



kidney society
auckland

Kidney Society Auckland

Strategic Plan 2009 – 2013

1. INTRODUCTION

“Providing services without a clear sense of direction is like driving aimlessly on a highway without knowing where you are headed.

A fine automobile, a good highway, and a detailed map cannot help if you do not know the destination you want to reach.”

The strategic plan for 2008-2013 represents the views of clients and their families as well as those of the Committee and staff.

It contains eight strategic goals set out on page 8. These goals link to the Society's vision and mission and are underpinned by our philosophy and values.

It is a big picture document that guides and directs rather than fixing particular projects to specific timeframes.

Strategic planning is a continuous process, one that has to be flexible in order to respond to changing circumstances. The plan takes into account the likely realities over the next 5 years.

We have to balance increasing demand for services against available resources.

It will be the annual business plans which direct the Society's day to day operations.

2. ORGANISATION DESCRIPTION

The Society

The Society is a not for profit organisation supporting people with kidney failure and their families primarily in the greater Auckland and Northland area. The Society is incorporated under the Charitable Trusts Act 1957, with Charities Commission registration pending.

The Clients

Clients include people on dialysis and those with a functioning kidney transplant, as well as those expected to be in need of dialysis treatment or a kidney transplant in the near future, i.e. people with less than 30% remaining kidney function.

At the start of the 5 year planning period our client group consists of around 1200 families in Auckland/Northland. People from other areas whose treatment is managed through their regional hospitals sometimes choose to join the Society as paying members.

Cost to Clients

We encourage clients to join as financial members at a cost of \$15 per year, to foster a feeling of ownership and participation in what we promote as a "patients for patients" grassroots organisation. However services are available to members and non members alike, and opportunities exist for people to contribute to the Society in other ways they feel comfortable with. Most of our services are free and provided thanks to public donation.

Our Services

The Society operates at two levels:

1. Working with public health services and health professionals, aiming at the maintenance and development of appropriate standards in health care for people with kidney failure.
2. Working with people with kidney failure and their families to ensure that they understand how they can achieve the best quality of life and a near normal lifestyle at any point in their diagnosis and treatment programme. The Society sees its major role as the support system to both the healthcare services and the patient.

It plays its role best when it keeps healthcare professionals aware of the ways in which treatment services are delivered from a patient's perspective. It also ensures that patients and their families understand how they can get the best out of their treatment and healthcare services.

The Society regards itself as having a major role in creating positive attitudes and constructive ways of dealing with kidney failure to maximise quality of life and individually acceptable lifestyles.

Location and Access

The Society is based at a modified residential property in Papatoetoe, Auckland, very close to Middlemore Hospital and its dialysis units.

Relationship to Public Health Service

The Society works closely with staff at the various hospitals providing dialysis and transplant services in our region while maintaining strict independence from these facilities. We place great emphasis on being seen as an independent community service for patients, providing support outside the hospital environment.

Communication between ourselves and healthcare service providers is frequent and mutually valued. Our participation in planning and reviewing of services for kidney patients based at hospitals in our region is regularly invited.

Relationship with other Kidney Organisations

While the Society is an autonomous entity, there is frequent and constructive interaction with other kidney patient organisations throughout the country. The Society has a strong association with Kidney Health New Zealand although both organisations are separate and independent from each other. Kidney Health NZ has a much wider purpose than the Society and focuses on prevention, research and education for all patients with kidney disease from mild impairment to endstage kidney failure. It also provides some indirect patient support services through links with kidney patient societies and groups. The Society works with Kidney Health NZ on relevant projects but takes care to maintain its focus on working for people with end stage kidney failure at all times.

3. THE CHALLENGES

The strategic plan cannot be implemented in isolation from the NZ context or in isolation from other providers of services to kidney patients. It will be affected both directly and indirectly by such factors as funding, government policy, competition for the charity dollar, the growth in the aging population, the number of people with kidney failure and whatever crises or opportunities we cannot presently foresee.

The challenges are primarily financial, as we are reliant on voluntary giving to fund our services. Competition from the vast array of other worthwhile charities impacts on the Society's ability to raise funds and means our revenue base is unpredictable.

Along with an uncertain income, we can reasonably predict that demand for services will steadily increase due to the diabetes epidemic and a greater proportion of older and sicker people accessing dialysis services as well as society's expectation that chronic kidney failure should be treated by dialysis. The client group is predicted to increase by a net 6-8% per year.

It is of course hoped that the worldwide campaign to delay the progression of kidney disease will eventually lead to less people needing our services, but this cannot be expected to have a significant effect in the short term. However it is possible that some of the predicted increase in kidney failure may be offset by a range of factors including the government's policy focus on the obesity epidemic and its associated campaign of Healthy Eating and Healthy Action. The population profile is also changing as a result of immigration. Some ethnic groups are disproportionately affected by kidney disease and kidney failure e.g. Maori and Pacific Island peoples.

One of the most significant challenges in the next 5 years is to retain our grass roots philosophy, our high standards, good reputation and the sense of being a 'family' organisation. The sense of collective ownership and responsibility is vital for the Society just as it is for any Not for Profit voluntary sector organisation. If we are unable to fund or unwilling to undertake any or all of the long-term or even medium term plans, we have the option of refocusing on our core services and activities. Expansion cannot be at the expense of quality; mediocre service delivery is not an option.

These challenges are addressed in our strategic plan. It is up to us to rise and meet them. The Society has the capacity to meet these challenges and to build further on the quality of its services, programmes and relationships with the other related providers of services to kidney failure patients and other healthcare providers in our region and nationally.

4. OUR VISION AND MISSION

Vision:

People with kidney failure and their families achieving for themselves an acceptable lifestyle and quality of life

Mission:

To promote the welfare of people with kidney failure and their families by providing ongoing support and by monitoring and influencing renal services

5. OUR PHILOSOPHY AND VALUES

Our Philosophy:

We believe that people with kidney failure have the right, whenever possible and within available resources, to:

- make their own choices and have a say in what happens to them
- have involvement in their treatment
- have access to up to date information on which to base decisions about their treatment options
- support that meets their own goals, needs and values
- services provided by people who validate their experiences and concerns and who are professional and caring
- services provided in a manner that respects all cultures and ethnicities
- services that respect that everyone is part of a family and a community

Our values:

- Client focused; the needs and wishes of our clients are paramount
- Respect; built on team work that recognises supportiveness, cooperation, helpfulness and partnership
- Innovation; constantly seeking new and better ways to meet client needs
- Empowerment; enabling people to learn and make decisions for themselves based on freely available information
- Commitment; a positive progressive approach that is underpinned by initiative, reliability, enthusiasm and passion
- Integrity; based on accountability, trust and working in an honest, loyal and fair manner

6. STRATEGIC DRIVERS

- Resources and efforts support people with kidney failure and their families
- Reflecting the changing needs of people with kidney failure
- Clients achieving for themselves an acceptable lifestyle and quality of life
- Monitoring and influencing renal services
- Effective information and education
- Working relationships with related organisations
- Sustainable funding
- Employment relationships
- Complement not substitute publicly funded renal services

7. STRATEGIC GOALS

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

1. People with kidney failure and their families have access to quality and effective support services
2. Renal services are monitored and influenced effectively
3. The Society is recognised as a source of kidney failure information
4. The Society has effective external relationships
5. The Society has a good reputation
6. The Society has good internal relationships
7. The Society has a sustainable funding base
8. The Society practices good governance

These goals provide the framework for all the work undertaken by the Society. We will ensure that our resources continue to focus on activities that clearly link to these goals.

Goal One:

People with kidney failure and their families have access to quality and effective support services

Objective 1.1

We will provide services based on clients' priorities and feedback

Key activities:

- Ensure that client feedback influences decision making and that any Society raised consultation is an invitation - not a request - for clients to participate;
- Maintain the client based in-house fundraising programme as an important means of interaction between clients and staff;
- Ensure that staff actively contribute to the consultation process.

Objective 1.2

We will continue to deliver consistent, effective quality services

Key activities:

- Provide honest, open and sensitive emotional and practical support;
- Provide easy to understand information to clients when they need it;
- Actively offer support to kidney patients and families as they undertake self advocacy in relation to health services, employers, family, government departments and residential facilities;
- Deliver services in a way that meets individual clients' needs and that validates their experiences and concerns.

Objective 1.3

We will remain pro-active, innovative and responsive in designing and delivering services

Key activities:

- Consider targeted services to best meet the needs of people of all ages and ethnicities/backgrounds;
- Consider any other projects or programmes as needs change and opportunities arise;
- Complement not substitute publicly funded services delivered by the Renal Services in the region.

Objective 1.4

We will explore our involvement in support services elsewhere in New Zealand.

Key activities:

- Explore opportunities for establishing new support services or assisting in developing existing services elsewhere in NZ;
- Gauge the needs and views of local kidney failure patients and existing groups before taking any action outside our region.

Goal Two:

Renal services are monitored and influenced effectively

Objective 2.1

We will ensure that the patient's viewpoint is represented consistently and constructively, pro-actively and by invitation, at all levels of the renal services in our region

Key activities:

- Maintain and expand an active working relationship with renal services and seek opportunities at which our input and participation are maximised.

Objective 2.2

We will seek to effectively represent kidney failure patients nationally

Key activities:

- Work closely with Kidney Health New Zealand to develop and contribute to their role in providing effective advocacy on behalf of kidney failure patients nationally;
- Effectively use the link Kidney Health NZ has with government departments, the National Renal Advisory Board and other nationally significant bodies;
- Advise government and other bodies on issues of strategic importance to the Society and its clients where this is considered the most appropriate vehicle to shape policy and political decisions;

Maintain and increase our presence at and active participation in Renal Society of Australasia and other renal professional conferences.

Goal Three:

The Society is recognised as a source of kidney failure information

Objective 3.1

We will be a source of kidney failure related information and supplement education resources provided by renal services and others

Key activities:

- Raise awareness of the variety and location of information and education material available;
- Develop information material at various levels that can be used and easily understood by people of all ages and backgrounds;
- Work independently and with Kidney Health NZ to increase and improve information and education resources produced and made available.

Objective 3.2

We will maintain and further develop a range of educational events and group meetings

Key activity:

- Review, modify and expand the range and frequency of educational events

Goal Four:

The Society has effective external relationships

Objective 4.1

We will work in the spirit of cooperation and partnership with other providers of medical and support services to people with kidney failure

Key activities:

- Maintain and where possible further advance a national network of kidney patient societies and other related organisations;
- Maintain and enhance current networks with Government departments and other service providers, not for profit and community organisations that assist with meeting the wider needs of our clients.

Objective 4.2

We will increase the understanding of life with kidney failure in our region and nationally

Key activities:

- Develop a communications strategy to raise greater awareness of the Society and its work;
- Raise awareness of support and other needs of people with kidney failure which the Society may not be able to meet.

Goal Five:

The Society has a good reputation

Objective 5.1

We will be recognised as responsive to clients and their families

Key activity:

- Deliver services based on a set of principles that respect and are guided by the needs of people with kidney failure.

Objective 5.2

We will be socially responsible

Key activities:

- Be mindful of the effect of our actions and practices on our clients, individuals and businesses we deal with, the Not for Profit sector in New Zealand and New Zealand society in general;
- Recognise the valuable contribution and commitment of our volunteers.

Objective 5.3

We will have a good business and funding reputation

Key activity:

- Maintain good business practices and accountability processes.

Objective 5.4

We will ensure that proposals for funding are based on evidence of the needs of clients and their families

Key activity:

Invite/encourage client input and feedback and incorporate in planning.

Goal Six:

The Society has good internal relationships

Objective 6.1

We use 'Good Employer' practices and provide an environment which encourages team work and cooperation

Key activities:

- Recognise and reward staff performance fairly within available resources;
- Develop a recruitment process and refine training programmes.

Objective 6.2

The Society maintains and develops an active and effective volunteer programme

Key activities:

- Enlist the support of suitable volunteers;

Recognise the valuable contribution and commitment of our volunteers.

Goal Seven:

The Society has a sustainable funding base

Objective 7.1

We will work towards sustainable funding to provide/deliver support services to kidney patients and their families today and into the future.

Key activities:

- Ensure there is sufficient income and reserve to meet the Society's day to day needs;
- Develop a fundraising plan incorporating the Society's culture and ethics.

Objective 7.2

We will maintain and develop our relationship with donors, supporters and sponsors

Key activities:

- Actively seek new donors and sponsors;
- Encourage and nurture the goodwill and trust of the Society's donors, sponsors, supporters and the community.

Objective 7.3

We will regularly review the Society's property holdings

Key activity:

Review the future of our Centre and Dialysis House in Papatoetoe from a perspective of economic viability but with a strong focus on client and service delivery needs.

Goal Eight: The Society practices 'Good Governance'

Objective 8.1

We will ensure that the Committee adopts and practices 'Good Governance' principles

Key activities:

- Ensure management processes and practices are functioning effectively and efficiently;
- Comply with financial performance indicators;
- Manage financial risk and ensure the long term sustainability of the Society.

Objective 8.2

We will improve succession planning and risk management practices

Key activities:

- Incorporate succession planning throughout the organisation across all committee and staff positions;

Review and improve risk management practices and plans.

9. DIRECTORY

REGISTERED OFFICE	5 Swaffield Road, Papatoetoe, Manukau City
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LEGAL ENTITY	Society incorporated as a Board under the Charitable Trusts Act 1957 No. 211590, Certificate of Incorporation No. A.198 Charity Register application pending
COMMITTEE 2005/06	Milton Purchase, Chairman Paul Sommer, Deputy Chair Nora Van der Schrieck, Secretary/Treasurer Paul Clark Lorraine Fairs David Rose Roy Scholes
EXECUTIVE DIRECTOR	Nora Van der Schrieck
AUDITOR	P.F. O'Brien F.C.A.
SOLICITORS	Rice Craig, Papakura
BANKERS	ASB Bank, Westfield Shopping Town, Pakuranga, Auckland
IRD/GST	13-969-066
CHARITIES REGISTER	Registration no. CC25245

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Contents	Page
1. Introduction to the Strategic Plan	1
2. Organisation Description	2
3. The Challenges	4
4. Our Vision and Mission	5
5. Philosophy	6
6. Values	6
7. Strategic Drivers	7
8. Strategic Goals	8
9. Directory	18