



April 2019

Strategic Plan 2019-2020

NZHIT's strategic plan for the 2 years from 1 January 2019 to 31 December 2020

STRATEGIC PLAN 2019-2020

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EXECUTIVE SUMMARY

NZ Health IT (NZHIT) has made significant progress during the past five years having grown its membership from approximately 65 member organisations to almost 150 in April 2019. At the same time the make-up of the membership has changed considerably; from the majority being Health IT vendor type operators to the current mix of approximately 75% being in this category and the remaining 25% being a mix of care providers (public & private), funders, policymakers and so on.

A key driver of this progress has been a focus on re-framing NZHIT from being a “tight cluster” of vendors to a wider “network model” of industry partners. This has been in conjunction with a planned approach to develop more strategic and tactical level relationships with other similar organisations in the sector (i.e. HiNZ) and communicating a strong message of collaboration across the health environment.

Essentially, the goal has been to become more relevant and influential so that NZHIT adds value to its members whilst broadening its reach across the sector so that members have opportunities to participate, and provide leadership to, the future direction of the health and wellbeing of New Zealanders. At the same time, NZHIT has reached outside of the health sector to develop relationships that can provide further value to members whilst at the same time providing NZHIT with exponential strength (joining the NZ Tech Alliance, for example).

NZHIT has succeeded in achieving this goal and measures of this success can be seen in the membership growth, participation in a number of sector engagements, providing and/or partnering in relevant events for members and stakeholders, and raising the level of communications and messaging across the board. A new website and CRM system was launched in late 2018 and this is beginning to change and shape a much stronger web and social media presence, and communications to members, stakeholders and the wider sector.

In carrying out this strategic planning process in the first quarter of 2019, the NZHIT Board has looked at where the organisation is now positioned, where it needs to be placed by the end of 2020 and the key objectives to make this happen. The efforts of the past 5 years has placed NZHIT (and its members) in a strong position particularly when it comes to key relationships, being seen as an expert and trusted operator and being able to make a positive contribution to the health sector in the wider sense (i.e. not just in terms of IT).

This now enables NZHIT to develop a stronger (and louder) voice when it comes to the important factors in the sector (health, social services, technology, economy) that it believes must be focused on so that the wider principles of “NZ Inc” can be achieved (especially in terms of the ‘intergenerational wellbeing’ approach being taken by the current government). Hence, NZHIT’s current gap (and its future opportunity) is to develop, frame and articulate key fact-based messages that symbolises what NZHIT stands for and what needs to be done to make them happen. Members still value the core benefits provided by NZHIT and these will continue to underpin the higher-level strategic activities.

THE STRATEGIC DIRECTION

The following describes the future direction that the NZHIT Board has determined for the next two-year period (2019-2020)

VISION

- World class health and wellbeing for all New Zealanders fully enabled by digital technology

PURPOSE

- Providing an open environment that enables a coordinated, informed voice that maximises health, social and economic value for New Zealand through digital technology

Objectives

Culture of Partnership

Educated Sector

Strong Foundations

Trusted Voice

Tactics

Forum to meet, discuss & collaborate (digitally / physically)

Coordinated voice & reflect back lessons learnt

Clarify current & desired framework, identify barriers, gaps & opportunities

Positions expressed, papers published & public-centred

Key Result Areas (KRA)

- Health Tech Sector Report (create & release)
- Submit to Specific Sector Reviews

Underpinned by NZHIT's business operations covering – membership services, communications, website, events & workshops, special interest groups, governance, financial and constitutional management

VISION

NZHIT has a vision where all New Zealanders can benefit from world class health and wellbeing services that are fully enabled by digital technologies.

STRATEGIC INTENT (NZHIT'S PURPOSE)

Doing its best to provide an open environment that enables a coordinated, informed voice that maximises health, social and economic value for New Zealand through digital technology.

STRATEGIC OBJECTIVES AND TACTICAL APPROACHES

To achieve this vision and purpose NZHIT has defined the following strategic objectives -

CULTURE OF PARTNERSHIP

- Building on existing relationships and developing new ones that enable NZHIT's members to engage and collaborate within the health sector and across the wider sphere of social services and related sectors.
 - **Provide the forum and environment for participants to meet, discuss and collaborate on factors and opportunities important to members, stakeholders and the sector**
 - *These can be in a digital/virtual sense or physically/in-person*

EDUCATED SECTOR

- Providing opportunities for members, stakeholders and others in the sector to increase their knowledge, be more educated when it comes to factors affecting their organisations and enabling them to pursue opportunities to grow their businesses whilst adding value back to New Zealand.
 - **Capture and coordinate participants voices – provide a platform for this to occur**
 - *Communications via the website, newsletters, social media and other publications*
 - **Reflect back the lessons learned**

STRONG FOUNDATIONS

- Within New Zealand's health sector, it is crucially important to have a platform of foundational digital services and systems in place in order to build the health system of the future. These include – identity, interoperability, security, privacy and other infrastructural systems that form the basis of a strong digital technology ecosystem.
- NZHIT will play its part in identifying areas of weakness and strength, threats and opportunities; clearly articulating these and working collaboratively with the sector.
 - **Clarify the current and desired framework**
 - **Identify barriers, gaps and opportunities**

TRUSTED VOICE

- It is important that NZHIT and its members are able to contribute to the sector by providing views and information that is soundly based and contributes to the future direction of the sector.
 - **NZHIT's positions are clearly expressed, are on message and achieve their purpose**
 - **Papers are published that support NZHIT's positions**
 - **NZHIT's messages are "public-centred" to provide an understanding of current issues and future opportunities so there is a wider audience with which to influence decision-makers**

KEY RESULT AREAS

The Key Result Areas (KRAs) identify those specific actions to be carried out and that can be used to develop the key performance indicators (KPIs) to measure progress -

HEALTH TECH SECTOR REPORT

- The development and release of a "health tech sector" report is a mechanism to capture most of the strategic objectives as it will –
 - **Culture of partnership** - provides the opportunity for an environment to be developed that enables participation in the development of the report
 - **Educated Sector** – a fact-based report that contains key messages and calls to action will help to educate members and the sector.
 - **Strong foundations** – these will obviously form a core component of the report as factors that must be addressed.
 - **Trusted voice** – the development of the report will position NZHIT and its members as a credible organisation that has a strong vision for the future and how this can be achieved.

HEALTH & DISABILITY SECTOR REVIEW PANEL (PANEL) REPORT

- From February to early May 2019, NZHIT has produced an "applications and interoperability" report for this panel. This came from a meeting with some members of the panel in late December 2018 and discussions in January 2019 that resulted in the Panel commissioning NZHIT to provide this report.
- Mark Cox assisted with the information gathering aspect of this report and assisted the CEO to build it to a draft stage for input from the Board and Will Reedy.
- This is seen as an important strategic piece of work that enabled key messaging to be put to the Panel and it can also be used in the development of the health tech sector report as well.
- It was an unplanned piece of work that was provided at a loss to NZHIT (in real terms) and absorbed a considerable amount of the CEO's time so it will be important to utilise it as a core document in the future.

KEY PERFORMANCE INDICATORS (KPI)

These will be determined once the KRAs are finalised

NZHIT BUSINESS OPERATIONS

While the sector report would form the basis of the major piece of strategic work for the period it is important to acknowledge that NZHIT's core business operations must still be carried out and that they also contribute to the strategic objectives outlined in this plan.

These include –

MEMBERSHIP SERVICES AND GROWTH

- Providing the range of services to existing members and bringing new members into the network.
 - This includes the annual "Innovation Awards" that is now in its fourth year and has gained momentum especially over the past 2 years, and
 - Special interest groups that bring like-minded members together to provide leadership in a specific area of the sector i.e. virtual health enabled by digital technology

COMMUNICATIONS

- Communicating with members, stakeholders and the sector via the website, newsletters, presentations, social media, etc.

WEBSITE AND DATABASE

- Ongoing management of the website content and database information so the website is a powerful tool in driving information, positioning members in the sector (and wider) and being used as "go to" for information on digital health technology in New Zealand.

EVENTS AND WORKSHOPS

- Important for providing networking and educational opportunities.

GOVERNANCE, FINANCIAL AND CONSTITUTIONAL MANAGEMENT

- NZHIT has to operate in a financial prudent manner and has to have systems in place to be accountable to its Board and its membership (as owners of the incorporated society). This includes monthly reporting, Board elections, audit and statutory compliance, AGM and other related meeting requirements.

RESOURCE CONSIDERATIONS

Over the past 5 years in particular NZHIT has had an ambitious approach to whatever undertaking it took on, which has clearly resulted in a great deal of progress being made whilst at the same time stretching its limited resources.

The 2019-20 period is going to be challenging in terms of bringing in the level of revenue needed to match the ambitions for the future. There are financial considerations and challenges ahead that could constrain how much can be carried out, which means there needs to be a “less is more” approach to determining the KRAs.

Ultimately, NZHIT has shown that it can provide positive results to its members who are essentially the main customers that must have value provided for their membership and support. This approach must continue through the selection and implementation of actions that support achievement of this strategic plan.