



# Strategic Plan 2023 - 2027

Greatness is not where we stand, but in what direction we are moving

*- Oliver Wendell Holmes*

# Strategic Plan 2023-2027



## What shaped the plan?

We continue to focus on our key pillars of Advocacy, Community, Education and Sustainability.

Woven throughout this are our guiding values: Principled, Professional, Integrity, Collaboration and Partnership, that have influenced our strategic goals for the next four years.

Further commitments that shaped these goals are:

- Our commitment and passion for the specialty of Anaesthesia.
- Our commitment to being a strong, independent voice for anaesthesia in Aotearoa.
- Our commitment Te Tiriti o Waitangi, working with a true partnership and equity model from governance to service delivery and throughout all advocacy and engagement.
- Our commitment to support Anaesthesia to make a difference in the health and well-being of Aotearoa.
- Our place in improving health outcomes for the people of Aotearoa through ensuring continued learning, growth of practice, policy and political engagement – with a strong equity lens.

A group of surgeons in an operating room, wearing masks and scrubs, looking towards the right. The scene is dimly lit, with a surgical light visible in the upper left corner. The surgeons are wearing blue scrubs and blue bouffant caps. One surgeon in the foreground is wearing glasses and a blue surgical mask. The background shows a dark wall with some equipment and a poster.

## Purpose

To be the representative voice of anaesthesia in Aotearoa. Advancing the specialty of anaesthesia to improve equitable health outcomes for all in Aotearoa.

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## To fulfil this purpose we will

- Build strong membership engagement – following our commitment to being a member driven organisation.
- Support and champion Anaesthetists throughout their career.
- Build and grow our networks in anaesthesia, locally and globally.
- Build strong networks within Aotearoa's health community and its political leaders to help shape our health system, funding, policies and safer anaesthesia.
- Be courageous, strong and committed voices for anaesthesia, whilst striving to be constructive, collaborative and pro-active.
- Facilitate and model our commitment to Te Tiriti o Waitangi.
- Be open and responsive and listen with purpose.



## Vision

To be a trusted, leading voice, which represents and supports our community of medically registered anaesthetists in Aotearoa and advance high quality perioperative care and patient safety.

A healthcare professional, likely a nurse or technician, is shown in profile, wearing a blue surgical cap, a light blue face mask, and blue nitrile gloves. She is focused on a task, possibly preparing medical equipment, as she holds a clear plastic tube and a green-handled device. The background is a clinical setting with various medical equipment and supplies, slightly out of focus. The overall image has a dark, semi-transparent overlay.

## Mission

To serve our membership through advocacy,  
community connection and educational  
opportunities whilst promoting sustainable  
processes.

## Vision

To be a trusted, leading voice, which represents and supports our community of medically registered anaesthetists in NZ and promotes high quality perioperative care and patient safety.

## Mission

To serve our membership through advocacy, community connection and educational opportunities whilst promoting sustainable processes.

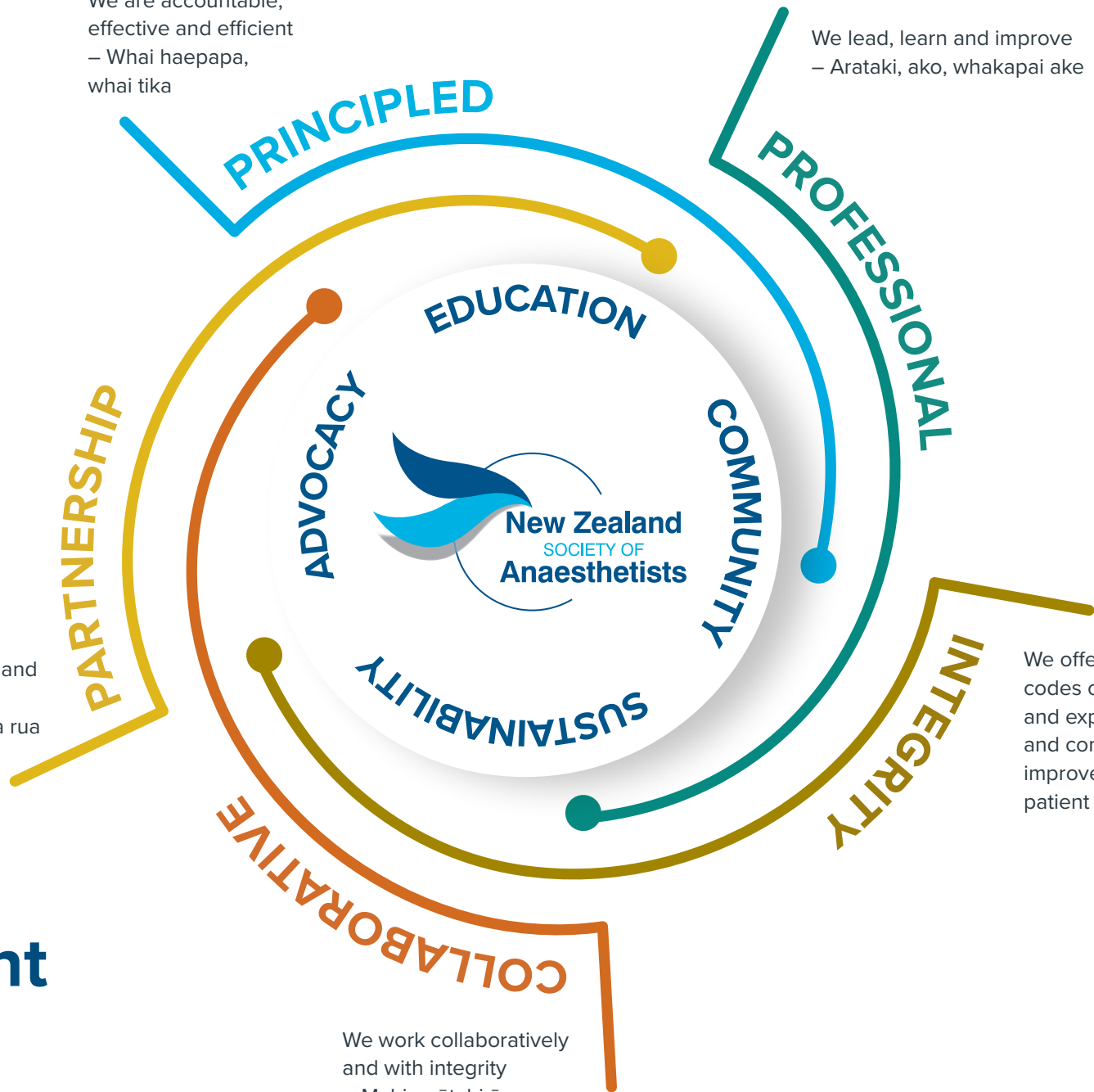
We are accountable, effective and efficient  
– Whai haepapa, whai tika

We lead, learn and improve  
– Arataki, ako, whakapai ake

We honour our bi-cultural and stakeholder partnerships  
– Whakahoatanga tikanga rua

We offer standards, codes of practice and expectations and contribute to improved equity and patient outcomes.

We work collaboratively and with integrity  
– Mahi ngātahi ā mana.



# Strategic Intent 2023 - 2027

## How will we evaluate our effectiveness?

NZSA will strive to maintain transparency of all activities we undertake and communicate these to our members.

The most robust evaluation of effectiveness is feedback from our members. Their feedback assists in understanding if we have met their needs, to set priorities and areas of focus. We will develop and engage a suite of measures to enable ongoing member feedback and a means of responding to it.

## Strategic boundaries

NZSA will initiate new programmes or services when:

- It contributes to our Vision and Mission
- It aligns with our key pillars and guiding principles
- Sufficient resources can be ensured for quality and effectiveness
- It supports our goals and responsibilities to our members





## Advocacy

### Principled

- Develop strong professional and political networks
- Champion NZ anaesthesia
- Enhance the profile of NZSA through quality marketing and communications

### Professional

- Focus and highlight the role of NZ anaesthesia through policy and political advocacy
- Advocate for a well-funded health system that values and supports the contribution of anaesthesia
- Promote the wellbeing of members and provide information, advice, and support

### Integrity

- Advocate for culturally appropriate health services, underpinned by equitable infrastructure and funding models
- Assess policies for health impact on Māori to inform our submissions and advocacy

### Collaborative

- Equip members with the confidence to be effective voices within and for NZSA
- Engage with members and stakeholders to seek opportunities to develop a united voice on NZ health matters

### Partnership

- Embed te ao Māori in NZSA structure, policy, and procedures
- SPMP advocacy to enhance equitable patient outcomes and accessibility
- Develop and retain active relationships with government ministers, offices, and other organisations



## Community

- Provide platforms and support for member networks
- Value and develop NZSA staff
- Ensure we understand and respond to members' needs through research and engagement, with regular evaluation to measure progress

- Provide valuable and useful member resources
- Support members to engage in meaningful and enjoyable anaesthetic practice

- Provide accessible and meaningful resources to patients and whānau
- Be the trusted and go-to voice of NZ anaesthesia

- Continue and further develop joint NZSA networks
- Support Anaesthetists from consideration of career to retirement
- Improve membership onboarding and engagement
- Encourage opportunities for two-way communication with members

- Continue our support of our Pacific neighbours and global partnerships to promote safe anaesthesia
- Apply a bi-cultural approach to working with all members



## Education

- Develop NZSA e-learning resources
- Develop support structures for NZSA Trainees

- Develop an education programme for all member types and stages
- Develop and fund a research-based scholarship programme
- Develop a mentorship programme
- Encourage, support, and promote research by, and for, NZ Anaesthetists

- Work with key stakeholders to endorse and develop guidelines
- Work with key stakeholders to develop best practice resources

- Develop diverse offerings to ensure equity and accessibility to member benefits
- Continue to host world-class anaesthetic events

- Partner with key stakeholders to increase member services and education
- Equip staff with confidence to engage with tikanga practices



## Sustainability

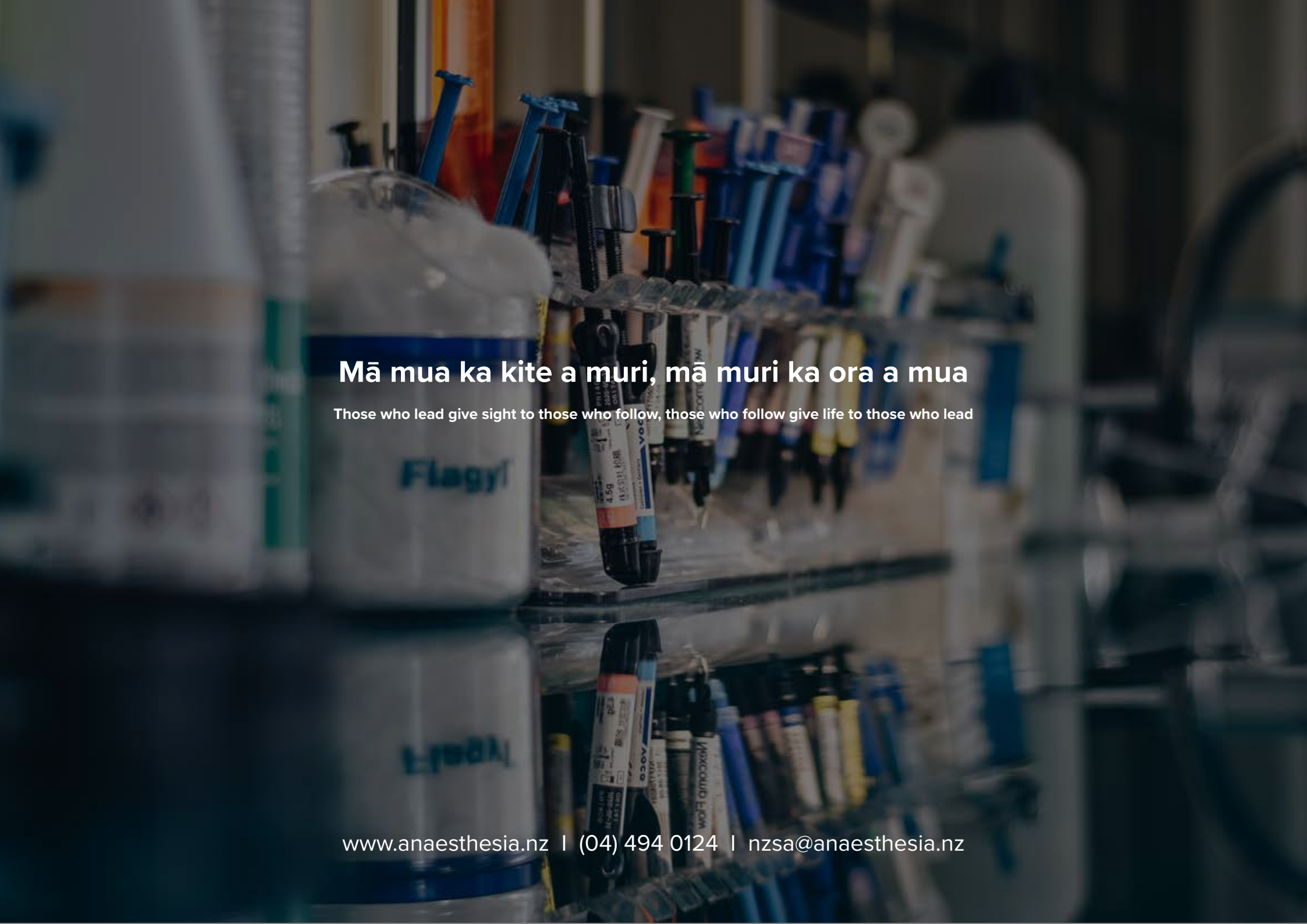
- Remain vigilant to the requirements and risk of being a membership based organisation
- Remain accountable to the BCorp review and recommendations
- Review organisational practice to ensure ongoing sustainability
- Seek opportunities to diversify revenue

- Undertake operational fiscal review and remain transparent and accountable to members
- Increase and maintain membership
- Influence and partner with key stakeholders with a focus on achieving good outcomes for anaesthesia
- Contribute to a sustainable NZ anaesthesia workforce

- Move to be a fully digital organisation
- Maintain and uphold the organisation's reputation for integrity and credibility
- Responsibly reinvest membership incomes as a financially sustainable organisation who meets the needs of its members

- Continue partnerships with global anaesthesia associations and the exchange of ideas and resources
- Role model and advocate for environmentally sustainable practices to improve health policy

- Embed cultural safety within all aspects of NZSA
- Nurture and maintain key stakeholder partnerships



**Mā mua ka kite a muri, mā muri ka ora a mua**

Those who lead give sight to those who follow, those who follow give life to those who lead

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