



**Public Health Association**  
AUSTRALIA

# Strategic Plan

**2007 - 2010**

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**This strategic plan is the national plan for PHAA. It is expected that the work plans of each state and territory branch will reflect the strategies identified in this strategic plan.**

# Vision and Mission Statement



## ***Vision***

*Better health for all*

## ***Mission***

*To promote public health objectives, excellence in public health practice, effective public health services, and the interests and development of public health practitioners*

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# Key Strategies 2007-2010

**Strategy 1 - Improve advocacy**

**Strategy 2 - *Develop increased profile***

**Strategy 3 - *Increase membership and its impact on beneficiaries***

**Strategy 4 - *Leverage off journal***

**Strategy 5 - *Align structure with strategic plan***

# A Message from the President



*The Strategic planning for the Public Health Association of Australia (PHAA) has been a key undertaking of the current Board. This planning has come at a key time in Australian health as governments look more carefully at the importance of prevention. The efforts of the Board reflect recognition that it is therefore an appropriate time to ensure that the organisation is looking forward. The efforts of members of the PHAA in advocacy that is based on research evidence will assist in improving health in our community.*

*The challenges for competing resources in the past have delivered prevention as a poor cousin to the demands of hospitals. The AIHW identified that spending over the last decade by Australian governments on prevention was as low as 1.8% of health budgets – a figure described by the Prime Minister as “crazy”. All Australians may benefit from a proper focus on prevention. It is, therefore, incumbent on our organisation to be in a position to provide a lead on the key public health issues for the future.*

*Our investment in the future of PHAA as represented by the implementation of the following strategic actions will have significant budgetary consequences in the immediate future. This strategic plan once accepted by the board will require strict and prudent fiscal management. This may well result in significant short term draw down on the PHAA financial reserves. However, to improve our financial position in the long term, and to enable the PHAA to establish a viable and sustainable future, such actions must be taken.*

*The PHAA Annual Report will include an assessment against the strategic objectives set out in this strategy.*

*Mike Daub*

# A Message from the Deputy President



*The strategic plan seems to have been a long time in gestation. However, it is a plan that is for the members and has come from the Members. The reasons that PHAA members join the organisation should neither be lost nor given an inappropriate priority. This is a living document with the role of providing that agreed direction.*

*For decades this Association has been dedicated to reducing health inequalities across Australia and internationally. Being part of such an organisation is a cause for pride. At the moment Australia has reached a cross roads. For years the debate and advocacy has been about the importance of prevention. Now, however, the opportunity has arrived to debate the most effective ways to prioritise and implement preventive health policy.*

*Just as the PHAA has been an effective voice in the past, it is now time to plan and organise ourselves to ensure that we can be at our most effective to meet this challenge. This is why we have worked with members and the Board to ensure the best possible structure to be able to use our resources as efficiently as possible.*

*The time has come for us to really make a difference. Our role is to provide leadership in prevention and health promotion and I believe that this strategic plan will provide a strong base for that role.*

*Jane Freemantle*

# The Context



In Australia, the Public Health Association of Australia Inc (PHAA) provides a forum for the exchange of ideas, knowledge and information on public health. The Association is also involved in advocacy for public health policy, development, research and training.

PHAA has Branches in every state and territory. Membership of around 1500 individuals spans the health spectrum and over 40 public health related occupations are represented. PHAA has thirteen Special Interest Groups for members to meet with those who have similar interests and passions, to exchange information and to develop policy positions and papers.

As PHAA has a national and multidisciplinary perspective on public health issues it is able to make a major contribution to the public health debate in Australia through representation on government boards, committees and other decision-making bodies such as the National Health and Medical Research Council and the Australian Institute of Health and Welfare. PHAA members also sit on many state and territory committees contributing to a broad spectrum of public health issues.

Membership is open to any person who is supportive of the objects of the Association.

PHAA members also contribute to the development and execution of public health policy in Australia, and in particular bring their experience and expertise to the development of policies for the Association. These policies are considered by the annual general meeting of the membership, and if endorsed, become the basis for public health action for the association.

PHAA has links with public health associations world-wide and is an active member of the World Federation of Public Health Associations. The Association produces a bi-monthly academic refereed journal, the Australian and New Zealand Journal of Public Health, which disseminates public health research and ideas throughout Australia and internationally. PHAA undertakes project and conference work on issues such as immunisation, public health workforce and training and knowledge development in health promotion.

Membership is open to any person who is supportive of the objectives of the association.

Objectives:

- to advocate for the reduction in health inequality across Australian and International Communities
- to encourage research and promote knowledge relating to the problems, needs and development of public health;
- to promote and provide a forum for the regular exchange of views and information;
- to promote the development and education of public health workers;
- to promote, maintain and extend the interests of PHAA's Branches, Special Interest Groups and any affiliated organisations;
- to promote excellence in public health practice; and
- to advocate the objects and policies of the Association.

The Public Health Association of Australia is an organisation dedicated to the promotion of public health. It is a forum through which people with an interest in health can develop professional and academic networks.

# **Strategy 1 - Improve Advocacy**



## **Action Plan 1.1**

### **Identify appropriate tools to support PHAA advocacy**

#### **Background**

Advocacy is a key role for the PHAA. There is an integral role to be managed that combines building profile, relationships and influence within PHAA, with like-minded organisations with other key stakeholders, the media and with governments.

#### **Scope**

The project manager should identify other Australian organisations in disparate disciplines (eg Australasian Faculty of Public Health Medicine, Heart Foundation) to assess the advocacy approach used. Successful approaches will then be analysed with an attempt to assess the most effective advocacy tools. The tools identified will then form a key part of the agenda for generating discussion forums across all Branches. The goal of the forums is to develop a PHAA Advocacy Support Toolkit. The toolkit should take into account the current policies; policy processes and approaches by the Branches and by the Special Interest Groups.

A second element of the approach is to develop protocols for dealing with differences of opinion eg scientific, ideology.

#### **Resources**

These will include travel and the need for potential short-term support for CEO. The Policy Officer should also contribute. It may be necessary to have a facilitator for discussion forums depending on the size of the gatherings.

#### **Start Date - Complete Date**

February 2008 to October 2008

#### **Project Manager**

The CEO be responsible for preparing the initial draft advocacy document or toolkit and will work with Branches in order to plan appropriate forums.

#### **Success Measures**

The Board agrees to sign off on PHAA Advocacy Support Toolkit. At least one discussion forum in each State/territory

#### **Issues of Fairness, Equity**

Acknowledge IP of others, seek permission where required or out of courtesy

#### **Risks and Risk Mitigation**

It may not be possible to reach consensus on toolkits. Organisational issues will present a challenge for smaller jurisdictions in particular – it may be necessary to provide some assistance. Appropriate preparation and an informed process prior to jurisdictional visits will assist in dealing with these issues.

#### **Reporting**

*The CEO will report to the Board and to members in the Annual Report.*

## **Action Plan 1.2**

### ***Prioritise issues for advocacy & develop strategies and policies to support them***

#### **Scope**

Develop protocols for identifying critical public health issues and then prioritising on a regular basis. These protocols should take into account the nature of government and the media so that the organisation is able to be responsive. Additionally, key partners operating in the same or parallel direction should be identified so that they can be approached to consider working with PHAA. One example is AHCRA, another Sanitarium.

Identify advocacy objectives, experts, spokespeople. Identify what else is out there and who is doing it. Develop issue-specific strategies, policies or other structures. Test template with 1 or 2 policy issues. Investigate role of branches and SIGs for consultation as part of protocols. Run through membership for feedback.

#### **Resources**

Support for CEO from PHAA office. There may be additional need for a travel and promotions budget. The PHAA Policy/Media Officer should play an integral role.

#### **Start Date- Complete Date**

June 2008 to December 2008

#### **Project Manager**

CEO with assistance from Policy/Media Officer

#### **Success Measures**

Protocols exist and Board signs off on strategies. Policies are endorsed.

#### **Issues of Fairness, Equity**

Protocols need to take into account these issues

#### **Risks and Risk Mitigation**

Time consuming, process driven rather than outcome driven, miss advocacy time window, go for soft options, it doesn't raise our profile, seen once again as timid, loss of membership through disagreement with PHAA position. Prioritise for outcomes without losing sight of appropriate process

#### **Reporting**

The CEO will report to the Board and to members in the Annual Report.

## **Action Plan 1.3**

### **Implement advocacy strategies**

#### **Scope**

Identify opinion leaders, partners, spokespeople etc (develop register/database eg use journal databases), get agreement for actions with them. Develop a media and marketing strategy that will improve advocacy and build the profile of the PHAA. Develop agreed outcomes, and short and long term measures of success. Identify opportunities to move – but be willing to be opportunistic.

Identify other key organisations for collaboration to strengthen our own advocacy and where appropriate to support good ideas from other groups

#### **Resources**

Potential short-term support for CEO, media budget, IT support

#### **Start Date - Complete Date**

January 2008 – October 2008

#### **Project Manager**

CEO with the support of the Policy/Media Officer

#### **Success Measures**

Board is satisfied with media exposure or other agreed outcomes.

#### **Issues of Fairness, Equity**

The approach must take into account rights, obligations, fairness, integrity impact on communities/unintended consequences. These issues must remain a key element of any lobbying or advocacy

#### **Risks and Risk Mitigation**

Offend government or other groups, negative impact on PHAA, responses to failure, inflated expectations. Some members may find they disagree with some of the issues raised. This is mitigated by sticking to policy and basing comments on evidence.

#### **Reporting**

Media exposure reported monthly to the Board

## **Action Plan 1.4**

### **Analyse how others conduct advocacy and benchmark PHAA model**

#### **Scope**

Identify other organisations in disparate disciplines, analyse advocacy processes and methods. Develop benchmarking model and build on Action Plan 1.2.

#### **Resources**

Primarily time from central office

#### **Start Date - Complete Date**

July 2008 - August 2008

#### **Project Manager**

Policy Officer

#### **Success Measures**

PHAA Advocacy is effective at influencing government policy at the Federal level as well as with States and Territories.

#### **Issues of Fairness, Equity**

Particular attention should be paid to non-government and non-funded organisations

#### **Risks and Risk Mitigation**

Too much time dedicated to getting other models ready and missing opportunities for advocacy. Considering the experience in advocacy now with the PHAA, priority in this case must be given to implementation ahead of the planning document.

#### **Reporting**

***Report to the Board through the CEO***

## **Action Plan 1.5**

### **Develop regular review process to ensure policies are relevant and current**

#### **Scope**

Develop database (outline what, when, by whom and next review). Develop an alert system to respond to new information that might impact on the validity of policy content. Develop system to update policy based on alerts. Establish Emerging Issues alert and response system (EG CPA Australia model Emerging Issues Group). Evaluate current member/users perception of current policy process.

#### **Resources**

Potential short-term support for CEO, IT database, discussion forum budget

#### **Start Date - Complete Date:**

May 2008 – Nov 2008

#### **Project Manager**

Policy Officer

#### **Success Measures**

Members/users rate a significant improvement in PHAA policy process (include relevant policy, policy construction and content, easy accessibility, immediate response to queries, quick turnaround in generation of new policies). PHAA policies form base for increased media, advocacy and member information

#### **Issues of Fairness, Equity**

#### **Risks and Risk Mitigation**

The danger is that this area will become process driven rather than outcome orientated. Use policies as the core of advocacy, media and approach.

#### **Reporting**

Through CEO to Board



## **Strategy 2 - Develop Increased Profile**

## **Action Plan 2.1**

### **Develop key media contacts and strategy for all forms of media**

#### **Scope**

Identify key PHAA spokespeople, develop media training for these people, develop formal media strategy including relationships with relevant media people, review current media and media coordination protocols, develop timelines and success measures. Develop ethical guidelines. Develop protocols for celebrating success in journal, internal media, discussions etc

#### **Resources**

Media budget including media training and media monitoring where appropriate.

#### **Start Date - Complete Date**

January 2008 - November 2008 - ongoing

#### **Project Manager**

CEO and Policy/Media Officer working together

#### **Success Measures**

Board signs off on media strategy. Board accepts ongoing media presence. Timely and appropriate media increases the PHAA profile.

#### **Issues of Fairness, Equity**

Controversial topics, key opinion leaders at conflict with PHAA position, conflict of interest (eg folic acid issue)

#### **Risks and Risk Mitigation**

Same as ethics, alienate sections of membership. Work from policies and ensure that spokespeople understand this responsibility.

#### **Reporting**

CEO to Board and Annual Report to members

## **Action Plan 2.2**

### **Leverage off conferences and major events**

#### **Scope**

Identify strategies for increasing revenue from registration, sponsorship, exhibitions etc. Identify new potential markets for attendees and redefine conference to reflect this (eg make conferences relevant to the wider community - researchers, consumers, students, etc). Expand marketing and senior champions of conference. Develop commercial spin offs such as Podcasts, videos, CDRoms, think-tanks, white papers, etc. Develop other conference related events eg research other conferences/NGOs for ideas. Align staff skills with these requirements. Investigate use of internal staff to be internal PCOs (Professional Conference Organiser) to Branches and SIGs. Develop promotional spin-offs from all events (eg mini-surveys of attendees then send to media, selected papers sent to key opinion leaders etc)

#### **Resources**

Travel, up skilling staff

#### **Start Date - Complete Date**

January 2008 - April 2009

#### **Project Manager**

Events coordinator working with CEO and policy/media officer

#### **Success Measures**

Projected revenue from conferences and spin offs is increased by 100% compared to 2006/2007. Increase other special interest events/conferences by three per year either at national level or through branches.

#### **Issues of Fairness, Equity:**

Ensuring that staff of PHAA are not unfairly used by a particular branch or SIG

#### **Risks and Risk Mitigation**

Seen as too commercial and loses its integrity or not being commercial enough. Close planning between events area at National Office and the Policy/media area.

#### **Reporting**

To Board by CEO

## **Action Plan 2.3**

### **Identify key national strategic partners and alliances who can assist with increasing PHAA profile**

#### **Scope**

Identify existing partnerships. Identify methods for strengthening partnerships (eg MOUs, other formal means), Establish timelines and process. Identify other people and organisations who can strategically assist with increasing PHAA profile (eg PH faculties, state and federal government organisations, key opinion leaders, student bodies etc), identify methods for creating and strengthening new partnerships etc. Develop formal evaluation and review of relationships. Delineate what are national and specific state issues, each aimed at increasing profile. Link this strongly with Membership recruitment and retention activity to ensure coordinated PHAA approach

#### **Resources**

Travel, potential short-term support for CEO, focus groups

#### **Start Date - Complete Date**

August 2008 - April 2009

#### **Project Manager**

CEO with support from Policy/media officer

#### **Success Measures**

Board satisfied with increase in quality and quantity of agreed key strategic partners

#### **Issues of Fairness, Equity**

Conflict of interest, agreements are actually upheld

#### **Risks and Risk Mitigation**

Not delivering, branches not buying into national strategy. Development of key partnerships will be managed in an *inclusive* manner.

#### **Reporting**

CEO to Board

## **Action Plan 2.4**

### **Measure impact of implementation of strategic initiatives to raise profile**

#### **Scope**

Develop and implement baseline perceptual measure of current profile (including where appropriate recommendations from key opinion leaders on how to raise profile with them), promote strategic plan initiatives, readminister in 2 years and analyse results, develop this as a regular initiative.

#### **Resources**

Assess through appropriate researchers (inhouse?)

#### **Start Date - Complete Date**

February 2009 - baseline by April 2009  
Readminister April 2011

#### **Project Manager**

CEO with the Policy/media officer and the Board. The Board plays a key role in ensuring that Branches and SIGs are on side

#### **Success Measures**

The survey focuses on improving relationships with government and influence on policy. Increased profile and influence.

#### **Issues of Fairness, Equity**

#### **Risks and Risk Mitigation**

Some members may not agree with direction of PHAA. This survey may use too much of the resources of the PHAA both financial and personnel. The role of National Office is to provide leadership with regard to the strategic issues outlined in this plan.

#### **Reporting**

CEO to Board

# **Strategy 3 - Increase Membership**

**and its impact on  
beneficiaries**

## **Action Plan 3.1**

### **Develop membership recruitment plan**

#### **Scope**

Develop membership recruitment plan, including a membership communication program about any changes, etc. Investigate conjoint membership with other like organisations. Review membership structure. Review membership fees to ensure both affordability and value for money.

#### **Resources**

Membership officer, publicity material, member contact database

#### **Start Date - Complete Date**

August 2008 - May 2009

#### **Project Manager**

CEO and Membership Officer

#### **Success Measures**

Board signs off on recruitment plan

#### **Issues of Fairness, Equity**

Seen to be exclusionary. Seen to be eroding rights of existing members. Overtly related to PHAA vision and principles. Affordability. Strengthening the existing positions enhancing membership role allows for an 'evolutionary' process.

#### **Risks and Risk Mitigation**

Existing member dissatisfaction with any changes to PHAA member protocols. Maintain inclusive approach.

#### **Reporting**

Through CEO to Board

## **Action Plan 3.2**

### **Develop membership retention plan**

#### **Scope**

Scope membership retention plans used by other similar bodies. Develop membership retention plan, including a membership communication program about new initiatives that will assist in retaining members.

Engage existing members in any analysis and development and manage expectations of members during this process.

#### **Resources**

Membership officer uses member contact database

#### **Start Date - Complete Date**

October 2007 – October 2008

#### **Project Manager**

CEO and Membership Officer

#### **Success Measures**

Board signs off on recruitment plan

#### **Issues of Fairness, Equity**

Ensure that range of membership options allows access

#### **Risks and Risk Mitigation**

Unrealistic expectations in changes to fees etc. Role of membership officer develops. Listening to members and retaining an inclusive approach are key in this area as well.

#### **Reporting**

Through CEO to Board

## **Action Plan 3.3**

### ***Develop specific student membership recruitment and retention plan***

#### **Scope**

Scope membership retention plans used by other similar bodies. Develop membership retention plan, including a membership communication program about new initiatives that will assist in retaining members.

Develop significant and formal links with tertiary institutions, particularly faculties of PF, allied health, medicine etc. Link this strongly with Advocacy activity to ensure coordinated PHAA approach. Develop Branch protocols. Develop contact management database

#### **Resources**

Membership officer uses member contact database, travel, publicity material

#### **Start Date - Complete Date:**

August 2008 - March 2009

#### **Project Manager**

Membership Officer

#### **Success Measures**

Board signs off on student recruitment and retention plan

#### **Issues of Fairness, Equity**

#### **Risks and Risk Mitigation**

Not able to provide high enough priority within the timeframe. CEO to monitor with view to assign assistance Membership Officer where appropriate

#### **Reporting**

Through CEO to Board

## **Action Plan 3.4**

### **Develop mentoring program**

#### **Scope**

Identify and analyse other professional mentor programs, further develop effective and accessible mentor process for students and other PH practitioners. Develop mentor recognition program and showcasing case studies. Inculcate into increasing profile and membership development strategies.

#### **Resources**

Budget for recognition program for mentors

#### **Start Date - Complete Date**

September 2008 - September 2009

#### **Project Manager**

Policy Officer and membership

#### **Success Measures**

Develop measures for effective, accessible, perception, utilisation

#### **Issues of Fairness, Equity**

#### **Risks and Risk Mitigation**

Inadequate staff to be able to ensure the system is set up effectively. System may start on small scale matching young professionals with appropriate mentors

#### **Reporting**

Through CEO to Board



# **Strategy 4 - Leverage off Journal**

## **Action Plan 4.1**

### **Identify and implement journal enhancement strategies**

#### **Scope**

Develop formal communications program for submissions, Develop linkages with strategic priorities, internationalise the journal, Develop up linkages with policies, Look at other sources of income from the journal eg sponsorship

#### **Resources**

IT budget, loss of revenue to be considered in short term

#### **Start Date - Complete Date**

July 2008 - July 2009

#### **Project Manager**

Journal editors, publications officer

#### **Success Measures**

Journal subscriptions, geographical distribution and journal income streams are significantly increased.

#### **Issues of Fairness, Equity**

Maintain journal of high integrity

#### **Risks and Risk Mitigation**

Perception of rigour is reduced. CEO and Board Chair to work closely with Journal Editors to ensure perceptions are enhanced

#### **Reporting**

Journal editors to Board

## **Strategy 5 - Align structure with the strategic plan**

- **board**
- **committees**
- **staff**
- **branches**

## **Action Plan 5.1**

### **Align staff skills with requirements of strategic plan**

#### **Scope**

Establish Board subcommittee with appropriate authority to oversee this process, identify staff skills required to implement strategic plan, develop position descriptions to reflect these skills, where appropriate, advertise positions as required, re-align staff as appropriate, agree KPIs related to strategic plan, culture and compliance issues with staff, establish robust annual performance management review process for all staff. Develop staff critical skills register and cross-train staff to ensure critical skills risks are managed. Look at name-change from Secretariat to National Office;

#### **Resources**

Possible HR/change management consultancy; salary budget implications

#### **Start Date - Complete Date**

June 2007 – October 2008

#### **Project Manager**

CEO supported by Board Chair/Deputy.

#### **Success Measures**

All agreed staff skills are evident in all staff positions. There is a successful and smooth transition to new structure. Culture focused on outcomes.

#### **Issues of Fairness, Equity**

Ensure rights of existing staff are monitored, all processes are transparent, staff are involved in development of KPIs aligned with the strategic plan

#### **Risks and Risk Mitigation**

Staff positions not filled within time frame; personal issues overtake organisational priorities; Board interferes with process. CEO works *with* staff and Board to ensure that the strategic direction is understood and that the resources need to be aligned with preference given to reassigning staff to appropriate duties. A positive culture within the National Office is established.

#### **Reporting**

CEO and Board subcommittee members to Board

## **Action Plan 5.2**

### **Develop Board structure, roles and responsibilities**

#### **Scope**

Establish a governance subcommittee of the Board to ensure compliance with all legal, fiduciary and statutory requirements of Board members. Establish process for CEO performance management. Review Board meeting protocols so agenda reflects strategic direction and governance compliance, investigate face-to-face meetings at least 4 times per year and 2 or 3 teleconference meetings, develop position descriptions for Board members, officer positions and Charter for Board, Review constitution for barriers to implementing changes, identify skills matrix for desired Board positions noting that these should represent and be consistent with the strategies identified in a 3-5year strategic plan. Develop succession planning protocols for Board members and officer positions including a skills analysis and register of Board member skills. Develop ongoing Board and stakeholder evaluation process of the Board. Develop ongoing Professional Development for Board. Establish possible criteria for efficiency measures of Board, develop communication plan for Branches re transparency and responsibility. Develop formal exit interview for directors.

#### **Resources**

Travel, HR consultancy and PD costs

#### **Start Date - Complete Date**

September 2008 – March 2009

#### **Project Manager**

Governance Sub-committee chair

#### **Success Measures**

Board members and key stakeholders rate the Board as being 4/5 on a strategic and accountability scale (Board and stakeholder evaluation)

#### **Issues of Fairness, Equity**

Ensure Branches realise their rights are not being impinged upon; exclusion of PHAA members who would wish to be board members

#### **Risks and Risk Mitigation**

Lose support of Branches/SIGS and membership, perceived as being overtly corporate in structure and management; no realignment of Board occurs and disillusionment of stakeholder expectations of PHAA change. Ensure that the approach is *inclusive* at all steps.

#### **Reporting**

CEO and Board subcommittee members to Board

## **Action Plan 5.3**

### **Clarify Branch vs. National Office Functions**

#### **Scope**

Clarify role and function of branches including level of capitation, operational activities and the definition of branch autonomy within a national organisation. Identify a mutually beneficial operational model that would facilitate potential reduction in operational costs and increase in efficiency in each entity. This model will include creation of a matrix to provide guidance for future direction in operational structure. Identify how the National Office can assist and better support the branches. This is aimed at achieving appropriate and effective economies of scale. We need to support the smaller Branches and allow them to focus on core activities - the matrix will involve consideration of ways in which National Office can assist with peripheral administrative and logistical support. A core principle of this process is a respect for the individuality of each of the Branches.

#### **Resources**

Meeting costs, including travel and accommodation.

#### **Start Date - Complete Date**

February 2009 - December 2009.

#### **Project Manager**

CEO

#### **Success Measures**

100% of all Branches sign off on the agreed operational model.  
80% of efficiency measures are achieved by Dec '09. Agreed cost reductions in each entity are achieved.

#### **Issues of Fairness, Equity**

Respect of individuality of Branches.

#### **Risks and Risk Mitigation**

The concern is time wasting, loss of individuality; dissatisfaction in process by branches. Ensure that the approach is *inclusive* at all steps.

#### **Reporting**

CEO to Board

## **Action Plan 5.4**

### ***Aligning the workplans of all levels of the organisation***

**Scope:**

Assist all levels of the organisation (Board, staff, Branches and SIGS) to review their workplans to reflect the PHAA national strategic plan.

**Resources:**

Nil

**Start Date - Complete Date:**

October 2008 - June 2009

**Project Manager:**

CEO

**Success Measures**

All workplans reflect strategic plan.

**Issues of Fairness, Equity**

Respect for individualism

**Risks and Risk Mitigation**

There is the possibility of fragmentation/disunity/dissatisfaction. This also requires an inclusive approach.

**Reporting**

CEO to Board

# Further Recommendations

1. Embed the strategic plan into the agenda of the Board by having all action items from the Strategic Plan (that have a start date prior to that Board meeting) appear on the agenda for either decision, discussion or noting.
2. Develop 2 or 3 KPIs for CEO that reflect achievement against the strategic plan for the next performance review period.
3. Structure the annual report so it reflects the key strategic directions, and in particular report against the success measures.
4. Develop a member information process (possibly via website) that provides the strategic plan key components to members and other interested parties. Perhaps send to key stakeholders
5. Develop a public version of the document that provides the key strategies, and the action plan names, dates and success measures, with some background on the organisation.