

GROW

TĒ TŌIA, TĒ HAUMATIA

NOTHING CAN BE ACHIEVED WITHOUT A PLAN,
WORKFORCE AND A WAY OF DOING THINGS

CHRISTIAN MEDICAL FELLOWSHIP OF NEW ZEALAND



CMF

new zealand

Prepared by: Jenny Collings, National Director
For: Members of CMFnz

Approved by: CMFnz Board following a member consultation process in 2022



ABOUT CHRISTIAN MEDICAL FELLOWSHIP

The Christian Medical Fellowship of New Zealand exists to support and equip doctors and medical students to grow personally and professionally, in Christian faith and expression in Aotearoa New Zealand and beyond.

OUR ASPIRATIONS

We are a collective who dream of a health sector infused with doctors and medical students living wholeheartedly for Christ.

In our being and doing, we aspire to positively disrupt the hopelessness and suffering of humanity with love, integrity, servant-heartedness, prayer, healing and hope in the name of Jesus.



OUR BASIS OF BELIEF

The revelation of the one true God (Father, Son and Holy Spirit) as it is given to us in the Bible, which is the divinely appointed authority for faith and life; the Gospel of our redemption through the incarnation, death and bodily resurrection of our Lord Jesus Christ; our regeneration and renewal in holiness through the Holy Spirit's indwelling; and the expectation of the return of Christ to receive His people and to be the world's righteous judge.

WE CONNECT

Through shared experiences of:

Karaitianatanga *Christianity*
Te Matua, te Tama, te Wairua tapu
The Father, the Son and the Holy Spirit
Aroha *Love and compassion*
Whakawhanaungatanga *Relationship*
Kōrero *Conversation*
Manaakitanga *Hospitality*
Akoranga *Professional Learning*
Koha *Contributions*

“ *Ehara taku toa
takitahi, ēngari
he toa takitini* ”

My strength is not as an
individual but as a
collective



SPIRITUALITY

FAITH-BASED VALUES AT WORK

“*A joyful heart is
good medicine*”

Proverbs 17:22a



Our faith is connected to and feeds into our professional well-being

Our faith is a source of public strength for us, our colleagues and our patients

Our faith encourages us to love all people no matter how different they are to us

Our faith alleviates isolation and suffering

Our faith offers a values-based lens for critical thinking

Our faith motivates and inspires us on the most difficult of days



OUR NETWORK

We aim to support each other by:

1. Being united in our common loyalty to our Lord Jesus Christ, by deepening our Christian faith and by seeking the highest attainable standards of Christian and professional conduct
2. Promoting in the medical profession personal faith in Jesus Christ and the acceptance of his ethical teaching
3. Providing a forum for the expression of the relevance of the Christian faith to the particular issues of our national and local life as they relate to medicine
4. Strengthening the work of university Christian groups, particularly in the faculties of medicine
5. Supporting the work of medical missionaries throughout the world

OUR PROGRESS

Since our beginnings in the 1960s we have worked to establish a life giving network based on enduring values, supported by good systems, sound policies and procedures.

Today, we aim to run with this baton. **It is our goal to grow the fellowship, presence and organisation of CMFnz sustainably and together, so that our mission in Christ can thrive into the future.**

OUR GOAL

“*To grow the fellowship,
presence and organisation
of CMFnz sustainably and together
so that our mission in Christ
can thrive into the future*”

The mission of CMFnz is vitally important. Future generations need CMFnz to be present, seen, felt and heard; stepping it up, not stepping back or shrinking. A thriving CMFnz has the capacity to:

- Alleviate the isolation that Christian Drs and medical students can experience in their practice
- Champion all that is already good and God-honouring in Te Whatu Ora (Health New Zealand)
- Be a platform for critical thinking about important political, moral and social issues arising in the medical profession
- Encourage medical and healthcare professionals to be positive influencers in their workplaces, bringing the values of the Kingdom of God to bear, as disciples of Christ
- Reflect and support the diverse variety of Christian communities, ministries and congregations across Aotearoa New Zealand

We desire to grow together, learning how to work as representatives of Christ. We envisage thriving regional networks, with events and mentoring acting as catalysts for health professionals to live out their faith in practice.

We aim for every Christian doctor and medical student in New Zealand to know about CMFnz and to want to belong. We seek to be a Spirit-led, Christ-centred voice within Te Whatu Ora, encouraging members to be voices of hope; bringing love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self control to their communities of practice because of their hope set in Christ through faith.

We want to be a credible, trusted and nuanced voice on issues, invited to the table for relevant public policy discussions. We desire to actively collaborate with like-minded colleagues of other faiths and with no faith, seeking the common good of society, always ready to speak of the hope that is within us and to advocate constructively and publicly on issues.



OUR REALITY

“ *We need a healthier
skeletal support system* ”

The reality is that in order to flesh out our fellowship, presence and organisation, we need to grow a healthier skeletal support system and to do that, we need more money.

Staying connected, growing and moving as a fellowship, requires both inspirational leadership and administrative functions to provide:

- Member care
- Integrated communications
- Online resources
- Volunteer co-ordination
- Events and Programmes
- Partnership networks
- Organisational Administration

“ *We need
money* ”

In expanding our capacity, we anticipate an increased number of volunteers being inspired and supported. Through increased human resource, we can improve our member care and systems. It is anticipated that this will lead to higher membership retention levels and a greater number of students becoming full members.

To grow our presence, both in the lives of our members and in our nation, we must grow our work in the online space. We aspire to build an online hub of guiding resources and create platforms for networking and sharing.

To grow in our organisation, we need to harness the power of technologies available to us and better utilise them to advance our mission in Christ. This requires a skilled curator of our databases and platforms. The bottom line is that to grow sustainably and together, we need to deepen our financial base.

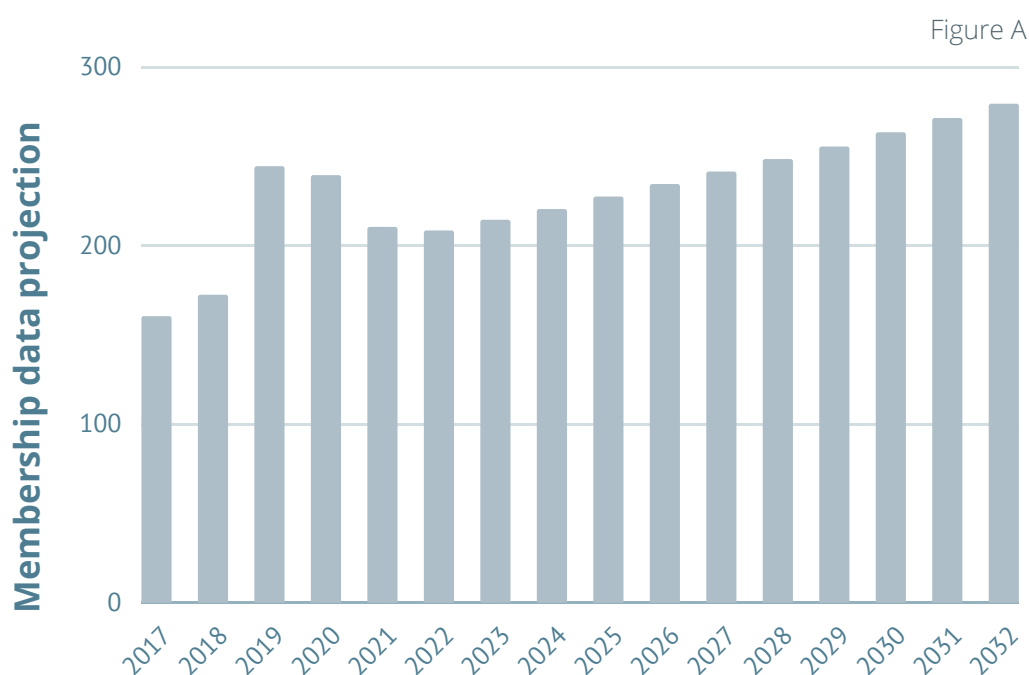
OUR OPPORTUNITY

To grow sustainably and together so that our mission in Christ can thrive into the future.

We have an opportunity to take steps today to grow our financial base so that we can expand our capacity. In so doing, we can improve our organisational health and achieve a higher level of functionality and service. Imagine the human resource, level of member care and positive impact we could achieve if:

- 100% of students became full members on graduation
- 100% of members renewed membership annually
- 100% of members gave monthly donations
- 100% of members gifted to the endowment fund
- 100% of Christian doctors became members

Here is a picture of the growth that could be achieved if 100% of members from 2022 onwards renewed their membership annually and a 3% annual increase in members joining CMFnz was achieved:



NB. The 3% annual increase represents what could occur if all graduating students became members and a small number of other Christian Drs joined CMFnz each year.



GROWING FINANCIALLY

“ *Nāu te rourou,
nāku te rourou, ka
ora ai te iwi* ”

With your food basket and my food
basket the people will thrive

“ *Each of you should give
what you have decided
in your heart to give* ”

2 Corinthians 9:7a

To grow the capacity and reach of CMFnz, our funding sources will need to grow.

Fellow Kiwi, Dr Peter Saunders (ICMDA CEO), recommends a guiding funding principle for medical fellowships globally:

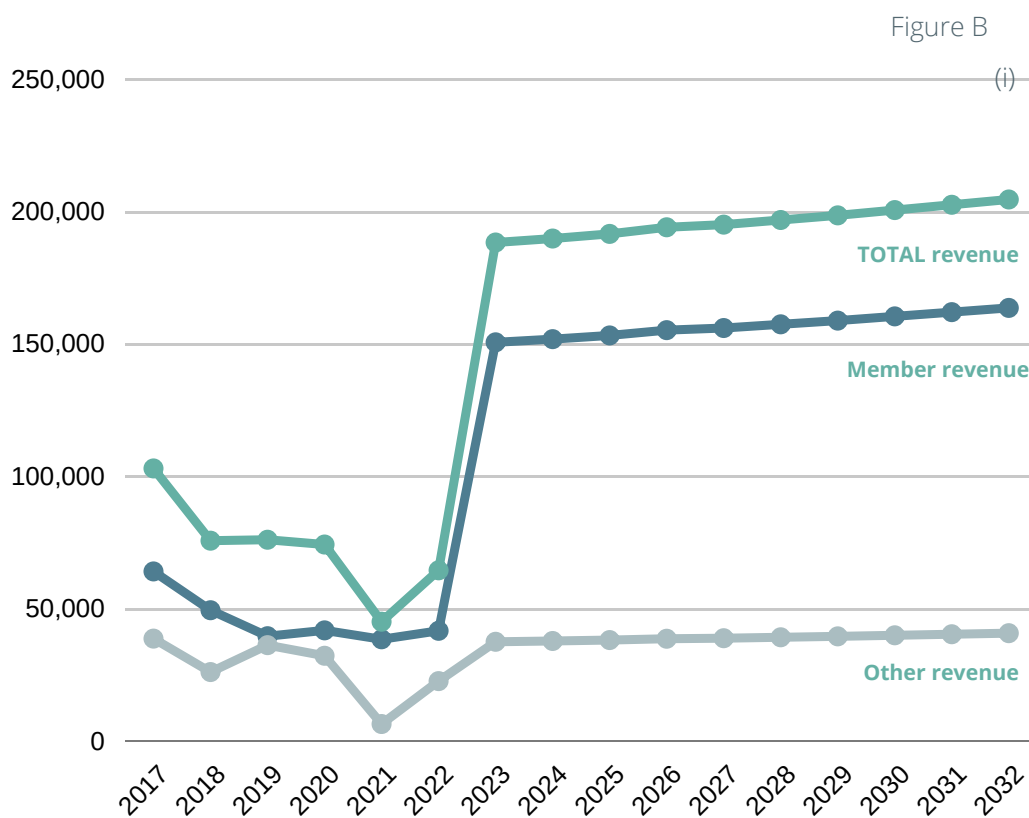
The 40/40/20 funding principle:

40% Drs membership subscriptions set at an impactful level
40% Drs donations by monthly giving, business giving & member appeals
20% Conference and literature sales, external grants and donations

A fundraising committee has been formed with the purpose of improving our financial viability and thereby the impact of CMFnz vision and mission. To grow sustainably, we need to deepen and broaden our financial base.

IMAGINE BUDGET: INCOME

PRE-2022 ACTUAL REVENUE AND POST 2022 PROJECTIONS



BASED ON 100 MEMBERS GIVING \$100 PER MONTH 2022 ONWARDS

A defining moment in financial planning:

Dr Peter Saunders led CMF UK for 27 years. He describes a pivotal moment in their significant growth journey. The Board were wrestling with a troubling financial outlook. The defining moment came when the Treasurer, under a Holy conviction, made an impassioned plea to the Board imploring that “the doctors *must* pay for their own fellowship”. This moment of clarity led to a renewal in member based giving that fuelled their impactful and fruitful future.

It is vital to the integrity of our work that our members are the primary funders of the fellowship. This is essential in keeping the presence and voice of CMFnz true to our purpose.

i) NB. Figure B shows pre 2022 all inclusive revenue to 31 March annually. Post 2022 member revenue projections comprise of member fee (conservatively continued at the flat rate of \$200 and open to review) and donation figures based on 100 members giving \$100 per month. Other revenue figures are calculated at 20% of the total revenue. The contributing membership levels are based on Figure A (pg. 07) projections, minus an estimated 60 non paying members year on year.

GROWING TOGETHER

“ *Tē tōia,
tē haumatia* ”

WHAT WE WILL DO BY WHEN

Nothing can be achieved without a plan,
workforce and a way of doing things

“ *In their hearts, humans plan their course,
but the Lord establishes their steps* ”

Proverbs 16:9

We have an opportunity to take steps today to grow together.

The Board have envisaged a CMFnz whose aspirations are realised. We have wondered how this audacious picture in our minds might become a lived reality within the next 10 years.

We present to you a 2 year, 5 year and 10 year snapshot of the areas we intend to focus CMFnz resources on in the hope of realising this goal.

We approach this work plan in the context of faith, understanding that it is the Lord who established our steps and who helps us navigate the variables.





COMMITMENTS FOR 2022-2024

FOCUS: DEEPEN QUALITY OF WORK AND DEVELOP CAPACITY

Grow the FELLOWSHIP of CMFnz:

1. **By improving member care; knowing our people and where they are both geographically and professionally.** We aim to do this through regional activity and leadership, a member-to-member phone outreach initiative, National Director networking/speaking and improved member contact information processes.
2. **By supporting volunteers (Regional, Student, Saline and Tuakana) to make connections with each other and with members** using Nationbuilder and zoom.
3. **By progressing partnerships with ICMDA network, IHSglobal, TSCF, NCFNZ, NZFCNA, Allied Health, Midwifery, Dentistry and ICHC,** through National Director, Saline team, conferences, student and regional outreach.
4. **Through the development of a CMFnz Bicultural policy and action plan to honour Te Tiriti o Waitangi,** enabled by whakawhanaungatanga (relationship) with and guidance from Christian Māori leaders, particularly in healthcare.

Grow the PRESENCE of CMFnz:

1. **Identifying and encouraging the diverse and organic ministries of CMFnz members.**
2. **Through an integrated communications plan across our platforms.**
3. **Through the formation of a resource committee** to a) co-ordinate the production of home grown publishable content online/in person ie. Articles, workshops, webinars and public speaker list, and b) encourage the formation of small groups and discussion forums.
4. **By growing our capacity to offer a faith-based voice of medical expertise and comment with clarity on critical issues in the public forum** through the formation of “think tanks”, the identification of key CMFnz spokespeople for issues and collaboration with partners such as **Maxim Institute, Christians in Science, Otago Theological Department, NZ Christian Lawyers Network and Christian Broadcasting Association.**

Grow the ORGANISATION of CMFnz:

1. **By raising funds to retain the National Director role at 3 days a week and employ administrative support for 2 days a week, with a view to increasing staffing capacity further by 2024.** A fundraising committee will plan and lead a strategy to raise revenue needed to enable CMFnz to meet all operating expenses and prepare for future development.

The outcomes of these commitments will be measured using analytics from Nationbuilder (customer relationship management system), SharePoint (file sharing system), Xero (financial management system) and online survey results.

COMMITMENTS FOR 2024-2027

FOCUS: EXPAND STAFFING LEVELS AND MEMBER CARE SERVICES

Grow the FELLOWSHIP of CMFnz

1. **Through effective leadership succession across the organisation**, enabled by student leadership training, mentoring and ongoing leadership development and support programmes.
2. **By establishing great member care, communications and processes.**
3. **By aiming for 100% of students to sign up as student members and 100% of student members to become full members.**
4. **Through lift in regional co-ordination of events and mentoring**, with effective systems to connect newcomers to groups.
5. **By developing a live, member-only access, digital membership directory.**
6. **By ensuring that conference is an ongoing quality part of CMFnz life and contributing to the annual budget.**

Grow the PRESENCE of CMFnz

1. **Through an integrated communications plan across our platforms.**
2. **Through an established resource committee** who a) co-ordinate the production of publishable content online/in person ie. Articles, workshops, webinars and public speaker list and b) encourage the formation of small groups and discussion forums.
3. **By growing our capacity to offer a faith-based voice of medical expertise and comment with clarity on critical issues in the public forum** through the formation of “think tanks”, the identification of key CMFnz spokespeople for issues and collaboration with partners such as **Maxim Institute, Christians in Science, Otago Theological Department, NZ Christian Lawyers Network and Christian Broadcasting Association.**
4. **By ensuring that our bicultural policy and practice to honour Te Tiriti o Waitangi are current and evidenced across the organisation** through our bi-cultural relationships, planning, activities and communication.

Grow the ORGANISATION of CMFnz

1. **By raising funds to increase the National Director role to 4 days a week by 2024 and 5 days a week by 2025. To increase administrative support to 4 days a week by 2024.** A fundraising committee will lead a strategy to raise the revenue needed to enable CMFnz to meet all operating expenses and prepare for future development.

The outcomes of these commitments will be measured using analytics from Nationbuilder (customer relationship management system) SharePoint (file sharing system), Xero (financial management system) and online survey results.



COMMITMENTS FOR 2027-2032

FOCUS: A THRIVING AND IMPACTFUL FUTURE

Grow the FELLOWSHIP of CMFnz

1. **By increasing our membership by 30% by 2032.** It is anticipated that the improved health of our skeletal support system and member care efforts will lead to steady incremental growth.
2. **By intentionally positioning CMFnz to attract and retain a diverse demographic of members reflecting the Te Whatu Ora population and the Christian church in Aotearoa, NZ,** becoming an interconnected, inter-professional Christ-centred network across all sectors of health, whether by coalition or broad fold. There is cultural diversity in CMFnz leadership and membership, maintaining a pivotal central theology. Christians from other cultures feel at home at CMFnz.
3. **By expanding our partnership network.** Existing partners surveyed feel connected and positive about CMFnz. New partnerships have been established with Christian medical businesses, churches, parachurch groups and ethnic/cultural groups.
4. **By making Churches across NZ aware of CMFnz, connecting them with our mission and network.**
5. **By strengthening church communities with an understanding that science is a way of knowing the world and that God is sovereign over all this.**

Grow the PRESENCE of CMFnz

1. **By effectively bringing God's Kingdom to bear in our workplaces, as disciples of Christ, through the indwelling of the Holy Spirit.** Te Whatu Ora is a kinder, more compassionate, more person-centred, less medical model centred sector, formed from therapeutic relationships. Health professionals approach issues with a group and community mindset rather than individualistic perspectives.
2. **By supporting our members with workplace faith-based values alignment.** Christian medical and health professionals can be Christians at work.
3. **By expressing an educated worldview, showing that Christianity and science can coincide and are not in competition.** We are working with partners such as **Maxim Institute, Christians in Science, Otago Theological Department, NZ Christian Lawyers Network and Christian Broadcasting Association** and receive phone calls from Government and Media for opinion.
4. **By ensuring that our bicultural policy and practice to honour Te Tiriti o Waitangi are current and evidenced** across the organisation through our bicultural relationships, planning, activities and communication.

Grow the ORGANISATION of CMFnz

1. **By achieving a 200% increase in revenue by 2032** as a result of membership retention, increased donations and achievement of the 40/40/20 funding principle. CMFnz is thriving and sustainable. **We are well-equipped with spiritual maturity, expertise, infrastructure, financial base and human resource capacity needed to support our activities and successfully hand over our mission in Christ from generation to generation.**

The outcomes of these commitments will be measured using analytics from Nationbuilder (customer relationship management system) SharePoint (file sharing system), Xero (financial management system) and online survey results.



THRIVING TOGETHER

LIVING WHOLEHEARTEDLY FOR CHRIST

We long to see the dream of a health sector infused with doctors and medical students living wholeheartedly for Christ become a reality within the next decade.

We commit with you, to positively disrupting the hopelessness and suffering of humanity with love, integrity, servant-heartedness, prayer, healing and hope in the name of Jesus.

We invite you to partner with us in growing the fellowship, presence and organisation of CMFnz sustainably and together so that our mission in Christ can thrive in NZ and beyond by 2032.

“Utaina au mahi ki runga ki a Ihowa, a ka whakapumautia ou whakaaro.”

Commit to the Lord
whatever you do,
and he will establish
your plans.



LET'S TALK

“ The wise
listen to others ”

Proverbs 12:15b



GROW



17

//

We are always keen to hear from our members
and anyone who is interested in the work of CMFnz

Feel free to contact any Board member directly
or e-mail us via: admin@cmf.nz



CHRISTIAN MEDICAL FELLOWSHIP OF NEW ZEALAND



CMF

new zealand

Charities Commission No. CC42546

PO Box 31138
Milford
Auckland 0741
New Zealand

cmf.nz | admin@cmf.nz