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Introduction

First published in 2017, the Long Term Strategy is our main strategic planning document, providing a framework for the work we do and services we provide to our members and stakeholders. It clearly states our vision, strategic aims and key priorities for the next 3–5 years. The Long Term Strategy process helps us consider competing pressures and the links between them, and establish among Board members, committee members, staff and Association members a shared understanding of our priorities and aims.

We have considered the key political, economic, social, technological and environmental factors, which, over the next few years, may affect our members and stakeholders, and the delivery of patient care and safety (for example, changes in demographics of patients and the health workforce and changes to shift and pay patterns).

2019 is the second year of implementation of the strategy, and in updating this document we have considered the good progress and changes already made in our first year. Among the changes is our refreshed branding, launched in 2018, which is a step towards becoming a stronger online presence with an improved website and digitalisation. We have invested in wellbeing support for our members and an active advocacy and campaigns programme to engage with policy makers on the issues affecting the specialty.

Like all strategies, it needs to be reviewed continuously and updated in response to change. We are mindful of the many changes and some uncertainties in the external environment which may impact healthcare generally, and the specialty. We welcome comment and feedback on the strategy document which will enable us to review and update it so it remains relevant and current.

Dr Kathleen Ferguson, President
Ms Karin Pappenheim, Executive Director
Background statement and history of the organisation

The Association of Anaesthetists (the Association) was founded in 1932 by Dr Henry Featherstone. In 2018, the organisation’s brand name was shortened to Association of Anaesthetists. The brand name is used to refer to both the Association of Anaesthetists of Great Britain & Ireland and its related charity, the AAGBI Foundation. Both entities work together to further patient safety, education and wellbeing in anaesthesia. The two entities are separate for legal and governance purposes.

Throughout its history the Association has initiated or promoted major developments in British and Irish anaesthesia. The Association was involved in negotiations before the establishment of the National Health Service and, as a result, anaesthetists received equal status to other consultants.

Today, the Association represents the interests of anaesthetists in the UK and Ireland, the majority of whom are members (currently >11,000), acting as a voice for the specialty and promoting advances in anaesthesia. The Association continues to raise the profile of the specialty and educate the public about anaesthesia.

The charitable arm of the Association, the AAGBI Foundation (established in 1986), promotes patient safety through education and research. The core programmes of the Foundation are:

- Education in anaesthesia for the public and medical professionals;
- ‘Heritage’ through a national archive and anaesthesia history projects;
- International grants and projects to support anaesthesia in lower resource countries;
- Research funding to promote improvements in patient care.

Mission and values statements

The Association of Anaesthetist’s motto is in somno securitas (safe in sleep).

Our mission is to advance and improve patient care and safety in the field of anaesthesia and disciplines allied to anaesthesia.

This over-arching mission is delivered through two legal entities: the parent body, the Association, of which the majority of anaesthetists are members, and its charity, the Foundation.

The Association is the only anaesthesia membership association covering the whole of the UK and Ireland. We are an organisation of, and for, anaesthetists, providing member services at all career stages from medical student through training, to becoming and working as a consultant or SAS doctor, and finally to retirement. The Association acts as an influential voice for the specialty regarding health and public policy. Our core services are professional education, information and guidance, and wellbeing and support.

Our organisation values: the way we work

As an organisation we hold these values which define the way we work:

- We are an organisation of, and for, anaesthetists, providing services at all career stages and an influential voice for the specialty;
- We share expertise, knowledge and learning in anaesthesia;
- We are focused on quality and strive for excellence in all our activities;
- We are innovative and forward thinking;
- We are collaborative and work with stakeholders and others who share our vision;
- We are inclusive and committed to equality and diversity;
- We work across the four nations of the UK and in Ireland, respecting the impact of devolution while maintaining that healthcare standards should be universal and not affected by national borders;
- We are working towards sustainability in healthcare and greener anaesthesia;
- We are a responsive organisation, constantly developing and changing to meet new challenges.
Our brand values

We represent the life-changing, life-saving profession of anaesthesia by supporting, informing and inspiring a worldwide community of over 11,000 members.

Our work and members span the globe, yet our voice is local and personal. We stay in close contact with our members, look after their day-to-day wellbeing, and act as their champion. Our world-class conferences, journal and online resources educate and inform, and our respected guidelines continually improve standards of patient safety. We preserve and learn from the history of anaesthesia. We use that to inform the present and facilitate vital research and innovation into its future.

As an independent organisation, we speak up freely and openly for the interests of anaesthetists and their patients. We influence policy, raise public awareness and are at the forefront of safer anaesthesia across the world.

Diversity policy

The Association welcomes diversity and is committed to equality and inclusion in all aspects of our work. Diversity is valued within the organisation. We positively seek to reflect diversity in the composition of our governance bodies and workforce and to ensure there is equality of access to the services we provide and that we are responsive to the needs of the diverse population of patients and health professionals in the UK and Ireland.

We recognise that discrimination exists against individuals and groups in society and are committed to ensuring that equality of opportunity becomes an integral feature of all our activities. In our work, we aim to eliminate discrimination generally and in particular on the grounds of the nine protected characteristics defined in the Equality Act, namely age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, gender and sexual orientation.

Over the next five years we will take practical action to implement diversity through our different work streams.
Strategic priorities by key programme and service area

Every major programme and service area has identified key objectives as well as the actions and capabilities required to deliver these priorities. Appropriate performance measures have also been identified to measure progress against these objectives.

Advocacy and campaigns – a voice for the specialty

**Vision**

To be an effective voice for the specialty, a leading contributor to health policy affecting anaesthesia and a leader in raising public awareness and understanding of the anaesthetist’s role

A key priority for the next 3–5 years is to develop our advocacy and campaigns and policy work, actively deploying communications, public affairs, and stakeholder engagement, public relations and media/communications techniques to raise our profile and promote our messages to professional, political and public audiences.

Key achievements and current position:

- Advocacy and campaigns work stream launched in 2018;
- Fatigue campaign;
- Policy work.

**Over the next five years we will:**

- Enhance our relationships with other organisations;
- Build new relationships with key organisations;
- Build new relationships with politicians in each of the UK and Irish legislatures;
- Provide leadership and advocacy for safer anaesthesia and a strong voice for the specialty in healthcare and health policy;
- Respond to political and societal changes such as Brexit, devolution and the financial climate.

**To achieve our vision we will:**

- Develop a network of supporters among each of the UK and Irish legislatures;
- Develop briefings and position statements on key issues for the Association;
- Maximise our opportunities for influence by closely monitoring policy developments;
- Enhance our communications, including our online and social media presence;
- Maximise our public relations opportunities by working with the press and media;
- Be more strategic in our collaborations with other healthcare sector organisations and work on joint objectives (e.g. the Royal College of Anaesthetists and College of Anaesthesiologists of Ireland).
Membership services

**Vision**

To be the professional membership organisation of choice for all anaesthetists by providing high quality and high value member services at all stages of their career.

**Key achievements and current position:**

- The majority of anaesthetists are Association members. Using data from a RCoA census, Association membership comprises 70% of trainees and 80% of consultants;
- Membership has grown by nearly 4% over 5 years and stands at > 11,000;
- Retention rates are high (94%);
- We have established a new Membership Services Committee to develop our member engagement;
- We have a committee to represent the interests of trainees (the Trainee Committee), which works to support trainee anaesthetists in all relevant areas of Association activity;
- We have developed an SAS engagement strategy through the appointment of an SAS board lead to work with our SAS Committee, and set the goal of increasing SAS membership;
- Membership rates are competitive and membership is seen as good value for money; we need to balance this with financial sustainability;
- We have an established local network of Links, Trainee Network Leads and a less than full-time (LTFT) network;
- We have developed a national mentoring programme;
- We have undertaken membership surveys every 3 years (most recently 2019).

**Over the next five years we will:**

- Increase membership to 75–80% of those working in UK and Ireland, and grow our international membership;
- Better understand the needs of members and develop our services in response to their needs and with regard to the results of the 2019 membership survey;
- Reach out to new target groups (e.g. increase membership of allied health professionals and industry);
- Reach out to future generations of anaesthetists (foundation year doctors and medical students);
- Ensure our services and benefits are inclusive to all members (e.g. parents and those working LTFT);
- Support the wellbeing of our members and provide information, advice and support;
- Offer members structured support opportunities that help them achieve their full potential (as recommended in the GMC’s *Good Medical Practice*);
- Improve and offer value for money member services and benefits;
- Go ‘digital’ with fully online member services.
To achieve our vision we will:

- Develop the work of the Membership Services Committee;
- Deploy our new membership database, website and digital communications;
- Continue to engage with our members online (feedback surveys, consultations);
- Undertake a strategic review of the benefits package to evaluate our member value proposition;
- Increase proactive marketing and communications to existing members and new target groups;
- Further develop the role of the Links and Trainee Network Leads, introduce an SAS Link Scheme and engage with the Clinical Directors network.
- Focus on engaging and attracting medical students into the profession;
- Increase international membership by working with our sister organisations: the European Society of Anaesthesiology (ESA) and World Federation of Societies of Anaesthesiologists (WFSA), and building on our growing relationship with the Indian Society of Anaesthesiologists;
- Continue to recruit and engage SAS doctors;
- Expand our support for the wellbeing of our members through schemes such as mentoring;
- To grow and develop the mentoring scheme, by exploring Trust funding to provide more training to members to become mentors;
- Work with other organisations providing support for doctors (e.g. Royal Medical Benevolent Fund, BMA Wellbeing Support Services and the NHS Practitioner Health Programme);
- Become a market leader and monetise selected services, e.g. Learn@ to groups outside the specialty/outside the UK as income generators;
- Increase public policy and advocacy work to advance the interests of the specialty.
Safety

Vision
To promote safe anaesthesia through the provision of information, education, guidance and expert advice to anaesthetists and healthcare stakeholders.

Key achievements and current position:

- ‘Safe in sleep’ is the organisation’s motto: safe anaesthesia is central to all we do;
- The Safety Committee has been in the vanguard of safety in healthcare since it was founded in 1974;
- The Committee includes representation from relevant healthcare bodies;
- We have a strong track record as an advisor on matters of patient safety in anaesthetic practice;
- We provide expert opinion on safety issues highlighted by members, the pharmaceutical industry and equipment manufacturers;
- We liaise with the Department of Health, Medicines and Healthcare products Regulatory Agency, NHS Improvement, RCoA and medical defence organisations on safety initiatives;
- We offer seminars on safety aspects of anaesthetic practice;
- Association relationships with Barema and other industry partners are well established;
- We partner with the RCoA and NHS England through the Safe Anaesthesia Liaison Group (SALG);
- We are a leading publisher of safety guidelines and consensus statements, which are disseminated and communicated widely in Anaesthesia and online via our website and apps, as well as direct distribution to the NHS and stakeholder organisations.

Over the next five years we will:

- Refresh and develop the Association’s remit and role in relation to SALG as a collaborative initiative;
- Continue to be a leading publisher of safety guidelines and consensus statements, in collaboration with other bodies where appropriate, and disseminate and communicate these widely to all stakeholders;
- Seek to measure the impact of our guidelines by integrating guideline publishing with quality improvement and sprint audit activity to demonstrate and measure the impact of the guidelines on clinical practice;
- Promote national safety projects.

To achieve our vision we will:

- Ensure our website is the ‘go to’ resource for safety matters and improve interactive functionality with membership;
- Cement the partnership with the RCoA in relation to SALG.
Education

**Vision**

To provide educational excellence as a leading provider, nationally and internationally, of relevant, challenging and high quality educational activities and resources, available through face to face events and as online e-learning.

**Key achievements and current position:**

- We organise three highly successful conferences annually, 50+ seminars and 10–12 core topics meetings – all considered good value for money;
- We offer a world class e-education platform (Learn@) and webinars;
- We offer e-education products and webinars as a paid-for service (with further potential to monetise);
- We have strong QA processes for all our educational offerings;
- We are taking note of innovative developments and considering how these may impact our future educational offering;
- With limited capacity to hold events at the current Association premises we are holding more seminar and core topics events round the country;
- Online and face to face education is not yet fully integrated, but we are continuing to explore uses of technology to deliver education.

**Over the next five years we will:**

- Improve, expand and diversify offerings and how they are delivered (e.g. simulation/skills training workshop events, problem based learning, multidisciplinary events);
- Enhance and expand online offerings (especially Learn@, tutorials, live webinars and training sessions, podcasts, online forums, online training resources) and better integrate physical and digital elements at events (live streaming);
- Automate event registration via the new membership database and website;
- Be more commercial as a professional conference organiser;
- Continue to improve QA processes to ensure education excellence.

**To achieve our vision we will:**

- Enhance our educational facilities (outsource if required);
- Explore commercial opportunities (e.g. monetisation of e-education products to non-members);
- Expand our online learning (e.g. more live streaming, more interactive teaching);
- Develop a sales and marketing strategy for e-education products as an income stream;
- Appoint an industry lead to build relationships with industry and develop sponsorship through collaboration with Barema and a corporate supporters scheme to increase industry funding for education (and research);
- Be innovative in developing our educational offerings beyond the well established core events;
- Ensure the Association implements its Diversity Policy in providing education;
- Ensure the Association provides education in line with its Environmental Policy.
Research

**Vision**
To improve patient care and safety through relevant and impactful high quality research into anaesthesia and allied specialties.

**Key achievements and current position:**
- We have an agreed set of research priorities (our own and via the James Lind Alliance);
- We fund grants between £1000 and £50,000 via the National Institute of Academic Anaesthesia (NIAA) process to provide peer review and oversight;
- We provide funding for medical student electives, intercalated BSc and abstract prizes at congresses;
- We collaborate with the RCoA and *British Journal of Anaesthesia* in the running and funding of the NIAA, with our journal *Anaesthesia*;
- We engage with Barema as a research funding partner;
- Joint grant call with the Association for Cardiothoracic Anaesthesia and Critical Care (ACTACC) in 2018;
- A strong focus on dissemination of research via our journal *Anaesthesia*;
- Used our learning from the ASAP to develop a sprint audit programme linked to our guidelines;
- Co Funder of the Clinical Trials Network.

**Current research priorities:**
- Patient safety;
- Innovation;
- Clinical outcome;
- Education and training;
- Related professional issues (e.g. standards and guidelines, working conditions, medico-legal issues, etc.);
- The environment;
- Network based on other audits, QA/QI projects that may involve guideline implementation.

**Over the next five years we will:**
- Fund more high quality research (aim to increase spending year on year if we can secure additional funding);
- Use some of our funds to leverage funding from the ‘big’ funders or charities;
- Measure the impact of our funded research;
- Continue to align grants to our priorities and take account of the Anaesthesia and Perioperative Care Priority Setting Partnership (James Lind Alliance) ‘Top 10’;
- Further develop our partnership with the RCoA and the NIAA;
- Bring in more funding through industry sponsorship with Barema or fundraising collaboratively with NIAA;
- Facilitate involvement of more ‘non-academic’ researchers;
- Develop ASAP and link to our guidelines programme;
- Promote research within trainee networks.
To achieve our vision we will:

- Increase collaboration and external funding (e.g. NIAA partners, specialist societies);
- Offer financial support to the Research & Audit Federation of Trainees;
- Implement professional fundraising and industry sponsorship (post Lifeboxes for Rio campaign) to bring in funding to increase annual research spend;
- Revisit our financial strategy (e.g. put forward the case to increase annual research spend as either a proportion of total Foundation spend or increasing Foundation spend);
- Support the ASAP fellow to develop a continuing programme of audits and quality improvements projects.

**International**

**Vision**

To promote quality anaesthesia, critical care, pain management, patient care and associated subspecialties in low resourced environments and other overseas locations as appropriate through the exchange of skills and knowledge.

**Key achievements and current position:**

- A leader in pioneering international projects in anaesthesia;
- Travel and project grants through the International Relations Committee in collaboration with others (e.g. RCoA, Difficult Airway Society);
- Other initiatives such as e-SAFE DVD, pain course, book and equipment distribution, education resources;
- A founder member of Lifebox charity;
- Ugandan Fellowships, evaluation published in 2017;
- Strong collaboration with other organisations in the international health sector;
- Collaboration with the Royal College of Surgeons (Eng), Royal College of Obstetricians and Gynaecologists, Association For Perioperative Practice, Lifebox, and WFSA, on the SAFE Operating Room CPD course;
- SAFE is our flagship programme in partnership with WFSA and SAFE is a registered trademark. SAFE Paediatric and SAFE Obstetric anaesthesia courses attract external funding via THET; over 4,000 people have been trained;
- Fundraising capability based on Lifeboxes for Rio and SAFE Africa campaigns;
- Close working relationship with Lifebox;
- Innovative Global Anaesthesia Partnerships Map to promote sharing of knowledge and experience;
- Overseas Anaesthesia Fund;
- Fundraising capability based on the Lifeboxes for Rio campaign.
Over the next five years we will:

- Fundraise for the Association’s international programmes to supplement the Foundation’s own funding; build on the success of the SAFE Africa campaign;
- Work toward a 10 year vision to develop SAFE with WFSA and other partners as a global programme by securing further external funding;
- Build on the independent evaluation of the Ugandan Fellowship programme;
- Build strategic partnerships and work collaboratively with other organisations aligned to our vision;
- Better promote volunteer opportunities and support volunteers;
- Refresh the international grant awarding collaboration by engaging with current and new funding partners through a new memorandum of understanding;
- Undertake a more strategic and focused approach (target countries and objectives, business plan for growth, set financial/fundraising objectives, multi-year operational targets).

To achieve our vision we will:

- Develop a fundraising strategy based on learning from Lifeboxes for Rio and SAFE and build fundraising capacity;
- Re-launch our individual donor appeal (Overseas Anaesthesia Fund) using the new membership database to allow direct online giving;
- Improve links with grant awarding bodies;
- Develop expertise in writing grant applications;
- Memorandum of understanding or partnership agreement with other organisations.

Heritage

**Vision**

To link the past with the present and keep alive the history of the specialty through education and information and preserving our heritage.

**Key achievements and current position:**

- A world-class accredited museum, archive and education activity;
- Growing visitor numbers;
- Comprehensive and unique collections;
- Highly skilled volunteers;
- Innovative First World War project;
- Museum Lates established as a twice yearly event programme;
- Engaging in new events such as MEDFest and OpenHouse London to raise the profile of the centre and work with new audiences;
- Heritage has been recognised as a sub-brand in the rebranding of the Association;
- The museum area has been redecorated and the lighting in the cabinets has been improved.
Over the next five years we will:

- Initiate outreach to schools and young people;
- Engage medical professionals on the history of anaesthesia and pain management;
- Provide public education about historical and recent developments in anaesthesia, the role of the anaesthetist and impact on patient safety;
- Develop funding streams to support development;
- Involve trainees more actively, particularly in outreach programmes and communication;
- Nurture links with other organisations (e.g. universities and schools, industry, the History of Anaesthesia Society, London Museums of Health and Medicine);
- Explore other spaces for hosting visiting exhibitions – both permanent and temporary (e.g. other medical or non-medical institutions and museums);
- Consider media collaboration for public education, e.g. documentaries;
- Review how the limited space available can be used to maximum effect or enhanced using technology.

To achieve our vision we will:

- Improve our facilities (e.g. more prominent space, increased accessibility, cafe, education room, storage);
- Enhance profile by marketing and communications;
- Reach out to press/media and programme makers/broadcasters;
- Use advanced technology (e.g. digitising the collections) and build our online presence;
- Recruit a more diverse and larger group of volunteers;
- Increase opening hours, with more staff, or develop in-house staff capacity as experts in heritage/museum work;
- Charge for talks to generate income;
- Engage consultants (e.g. museum designer, educator, historian);
- Recruitment of an in-house historian through a fellowship or academic collaboration.
Independent practice

**Vision**
To be the leading source of guidance and advice for anaesthetists engaged in independent practice and to represent the interests of our members though engagement with other organisations involved in the delivery of healthcare in the independent sector.

**Key achievements and current position:**
- The Independent Practice Committee comprises Board members and co-optes representing a broad range of interests within independent practice (individual, group and partnership models represented);
- We are the only organisation representing the specific interests of anaesthetists within the independent healthcare sector;
- We provide a resource to members with questions relating to independent practice;
- We provide guidance on best practice within independent practice.

**Over the next five years we will:**
- Update the guidance for members engaged in independent practice, especially those new to it;
- Continuously review activity within the independent sector – in particular the increasing NHS work being undertaken in independent institutions;
- Respond to the political situation and potential challenges to contracts;
- Target communications to members engaged in independent practice.

**To achieve our vision we will:**
- Use the new membership database to identify members engaged in independent practice;
- Engage with other organisations involved in healthcare in the independent sector.

Trainees

**Vision**
To be the voice for trainee anaesthetists; supporting them throughout their training years by providing high quality education, guidance and representation.

**Key achievements and current position:**
- 3213 trainee members, approximately 70% of all trainees;
- 2017 was the 50th anniversary of the Trainee Conference, the only anaesthetic conference specifically for trainees;
- Two Trainee Seminars – ‘Consultant Interview’ and ‘Management and Leadership’;
- 558 videos on the Learn@ platform, which have been categorised according to their relevance for different grades of trainees;
- The 12th edition of the *GAT Handbook* was published in 2016 – a comprehensive guide to training in anaesthesia and intensive care;
- A network of Trainee Network Leads, with at least one trainee link in every School of Anaesthesia in the UK and Republic of Ireland;
- Association social media presence with #AskGAT and Trainee Committee members tweeting regularly;
▪ A Trainee Committee issue of Anaesthesia News each year, and regular Trainee Committee articles in all issues;
▪ Working with Association Council and staff, representing trainees on Association committees, task groups and working parties, to ensure the views of trainees are considered in all Association activities;
▪ An elected member from the Republic of Ireland is guaranteed a place on the Trainee Committee to enable us to represent Irish members;
▪ Responding to relevant external consultations;
▪ Providing information, support and representation for LTFT trainees in the form of the publication LTFT training in Anaesthesia & Intensive Care Medicine – An A to Z Guide, an LTFT network and seminars;
▪ Supporting the Association’s mentoring network, offering taster mentoring sessions at every Trainee Conference;
▪ Representing members at external committees including the RCoA, ICS, College of Anaesthesiologists of Ireland (CAI) (via CAT), BMA and links with the ESA and ASA;
▪ Offering undergraduate travel grants, an essay prize and abstract categories for medical students and foundation doctors.

Over the next five years we will:
▪ Work to improve the training experience for anaesthetic trainees by providing excellent educational resources, campaigning for improved working and training conditions, and providing accessible support for any trainee who needs it;
▪ Listen to our trainee colleagues so we understand all the issues affecting trainees in anaesthesia and be open to ideas and other perspectives;
▪ Develop or encourage new initiatives to help anaesthetic trainees;
▪ Respond to medical and political developments on behalf of anaesthetic trainees;
▪ Increase the trainee membership of the Association;
▪ Promote anaesthesia as a specialty to medical students and foundation year doctors;
▪ Further develop our links with Irish trainees and the Committee of Anaesthesia Trainees from the CAI to enable us to influence issues relevant to them;
▪ Continue to inform trainees about important, relevant and topical issues using a range of communication means to ensure we effectively reach all members.

To achieve our vision we will:
▪ Develop and improve our communication networks, including social media;
▪ Continue to develop links with other organisations to understand their aims and remits and to consider collaboration on relevant initiatives;
▪ Update our web pages to provide a valuable resource on matters relevant to training in anaesthesia;
▪ Promote the value of Association membership and use our communication networks to inform trainee anaesthetists about the Trainee Committee and the Association;
▪ Develop links with medical schools and foundation schools;
▪ Develop the skills of the Trainee Committee members to enable them to deliver the vision.
Specialist societies and interest groups

Vision
To work collaboratively with specialist societies and interest groups towards our common objectives, in particular the promotion of safe anaesthesia.

Key achievements and current position:
- We have a business relationship with 21 societies via service level agreements;
- We have a wider, but less formal, relationship with other specialist societies and interest groups;
- We provide guidance to specialist societies on good governance and opportunities for learning through an annual governance seminar;
- We hold an annual meeting for specialist societies to discuss professional and other issues and promote collaboration;
- We have developed a strong governance seminar to share learning and support with specialist societies to improve their own governance in line with best practice.

Over the next five years we will:
- Continue to provide a forum to discuss professional issues with specialist societies and other partners;
- Seek consensus with our specialist society partners on our common objectives and methods to achieve them;
- Continue the annual governance seminar for specialist societies.

To achieve our vision we will:
- Undertake a strategic review of our relationship with the specialist societies.
Our operational support strategies

Key goals and objectives

What are our operational goals and objectives for the next 3–5 years? What innovation/changes do we want to introduce?

- Build our new branding;
- Scale up/expand our business;
- Be innovative and at the leading edge of technology;
- Become a fully digital organisation;
- Be responsive and strive for continuous improvement;
- Adopt a more commercial approach to income generation;
- Monetisation of products/services currently offered for free to non-members;
- Minimise running costs;
- Work smarter and more efficiently;
  - Streamline working practices (increased automation and streamlining processes, e.g. committees and specialist societies)
  - Improve links across organisation (eliminate silos);
- Be more strategic in collaboration;
- Be greener.

How will we measure the benefits of these changes?

- Set targets for growth and quality;
  - Measure productivity/efficiency;
  - Measure financial savings – reduced/more efficient premises running costs;
  - Measure profitability of commercial aspects;
  - Cash flow over 5 years;
  - Set key performance indicators that target specifics areas of change and growth. These will be Board approved;
- Monitor environmental impact;
- Benchmark ourselves against similar organisations;
- Ask stakeholders for feedback to identify and challenge loss-making areas.

Our enabling strategies for managing our people, technology and property are key to ensuring we achieve our strategic objectives over the next 3–5 years. The Long Term Strategy is supported by a number of other strategies including:

- HR;
- IT and digital;
- Finance;
- Property;
- Sustainability;
- Communications and publishing.
HR strategy

**Vision**

To recruit, develop and retain the best staff.

**Key achievements and current position:**

We currently have 40 staff with a mix of professional skills, experience and talents aligned to the different aspects of our business.

While we value strong teamwork and focus on performance, we also promote learning and development and offer opportunities for staff to build their skills. A number of our staff team now work flexibly, enabled by our IT infrastructure.

We recognise staff roles will change to support our priorities over the next 3–5 years and, as we move towards more automation, different skill sets will be required – especially in digital and web-based applications.

More specialised areas such as IT, digital, editorial, e-education, communications, business development, fundraising and marketing skills will be required; shifting away from basic administration skills. As such, our HR strategy will need to facilitate staff skill sets to keep pace with organisational changes.

IT and digital strategy

**Vision**

To be at the leading edge in IT in every area of our activity and to become a fully digital organisation by 2020.

Significant and ongoing investment and change will be required to go digital, streamline processes and integrate an online presence into every service we provide and activity we undertake. Key aspects include e-learning, digital publications, targeted marketing communications and broadening our target market for social media activity. Changes to our IT infrastructure, including the membership database system, as well as staff skill sets, will be fundamental to achieving this vision.

**Key achievements and current position:**

- The new membership database and website launch in 2019, which will enable greater automation and self-servicing for members;
- Completing the modernisation process will see the Association become an organisation that uses IT and the internet as effectively and efficiently as possible to deliver services for its members, enhance the user and stakeholder experience, and maximise the benefits of automation.

Finance strategy

**Vision**

To diversify, maintain and grow our income with the aim of ensuring we bring in sufficient income to achieve our strategic goals.

Our finance strategy supports the strategic priorities of the organisation and must also ensure financial sustainability. It underpins our operational and programme area strategies.

Our two key income streams are membership subscriptions (43%) and conferences (17%); the income mix has not changed in the last four years. While our income has grown by approximately 4% a year, our expenditure has grown by 9% a year. To address this trend may involve expanding
existing income streams along with seeking new income streams and increased profitability if our expenditure is expected to continue to increase.

The combined organisation (company and charity) is financially strong, and has significant reserves held in investment vehicles, including our headquarters building, which provide both revenue and capital growth. We have a reserves policy which permits the planned use of reserves for capital investment in infrastructure.

**Key achievements and current position:**

- We have created our first 3 year plan, 2019–2021. This was approved by the Board and sets a clear guide for the organisation as we move into 2019/2020. It should also enable the organisation to avoid creep and get better at saying no to new initiatives; equally important as the ventures we choose to focus upon.

**In the next five years we will:**

- Invest to improve our services and organisational efficiency;
- Focus on building our income to balance our operating expenditure and adopt an appropriate commercial approach to income generation;
- Seek savings to reduce expenditure, e.g. through competitive tender when purchasing goods and services;
- Draw on reserves for capital expenditure projects to modernise our infrastructure, with a specific focus on IT as part of our digital strategy;
- Seek new ways of working, with more streamlined and online processes and automation supported by planned upgrades of the membership database and associated improvements to our web interface.
Property strategy

**Vision**

A purpose designed space to support our core business – member and education services in the right location at the right price.

We recognise that with changes in the way we work and future aspirations for delivery of education and membership services, 21 Portland Place is no longer ideally suited to our requirements. We recognise that the current Grade II listed building is exceptionally well located in central London, easily accessible by public transport and convenient for visitors to the Heritage Museum and delegates attending educational events. However, due to the historic nature of the building, its drawbacks include relatively high running costs and a lack of modern purpose designed office and educational space.

While relocation is not an immediate priority, we will continue to explore alternative options to meet our accommodation needs and requirements. The options include improvements to current premises and possible acquisition of additional office space to complement 21 Portland Place.

**Key achievements and current position:**

- We are investing in improvements to the property in the short term;
- Technology has been improved in the meeting rooms;
- The front of house is being updated to reflect the new brand identity;
- A commercial strategy to generate income from venue hire is being developed.

Environment and sustainability strategy

**Environmental policy statement**

- The Association, RCoA and CAI recognise that the professional actions of anaesthetists have an environmental impact and that this, in turn, may affect people's health and wellbeing both now and in the future. For this reason, we are committed to promoting environmental sustainability across our own activities as well as encouraging and supporting action by our members and fellows. This includes, but is not limited to, mitigating the adverse effects of climate change, prudent use of natural resources and minimising waste.

- As the three largest UK wide organisations representing the specialty, we will collaborate with stakeholders such as the Sustainable Development Unit, the UK Health Alliance on Climate Change and others to identify and act on opportunities to improve environmental sustainability in health and care generally and anaesthesia in particular. Our approach to this will run alongside our work continuing to ensure the safety of patients and the welfare of our clinical colleagues.

The Association, RCoA and CAI identify four priority areas for action:

- **Priority 1:** Position our organisations as leaders in promoting sustainable healthcare, promoting the specific contribution of anaesthesia while working with others.

- **Priority 2:** Commitment to providing the latest scientific evidence, education and the sharing of good practice to enable our members to minimise the environmental impact of their anaesthesia practice.

- **Priority 3:** Strive to continually monitor and improve the environmental sustainability of our organisations.

- **Priority 4:** Promote the reduction of individual and institutional wastage of financial and environmental resources in healthcare delivery.
Key achievements and current position:

- The environment task group established in 2013 has now become the Environment and Sustainability Committee and is a work stream for the Association that is gathering momentum;
- The Association has hosted a stakeholders meeting, seminar and free webinar on sustainability in anaesthesia with further events planned for 2019;
- Two special environment themed issues of *Anaesthesia News* have been published;
- The first fellowship in environmentally sustainable anaesthesia has been established, working in partnership with Newcastle upon Tyne Hospitals and the Centre for Sustainable Health (CSH);
- Collaboration with Sustainable Development Unit (SDU) and CSH;
- Active supporter of Clean Air Day;
- Annual Congress environment sessions delivered by virtual speakers;
- Annual Barema and Association environment award;
- Joint task group being established with the SDU to develop minimum guidance and an action plan for anaesthetists for the implementation of the 2019 NHS long term plan which calls for a 2% reduction in anaesthetic carbon emissions by 2023/24;
- Plan to develop a network of environment champions and develop links with NHS sustainability leads.

Communications and publications

Key achievements and current position:

- Communication with members is the lifeblood of our organisation. In addition to our website, we publish regular e-newsletters, position statements, the monthly members’ magazine *Anaesthesia News* and the journal *Anaesthesia* (published for us by Wiley-Blackwell);
- Our new website and membership database will launch in 2019. This will provide an updated look reflecting the new brand and enhanced functionality for members and visitors to the website;
- We are working to become fully digital in all our communications by 2020 and will be looking to digitalise our publications. Digital first will be the guiding principle in our external communications. We have successfully developed apps and will continue to use app technology in the future;
- With the new website, we will provide access to relevant and current information online;
- The publication of our guidelines (‘glossies’) produced by Working Parties is core to promoting safer anaesthesia. We will continue to work with others (e.g. the RCoA, Specialist Societies and other disciplines) to ensure our guidelines are current, consensus-based and practical. These are also made available to members via our Guidelines app.
Anaesthesia

Anaesthesia is the official journal of the Association and our flagship publication. The journal app has been downloaded by more than 20,000 users, and in 2018 there were over 2.5 million article downloads.

The journal's aim is to be the most clinically relevant scientific international journal, with a focus on patient benefits, safety, innovation and clinical practice.

The journal currently has an Impact Factor of 5.4, and the editorial board aims to grow this to > 6 in the next few years to encourage clinicians and university researchers to submit their work.

The journal policy is to publish high quality work that is relevant and interesting for clinical anaesthetists, intensivists, peri-operative and pain physicians. In this regard, the Editor-in-Chief and editors make every effort to be available for consultation with authors and readers, in keeping with our open and accessible editorial policy.

The journal encourages readers and authors to critique published papers using the well-regarded correspondence site, and the journal policy is to continue to grow dialogue around publications to improve scientific and clinical quality.

The clinical focus of the journal includes editorial comments, original research, audit and quality improvement, educational material, systematic and narrative reviews, statistical reviews, consensus statements, guidelines (including Association guidelines, standards and safety guidelines), and Cochrane reviews (as a co-publication with the Cochrane Review Group).

The journal has a strong social media presence, with more Twitter followers than any other anaesthetic journal (over 17,000), a regular blog written by the Editor-in-Chief, a very popular app and mobile-enabled content on the journal website.

The journal uses Altmetric to gather data about the immediate impact of published material for authors and readers. Our publishers, Wiley-Blackwell use Atypon as their publishing platform, which gives the journal the opportunity to customise the website and introduce new features such as live tracking of articles in terms of popularity and downloads, suggested related articles, questions/video/ultrasound of the week and a live comments feature.

The journal aims to widen its international reach and relevance and expand its International Advisory Panel. We plan to promote the journal to authors and readers around the world with focused marketing and information.

Finally, the journal plans to generate income for the Association by offering bespoke packages and partnerships with industry while maintaining editorial independence and integrity.

Anaesthesia News

Anaesthesia News is the monthly membership newsletter of the Association. The aim is to inform, engage and educate members, as well as promote our reputation and work. 98% of members in the 2011 membership survey said they regularly read it.

Editorial content and production is overseen by the Managing Editor who works with an editorial assistant from Editorial Office Ltd, an in-house staff designer and a team of Editorial Committee members. Members of the Editorial Committee support and advise the Managing Editor and assist with individual issues with the Managing Editor providing oversight and continuity.

As a magazine, the focus of Anaesthesia News is lighter than a scholarly journal and the style is more informal. Articles and news items are written by the specialty for the specialty and focus on professional life with articles on wellbeing, safety matters, our international and environmental work, and news items. There is a healthy mix of serious and some more light-hearted pieces, but always with the aim to inform and stimulate. Many issues are themed, for example on trainees, environment, safety, portfolio careers, wellbeing, specialty doctors, or international work.
Income is generated through advertising revenue and the next 12 months will see the further development of focused advertising in order to link themed issues with industry-related advertisements.

As part of the Association's re-branding and digital communications strategy, *Anaesthesia News* will be included in the ongoing digitalisation of our publications.