



ashm international

Supporting the HIV, Viral Hepatitis and Sexual Health Workforce

Business Strategy & Workplan

2018 - 2020

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Organisation

Developing a sustainable HIV, viral hepatitis and sexual health workforce

ASHM International are technical experts in clinical workforce development for HIV, viral hepatitis and sexual health. Our specialist team engages with governments, non-government organisations, professional societies, community and faith-based organisations, and academic institutions to strengthen health systems through clinical workforce development. We build the capacity of health systems and personnel to provide high quality clinical management of blood-borne viruses and sexually transmissible infections. Our experience is global, with specific focus on the Asia and Pacific regions.

ASHM International operates under the Vision, Mission, Values & Pillars of ASHM.

Vision

The virtual elimination of HIV, viral hepatitis, other blood borne viruses and significant reduction of sexually transmissible infections.

Mission

To provide leadership in the field of HIV, viral hepatitis, other blood borne viruses and sexually transmissible infections through collaboration, facilitation, direct action and workforce capacity building.

Values

ASHM is committed to the principles of the Ottawa Charter for Health Promotion and Jakarta Declaration on Leading Health Promotion into the 21st Century, as well as the highest standards of ethical conduct as practised by the medical, scientific and health care professions.

ASHM is committed to continual quality improvement and working in ways that:

- Support collaboration, partnership and cooperation
- Reflect best practice in management and service delivery
- Are informed by the latest scientific, clinical, health and policy research
- Maintain transparency, industrial fairness and democratic decision-making
- Strengthen ties with affected populations
- Respect cultural differences and diversity
- Respect privacy and confidentiality
- Redress social inequities.

ASHM is a signatory to the Code of Conduct for Australian aid and development agencies, which is administered by the Australian Council for International Development (ACFID).

Approach

ASHM International's partnerships and projects are designed to:

- Support sustainable capacity development through long-term engagement in training and mentoring that builds individual partnerships, as well as provides access to the broader ASHM Regional Network
- Strengthen the capacity of health care workers and organisations to actively participate in developing and maintaining effective and efficient systems for prevention, testing, treatment and management of HIV, viral hepatitis and sexual health

- Inform an evidence base (social, behavioural, economic and epidemiological) for effective and efficient responses to HIV, viral hepatitis and sexual health
- Develop the skills, expertise and confidence of key and priority populations, communities and peer-based organisations to actively engage and meaningfully participate in national and regional responses
- Create an enabling environment for partners to collaborate across the health care, research and community sectors to contribute to effective HIV, viral hepatitis and sexual health responses
- Align with national and regional guidelines and programs. This is achieved by working with key government departments, programs, associations, and community stakeholders within project context.

Goals

Following an immense growth period in 2017, ASHM International will focus in 2018-2020 on consolidation, by developing stronger programs, staffing and systems, then market towards further expansion using high quality products and an established consultancy pool of clinical and public health experts.

ASHM International's Key Results Areas for 2018-2020 are:

- **Consolidation:** Ensure staffing, systems and existing projects are high performing to build organisational reputation and reduce organisational risk within the Asia and the Pacific regions
- **Development:** Define ASHM International products and develop these into high quality training packages and mentoring programs
- **Expansion:** Strategically position and proactively explore global market opportunities for implementation of ASHM International trainings and mentoring, maintaining focus on Asia and the Pacific regions.

To achieve these Key Results, ASHM International commits to the following goals for 2018-2020:

1. Streamline ASHM International's policies, procedures and systems
2. Build a workforce of confident and competence staff and consultants that are experts in HIV, Viral Hepatitis and Sexual Health medicine and programming
3. Synergise skills and resources across ASHM International, NPED & Conference divisions
4. Develop ASHM International's portfolio of high quality products (training and mentoring programs)
5. Strengthen visibility of ASHM International globally, maintaining focus on Asia and the Pacific regions
6. Strategic investment in partnerships for HIV, viral hepatitis and sexual health.

Products

ASHM International has extensive experience in delivering a broad suite of HIV, viral hepatitis and sexual health trainings across Asia and the Pacific. These trainings are complemented by a proven mentoring program incorporating tailored clinical coaching, that supports clinicians to apply knowledge and achieve positive practice change.

To promote sustainability and marketability of ASHMIP's trainings and mentoring programs, selected products will be developed into comprehensive regional training packages, that are then able to be adapted to country or local context. An Adaptation Guide will detail and guide this process.

Each training package will include:

- Presentation Slide Set
- Facilitator's Guide
- Participant's Handbook
- Evaluation Framework (evaluation forms, data analysis template, training report template)
- Concept Note & Budget Template.

Regional Training Packages

- Clinical (Master) Mentor Training Package (3 day training)
- Hepatitis B in Health Settings Training Package (3 day training)
- HIV Prescriber Training Package (7 day training)
- HIV Complex Case Management Training Package (3 day training)
- Sexual Health & Rights Training Package (3 day training)
- Transgender Health Training Package (3 day training)

Regional Training Modules

- Transgender Health & Trans-Competent Care Training Module (1 day training)
- PrEP & Prevention Training Module (1 day training)
- Key Population Engagement Training Module (0.5d training)
- Stigma & Discrimination Training Module (0.5d training)
- Gender, Diversity & Inclusion Training Slides (1 hour training)

Refer to Annex 1 for timeline, funding and further details on development of the Regional Training Packages and Modules.

Partnerships & Networks

ASHM International are committed to increasing presence and positioning within Australian health and development networks, and across the Asia and Pacific regions, throughout this strategy period.

This will include the continued building of existing partnerships, and establishments of new strategic collaborations that increase ASHM's profile and business development opportunities.

These partnerships and networks will include, but are not limited to:

| PARTNERSHIPS | FOCUS |
|--------------------------------|---|
| CCHS PNG | Explore opportunities for ongoing clinical training and mentoring |
| Burnet Institute | Explore opportunities for new business development in HIV, SH, VH |
| Doherty Institute (WHO CC VH) | Explore opportunities for new business development in VH |
| Kirby Institute | Explore opportunities for new business development in VH |
| Marie Stopes International | Explore opportunities for new business development in HIV, SH |
| UTS (WHO CC Nursing) | Explore opportunities for new business development in SH nursing |
| IPPF | Explore opportunities for new business development in HIV, SH |
| Consultants & Consultancy Pool | Build on partnerships with existing consultants, strengthen consultancy pool - diversity, skill-mix, expertise and experience |

| NETWORKS | FOCUS |
|---|--|
| ACFID | Presence & positioning within NGO community |
| International Development Contractors Community | Presence & positioning within contractor community |
| DFAT Suppliers Network | Presence & positioning within DFAT Suppliers |
| Global Health Alliance Melbourne | Presence & positioning within global health partners |
| International SRHR Network | Presence & positioning within ISRHR partners |

ASHM International Business Plan 2018-2020

| ASHM INTERNATIONAL BUSINESS STRATEGY 2018-2020 | | | | | |
|---|--|-------------|------|------|------|
| Goals | Actions | Responsible | 2018 | 2019 | 2020 |
| 1. Streamline ASHM International Policies, Procedures & Systems | 1.1 Review ASHM International operational policies, procedures and systems to ensure alignment with DFAT and other funder requirements | | | | |
| | 1.2 Update & Rollout Child Protection Policy to align with ACFID and DFAT requirements | | | | |
| | 1.3 Develop ASHM International Risk Management Plan | | | | |
| | 1.4 Update & Rollout ASHM International Travel Policy & Procedure including Trip Information Forms | | | | |
| | 1.5 Establish an ASHM International Consultant Code of Conduct | | | | |
| | 1.6 Refine and streamline finance job codes, account codes and procedures to support project reporting | | | | |
| | 1.7 Establish Standardised & Adaptable M&E Systems: Consultant Reporting Forms, Mentoring Evaluation Framework & Tools, Project Reporting Templates, Infographic Templates & Icons | | | | |
| 2 Build a workforce of confident and competent staff and consultants that are experts in HIV, Viral Hepatitis and Sexual Health medicine and programming | 2.1 Build ASHM International Consultancy Pool comprising experts in HIV, viral hepatitis & sexual health medicine and programming | | | | |
| | 2.2 Ensure effective use and promotion of ASHM International Consultancy Pool | | | | |
| | 2.3 Build confidence and competence of staff and consultants through provision of clinical updates, supervision and learning forums | | | | |
| 3 Synergise skills and resources across ASHM International, NPED & Conference Divisions | 3.1 Review ASHM International team structure and explore strategic use of ASHM staff and resources for operations | | | | |
| | 3.2 Improve communication with NPED & Conference Divisions to share learnings and successes of domestic work, and guide adaptation of resources and trainings to international context | | | | |
| | 3.3 Work with Conference Division to build visibility of ASHM International at relevant conferences and events | | | | |

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|--|--|--|--|--|--|
| 4 Develop ASHM International's portfolio of high quality products | 4.1 Define ASHM International products (training and mentoring programs) to be developed and workplan for completion | | | | |
| | 4.2 Develop 7 ASHM International training packages | | | | |
| | 4.3 Develop 1 ASHM International Clinical Mentoring Guide | | | | |
| 5 Strengthen visibility of ASHM International globally, maintaining focus on Asia and the Pacific regions | 5.1 Develop a culture where staff and consultants seek feedback and collect positive stories of project impact | | | | |
| | 5.2 Develop an ASHM International Communications Schedule to promote work through ASHM eNews, Brown Bag, Website and Social Media | | | | |
| | 5.3 Establish ASHM International presence at conferences through leadership in satellite sessions and side meetings, and abstract submission that showcase ASHMIP projects | | | | |
| | 5.4 Utilise ASHM International branding and infographics to deliver and publish high quality project reports and materials | | | | |
| 6. Strategic investment in partnerships for HIV, viral hepatitis and sexual health | 6.1 Identify strategic partnerships and commit to investment | | | | |
| | 6.2 Raise ASHM International profile and establish position within relevant networks and events | | | | |
| | 6.3 Build and implement a Marketing Strategy for ASHM International products including proactive and reactive approaches to business development | | | | |