![AMA Queensland logo]

AMA QUEENSLAND'S

STRATEGIC PLAN
2021 – 2023

Leading Queensland Doctors
Creating Better Health

ABOUT US

The Australian Medical Association (AMA) Queensland is the state's peak representative body supporting more than 9,630 Queensland doctors and medical students. Nationally, the AMA represents over 31,000 doctors, including residents and registrars, public and private specialists, and general practitioners.

VISION

Our vision is to be Queensland's most trusted, influential and engaged medical professional body.

MISSION

Our mission is to deliver strong medical leadership through health advocacy that supports the medical profession and achieves better health outcomes for all Queenslanders.

VALUES

The way we lead, work and behave is driven by our core values. We are committed to nurturing respectful relationships with our valued members, employees and stakeholders that harnesses our unique and collective strengths. Our business activities and operations are underpinned by excellent standards of governance, environmental and sustainable practices. We have a long history of supporting the profession and our leadership is driven by a bold and influential approach that encompasses high ethical standards.

STRATEGIES

▸ Service Excellence
▸ Corporate Culture
▸ Advocacy and Policy
▸ Engagement and Communication
▸ Innovation and Technology
▸ Growth and Agility
▸ Equity and Diversity

SERVICE EXCELLENCE

▶ Prioritise activities that meet the needs of our members

▶ Identify and provide high-quality products and services that deliver clear value for members

▶ Keep abreast of trends and changes impacting the profession, members and their businesses, and respond with targeted and relevant products and services

▶ Provide strong workplace and industrial relations advice, support and services

▶ Provide professional opportunities and training that support members

▶ Foster a team-centred approach to service excellence for members that is responsive, respectful, accountable and simplified

▶ Curate and deliver an outstanding events program that celebrates, educates, connects and inspires the medical profession

▶ Provide a unique and relevant service to all Queensland members that is complemented by the offerings of AMA

▶ Provide quality Business Support Services for the wider medical community

CORPORATE CULTURE

▸ Underpin all business decisions, activities, policies and operations with high standards of environmental, social and economic sustainability, aligned to wider sustainable development goals and treaty-based agendas

▸ Base all decision-making on sound governance, evidence and efficient work practices that exceed the expectations of regulatory bodies and the profession

▸ Identify areas of waste, inefficiency or duplication

▸ Continue to develop our workforce by investing in relevant professional development

▸ Develop a culture that is proactive, agile, respectful and responsive to new opportunities

▸ Foster a healthy corporate culture and build individual, team and organisational resilience

▸ Encourage a future-focussed corporate culture that harnesses creative thinking and seeks innovative solutions from staff and members

▸ Train and mentor staff to manage conflict and provide clear escalation and support pathways

▸ Support the mental health and wellbeing of our members, staff and stakeholders

▸ Manage responsible investments aligned to our values with an appropriate risk appetite

▸ Ensure business processes and policies are relevant and identify and mitigate risks

▸ Maintain robust and compliant operational processes and procedures with a program of regular reviews

ADVOCACY AND POLICY

- ► Ensure our policy and advocacy is profession-led, member-focused and patient-centred

- ► Expand our network of support and advocacy so that it is recognised as the authority for the profession

- ► Strengthen relationships and collaborations to influence policy

- ► Facilitate effective consultation to understand the drivers of the profession and influence policy that supports members

- ► Empower members to contribute to our advocacy work and policy positions

- ► Demonstrate our decisions are representative of all medical craft groups

- ► Research the evidence and share relevant data to inform decision making

- ► Promote our 11-Point Action Plan to members, government and the community

- ► Ensure members, government and the community seek our input, advice and collaboration to shape better health outcomes for all Queenslanders

- ► Provide an informed and authoritative voice to government, stakeholders and the community that is representative of relevant members' views

- ► Embed our secretariat team on strategic key stakeholder groups

ENGAGEMENT AND COMMUNICATION

▶ Solidify a strong brand identity and key messages across all channels and platforms

▶ Deliver purposeful, consistent and responsive member communication and engagement experiences

▶ Assess and utilise appropriate digital strategies, platforms and channels to communicate and engage with members

▶ Survey members regularly at appropriate stages of their membership and career to ensure we know and meet their priorities and expectations and recognise challenges and opportunities

▶ Promote the benefits of membership

▶ Elevate our public profile to be recognised by members, government and the community as a trusted and respected voice

▶ Promote Board, Council, committee and working group actions and outcomes and celebrate all wins and achievements

▶ Build leadership competence and media expertise

▶ Ensure stakeholder engagement considers innovation, growth and profile opportunities

▶ Create positive brand experiences with future medical professionals and potential members

▶ Deliver public health campaigns on key health and wellbeing issues facing our community

INNOVATION AND TECHNOLOGY

▶ Collaborate with stakeholders and members to find innovation and technology opportunities for the medical profession

▶ Research and deliver innovative business solutions and skilling opportunities to support members and their practices

▶ Identify and manage barriers to innovation and increase innovation throughout the organisation

▶ Embrace emerging technology and provide the organisation and members with support and resources to innovate

▶ Utilise systems and technology to provide robust, secure, efficient and meaningful member engagement

▶ Identify internal champions and develop their knowledge on emerging trends and opportunities to share with the organisation and members

▶ Review and implement contemporary IT infrastructure and systems to improve communications, sustainability and gain efficiencies

▶ Harness existing technologies, software and products to support staff in the delivery of service excellence for members including virtual events and meetings

GROWTH AND AGILITY

▸ Evaluate and develop commercial opportunities that support the organisation's future

▸ Examine partnerships to diversify our offerings and meet member needs

▸ Establish strategic partnerships that create and support commercial growth

▸ Deepen and extend our business network and corporate partnerships to facilitate growth opportunities

▸ Develop new approaches to seek and grow membership

▸ Explore new funding opportunities and diversify revenue sources, particularly where synergies exist

▸ Maintain a business posture that enables commercial agility and recognises growth contributors

▸ Seek new business opportunities that provide services to meet the challenges facing the profession and their practices

▸ Establish a business development team to lead growth and diversification

▸ Diversify clients working with Business Support Services

EQUITY AND DIVERSITY

▸ Reflect strong equity and diversity principles in our policies, practices and opportunities

▸ Provide strong advocacy for Close the Gap initiatives for Indigenous peoples

▸ Develop a Reconciliation Action Plan

▸ Promote AMA Queensland Foundation opportunities and foster partnerships with aligned organisations and charities that creates opportunities to support more Queenslanders in need

▸ Promote charities that support doctors, such as Doctors' Health in Queensland and Medical Benevolent Association of Queensland

▸ Support and create opportunities for diverse groups in our community

▸ Advocate for equitable opportunities for all doctors in collaboration with our union partnership

▸ Prioritise our membership recruitment and retention on the basis of achieving strong diversity and equity representation

▸ Champion regional and rural members and advocate for the issues facing their communities