

ARTHRITIS NEW ZEALAND

ENABLING A BETTER QUALITY OF LIFE

KAIPONAPONA AOTEAROA

Te whakapiki i te kounga ora

Strategic Plan 2010-2013





OUR MISSION

Improved health and well-being for people affected by arthritis.

OUR VALUES

We are committed to working in ways that demonstrate our values of

Putting People First

We demonstrate our commitment to being people centred by:

- Acknowledging the personal and social impact of arthritis
- Recognising and celebrating success and achievement
- Being responsive to client, donor and member needs
- Developing our paid and volunteer staff
- Providing a welcoming workplace

Excellence

We strive to achieve excellence by:

- Providing evidence based services and information.
- Striving for continuous improvement in all our actions.
- Building on our strengths to make things happen.
- Sharing information.

Integrity

We demonstrate integrity by:

- following through commitments in a timely way.
- being accountable for all our activities.
- being totally trustworthy and honest in all our actions.
- providing clear and consistent information.

Respect

We show respect by:

- acknowledging all people in a culturally appropriate way.
- encouraging open and honest communication.
- recognising the diversity of contributions from our stakeholders



2010 - 2013 STRATEGIES

OVER-ARCHING OUTCOME

Arthritis New Zealand is recognised as a credible and respected provider of information and support services to people affected by arthritis.



SERVICE DELIVERY

Outcome

- Arthritis New Zealand is the first point of contact for New Zealanders looking for information on arthritis.
- High quality information and services are delivered to people with arthritis.
- Arthritis New Zealand is recognised as a leader in self management programmes.

Key Performance Indicators

- Number of people accessing services increase to reach 25% of people with arthritis in any one year.
- The numbers of pamphlets distributed and website visits exceeds 200,000 per annum.
- Reports demonstrate an increase in service provision to priority populations – Māori, Pacific people and children with arthritis.
- Core services are delivered consistently throughout the country.
- Services that are delivered meet recognised quality standards.
- Self management programmes are delivered around the country utilising evidence based best practice.
- Client evaluations show 95% of clients are satisfied or better with the service provided.
- Audits and/or reports from any contract providers demonstrate satisfactory or better service provision.
- Contracts with health providers cover 30% of total costs of service delivery by 2013.

Strategies

- Appropriate services are provided to meet the needs of Māori, Pacific peoples and children with arthritis.
- Population trends are monitored and services developed to meet population needs.
- Access to hydrotherapy and other exercise groups is supported.
- Core services are delivered in every region with appropriately trained and managed staff.
- Range of information on arthritis is provided through printed material, website and other technologies as appropriate.
- Supplementary services are run in areas where membership and funding allows.



ADVOCACY & PUBLIC AWARENESS

Outcome

- Arthritis New Zealand is the primary voice for people with arthritis in New Zealand.

Key Performance Indicators

- Advocacy priorities are agreed annually and the implementations strategy reported.
- Surveys of public awareness demonstrate that Arthritis New Zealand in top five recognised charities.
- Communications strategy is implemented and its impact measured.

Strategies

- Implement an advocacy strategy through planned proactive and reactive media commentary.
- Maximise media opportunities to ensure Arthritis New Zealand is recognised as the lead provider of authoritative information and services on arthritis.
- Implement targeted campaigns where appropriate and funds allow.
- Create a “Friends in Parliament” or similar political support base.
- Be a prominent voice promoting an ethical and sustainable charitable sector.
- Maintain membership of appropriate national and international bodies.



BUSINESS DEVELOPMENT

Outcome

- Arthritis New Zealand has an ethical and effective multi faceted fundraising strategy that supports service delivery.

Key Performance Indicators

- Fundraising strategy and targets agreed annually and achieved.
- Ease of Use programme is developed and delivered – income from this programme meets or exceeds expenditure in year two.
- Fundraising expenditure to return ratio meets or exceeds 1:4.
- Number and retention rate of donors.
- Major donor programme introduced – 100 major donors by year 3.

Strategies

- Multi faceted fundraising strategy implemented which may include events, lottery and Appeal.
- Bequest fundraising is implemented nationally.
- Recurring gift programme – automatic payments and payroll giving – increased.
- Direct mail programme maintained and developed.
- Ease of Use programme.
- Range of sponsorships increased.
- Continuous review to ensure best practice.



RESEARCH

Outcome

- Arthritis New Zealand funds and reports a range of research into the prevention, treatment and cure of arthritis.

Key Performance Indicators

- Research grants awarded and reports received.
- Media uptake of research driven messages.

Strategies

- Research grants awarded on annual basis.
- Research investments developed and maintained to maximise grant availability.
- Arthritis New Zealand develops research priorities and initiates research.



OPERATIONAL SYSTEMS

Outcomes

- Arthritis New Zealand has a sound financial base which meets best practice from which to undertake its services.
- The operational policies and practices meet best practice.

Key Performance Indicators

- Audit report is unqualified.
- Net outcome for budgets will not exceed -5%.
- Level of reserves meets or exceeds Governing Body targets.
- Contract revenue is increased and contracts met.
- Staff and volunteer satisfaction surveys demonstrate 80% of staff and volunteers are satisfied or better.
- Staff turnover does not exceed 20%.
- Membership numbers increased to 10,000.

Strategies

- Operational plans, budgets and reports delivered in timely manner.
- Investment Committee maintain and manage portfolio management policies to maximise investment returns within agreed risk profile.
- Financial systems are continuously reviewed and best practice implemented.
- Arthritis New Zealand will have the people and skills to implement the strategic plan.
- Best practice HR policies and practices are implemented.
- The role of volunteers is clearly articulated and implemented nationally – including in annual reports.
- Volunteer programmes follow recognised best practice.
- Membership options are explored and future pathways agreed.
- Infrastructure systems (e.g. information technology, financial, telecommunications, equipment) are appropriate, effective and reliable.