



STRATEGIC PLAN 2020

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Executive Summary

The Perinatal Society of Australia and New Zealand (PSANZ) undertook strategic planning preparations for a three to five year period beginning January 2020. The process spanned over a number of weeks and involved stakeholder consultations combined with a comprehensive executive review and strategic planning session with the board of directors and invited guests.

Due to a range of identified challenges in the current landscape, it was established that PSANZ would:

- Roll out a diversified revenues strategy
- Implement a significant communications and engagement strategy
- Engage the services of a qualified CEO to manage the association and deliver on the objectives in the strategic plan
- Embark on the process of obtaining internationally recognised 'Peak Body' status
- Develop risk mitigation processes
- Establish stronger networks and partners to work collaboratively on research and communications of results
- Earn additional income from strengthening and expanding corporate sponsor partnerships and membership value

The newly developed strategic plan focuses on five key areas to help ensure the future success of the society. These key areas are as follows:

1. Financial Sustainability

Work towards the further improvement of its financial position by obtaining additional revenue streams via corporate sponsorships and additional services and improving profit margins on existing revenue streams (congress and memberships).

2. Organisational Excellence

Improve the control, activity, outcomes and achievements of the society by employing an executive (CEO or similar), tasked to implement and drive the objectives of the strategic plan.

3. Good Governance

Improve and maintain strong leadership by working as a unified unit in the best interest of the society and its members, implement both board recruitment and succession planning and implement a Board Development Plan (BDP) to improve the skills and expertise of board members to be better equipped to make sound strategic decisions.

4. Improving Society Profile

Develop a detailed engagement plan delivering on multiple objectives including: a highly professional organisation profile that will showcase the purpose of the society, implement a significant communications strategy to enhance the brand awareness and engagement with the sector; and obtain the services of a society ambassador to enhance reach, voice and influence.

5. Member Engagement

Enhance the Member Value Proposition (MVP) of the society to encourage continuous membership between congresses and demonstrate the importance of member involvement in delivering on the aims of the society.

This strategic plan outlines how the Executive team arrived at these conclusions and provides a road map for the proposed strategies, objectives and projects to be worked towards, and undertaken, in order to proactively respond to market realities and optimise the organisation's overall positioning.

Introduction & Methodology

PSANZ is an international not for profit organisation in Australia and New Zealand.

This bi-national multidisciplinary Perinatal Society was founded in 1983 and is dedicated to improving the health and long-term outcomes for mothers and babies.

The Society fosters communication and collaboration between all those involved in perinatal research and in the care of the mother and baby during pregnancy, birth and the postnatal period and offers professional, political, administrative and educational advice.

NFP Success was engaged to support the management, facilitation and development of this strategic plan. The process involved consultation with stakeholders followed by an executive review and a strategy formulation session.

The project began with the consultation of the PSANZ assigned secretariat -Corporate Communique to gain an understanding of the history of PSANZ and the process that brought the organisation to this point. A questionnaire was then distributed through the management committee to form part of the current situational analysis and act as a snapshot self-assessment piece.

These consultations provided an environment for the respective parties to express their individual views and perceptions of PSANZ operational procedures, culture and risks. This information was analysed by the Executive team prior to establishing the overarching strategies, objectives and projects.

Mission and Aim

The Board and Executive team reviewed the organisations existing vision and mission statements and opted to maintain the current statements for the three years of this strategic plan as they both inspire and align with the organisation's purpose.

Mission

To foster communication and collaboration between all those involved in perinatal research and in the care of the mother and baby during pregnancy, birth and the postnatal period and offers professional, political, administrative and educational advice.

Aim

- Advance the theory and practice of Perinatology
- Encourage training and research
- Provide expert advice to government and other bodies
- Collaborate with all relevant organisations or professions
- Establish and maintain positive relationships with relevant international bodies

External Environment and Comparison Analysis summary

The project undertook a broad comparative analysis of other organisations that in some ways are similar to the values and principles of PSANZ. The purpose of this analysis was to identify initiatives that other organisations were undertaking to achieve their goals and identify successes of other organisations.

Organisations that were selected for the comparison analysis project included:

- Audiology Australia
- Australasian Gynaecological Endoscopy & Surgery Society Ltd
- Australasian Menopause Society
- Australasian Podiatry Council
- Australian and New Zealand Society of Geriatric Medicine
- Australian Dental Association
- Australian Gastrointestinal Endoscopy Association
- Australian Orthopaedic Association
- Australian Society of Anaesthetists
- Australian Society of Plastic Surgeons Incorporated (ASPS)
- Christian Medical & Dental Fellowship of Australia
- High Blood Pressure Research Council of Australia
- Internal Medicine Society of Australia and New Zealand
- Rural Doctors Association of Australia
- The Australasian Society of Clinical Immunology and Allergy (ASCIA)
- The Australian & New Zealand Intensive Care Society
- The Australian and New Zealand Society of Occupational Medicine
- The Endocrine Society of Australia (ESA)
- Urological Society of Australia and New Zealand

Additional associations recommended for comparison analysis by some committee members include:

- Australian Medical Association – www.ama.com.au
- British Association of Perinatal Medicine - www.bapm.org
- International DOHaD Society www.dohadsoc.org
- Perinatal Research Society www.perinatalresearchsociety.org
- Perinatal Society New Zealand www.perinatalociety.org.nz
- Australian Clinical Trials Alliance <https://clinicaltrialsalliance.org.au/>
- The Thoracic Society of Australia and New Zealand www.thoracic.org.au

These comparative observations provided learning opportunities for PSANZ to consider:

- The thriving organisations have a paid executive to manage the organisation
- The need for an increased online presence and upgraded website to encourage engagement and improve awareness
- Strong focus on increasing the number of members of the society, establish 'set and forget' member renewals
- Member Value Proposition (MVP) provides obvious reasons to remain a member of the society
- The majority of revenues are obtained through memberships and the annual conference
- Corporate sponsors play a significant role in the sustainability of the organisation

The general consensus among the management committee was that these were areas that PSANZ could become more active. The purpose of increased activity in this space is to expand on existing marketing and engagement activity in an effort to obtain additional corporate, government and community sponsorship and support.

Strengths/Weaknesses/Opportunities/Threats

A consultation exercise conducted with Board Members forms a review of the organisations key strengths, weaknesses, opportunities and threats as perceived by the organisation. These results are then used as a foundation for the development of the goals and objectives of the Strategic Plan.

STRENGTHS

- Multi-Disciplinary
- Unique Focus / Area of expertise
- Quality, high value annual congress
- Tiered membership options
- Inclusive consumer opinion and advice
- Broad network of professionals

WEAKNESSES

- Financial sustainability
- Capacity to deliver on objectives
- Formalised market profile
- Clear roles and responsibilities of management committee
- Single source of all society information and documents
- Clearly defined and familiar public profile
- Governance expertise of management committee
- Control of society operations and finances
- Communications and industry engagement
- Accurate and current policy and procedures documents
- Fully collaborative and cooperative network
- Insignificant Member Value Proposition (MVP)

OPPORTUNITIES

- Alignment with government initiatives
- Strengthen communication and effectiveness of network
- Corporate Sponsorships
- Increased involvement of Consumer Advisory Panel (CAP) with board directives
- Develop a Endorsement program
- Improve options for membership both individual and corporate
- Establish 'Peak Body' status
- Public engagement
- Improved science communication
- Valuable partnerships with 'like' associations
- Actively support other research programs

THREATS

- Little activity from the society outside of congress
- No funds
- Other societies
- Membership decline
- Volunteer network disengaging
- Management committee burnout
- Lack of essential governance skills
- Geographic reach

Crafted Strategy, Objectives and Tactics

The PSANZ overarching strategy of moderate growth and diversity is supported by a suite of objectives feeding into this approach. The objectives were developed with PSANZ finite resources in mind, most of which have traditionally been consumed by the engagement of an outsourced secretariat.

It was therefore agreed by the Board that when establishing the new set of objectives aiming to promote the new strategy, PSANZ must prioritise and re-invest in new focus areas like the internalisation of the management structure and employ an executive. A balanced suite of strategically aligned measures was crafted (see below) which will be incorporated into the organisations current performance framework and where possible into current and new success indicators.

PSANZ Strategic Plan 2020 Objectives:



Tactics

The tactics that align with, feed into and cascade from the objectives were prepared by the Board. While still flexible in nature these tactics will serve as a starting point for future business planning, action and preparation of an implementation plan.

Tactics	Responsible	Activities and Goals
Objective 1 Financial Sustainability	Board member responsible?	Actions
Obtain additional revenue streams		<ol style="list-style-type: none"> 1. Obtain a major corporate sponsor 2. Establish a PSANZ endorsement program 3. Subscribe to govt funding portals and commence application processes
Improve financial performance of current revenue streams		<ol style="list-style-type: none"> 1. Pay close attention to income vs. expenses of the congress 2. Expand on membership options to include corporate and other memberships 3. Setup automatic renewal payments for memberships (set & forget) 4. Improve MVP to demonstrate the importance of being a member
Objective 2 Organisational Excellence	Board member responsible?	Actions
Employ an Executive to manage the society		<ol style="list-style-type: none"> 1. Develop a position description and KPIs for a CEO position 2. Commence recruitment process for qualified CEO with skillsets complimentary to the purpose of the society and the objectives in the strategic plan 3. Engage a CEO and begin work on achieving results
Gain better control over the finances of the society		<ol style="list-style-type: none"> 1. Transition the handling of finances for the society from the secretariat to the new CEO and remove the services of the secretariat 2. Document policy around the management of society funds

Objective 3 Good Governance	Board member responsible?	Actions
Board recruitment & succession planning		<ol style="list-style-type: none"> 1. Identify succession for each position and requirements 2. Formalise succession planning process and action 3. Develop the recruitment strategy for board positions
Establish board responsibilities and portfolios of expertise		<ol style="list-style-type: none"> 1. Draft optimal organisation structures both at a board level and operational 2. Assign positions to the board that would otherwise exist if they were jobs
Effective governance		<ol style="list-style-type: none"> 1. Establish a board development plan including training, relationship building and success indicators 2. Obtain/maintain board members with the skills and attributes required for the overall effectiveness of the board based on the objectives in the strategic plan. 3. Establish a reporting structure to hold board members accountable for the performance of the organisation
Objective 4 Improve Society Profile	Board member responsible?	Actions
Establish strong public profile		<ol style="list-style-type: none"> 1. Undergo a profiling and brand exercise to establish the framework for the Society profile 2. Using the vision, mission and values, establish the structure of the profile 3. Document and design the profile for use with corporates and government funding bodies alike
Improve organisation & brand awareness		<ol style="list-style-type: none"> 1. Implement marketing, communications and engagement strategy 2. Review our 'touch points' and decide what needs work (website, social, newsletters, displays, office) 3. Implement digital marketing campaigns to communicate the influence and achievements of the society

Achieve 'Peak Body' recognition		1. Develop and implement strategies to gain public and government recognition of PSANZ as the Peak Body representing the voice of Australian and New Zealand Peri Natal Doctors, Professionals and Consumers
Objective 5 Membership Engagement	Board member responsible?	Actions
Improve membership value		<ol style="list-style-type: none"> 1. Expand on membership options to include corporate and other memberships 2. Setup automatic renewal payments for memberships (set & forget) 3. Improve MVP to demonstrate the importance of being a member

Plan on a Page

In summary of this report and the new direction set by the Board, a Plan of a Page (POP) was developed (see Attachment A). The POP serves as a snapshot of the strategic plan underpinning all future activities over the strategic period and therefore is useful for internal plan promotion, reference, snap shot in board meetings and new staff on-boarding.