

ROAD TRAFFIC ACCIDENT TRAUMA
CHARITABLE TRUST TRADING AS

**NATIONAL
ROAD
TRAUMA
CENTRE**



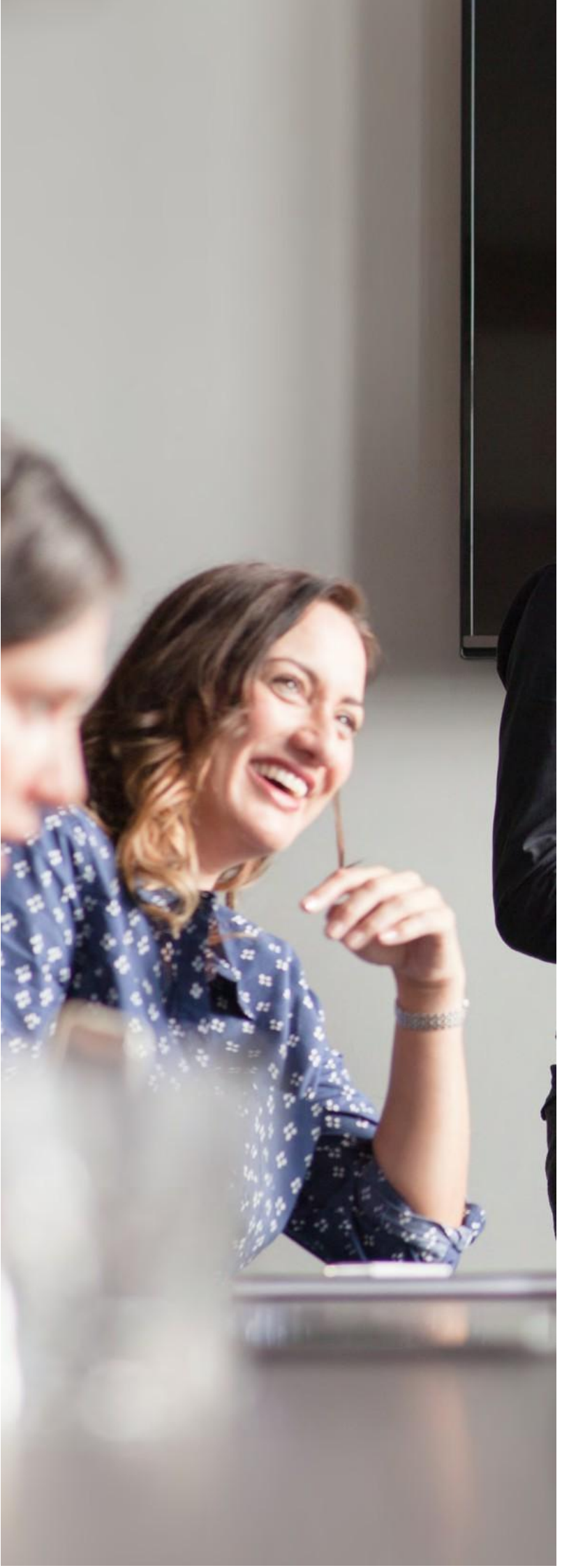
STRATEGIC DIRECTION

TE ARONGA RAUTAKI

2026 – 2036

Contents Page

Page	Section
3	Our Purpose
3	Public Benefit Statement
4	Primary Beneficiaries
5	Foreword
7	Our Values
8	Introduction and History
9	Legal Structure
10	Overview
11	Organisational Context
11	Strategic Context
12	Future Centre Vision
13	Strategic Objectives
14	Strategic Objective 1 : Road Safety and Prevention
16	Strategic Objective 2 : Research and Development
18	Strategic Objective 3 : Education and Training
21	Strategic Objective 4 : Integrated Physical Injury and Recovery
23	Strategic Objective 5 : Psychological Recovery and Wellbeing
25	Integrated Road Trauma Care and Recovery Model
27	Integrated Road Trauma Operational Model
31	Strategic Implementation Roadmap
32	Monitoring and Evaluation Framework
37	Staged Developed Pathways
38	References
39	Citations
39	Further Information



Our Purpose

Tō mātou kaupapa

“Our purpose is to support the reduction of serious road crashes and facilitate a patient centric care model that reduces the socio-economic impact of road crashes in New Zealand.”

Public Benefit Statement

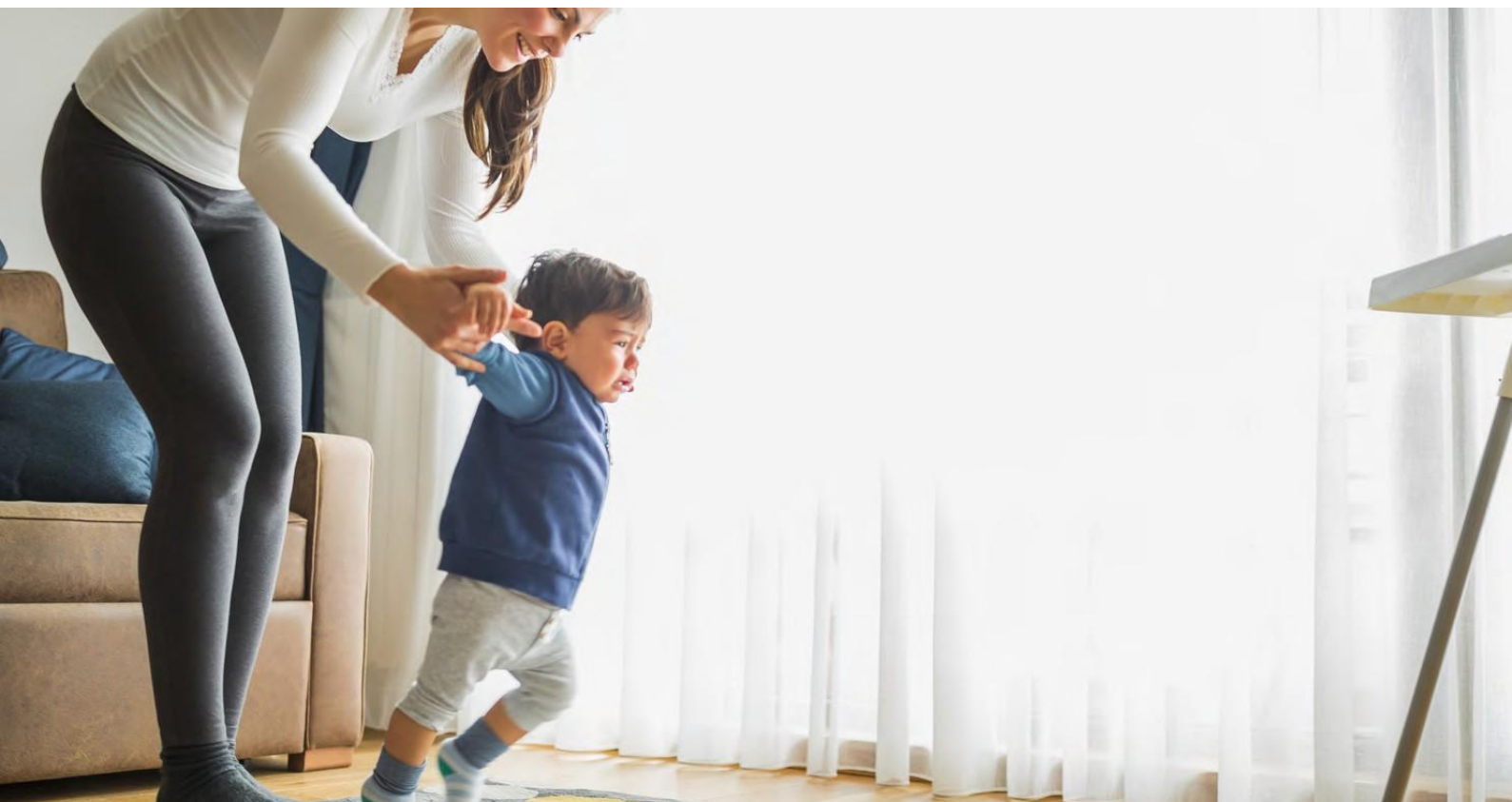
Tauākī Painga ā-Iwi

The Road Traffic Accident Trauma Charitable Trust, trading as the National Road Trauma Centre ("National Road Trauma Centre"), exists to deliver measurable public benefit by reducing the impact of road trauma across prevention, response, and recovery, and by improving coordination and access to support for those affected by physical and psychological injury.

Every Life Matters. This principle underpins the National Road Trauma Centre's commitment to supporting individuals, whānau, communities, and professionals affected by road trauma, while working to reduce harm and improve outcomes across the continuum of care.

By strengthening prevention awareness, workforce capability, research translation, and coordinated care pathways, the National Road Trauma Centre contributes to reduced harm and improved long-term recovery outcomes across Aotearoa New Zealand.

Guided by Safe System principles and a patient-centred care approach, this work supports a connected and coordinated system that improves outcomes across communities and recognises the value, dignity and wellbeing of every person affected by road trauma.



Primary Beneficiaries

Ngā Kaiwhiwhi Painga Matua

The National Road Trauma Centre is registered with Charities Services New Zealand and operates exclusively for charitable purposes.

In alignment with the Trust Deed and the Strategic Objectives, the National Road Trauma Centre exists to benefit:

- Individuals directly affected by road crashes, including those experiencing physical injury and or psychological trauma.
- Families, whānau and significant others of individuals impacted by road crashes.
- Individuals across all modes of road use, including drivers, passengers, pedestrians, cyclists and public transport users.
- Communities across Aotearoa New Zealand through strengthened road safety awareness, prevention initiatives and coordinated recovery support.
- Health, emergency response, transport and primary care professionals through education, training and resources that improve road safety, prevention, response and recovery outcomes.
- The wider New Zealand public through improved road safety understanding, research translation and system coordination that contributes to reducing the impact of road trauma.

The activities of the National Road Trauma Centre are limited to New Zealand in accordance with the Trust Deed. Subordinate to its charitable purposes, the National Road Trauma Centre may advocate for improved road safety, prevention and support relating to road crash associated injury and trauma.



Foreword

Kupu Whakataki

Foreword

Kupu Whakataki

The National Road Trauma Centre is undertaking a renewed and deliberate focus on strengthening how we operate, serve our communities and build organisational capability.

Our commitment remains unwavering. We are dedicated to delivering innovative, evidence-informed initiatives that respond to the complex challenges faced by people, families, whānau and communities affected by road trauma.

Road trauma is a complex public health and societal challenge that no single organisation can prevent or address alone. Improving outcomes requires collaboration across the road safety, emergency response, healthcare, rehabilitation, government, academic, community and non-government sectors. The National Road Trauma Centre recognises the importance of bringing together organisations, expertise, research, education and lived experience to strengthen collaboration and contribute to better prevention, response, recovery and wellbeing.

Our Strategic Plan provides a clear framework for the National Road Trauma Centre to strengthen collaboration, support evidence-informed decision-making, and contribute to improved outcomes across road trauma prevention, emergency response, healthcare, rehabilitation and recovery. Our approach is guided by Safe System principles and informed by our Patient-Centred Care Model, ensuring a connected and coordinated response across prevention, emergency response and recovery.

We believe lasting improvements are achieved through strategic partnerships, shared knowledge and coordinated action. By working alongside government agencies, healthcare providers, emergency services, researchers, community organisations and people with lived experience, we seek to strengthen collaboration, improve system capability and create opportunities that improve outcomes for people affected by road trauma.

The National Road Trauma Centre does not seek to replace the important work undertaken by existing organisations. Rather, our role is to connect people, share knowledge, encourage collaboration and support continuous improvement across the road trauma system.

Through strong governance, strategic leadership and evidence-informed decision-making, our Strategic Plan provides a roadmap for strengthening collaboration, supporting continuous improvement and contributing to better outcomes across prevention, emergency response, healthcare, rehabilitation, recovery and wellbeing.

Our Strategic Plan Supports

Smarter Investment and Service Delivery

Supporting evidence-informed initiatives, education, collaboration and resources that strengthen prevention, improve patient outcomes and recovery, and reduce the physical, social and economic impacts of road trauma.

A Whole-of-Government and Whole-of-System Approach

Supporting collaboration across government, emergency response, healthcare, rehabilitation, community and non-government organisations to strengthen coordination, improve continuity of care and contribute to better outcomes across the continuum of care.

Leadership Through Collaboration

Supporting education, research, knowledge sharing, innovation and continuous improvement to strengthen capability and encourage evidence-informed policy and decision-making across the road trauma sector.

Better Outcomes for People

Placing people at the centre of everything we do by supporting a coordinated, patient-centred approach that promotes prevention, improves recovery, maximises independence and enhances wellbeing.

Our Values

Ngā Uara

Our commitment to the community and to one another is made evident through the following six core values, which are central to who we are:

People

Manaakitanga

Every life matters. We place people at the heart of everything we do.

We continue to strive to be recognised for our compassion, experience, knowledge and our commitment to excellence to serve our community.

Integrity

Tika And Pono

We are trusted because we act with honesty, accountability and transparency. We uphold high ethical and professional standards, safeguard confidentiality and remain committed to fair, impartial and responsible decision-making in the best interests of those we serve.

Collaboration

Kotahitanga

We value the strength of working together. We actively engage with individuals and whānau affected by road trauma, alongside communities, professionals, organisations and stakeholders, to foster collaboration, share knowledge and create sustainable solutions that improve outcomes for all.

Leadership

Rangatiratanga

We lead by example, to always act with integrity by providing leadership to minimise health disparities and prevent road trauma in our communities.

We lead with integrity, respect and compassion to uphold the dignity and mana of individuals, whānau and communities affected by road trauma.

Influence

Mātauranga

We leverage our founding principles and seek to influence the reduction of road trauma through safer road systems, evidence-informed practice, and the promotion of high-quality integrated patient-centered care.

Introduction and History

Te Hītori me ngā Kaupapa Matua

The National Road Trauma Centre was founded in 2010 to provide clinical support, education, and training to professionals and individuals affected by the devastating consequences of road crashes. It remains the first charitable trust of its kind in New Zealand, dedicated to addressing both the human and systemic impacts of road trauma. Motor vehicle crashes are the leading cause of major trauma in New Zealand and a significant contributor to post-traumatic stress disorder (PTSD) in the general population.

In 2012, the Trust formed a collaborative partnership with the Canterbury Charity Hospital Trust, strengthening community-based trauma recovery and clinical outreach. In 2017, the Canterbury Charity Hospital donated an office space to the Trust within their newly built Warner Mauger House at 351 Harewood Road, Christchurch, providing a permanent base for service coordination and community engagement.

The National Road Trauma Centre began a process of national expansion, extending its initiatives beyond Canterbury to support communities throughout Aotearoa New Zealand. This evolution included the legal recognition and rebranding of the organisation as the National Road Trauma Centre, trading as the Road Traffic Accident Trauma Charitable Trust. The change reflects the National Road Trauma Centre's broadened scope in education, advocacy, and trauma prevention at a national level.

In 2022, the National Road Trauma Centre initiated the New Zealand Road Safety, Emergency Response and Healthcare Awards upon the Canterbury Awards framework to recognise excellence in road safety, clinical response, and community leadership across New Zealand. This step marked the full transition of the National Road Trauma Centre commemorative and recognition programmes into a national platform.

Since 2010, the National Road Trauma Centre has played a formative role in advancing road trauma prevention, recovery and community resilience across Aotearoa New Zealand. Its work has encompassed nationally and regionally delivered road trauma roadshows and public awareness initiatives promoting safer road use and post-crash recovery; collaborative engagement with research partners and sector stakeholders to deepen understanding of psychological and physical trauma; and the development of various community-facing initiatives designed to strengthen support for individuals, families, whānau and communities affected by road crashes. Through ongoing sector collaboration and advisory engagement with local and national agencies, the National Road Trauma Centre has contributed to strengthening road trauma policy, survivor support frameworks and education resources across the wider system.

Legal Structure

Te Hanganga Ture

The National Road Trauma Centre is a registered charitable organisation under the legal name of Road Traffic Accident Trauma Charitable Trust trading as National Road Trauma Centre. Our Charities Commission registration number is CC43668.

We report annually to the Charities Commission and adhere to the Charitable Trusts Act 1957.

We are registered with the New Zealand Companies Office. Our National Business Number is 9429043286515.

Our Certificate of Incorporation was updated on 14 July 2020 which included our updated legal name of Road Traffic Accident Trauma Charitable Trust trading as National Road Trauma Centre.

Overview

Tirohanga Whānui

There is an unavoidable consequence for those directly and indirectly involved in crashes. We see the National Road Trauma Centre providing a key role in helping achieve the Government's safety objective of creating 'a land transport system that is a safe system, free of death and serious injury'.

Road traffic related physical injuries have the highest rate of major trauma in New Zealand, accounting for approximately 54% (2,454 cases per annum) of major trauma incidents, compared with falls (27%, 639 cases per annum), assault (8%, 184 cases per annum), and other causes (11%, 250 cases per annum).¹

Road traffic related crashes are also a significant contributor to psychological distress, including post traumatic stress disorder (PTSD).²

The current Treasury CBAX Value of a Statistical Life (VoSL) is approximately \$16.6 million per fatality.³

The average social cost estimate of road crashes by crash severity is approximately \$18.5 million for fatalities, \$1.02 million for serious injuries, and \$0.12 million for minor injuries.⁴

The number of annual road deaths in New Zealand decreased fairly steadily from 795 in 1987 to 253 in 2013. During this period, there was a strong emphasis on accident reduction, involving the identification of high risk locations on existing roads and the implementation of targeted safety improvements to reduce crash frequency. During much of this period, road safety plans also specified realistic quantitative short term targets for reducing annual road deaths, with these targets being updated periodically.⁵

In 2011, greater emphasis was placed on investment in new roads, alongside a reduced emphasis on short term quantitative road safety targets. Annual road deaths subsequently increased, reaching 378 and 377 in 2017 and 2018 respectively.⁵

A recent renewed emphasis on road safety appears to have contributed to a reduction in annual road deaths, with the number of deaths in 2025 recorded at 272.

These statistics highlight the ongoing need for the National Road Trauma Centre to strengthen its role across road trauma prevention, emergency response, rehabilitation, and recovery. The New Zealand Major Trauma Registry Annual Report 2024/25 identifies transport related incidents as the leading cause of major trauma in New Zealand, accounting for 49% of all major trauma cases nationally (1,389 cases).

While physical injuries are often severe, the emotional and psychological impact can also be life changing. Research indicates that approximately one in five people who experience major trauma subsequently develop post traumatic stress disorder (PTSD).⁸

These injuries place a heavy burden on the health system, the economy and on people's wellbeing. The financial and social costs of crashes extend far beyond hospital treatment. They include lost income, ongoing rehabilitation, reduced quality of life, and the emotional toll on families and communities.

Long-Term Trends in Road Fatalities

Ngā Ia Roa mō Ngā Mate Whakamate i Ngā Rori

Road deaths in New Zealand have changed dramatically over the past few decades:

- In 1987, there were 795 road deaths.
- By 2013, this dropped to 253 deaths, thanks to stronger road safety measures and better enforcement.
- Between 2017 and 2018, the annual toll rose again to around 378 deaths.
- In 2023, there were 341 deaths, down from 372 in 2022.⁵
- In 2025, there were 272 deaths, down from 341 in 2023.

The recent downward trend suggests that renewed focus on road safety, rather than new road construction is helping to stabilise and reduce the number of deaths.

Organisational Context

Te Horopaki o te Whakahaere

The National Road Trauma Centre operates under a governance-led model. Executive and operational capacity will be progressively developed in alignment with sustainable funding, strategic partnerships and demonstrated organisational readiness.

All staged development pathways outlined in this Strategic Plan are subject to funding availability and Board approval. The National Road Trauma Centre will prioritise stability, compliance and long-term sustainability as it grows.

The National Road Trauma Centre operates independently and complements, rather than replaces or duplicates, existing government and community services. It strengthens system integration rather than replicating existing service provision.

Strategic Context

Te Horopaki Rautaki

Currently, there is no single national centre dedicated to bringing together trauma research, clinical care, and workforce education in a coordinated way across New Zealand. Significant and valuable work is already being undertaken by health services, emergency responders, researchers, and transport and injury-prevention agencies within their respective mandates.

A nationally recognised centre would complement and support this existing investment by providing a shared platform for collaboration, knowledge translation, capability development, and outcome monitoring—helping to strengthen alignment, maximise collective impact, and support long-term improvements in trauma prevention, response, and recovery for New Zealanders.

This approach is informed by safe system principles and a patient-centred care model, supporting improved alignment and outcomes across the system.

Future Centre Vision

Te Tirohanga mō te Pokapū ā Muri Ake

The National Road Trauma Centre holds a long-term aspiration to develop a Centre that would be a first of its kind in Aotearoa New Zealand.

This future Centre would serve as an innovation and collaboration hub spanning road trauma prevention, response and recovery. It would bring together multiple disciplines in one connected environment, strengthening coordination between road safety, emergency response, healthcare and rehabilitation sectors.

The Centre would aim to integrate sustainable safety principles with healthcare delivery, recognising that human life, dignity and wellbeing are paramount. Its purpose would be to contribute to meaningful reductions in road trauma and to strengthen support for those affected.

The National Road Trauma Centre envisages that such a Centre would reflect best practice in specialist post trauma support, with a strong focus on patient-centred and whānau-centred care. It would create opportunities for professionals to work collaboratively, fostering innovation in prevention, recovery and system design.

In time, the Centre may also showcase advancements in technology and digital innovation relevant to road safety and healthcare integration, supporting explorative learning and knowledge sharing.

Visitors to the Centre could include members of the public, industry professionals, researchers and practitioners working across emergency response, post trauma care, primary health and road safety.

The development of a physical Centre will only proceed where sustainable funding, strategic partnerships and governance readiness are secured.



Strategic Objectives

Ngā Whāinga Rautaki

Our strategic objectives are targeted to address the wider socio-economic consequences for those impacted directly and indirectly by road crashes. We aim to provide a collaborative approach to provide the best outcome for local and central government, stakeholders, community and mutual organisations.

Strategic Intent

Te Aronga Rautaki

To sustain an independent, specialist national organisation that brings together road safety promotion, research, education and coordinated care through a connected continuum of support across prevention, response and recovery.

Core Commitments

Ngā Whakaaetanga Matua

- Maintain high standards of governance, organisational integrity, accountability, and transparency across all areas of operation.
- Support long term organisational sustainability through the development of diverse, resilient, and strategically aligned funding pathways.
- Develop and maintain secure, scalable, and fit for purpose digital infrastructure to support communication, education delivery, stakeholder engagement, and appropriate data governance practices.
- Maintain robust financial oversight, audit, compliance, and regulatory assurance processes aligned with charitable, privacy, and governance obligations.
- Embed monitoring, evaluation, and continuous improvement practices informed by evidence, organisational learning, and relevant national indicators.
- Strengthen workforce capability, leadership development, succession planning, and organisational resilience to support sustainable service delivery and long term strategic growth.

Measures of Success

Ngā Ine Angitu

- Demonstrated organisational transparency through the publication of annual financial statements, governance reporting, and strategic performance outcomes.
- Independent financial review or audit undertaken in accordance with applicable regulatory, charitable, and governance obligations.
- Ongoing Board oversight and periodic review of organisational risk, including maintenance of a comprehensive Risk Register and mitigation framework.
- Appropriate digital governance, cybersecurity, and privacy safeguards maintained to support secure management of organisational and stakeholder information.
- Long term funding sustainability and financial resilience regularly assessed through strategic planning, diversified revenue considerations, and annual financial review processes.

Strategic Objective One: Road Safety and Prevention

Strategic Intent

Te Aronga Rautaki

To contribute to a shared understanding of road safety grounded in Safe System principles, supporting communities, professionals and decision-makers to reduce road trauma and its long-term impact.

Core Commitments

Ngā Whakaaetanga Matua

- Promote Safe System principles through evidence informed education, public awareness initiatives, and meaningful sector engagement activities.
- Contribute constructively to national conversations relating to road trauma prevention, injury reduction, emergency response, rehabilitation, and long term wellbeing outcomes.
- Strengthen strategic relationships and collaborative partnerships across the health, transport, emergency response, rehabilitation, research, and community sectors.
- Sustain and further develop the national Awards framework to recognise and celebrate excellence, innovation, leadership, and collaboration in road safety, emergency response, and healthcare.
- Work collaboratively with stakeholders to improve public understanding of the Safe System approach and support initiatives that reduce the social, human, and economic impacts associated with road trauma.
- Support opportunities that strengthen collaboration, coordination and shared learning between emergency services, healthcare providers, road safety practitioners, and related sectors.
- Continue to recognise and promote outstanding road safety initiatives, programmes, and leadership that contribute to the reduction of deaths, serious injuries, and harm on New Zealand roads.
- Maintain awareness of emerging government policy, legislative developments, and sector priorities to support informed organisational responses and strategic alignment.
- Utilise technology, innovation, research and education platforms to deliver targeted road safety and trauma prevention initiatives aimed at reducing road risk, serious injury and fatalities.

Measures of Success

Ngā Ine Angitu

- Increased public engagement with road safety, trauma prevention, education resources, and sector led initiatives.
- Continued national visibility, credibility, and stakeholder participation within the Awards programme framework.
- Strengthened cross sector collaboration and evidence of increased partnership activity across relevant agencies and organisations.
- Increased integration of road safety, trauma prevention, and wellbeing considerations within organisational, workplace, and community settings.
- Contribution toward improved research translation, policy development, clinical practice, and evidence informed workplace health and safety approaches.
- Visible support for a safer road system through sustained public education, stakeholder engagement, and collaborative prevention initiatives.

- Delivery of an annual national road safety communications and engagement programme, including targeted awareness campaigns developed in partnership with stakeholders and sector organisations.
- Increased utilisation of digital education, innovation, and communication platforms to support scalable and accessible prevention focused initiatives across New Zealand.



Strategic Objective Two: Research and Development

Strategic Intent

Te Aronga Rautaki

To progressively strengthen research capability, evidence informed practice, and knowledge translation that supports road trauma prevention, recovery, rehabilitation, and long term system improvement.

Core Commitments

Ngā Whakaaetanga Matua

- Develop a sustainable research and innovation function that supports preventative education, improves patient and community outcomes, and contributes to advancing understanding of road trauma and injury prevention.
- Undertake and support evidence informed research relating to road safety, trauma prevention, rehabilitation, emergency response, and long term physical and psychological recovery outcomes.
- Contribute to research that improves understanding of access to healthcare services, continuity of care, rehabilitation pathways, and post trauma intervention models across New Zealand.
- Strengthen understanding of the prevalence, severity, and long term impacts of physical injury, psychological trauma, and associated wellbeing outcomes arising from road crashes.
- Support the translation of research findings into practical education resources, policy insights, clinical learning, and publicly accessible information.
- Develop collaborative research relationships and partnerships across academic institutions, healthcare providers, government agencies, industry, and community organisations both nationally and internationally.
- Share research findings through conferences, publications, stakeholder engagement, professional networks, public forums, and media platforms where appropriate.
- Encourage innovation, continuous learning, and evidence informed approaches that contribute to improved prevention strategies and patient centred care outcomes.

Measures of Success

Ngā Ine Angitu

- Submission and progression of collaborative research funding applications and grant opportunities.
- Growth in strategic research partnerships across academic, clinical, government, industry, and community sectors.
- Increased contribution to conferences, public presentations, professional forums, media engagement, and peer reviewed publications.
- Development and dissemination of evidence informed educational resources, policy insights, and research summaries for stakeholders and the wider community.
- Increased organisational engagement with national and international research networks relating to road safety, injury prevention, trauma care, rehabilitation, and wellbeing.
- Research activities contributing to improved understanding of populations at risk, emerging injury trends, and long term recovery outcomes.

- Progressive strengthening of organisational research capability, governance, and leadership as funding and organisational capacity develops.
- Increased integration of research findings into prevention initiatives, education programmes, stakeholder engagement activities, and system improvement discussions.
- Exploration of opportunities to establish a dedicated research and innovation centre aligned with the National Road Trauma Centre long term strategic vision.



Strategic Objective Three: Education And Training

Strategic Intent

Te Aronga Rautaki

To strengthen workforce capability through staged, accessible and evidence-informed education programmes.

Core Commitments

Ngā Whakaaetanga Matua

- Deliver advanced specialised workplace and industry-based training utilising New Zealand-based subject matter experts, including registered nurses, medical specialists, clinical psychologists, trauma-informed therapists, emergency response professionals, road safety specialists, primary health practitioners and academic researchers.
- Provide hybrid and online learning platforms that increase accessibility across regions.
- Develop, implement and deliver advanced specialised and economically beneficial workplace and industry-based training utilising local resources and industry professionals, eliminating the need to outsource international experts or training providers.
- Provide existing psychologists and therapists with the advanced specialist clinical care to assist with the treatment, diagnosis and rehabilitation of clients suffering from the post trauma effects of road traffic crashes.
- Provide fully accredited workforce education and professional development opportunities for industry professionals. Address shortages of specialised healthcare providers and expand providers nationally to deliver high quality specialised post trauma care.
- Generate significant inter-professional and continuous learning opportunities for industry professionals through increased workforce development to add insight into marketing, educational programmes and resources and be a fully accredited training provider within New Zealand and Australia.
- Support and endorse training for industry professional that enhances understanding of road safety and centric patient care.
- Develop and maintain a centralised digital clinical and recovery resource hub through the National Road Trauma Centre website providing healthcare professionals, rehabilitation providers and people impacted by road trauma with access to educational materials, referral information, recovery resources and evidence informed guidance across the continuum of care.
- Develop and deliver a National Road Trauma Awareness Month to strengthen public awareness, education and understanding relating to road trauma prevention, emergency response, rehabilitation, psychological recovery and the long term impacts of road crashes across Aotearoa New Zealand.

Measures of Success

Ngā Ine Angitu

Industry Workplace Training

Whakangungu mō te Ahumahi me ngā Wāhi Mahi

- Implemented a workplace industry training programme focusing on delivering world class patient centric care and road safety.
- Developed and delivered specialised clinical resources for those impacted by road trauma in accordance with best clinical practice.
- Reduce the associated training costs for industry professionals through a commercially viable and economically sustainable training model.
- Build a strong portfolio of road safety and health literature and training materials for industry professionals.
- Participation from metropolitan, rural and remote professionals.
- Demonstrated progress toward recognised professional endorsement.
- Training credits or recognised professional development pathways established where appropriate.
- Progress toward accreditation or endorsement by relevant professional bodies where appropriate.

Public Education

Ngā Whakaaetanga Matua

- Produced annual targeted educational resources for the use of the general population for the prevention and treatment of road trauma.
- Effective collaboration with the public and stakeholders to decrease the mortality rate of road crashes through preventative education to targeted community groups.
- Encourage Māori, Pacific Peoples and other cultures traditional and engage with stakeholders to inform practices associated with road crashes and their importance are educated to the general public.
- Developed an updated website framework that has the capacity to meet the key strategic objectives of the National Road Trauma Centre.
- Built a tailored road safety, injury prevention collateral and resource information are readily available to the general population on the National Road Trauma Centre website.
- Pilot education initiatives delivered and evaluated.
- Established a centralised digital clinical and recovery resource hub supporting healthcare professionals, rehabilitation providers and individuals impacted by road trauma.
- Improved access to educational materials, referral pathways, recovery resources and evidence informed information supporting physical and psychological recovery following road trauma.
- Developed specialised resources supporting clinicians and professionals to provide information and support to patients and families impacted by road trauma.
- National Road Trauma Awareness Month established as an annual national awareness initiative.
- Increased public awareness and sector engagement relating to road trauma prevention, recovery and the broader continuum of care through awareness initiatives, campaigns and community engagement activities.

- Strengthened collaboration with healthcare, rehabilitation, research, community and road safety organisations through National Road Trauma Awareness Month initiatives and events.

Community Engagement

Ngā Whakaaetanga Matua

- Built and maintained collaborative relationships with national and international organisations across medicine, psychology, healthcare, rehabilitation, research and road safety sectors
- Strengthened industry collaboration and connectivity through sector engagement initiatives, forums and professional networks.
- Enhanced recognition of industry professionals, organisations and community leadership through the New Zealand Road Safety, Emergency Response and Healthcare Awards.
- Continued implementation of the National Road Trauma Centre brand and engagement strategy to strengthen awareness, visibility and recognition of the National Road Trauma Centre.
- Increased stakeholder participation and cross sector collaboration supporting integrated approaches to road trauma prevention, response and recovery.
- Delivered and evaluated pilot engagement and education initiatives supporting community participation and sector collaboration.
- Strengthened opportunities for knowledge exchange, collaboration and continuous improvement across the continuum of care for road trauma.



Strategic Objective Four: Integrated Physical Injury and Recovery

Strategic Intent

Te Aronga Rautaki

To support a connected and patient centred continuum of care across prevention, response, treatment and recovery for individuals impacted by road traffic related physical injuries.

The National Road Trauma Centre acknowledges that concussion, traumatic brain injury and other neurological impacts associated with road crashes are significant and prevalent consequences of road trauma and should not be overlooked within physical injury recovery pathways.

Core Commitments

Ngā Whakaaetanga Matua

- Establish multidisciplinary collaboration alongside primary healthcare providers to support individuals impacted by physical injury and trauma following road crashes, with consideration for metropolitan, regional, rural and remote communities.
- Strengthen coordination across healthcare services to support continuity of care between pre-hospital, hospital and post-hospital recovery pathways for individuals impacted by road trauma.
- Launch and strengthen the National Road Trauma Centre as an accessible national information, education and referral support hub.
- Support greater awareness amongst healthcare and industry professionals regarding the importance of patient centred care and integrated recovery pathways following road trauma.
- Support approaches that reduce the long term health, social and economic impacts associated with road trauma through prevention, early intervention, rehabilitation and recovery support.
- Recognise and support improved awareness of concussion, traumatic brain injury, neurological injury and other cognitive impacts associated with road crashes, including the importance of timely identification, referral, rehabilitation and ongoing recovery support.
- Develop accessible digital and printed physical injury recovery resources supporting individuals, families, clinicians and healthcare providers impacted by road trauma.
- Develop specialised resources and educational materials supporting healthcare professionals, rehabilitation providers and clinicians to better recognise, understand and respond to concussion, traumatic brain injury and neurological impacts associated with road trauma.
- Develop and maintain a centralised digital clinical and recovery resource hub through the National Road Trauma Centre website providing healthcare professionals, rehabilitation providers and people impacted by road trauma with access to educational materials, referral information, recovery resources and evidence informed guidance across the continuum of care.
- Support improved coordination, referral pathways and information sharing that strengthens recovery experiences and continuity of care across the healthcare system.

Measures of Success

Ngā Ine Angitu

- Success is demonstrated through the development of complementary coordination tools and resource frameworks that support existing national digital health systems and strengthen continuity of care for people injured in road crashes.
- Regional partnership initiatives implemented and evaluated prior to wider expansion.
- Strengthened sector collaboration supporting communication, knowledge sharing, referral pathways and continuity of care across the continuum.
- Digital physical injury and recovery resources publicly available and regularly maintained.
- Demonstrated progress toward interoperability or integration with nationally recognised shared care or referral platforms where appropriate.
- Reduced duplication of trauma related documentation and improved accessibility of recovery information across providers where feasible.
- Positive clinician and stakeholder feedback regarding accessibility of educational resources, referral information and recovery support materials.
- Improved coordination of post discharge follow up, referral pathways and continuity of care processes for individuals impacted by road trauma.
- Increased awareness and accessibility of information relating to concussion, traumatic brain injury, neurological injury and cognitive recovery following road crashes.
- Developed specialised educational resources supporting clinicians and healthcare professionals to better identify and respond to concussion, traumatic brain injury and neurological impacts associated with road trauma.
- National Road Trauma Centre operational and accessed nationally as a recognised information, education and referral support platform.
- Established a centralised digital clinical and recovery resource hub supporting healthcare professionals, rehabilitation providers and people impacted by road trauma.
- Improved access to educational materials, referral pathways, recovery resources and evidence informed information supporting physical recovery following road trauma.
- Developed specialised resources supporting clinicians and professionals to provide information and support to patients and families impacted by road trauma.

Strategic Objective Five: Psychological Support and Wellbeing

Strategic Intent

Te Aronga Rautaki

To progressively strengthen access to responsive, equitable and trauma informed psychological support for individuals and families affected by road trauma.

Core Commitments

Ngā Whakaaetanga Matua

- Support patient centred approaches that improve accessibility and inclusion for individuals and families impacted by road trauma.
- Promote culturally responsive and evidence informed psychological care that recognises Māori, Pacific Peoples and diverse communities across Aotearoa New Zealand.
- Support patient autonomy and choice by strengthening access to appropriately trained psychologists, therapists and trauma informed practitioners.
- Support barriers to equitable psychological support for individuals and communities experiencing socio economic disadvantage, geographic isolation or limited access to specialised services.
- Promote innovative and evidence informed psychological treatment approaches and specialised clinical resources supporting people impacted by road trauma.
- Develop accessible digital psychological recovery and wellbeing resources supporting individuals, families and healthcare professionals.
- Establish referral pathways to trauma informed practitioners and psychological support services.
- Support specialised education and professional development opportunities that strengthen trauma informed psychological care capability across New Zealand.
- Develop and maintain a centralised digital psychological recovery resource hub supporting access to educational materials, referral information, wellbeing resources and evidence informed guidance relating to road trauma recovery.

Measures of Success

Ngā Ine Angitu

- The National Road Trauma Centre does not seek to replace or duplicate existing national digital health infrastructure. Rather, it aims to support coordination tools and resource frameworks that complement established systems and strengthen continuity of care for people impacted by road trauma.
- Digital psychological recovery and wellbeing resources publicly available and regularly maintained.
- Referral partnerships and collaborative relationships established with trauma informed practitioners and support services.
- Developed industry informed outcome and quality improvement frameworks supporting psychological recovery and trauma informed care.
- Improved access to specialised educational resources and literature supporting psychologists, therapists and clinicians involved in road trauma recovery.

- Equity monitoring and culturally responsive approaches reflected in organisational reporting and programme development.
- Reduced barriers to psychological support for vulnerable, isolated and underserved communities where feasible.
- Increased awareness and accessibility of trauma informed psychological support resources across New Zealand.
- Established a centralised digital psychological recovery resource hub supporting healthcare professionals, clinicians and people impacted by road trauma.
- Improved access to referral pathways, educational resources and evidence informed psychological recovery information.
- Developed specialised resources supporting clinicians and professionals to provide information and support to patients and families impacted by road trauma.



Integrated Road Trauma Care and Recovery Model

Te Tauira Manaaki Tuitui

An integrated road trauma approach that promotes prevention, supports emergency and healthcare services, and improves recovery and wellbeing outcomes for people affected by road crashes.



Figure 1. Integrated Road Trauma Care and Recovery Model
Developed by the National Road Trauma Centre, 2026.

The Integrated Road Trauma Care and Recovery Model was developed by the National Road Trauma Centre to illustrate a coordinated, whole-of-system approach to addressing road trauma across five interconnected stages: Prevention; Emergency Response and Acute Care; Hospital Care; Primary Care, Rehabilitation and Recovery; and Psychological Recovery and Wellbeing.

The model recognises that recovery following road trauma is not always linear. Individuals may move between different stages of care depending on their injuries, recovery needs and circumstances. For example, a person may transition from hospital care to rehabilitation, require further hospital treatment, access primary healthcare services, or engage with psychological support at various points throughout their recovery journey.

Rather than representing a fixed pathway, the model reflects an integrated system of care that supports individuals throughout their recovery, recognising that needs may change over time.

At its foundation, the model adopts a patient-centred approach, placing individuals at the centre of care and recognising their active role in decision-making, participation and recovery. This ensures services remain responsive to individual needs throughout each stage of the journey.

1. Prevention

Promoting a Safe System approach to reduce road trauma through safer roads, safer speeds, safer vehicles and safer road user behaviour.

2. Emergency Response and Acute Care

Supporting timely rescue, emergency response, patient transport, pre-hospital care and acute trauma services to improve survival and reduce the severity of injury following a road crash.

3. Hospital Care

Providing emergency medicine, specialist assessment, surgical treatment and coordinated hospital-based care, including inpatient, outpatient and early rehabilitation services, to support recovery following serious injury.

4. Primary Care, Rehabilitation and Recovery

Facilitating coordinated rehabilitation, primary healthcare and recovery services to maximise health, function and independence following road trauma.

5. Psychological Recovery and Wellbeing

The model recognises that psychological recovery and wellbeing are not confined to a single stage, but are relevant across the entire continuum of care, from emergency response and hospital treatment through to rehabilitation and long-term recovery.

The model brings together road safety, emergency response and healthcare sectors to support:

- prevention of harm through safer systems and behaviors
- timely rescue, emergency response, patient transport and acute care services
- high-quality trauma assessment, treatment and hospital care
- coordinated rehabilitation and recovery services
- ongoing psychological recovery and wellbeing support

Consistent with Ministry of Health priorities, the model promotes service integration, system alignment and collaboration across sectors. By strengthening the connections between each stage, it supports improved recovery outcomes, continuous system improvement and the long-term reduction of road trauma harm.

Through a coordinated continuum of care, the model seeks to improve outcomes across prevention, response, recovery and wellbeing, ensuring people affected by road trauma receive the right support at the right time, and for as long as it is needed.

Integrated Operational Model

Tauira Whakahaere Tuitui

The National Road Trauma Centre operates through an integrated model that connects prevention, response and recovery across the full continuum of road trauma.

This model brings together two nationally recognised approaches that are typically led by different parts of the system:

Safe System Approach

Te Aronga Pūnaha Haumarū

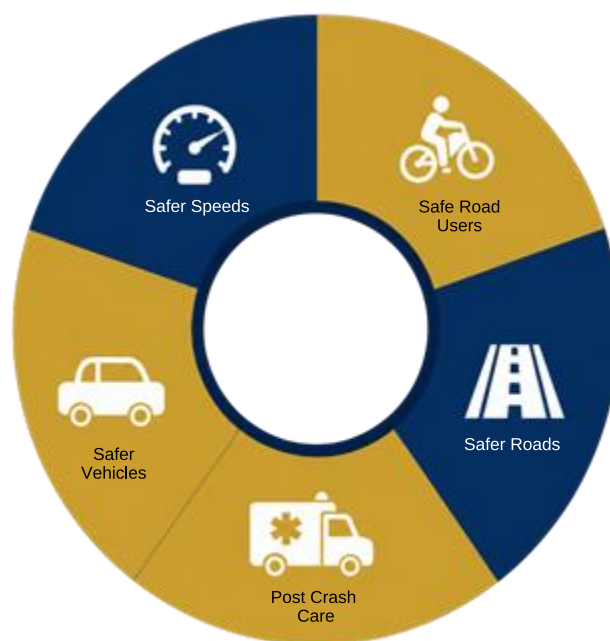


Figure 2. Safe System Model

Adapted from the Ministry of Transport's Safe System approach as outlined in Road to Zero: New Zealand's Road Safety Strategy 2020–2030.

Source: National Road Trauma Centre, adapted from Ministry of Transport (2020).

The Safe System approach recognises that people make mistakes and that the transport system should be designed to minimise the likelihood of death and serious injury when those mistakes occur. The approach acknowledges shared responsibility between road users, vehicle designers, road controlling authorities, regulators, policymakers, emergency services and healthcare providers. It seeks to create a transport system that is safe by design and resilient to human error.⁸

Patient Centred Care Approach

Te Aronga Manaaki Tangata

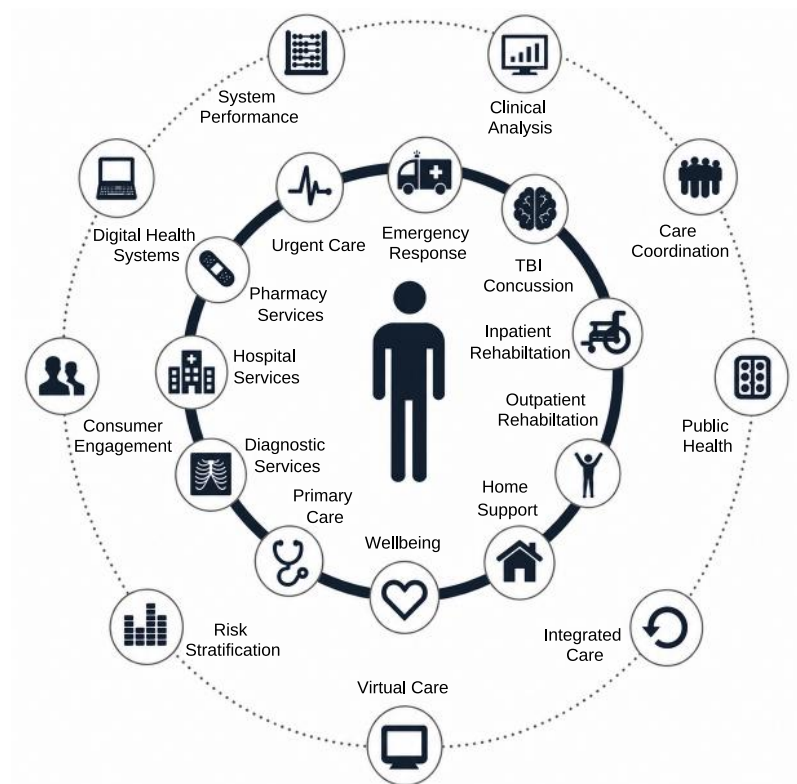


Figure 3. Patient Centered Care Approach

Adapted by the National Road Trauma Centre (2019) from patient-centered care and integrated care principles.

Source: National Road Trauma Centre (2019).

The National Road Trauma Centre's approach is grounded in a patient centered care model, aligned with Ministry of Health principles. The model was developed by the National Road Trauma Centre in 2019 and reflects established patient centered care and integrated care principles. This recognises the individual, and their whānau, as central to all aspects of care, with an active role in decision-making, engagement, and recovery.

This approach spans the full continuum of care, including prevention, emergency response, treatment, rehabilitation, and long-term recovery. It reflects the need for coordinated, integrated services across road safety, emergency response, and healthcare systems.

By placing the individual at the center, the model supports improved outcomes, strengthens system connections, and ensures care is responsive to the needs, experiences, and wellbeing of those affected by road trauma.

Our Integrated Road Trauma Operational Model

Tā Mātou Taurā Whakahaere Tuitui

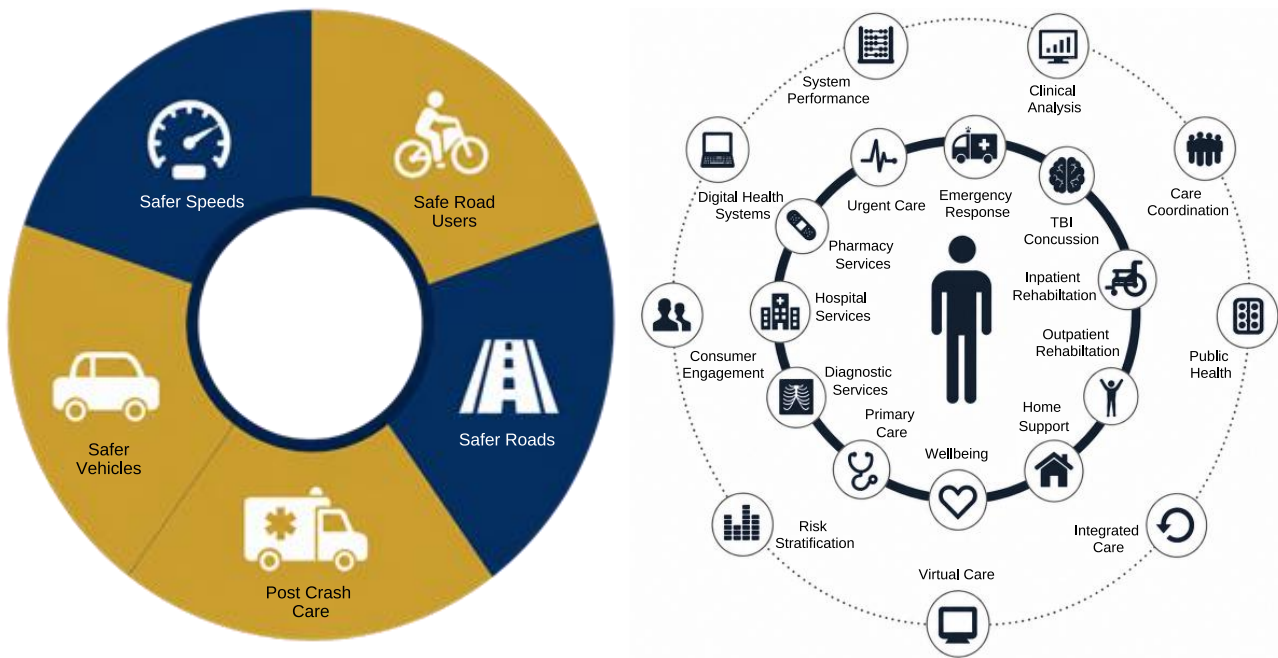


Figure 4. Integrated Road Trauma Operational Model

Adapted by the National Road Trauma Centre from the Ministry of Transport Safe System approach (Road to Zero: New Zealand's Road Safety Strategy 2020–2030) and integrated with the National Road Trauma Centre Patient-Centred Care Model, 2026.

The Integrated Road Trauma Operational Model was developed by the National Road Trauma Centre to demonstrate how Safe System principles and patient-centred care can operate together across the road trauma continuum. The model combines the Ministry of Transport's Safe System approach with the National Road Trauma Centre's Patient-Centred Care Model to illustrate the relationship between prevention, emergency response, healthcare, rehabilitation and long-term recovery.

The National Road Trauma Centre operates through an integrated framework that connects road safety, emergency response, healthcare and recovery. While these approaches are well established within their respective sectors, they are not commonly brought together within a single operational model. This framework intentionally links these areas to strengthen continuity across the road trauma journey.

At the prevention level, the model aligns with Safe System principles and supports broader efforts to reduce deaths and serious injuries on New Zealand roads.

At the care level, the model recognises the importance of coordinated support across emergency services, hospital care, primary healthcare, rehabilitation, psychological services, digital health and telehealth, ensuring individuals and whānau experience connected and compassionate care following road trauma.

What distinguishes this model is its focus on bridging safety and healthcare systems. The National Road Trauma Centre does not replace or duplicate the functions of government agencies. Rather, it complements existing strategies by strengthening collaboration and supporting a connected pathway from prevention through to long-term recovery.

By embedding research, analytics, digital innovation and workforce development within this framework, the model supports continuous learning, system improvement and evidence-informed practice.

The National Road Trauma Centre brings together road safety and person-centred recovery within a single independent framework that supports improved outcomes across prevention, response and recovery.



Strategic Implementation Roadmap

Te Anga Aroturuki mō te Mahere Whakatinana Rautaki

The Strategic Implementation Roadmap provides a structured mechanism to monitor, evaluate and communicate the progression of strategic initiatives across the continuum of care for road trauma.

The roadmap utilises a traffic light status framework to support transparent reporting, organisational oversight and continuous improvement across strategic priorities, programmes and partnership initiatives.

The traffic light framework is defined as follows:

Planned (Red)

Kua Whakaritea (Whereo)

Initiatives in early stage development, planning, consultation, partnership exploration or future implementation phases.

In Progress (Orange)

Kei te Whakatinana (Karaka)

Initiatives currently under active development, implementation, pilot delivery, stakeholder engagement or staged operational rollout.

Operational (Green)

Kua Whakatinanahia (Kākāriki)

Initiatives that are established, operational, embedded within organisational activity or delivered as ongoing programmes or services.

The roadmap is intended to support strategic governance, operational planning and organisational accountability by providing a clear overview of implementation progress across prevention, emergency response, acute care, rehabilitation, psychological recovery, research, education and organisational infrastructure initiatives.

Progress against the roadmap will be reviewed and evaluated on a regular basis to ensure initiatives remain aligned with organisational priorities, emerging sector developments, stakeholder feedback and evolving community needs.

Formal evaluation and status review processes will occur at least annually as part of the National Road Trauma Centre's strategic planning, governance and reporting framework. Additional interim reviews may occur where significant operational, funding, partnership, research or sector developments arise.

The roadmap is designed to remain adaptive and responsive, recognising that implementation timeframes, partnership opportunities and strategic priorities may evolve over time as the National Road Trauma Centre continues to develop its national role across the continuum of care for road trauma.

User Reference Groups comprising road crash survivors and families of those deceased may also contribute lived experience feedback and insights to support ongoing learning, evaluation and system improvement activities across relevant strategic initiatives.

1. Prevention and Road Safety

Te Ārai me te Haumarū Ara

Status		Initiative	Timeframe
In Progress 	1.1	Promote Safe System principles through evidence informed public education and prevention initiatives	2026–ongoing
In Progress 	1.2	Deliver national road safety awareness campaigns and stakeholder engagement initiatives	2026–ongoing
Operational 	1.3	Develop and deliver National Road Trauma Awareness Month initiatives annually	2026–ongoing
In Progress 	1.4	Strengthen collaboration across transport, health, emergency response, rehabilitation and community sectors	2026–2031
Operational 	1.5	Deliver the New Zealand Road Safety, Emergency Response and Healthcare Awards recognising leadership, innovation and collaboration	2026–ongoing
In Progress 	1.6	Support initiatives that strengthen public understanding of the long term impacts of road trauma	2026–2032
Planned 	1.7	Contribute constructively to national discussions relating to prevention, injury reduction and safer systems	2027–2032
In Progress 	1.8	Utilise digital communication and education platforms to support scalable prevention focused initiatives	2026–ongoing
Planned 	1.9	Support collaborative prevention initiatives aligned with reducing deaths, serious injuries and long term harm on New Zealand roads	2026–ongoing

2. Emergency Response and Trauma Systems

Te Whakautu Ohotata me ngā Pūnaha Whara

Status		Initiative	Timeframe
In Progress 	2.1	Strengthen engagement and collaboration with emergency response agencies and trauma systems	2026–2030
Planned 	2.2	Support initiatives that strengthen coordination between emergency response, healthcare and rehabilitation services	2027–2031
Planned 	2.3	Promote workforce education supporting trauma informed emergency response and integrated care pathways	2027–2032
Planned 	2.4	Support improved understanding of road trauma impacts across emergency response environments	2027–2031
In Progress 	2.5	Facilitate sector collaboration, knowledge sharing and multidisciplinary engagement opportunities	2027–ongoing
Planned 	2.6	Support development of integrated referral and communication pathways across the continuum of care	2028–2033
Planned 	2.7	Strengthen collaboration supporting post incident follow up, continuity of care and recovery coordination	2028–2033
Planned 	2.8	Support research and system improvement initiatives relating to emergency response outcomes and trauma systems	2028–2034

3. Acute Care and Recovery Coordination

Te Manaaki Āhotea me te Whakakotahi Whakaoranga

Status		Initiative	Timeframe
In Progress 	3.1	Launch the National Road Trauma Centre as a national information and education hub	2026–2028
In Progress 	3.2	Strengthen collaboration with primary healthcare providers, hospitals and multidisciplinary recovery services	2026–2030
Planned 	3.3	Develop complementary coordination tools and resource frameworks supporting continuity of care	2027–2032
Planned 	3.4	Support initiatives strengthening transitions between pre hospital, hospital and post hospital recovery pathways	2027–2032
In Progress 	3.5	Develop accessible physical injury recovery resources supporting patients, families and clinicians	2026–2030
Planned 	3.6	Support improved referral coordination, follow up pathways and recovery communication systems	2027–2032
Planned 	3.7	Explore interoperability and integration opportunities with recognised national systems where appropriate	2028–2034
Planned 	3.8	Develop integrated care partnership initiatives supporting coordinated recovery experiences	2028–2034
Planned 	3.9	Explore sustainable trauma informed service coordination and multidisciplinary support models	2028–2035

5. Psychological Recovery and Wellbeing

Te Whakaoranga Hinengaro me te Oranga

Status		Initiative	Timeframe
In Progress 	5.1	Develop accessible psychological recovery and wellbeing resources supporting individuals and families impacted by road trauma	2026–2030
In Progress 	5.2	Establish referral pathways and collaborative relationships with trauma informed practitioners and support services	2026–2030
Planned 	5.3	Promote culturally responsive and equitable psychological recovery approaches across Aotearoa New Zealand	2027–2032
Planned 	5.4	Support initiatives reducing barriers to psychological support for vulnerable and underserved communities where feasible	2027–2033
Planned 	5.5	Deliver specialised trauma informed education and workforce development opportunities	2028–2033
Planned 	5.6	Develop frameworks supporting psychological recovery outcomes and quality improvement initiatives	2028–2034
In Progress 	5.7	Strengthen awareness and accessibility of trauma informed psychological support resources nationally	2027–ongoing
In Progress 	5.8	Develop and maintain a centralised digital psychological recovery resource hub supporting referral information and educational resources	2026–2031
Planned 	5.9	Support integrated approaches to psychological recovery across the continuum of care	2027–2034

6. Research, Education and System Improvement

Te Aronga Rautaki

Status		Initiative	Timeframe
Planned 	6.1	Develop collaborative national and international research partnerships	2027–2033
Planned 	6.2	Undertake and support research relating to prevention, rehabilitation, trauma recovery and system improvement	2028–2034
Planned 	6.3	Strengthen understanding of populations at risk, emerging injury trends and long term recovery outcomes	2028–2034
In Progress 	6.4	Translate research findings into practical education resources, policy insights and clinical learning	2028–ongoing
In Progress 	6.5	Share research through conferences, publications, stakeholder forums and public engagement initiatives	2028–ongoing
Planned 	6.6	Host the New Zealand Road Safety, Emergency Response and Healthcare Conference supporting national collaboration and knowledge exchange	2028–ongoing
Planned 	6.7	Explore digital innovation, analytics and integrated coordination tools supporting prevention and recovery initiatives	2027–2033
Planned 	6.8	Strengthen epidemiological and outcomes focused research capability relating to road trauma and recovery	2028–2035
Planned 	6.9	Explore opportunities to establish a dedicated research and innovation centre aligned with the National Road Trauma Centre long term vision	2032+

Staged Development Pathways

Ngā Ara Whakawhanake ā Wāhanga

The National Road Trauma Centre will be developed in stages, according to the Strategic Plan. The final objective is to have a central place of belonging for those directly and indirectly impacted by road crashes. The National Road Trauma Centre envisages funding will be received from government, public and private sector. The Centre will be developed with input from its strategic partners.

National Road Trauma Centre options include:

Virtual Hub (Phase One)

Te Aronga Manaaki Tangata

- A digital platform offering information, connection, and support services online.
- Includes forums, resources, webinars, and referral pathways for those affected by road trauma.
- Low-cost initial implementation that builds visibility and stakeholder engagement.

Regional Satellite Model

Te Aronga Manaaki Tangata

- Establish partnerships with existing community facilities (e.g., hospitals, community houses, or marae).
- Provides localised access points for counselling, peer support, and remembrance events.
- Reduces travel barriers and supports equitable access nationwide.

Centralised National Centre (Flagship)

Te Aronga Manaaki Tangata

- A dedicated physical site serving as the heart of the organisation.
- Combines memorial gardens, therapy and learning spaces, offices for staff, and a community meeting area.
- Acts as the symbolic and operational home of the National Road Trauma Centre.

Hybrid Model

Te Aronga Manaaki Tangata

- Begins with virtual and regional components, scaling to a physical Centre as funding and partnerships mature.
- Ensures continuous delivery of support and visibility while building toward the long-term vision.

Co-located Model

Te Aronga Manaaki Tangata

- Shared site with aligned organisations (e.g., trauma recovery centres, road safety bodies, or university research units).
- Encourages collaboration and efficient use of resources.

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Further Information, Academic Enquiries and Copyright

He Pārongo Anō, Ngā Pātai Mātauranga me te Manatārua

For further information relating to this Strategic Plan, strategic frameworks, research collaboration, educational resources, partnership opportunities or referencing, please contact:

Road Traffic Accident Trauma Charitable Trust trading as National Road Trauma Centre

E: sarah@nationalroadtraumacentre.org.nz

W: www.roadtrafficaccidenttrust.org.nz

The National Road Trauma Centre welcomes engagement with healthcare providers, researchers, universities, government agencies and sector organisations interested in integrated approaches to road trauma prevention, response, rehabilitation and recovery.

Citation and Referencing

Ngā Tohutoro me ngā Whakapuakanga

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