Living Every Moment

hospice

mid-northland

Whare Manaaki Te Tai Tokerau

BOARD STRATEGIC PLAN

2026-2028

Executive summary and Strategic Logic

Hospice Mid-Northland's Board Strategy 2026–2028 sets the governance direction required to sustain, strengthen and future-proof specialist palliative care for patients, whānau and communities across the Mid North. It translates the intent of the Biennial Operational Plan into the strategic conditions the Board must protect and enable equitable access, Te Tiriti-led practice, financial resilience, clinical quality, workforce and volunteer sustainability, trusted partnerships, and stronger organisational capability.

The strategy responds to a changing environment in which hospice services must meet growing and more complex need, reduce inequities in access and outcomes, retain a skilled and culturally capable workforce, and maintain free, high-quality care within tightening funding and system pressures. It aligns with national palliative care expectations for timely, holistic, culturally responsive and well-coordinated support, while reflecting Hospice New Zealand's sector priorities of equitable access, sustainable funding, workforce capability, visible and valued hospice care, and collaborative service delivery.

- Giving practical effect to Te Tiriti o Waitangi through governance decisions, Māori partnership, cultural safety and whānau-centred care.
- Improving equity of access and outcomes for Māori, rural communities and other priority populations.
- Securing a sustainable specialist palliative care model through robust funding, workforce, volunteer, retail, fundraising and service planning.
- Strengthening clinical governance, quality, safety, assurance and continuous improvement.
- Building strategic relationships, advocacy and community visibility across health, iwi, aged care, funder, donor and community systems.
- Investing in organisational capability, data, digital systems, risk management, communications, facilities and business continuity.

Through five strategic pillars—Te Tiriti, equity and whānau-centred care; sustainable specialist palliative care; quality, safety and continuous improvement; partnerships, advocacy and community visibility; and organisational capability, data and resilience—the Board will focus its oversight on the areas that carry the greatest strategic risk and opportunity. Success by 2028 will be demonstrated through improved access and whānau experience, stronger financial and workforce sustainability, visible quality and safety performance, effective stakeholder relationships, and a Board dashboard that supports evidence-informed governance by exception.

The Board's role is therefore to hold the long-term view: ensuring the organisation remains compassionate, trusted, clinically safe, culturally grounded, financially resilient and ready to respond to the changing needs of the Mid North community.

Hospice Mid-Northland Board Strategy 2026–2028

This Board strategy sets the governance direction required to deliver the Biennial Operational Plan 2026–2028 and strengthen Hospice's role across Mid North communities. It works back from the operational programmes already identified—clinical care delivery; retail, fundraising and awareness; quality; risk management; business management and finance; and priority system enablers—and defines the conditions the Board must create for sustainable, equitable, whānau-centred specialist palliative care.

Strategic Intent By 2028, Hospice will be a visible, trusted and sustainable specialist palliative care provider that improves access, experience and outcomes for patients and whānau.

The Board will govern with a deliberate focus on Māori, rural communities, people with long-term conditions, aged residential care, and other priority populations, while ensuring Te Tiriti-led practice, financial resilience, clinical quality, workforce sustainability, community trust and strong system partnerships remain central to decision-making.

The Boards Strategic Pillars are:

1. Te Tiriti, equity and whānau-centred care.
   Govern in a way that gives practical effect to Te Tiriti o Waitangi, reduces inequity, strengthens Māori partnership and ensures care is culturally safe, accessible and whānau-centred. Improve Equity, Te Tumu Manaaki, Tiakina Te Kaitiaki, cultural safety, Māori whānau access, rural reach and priority population outcomes. Improving tikanga knowledge and capability; including the board

2. Sustainable specialist palliative care.
   Secure the funding, workforce, service model and operating capacity needed to meet changing demand while protecting free access to high-quality hospice care. Invest in the future Community nursing, medical and psychosocial support, workforce planning, budgets, contracts, grants, fundraising, retail and diversified income.

3. Quality, safety and continuous improvement.
   Ensure services are safe, effective, timely, equitable and continuously improving, with clear clinical governance, visible outcomes and learning from incidents, feedback and audit. Quality plan, audits, clinical dashboards, complaints and incidents, clinical governance oversight and risk assessment, bench marking.

4. Partnerships, advocacy and community visibility.
   Strengthen Hospice's influence, visibility and relationships across the health, iwi, community, aged care, social service and funding systems so palliative care is coordinated, understood and valued. PHO and provider engagement, Regional Commissioners, Iwi Māori Partnership Boards, aged residential care, Kuaka collaboration, funders, donors, retail supporters and awareness activity.

5. Organisational capability, data and resilience.
   Invest in the systems, people, facilities, data, digital tools, communications and risk disciplines needed for a modern, accountable and resilient organisation. Data and digital, facilities, HR, communications, business planning, Board reporting, risk management, health and safety, privacy and emergency management.

Board Governance Priorities Govern for equity and Te Tiriti commitments. Requires planning, investment and service changes to show how the organisation has improved access, experience and outcomes for Māori, rural communities and other priority populations. Secure long-term financial sustainability. Monitor revenue diversification, contract performance, fundraising, grants, retail contribution, reserves, cost pressures and investment choices through regular Board reporting. Strengthen clinical quality and safety oversight. The Board receives meaningful reporting on clinical outcomes, whānau experience, incidents, complaints, risks, audits and continuous improvement activity. Build workforce and volunteer resilience. Have oversight of workforce planning, succession, cultural safety, staff engagement, volunteer sustainability, capability development and wellbeing. Strengthen strategic relationships and advocacy. Maintain Board-level focus on relationships with Hospice NZ, health commissioners, iwi and Māori partners, PHOs, aged residential care, community providers, funders, donors, retail supporters and Kuaka partners. Use evidence to guide decisions. A focused set of Board indicators will show demand, access, equity, quality, finance, workforce, stakeholder engagement and organisational risk.

Board Success Measures Equity indicators show earlier access, improved experience and better outcomes for Māori whānau, rural communities and other priority populations. Hospice maintains a sustainable financial position, with diversified revenue and transparent reporting against budget, contracts, fundraising, retail and grant targets. Workforce and volunteer gaps are monitored and reduced, with staff and volunteers reporting that they feel valued, supported and equipped for their roles. Whānau experience, clinical quality and safety measures improve and are reported consistently to the Board. Board dashboard is in place and actively used by the Board and SLT to guide decisions, improvement activity, risk management and external advocacy. Key stakeholders report stronger engagement, clearer communication and improved collaboration with Hospice. Risk, business continuity, health and safety and privacy systems are current, visible and actively managed.

Board Dashboard; The Board dashboard should provide a concise monthly view of strategic performance, assurance and emerging risk. It should support governance discussion by exception, drawing attention to areas that are off track, deteriorating, high risk, or requiring Board decision or advocacy.

Board Strategic Pillars 2026–2028

Pillar 1: Te Tiriti, Equity and Whānau-Centred Care

Strategic Direction

Govern in a way that gives practical effect to Te Tiriti o Waitangi, strengthens Māori partnership, reduces inequities, and ensures Hospice services are culturally safe, accessible, and centred on the needs of patients and whānau.

Operational Priorities

- Te Tumu Manaaki implementation across organisation
- Equity improvement initiatives
- Tiakina Te Kaitiaki programme
- Māori access and engagement
- Rural service reach
- Cultural safety and responsiveness
- Board and workforce Te Tiriti and tikanga capability development

Board Focus

How are governance decisions improving equity, cultural safety, and outcomes for Māori, rural communities, and other priority populations?

Pillar 2: Sustainable Specialist Palliative Care

Strategic Direction

Ensure Hospice has the funding, workforce, service capacity, and infrastructure required to respond to growing community needs while maintaining free access to high-quality specialist palliative care.

Operational Priorities

- Community nursing services
- Medical and psychosocial support
- Workforce planning
- Contract management
- Fundraising and donor development
- Retail operations
- Diversified revenue streams
- Future service planning

Board Focus

How do we maintain a clinically effective and financially sustainable service model that can meet future demand?

Pillar 3: Quality, Safety and Continuous Improvement

Strategic Direction

Ensure Hospice services are safe, effective, equitable, timely, and continuously improving through strong clinical governance and quality assurance processes.

Operational Priorities

- Quality improvement programme
- Clinical governance oversight
- Audit and benchmarking activities
- Incident and complaint management
- Clinical outcome monitoring
- Risk assessment and mitigation
- Compliance and accreditation requirements

Board Focus

How do we assure patients, whānau, staff, funders, and the community that services are safe, effective, and continuously improving?

Pillar 4: Partnerships, Advocacy and Community Visibility

Strategic Direction

Strengthen Hospice's influence, profile, and relationships across the health, iwi, community, aged care, and funding sectors to ensure palliative care remains coordinated, accessible, understood, and valued.

Operational Priorities

- Iwi and Māori partnerships
- Regional commissioning relationships
- PHO and primary care engagement
- Aged residential care partnerships
- Kuaka and sector collaborations
- Community awareness initiatives
- Donor and supporter engagement
- Advocacy for palliative care needs

Board Focus

How are strategic relationships enhancing Hospice's visibility, influence, funding opportunities, and ability to deliver integrated care?

Pillar 5: Organisational Capability, Data and Resilience

Strategic Direction

Invest in the systems, people, facilities, technology, communications, and governance disciplines needed to support a resilient, accountable, and future-focused organisation.

Operational Priorities

- Workforce capability and wellbeing
- Volunteer sustainability
- Digital and data systems
- Facilities and infrastructure
- Communications and engagement
- Business planning and reporting
- Health and safety
- Privacy and information governance
- Risk management and business continuity

Board Focus

Does Hospice have the organisational capability, information, systems, and resilience needed to deliver its mission and strategic goals?

Board Governance Priorities

The Board will:

Govern for Equity and Te Tiriti Commitments

Ensure planning, investment, and service decisions demonstrate measurable improvements in access, experience, and outcomes for Māori, rural communities, and other priority populations.

Secure Financial Sustainability

Monitor revenue diversification, contracts, fundraising performance, retail contribution, grants, reserves, investment decisions, and emerging financial risks.

Strengthen Clinical Governance

Receive meaningful reporting on clinical quality, patient and whānau experiences, incidents, complaints, improvement activities, and organisational risk.

Build Workforce and Volunteer Sustainability

Provide oversight of workforce planning, succession, cultural capability, engagement, wellbeing, volunteer sustainability, and leadership development.

Strengthen Strategic Relationships and Advocacy

Maintain Board-level engagement with key partners including Hospice New Zealand, Health New Zealand, iwi and Māori partners, funders, primary care providers, aged residential care, donors, and community stakeholders.

Use Evidence to Guide Decisions

Monitor a focused set of performance indicators covering equity, access, quality, finance, workforce, partnerships, and organisational risk.

Board Success Measures

Success by 2028 will be demonstrated by:

Equity and Access

- Improved access and earlier referrals for Māori and rural communities.
- Reduced inequities across priority population groups.
- Improved whānau experience measures.

Financial Sustainability

- Financially sustainable operations with diversified income sources.
- Achievement of contract, fundraising, retail, and grant targets.
- Appropriate reserve levels maintained.

Workforce and Volunteers

- Reduced workforce and volunteer shortages.
- High levels of workforce engagement and wellbeing.
- Strengthened organisational capability and succession planning.

Quality and Safety

- Improved clinical quality indicators.
- Strong patient and whānau satisfaction results.
- Effective management of clinical and organisational risk.

Governance and Performance

- A meaningful Board dashboard supporting strategic decision-making.
- Strong compliance, privacy, health and safety, and business continuity performance.

Community and Partnerships

- Stronger stakeholder relationships.
- Improved community visibility and awareness.
- Increased confidence from partners, funders, and supporters.

Board Dashboard Framework

The Board dashboard will provide a concise monthly view of strategic performance, assurance, and emerging risk. Reporting should support governance by exception, highlighting areas requiring Board attention, decision-making, investment, or advocacy.

1. Te Tiriti, Equity and Whānau-Centred Care

Indicators

- Māori access and outcomes
- Rural reach
- Priority population referrals
- Whānau experience measures
- Cultural safety actions
- Te Tiriti and tikanga capability development

Reporting Frequency

- Monthly dashboard
- Quarterly equity review

Board Question - Are inequities reducing and are decisions giving practical effect to Te Tiriti commitments?

2. Sustainable Specialist Palliative Care

Indicators

- Referral volumes
- Caseload trends
- Demand management
- Workforce vacancies
- Volunteer capacity
- Budget performance
- Financial reserves
- Fundraising and retail contribution

Reporting Frequency

- Monthly
- Quarterly workforce and financial trend review

Board Question - Is the service clinically and financially sustainable, and where is investment or advocacy required?

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3. Quality, Safety and Continuous Improvement

Indicators

- Clinical incidents
- Complaints and compliments
- Audit outcomes
- Improvement initiatives
- Clinical governance actions
- Risk assessments
- Benchmarking results
- Compliance status

Reporting Frequency

- Monthly exception reporting
- Quarterly quality and safety review

Board Question Are services safe, effective, and continuously improving?

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4. Partnerships, Advocacy and Community Visibility

Indicators

- Key stakeholder engagement
- Iwi and Māori partnerships
- Health sector collaboration
- Funder and donor relationships
- Community awareness activity
- Advocacy initiatives

Reporting Frequency

- Quarterly
- Monthly exception reporting

Board Question Are strategic relationships strengthening Hospice's influence, visibility, sustainability, and service integration?

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5. Organisational Capability, Data and Resilience

Indicators

- Workforce engagement
- Data quality
- Digital system performance
- Health and safety
- Privacy compliance
- Risk register status
- Business continuity readiness
- Board reporting effectiveness

Reporting Frequency

- Monthly risk and compliance reporting
- Quarterly capability review

Board Question Does Hospice have the people, systems, information, and resilience required for future success?

Dashboard Status Ratings

Rating	Meaning
🟢 Green	On track
🟠 Amber	Emerging pressure or requires monitoring
🔴 Red	Off track or Board action required
🔵 Blue	Information only