



Clinical Oncology Society of Australia

STRATEGIC PLAN

July 2019 to June 2024

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 2019 to 30 June 2024.

[Adopted by the COSA Board 23 August 2019]

BACKGROUND

The Clinical Oncology 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 2017 AGM. The main changes in the current version being aligned with the requirements of the Australian Charities and Not-for-profits Commission Act, simplification and reflection of current practice. COSA's name was officially changed from the Clinical *Oncological* Society of Australia to the Clinical *Oncology* Society of Australia in November 2012.

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 for which COSA has been established are to pursue the following charitable purposes (as described in the Constitution approved in November 2017):

- 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
- to support the professional development and educational needs of cancer health professionals in the furtherance of the above objects; and
- to do all things incidental or convenient in relation to the advancement of the objects contained in this clause.

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

VALUES

Our **community** of oncology health practitioners values **connection** through shared experiences, **collaboration** to deliver strong outcomes and **diversity** that enhances our practice.

We build **knowledge** and strive for **achievement** to make a **positive impact** on cancer outcomes.

We foster and provide **leadership**, and promote **excellence**, for Australia's multidisciplinary cancer health professionals.

Our reputation is built and maintained through our **credibility, professionalism, integrity** and **ethical** conduct.

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. Implementation of COSA's advocacy decision making guideline	1.1.a Advocacy efforts recorded and communicated to the membership via the website, monthly e-newsletter, and other appropriate mechanisms identified 1.1.b Attendance at every COSA Council meeting by CCA Advocacy Director (or delegate)
1.2. Hold strong and mutually beneficial relationships with organisations relevant to cancer care and control	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 Evidence of engagement with organisations relevant to cancer care and control 1.2.b 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 1.3.3. Develop externally funded guidelines in agreed priority areas 1.3.4. Publish position statements in agreed priority areas	1.3.a Number of submissions made by COSA (compared to the number of relevant opportunities identified) 1.3.b Number of COSA members contributing to submissions 1.3.c Recognition of the contribution of medical and scientific expertise to guideline development by COSA members 1.3.d Number of COSA position statements published 1.3.e Number and diversity of contributors to COSA position statements

**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
<p>2.1 Build on the strength and success of the COSA Annual Scientific Meeting</p>	<p>2.1.1 Establish a Program Committee to oversee the development of each ASM program and ensure the programs meet the needs of our multidisciplinary membership</p> <p>2.1.2 Ensure any partnership ASMs operate according to the COSA policy for ASM partnership arrangements</p> <p>2.1.3 Develop and implement strategies to increase ASM attendance</p> <p>2.1.4 Ensure each ASM meets financial targets</p> <p>2.1.5 Consider new ways to generate income from the ASM, such as recording sessions and making them available on the COSA website for a fee</p>	<p>2.1.a ASM programs meet the needs of our multidisciplinary membership</p> <p>2.1.b Number of Affiliated Organisations partnering in and/or contributing to the COSA ASM</p> <p>2.1.c Increase in ASM revenue per attendee</p>
<p>2.2 Build on current, and investigate new opportunities for, sponsored events outside the COSA ASM</p>	<p>2.2.1 Develop strategies to ensure the COSA Trainees Weekend remains relevant</p> <p>2.2.2 Develop a process for review of Clinical Professional Day applications to ensure they are run in line with COSA’s guiding principles</p> <p>2.2.3 Consider allowing COSA Groups to hold Clinical Professional Days outside the ASM where relevant and affordable</p> <p>2.2.4 Develop a process to allow COSA to host Clinical Professional Days alongside Affiliated Organisation events</p> <p>2.2.5 Continue to host the CPG Foundation and Advanced courses</p> <p>2.2.6 Continue to host the Pharmacology of Cancer Chemotherapy workshops</p>	<p>2.2.a Host the COSA Trainees Weekend annually and where appropriate consider name change to “XX Cancer Masterclass”</p> <p>2.2.b Host the sponsored ATOM event annually (Advanced Trainees Oncology Meeting)</p> <p>2.2.c Host the sponsored ACTNOW event biennially (ACT and NSW Oncology Weekend)</p> <p>2.2.d Host the sponsored Breast Cancer Masterclass annually</p> <p>2.2.e Host other sponsored events</p> <p>2.2.f Revenue from CPG Foundation and Advanced Courses</p> <p>2.2.g Number of delegates participating in sponsored educational events hosted by COSA</p> <p>2.2.h Number of non-COSA members to join COSA after attending a sponsored educational event hosted by COSA</p>

	<p>2.2.7 Promote the capacity of COSA to host industry and non-industry sponsored educational events</p> <p>2.2.8 Hold meetings with industry and other relevant organisations to canvass opportunities for sponsored events hosted by COSA</p>	
<p>2.3 Ensure COSA's educational opportunities remain relevant to the membership</p>	<p>2.3.1 Consult the membership to canvass their educational needs, if these needs are being met, and how COSA could enhance these needs</p>	<p>2.3.a Conduct evaluation surveys at the completion of each event</p> <p>2.3.b Ensure feedback from evaluation surveys is considered in the planning of future events</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
<p>3.1 Provide a forum for the discussion of common issues in cancer research</p>	<p>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)</p> <p>3.1.2 Look for gaps in current research activity where a clinical, multidisciplinary focus would add value (eg health services research)</p> <p>3.1.3 Consult with the Affiliated and Associated Organisations on how we can work together on common research issues</p> <p>3.1.4 Encourage individual members, Affiliated and Associated Organisations to present research findings at the COSA ASM</p>	<p>3.1.a Workshops hosted with COSA Groups to identify and prioritise research in areas of common interest</p> <p>3.1.b Publication of COSA’s research priorities in agreed areas</p> <p>3.1.c Inclusion of health services research as a future ASM theme</p> <p>3.1.d Evidence of collaboration with Affiliated and Associated Organisations on common research issues</p> <p>3.1.e Increase in the number and quality of abstracts presenting new research at the COSA ASM</p> <p>3.1.f Facilitate the presentation of high quality abstracts at the ASM</p>
<p>3.2 Facilitate a collective voice for the cancer cooperative trials groups</p>	<p>3.2.1 Consult the CCTGs on how COSA can best work collaboratively with them and on what projects</p> <p>3.2.2 Develop a strategy and mechanism for facilitating discussion and action in areas common to the CCTGs</p> <p>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</p>	<p>3.2.a Evidence of collaboration between the CCTGs and COSA</p> <p>3.2.b Continued support for the CCTGs</p>

**GOAL 4
ENSURE THE SUSTAINABILITY OF COSA**

Following on from 45 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 ACNC 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 ACNC 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 and Associated Organisations engaged with COSA
4.3 Ensure COSA remains financially viable as a not-for-profit organisation	4.3.1 Conduct biennial review the 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 Increase in revenue/surplus from the COSA ASM 4.3.e Increase in revenue/surplus from sponsored educational events hosted by COSA 4.3.f Healthy financial performance of the organisation