



**The Thoracic Society
of Australia & New Zealand**
LEADERS IN LUNG HEALTH

Our Mission

We lead, support and enable all health workers and researchers to prevent, cure and relieve the burden, disability and mortality caused by respiratory conditions.

Our Purpose

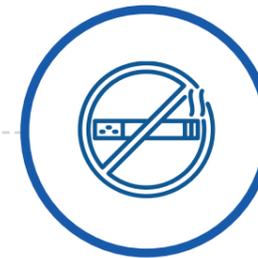
As the leaders in lung health, we promote the:



highest quality and standards of patient care;



development and application of knowledge about respiratory health and disease;



highest quality air standards including a tobacco smoke free society, effective regulation of novel nicotine delivery systems and reductions in air pollution exposure;



collaboration between all national organisations whose objects are to improve the wellbeing of individuals affected by respiratory conditions and to promote better lung health for the community;



professional and collegiate needs of the Membership.

“

It's funny, but you never really think much about breathing. Until it's all you ever think about.”

— **Tim Winton, Breath**



About Us

The Thoracic Society of Australia and New Zealand (TSANZ) is a health promotion charity whose mission is to lead, support and enable all health workers and researchers who aim to prevent, cure, and relieve the burden, disability and mortality caused by respiratory conditions.



The TSANZ is the only Peak Body in Australia that represents all health professionals working in all fields of respiratory health and has a membership base of over 1800 individuals. The TSANZ is a leading provider of evidence-based guidelines for the treatment of respiratory conditions in Australia and New Zealand, undertakes professional education and training, is responsible for significant research administration, and coordinates an accredited respiratory laboratory program.

The TSANZ values our partnerships with like-minded professional and patient representative bodies. We are a member of the Lung Health Alliance, a collective of national respiratory not-for-profit (NFP) organisations working together to improve lung health of all Australians, and to contribute to the global effort for lung health. This Alliance includes Asthma Australia, Australian Respiratory Council, Cystic Fibrosis Australia, National Asthma Council Australia, and

the Australian Lung Foundation. We also have an official affiliation with the Australian and New Zealand Society of Respiratory Science with whom we hold our annual scientific meeting. The TSANZ are proud members of the Australian Society for Medical Research and have worked closely with the Royal Australasian College of Physicians, Health Coalition Aotearoa, Asthma and Respiratory Foundation NZ, the Cancer Control Agency, and Australian and New Zealand government officials to ensure a high standard of respiratory health for all.

What are Respiratory Conditions?



Respiratory conditions include any disease or condition which impacts on our ability to breathe and may arise from any part of the respiratory tract or from the nervous system. It includes many different conditions ranging from acute infection, complications arising from neurological conditions or premature birth, asthma, cystic fibrosis, COPD

through to cancers. These conditions are prevalent not only globally, but in our local population, with chronic conditions affecting one in six New Zealanders and one-third of Australians, and contribute to 10% of all disability-adjusted life-years (DALYs). The most common causes of premature death in Australian and New Zealand include both

COPD the 5th (in Australia, 4th in NZ) highest cause of death overall, and lung cancer, the most lethal neoplasm and the second highest cause of death overall in men. Respiratory conditions are also a socioeconomic issue, and disproportionately affect those in low income areas, as well as Aboriginal, Torres Strait Islander, and Māori populations.

Our Strategic Plan 2021-2026



In the Thoracic Society of Australian and New Zealand's 2021-2026 Strategic Plan, we set an ambitious strategy to reduce the incidence and prevalence of respiratory conditions, which remains a leading cause of burden, disability and death in both Australia and New Zealand, and indeed globally. As many respiratory conditions are preventable, we will focus on prevention wherever possible. We will work towards curing respiratory disease and, where this is not yet

possible, we will focus on achieving a functional "cure" through effective management and treatment of respiratory conditions to enable affected individuals to live a full life unaffected by breathing difficulties. Achieving these outcomes will require a skilled and knowledgeable respiratory health and research workforce, together with concerted effort and engagement with government, policy makers, health systems, and patients and consumers of health services.

To achieve this strategy, we will focus on strategic programs that are underpinned by the skills, knowledge, experience and commitment of our members and stakeholders and a sound financial and governance framework.





Prevent, cure and relieve the burden, disability and mortality caused by respiratory conditions



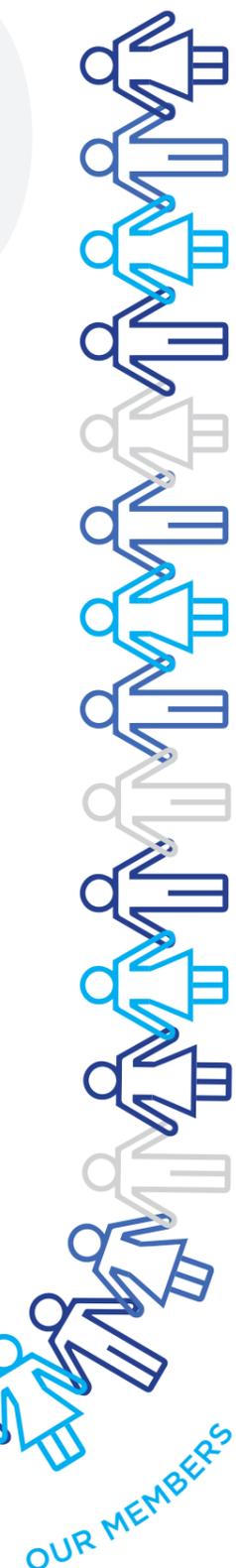
and



OUR MEMBERS OUR MEMBERS



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OUR MEMBERS OUR MEMBERS



GOAL

1.1

Members feel welcomed, valued and actively contribute to a vibrant community of respiratory health and research professionals.

Perspective	Members and Stakeholders	Financial	Business Processes	Learning and Growth
	<i>What will success look like to members and stakeholders?</i>	<i>What will financial success look like?</i>	<i>What internal business processes do we need to excel at to achieve success?</i>	<i>How will we sustain our ability to make changes, innovate and improve?</i>
Strategic Objectives	<ul style="list-style-type: none"> Members value their membership with the TSANZ. Members are proactively informed about TSANZ activities and opportunities. Members actively contribute to the development and delivery of TSANZ activities at branch, national and international levels. 	<ul style="list-style-type: none"> Diversify revenue streams to reduce reliance on member renewals and to keep member fees as low as possible. 	<ul style="list-style-type: none"> TSANZ systems provide a one stop shop for member servicing and robust member management data. Staff with appropriate skills and expertise, supported by best practice governance and access to exemplary resources. 	<ul style="list-style-type: none"> TSANZ staff and underpinning services continue to innovate and grow member service and engagement options. Governance and policies evolve to offer best practice offerings for member-facing activities.
Critical Success Factors	<ul style="list-style-type: none"> Value proposition is attractive to current and potential members. TSANZ membership contributes to professional growth and career advancement. Members have meaningful opportunities to engage with the TSANZ at all levels and for all categories of members. Members view the TSANZ as inclusive and welcoming. Engagement with the Society is seen as supported and appreciated. 	<ul style="list-style-type: none"> All revenue streams meet and/or exceed full cost of operations. Income sources diversify and exhibit year-on-year annual growth. 	<ul style="list-style-type: none"> Membership processes achieve governance requirements whilst being simple for members to use. Member processes are automated and available in intuitive and easy to use platforms. Systems are streamlined and automated, and integrate across the Society's platforms. 	<ul style="list-style-type: none"> Investment in staff development and TSANZ infrastructure is a priority. Review and maintenance of policies and procedures is embedded to achieve best practice standards.
Strategic Measures	<ul style="list-style-type: none"> Member retention rate of >85% Member engagement in volunteer roles and working parties is >20% of total membership and representative of membership categories. Diversity and inclusion are reflected in all Society activities in line with TSANZ diversity and inclusion principles. 	<ul style="list-style-type: none"> Recurrent operational income increases by 10% year-on-year. Member fees are maintained at <15% of total recurrent operational income. 	<ul style="list-style-type: none"> The TSANZ launches a new integrated website and member management system in 2021. Processes for all member services are reviewed and streamlined within 12 months of launch. 	<ul style="list-style-type: none"> Year-on-year increases in staff engagement and feedback. All core functions have completed documented procedures manuals. All relevant policies and procedures undergo timely review and revision. Infrastructure meets Society needs and is maintained and renewed in line with best practice.



GOALS

2.1

We will provide our members with robust, independent education, networking and professional development offers that are built on sound evidence-based principles to ensure that patients receive the very best of care. Our Education and Professional Development Program will be recognised as impactful, relevant, and driving best practice. It will be responsive to the needs of respiratory health and research professionals who are working in a rapidly evolving environment.

2.2

We will actively review the needs of the respiratory health and research workforce and advocate, in partnership with patient bodies, for workforce capacity and capability development to ensure all Australians and New Zealanders are able to access respiratory healthcare.

Perspective	Members and Stakeholders	Financial	Business Processes	Learning and Growth
	<i>What will success look like to members and stakeholders?</i>	<i>What will financial success look like?</i>	<i>What internal business processes do we need to excel at to achieve success?</i>	<i>How will we sustain our ability to make changes, innovate and improve?</i>
Strategic Objectives	<ul style="list-style-type: none"> Educational programs are highly regarded and sought after by respiratory health and research professionals. Educational programs influence professional, research and clinical practice. Members value networking, and the career development and capacity building offerings Members view the TSANZ as their preferred provider of professional development content. 	<ul style="list-style-type: none"> Educational programs are operating at full cost recovery and become income generating. Income sources for events and networking opportunities demonstrated increased diversity of income streams. The TSANZ has access to best practice and cost-effective education, event and capacity building offerings. 	<ul style="list-style-type: none"> Development of an educational short course delivery plan. The Society systems and infrastructure support complex and multiple CPD, webinar and webcasting programs. Integration across the Society's education and member platforms. 	<ul style="list-style-type: none"> TSANZ staff, members and infrastructure continue to innovate and offer cutting edge education, events and capacity building opportunities.
Critical Success Factors	<ul style="list-style-type: none"> Peer reviewed, evidence-based and contemporary educational program. Diversity and inclusion principles maintained across all activities. Competency programs intersect with discipline training requirements and support relevant accreditation programs. Attendance and positive feedback from education, events, networking and career and capacity development activities increases year-on-year. 	<ul style="list-style-type: none"> Streamlined budgeting and program development systems. Increased diversity in funding streams of portfolio activities. Contemporary business approaches to development or acquisition of content, system and infrastructure requirements. 	<ul style="list-style-type: none"> The TSANZ has a diverse range of contemporary, best practice online and face to face education offerings relevant to all membership groups. CPD and competency programs are supported by robust platforms and related infrastructure. 	<ul style="list-style-type: none"> Access to appropriate support and training services and infrastructure Opportunities to benchmark, evaluate and grow education, events and capacity building resources and infrastructure. Staff, policies and resources underpin sustainable education, events and career and capacity programs.
Strategic Measures	<ul style="list-style-type: none"> 25% growth in number of Society events and offerings by 2026. 10% increase in year-on-year attendances across each offering class. 75% of members attend Branch and/or National ASM at least once every two years. Education and development offerings lead to conversion to membership from non-member engagement. Portfolio offerings demonstrate >80% of participants will translate learning into clinical/research and professional policy or practice. 	<ul style="list-style-type: none"> 15 % year-on-year increase in the financial return from education, events (Branch and ASM) and capacity building offerings. Relative contribution from industry partners to financial returns decreases relative to portfolio operating costs by 2026. 	<ul style="list-style-type: none"> Education and capacity building plan developed in 2021. All Society platforms and infrastructure relevant to the portfolio are reviewed and business cases developed (if required) for replacement in 2021. Appropriate policies and processes to ensure highest level of peer reviewed, evidence-based and contemporary educational content are in place by 2022. 	<ul style="list-style-type: none"> Year-on-year increases in staff engagement and feedback. All core functions have completed documented procedures manuals. All relevant policies and procedures undergo timely review and revision. TSANZ Office has appropriate resources, infrastructure and systems to support education, events and capacity building offerings and is maintained and renewed in line with best practice.

GOALS

3.1

Our Research Program will be recognised as world class and ambitious in its quest to prevent disease, cure and provide relief from respiratory illness to patients. Our research program is multidisciplinary and encompasses bench to bedside.

3.2

Our research funding, in partnership with patient bodies and other agencies will secure enhanced government funding and will grow the funds within the Society's and Lung Health Alliance's research administration.

Perspective	Members and Stakeholders	Financial	Business Processes	Learning and Growth
	What will success look like to members and stakeholders?	What will financial success look like?	What internal business processes do we need to excel at to achieve success?	How will we sustain our ability to make changes, innovate and improve?
Strategic Objectives	<ul style="list-style-type: none"> Increase research funding available to members. Increase profile of the TSANZ and partners to funders and policy makers. The TSANZ works to assist in building capacity and raising the profile of the respiratory research workforce in Australia and New Zealand. Research processes are acknowledged as being fair and transparent and supporting diversity. 	<ul style="list-style-type: none"> Working with our partners in Australia and New Zealand, we will secure enhanced government funding for respiratory research. Funding administered by the TSANZ, the Lung Health Alliance and our New Zealand partners will increase. Industry funding for research programs and awards will be maintained. 	<ul style="list-style-type: none"> Research and Awards management systems are integrated with TSANZ infrastructure and platforms. Robust and transparent research governance and management processes to allow efficient review and administration across research portfolio. 	<ul style="list-style-type: none"> Growth in skills and capacity of TSANZ staff and members within portfolio Enhanced research management systems that meet Industry best practice
Critical Success Factors	<ul style="list-style-type: none"> Sustained stewardship of stakeholder and funder partnerships. Engagement with local, state, national and international partners to profile member's research. Confidence in research programs governance and award processes. Relationships with Not for Profit, industry, and government funders. 	<ul style="list-style-type: none"> Robust and respectful relationships with funders. Support to Lung Health Alliance and New Zealand partners with fundraising initiatives. Sound financial and risk management of research program. 	<ul style="list-style-type: none"> Robust and easy to use awards management system. Research Sub-committee has access to volunteer reviewers to support timely and robust reviews. Best practice policies and procedures to manage governance, confidentiality, and conflict of interest issues. Research program integrates consumer engagement and diversity in its review program. 	<ul style="list-style-type: none"> Access to appropriate support and training services and infrastructure Opportunities to benchmark, evaluate and grow Research portfolio resources and infrastructure.
Strategic Measures	<ul style="list-style-type: none"> Diversity of research and award winners by professional group, career stage, gender and geographical location. Year-on-year increases in impact and profile measures of the TSANZ member's research profiles. Progressive improvements in member feedback on research program. 	<ul style="list-style-type: none"> A 10% year-on-year increase in the TSANZ research program value. A 10% year-on-year increase in research funding administered by the TSANZ's partners. Progressive increase in Australian and New Zealand government funding available for respiratory research. 	<ul style="list-style-type: none"> Review and benchmarking of research program systems in 2021. Number of active members in Research Sub-committee and review panels ensures timely review. Annual increases in engagement with the Health Research Council of New Zealand and related NZ funders to raise profile of respiratory research funding. 	<ul style="list-style-type: none"> Year-on-year increases in TSANZ staff and member engagement and feedback within research portfolio. All core functions have documented procedures manuals. All relevant policies and procedures undergo timely review and revision. Infrastructure meets the Society's needs and is maintained and renewed in line with best practice.

GOALS

4.1

The TSANZ quality assurance programs provide patients, professional members, funders and government with the assurance that respiratory services meet international best practice standards.

4.2

The TSANZ clinical guidance materials are evidence-based, have robust conflict of interest management, are independent of external funding and drive best practice in respiratory care. We will seek to partner with international respiratory societies on guidelines development, where it is possible and feasible to do so.

Perspective	Members and Stakeholders	Financial	Business Processes	Learning and Growth
	<i>What will success look like to members and stakeholders?</i>	<i>What will financial success look like?</i>	<i>What internal business processes do we need to excel at to achieve success?</i>	<i>How will we sustain our ability to make changes, innovate and improve?</i>
Strategic Objectives	<ul style="list-style-type: none"> Laboratory accreditation program valued for supporting best practice and linked to RACP training accreditation. Increased scope of accreditation programs. Spirometry program supports best practice in occupational testing and is extended nationally. Guidelines and position papers have high levels of member engagement and are valued as career development opportunities. Guidelines and position papers have high levels of utilisation and drive best practice. TSANZ-supported clinical quality registries are leading to improved patient care. 	<ul style="list-style-type: none"> Income from accreditation programs and clinical quality registries cover the full cost of program delivery. Externally commissioned endorsements are costed on a full cost recovery basis and returns a surplus in line with TSANZ policies. Dissemination of best practice is cost effective and proportionate to the level of access. All TSANZ clinical registries are financially sustainable over a minimum of 5 years. 	<ul style="list-style-type: none"> Integrated policies, processes, systems, and infrastructure to support Accreditation and Registries programs. Infrastructure and systems to support Guideline development. Methodologist program for clinical documents. Policies and procedures to ensure Consumer engagement for clinical guidelines program. Endorsement program for internal and external clinical documents, protocols, and courses. 	<ul style="list-style-type: none"> Growth in skills and capacity of TSANZ staff and members within portfolio. Enhanced guideline development systems that meet industry best practice. Enhanced clinical registry programs that partner with health providers and patient advocacy bodies.
Critical Success Factors	<ul style="list-style-type: none"> Sustained growth in numbers of laboratories within the accreditation program. Member engagement in best practice and guideline initiatives. Engagement with all levels of health providers to expand accreditation programs. Sustained growth in clinical engagement in Registries leading to annual increases in site enrolment and patient recruitment. 	<ul style="list-style-type: none"> Robust business case and budget polices and processes. 	<ul style="list-style-type: none"> Development of robust external audit program for all accreditation and registry activities. Review and implementation of best practice guideline and position paper development systems. Implementation of methodologist program. Strengthened relationships with patient bodies and government partners. 	<ul style="list-style-type: none"> Access to appropriate support and training services and infrastructure. Opportunities to benchmark, evaluate and grow best practice portfolio resources and infrastructure.
Strategic Measures	<ul style="list-style-type: none"> Progressive improvement in feedback from laboratory and accreditation panels on value and experience of program. Increase in impact metrics of the TSANZ guidelines and position papers. Year-on-year increase in number of requests to develop TSANZ-supported guidelines and position papers. Progressive increase in number of members engaged in best practice activities. Support of high quality, sustainable clinical quality registries. Year on Year increases in sites and patients enrolled in each TSANZ registry. 	<ul style="list-style-type: none"> All portfolio programs exceed full cost recovery. Increased scope and quantum of income supporting TSANZ registries. 10% year-on-year increase in discretionary income generated by TSANZ-supported accreditation programs. 	<ul style="list-style-type: none"> Implementation of externally validated audit program in 2022. Business case for upgraded guidelines development systems presented to Board in 2021. Methodologist program commences by 2022. Growth in ongoing partnerships linked to best practice programs. Increasing number of members and external organisations seeking TSANZ endorsement. 	<ul style="list-style-type: none"> Year-on-year increases in staff and member engagement and feedback. All core functions have completed documented procedures manuals. All relevant policies and procedures undergo timely review and revision. Infrastructure meets portfolio needs and is maintained and renewed in line with best practice.

GOAL

5.1

The TSANZ will advocate both independently and in partnership to achieve improved respiratory health and research outcomes. Our advocacy is evidence-based, independent and robust. Advocacy is a key part of what we do in Australia and New Zealand.

Perspective	Members and Stakeholders	Financial	Business Processes	Learning and Growth
	What will success look like to members and stakeholders?	What will financial success look like?	What internal business processes do we need to excel at to achieve success?	How will we sustain our ability to make changes, innovate and improve?
Strategic Objectives	<ul style="list-style-type: none"> • Patient bodies value their interaction with the TSANZ as we work together to improve respiratory health in Australia and New Zealand. • The TSANZ is considered a reliable and trusted partner and source of information. 	<ul style="list-style-type: none"> • Advocacy costs will remain proportionate and in compliance with relevant reporting requirements. 	<ul style="list-style-type: none"> • Resources and infrastructure to proactively and responsively act on strategic and emerging issues relevant to respiratory health, the respiratory health and research workforce and our patients. 	<ul style="list-style-type: none"> • Growth in skills and capacity of TSANZ staff and members within portfolio. • Proactive involvement of members in engaging with decision makers.
Critical Success Factors	<ul style="list-style-type: none"> • Ongoing and sustained relationships with key decision makers, partners and stakeholders. • Responsive and respectful engagement between the Society and its members. 	<ul style="list-style-type: none"> • Business models to support advocacy activities. • The TSANZ maintains its independence as a peak professional body advising on respiratory matters. 	<ul style="list-style-type: none"> • Appropriate access to information and expertise. • Monitoring and tracking advocacy program. • Development of operational plans for strategic advocacy issues. 	<ul style="list-style-type: none"> • Access to appropriate support and training services and infrastructure.
Strategic Measures	<ul style="list-style-type: none"> • Year-on-year increase in advocacy in areas of strategic importance. • Increased number of external requests for consultations relating to respiratory health. • Increased translation of advocacy to practice and policy. 	<ul style="list-style-type: none"> • Financial support for advocacy is sustained at appropriate levels. 	<ul style="list-style-type: none"> • Cultivate member involvement in advocacy by empowering SIG convenors and Branch Executives to engage their respective groups in reactive and proactive advocacy issues. • Systems to allow accumulation of relevant literature and support the TSANZ and member-led position statement development.. 	<ul style="list-style-type: none"> • Year-on-year increases in staff and member engagement and feedback. • All core functions have completed documented procedures manuals. • All relevant policies and procedures undergo timely review and revision. • Infrastructure meets portfolio needs and is maintained and renewed in line with best practice.



GOAL

6.1

The TSANZ operates with good governance and a focus on financial and environmental sustainability, risk management and legislative compliance.

Perspective	Members and Stakeholders	Financial	Business Processes	Learning and Growth
	What will success look like to members and stakeholders?	What will financial success look like?	What internal business processes do we need to excel at to achieve success?	How will we sustain our ability to make changes, innovate and improve?
Strategic Objectives	<ul style="list-style-type: none"> Member fees are kept as low as possible whilst member activities are supported to a high standard. The Society continues to evolve member offerings in a sustainable way that is responsive to emerging member expectations. The TSANZ is seen to be achieving best practice across all activities and portfolios. The TSANZ is seen as having exemplary governance and financial models by external stakeholders. 	<ul style="list-style-type: none"> All Society activities are governed by appropriate financial models that meet and exceed relevant regulatory requirements and member expectations. 	<ul style="list-style-type: none"> Development and deployment of critical infrastructure and systems to support all facets of the TSANZ's activities. All TSANZ operations and activities are underpinned by systems and infrastructure that meet and exceed relevant regulatory requirements. 	<ul style="list-style-type: none"> TSANZ Staff, Board, Committees and Branches adopt a reflective review mindset focused on: <ul style="list-style-type: none"> operational governance; appropriate resources, systems and infrastructure; financial sustainability; minimising environmental impact; and meeting and exceeding relevant regulatory compliance and member expectations.
Critical Success Factors	<ul style="list-style-type: none"> Appropriate member and stakeholder interactions and engagement that meets the Society's high standards of conduct.. 	<ul style="list-style-type: none"> Business models incorporating all direct and indirect costs. Increased diversity of income streams. 	<ul style="list-style-type: none"> All systems and process are integrated across the Society's portfolios. Infrastructure meets portfolio needs and is maintained and renewed in line with best practice. 	<ul style="list-style-type: none"> The TSANZ adopts a proactive approach to supporting and developing its staff and members. All TSANZ activities operate in a safe, inclusive and welcoming way that meet and exceed relevant requirements and expectations.
Strategic Measures	<ul style="list-style-type: none"> Member renewal rates exceeds 85%. New member recruitment exceeds 15% of membership annually. Appropriate and responsive policy portfolio that exceeds member expectations across all regulatory and operational areas. Year-on-year increases in membership engagement in TSANZ activities that is reflected across all membership classes. Progressive reduction in behaviours and activities that do not meet TSANZ standards. 	<ul style="list-style-type: none"> The TSANZ continually exceeds Board designated financial sustainability targets. Annual operating budget achieves net position of > CPI plus 2.5%. Growth and returns from Capital fund investment exceeds investment goals. 	<ul style="list-style-type: none"> All TSANZ controlled documents meet review and revision timelines. All Society operations and activities comply with legislative reporting requirements. A program of review and external governance review is initiated by 2022. 	<ul style="list-style-type: none"> All Society portfolios and activities are reviewed at least annually for alignment with the strategic objectives of the Society. Year-on-year increases in TSANZ staff and member engagement and feedback relating to Society activities. Retention of TSANZ staff in core roles > 2 years. Increased number of members expressing interest in engagement with core TSANZ activities.

