



# MIND NEW ZEALAND

STRATEGIC PLAN 2022-2025

## Contents

<b>INTRODUCTION .....</b>	<b>2</b>
<b>ABOUT MND.....</b>	<b>2</b>
<b>ABOUT MND NEW ZEALAND .....</b>	<b>2</b>
<b>ABOUT THIS STRATEGIC PLAN .....</b>	<b>3</b>
<b>OUR VISION, MISSION AND VALUES.....</b>	<b>4</b>
<b>OUR STRATEGIC GOALS .....</b>	<b>6</b>
<b>DELIVER .....</b>	<b>6</b>
<b>SUSTAIN .....</b>	<b>6</b>
<b>INFORM.....</b>	<b>7</b>
<b>RESEARCH.....</b>	<b>7</b>
<b>OUR STRATEGIC PRIORITIES .....</b>	<b>7</b>
<b>SUMMARY.....</b>	<b>9</b>
<b>Addendum – The importance of business as usual</b>	

---

## INTRODUCTION

**MND New Zealand provides community-based support services to people living with motor neurone disease, their carers, families and whānau, and the health professionals who work with them throughout New Zealand**

## ABOUT MND

### ABOUT MND NEW ZEALAND

**We are the only national organisation in New Zealand focused on providing community based MND support services that includes awareness raising, education, research and advocacy.**

Motor Neurone Disease New Zealand (MND New Zealand) was founded in 1985 by a group of very determined volunteers who had family, whānau or friends battling this relentless disease. We are a registered charity under The Charities Act 2005, registration number CC35320.

The work that we do is totally reliant on the generosity of New Zealanders who provide donations and money raised through fundraising activities. This generosity enables us to provide our community based support services free of charge to people living with MND (clients) across the whole country. We currently receive a very small amount of funding from Whaikaha, the Ministry of Disabled People that is mostly related to providing information on MND and the people we support.

MND New Zealand is committed to supporting and providing leadership when it comes to researching motor neurone disease. This includes providing funding and expertise to research projects and engaging internationally to broaden the scope of initiatives. For instance, five years ago MND New Zealand led and has fully funded the establishment of the NZ MND Registry. This has positioned New Zealand to be recognised as a legitimate and credible member of the international research community. There have been other research projects that have been partially or fully funded by MND New Zealand. We view research as an important component of our efforts to fight MND.

More information about our commitment to MND research can be found here - [Research - MND NZ](#)

MND New Zealand is made up of a small team of hard-working people totally committed to providing the best possible quality of community-based support to our clients. We have support advisors spread across the country who work directly with our clients, their family, whānau, carers, local health professionals, health providers and local communities. There are five office-based staff in Auckland, and a community & research advisor based in Ashburton, all providing a range of functions along with national leadership, coordination and advocacy at a national level. Governance is provided by a dedicated group of people who volunteer their time, knowledge and expertise to support the chief executive and guide the future direction of the organisation.

In total, this makes up what we call “Team MND” – everyone working together to battle MND

and support those living with it. We're a small team and proud of the fact that we 'punch well above our weight' when it comes to the work we do, the difference we make for people living with MND. We feel incredibly privileged and humbled by the generous support provided by our fellow Kiwis.

More information about MND New Zealand is available from our website – [www.mnd.org.nz](http://www.mnd.org.nz)

## ABOUT THIS STRATEGIC PLAN

**The MND New Zealand Strategic Plan sets the direction of our work over the three-year period from 2022 to 2025.**

This plan builds on the previous MND New Zealand Strategic Plan 2019-2022, that included consultation with our wide range of stakeholders via the 2018 MND Community Survey, along with engagement from MND New Zealand staff and National Council members.

The plan considers the work undertaken on behalf of our clients, families, whānau and carers, as well as the work done by our staff, volunteers, and the national council. It also considers how MND Zealand interacts and collaborates with other agencies, health professionals, and researchers both nationally and internationally.

It is important to establish a sustainable organisation over the long-term that continues to meet the needs of our clients, navigating the restructuring of the New Zealand health and disability sectors, playing our part in leading and supporting research, building on established networks and the use of technology to grow our reach and raise awareness of MND across the country.

The macroenvironment that we work within is going through a period of substantial change both within the health and disability systems and the wider economic drivers causing pressures on individuals, communities and organisations such as ours. Hence, we will continually review and improve our models of service delivery and business operation, utilise technological enablers to support the reach and breadth of services we provide and build our cultural competencies to ensure equitable access to our services.

We cannot do all of this on our own and this means working with others to provide high quality community-based support services, raising awareness of the disease, and advocating for the needs of those living with it; connecting people and organisations to help build a collaborative ecosystem of providers, clinicians, researchers and partners all focused on fighting motor neurone disease.

The New Zealand MND community is united by an overwhelming desire to see people living with MND live longer and better lives. Only by working together can we make this possible. The plan outlines how we will continue to develop partnerships that will help make a difference and enable our work.

The focus for the next three years is on **delivering, informing, sustaining, and researching**. We are confident that through this plan we can keep working hard to ensure we are making as much difference as possible in the lives of people with MND, their families, whānau and carers - now and into the future.

# OUR VISION, MISSION AND VALUES

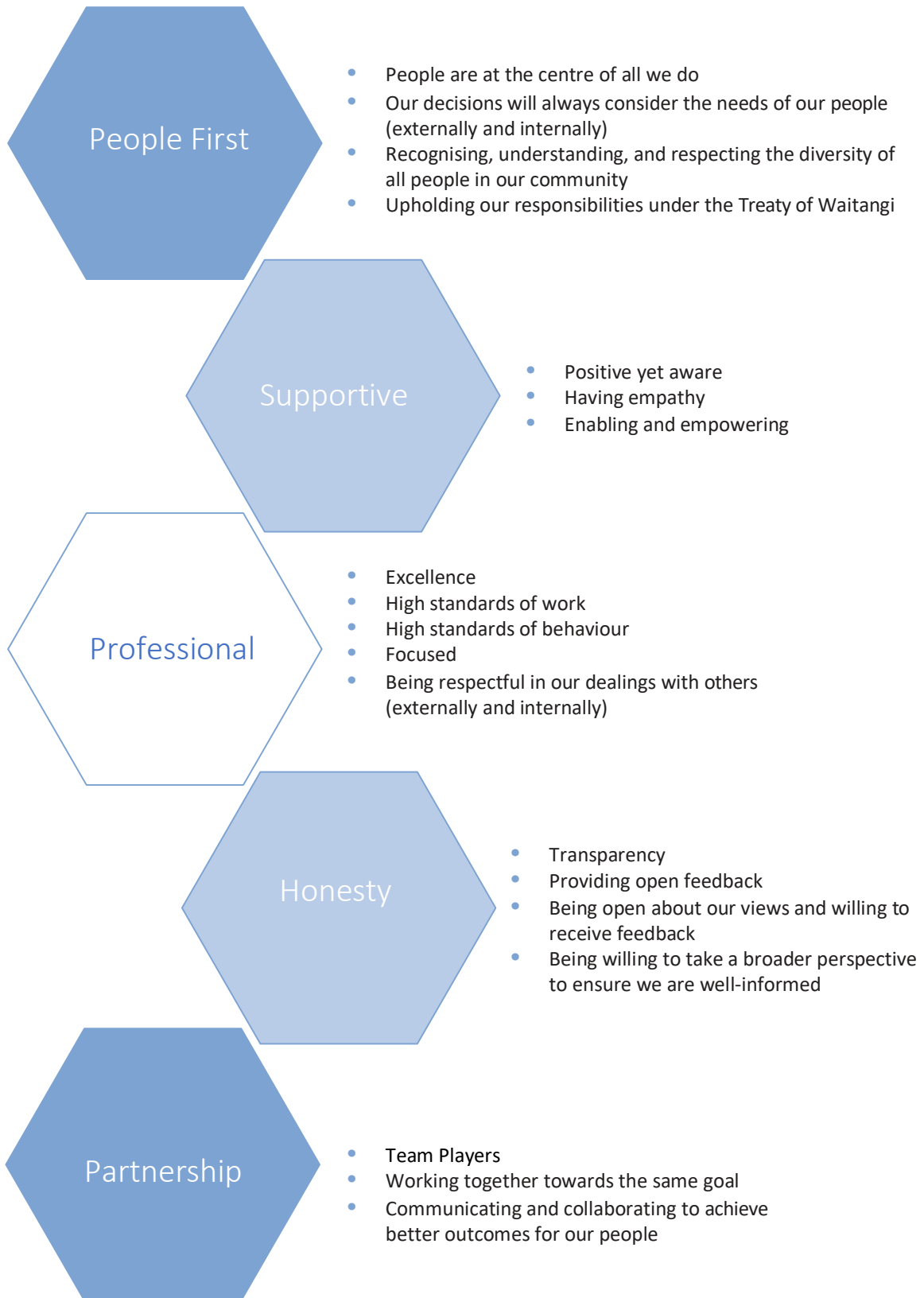
## VISION

**To deliver the best quality support service for those living with MND in Aotearoa New Zealand**

## MISSION

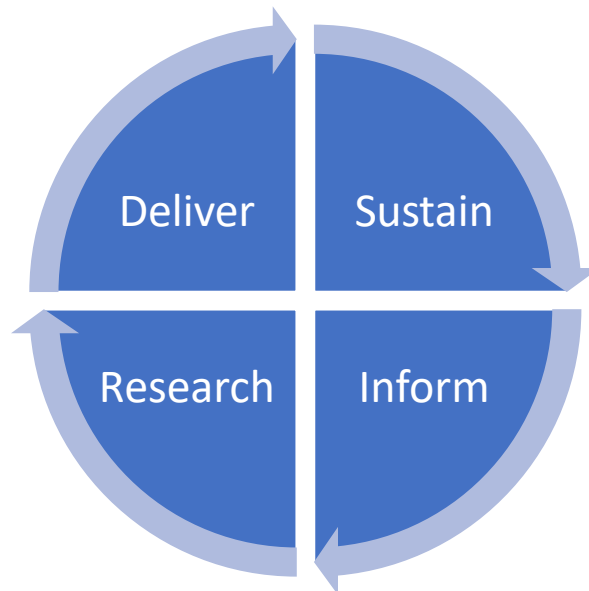
***“MND, BY WORKING TOGETHER, WE CAN FIGHT IT”***

# VALUES



## OUR STRATEGIC GOALS

### A Balanced Scorecard Framework



### DELIVER

#### Services | Team

- The services we provide to support people living with MND, their whānau, family and carers are the best quality.
- Our culture is based on teamwork at all levels of the organisation, and we are supported to achieve our shared goals.

### SUSTAIN

#### Relationships | Sustainability

- We are leaders in New Zealand's MND community and have strong, collaborative relationships that enable us to connect across multiple sectors and countries to ultimately benefit our clients.
- We are innovative and continuously improving to ensure we remain relevant and adding value for our stakeholders, utilising effective business models, best practices and succession planning to operate sustainably over the long-term.

## INFORM

### Awareness | Influence

- We have a strong, consistent, and recognisable brand and presence based on trust and credibility that enables us to inform and raise awareness about MND across multiple levels of New Zealand's society.
- We advocate for people living with MND, their family, whānau, and carers so they are provided with the best quality support and care across multiple levels of the health, disability and social sectors.

## RESEARCH

### Lead | Support

- We lead, support and partner in applied research initiatives that are fit for purpose in a New Zealand context.
- People living with MND in New Zealand receive the best available evidence-based support and care.

## OUR STRATEGIC PRIORITIES

### DELIVER

#### Priority 1:

- **The community-based support services we provide to people living with MND are the best quality possible, meets their needs, are aligned with other providers; our cultural competencies are developed to support equitable access and our commitment to Te Tiriti O Waitangi.**

*“We are clear about what we do, who we do it for and how it gets done”*

#### Priority 2:

- **Our people have the skills, knowledge, and development opportunities to carry out their work competently and confidently, are able to meet the demands of their role and operate within a supportive, continuously improving Team MND environment.**

*“We have pride in working for MND New Zealand and helping others during a difficult period in their lives”*



## SUSTAIN

### Priority 3:

- We develop and maintain strong, collaborative relationships that support our leadership role in the sector, enables connectivity across stakeholders (nationally and internationally) and expands the ability for people living with MND to have a fully supportive model of care and support.

*“Working together is the only way to fight MND”*

### Priority 4:

- Establish and implement a technology strategy so our information and communication (ICT) platform is an enabler of the work we do, the services we provide and supports us in operating as effectively and efficiently as possible.

*“Tech enables us to work smarter, broaden our service offerings and actively engages us and our clients in the health, disability and social sectors”*

## INFORM

### Priority 5:

- We have a consistency of messaging (visual, written and spoken) that clearly demonstrates our commitment to supporting people living with MND.

*“Trust and recognition are built around consistency of delivery, branding and messaging”*

### Priority 6:

- We have a national presence that strengthens our position as experts when it comes to providing community based MND support services and our cultural competencies which enables us to provide leadership to influence future service models.

*“We are valued for the important part we play in the support and care of people living with MND”*

## RESEARCH

### Priority 7:

- **Our research plan is aligned with the organisational strategy and defines the research objectives prioritised over the next 3 years (2022-25).**

*“National and international relationships are important when it comes to advancing MND research in New Zealand”*

## SUMMARY

It can be seen from this plan that we are being very ambitious for what we want to achieve over the coming three-year period. It is important that we set ourselves these goals as we owe it to our clients (now and in the future) to make as much progress as possible within a relatively short period of time.

Everything we do relies on having the resources available and we are working hard to bring in the required amount of funding to match our ambitions. Our commitment is to do our best and we will constantly review this strategic plan, and associated business plans, to make sure we remain focussed on priorities, adjusting where resources allow.

The success of Team MND is in the hands of its people. Everyone in the team works extremely hard and we want to ensure they have the tools to be as effective and efficient as possible. To support this, amongst other things we will be reviewing our current information technology systems, developing an IT strategic plan and implementing this plan so we are able to use IT as a stable business tool that will also become a platform for technology to be an enabler of the services we provide.

It is also important that we recognise our commitment to Te Tiriti O Waitangi and the need to develop our cultural competencies so that people of all cultures have equitable access to the services we provide. Since its inception, MND New Zealand has always had a policy of providing community-based support services free of charge to anyone, without prejudice, regardless of where they are located anywhere in Aotearoa New Zealand. This policy has not changed, and we will build on this to determine how our services may need to be more culturally aligned and relevant to all those living with MND in this country.

Finally, we know that we punch above our weight as a relatively small charity, but we cannot do any of this on our own. The MND community already provides immense support that we highly value and we’ve got to grow this into a much bigger “army that takes the fight to MND”. We will be sending a clear call to action that much more can be done if we have a large enough army, with everyone doing whatever they can to help their fellow Kiwis to battle this ‘bastard of diseases’!

**Lucy Haberfield (Chairperson)**

**Scott Arrol (Chief Executive Officer)**

July 2022

## **Addendum**

### **The importance of business as usual**

This strategic plan is designed to set the direction of travel for the organisation over the next three years and position it for post-2025. The goals and priorities will be expanded into a set of business and operational objectives that are mapped out for delivery over the period.

In this process we mustn't lose sight of the important functions often thought of as 'business as usual' that form the platform for all other work, efforts, and resources to be successful. These include but are not limited to the following (in no particular order) -

#### **Marketing and Fundraising**

- To be sustainable and deliver our services we must be successful in raising at least \$1.3 million per annum.

#### **Financial Management**

- We have a commitment to all those who provide us with funding to be accountable for the management of this money.

#### **Administration**

- Operating efficiently and effectively enables us to focus on our jobs and 'get things done'.

#### **Governance and Legal**

- All successful organisations have strong governance and legal structures that sets and provides oversight of strategic achievement, financial performance, and operational delivery.