



**ashm**

# Strategic Plan 2023— 2027

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# Acknowledgment of Country

ASHM acknowledges the Traditional Owners of Country across the various lands on which our staff live and work. We recognise their continuing connection to land, water and community and we pay our respects to Elders past and present.

## **Our Vision for Reconciliation**

ASHM is committed to working towards Reconciliation with Australia's Aboriginal and Torres Strait Islander Peoples. Now in the first year of our Innovate Reconciliation Action Plan (RAP), our dedicated working group made up of staff from all divisions, has engaged senior leaders to enable a greater commitment to and ownership of actions towards reconciliation. Our aspiration is to actively engage in collaborative relationships with First Nations Peoples and businesses and create a culturally rich and safe environment within our organisation as well as improve health outcomes for First Nations People as reflected in the objectives of the core pillars of our strategic plan.

# Foreword

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## From the President

**Entering a new strategic phase, ASHM does so from a strong standpoint, while learning from the rapid changes in the world and the essential need for organisations to adapt. Our three priority health areas: HIV, Viral Hepatitis, and Sexual and Reproductive Health, are in distinctive stages of their clinical and public health management. In each area, ASHM operates within a distinct strategic landscape, facing specific challenges and opportunities for workforce strengthening, leadership, and the pursuit of equity.**

ASHM's approach to operationalising its strategy is marked by the deployment of cross-disciplinary teams and a flexible stance. This approach is gaining international traction, evident by collaborations with organisations like the World Health Organisation, which has issued joint global health sector strategies for HIV, Viral Hepatitis, and Sexually Transmitted Infections specifically recommending this approach.

Our board are deeply engaged with the sectors in which ASHM operates. Over the years, ASHM has prudently and incrementally broadened the scope of its work to include the health areas highlighted in our strategy, as well as various types of work within them. The ASHM board's primary responsibility lies in strategy, and each expansion has been undertaken with a cautious approach, maintaining a low-risk threshold to preserve our reputation in our pre-existing and long-standing core areas, particularly our seminal work in HIV.

Perhaps ASHM's most valued asset is its reputation as a trusted provider of resources, guidelines, training, conferences, policy, and advocacy across our health areas. This standing has been meticulously cultivated over decades, and the trust we've built extends to our members, the workforces we serve, funders, and the broader community.

The commitment and investment from ASHM's board, staff, and members in a robust and fruitful future for our organisation is inspiring. As president, I extend my heartfelt gratitude to you for bringing ASHM to this point, and I seek your support as we implement this strategy. The health, funding, and community context is ever-changing, and the pace of change is poised to quicken. ASHM is eagerly looking forward to meeting these challenges and seizing the opportunities that lie ahead.

**Dr Nicholas Medland**

ASHM President



## From the CEO

**It's been an amazing experience working closely with the board, senior management team, and all ASHM staff to develop our next strategic plan. As we navigate a rapidly changing environment marked by the pandemic, technology shifts, and evolving practitioner needs, we recognise the need for agility to continue playing an essential role in the blood-borne viruses and sexual and reproductive health sector. Sustainability is a top priority, and we are committed to broadening our funding sources to remain viable in the long term.**

As we move forward, we're dedicated to reorienting ourselves towards cross-cutting themes that span all our disease areas and essential healthcare services. Our plan is to take person-centred care to the next level, to see it embedded into our practices, and sharing successes and learnings will be key in this. After all, the facilitation of knowledge sharing is a core principle of how we operate and what we do.

Our incredible and dedicated staff team, membership base, and board have always led the way with passion, innovation, and hard work when it comes to operationalising our strategic goals. We're excited to continue building on this legacy in the years to come. To this end, we're committed to creating a safe and flexible workplace for our people, and to recruiting skilled and passionate individuals who share our vision for the sector.

With the support of our board, members, sector partners, and staff, we're determined to implement this strategy and realise the promise of our strategic plan. Let's continue working together to achieve our mission and make a difference in the lives of those we serve.

**Alexis Apostolellis**

ASHM CEO



# Who we are

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## Our purpose

**Supporting the health workforce  
optimise person-centred care.**

## Our vision

**The virtual elimination of HIV and  
BBVs and securing the sexual and  
reproductive wellbeing of our diverse  
communities.**

## Our mission

**To provide sector leadership and enable  
change through facilitation, direct  
action, capacity building, advocacy and  
health systems strengthening.**

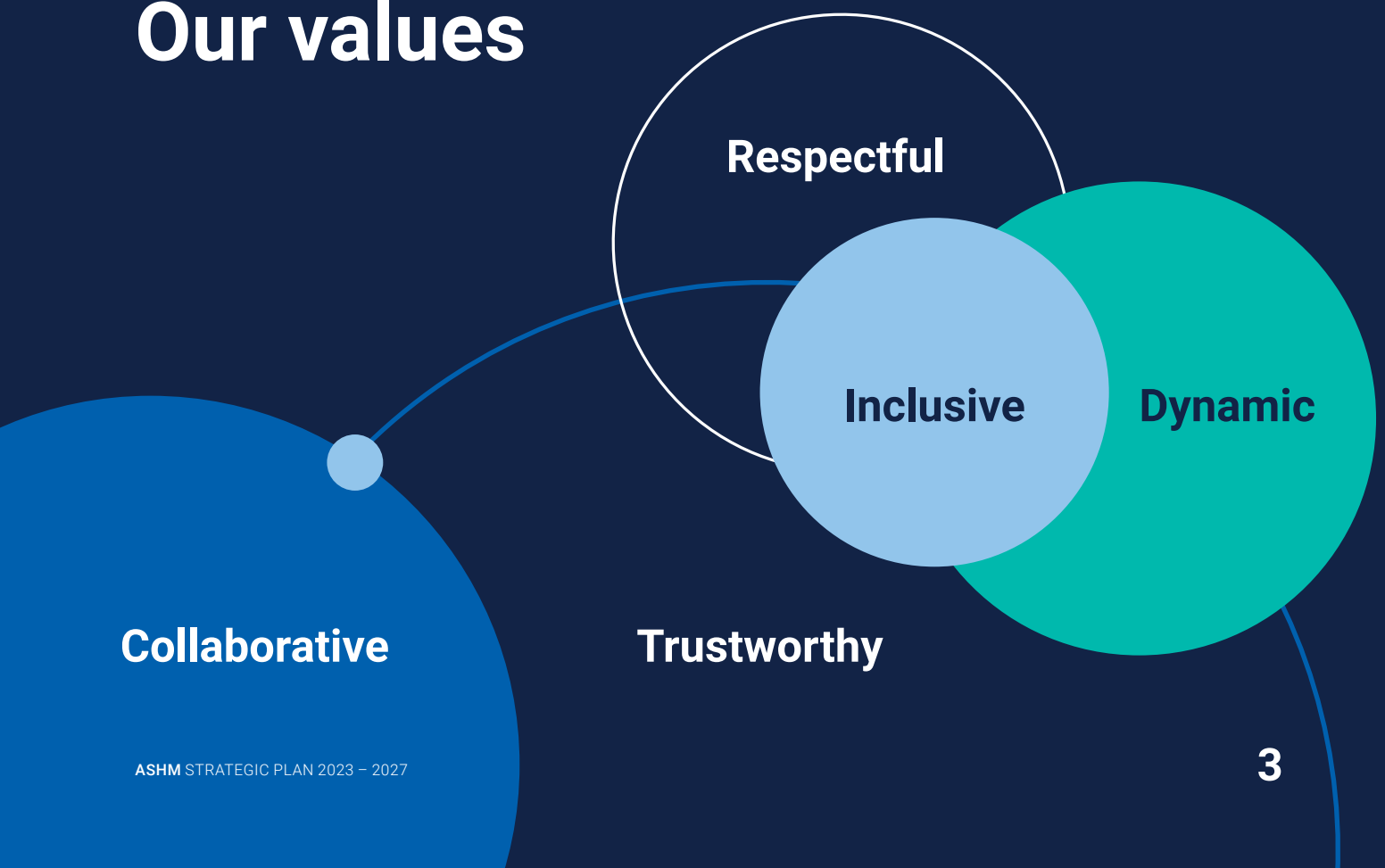
## About

ASHM is a peak professional body representing healthcare professionals working in HIV, BBVs, and sexual and reproductive health. We partner without prejudice, working collaboratively to develop workforce capacity and strengthen health systems to uphold the dignity and rights of people facing stigma and barriers to care.

An independent community of practice, ASHM is a trusted organisation and accredited charity that develops resources and guidelines, delivers training, runs conferences, and advocates passionately for the needs of our members and communities.

Our members and supporters are health workers, community organisers, policy makers, health promoters, medical students, professionals, and specialists – all united to eliminate harm from these diseases, improve wellbeing and to protect our diverse communities.

# Our values



# Our history

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**ASHM formed in 1988 as a self-initiated community of practice for clinicians at the forefront of HIV and was first known as the Australian Society of AIDS Physicians.**

In 1990, the Australasian Society for HIV Medicine (ASHM) was incorporated, following representation and advocacy from New Zealand clinicians and non-physicians working in HIV Medicine. Three years later, ASHM published its first national clinical resource for doctors called *Could It Be HIV?*

At the time, HIV management was very complex, rapidly changing, and treatment was very limited. Antiretroviral therapy was not in use and management focused on treating opportunistic infections. It seemed as one infection was controlled another nastier one emerged. Not all doctors would go on to care for patients with HIV but those that did required a much more in-depth understanding.

HIV was a watershed in the development of the health landscape. Consumer participation and advocacy had never been seen like it before. The partnerships that developed have been the bedrock of an effective public health response to the HIV pandemic, providing opportunities for the organisation to further respond to the needs of the health workforce in other ways.

With the continued support of governments, members, donors, and contributors, ASHM has since become a company limited by guarantee and a registered charity that is Australian Government ANCP and ACFID accredited. We have been extending our focus from bridging gaps in areas such as viral hepatitis, other blood borne viruses and sexually transmitted infections, to sexual and reproductive health, and more recently COVID-19 and mpox.

We now work across Australia, New Zealand, Asia, and the Pacific and through other global programs, providing a range of educational opportunities for health workers to connect, learn from each other and in ways that work best for them.

**Building on our strong values-based culture, we will continue to work in partnership with the sector to identify and respond to needs in areas of healthcare where we can provide the most value.**



## PILLAR 1

# Workforce Strengthening

### OBJECTIVES

**Expand our reach and engagement with our educational resources and activities, across professions and health contexts.**

**Be at the forefront of teaching and learning innovation by strengthening our ability to assess needs, monitor and evaluate outcomes, and report on our impact.**

### KEY RESULTS

- Increase engagement: increase in number of members and MyASHM registered users, mailing list subscribers, course participants and completions, number of community prescribers.
- Expand reach: Increase in number of health workers across disciplines, health context (primary, secondary, tertiary, allied), and geographical locations.
- Increase diversity: Increase number of health workers engaged in activities who are Aboriginal and Torres Strait Islander Health workers and those treating patients from culturally and linguistically diverse backgrounds.

- Smart evaluation: The business intelligence methodology and reports in place to monitor performance of our strategic objectives, divisional goals, and key performance indicators across the organisation in real time.
- Enhance quality and satisfaction: This involves optimising membership value satisfaction index, ensuring subscribers are satisfied with our communications and offerings, and measuring the confidence and competence levels of course participants both pre- and post- activity.

## PILLAR 2

# Sector Impact, Partnership and Leadership

### OBJECTIVES

Strengthen the health systems in which we work, through respectful and collaborative partnerships that advance and support universal access and health security.

Provide meaningful ways for members and prospective members to engage, contribute and grow as leaders in the sector.

Identify and advance a policy and advocacy agenda where we can contribute the most value and build on our reputation as a trusted thought leader.

### KEY RESULTS

- Health and productivity of our partnerships
- Quality of the support we provide to partners
- Degree to which partners value our contribution

- Annual membership growth by region, membership type and profession type.
- Annual member survey satisfaction rate
- Increased membership retention
- Automatic membership renewals
- Conference attendance

- Improvement in TrustID score
- Number of campaigns or activities we led
- Number of campaigns or activities we were official signatories or supporters.



## PILLAR 3

# Stigma and health equity

### OBJECTIVES

Reduce the negative impact of stigma and discrimination in the health workforce and enhance access to person-centred care.

### KEY RESULTS

- Degree to which we have embedded person centre care, trauma informed practices, and anti-discrimination training and education into our activities.
- Stigma and discrimination self-assessment questions embedded into activities and evaluation surveys.
- Degree to which gender transformative approaches, disability and social inclusion practices are embedded within our training, conferences, policies and practices.

## PILLAR 4

# People and Governance

### OBJECTIVES

**Develop a respectful, inclusive, safe, and responsive organisational culture with a trusted and strong governance structure**

### KEY RESULTS

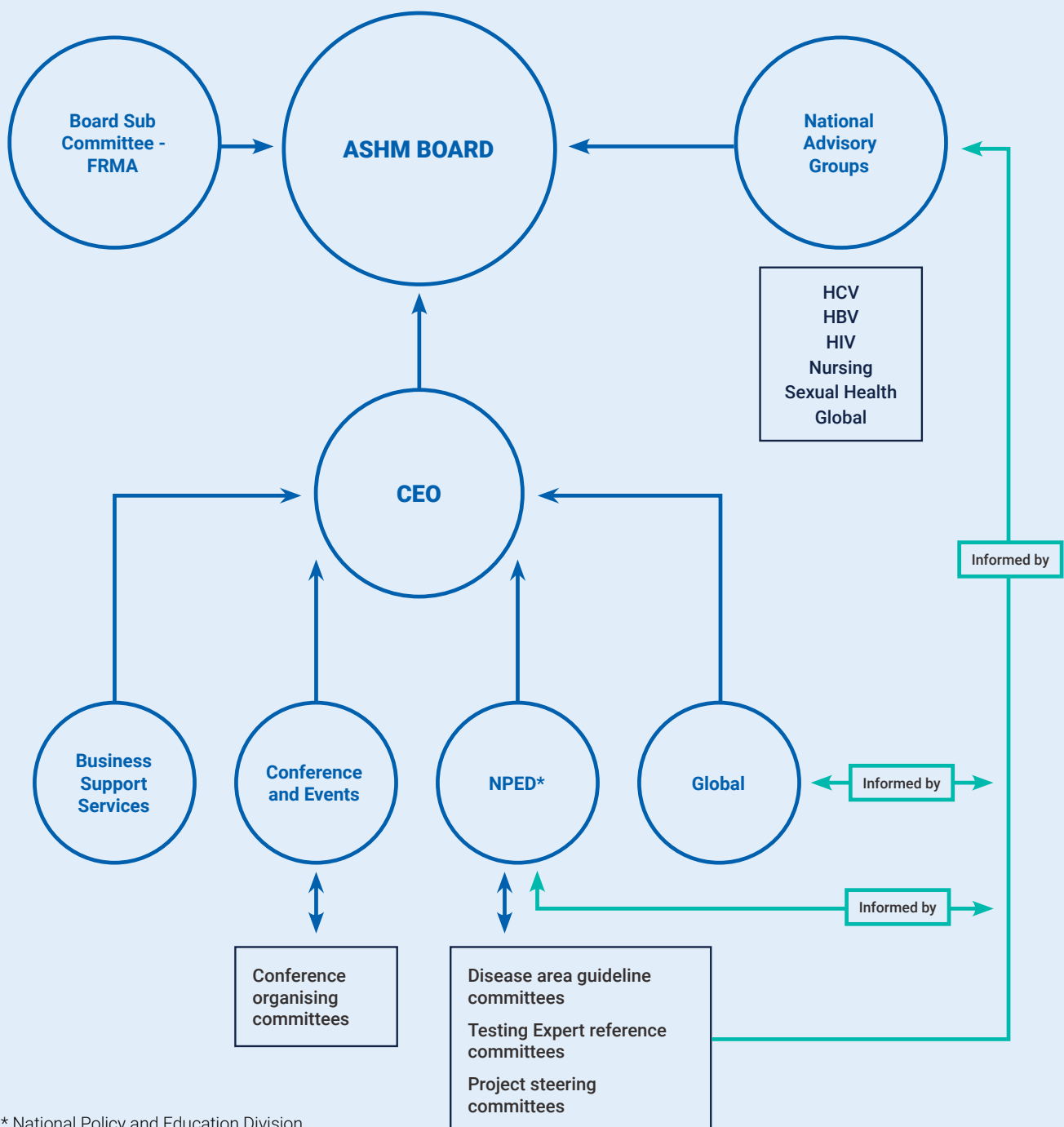
- Staff satisfaction and engagement through surveys conducted by independent body
- Strong internal controls system in place with clear policies and procedures, segregation of duties and clear delegations.
- Robust risk management framework in place that involves continuous monitoring, identification, and discussions with stakeholders, including insurers, auditors, lawyers, and the board.
- Budgets shared with the Finance, Risk Management and Audit (FRMA) Board sub-committee and the Board for approval before they are finalised.
- Timely audited financial reports.

# Operational alignment

We advance and monitor the progress and impact of our strategic plans through our Board, senior management team, and members, supporters, experts, and researchers, engaging directly and through a national board advisory group model.

Our teams convene expert committees and working groups to provide technical advice and support to advance this strategy.

The interaction of these divisions and committees, with the 4 key working groups within ASHM, and the governance mechanism to oversee this work, is outlined in the chart below.



\* National Policy and Education Division

# Acknowledgments

## **Acknowledgement of Lived Experience**

ASHM recognises and values the knowledge and wisdom of people with lived experience, their supporters and the practitioners who work with them.

## **Acknowledgement of Supporters**

ASHM acknowledges that we cannot achieve these plans without the generous support of our members, funders, supporters, and partners and would like to thank them for their ongoing support and contribution.

## **Further information and enquiries**

If you would like to provide feedback, please use the details below.

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