



Public Health Association
AUSTRALIA

A large, light blue, stylized human figure with arms raised, similar to the logo, is positioned in the background of the page, serving as a watermark. It is centered horizontally and vertically.

Strategic Plan

2011-2013

September 2010

Contents

Messages.....	4
President.....	4
Professor Mike Daube	4
Vice President (Development).....	6
CEO	7
Michael Moore	7
Strategic Plan.....	8
Vision for a healthy population	8
PHAA’s Mission.....	8
Aims	8
Context	8
Guiding Principles	8
Reporting Indicators	8
Operational goals	9
1. Strengthen PHAA Advocacy	10
Leadership	10
Building Relationships	10
Building and Maintaining Networks and Alliances.....	10
Policy Development.....	10
Submissions	10
Influencing Public Policy	10
Media.....	10
Reporting requirements	10
2. Promote a Population Health Approach	11
Population health approaches	11
Involving populations in health	11
Awards.....	11
Snapshots of areas for improvement.....	11
Settings for health	11
Identify issues within locality context	11
National and International	11
Reporting requirements	11

3. Build Capacity in the Public Health Sector	12
Conferences.....	12
Branch Seminars.....	12
Website Education	12
Australian and New Zealand Journal of Public Health	12
Network publications	12
Reporting requirements	12
4. Strengthen the Public Health Workforce	13
Mentoring.....	13
Accreditation	13
Professional Development	13
Promoting the Interests of Public Health Workers	13
Reporting requirements	13
5. Address PHAA Policy Priorities.....	14
Social and Environmental Determinants of Health	14
Health Literacy.....	14
Risk Factors.....	14
Action on diseases and conditions	14
Reporting requirements	14
6. Continue to develop PHAA Operations.....	15
Increasing the PHAA profile.....	15
Branches and SIGs	15
Conferences and Meetings.....	15
Membership Growth	15
Financial Management	15
Publications	15
Engaging with other stakeholders.....	15
Reporting requirements	15
Overview	16

Messages

President

Professor Mike Daube



The new Strategic Plan marks a significant step forward for the PHAA. It brings new challenges and new areas of work as it seeks to develop public health in a thoughtful and visionary way. The first Strategic Plan was primarily introspective – at the time the Association needed to think about its own role and how to improve the work that it was committed to achieving. It is important also to ensure that we see the PHAA in the context of the broader public health community, and this is the goal of the 2011-2013 PHAA Strategic Plan.

It is my privilege to report that the efforts of all involved in PHAA over the years are bearing fruit across a range of areas. There will always be challenges, and any successes must be viewed in the context of the work yet to be done, but overall the current Strategic Plan has provided an important direction for the Association. However, none of the achievements would have been possible without the fine contributions made by so many people in PHAA and public health more broadly at all levels over the years, including consistent and strong support from Board members as well as outstanding work from our Canberra office.

Our Association has gained much stronger recognition, and plays an ever more effective role in developing policy, providing advocacy, promoting public health and public health approaches, and simply supporting more equitable and effective approaches in health.

Our work must include increasing our networks to work as effectively as possible with other like-minded organisations. New partnerships have been built and developed in areas such as climate change, alcohol, nutrition and healthier communities but more effort and careful planning remains key to effective work of the PHAA. We hope that an even more active role will be developed both in building these relationships and in building the profile of the organisation so that members can be assured of appropriate influence on policy makers.

PHAA Branches and Special Interest Groups have worked assiduously in their own areas and in support of the organisation's broader objectives. The processes arising from our Strategic Plan have left the Association strongly placed to promote the cause of both public health in general and public health professionals. The policy process has been developed this year to ensure a wider say for members within the Special Interest Groups and more broadly. With the advent of electronic systems it is now possible to include the membership much more broadly in the development of policies and their preparation for final consideration at the annual conference. We need to continue the strength, commitment and support we have found from our growing membership and to ensure that we continue to ensure that it grows even further. This will allow

us to be able to make the difference that is so important. This Strategic Plan is one part of the effort where I urge all members not only to keep playing their part, but also to help by recruiting new members so that we can be ever more influential.

The *Australian New Zealand Journal of Public Health (ANZJPH)* has been a flagship of the Association for many years and goes from strength to strength. The next stage of the Strategic Plan identifies the commitment of the PHAA and the editorial team to the growth of the ANZJPH as part of the growth of our association and public health awareness.

There is no doubt now that the impact of the PHAA is growing, and that PHAA is regarded as a leading and influential organisation by both the media and those responsible for public policy decisions. This is not an end in itself, but allows the Association to work more effectively to achieve the important objectives to which we are committed. As ever, the more we do, the more we see needs to be done. That may be the nature of public health, but I am confident that the organisation is now well placed to maintain its current activities, and to develop its work and influence into new areas.

This *PHAA Strategic Plan 2011-2013* provides the Association with the blueprint for the way forward. However, no matter how effective the planning, the PHAA can only go forward with the commitment and involvement of its members.



Mike Daube

Vice President (Development)

Ms Chris Morris



I am pleased to be involved in assisting the PHAA take the next step in improving its ability to meet the needs and aspirations of its members and to provide real leadership in public health.

The first PHAA Strategic Plan 2007-2010 provided the foundation for development activities over the past few years. The steps to increase membership were set in this document, with increasing profile a key strategy. Our President Mike Daube and CEO Michael Moore have been successful in raising the profile of the organisation through strategic use of the media and through sound advocacy and networking using the PHAA policy base. This demonstrates the importance that PHAA has placed on the development of sound policies over many years with ideas generated from members.

As part of the Strategic direction set by the Board there has been an improved website which has enabled smoother access to comment on draft policies as well as enabling electronic membership payments.

A key goal for PHAA is to increase its membership so that it can continue its valuable work in advocacy and capacity building. It is pleasing to see that we have stemmed the decline in membership numbers and we have seen an increase in memberships. This is for several reasons including the increased profile, the valuable advocacy and the targeting of specific areas of health. The decision of the Board to reduce the cost of membership across the organisation was made in the context of the 2007-2010 Strategic Plan and provided confidence to proceed with a decision that has seen a marked increase in membership.

There are, of course, further challenges for the coming years and the Board will be working with members and the National Office to establish the broadest possible funding base to provide security for the organisation and for the associated Public Health Education and Research Trust (PHERT). One of the most effective ways of doing this is to involve our members in establishing the new Strategic Plan 2010-2013 for the PHAA. This will allow the PHAA Board to oversee the development of an Implementation Plan to continue the work that has been so successful under the 2007-2010 PHAA Strategic Plan.

A handwritten signature in black ink that reads "Christine Morris".

Christine Morris

CEO

Michael Moore



It is not unreasonable to suggest that governments across the developed world are largely fighting the wrong health care battles. The pressure is on for more and more success at interventions focussed on individual conditions and ailments and the bulk of government expenditure finds its way there.

A hundred years ago, on 22 January 1910, the *Journal of the American Medical Association* (JAMA) reported that:

- “over six hundred thousand human lives are needlessly sacrificed in the United States every year, and that about three million persons are constantly seriously ill in the United States, more than one-half of these illnesses being preventable”

<http://jama.ama-assn.org/cgi/content/short/303/3/282?rss=1>.

The approach that we need to take is not new. But we are now attempting to plan more carefully and work more effectively to influence those who are in control of funding and to build the capacity of our members and others to have more influence in building health and preventing illness.

The PHAA has taken a leadership role in building partnerships for better health. Most importantly, the challenges in public health should not be attempted on our own. While it is appropriate for the PHAA to work in a leadership role, it is even more important that we work with other like-minded organisations. For example, our Congress partners and organisations such as the Australian Health Care Reform Association (AHCRA), the National Alliance for Action on Alcohol (NAAA) and the recently formed Climate and Health Alliance (CAHA) are all committed to more equitable health outcomes for all Australians.

Working with such associations forms a key part of the Strategic Planning of the PHAA. It is also important to work with a particular emphasis on high areas of need, as identified in the plan. For example, priority must be given to the population health needs of Aboriginal and Torres Strait Islander peoples because of their extraordinary disadvantage.

It is important for the PHAA to be closely involved in as many public health issues as possible. However, due to limited resources there will be a stronger focus on particular issues from time to time.

It is, therefore, important that the goals and vision, as outlined in our Strategic Plan 2010-2013 and developed within the parameters of the PHAA constitution, provide the Board and the members the opportunity to be involved in setting the specific direction of the Association. There are significant opportunities and challenges ahead of the PHAA and this *Strategic Plan 2011-2013* provides a way forward so that our Branches, SIGs and members have a coordinated approach to building a healthier society.

A handwritten signature in blue ink that reads "Michael Moore". The signature is written in a cursive, flowing style.

Michael Moore

Strategic Plan

Vision for a healthy population

- A healthy nation: healthy people living in a healthy society and a sustaining environment improving and promoting health for all

PHAA's Mission

- As the leading public health advocacy group, to drive better health outcomes through sound, population-based policy and vigorous advocacy

Aims

- Advance a caring, generous and equitable Australian society
- Promote and strengthen public health research, knowledge, training and practice
- Promote a universally healthy and sustainable environment across Australia, including tackling global warming, environmental change and a sustainable population
- Promote universally accessible and health promoting primary health care and hospital services; and complementary health and community workforce training and development.
- Promote universal health literacy
- Support health promoting settings, including the home, as the norm
- Promote the PHAA as a vibrant living model of its vision and aims
- Assist other countries in our region to protect the health of their populations, and to advocate for trade policies that enable them to do so.

Context

- Balancing: A visionary approach which proactively advocates and opportunistically reacts to events and opportunities as they arise
- Encouraging a population health approach
 - Address key ecological settings such as home/family, workplace, school, community
 - Focus on the structural change and conditions that either undermine or improve health by identifying the pertinent social determinants of health
- Making full use of our Branches and our Special Interest Groups and members to ensure opportunities for growth in capacity and participation

Guiding Principles

- Provide population health leadership
- Reduction of health inequalities
- Focus on the determinants of health and on primary prevention
- Give priority to structural change and focus on key settings
- Develop partnerships for shared responsibility
- Rely on evidence and best practice

Reporting Indicators

- Based on the Strategic Plan and will include reports to:
 - Monthly meetings of the Board and to Annually to Members

Operational goals

- Strengthen PHAA Advocacy
- Build relationships and networks
- Promote a Population Health Approach
- Build Capacity in the Public Health Sector
- Strengthen the Public Health Workforce
- Address PHAA Policy Priorities
- Continue to develop PHAA Operations
- Build and retain PHAA membership



1. Strengthen PHAA Advocacy

Leadership

- Setting policy agendas
- Working with others

Building Relationships

- Colleagues providing constructive feedback and working closely with
 - Other organisations, professional and community groups
 - The new Preventative Health Agency
 - Governments

Building and Maintaining Networks and Alliances

- Prioritising PHAA network leadership and participation
 - At Branch level
 - Through Special Interest Groups

Policy Development

- Maintain a strong policy base with Special Interest Groups as the key
 - Establish the need for specific policies
 - Identify expertise
 - Adopt a responsive and inclusive approach
 - Ensure appropriate research
 - Employ best practice in preparation and implementation

Submissions

- Prioritise and prepare submissions for key public health issues
 - National
 - States and Territories
 - Parliamentary Inquiries
 - PHAA election submissions

Influencing Public Policy

- Nurturing relationships and standing at all levels
 - Federal, State and Local Government
 - Political and bureaucratic

Media

- Maintain and strengthen media relationships and effectiveness

Reporting requirements

- The Board is satisfied with the Implementation Plan for Advocacy, including:
 - Support provided for Branches to achieve these goals through their own implementation plans
 - Activity taking place across all advocacy areas

2. Promote a Population Health Approach

Population health approaches

- Promote a population health approach to enable health status and health inequalities to be addressed throughout life
- Improve the health of the whole population and specific subgroups by working at a population level rather than focusing on individuals and their behaviours

Involving populations in health

- Build healthier communities
 - Encourage participation as part of building healthier individuals and communities
 - Engage communities within a range of settings
- Placing a specific focus on vulnerable groups
 - Aboriginal and Torres Strait Islander peoples
 - Socio-economically disadvantaged
 - Culturally and linguistically diverse

Awards

- Identify areas where it is appropriate to provide awards and build on the current awards at the Annual Conference and the Immunisation Conference

Snapshots of areas for improvement

- Identify areas where improvements can be made and select priority areas for action
- Consider development of a celebratory week (linked to World Health Day April 7) to focus on achievements, improve public understanding and enhance approaches to public health

Settings for health

- Workplaces, businesses and other communities of interest
- Schools and homes

Identify issues within locality context

- Urban
- Rural
- Remote

National and International

- Work with strategic partners
- Focus on Pacific and other near neighbours

Reporting requirements

- The Board is satisfied with the Implementation Plan for Promoting a Population Health Approach that:
 - Addresses the approach for each of the areas identified above
 - Sets time frames for completion

3. Build Capacity in the Public Health Sector

Conferences

- Continue and enhance the success of PHAA capacity building conferences, including:
 - Annual Conference
 - Immunisation (bi-annual)
 - Prisoner Health
 - Food and Nutrition

Branch Seminars

- Encourage and support Branches conduct seminars by circulating ideas on approaches and successful events
- There will be an expectation that each Branch will hold at least one seminar per year
- Branches will be encouraged to run an additional seminar associated with the Branch AGM

Website Education

- Reviewing the website to ensure optimum access and capacity building in areas such as
 - Policies, Conference and Seminar resolutions, PHAA and Branch submissions
 - Branch educational opportunities
 - Special Interest Group opportunities
 - Discussion, social networking and opinion Forums

Australian and New Zealand Journal of Public Health

- Maintain the *Australian and New Zealand Journal of Public Health* (ANZJPH) as a peer review journal of high standing in the public health community
- Examine opportunities for online release and increased editorial comment on pertinent issues of public health significance

Network publications

- Use the following methods of communication to broaden PHAA networks and ensure appropriate understanding of the Association's achievements.
 - Intouch
 - Members' Roundup
 - Specific emails to members where appropriate
- Use every possible opportunity to publicise PHAA policies, programs and conference resolutions

Reporting requirements

- The Board is satisfied that the Implementation Plan adequately builds capacity in the public health sector, including measures such as:
 - The PHAA conducts a range of successful conferences and seminars
 - The ANZJPH increases impact factor and circulation
 - The PHAA Communication strategy assists in building the capacity of members and other public health professionals and stakeholders

4. Strengthen the Public Health Workforce

Mentoring

- Develop mentoring plans at Branch level

Accreditation

- Engage leaders of programs such as relevant Bachelor Degrees and Masters of Public Health to discuss a review of qualifications of workers in the public health arena. This should help determine if a baseline might be established to add professionalism to the area. An approach might include:
 - Public Health Professional recognition
 - A specific focus on Health Promotion Officers
 - The use of the PHAA post-nominals

Professional Development

- Promote and encourage professional development through:
 - Conferences
 - Seminars, lectures and presentations
 - Short courses
 - Fact sheets

Promoting the Interests of Public Health Workers

- Identify the leadership, skills development and capacity building needs of of Public Health worker groups, including:
 - Practitioners
 - Researchers
 - Health promotion officers

Reporting requirements

- The Board is satisfied with the Implementation Plan in the area of Workforce Development. This will entail an examination of the role that PHAA might play as a leader in:
 - Accreditation
 - Professional Development
 - Promotion of the of the interests of professionals across public health

5. Address PHAA Policy Priorities

Social and Environmental Determinants of Health

- Equity of health outcomes
- Indigenous issues
- Health impacts of climate change and environmental change and degradation
- Ecologically sustainable population
- Oral health
- Gender
- Mental health
- Justice health
- Healthy food
 - National food policy
 - Food and health dialogue

Health Literacy

- Social equity
- Research and identify most appropriate PHAA contribution
- Enable people to traverse health systems
- Relevance to prevention – keeping people out of the health care system
- Gender – impact for Men’s and Women’s Health Policy
- Person-centred care – practitioners enabling self help and health improvement through empathic partnerships
- Food Regulation, including labelling

Risk Factors

- Social determinants
- Tobacco
- Alcohol
- Unhealthy weight and poor nutrition

Action on diseases and conditions

- Environmental Health
 - Role of Federal, State, Territory and local government
- Immunisation
- Equitable access to safe, affordable and appropriate medications

Reporting requirements

- The Board is satisfied that an Implementation Plan has been completed that identifies how the PHAA will address these issues through National Office, Branches and SIGs
- The Implementation Plan has been appropriately considered by the stakeholders and appropriate priorities have been set for all the issues identified in this section
- Advocacy action is taken on these priorities

6. Continue to develop PHAA Operations

Increasing the PHAA profile

- Continue to build PHAA's profile as the nation's key public health association with the media, bureaucracy and at all levels of government. The Board, the National Office and our Life Members will provide leadership, but responsibility for this increase in profile will be shared by Branches, SIGs and engagement of members.

Branches and SIGs

- Include, where appropriate, in each Branch's annual plan:
 - Capacity building
 - Policy development
 - Profile development
 - Membership engagement strategies

Conferences and Meetings

- Continue PHAA's success in running the Annual and other conferences, including in such areas as Food, Immunisation and Justice Health, and the Congress

Membership Growth

- Implement recruitment and development strategies such as:
 - Advertise in the *Australian and New Zealand Journal of Public Health* and other appropriate publications
 - Reconsider corporate/institutional membership, perhaps on a sliding scale
 - Constantly explore new methods and initiatives to understand, support and build the PHAA membership

Financial Management

- Budgeting goals
 - Revenue
 - Expenditure
 - New funding sources, such as hypotheticals, debates, seminars (branches), movie nights
- Good governance will remain fundamental to the operations of the PHAA

Publications

- *The Australian and New Zealand Journal of Public Health*
- *Intouch*

Engaging with other stakeholders

- Congress partners
- Other health networks
- Industry

Reporting requirements

- The Board is satisfied with the good governance, the financial circumstances and the conduct of the National Office and all aspects of the governance of all areas of the PHAA

Overview

