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Prevention • Support • Research

STRATEGIC PLAN

2008/2011

KHNZ STRATEGIC PLAN

Contents	Page
1. Introduction to the Strategic Plan	
2. Organisation Description	
3. The Challenges	
4. Strategic Context	
4.1 Vision	
4.2 Mission	
4.3 Values	
4.4 Strategic Goals	
5. Directory	
6. Glossary	

(A financial forecast may be added if thought appropriate)

1. INTRODUCTION TO THE STRATEGIC PLAN

“The value in strategic planning lies more in the journey than in the destination.”

- Phillip Blackerby

In March 2008 KHNZ embarked on a strategic thinking exercise which gave the Board and staff the opportunity to determine the future direction for KHNZ for the 3 years ahead and to develop a tool to enable the translation of strategic goals into actions and outcomes. This formed part of a dynamic process and not a one off exercise. A key determinant was to develop a plan that is simple, easy to understand and one that can inform actions at all levels, and measures or outcomes that are quantifiable easily understood, relevant and assist in monitoring progress.

The Strategic Plan for 2008- 2011 is the first strategic plan following the Kidney Foundation's name change to Kidney Health New Zealand.

KHNZ plans to be an organisation focused on kidney health which includes:

- Diseases of the urinary tract and its impact on the whole person, their family and social environment;
- Early detection and promotion of best practice in the management of people at high risk of kidney disease;
- Advocacy and support for those with kidney disease;
- Community education about prevention, and minimising the impact of kidney disease

This draft strategic plan represents the views of the Board of Directors and staff, that provides a vision, mission, goals and objectives for the 3 years ahead.

The final strategic plan must balance increasing demand against available resources. The targets will be challenging, and some change will no doubt be necessary. We must also ensure that prudent financial management safeguards the future of KHNZ.

Note: References to 'kidney health' in this document include people with kidney disease.

2. ORGANISATION DESCRIPTION

History:

The Kidney Foundation was established in 1979 to increase the rates of kidney transplantation and raise funds for research into the understanding, prevention and cure of kidney diseases. Much of the focus of the Foundation's activities has been on supporting people with kidney failure. Little attention has been paid to the early detection of kidney disease in the community because of concerns about the effectiveness of such measures.

In 2007 the Foundation faced different challenges and the need to:

- Establish a single body representing the needs of all kidney patients to the public, government and DHBs;
- Work with other NGOs e.g. Diabetes New Zealand and the Heart Foundation;
- Increase the rate of organ donation in NZ;
- Undertake research into the prevention of certain kidney diseases;
- Ensure early detection and treatment, particularly hypertension and diabetes;
- Identify high risk individuals with early kidney disease who would benefit from intensive treatment;
- Ensure access to effective treatment;
- Increase the rates of home dialysis.

Today KHNZ:

The Kidney Foundation launched its new name in February 2008 as Kidney Health New Zealand, an Incorporated Society registered with the Charities Commission.

KHNZ is an independent national organisation with its own constitution and a Board consisting of the Chair, Medical Director, and CEO and up to 6 Board members, elected by the Board and approved at the AGM. Stakeholders include people with kidney disease, their families and supporters; kidney health professionals; researchers and 22 kidney patient support organisations.

Staff include a part time Medical Director, CEO and Education Manager.

KHNZ is a member of the International Federation of Kidney Foundations.

Location and Access:

Kidney Health NZ's national office is based in Christchurch at 24 St. Asaph Street.

1. THE CHALLENGES

Global Context

Kidney Health New Zealand exists within the wider NZ Society and, indeed global context. As such the implementation of the strategic plan will be affected both directly and indirectly by such factors as government funding priorities, growth in the number of people with kidney disease and whatever challenges and opportunities we cannot presently foresee.

The Environment

The environment within which we operate is changing thus KHNZ must accept the challenge to adapt and grow if we want to maintain our reputation and achieve our mission.

Future Growth

Predicting future growth of people with kidney disease is a complex task due to the number of variables and the level of uncertainty regarding factors which may lead to both increases and decreases in kidney disease.

Some of the factors driving **change at a population level** include aging, obesity, diabetes, heart disease, the changing ethnicity mix and technology. The diabetes epidemic and the aging population are, and will continue to be, an important factor driving increases in the number of people with kidney disease.

The means of identifying **high risk individuals** with early kidney disease, who would benefit from intensive treatment, are still rudimentary. Early detection and treatment, particularly of hypertension and diabetes, is more cost effective than dialysis or transplantation.

Number of patients on dialysis

The number of people on dialysis in New Zealand is predicted to increase by 4-6 % annually. In spite of evidence of the benefits of increased frequency and duration of haemodialysis and home dialysis in general, there are major barriers to implementing these therapies. Nearly half of all patients are on hospital dialysis, despite the desire to increase community based dialysis. This of course varies within each region.

Donor Transplantation

Donor transplantation rates have fallen. Currently there is community debate as to whether legislation and regulation by government will increase the rates of organ donation.

Government

The government is currently focusing more on the management of chronic diseases with a major focus on diabetes and heart disease. Kidney disease on its own is not seen as a priority. KHNZ will need to work with other NGOs such as Diabetes NZ and the Heart Foundation to obtain government support.

It is possible that some of the potential increases in kidney disease may be offset by a range of factors including the government's focus on the obesity epidemic and its associated campaign of healthy eating.

Population Profile

The population profile is also changing: Maori, Pacific and people of Asian descent (to a lesser degree) are more likely to be affected by kidney disease. These population groups are projected to make up a greater proportion of the New Zealand population over time.

Financial Challenge

KHNZ faces a significant financial challenge as we rely heavily on voluntary giving to achieve our goals. A vast number of other charities and worthy organisations compete for funding on a daily basis; thus our income remains uncertain. We must ensure KHNZ's long term sustainability by strengthening our revenue base.

KHNZ'S Board has approved a new 3 year strategic plan to address these challenges and guide the development of priorities within the resources available.

4. STRATEGIC CONTEXT

4.1 VISION:

Better Kidney Health for all New Zealanders

4.2 MISSION:

To be the lead organisation for improving kidney health and minimising the impact of kidney disease through;

- Research;**
- Community awareness;**
- Education;**
- Support;**
- Advocacy.**

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4.3 GUIDING PRINCIPLES

KHNZ is committed to:

- The well being of people affected by kidney disease;
- Peer reviewed, relevant research;
- Maximising kidney transplantation;
- Prevention and early detection of kidney disease;
- Facilitating community involvement and public contributions;
- Transparent ethical and responsible governance.

4.4 VALUES

KHNZ values:

- The pursuit of the highest standards of professionalism, quality and ethics;
- The diversity and the independent roles of support organisations;
- Collaboration through working with staff, volunteers, kidney support organisations, health professionals and the public;
- The human rights and autonomy of patients with kidney disease and their families.

4.3 STRATEGIC GOALS

We have set ourselves nine strategic goals to successfully implement our strategic plan.

1. Greater public awareness in the prevention, management and early detection of kidney disease
2. A credible source of information on kidney health
3. Promote kidney transplantation as the most effective treatment for many people with kidney disease
4. Working relationships with kidney patient support organisations for the benefit of all people affected by kidney disease
5. Lead advocacy on national issues related to kidney health
6. Enhanced relationships with healthcare providers involved with kidney health
7. Commission and sponsor research into *the social impact of* kidney disease to inform public/social policy
8. Long term sustainability

Goal One:

Greater awareness in the prevention, management and early detection of kidney disease

Objective 1.1

We will raise awareness of the significance of all types of kidney disease and seek to increase early detection and diagnosis

Key activities:

- Identify high risk groups e.g. Maori and Pacific Island groups;
- Expand current educational, awareness and prevention programmes;
- Develop an educational programme for schools in the south Auckland area as a priority;
- Develop interactive educational resources for inclusion on the website and other health related websites.

Objective 1.2

We will actively promote awareness in kidney disease and the role of KHNZ throughout the NZ

Key activities:

- Continue to build and enhance the KHNZ web site;
- Raise the profile of KHNZ through publications and media articles;
- Build strong links with Diabetes New Zealand, the Heart Foundation and the Anti Smoking Lobby;
- Develop a range of awareness programmes with other agencies and health professionals.

Objective 1.3

We will facilitate the development of coordinated national public relations and marketing strategies

Key activities:

- Undertake public relations campaigns which encourage involvement and investment in KHNZ e.g. Water Week and World Kidney Day;
- Develop a plan to deliver key messages to target audiences.

Goal Two:

A credible source of information on kidney health

Objective 2.1

We will ensure new guidelines for the management of established CKD are adopted

Key activities:

- Disseminate the new guidelines to health professionals and other relevant bodies;
- Publish guidelines on the website.

Objective 2.2

We will update our website and other sources of information to ensure that information includes current professional understanding and recommendations regarding CKD and is applicable to NZ

Key activities:

- Review current website and determine any gaps in content or content requiring updating;
- Ensure that the website is current and up to date on a regular basis;
- Ensure that content management can be managed in house.

Objective 2.3

We will provide a network of information concerning the support for patients, their families and carers

Key activities:

- Review the effectiveness of the 0800 number and consider enhancements;
- Provide information to support organisations on a regular basis to be included in their newsletters;
- Maintain regular communication with kidney patient support organisations;
- Maintain regular newsletters to ensure patient organisations are kept well informed.

Goal Three:

Promote kidney transplantation as the most effective treatment for many people with kidney disease

Objective 3.1

We will work with ODNZ to increase the number of deceased kidney transplantations

Key activities:

- Provide increased access to information on kidney donation;
- In liaison with ODNZ support the implementation of the NZ protocol for donation after cardiac death;
- Make joint submissions to Parliamentary Health Select Committees.

Objective 3.2

We will work in partnership with key stakeholders on a national plan of action aimed at increasing levels of live kidney transplantation.

Key activities:

- Provide updated and accurate information about the costs and benefits of live kidney transplantation;
- Identify the barriers to increased rates of live transplantation and review measures for improving rates of transplantation from overseas;
- Carry out a literature review to identify what is already known in NZ and internationally about the barriers to live transplantation and measures to increase rates of live transplantation;
- Develop strategic alliances with others interested in promoting live transplantation;
- Develop and promote a policy on reimbursement for live donors;
- Develop options, recommendations and an agreed plan of action.

Goal Four:

Working with kidney patient support organisations for the benefit of all people affected by kidney disease

Objective 4.1

We will promote and support kidney patient support organisations

Key activities:

- Develop a programme of national or regional workshops on an annual basis;
- Advocate with or on behalf of kidney support organisations following consultation or as requested;

Objective 4.2

We will actively promote an internal culture of service to and cooperation with kidney patient support organisations.

Key activities:

- Assist with publicity and media articles;
- Provide speakers on education and other relevant topics.

Objective 4.3

We will work in the spirit of cooperation and recognise kidney patient support organisations as a voice of kidney patients and their families

Key activities:

- Consult with kidney patient support organisations on all matters affecting kidney patients and their families;
- Collaborate with kidney patient support organisations in the development of KHNZ policies.

Goal Five:

Lead advocacy on national issues related to kidney health

Objective 5.1

We will, following consultation, represent kidney patient support organisations on national issues either alone or in partnership with them

Key activities:

- Use KHNZ'Ss brand and publicity to challenge society's understanding of kidney disease;
- Undertake advocacy which reflects the priorities and views of KHNZ and kidney patient support organisations;
- Make submissions to local (health authorities) and central government on issues that affect kidney patients and their families.

Objective 5.2

We will develop and regularly update a national advocacy plan

Key activities:

- Advocate for the provision of costs associated with home dialysis borne by home dialysis patients and their families with view to advocating for additional government support for this group;
- Advocate for an expansion of community based dialysis;
- Advocate with other NGOs and the MoH for the inclusion of markers of kidney disease – measurement of BP, estimation of eGFR and urine protein checks – as part of chronic disease assessment in primary care;
- Advocate to MoH DG for kidney disease to be recognised as a major chronic disease for New Zealanders, particularly Maori and Pacific peoples.

Goal Six

Enhanced relationships with healthcare providers involved with kidney health

Objective 6.1

We will seek to improve the outcomes for people with kidney disease through a coordinated approach to chronic disease management, involving health professionals and other NGOs e.g. Diabetes New Zealand and the Heart Foundation

Key activities:

- Work with primary care practitioners, other NGOs and MoH, for the inclusion of markers of kidney disease as part of chronic disease assessment in primary care;
- Educate other related NGOs about the markers of kidney disease so that they give accurate information and make referrals to kidney health professionals and kidney patient support organisations;
- Work with the National Renal Advisory Board and the NZ Chapter of the Australian and NZ Society of Nephrology to develop an integrated model of primary prevention care;
- Develop and implement awareness and education programmes in conjunction with kidney specialists, health professionals and the community.

Goal Seven :

Commission and sponsor research into the social impact of kidney disease to inform public/social policy

Objective 7.1

We will develop a policy on research funding including targeted research on topics relevant to our goals and the needs of NZ kidney patients

Key activities:

- Invite applications for relevant research funding;
- Promote ethical consideration for all funded research;
- Ensure consideration of cultural context;
- Oversee high quality regulatory processes.

Objective 7.2

We will produce high quality ethical research that translates into improved outcomes and informed policy for people with kidney disease

Key activities:

- Identify and quantify the additional and social burdens borne by home dialysis patients and their families with view to advocating for additional government support for this group;
- Undertake research into live donation to determine an acceptable level of financial compensation;
- Promote and inform government policy on live transplantation based on sector consultation;
- Support the dissemination of research activities and findings.

Objective 7.3

We will provide strong leadership in promoting and encouraging research and research funding in all kidney related areas, , better treatment, social impact, self management, early diagnosis and prevention

Key activities:

- To identify priority areas;
- Liaise with research organisations in terms of cooperation and partnership;
- Consider offering research projects to tertiary students;
- Communicate research outcomes/findings;

Goal Eight

Long term sustainability

Objective 8.1

We will implement strong, sustainable and transparent governance policies and management structures.

Key activities:

- Review and simplify our constitution its aims and functions;
- Develop and implement a set of governance policies;
- Clearly define lines of responsibility and decision making;
- Develop and implement a risk management framework.

Objective 8.2

We will put in place efficient, accurate and transparent resource

Key activities:

- Ensure that proposals for new initiatives are accompanied by rigorous financial plans and risk analyses;
- Review our relationship with current commercial sponsors in regard to its public image; the advice given to the public regarding kidney health and disease, and effective interventions;
- Seek new approaches to generating revenue to enable the strategic growth of the organisation;
- Seek to diversify our sources of income to reduce risk.

Objective 8.3

We will value our key relationships with health care professionals involved in kidney health

Key activities:

- Consider funding travelling scholarships for non medical health professionals involved in kidney health care;
- Review our physical infrastructure especially our current location, to ensure that we have sufficient space to grow and develop.