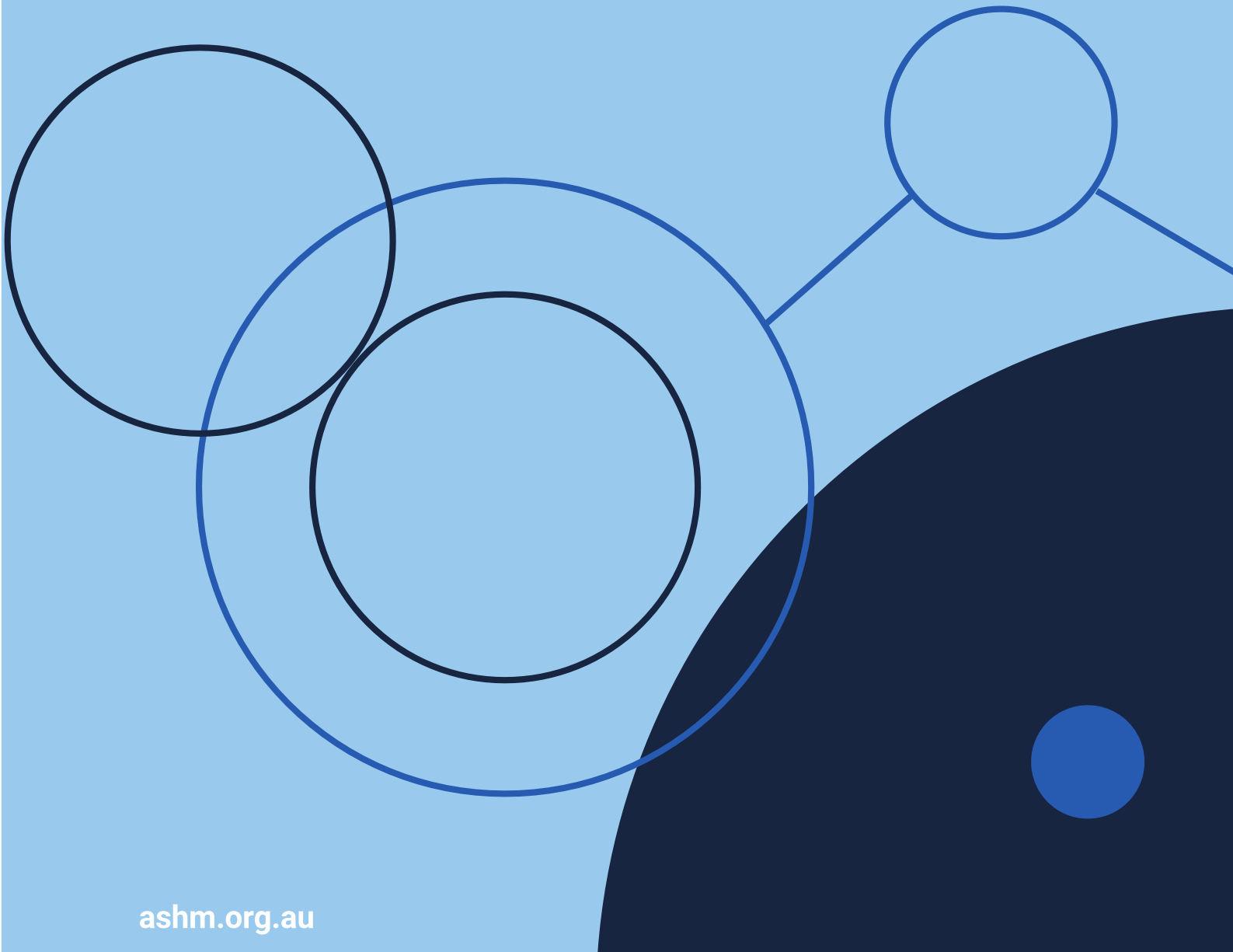




# ashm

Developing a sustainable HIV,  
viral hepatitis & sexual health workforce



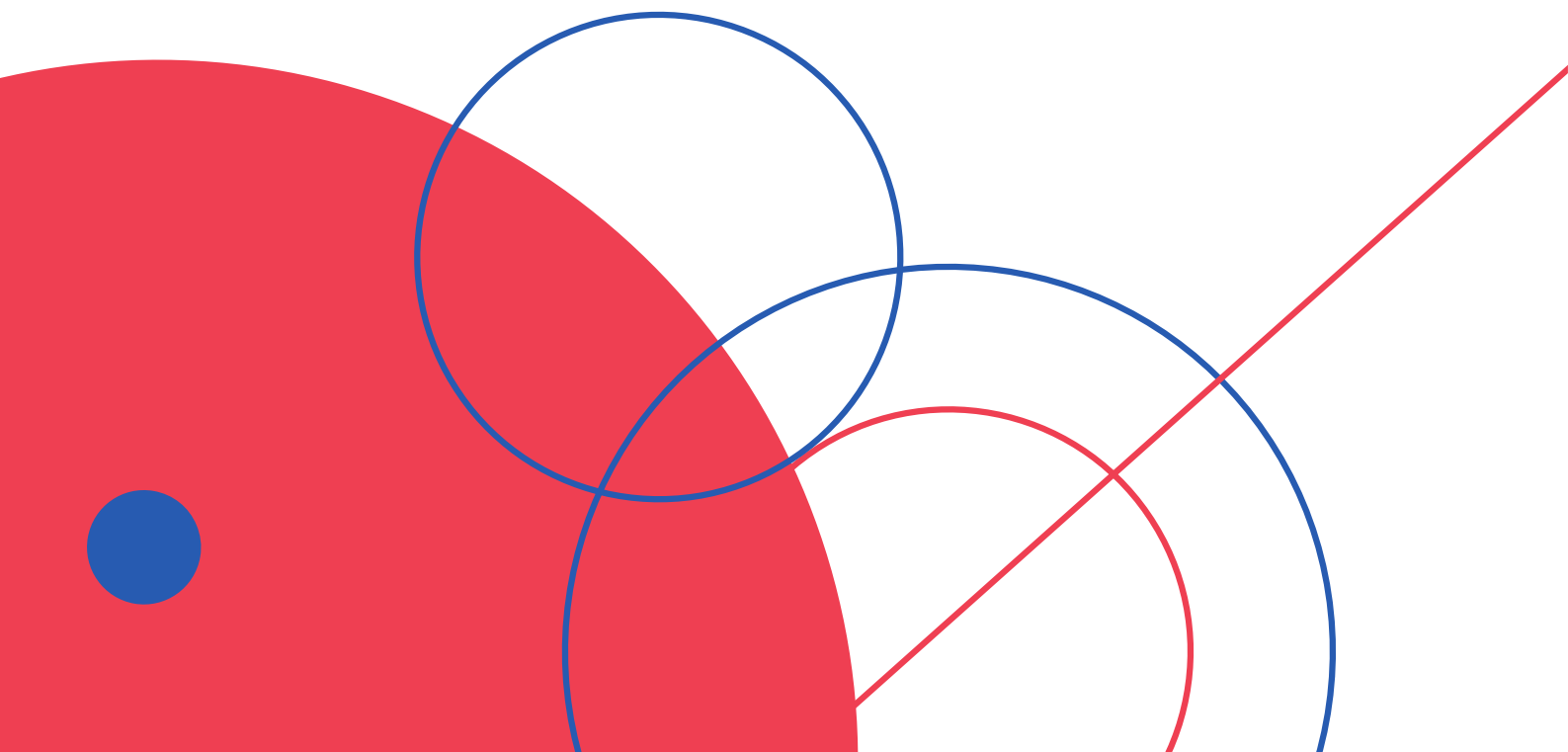
# ASHM STRATEGIC PLAN 2019 to 2022

## Background

In February 2018, ASHM redefined our Vision, Mission, Tagline and Pillars. The aim of this document is to present a more succinct and direct four-year strategy for ASHM. This strategy will report against a performance framework to focus efforts and resources, and to identify key, measurable, strategic-investment opportunities feeding into to a business plan.

The document has been developed for internal use and is very much intended to be a 'living document'. Each year it will be:

- Reviewed by the ASHM Senior Management Team
- Reported against to the Board of Directors



## Our vision

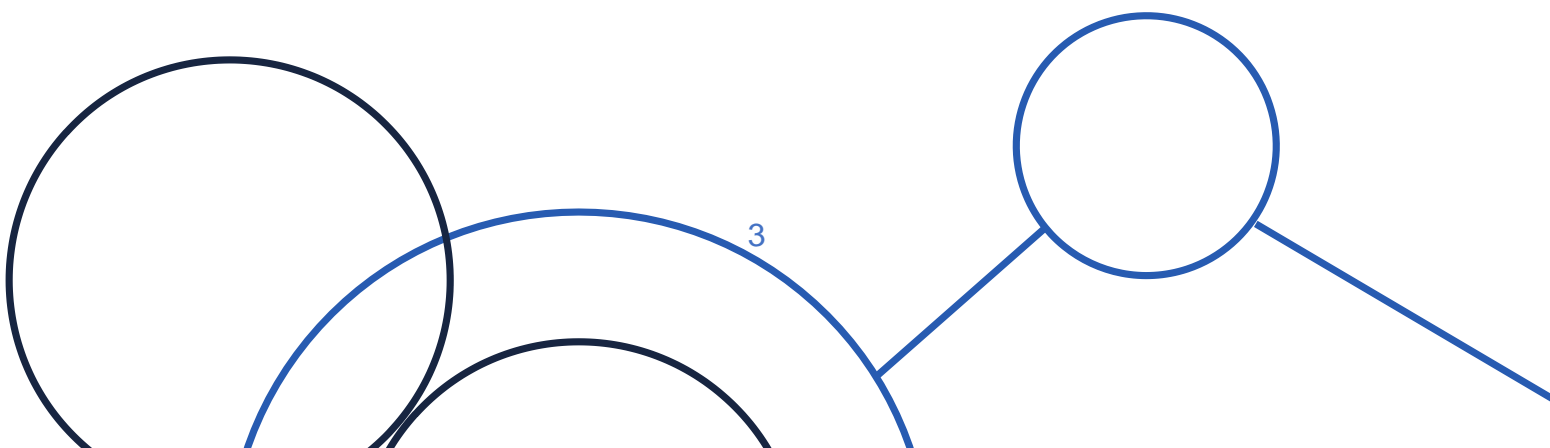
The virtual elimination of HIV, viral hepatitis and other BBVs and a significant reduction of sexually transmissible infections.

## Our mission

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

## Our tagline

Developing and supporting a sustainable HIV, viral hepatitis, other BBVs and sexual health workforce



## Our Seven Strategic Pillars

This strategic plan was based on broad organisational pillars developed through a strategic planning process over 2017 and 2018, these are listed below:

1. Establish, support and maintain **partnerships and collaborations** to maximise the capacity of the workforce to play an effective role in the prevention, diagnosis and management of BBV and STI.
2. Provide leadership in health workforce and research-based policy development and support the efforts of others relating to **policy and advocacy** in the sector.
3. Provide the workforce when responding to BBV and STI with the skills and support necessary for prevention, identification, management and treatment through the delivery of **education, training** and resources.
4. Develop, review, provide and promulgate a range of **resources** for the workforce when responding to BBV and STI.
5. Support and facilitate the exchange of knowledge through **conferences** and events that provide educational and networking opportunities.
6. Promote ASHM's identity as a membership organisation, recognising the value **membership** brings to the organisation, and grow membership.
7. Maximise the efficiency and effectiveness of ASHM's **governance and sustainability** framework.

## Our key areas for action: 2019 to 2022

This strategic plan was based on broad organisational pillars developed through a strategic planning process over 2017 and 2018 (see Appendix A). These pillars have been consolidated into **seven key areas for action**:

### 1. **Partnerships and policy**

Build and maintain effective collaborations across our sectors and provide leadership and advocacy to shape an effective policy and workforce response

### 2. **Developing the healthcare workforce**

Ensure the healthcare workforce can respond effectively to BBVs and STIs through effective education, training, support and resources

### 3. **Conference and events**

Support and facilitate the exchange of knowledge through conferences and events that provide educational and networking opportunities

### 4. **International**

Strengthen health systems through clinical workforce development and building the capacity of health systems and personnel internationally, with a focus on Asia and the Pacific

### 5. **Membership**

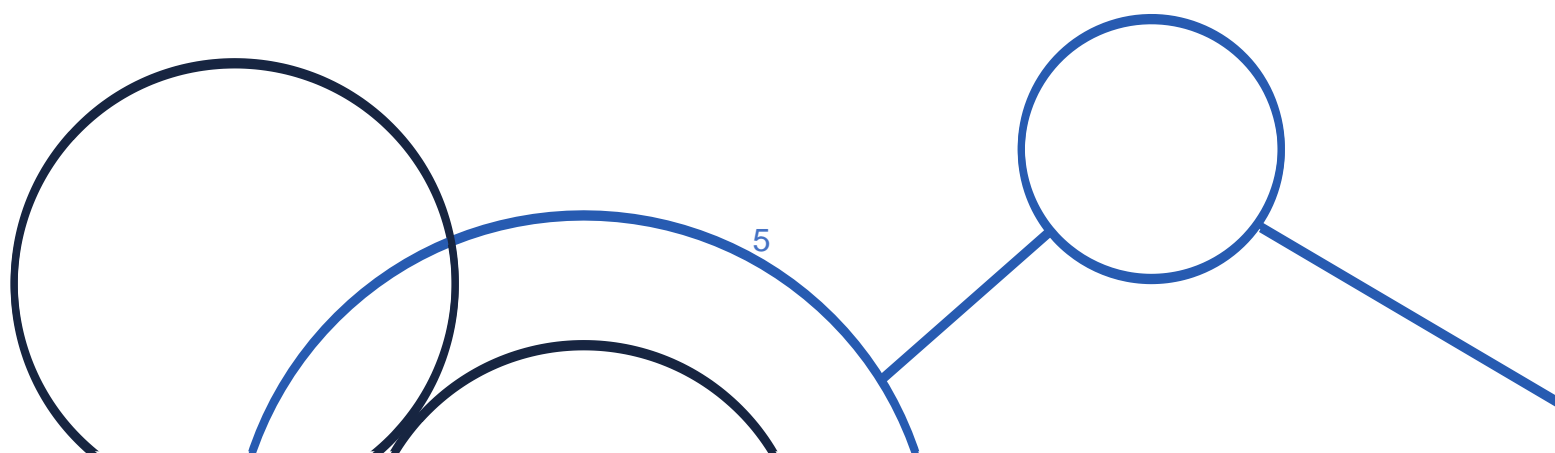
Promote and expand our identity as a membership organisation through strengthening the mutual benefit of membership to ASHM and our sector

### 6. **People and culture**

Strengthen our people and workplace culture to attract, nurture and retain excellent staff

### 7. **Governance and sustainability**

Maximise the efficiency and effectiveness of ASHM's governance and sustainability framework



# Performance Framework

## 1. Partnerships and policy

Build and maintain effective collaborations across our sectors and provide leadership and advocacy to shape an effective policy and workforce response

Key result area	Strategies
<p>1.1 Maintain effective relationships with government to represent the needs of the workforce and maintain organisational relevance and influence at local, state and national levels</p>	<ul style="list-style-type: none"> <li>• Contribute actively to policy development activities</li> <li>• Initiate policy development on key issues and provide a conduit between information sources and our members</li> <li>• Maintain an effective relationship with regulatory bodies and contribute to reviews which impact the BBV and STI management (e.g. TGA, PBAC, MSAC and related committees)</li> <li>• Guide future initiatives under the National Strategies through think tanks, symposia and workshops, and policy development</li> <li>• Drive policy focus on Aboriginal and Torres Strait Islander BBV &amp; STI health as well as broad population sexual health</li> <li>• Continue active representation on the BBVSS and other national mandated committees and reference panels</li> <li>• Lead the development of BBV and STI strategies and action planning in collaboration with other peak organisations and governments focused on the health workforce</li> <li>• Take a proactive role with state and territory departments of health including formal committees to further the reach of its programs and play a significant role in direction setting</li> </ul>
<p>1.2 Strengthen relationships with key affected populations to ensure meaningful involvement of people living with BBV and affected communities in ASHM's work with a focus on indigenous health and cultural and linguistic diversity</p>	<ul style="list-style-type: none"> <li>• Maintain ASHM run conferences as the premier forum for sector wide information sharing, networking and innovative practices</li> <li>• Regularly meet and collaborate with sector partners</li> <li>• Collaborate on initiatives with sector partners</li> <li>• Meaningfully engage affected populations in ASHM's organisational and programmatic oversight committees</li> <li>• Seek meaningful partnership with consumer organisations, including through regular involvement in consumer organisation forums and meetings</li> <li>• Focus on state and national peak organisations representing;               <ul style="list-style-type: none"> <li>• Viral Hepatitis</li> <li>• HIV</li> <li>• Sexual and Reproductive Health</li> <li>• HTLV-1</li> </ul> </li> <li>• Aboriginal and Torres Strait Islander communities</li> </ul>
<p>1.3 Establish and maintain relationships with clinicians, professional organisations and workforce agencies to develop and deliver policy, resources and education</p>	<ul style="list-style-type: none"> <li>• Form board sub-committees</li> <li>• Establish pool of clinical advisors and medical educators</li> <li>• Formalise relationships with relevant chapters of RACP, RACGP, RCN and other colleges and professional societies as relevant</li> <li>• Work with partners to include ASHM marketing and communications in professional organisation and workforce agency channels</li> <li>• Support groups of members across jurisdictions to meet, organise and pursue professional development</li> <li>• Support partners to contribute to the planning of educational activities</li> </ul>
<p>1.4 Drive the BBV/STI policy agenda and contribute to discussions and policy setting by other professional, industrial and standards organisations which impact the sector</p>	<ul style="list-style-type: none"> <li>• Ensure ASHM continues to play a key role in advocating for policy and structural changes to facilitate improved BBV and STI care delivery</li> <li>• Play an active role in policy development and advisory committees, particularly in its collaboration with governments and peak non-government organisations</li> </ul>
<p>1.5 Enhance perceptions of ASHM by external stakeholders as a trusted leader on HIV, viral hepatitis and sexual health workforce development.</p>	<ul style="list-style-type: none"> <li>• Develop and deliver a marketing campaign highlighting ASHM's 30th birthday and history in the sector</li> <li>• Develop and deliver a strategy for media engagement relating to key promotional priorities</li> </ul>

## 2. Developing the healthcare workforce

Ensure the healthcare workforce can respond effectively to BBVs and STIs through effective education, training, support and resources

Key result area	Strategies
2.1.1 Refine our divisional structure	<ul style="list-style-type: none"> <li>• Further refine divisional structure and staff roles to align to need</li> <li>• Review staff recruitment processes to ensure those we recruit meet the division's requirements, including specialised skills and knowledge in ASHM sector/content areas, adult education and strategic engagement</li> </ul>
2.1.2. Implement consistent systems and processes	<ul style="list-style-type: none"> <li>• Integrate standardised systems and processes for:</li> <li>• Structured, consistent education and resource development and review</li> <li>• Engaging presenters, writers, committee members and clinical advisors</li> <li>• Education delivery and resource dissemination</li> <li>• Fully embed an effective system for monitoring and evaluation of our workforce development activities</li> <li>• Overhaul ASHM website and sub-websites/microsites to improve usability, access, user engagement and use of user analytics</li> <li>• Fully embed engagement of affected populations in division planning processes and in program oversight, development, and delivery</li> <li>• Explore the potential implementation of a Quality Framework or Quality Management Plan across NPED</li> </ul>
2.2.1 Continue to deliver effective education, resources and support for GPs, nurses and other health professional groups currently engaged in the BBV/STI response	<ul style="list-style-type: none"> <li>• Improve effectiveness of the HIV and HBV prescriber programs, including through periodic program review (particularly to reduce barriers to accreditation), further engagement of GPs in areas of need, development of GP prescriber referral mechanisms, and intensive support for newly accredited prescribers and course participants who have not undergone accreditation</li> <li>• Continue to deliver effective education across BBVs and STIs meeting the needs of our core clinical audiences Continue to develop and effectively disseminate up-to-date, high quality resources which are accessible, user-friendly and reflect best practice and clinical guidelines across BBVs and STIs</li> <li>• Regularly review and update online learning modules to ensure relevance, effectiveness and accessibility</li> <li>• Review and implement structured course promotion procedures</li> </ul>
2.2.2 Increase reach and improve appropriateness of our workforce development to better support health professionals with limited current engagement in BBV/STI service delivery	<ul style="list-style-type: none"> <li>• Increase reach through exploring and embedding different models of education delivery such as development/delivery partnerships and/or third-party distribution platforms Undertake analysis of other education providers better understand collaboration/merger opportunities and strategic threats</li> <li>• Continue to expand education into priority care settings and sectors, for example correctional settings, mental health, Aboriginal and Torres Strait Islander health, nurse practitioners, midwives and pharmacists</li> <li>• Support strengthened integration of BBV/STI education in university medical and nursing curricula</li> <li>• Substantially expand our work in key health areas, specifically sexual health and Aboriginal and Torres Strait Islander health</li> <li>• Ensure education and resources continue to align with topics of identified need, including PrEP, engaging overseas-born MSM in care, routine hepatitis B screening and care linkage, stigma and discrimination</li> <li>• Review and explore expanded educational modalities such as increased webinar coverage and app-based approaches</li> <li>• Implementing focus testing as a standard practice as part of the development and/or review of ASHM tools and resources to ensure products will service the target audience it has been developed for</li> </ul>
2.2.3 Facilitate high quality mentoring and professional support for the workforce	<ul style="list-style-type: none"> <li>• Explore, develop and where possible implement practice/clinic support models to embed effective prevention, identification, management and treatment of people at risk of or living with BBVs/STIs</li> <li>• Trial a community of practice model to support relevant healthcare practitioners seeking additional advice and support in hepatitis B and hepatitis C care</li> <li>• Develop and disseminate capacity assessment tools for the evaluation of health services</li> <li>• Respond effectively and quickly to provide urgent information alerts through network</li> </ul>

<p>2.3 Proactively seek funding opportunities to support divisional sustainability and growth</p>	<ul style="list-style-type: none"> <li>• Strategically pursue business development opportunities for underfunded activities (e.g. resources) and in current/expanding content areas, including in Aboriginal and Torres Strait Islander Health, sexual health, hepatitis B and C</li> <li>• Investigate alternate revenue models for educational and resource delivery, including fee-for-courses, licensing and paywalls</li> <li>• Strategically engage key current/potential funders, with a particular focus on strategic PHN engagement</li> </ul>
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### 3. Conference and events

Support and facilitate the exchange of knowledge through conferences and events that provide educational and networking opportunities

Key result area	Strategies
<p>3.1.1 Build and maintain effective team structures, systems and processes</p> <p>3.1.2 Ensure ASHM In-house conferences (VH, SH, HIV) continue to be relevant, viable and well attended</p>	<ul style="list-style-type: none"> <li>• Update the conference procedures to ensure they are relevant to the current way of working and for effective staff training and overall efficiencies</li> <li>• Apply for event industry awards</li> <li>• Review evaluation mechanisms and analytics to ensure relevant information is being obtained</li> <li>• Further review of cost savings and economies of scale across conferences</li> <li>• Update conference budget strategies in preparation for reduction in sponsorship</li> <li>• Develop compelling promotion information and conduct targeted marketing to maintain attendance</li> <li>• Conduct evaluation to ensure conference formats/delivery meet audience needs and conference objectives</li> <li>• Continue to review and implement structured conference promotion activities</li> <li>• Investigate options for offering paid communications services within conference service packages</li> </ul>
<p>3.2.1 Conferences provide opportunities for broad participation and collaboration</p> <p>3.2.2 Conferences are accessible to the wider sector and meet the needs of a multi-disciplinary audience</p> <p>3.2.3 Conferences have a wider reach and longer life-span than the event</p>	<ul style="list-style-type: none"> <li>• Increase participation from key sectors and remain an important multidisciplinary meeting</li> <li>• Facilitate the participation of affected communities in the conference</li> <li>• Engage with broader sector partners in conference programming (e.g. aged care, diagnostics, pharmacy)</li> <li>• Collate and report research findings from conferences to be widely disseminated as an information tool and resource</li> <li>• Ensure ASHM representation on conference committees</li> <li>• Maintain effective relationships with conference stakeholders, funders and suppliers (see 1. Partnerships and policy)</li> </ul>
<p>3.2.4 Conferences are seen as an important information dissemination and networking mechanism</p>	<ul style="list-style-type: none"> <li>• Continued advocacy and marketing around value of conferences</li> <li>• Leverage conferences to meet broader ASHM workforce development aims</li> <li>• Division regularly engage in the event sector and ASHM activities to ensure conferences are on the agenda</li> </ul>
<p>3.3 Proactively seek business and funding opportunities to support divisional sustainability</p>	<ul style="list-style-type: none"> <li>• Review service offerings to support a clear set of service options – i.e. lower cost option, media services</li> <li>• Develop a Division strategy on sourcing new business</li> <li>• Collaborate on bids and submit tenders</li> <li>• Strategically engage key current/potential funders (see 1. Partnerships and policy)</li> </ul>



## 4. International

ASHM International to become a sustainable primary provider of clinical technical expertise in HIV, viral hepatitis and sexual health globally.

Key result area	Strategies
4.1 Demonstrate strengthened ASHM International Policies, Procedures & Systems through effective and efficient project management	<ul style="list-style-type: none"> <li>Alignment of all project management and operations to required ANCP framework to ensure accountability, transparency and sound practice underpins all business development activities</li> </ul>
4.2 Develop and promote a workforce of confident and competent staff and consultants that are experts in HIV, viral hepatitis and sexual health medicine and programming	<ul style="list-style-type: none"> <li>Alignment of all project management and operations to required ANCP framework to ensure accountability, transparency and sound practice underpins all business development activities</li> <li>Build ASHMIP staff and expertise as portfolio develops</li> <li>Support the capacity building and up skilling of ASHMIP staff</li> <li>Conduct planning and training events for ASHMIP clinical mentors and advisors</li> <li>Engage and promote the ASHMIP consultancy pool</li> </ul>
4.3 Demonstrate leadership in clinical workforce development in identified priority region and countries	<ul style="list-style-type: none"> <li>Promote and expand ASHM International's long term programs (Clinical Training &amp; Mentoring, Policy &amp; Guidelines, Linkages &amp; Knowledge Exchange and MERL)</li> <li>Demonstrate regional leadership in areas of expertise through conduct of regional events</li> </ul>
4.4 Promote and deliver ASHM International's portfolio of high-quality products	<ul style="list-style-type: none"> <li>Expand ASHMIP portfolio of comprehensive regional training packages and modules for adaptation to country or local context</li> <li>Promote and deliver a broad suite of HIV, viral hepatitis and sexual health trainings globally</li> <li>Implement the ASHM International Business Development Strategy 2020-2024, including proactive and reactive approaches to business development</li> </ul>
4.5 Strengthen visibility of ASHM International globally, with a focus on identified priority regions and countries	<ul style="list-style-type: none"> <li>Continued presence and positioning within Australian health and development networks, and extension into networks across the Asia and Pacific regions through strategic attendance at regional meetings, conferences and events</li> <li>Strategic engagement with identified priority regions and countries categorised in tiers based on existing networks and expected return on investment</li> <li>Engagement of a well-connected regional adviser to enable regular meetings with key stakeholders, representation in high-level forums, physical participation in the conceptual and planning stages of partnership proposals, marketing of our products, and responsive action to arising business development opportunities</li> </ul>
4.6 Strategic investment in partnerships for HIV, viral hepatitis and sexual health	<ul style="list-style-type: none"> <li>Identify and invest in strategic partnerships</li> <li>Further develop collaborations and partnerships to strengthen impact and effectiveness of ASHMIP projects</li> </ul>

## 5. Membership

*(Note: subject to further refinement with the Membership Working Group)*

Promote and expand our identity as a membership organisation through strengthening the mutual benefit of membership to ASHM and our sector

Key result area	Strategies
5.1 Drive membership as a priority within ASHM	<ul style="list-style-type: none"> <li>Work with Board membership working group to define key priorities, strategies and activities to drive membership growth and engagement</li> <li>Establish internal working group within ASHM to implement identified priorities</li> <li>Recruit a Membership Engagement Officer to drive membership engagement, and to develop a membership engagement strategy</li> </ul>
5.2 Sustain and grow our membership	<ul style="list-style-type: none"> <li>Explore mechanisms to sustain and grow membership, including:               <ul style="list-style-type: none"> <li>Complimentary student membership</li> <li>Membership for conference speakers</li> <li>Discounted membership rate for nurses, Aboriginal Health Practitioners and Workers, trainees and part time workers</li> <li>Multiple year membership discounts</li> <li>Structured membership promotion and marketing activities</li> </ul> </li> </ul>
5.3 Increase value to members	<ul style="list-style-type: none"> <li>Explore activities to enhance membership value to members, including an international volunteer program and exclusive member-only benefits</li> </ul>
5.4 Better work with and engage our members in ASHM's work	<ul style="list-style-type: none"> <li>Review and identify opportunities to better define role of members in our work</li> </ul>

## 6. People and culture

Strengthen our people and workplace culture to attract, nurture and retain excellent staff

Key result area	Strategies
6.1 Strengthen our people and workplace culture to attract, nurture and retain excellent staff	<ul style="list-style-type: none"> <li>Review staff recruitment processes to ensure those we recruit meet the organisation's requirements, including specialised skills and knowledge in ASHM sector/content areas, adult education and strategic engagement</li> <li>Implement a learning, training and development plan for staff</li> <li>Review and revise annual performance review process</li> <li>Develop and implement staff retention, engagement and wellbeing strategy, considering strategies such as regular structured staff engagement processes, annual staff planning days, flexible working arrangements, improvements to ASHM's working environment</li> </ul>
6.2 Promote child safeguards and environmental, gender equality and antidiscrimination values throughout the organisation	<ul style="list-style-type: none"> <li>Implement training and support all staff to embrace gender equality, antidiscrimination, environmental practices and child and prevention of sexual exploitation and abuse safeguards.</li> <li>Embedder child safeguards and environmental, gender equality and antidiscrimination values in ASHM's daily operations</li> <li>Continue to review the policy on an annual basis.</li> </ul>

## 7. Governance and sustainability

Maximise the efficiency and effectiveness of ASHM's governance and sustainability framework.

Key result area	Strategies
7.1 Increase ASHM's exposure within and outside of the BBV/STI sectors, delivering an effective business development program and effective communication of ASHM to stakeholders and external parties	<ul style="list-style-type: none"> <li>• Improve and expand ASHM's organisational promotion and marketing activities</li> <li>• Support staff to build profiles for themselves with the BBV and broader health sectors</li> <li>• Train and support staff and representatives to speak to media on behalf of ASHM</li> <li>• Conduct a review and refresh of ASHM's organisational brand to establish a consistent visual identity</li> <li>• Continue to review and revise processes relating to developing and delivering the monthly e-News</li> <li>• Continue to review and revise processes for delivering ASHM's communications activities</li> </ul>
7.2 Maintain and improve the existing governance, risk and compliance procedures, founded on a clear and concise constitution and strong financial management and controls	<ul style="list-style-type: none"> <li>• Board of non-Executive Directors, Subcommittee structure and effective organization structure</li> <li>• AGM, Annual report and audited financial report</li> <li>• Policy framework</li> <li>• Clear and well written constitution</li> <li>• Strong risk and compliance framework, including BCP, delegations and Fraud Management Plan</li> <li>• Effective Board reporting, including quarterly management accounts</li> <li>• Dual approval for all payments</li> </ul>
7.3 Maximise both the support provided to ASHM's workforce, Board and clinical advisors and the way ASHM utilises its IT and office resources	<ul style="list-style-type: none"> <li>• New office move</li> <li>• Implementation of activity-based working</li> <li>• Further implementation of flexible working, including working from home</li> <li>• Migration of IT to cloud based</li> <li>• Low system outage</li> </ul>
7.4 Maximise the returns that ASHM receives on its investments within approved risk mandates	<ul style="list-style-type: none"> <li>• Currently a low yield/ risk free approach using term deposit accounts for all investible funds</li> </ul>