deliver its services in ways that are culturally appropriate.**

The delivery of services in ways that are increasingly sensitive to specific cultures will lead to an improved service overall. The growth of networks between the NZALB and relevant community groups has the potential for the organization to reach people who may be unaware of its services.

The NZALB, as a Crown entity, has a commitment and responsibility to incorporate the principles of the Treaty of Waitangi in its relationships with Maori amputees. This means building up staff knowledge of Maori culture, and identifying, developing and building key relationships in each region.

The client group also includes a wide range of people from other cultures, especially people from Pacific Islands, for whom the services of interpreters are provided.

**3. The NZALB will operate as a successful enterprise with efficient and effective business practices;**

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 must balance these requirements with the need to provide infrastructure and support for efficient and effective business practices, so that it can maintain its position as a good quality supplier of fit-for-purpose prostheses and services to amputees. Therefore it needs to recover its operating costs and depreciation and generate sufficient cash to either replace assets as they reach the end of their economic life or to invest in new developments.

**4 The NZALB will initiate research and development and and access international research and development to ensure the NZALB is in the forefront of professional progress**

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.

It recognises a duty as a single national provider to ensure that quality standards remain internationally comparable.

This means ongoing liaison with overseas contacts and a proactive approach to sharing information on new developments.

**5 The Board will build positive relationships with purchasers and stakeholders through communication and cooperation.**

The Board provides advice to the Minister of Social Services & Employment on matters regarding prosthetic services and devices.

The NZALB builds good relationships and shares information with its stakeholders.

It works co-operatively with its purchasers, the Ministry of Health, the Accident Compensation Corporation (ACC), and the War Pensions Processing Unit of the Ministry of Social Development. It also provides information and assistance to related professions, and professional organizations that play a role in the care and rehabilitation of amputees such as health boards, hospitals and institutions. The Board has an obligation to provide information, assistance and advice to amputees and amputee organisations.

**6 The NZALB will develop a profile that leads to 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.

We will develop a programme for building a positive perception of the service in the eyes of the public and stakeholders, nationally and internationally.

# Strategic Analysis

## Environmental Scan

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:

- advances in technology and rehabilitation;
- information technology advances, such as the Internet, that improve access and quality of information available to amputees and purchasers;
- changing government policy including changes in legislation, monitoring, service standards or the nature of the services required; and
- demographic changes, such as increases in the ageing population, increases in levels of diabetes and vascular disorders, and reductions in trauma-based amputations.

### 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

Internationally, there are constant changes in prosthetic supplies and components through technology developments. The number of overseas suppliers to New Zealand is also subject to change.

### 4 Relationship with Funders

Ongoing changes and restructuring of the health sector means that NZALB needs to be alert to the changing dynamics of established relationships with funders and monitoring organizations, such as the Ministry of Health and District Health Boards.

## Strengths, Challenges, Opportunities

The following strengths, challenges, 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;
- national standards;
- a sound national and international reputation;
- excellent working relationships with the international community, viz. component suppliers, overseas clinicians, researchers, teachers, publishers;
- high amputee satisfaction demonstrated by independent surveys;
- good equipment and premises;
- financial strength;
- sponsoring membership of the International Society of Prosthetics and Orthotics;
- links with REHA-Technik;
- the support of the Amputee Federation of New Zealand Incorporated.

### *Challenges*

Challenges for the NZALB are as follows:

- demographic issues, including:
  - population density and distribution
  - diverse client group
  - increasing numbers of older New Zealanders
  - increasing impact of diabetes and vascular disorders
  - diversity of cultures
- fostering increased knowledge of prosthetics and of amputee needs among purchasers and regulators;
- achieving diversity of age, ethnicity and gender in a small workforce;
- staff training in a small country remote from large populations;
- maintaining high professional standards within the constraints of a fixed contract base.

## *Opportunities*

The NZALB has the opportunity to:

- improve services through new technology and adaptations of overseas developments;
- improve access to services for Maori amputees;
- work collegially with other providers in the disability sector to improve services through sharing information and innovative ideas;
- give advice on issues related to amputees;
- better promote public awareness of the NZALB and its services;
- review premises;
- review places and methods of manufacture/delivery;
- support and participate in research into technology and practice;
- recognize in-house prosthetics training as a basis for tertiary educational purposes;
- develop a tertiary qualification in prosthetics;
- expand services for overseas, local and private clients outside the current contracts.

## Strategic Priority Areas

Strategic analysis leads to focusing resources in the following areas to achieve the mission.

- 1 **Services to amputees and other clients**
  - a) **goal:** to continue to improve the services  
**task:** understand the requirements of amputees, including those with specific or lifestyle needs, and provide and seek out service enhancements to meet their needs  
**priority:** high importance and urgency
  - b) **goal:** to preserve and continue to develop good working relationships with purchasers  
**task:** know and understand what the purchasers expect, and work collegially with them to achieve appropriate outcomes  
**priority:** high importance and urgency
  - c) **goal:** to continue to improve external communication and recognition  
**task:** continue to 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
- 2 **Staff and resources to provide the service**
  - a) **goal:** to manage a workforce capable of providing quality services to amputees  
**task:** manage staff levels and skills to provide quality services in a changing environment  
**priority:** high importance, high urgency
  - b) **goal:** to have the best qualified staff for the job  
**task:** provide an environment to help staff continue their professional development and enhance research capabilities  
**priority:** high importance, low urgency
  - c) **goal:** to enhance internal communications policies and procedures in line with the strategic and business direction  
**task:** continue developing internal communications policies and procedures  
**priority:** high importance, medium urgency

### 3 Delivery

- a) **goal:** to use up-to-date management processes to deliver quality initiatives  
**task:** practise the most up to date quality control management systems  
**priority:** medium importance and urgency
- b) **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
- c) **goal:** to operate within budgets and provide for long term financial security  
**task:** define and implement efficiencies in service delivery and overheads  
**priority:** high importance, medium urgency

### 4 Monitoring and Evaluation

- a) **goal:** to have effective and timely performance indicators  
**task:** develop and monitor indicators of efficiency and performance  
**priority:** medium importance and urgency
- b) **goal:** to obtain independent evaluations of NZALB's activities and methods of supply, and to respond  
**task:** conduct appropriate reviews  
**priority:** high importance, low urgency
- c) **goal:** position the Board to respond to changes in the environment both mid- and long-term  
**task:** undertake ongoing strategic and business planning  
**priority:** high importance, low 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.