



# Clinical Oncology Society of Australia

## STRATEGIC PLAN

July 2014 to June 2019

*This Strategic Plan has been developed by the COSA Board as a framework to guide decision making about priority activities and their implementation for the 5-year period 1 July 2014 to 30 June 2019.*

[Adopted by the COSA Board 7 February 2014]

## BACKGROUND

The Clinical Oncological Society of Australia (COSA) is the peak Australian body representing multidisciplinary, health professionals whose work encompasses cancer care, research and control. COSA was first formed in late 1972. With 107 members, COSA's Constitution was approved at the first annual general meeting in November 1972. To reflect the changes in the organisation, its membership and affiliations, cancer care and the profession, the COSA Constitution has since been through multiple iterations, with the most recent being approved at the November 2012 AGM. The main changes in the current version being the introduction of a Board to govern the society, the role of COSA Council as the main scientific and advisory body, the introduction of Affiliated Organisational memberships, and the name change to the Clinical Oncology Society of Australia.

COSA's profile nationally and internationally is that of the peak national body representing health professionals whose work encompasses cancer care, research and control. COSA is affiliated with and provides high level advice to Cancer Council Australia (CCA). The relationship with CCA is an important one for both organisations and should be maintained and strengthened.

The objects of COSA as described in the Constitution approved in November 2012 are:

- to promote excellence in the multidisciplinary care and research relating to cancer – from prevention, diagnosis and treatment to follow-up, palliation and survivorship
- to encourage multidisciplinary collaboration of all professionals involved in cancer care and research
- to foster and promote cancer research

## VISION

Quality multidisciplinary cancer care for all.

## MISSION

To improve cancer care and control through collaboration.

COSA achieves this by:

- supporting the professional and educational needs of cancer health professionals
- enhancing cancer care and control through network development
- advocating for improvements in cancer care and control
- facilitating research across the spectrum of cancer

## GUIDING PRINCIPLES

As a membership organisation, COSA's activities are driven by the needs of its members. The following guiding principles are intended to provide an overarching direction for all COSA activities.

### Guiding principles for COSA activities

1. COSA activities should have a **multidisciplinary** focus
2. COSA activities should have a **clinical** focus
3. COSA activities should have **outcomes relevant** to its members, patients and carers
4. COSA will act as a **hub and facilitator** for idea generation

1. COSA activities should have a **multidisciplinary** focus

A key strength for COSA is that it facilitates collaboration across professional groups involved in cancer control. This multidisciplinary focus provides the opportunity to identify activities that span tumour types, or for the range of medical, nursing, allied health and research disciplines with a particular cancer focus to come together to share ideas and knowledge. For some who do not have a specific professional group, such as care coordinators, COSA represents a valuable forum for peer collaboration. COSA also provides a valuable forum for peer collaboration for groups from different professional backgrounds such as Care Coordinators or cancer focused subgroups such as cancer genetics.

COSA activities should build on the strength of its multidisciplinary membership focusing on activities that cannot be undertaken by individual or discipline-specific professionals.

2. All COSA activities should have a **clinical** focus

A number of organisations work in cancer control in Australia, covering areas that include prevention, epidemiology and public health. COSA aims to complement the work of these organisations and aims not to duplicate their activity. COSA's unique value is that it is the only organisation that provides a perspective on cancer control activity in Australia from those who deliver treatment and care services across all disciplines. COSA activities should reflect the clinical focus of the membership.

3. All COSA activities should have **outcomes relevant** to its members, patients and carers

Activities should result in practical solutions for those who deliver cancer treatment and care services across all disciplines. In order for the organisation to stay relevant, the focus should be on activities that take account of the changing healthcare environment and influence cancer care and control.

4. COSA will act as a **facilitator or idea hub**

COSA has established a proven track record in providing a forum to bring together networks of people and organisations to share knowledge and generate innovative ideas. COSA should not strive to be a long-term project funder or project driver, but should focus on its strength as a hub for idea generation and facilitator for taking ideas forward.

## STRATEGIC DIRECTIONS

### GOAL 1

#### ADVOCATE FOR MATTERS AFFECTING CANCER SERVICE DELIVERY, POLICY AND CARE

COSA's value in advocating on behalf of its multidisciplinary membership should be promoted widely and the mechanisms by which advocacy issues can be identified should be defined and communicated to the membership.

Strategy	Actions	Performance Indicators
1.1. Ensure COSA's advocacy work is in accordance with best practice	1.1.1. Develop an advocacy framework to support: <ul style="list-style-type: none"> <li>▪ how COSA identifies issues requiring advocacy</li> <li>▪ how best to coordinate advocacy efforts in order to achieve the best outcomes</li> <li>▪ a common mechanism for communicating advocacy activities and their outcomes to the membership</li> </ul>	1.1.a Advocacy framework developed and implemented 1.1.b Advocacy efforts recorded and communicated to the membership via the website, monthly e-newsletter, and other appropriate mechanisms identified 1.1.c Document decision making in relation to advocacy efforts with account to COSA's guiding principles (multidisciplinary, clinical, practical and future facing, hub and facilitator) 1.1.d Standing item on every COSA Council meeting for CCA Advocacy Director
1.2. Hold strong and mutually beneficial relationships with national and international oncology organisations	1.2.1. Build and maintain collaborative relationships with relevant government agencies, NGOs and industry groups involved in cancer care to ensure strategic alignment and collaboration, and to avoid duplication of effort 1.2.2. Work to an agreed Memorandum of Understanding with Cancer Council Australia	1.2.a Annual meetings held between COSA and Cancer Australia and between COSA and CINSW 1.2.b Number of new organisations engaged with COSA as Affiliated Organisations 1.2.c Number of meetings held with Affiliated Organisations 1.2.d Record the number of times and topics on which COSA representatives act as spokespersons for CCA
1.3. Reinforce COSA's position as the peak national body representing multidisciplinary health professionals whose work encompasses cancer care and control	1.3.1. Respond to government and other relevant stakeholder requests for submissions (eg Senate Inquiries) 1.3.2. Work with CCA to develop and promote clinical practice guidelines	1.3.a Number of invited submissions from COSA 1.3.b Number of submissions made by COSA 1.3.c Number of COSA members contributing to submissions 1.3.d Provision of medical and scientific expertise to guideline development by COSA members

**GOAL 2  
MEET THE EDUCATIONAL NEEDS OF COSA'S MULTIDISCIPLINARY MEMBERSHIP**

COSA runs a number of well-respected and well-attended educational activities. Rigour around the planning and direction of COSA's educational activities will help ensure their ongoing relevance to the membership and continued success.

Strategy	Actions	Performance Indicators
2.1. Ensure COSA's educational opportunities remain relevant to the membership	2.1.1. Review the content and results of COSA's previous educational survey(s) of members to help guide future surveys 2.1.2. Consult the membership to canvass their educational needs, if these needs are being met, and how COSA could enhance these needs 2.1.3. Develop a formal educational strategy to guide COSA's educational activities and ensure these contribute to the financial stability of the organisation	2.1.a Educational survey of the COSA membership undertaken 2.1.b Demonstrate how feedback from COSA members has influenced educational activities 2.1.c COSA educational strategy approved by the Council and Board and communicated to the membership
2.2. Build on the strength and success of the COSA Annual Scientific Meeting	2.2.1. Establish a Standing Committee for the ASM. The Committee will report to Council, comprise previous convenors (and other relevant members), and be responsible for developing the overall scientific direction for each meeting including themes, convenors, locations and potential partners 2.2.2. Establish an overarching ASM framework and guidelines to guide the ASM Standing Committee, Convenor and Local Organising Committees 2.2.3. Develop a policy for ASM partnership arrangements 2.2.4. Develop a framework for engaging Affiliated Organisations in the development of the ASM program 2.2.5. Develop a "job description" for ASM convenors to clarify responsibilities	2.2.a ASM Standing Committee established and meeting at least annually 2.2.b ASM framework approved by the Board and implemented 2.2.c ASM partnership policy approved by the Board 2.2.d Number of Affiliated Organisations partnering in and/or contributing to the COSA ASM 2.2.e ASM Convenor "job description" approved by the ASM Standing Committee and the Board 2.2.f Increase in ASM revenue

<p>2.3. Build on the strength and success of the COSA Trainees Weekend</p>	<p>2.3.1. Develop an educational strategy for the COSA Trainees Weekend to ensure strategic oversight of these events</p> <p>2.3.2. Identify a Trainee Weekend Supervisor to work with the local convenors to ensure the high standard of education within the remit set by the Board</p>	<p>2.3.a COSA Trainees Weekend educational strategy approved by the Board</p> <p>2.3.b COSA Trainees Weekend Supervisor appointed by the Board</p> <p>2.3.c COSA Trainees Weekend Supervisor reporting to the Board and Council at least annually</p>
<p>2.4. Build on the strength and success of the COSA Clinical Professional Days</p>	<p>2.4.1. Develop a process for review of Clinical Professional Day applications to ensure they are run in line with COSA's guiding principles</p> <p>2.4.2. Consider allowing COSA Groups to hold Clinical Professional Days outside the ASM where relevant and affordable</p> <p>2.4.3. Develop a process to allow COSA to host Clinical Professional Days alongside Affiliated Organisation events</p>	<p>2.4.a Number of Clinical Professional Days held at the COSA ASM</p> <p>2.4.b Number and location of Clinical Professional Day events held outside the ASM</p> <p>2.4.c Number of Clinical Professional Days held in partnership with Affiliated Organisations</p> <p>2.4.d Number of COSA members participating in Clinical Professional Days</p>
<p>2.5. Build on current, and investigate new opportunities for, industry sponsored events outside the COSA ASM</p>	<p>2.5.1. Promote the capacity of COSA to host industry sponsored educational events</p> <p>2.5.2. Hold meetings with industry to canvass opportunities for sponsored events hosted by COSA</p>	<p>2.5.a Host the Roche sponsored ACTNOW event biennially (ACT and NSW Oncology Weekend)</p> <p>2.5.b Number of COSA members participating in industry sponsored educational events hosted by COSA</p> <p>2.5.c Number of non-COSA members to join COSA after attending an industry sponsored educational event hosted by COSA</p> <p>2.5.d Number of industry sponsored educational events hosted by COSA</p>
<p>2.6. Extend the reach of COSA's current educational activities</p>	<p>2.6.1. Consider new ways to generate income from the ASM and other educational activities, such as recording sessions and making them available on the COSA website for a fee</p>	<p>2.6.a Increase in COSA revenue from educational activities</p>

**GOAL 3  
PROMOTE AND FACILITATE CANCER RESEARCH**

COSA does not undertake research, rather it acts as a facilitator of discussion for the issues surrounding research undertaken by and relevant to its membership. As a national organisation COSA has the capability to reduce duplication and to strengthen research activities by bringing together disparate groups with similar interests.

Strategy	Actions	Performance Indicators
3.1. Provide a forum for the discussion of common issues in cancer research	3.1.1. Bring together appropriate people to facilitate the identification of research priorities in areas relevant to the membership that meet COSA's guiding principles (eg AYA) 3.1.2. Look for gaps in current research activity where a clinical, multidisciplinary focus would add value (eg health services research) 3.1.3. Consult with the Affiliated Organisations on how we can work together on common research issues 3.1.4. Encourage individual members and Affiliated Organisations to present research findings at the COSA ASM 3.1.5. Develop a process for the review and endorsement of members' research grant applications to facilitate their success	3.1.a Workshops hosted with COSA Groups to identify and prioritise research in areas of common interest 3.1.b Publication of research priorities in agreed areas 3.1.c Inclusion of health services research as a future ASM theme 3.1.d Evidence of collaboration with Affiliated Organisations on common research issues 3.1.e Increase in the number and quality of abstracts presenting new research at the COSA ASM 3.1.f Number of research grant applications seeking COSA's endorsement
3.2. Facilitate a collective voice for the cancer cooperative trials groups	3.2.1. Consult the CCTGs on how COSA can best work collaboratively with them and on what projects 3.2.2. Develop a strategy and mechanism for facilitating discussion and action in areas common to the CCTGs 3.2.3. Host regular meetings of the CCTG Chairs to provide a forum for discussion of common issues which COSA can carry forward on behalf of the CCTGs 3.2.4. Identify an appropriate champion or leader to help guide COSA's work	3.2.a Financial and intellectual input from the CCTGs to assist COSA's coordination of CCTG collaborations 3.2.b Regular meetings of the CCTG chairs facilitated by COSA 3.2.c Continued support for the CCTGs Executive Officers Network 3.2.d Continued support for the CCTGs Cancer Trials Consumer Network 3.2.e COSA and CCTGs champion or leader identified and reporting regularly to Council

**GOAL 4**  
**ENSURE THE SUSTAINABILITY OF COSA**

Following on from 40 years in cancer control and representing the interests of its evolving membership, it is essential that the activities of COSA remain relevant to the membership and that the organisation remains in a viable position to continue its important work.

Strategy	Actions	Performance Indicators
4.1. Align COSA's governance and operational structure in accordance with best practice	4.1.1. Develop and implement policies to ensure operational efficiencies 4.1.2. Report appropriately to ASIC 4.1.3. Review the Board, Council and COSA Groups to ensure their memberships are appropriate and engaged	4.1.a New policies developed and implemented in agreed areas of need 4.1.b Completion of timely reporting to ASIC 4.1.c Annual review of the COSA Board Charter 4.1.d Review of COSA committees in line with agreed terms of reference 4.1.e Biennial review of COSA Council against agreed terms of reference 4.1.f Review of COSA Group activities and structure
4.2. Ensure COSA remains relevant to its membership	4.2.1. Explore and implement strategies to increase and expand the membership 4.2.2. Improve communications with members and Affiliates, and other key stakeholders	4.2.a Increase in the number of COSA members 4.2.b Increase in the engagement of COSA members in COSA activities 4.2.c Increase in the number of Affiliated Organisations engaged with COSA
4.3. Ensure COSA remains financially viable as a not-for-profit organisation	4.3.1. Develop a five-year financial plan to support this strategic plan 4.3.2. Continue to maximize the ASM and other funded activities to increase revenue	4.3.a Financial plan approved by the Board 4.3.b Competent performance against approved budget 4.3.c Identification of new sources of revenue 4.3.d Healthy financial performance of the organisation