


Osteopaths New Zealand Strategy Playback.

Our FY25-29 Statement of Direction

27 Poutūterangi | March 2025

FINAL v1.0



Whāia! Whāia!

Pursue! Pursue!

Nau mai, haere mai, welcome.

This tauparapara, a traditional Māori chant, calls us to stand together, to create space for others—illuminating the path as tūpuna pono (good ancestors), ensuring Osteopaths New Zealand breathe life into their vision, *“To Be The United Voice for the Osteopathic Profession.”*

Whāia! Whāia!
Whāia ki te uru-tapu-nui-o-Tāne
Tāne-te-waiora,
Tāne-te-pūkenga,
Tāne-te-tokorangi,
Putā ki te wheiao, ki te ao mārama
Tū te ngana,
Tū ka maranga
Te tuhi, te rarama
Haumi e! Hui e! Tāiki e!

Pursue! Pursue!
Pursue the ancient knowledge of Tāne,
Tāne the lifespring,
Tāne the versed,
Tāne the uplifter of the sky,
Appearing into the world of the light.
Heightened persistence,
Heightened illumination,
The gleam,
The glow.
Bind together,
Draw together as one.

Executive Summary.

The Osteopaths New Zealand (ONZ) Board held a Strategy Workshop on 27 March 2025 to shape ONZ's direction through to 2029 and deliver on its 2030 vision. The focus was on strengthening ONZ's position as a premier healthcare voice—centred on promoting osteopathy, uniting the profession, and supporting members—while ensuring financial sustainability and member impact

Strategic Pillars & Focus Areas

Three strategic pou (pillars) emerged to guide decisions and investment:

1. **Promote:** Elevating osteopathy's profile and public trust.
2. **Unite:** Strengthening connection and shared purpose across members.
3. **Support:** Providing tools, resources, and advocacy to help osteopaths thrive

Key Outcomes & Next Steps

- *Clarifying Vision & Goals:* Confirming ONZ's 2030 aspiration with measurable targets for 2025–2028.
- *Strategic Investment:* Ensuring financial sustainability through targeted projects.
- *Risk & Opportunity Management:* Identifying key risks and also levers for growth and resilience.
- *Stakeholder Engagement:* Testing the strategy with members and partners ahead of Board sign-off in June 2025

A Foundation for Growth

This Playback captures the strategy and provides ONZ with a clear roadmap for action—aligned with purpose, anchored in member needs, and designed to deliver on our shared vision



Anj Young

Chairperson | Osteopaths New Zealand

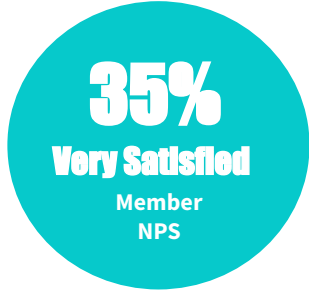


Kei hea tātou i mua, ā, kei hea tātou ināianei

Where we have been & are today.

The ONZ Board reviewed its performance within this financial year. The focus was on providing ONZ with a Dashboard of performance metrics.

This Playback captures the strategy process and outlines the execution roadmap, ensuring ONZ's leadership is aligned on priorities, decisions, and investments. We appreciate everyone's contributions and look forward to realising this vision.



Key messages.

As we reset and realign, ONZ is focused on enhancing member experience, strengthening financial sustainability, and delivering our vision with clarity and purpose. These messages will guide our execution and engagement across members, partners, and stakeholders—ensuring alignment and shared direction.

Key Framing

As ONZ shifts from strategy to action, we are focused on alignment and clarity across our members, staff, sponsors, and partners.

"As we reset and realign, we commit to enhancing member experience, strengthening financial sustainability, and executing our vision with clarity and purpose. Together, we will build a thriving, future-ready ONZ.."

Three Key Messages

The three key messages the Board and management wish to convey are, between now and 30 June 2028, they are in pursuit of:

1. Trusted Osteopathic Services

- Recognised as a core allied health profession.
- Diversified income beyond ACC funding.
- Transparent, member-driven leadership.

2. Enhancing the ONZ Member Experience

- More value through education and advocacy.
- Stronger public and professional visibility.
- Better communication and connection.

3. Strengthening & Growing ONZ

- New revenue from sponsorships and grants.
- Strategic growth in policy and digital tools.
- Future-ready through smart financial planning.

1

We are pursuing sustainable, member-focused osteopathic services.

2

We are raising standards, visibility, and professional recognition.

3

We are growing ONZ's resilience through new revenue and smart investment.

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Te Whakatūtuki i Tō Tātou Moemoeā

Bringing our Vision to Life: ONZ 2030.

By 2030, ONZ will be the united voice for osteopathy in Aotearoa, driving recognition, collaboration, and growth. Through engagement and advocacy, we will strengthen the profession, integrate osteopathy into healthcare, and empower members. The following pages outline the vision, the strategic pillars and actions to bring this vision to life.

ONZ 2030: An Emerging Vision.

By 2030, ONZ will be the united voice for osteopathy in Aotearoa, ensuring professional recognition, sustainable growth, and enhanced engagement for members, stakeholders, and the wider healthcare system.

Strengthened Professional Identity & Promotion

Osteopathy will be a recognised and respected part of New Zealand's healthcare system, supported by structured career pathways, university-level education, and strong public awareness. ONZ will advance research to reinforce osteopathy's evidence base, ensuring credibility and integration into mainstream healthcare. Through promotion, advocacy, collaboration, and leadership, ONZ will shape healthcare policy and cement its role as a key player in the sector's future.

A Collaborative Profession

ONZ will embrace the diversity of the osteopathic profession, fostering collaboration and shared goals to strengthen engagement and participation. By integrating osteopaths into multidisciplinary care, ONZ will enhance their role in the healthcare system. Diversified revenue streams, including partnerships, will ensure financial sustainability, support growth, and reinforce osteopathy's place in Aotearoa's healthcare landscape.

Greater Engagement & Professional Development

Members will feel connected, valued, and empowered within a thriving osteopathic profession, supported by clear governance, transparent leadership, and open communication that builds trust. Continuous learning and development will drive professional growth, while a targeted awareness campaign will boost recognition and patient referrals. A strong, motivated community will ensure ONZ remains the leading voice for osteopathy in New Zealand.

This vision breathes life into ONZ's commitment to be *"The United Voice for the Osteopathic Profession,"* securing a future where osteopathy is recognised, respected, and fully integrated into Aotearoa's healthcare landscape.



Osteopaths New Zealand 2030.

The image presents a working draft from the March 2025 strategy workshops, outlining ONZ's 2030 aspiration. It provides a one-page summary of the emerging vision, key strategic pillars (pou), and their intent.

This image presents a working draft from the March 2025 strategy workshops, outlining ONZ's 2030 aspiration. It provides a one-page summary of the emerging vision, our mission, and the three strategic pou (pillars) that guide our collective efforts. These pou—**Promote, Unite and Support**—anchor ONZ's long-term direction. They represent how we will enhance public trust, empower member growth, and strengthen our professional identity. Together, they provide a clear framework for advancing osteopathic healthcare in Aotearoa.

This draft is shared to give the Board insight into its potential and how it could be positioned with members, partners, and sponsors.

The Board agreed it will be open to investing up to 10% of accrued funds annually over five years in planned versus unbudgeted projects and initiatives that advance the vision, mission, and strategic goals.

We recommend the Board reviews and seeks to work with the management team and members to refine this one-page distillation of the Vision 2030, testing it with other key stakeholder groups – sponsors, partners etc.



Where we will focus.

Between 1 July 2025 – 30 June 2028, the Board and management will focus on strengthening ONZ's position as the united voice for osteopathy in Aotearoa. These priorities reflect our commitment to sustainable growth, enhanced member experience, professional recognition, and future readiness.

Our priorities between now and 2028 include raising public awareness, deepening healthcare partnerships, expanding member engagement, and enhancing digital infrastructure. We will diversify income through sponsorships, grants, and advertising, while investing in tools and initiatives that support professional growth and advocacy.

Equally important is clarity on what we will not pursue. ONZ will not expand beyond its core purpose, dilute its health focus, or prioritise short-term financial gains over long-term profession-building. Our strategy avoids fragmentation and instead strengthens unity, credibility, and sustainability.

These choices ensure ONZ stays focused on advancing osteopathy, building financial resilience, and delivering meaningful value to members and the wider health system—fully aligned with our 2030 vision.

***We recommend** that the Board and management team regularly reviews these areas of focus to ensure they remain in alignment. Ongoing evaluation will help adapt to emerging opportunities, refine priorities, and maintain alignment with ONZ's long-term vision.*

What We Will Do

- ✓ Increase public awareness and trust through national campaigns.
- ✓ Strengthen partnerships with ACC, healthcare bodies, and media.
- ✓ Expand member engagement through events, forums, and mentorship.
- ✓ Invest in digital platforms to enhance communication and access.
- ✓ Diversify revenue through sponsorships, advertising, and grants.
- ✓ Advocate for professional recognition in health policy and funding.
- ✓ Support continuous learning and structured career pathways.

What We Won't Do

- ✗ Pursue commercial ventures misaligned with our health mission.
- ✗ Prioritise short-term gains over long-term profession building.
- ✗ Create member offerings without evidence of demand or value.
- ✗ Fragment the profession—unity and shared voice remain central.
- ✗ Expand beyond osteopathy's scope or dilute its core purpose.

THE INTENT

To promote osteopathy to enhance public awareness and trust.

OUR 2030 AMBITION

By 2030, ONZ will be widely recognised for strengthening public trust in osteopathy, driving demand for services, and increasing visibility through strong healthcare partnerships.

GOALS

Goal #1 Increase Public Awareness & Boost Demand for Services.

Goal #2 Collaborate with healthcare bodies.

OUTCOME

ONZ is recognised as increasing public trust and demand for osteopathy, enhancing the visibility and reputation of the profession. We have grown membership to 75% of market by 2029.

OUR IMMEDIATE FOCUS

- Execute a public education campaign on the benefits of osteopathy.
- Partner with media outlets to share patient success stories.
- Build collaborations with healthcare organizations to enhance visibility.

CRITICAL RESOURCES

- Marketing and media budget for public campaigns.
- Case studies and testimonials from satisfied patients.
- Relationships with healthcare organisations for partnerships.

MEASURES

- Member revenue growth.
- Member attrition rate below 3% per annum.
- Improved public awareness as measured through surveys.
- Increased referrals and demand for osteopathic services.
- Growth in collaborative partnerships with healthcare organisations.



STRATEGIC POU?

What's the Intent?

POU TUATŌRU | PROMOTE [Pou Owner: Morgan]

To promote osteopathy to enhance public awareness and trust.

WIN?

How will we win?

We will do this by educating the public, sharing success stories, and partnering with stakeholders to build trust and demand for osteopathic healthcare.

GOALS?

What is critical to achieve?

Goal #1 Increase Public Awareness & Boost Demand for Services.
[PRIORITY #x]

Goal #2 Collaborate with healthcare bodies.
[PRIORITY #x]

ACTIONS?

How will you achieve it?

- A.** Run targeted marketing via PR, social media, and the website to build awareness.
- B.** Promote SIGs to highlight osteopathy's diversity, impact, and value.

- A.** Build partnerships with ACC, MoH, and insurers to embed osteopathy in health conversations.
- B.** Promote osteopathy at key conferences to influence referrers and health professionals.

OBJECTIVE(S)?

What is the objective of the goal?

To establish osteopathy as a trusted healthcare option by increasing public understanding and showcasing its scope and specialties.

To secure recognition as a core allied health profession, included in CAM, and integrated into New Zealand's healthcare system through partnerships and cross-referrals.

MEASURE(S) OF PROGRESS?

How will we know we are Making progress?

Growth in public awareness and trust measured via surveys.
Increase in web and social media engagement (clicks, shares, reach).
Rise in patient referrals attributed to campaigns.
Positive feedback and recognition of SIGs from members and external audiences.
Growth in SIG participation and member-led media contributions.

Inclusion of osteopathy in official healthcare partnership initiatives and policies (e.g. MoH, ACC programmes).
Invitations to contribute to multi-professional panels or forums.
Number of joint initiatives or campaigns with healthcare organisations.
Growth in cross-referrals or collaborative patient care models.
Increased attendance and feedback from presentations at key conferences.

QUESTIONS?

What questions do we need Answers to?

What key messages resonate most with the public about osteopathy?
Which channels are most effective for reaching potential patients?
What is the split of Osteopaths by geographies?
What research needs to go into this Pou | Pillar - e.g. PROMS in AKL?
How might we increase the numbers of students from 11 to 25-30 by 2029?

What existing networks or forums can ONZ tap into immediately?
Which healthcare bodies are most open to partnership and collaboration?
How can ONZ showcase evidence-based impact to gain credibility?
How can we engage a professional lobbyist earlier than currently planned (FY29)?
What is going on in other institutions?

RISKS?

What risks do you for see? What is the likely impact & likelihood [High-Low]?

Public misconceptions about osteopathy remain unchanged (Medium likelihood, High impact).
Ineffective allocation of marketing budgets reducing campaign reach (Low, Medium).

Lack of collaboration from healthcare stakeholders (Low likelihood, High impact).
Misalignment between osteopathy messaging and medical sector expectations (Medium likelihood, Medium impact).
Limited capacity to manage and maintain external relationships (Low, Medium).

ACCOUNTABLE?

Who is accountable for this goal?

Morgan | ONZL

Anj



THE INTENT

To unite diverse members with a strong, collective voice.

OUR 2030 AMBITION

By 2030, ONZ will be a strong, connected community where diverse osteopaths feel supported, represented, and empowered through meaningful peer networks and shared professional voice.

GOALS

Goal #3 Foster Professional Choice.

Goal #4 Facilitate Networking Opportunities.

Goal #5 Activate Special Interest Collaboration.

OUTCOME

ONZ is recognised as a strong, cohesive community where osteopaths of diverse perspectives feel connected, supported, and represented. Communication to members, non-members and students is a priority.

OUR IMMEDIATE FOCUS

- Re-launch and promote regional meetups to build engagement.
- Develop a mentorship program to encourage peer-to-peer support.
- Create an online forum for collaboration and shared learning.

CRITICAL RESOURCES

- Event coordination resources and funding.
- Technology platforms to host forums and facilitate networking.
- Dedicated staff or volunteers to oversee peer support initiatives.
- Sourcing of meaningful and relevant content for members.

MEASURES

- Increased participation in regional meetups (NPS & attendance numbers).
- Positive feedback on the mentorship program from participants (NPS).
- High engagement metrics in the online forum (posts, comments, active users).

STRATEGIC POU?

What's the Intent?

POU TUATAHI | UNITE [Pou Owner: Mick]

To unite diverse members with a strong, collective voice.

WIN?

How will we win?

We will do this by creating inclusive events, fostering peer networks and special interest groups, and empowering members to collaborate, share knowledge, and strengthen collective representation.

GOALS?

What is critical to achieve?

Goal #3 Foster Professional Choice.
[PRIORITY #x]

Goal #4 Facilitate Networking Opportunities. [PRIORITY #x]

Goal #5 Activate Special Interest Collaboration.
[PRIORITY #x]

ACTIONS?

How will you achieve it?

A: Host inclusive regional meetups and forums for members, students, and non-members.
B: Promote a clear value proposition for joining and staying with ONZ.

A: Deliver annual events and online forums to connect members.
B: Launch mentorship and peer support programmes that build meaningful relationships.

A: Support Special Interest Groups (SIGs) to lead initiatives — e.g. Paediatrics (Y1), Women's Health (Y2).
B: Elevate diverse voices through SIG-led storytelling and events.

OBJECTIVE(S)?

What is the objective of the goal?

Grow and retain ONZ membership.
Clearly show the value of joining ONZ.
Engage students early in their career journey.

Create regular spaces to connect and collaborate.
Strengthen peer support through mentorship.
Build belonging across all member groups.

Empower SIGs to lead meaningful initiatives.
Amplify diverse member voices.
Showcase expertise through SIG-led work.

MEASURE(S) OF PROGRESS?

How will we know we are Making progress?

Growth in total and student memberships
Reduction in member churn
High satisfaction scores on connection, support, and belonging
Increased participation in meetups, forums, and SIGs

QUESTIONS?

What questions do we need Answers to?

How can we ensure consistent participation across diverse member demographics?
Can we quantify the benefit and value of membership?

What tools or platforms would best facilitate peer-to-peer networking?
How do members define a "cohesive community," and are we meeting that definition?

Should SIG activity be extended to regional levels or stay national?
What support do SIG leads need to sustain engagement and delivery?

RISKS?

What risks do you for see? What is the likely impact & likelihood [High-Low]?

Low member engagement in events and activities (Medium likelihood, High impact)
We complicate our membership prices and confuse (Medium, High)

Unequal representation of member voices, leading to dissatisfaction (Low likelihood, Medium impact)
Insufficient resources to sustain high-quality networking opportunities (Medium, High).

Low SIG engagement or unclear purpose (Med likelihood, High impact)
Misalignment between SIG goals and ONZ strategy (Low, Med)
Volunteer burnout due to limited support (Medium, High).

ACCOUNTABLE?

Who is accountable for this goal?

Anj | Vai

Morgan

Jim

THE INTENT

We support members with resources and advice for continuous practice and professional growth.

OUR 2030 AMBITION

By 2030, ONZ will be a leading source of professional development and advocacy, equipping osteopaths with the knowledge, tools, and voice to thrive in a changing healthcare landscape.

GOALS

Goal #6 Provide and Disseminate Up-to-Date Professional Development Resources.

Goal #7 Advocate for Members' Interests, and regularly communicate updates.

OUTCOME

ONZ is recognised as empowering osteopaths, equipping them with the resources to thrive professionally.

OUR IMMEDIATE FOCUS

- Deliver professional development workshops and material on key areas.
- Update and expand the resource library to meet members' needs.
- Actively engage with regulatory bodies to advocate for osteopaths.

CRITICAL RESOURCES

- Expert trainers and facilitators for professional development.
- Content creators to ensure resources are up-to-date and relevant.
- Advocacy experts to maintain relationships with regulatory bodies.

MEASURES

- High attendance at professional development events.
- Increased downloads and usage of updated resources.
- Positive advocacy outcomes that reflect member priorities (e.g., policy changes).



STRATEGIC POU?

What's the Intent?

WIN?

How will we win?

GOALS?

What is critical to achieve?

ACTIONS?

How will you achieve it?

OBJECTIVE(S)?

What is the objective of the goal?

MEASURE(S) OF PROGRESS?

How will we know we are Making progress?

QUESTIONS?

What questions do we need Answers to?

RISKS?

What risks do you for see? What is the likely impact & likelihood [High-Low]?

ACCOUNTABLE?

Who is accountable for this goal?

POU TUAWHĀ | SUPPORT [Pou Owner: Anj]

To support members with resources and advice for continuous practice and professional growth.

We will do this by offering resources, support, advice and visibility to help osteopaths excel in professional practice.

Goal #6 Provide and Disseminate Up-to-Date Professional Development Resources. **[PRIORITY #x]**

- A.** Deliver relevant, accessible professional development content online and in-person.
- B.** Maintain and promote an up-to-date library of practical tools and case-based resources.

Goal #7 Advocate for Members' Interests, and regularly communicate updates. **[PRIORITY #x]**

- A:** Proactively represent osteopaths in policy discussions with ACC, MoH, AHA NZ, and insurers.
- B.** Keep members informed of regulatory changes and system updates via timely briefings.

To equip osteopaths with up-to-date professional development, practical resources, and proactive advocacy that ensures they are informed, visible, and represented in key policy and funding discussions.

Increased participation in ONZ training and resources.
Positive feedback on content relevance and usefulness.
Improved confidence and capability reported post-training.

ONZ acknowledged by key bodies (ACC, MoH) as the osteopathy voice.
Tangible advocacy wins (e.g. funding decisions, policy inclusion).

What are the emerging trends in healthcare education that members most need?
What feedback mechanisms can improve the relevance of distributed resources?

How can ONZ ensure its advocacy is consistently aligned with member priorities?
What formats make learning most accessible (e.g. short, case-based, regional)?
What support do members need to navigate the system more confidently?
Are we briefing members early enough on system changes?

Content is outdated, generic, or lacks relevance (Medium likelihood, High impact).
Members are unaware of available resources (Low, High).
Limited trainer pool risks burnout or narrow perspectives (Low, Medium).

Advocacy efforts not gaining traction with key stakeholders (Medium likelihood, High impact).
ONZ not included in key decisions (Med, High).
Members confused by conflicting or delayed comms (Low, Med).

TBC

TBC

GOALS | WHĀINGA

*#1 Increase Public Awareness & Boost Demand for Services.
#2 Collaborate with healthcare bodies.*

OUTCOME

ONZ is recognised as increasing public trust and demand for osteopathy, enhancing the visibility and reputation of the profession.



Promote

We promote osteopathy to enhance public awareness and trust.



Our Mission

To Advance Osteopathic Healthcare.



Support

We support members with resources for continuous professional growth.



Unite

We unite diverse members with a strong, collective voice.

VISION

To Be The United Voice for the Osteopathic Profession

GOALS | WHĀINGA

*#6 Provide and Disseminate Up-to-Date Professional Development Resources.
#7 Advocate for Members' Interests, and regularly communicate updates.*

OUTCOME

ONZ is recognised as empowering osteopaths, equipping them with the resources to thrive professionally.

GOALS | WHĀINGA

*#3 Foster Professional Choice.
#4 Facilitate Networking Opportunities.
#5 Activate Special Interest Collaboration.*

OUTCOME

ONZ is recognised as a strong, cohesive community where osteopaths feel connected, supported, and represented.

OUR VALUES & PRINCIPLES

Honesty

Consistency

Committed

Safe & Competent Care

Where we aspired to be in 2029.

The ONZ Board discussed a high-level view of desired performance by 2029, with the goal of shaping an aspirational performance dashboard aligned to ONZ's long-term vision.

This dashboard outlines the key performance indicators that ONZ's leadership believes are critical to success—spanning membership, satisfaction, financial sustainability, and retention.

We recommend the Board and management team formally agree on these targets and use this dashboard as a reference point for strategic decision-making.

Regular review of these indicators will ensure continued alignment with ONZ's evolving priorities and help the organisation adapt to new opportunities, refine direction, and stay focused on delivering its 2030 vision.



Whāngaia ka tupu, ka puawai

That which is nurtured, blossoms and grows.

A whakataukī is a Māori proverb or saying that conveys wisdom, encouragement, and values in a powerful and concise way. "*Whāngaia ka tupu, ka puawai*"—"That which is nurtured, blossoms and grows"—captures the essence of ONZ's vision: to grow a strong, trusted, and unified osteopathic profession in Aotearoa.

Just as a seed thrives with care, our profession flourishes through investment in people, partnerships, and purpose—ensuring osteopathy is visible, valued, and integrated in New Zealand's healthcare future.



Tā Tātou Mahere Huarahi

Our Roadmap.

This roadmap defines the key 'strategic moves' and actions guiding ONZ toward 2030, ensuring growth, recognition, and integration into healthcare. Structured across horizons, these priorities will be refined to maintain alignment, feasibility, and accountability as we progress toward our vision.

Our Roadmap to 2030.



Pou Tuatahi
PROMOTE.

Goal #1A. Run targeted marketing via PR, social media, and the website to build awareness.

Goal #1B. Promote SIGs to highlight osteopathy's diversity, impact, and value.

Goal #2A. Build partnerships with ACC, MoH, and insurers to embed osteopathy in health conversations.

Goal #2B. Promote osteopathy at key conferences to influence referrers and health professionals.

Goal #3A: Host inclusive regional meetups and forums for members, students, and non-members.

Goal #3B: Promote a clear value proposition for joining and staying with ONZ.

Goal #4A: Deliver annual events and online forums to connect members.

Goal #4B: Launch mentorship and peer support programmes that build meaningful relationships.

Goal #5A: Support Special Interest Groups (SIGs) to lead initiatives — e.g. Paediatrics (Y1)

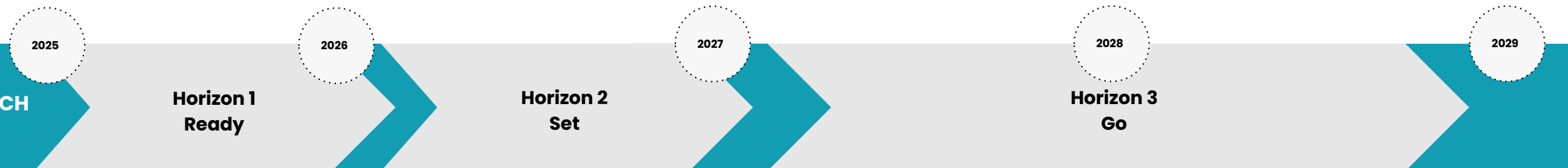
Goal #5A: Support Special Interest Groups (SIGs) to lead initiatives — Women's Health (Y2).

Goal #5B. Elevate diverse voices through SIG-led storytelling and events.



Pou Tuarua
UNITE.

Our Roadmap to 2030.



Goal #6A Deliver relevant, accessible professional development content online and in-person.

Goal #6B. Maintain and promote an up-to-date library of practical tools and case-based resources.

Goal #7A: Proactively represent osteopaths in policy discussions with ACC, MoH, AHA NZ, and insurers.

Goal #7B. Keep members informed of regulatory changes and system updates via timely briefings.



Pou Tuatoru
SUPPORT.

We recommend that the Board and management team regularly review these goals and timeframes to ensure alignment, track progress, and adapt as needed to maintain strategic focus and effectiveness.

Rarangi o ngā Mahi matua tuatahi i muri mai i te waahi

List of Actions.

The following two pages outline key actions, proposed accountable owners, and phased priorities. We recommend these actions be reviewed and subject to further validation to ensure feasibility, alignment, and appropriate ownership be sorted into **NOW** (to June 2025), **THEN** (July 2025 – June 2026), and **NEXT** (July 2026 – June 2027).

ACTION	RAISED	DESCRIPTION OF ACTION	OWNER	STATUS	DUE	COMMENTARY
Priority #1: National engagement strategy	27/3/25	Launch a national engagement strategy to build shared understanding of osteopathy's role and ONZ's vision	TBD	TBD	TBD	Seeks to address Resistance to Change & Internal Fragmentation
Priority #2: Engage stakeholders in strategy	27/3/25	Facilitate structured professional dialogue to align divergent views and foster unity.	TBD	TBD	TBD	Seeks to address Resistance to Change & Internal Fragmentation
Priority #3: Understand what leadership development is required	27/3/25	Support leadership capability building across the profession.	TBD	TBD	TBD	Seeks to address Resistance to Change & Internal Fragmentation
Priority #4: Develop a funding diversification plan	27/3/25	Develop a funding diversification plan including grants, sponsorships, and member services.	TBD	TBD	TBD	Seeks to address Funding Instability & Over-Reliance on ACC
Priority #5: Strengthen commercial partnerships	27/3/25	Strengthen commercial partnerships and explore alternative funding models.	TBD	TBD	TBD	Seeks to address Funding Instability & Over-Reliance on ACC
Priority #6: Kesh & focus on research	27/3/25	We need more structure and focus around research – needs to be in support of our Strategic Pou. Targeted research to highlight osteopathy's value in integrated care	Morgan	WIP	TBD	Seeks to address Funding Instability & Over-Reliance on ACC What are the themes we need to be researching?
Priority #7: Explore University Partnerships	27/3/25	Partner with universities to establish additional accredited osteopathy programmes	TBD	TBD	TBD	Seeks to address Limited Education Pathways & Workforce Supply
Priority #8: Promote osteopathy as a viable career	27/3/25	Promote osteopathy as a viable career to prospective students through awareness campaigns.	TBD	TBD	TBD	Seeks to address Limited Education Pathways & Workforce Supply
Priority #9: Representation on national policy forums	27/3/25	Increase representation in national policy forums (e.g. MOH, ACC, Allied Health networks).	TBD	TBD	TBD	Seeks to address Greater Integration into Healthcare Systems
Priority #10: Launch a multi-year public education campaign	27/3/25	Launch a multi-year public education campaign, leveraging success stories and patient outcomes.	TBD	TBD	TBD	Seeks to address Public Awareness & Credibility Growth

Rarangi o ngā Mahi matua tuatahi i muri mai i te waahi

List of Actions.

ACTION	RAISED	DESCRIPTION OF ACTION	OWNER	STATUS	DUE	COMMENTARY
Priority #11: Appoint a PR & Advocacy lead	27/3/25	Appoint a PR & Advocacy lead to coordinate communication, media, and stakeholder relations.	TBD	TBD	TBD	Seeks to address Public Awareness & Credibility Growth
Priority #12: Measure member NPS	27/3/25	Measure member NPS and patient awareness annually to track shifts in perception.	TBD	TBD	TBD	Seeks to address Public Awareness & Credibility Growth
Priority #13: Implement a Board succession plan	27/3/25	Implement a Board succession plan to avoid fatigue and ensure continuity.	TBD	TBD	TBD	Seeks to address Strong Governance & Board Capability
Priority #14: Strengthen and accentuate Board communications	27/3/25	Strengthen and accentuate Board communications and role clarity for strategic focus with members. Also includes advanced practitioners.	TBD	TBD	TBD	Seeks to address Strong Governance & Board Capability
Priority #15: What is going on in other institutions?	27/3/25	We need to determine what is going in other insitution beyond Aras	Anj	WIP	TBD	Xxx
Priority #x: Double-down on comms to current and future members	27/3/25	Anj's comms have been well-received, how might we enhance and improve these?	Anj	TBD	TBD	Xxx
Priority #15: Ensure SIG for Sport & Rehab is delivered 100% done	27/3/25	How do we ensure this delivers a Blueprint for other SIG establishment in this FY and beyond.	Jim	TBD	TBD	Supported by Neil to close out by June 2025.



Ngā Ārai me Ngā Whakawhiwhi

Blockers & Enablers.

The following outlines the work undertaken by the Board to identify and align on key blockers and enablers that will either accelerate ONZ's progress toward its FY25-30 vision or hinder its success.

Blockers & Enablers.

This summary identifies the most critical barriers and enablers shaping ONZ's ability to achieve its 2030 vision. Developed through Board and stakeholder input, it provides a focused lens on where leadership attention is most needed.

Barriers such as internal fragmentation, over-reliance on ACC funding, limited osteopathic education pathways, and public misperceptions pose real risks to growth, engagement, and credibility. Enablers—including integration into healthcare networks, strong ACC and MoH relationships, public awareness campaigns, and motivated governance—can be actively leveraged to accelerate progress.

Importantly, this table highlights the priority areas for immediate attention:

- **Barrier PRIORITY 1=:** Resistance to change and funding uncertainty
- **Barrier PRIORITY 3:** Limited education and supply pathways
- **Enabler PRIORITY 1:** ACC progress and broader integration
- **Enabler PRIORITY 3=:** Strong partnerships, campaigns, and clear governance

We recommend that the Board use this assessment to proactively guide investment, mitigate risks, and amplify enablers. Regular reviews will ensure ONZ remains responsive and resilient—able to adapt to change while staying anchored in its long-term strategic direction.

Barriers

- ✗ **PRIORITY 1=:** Resistance to change within the profession.
- ✗ **PRIORITY 1= :** ACC funding changes restricting osteopaths' access and services.
- ✗ **PRIORITY 3:** Limited education pathways reducing workforce supply.
- ✗ Lack of unity on the role and scope of osteopathy.
- ✗ Fragmentation across the profession makes collective representation difficult.
- ✗ Low member engagement and perceived value of ONZ.
- ✗ Board fatigue and inadequate succession planning.
- ✗ Conservative financial management hindering strategic growth.
- ✗ Bias in decision-making reducing inclusivity of osteopathic approaches.
- ✗ Weak engagement with ACC and OCNZ limiting recognition.
- ✗ Regulatory shifts disrupting clinical practice.
- ✗ Public awareness remains low, weakening credibility.
- ✗ Economic downturns reducing demand for private care.
- ✗ Over-dependence on ACC as a funding source.
- ✗ Insufficient research and data to support ACC advocacy.
- ✗ Governance inconsistency and lack of long-term continuity.
- ✗ Emerging technologies challenging traditional service models.

Enablers

- ✓ **PRIORITY 1=** Progress with ACC and potential for new contracts.
- ✓ **PRIORITY 1=** Integration of osteopathy into broader healthcare networks.
- ✓ **PRIORITY 3=** Strong relationships with MOH, ACC, and education providers.
- ✓ **PRIORITY 3=** Clear communication and synchronised board functions.
- ✓ **PRIORITY 3=** Public awareness campaigns increasing osteopathy's credibility.
- ✓ Engaged and motivated board members with diverse expertise supporting initiatives such as mentorship programs & leadership diversity strategies
- ✓ Growing professional research networks enhancing credibility. Stronger engagement with OCNZ and government health bodies.
- ✓ Increased collaboration with other Allied Health professionals. Participation in international research and professional networks.
- ✓ ONZ taking a stronger advocacy role in healthcare policy discussions.
- ✓ Expansion into new patient markets (holistic and preventative healthcare demand).
- ✓ University integration for osteopathy education to enhance credibility and workforce supply.
- ✓ Dedicated marketing funding to drive public awareness and patient engagement – incl introducing a dedicated PR & Lobbying strategy
- ✓ Improved member engagement through better communication tools.
- ✓ Leveraging digital platforms for professional development and public education.
- ✓ Expansion of diversified funding sources beyond ACC dependency.
- ✓ Stronger governance and leadership stability ensuring long-term growth.

Te Ine i te Anga Whakamua

Measuring Progress.

To track progress toward ONZ's vision, we propose a draft set of key measures aligned to strategic priorities. These will guide decisions, ensure accountability, and support effective execution. Success will be reflected in stronger recognition, financial resilience, effective advocacy, and a thriving, engaged osteopathic community.

Measures of Progress.

To support ONZ's strategic vision, we propose a draft set of success measures aligned to key priorities. These will guide decisions, ensure accountability, and track progress toward greater recognition, stronger advocacy, better member experience, and financial resilience.

PROMOTE

Success Measure: Increased public trust, awareness, and demand for osteopathic care. Increased revenue growth and improved member retention rates.

How to Measure:

- Revenue growth.
- Marketshare growth to 75% of market by 2029.
- Churn <3%.
- Public awareness growth: 10–15% annual increase (via perception or tracking surveys).
- Campaign-attributed referrals: 5–10% increase in patient referrals (reported by members).
- Social media engagement: 2–5% engagement rate (likes, shares, comments per post); 10–15% annual follower growth.
- Website traffic: 15–20% annual increase in unique visitors.
- Media coverage: 3–5 earned media placements per quarter.
- Partnerships with health orgs: 1–2 new partnerships established per year.

UNITE

Success Measure: Stronger professional cohesion, peer connection, and member engagement.

How to Measure:

- Event participation: 60–75% of members attend at least one event annually.
- Member Net Promoter Score (NPS): 40+ (Good), 50+ (Excellent).
- SIG involvement: 20–30% of members actively involved in SIGs.
- Mentorship feedback rating: 85%+ of participants rate it “valuable” or “very valuable”.
- Student-to-member conversion: 70%+ of osteopathy students convert to ONZ members post-graduation.
- Diversity in participation: Targets vary, but balanced representation across gender, regions, and experience levels should be visible and improving year-on-year.


SUPPORT

Success Measure: Enhanced professional development access, relevance, and advocacy outcomes.

How to Measure:

- CPD event attendance: 50–70% of members engage annually.
- Resource downloads/views: Top resources see 60–80% of members accessing them.
- Training satisfaction: 85%+ of attendees rate CPD “useful” or “highly relevant”.
- Policy submissions per year: 1–3 high-quality submissions or representations to government and regulatory bodies.
- Member advocacy alignment: 80%+ agree ONZ advocacy reflects their priorities (via survey).
- Communication reach: 90%+ members open/receive ONZ updates (open rates of 35–50% for emails is strong).

We recommend the Board agree on clear success measures for each strategic area and review them regularly to stay focused, adaptable, and aligned with ONZ's long-term direction.



**Kia hora te marino,
kia whakapapa pounamu te moana,
kia tere te kārohirohi i mua i tō huarahi.**

May peace be widespread,
may the sea glisten like greenstone,
and may the shimmer of light
guide you on your way.

May the peace be widespread

**Kia hora te
marino...**

This karakia whakamutunga (closing blessing) offers reflection and guidance as we transition forward.

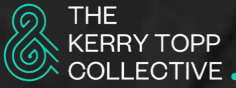
“Kia hora te marino” speaks to a journey of peace, clarity, and purpose, like the sea glistening greenstone—strong—steady and guiding.

May ONZ’s path be calm yet resolute, standing proudly in its vision, fostering connection, resilience, and excellence. As tūpuna pono (good ancestors), may we carry forward this kōrero, shaping a legacy that endures.

Mauriora!



osteopaths
NEW ZEALAND
Ngā Maitanga Ōhewa o Aotearoa



THE
KERRY TOPP
COLLECTIVE

Poroporoaki, ā, me hoake tātou!

**Farewell, and let's go
together!**



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