



**QLD Branch Operational Plan 2015- 2017**  
**Endorsed: QLD Branch Executive Committee October 2014**  
**Review Date: July 2015 (6 monthly thereafter)**

**Queensland Branch Operational Plan 2015 -2017**

**Introduction**

Australia's peak health promotion body, the Australian Health Promotion Association (AHPA) is the only professional association in Australia specifically for people interested or involved in the practice, research and study of health promotion.

While there are more than 1000 members and subscribers at a National level, the AHPA (Queensland Branch) has more than 100 members drawn from Government departments and agencies, universities, non-Government organisations, community-based organisations and groups, private companies and industries, and students.

**AHPA National Mission**

To advocate for health promotion, the health promotion workforce, and best health promotion practice.

*(For further information relating to the National Strategic Direction and Objectives of Australian Health Promotion Association please refer to:*

*<http://www.healthpromotion.org.au/about-us>)*

**QLD Branch Vision**

The Queensland Branch vision is to improve the health status of Queenslanders by building the leadership capacity of our members and making health promotion a priority.

The aim of this document, Queensland Branch Operational Plan 2015-2017 is to guide the progress of the Queensland Branch activities over the next 3 years. It builds on previous versions of Queensland strategic plans and has been developed and informed by the 2014 Branch Executive Committee. It has been developed as a state based action plan to the National Strategic Directions 2014-2018 document which underpins the governance of the national association. This document has modified the national focus areas based on local needs to reflect the state level priorities within the Queensland Branch. The document is designed as a tool to guide the activity of the branch over the next three years but is flexible and able to respond to changes or opportunities as they arise.

## Queensland Branch Key Focus Areas

This operational plan highlights the key focus areas that the QLD Branch Executive Committee will work to achieve in 2015-2017

1. Promoting Health Promotion, Leadership and Direction: *Build AHPA's role as a leading authority in QLD health promotion*
2. Advocacy and Representation: *Build AHPA's advocacy capacity and action for change*
3. Professional Development and excellence, Scholarships and Career Development
4. Strategic Alliances, Networks and Support
5. Good Governance and Communication

**1.0 Key Focus Area: Promoting Health Promotion, Leadership and Direction: *Build AHPA's role as a leading authority in Queensland health promotion***

Objective	Strategy	Performance Indicator (PI)	Working Group	Budget	Timeline
To build the profile of and broaden health promotion understanding amongst the public	<p>Inform and engage with the broader public on contemporary issues that relate to health promotion policy and practice via Twitter.</p> <p>Develop a marketing plan for the new Twitter handle</p>	<ul style="list-style-type: none"> <li>• Number of Twitter posts each month and number of retweets and comments posted</li> <li>• Number of new twitter followers</li> <li>• Number of twitter followers maintained</li> <li>• Level of member satisfaction</li> </ul>	<p>Advocacy – Lead</p> <p>Communications &amp; Membership – Secondary</p>	-	Launch by December 2014 with initial review in June 2015 and 12 monthly thereafter
<p>To maintain 85% (n=140) of AHPA (QLD Branch) membership.</p> <p>Increase membership by 10% by the end of each year until 2017</p>	Complete a yearly membership assessment and review	<ul style="list-style-type: none"> <li>• Yearly membership snapshot undertaken, developed and fed back to executive</li> <li>• Membership strategy developed</li> </ul>	Communications & Membership	\$400.00 – yearly	December 2014 yearly thereafter
To identify strategic opportunities for enhancing membership	Develop and implement a strategy to attract new members to the branch, including novel strategies to increase individual membership	<ul style="list-style-type: none"> <li>• 12 Monthly 'September Member Month' conducted</li> </ul>	Communications & Membership	-	September each year
	Conduct email follow-up on a 12 monthly basis with members who do not renew their membership	<ul style="list-style-type: none"> <li>• Emails sent to previous members</li> <li>• Number of previous members renewing membership</li> </ul>	Communications & Membership	-	January 2015

	Approach key organisations responsible for the delivery of health promotion services, for example, Medicare Locals/PH Networks, AMS's, NGO's, local government, universities and encourage them to join or renew their membership	<ul style="list-style-type: none"> <li>• Key organisations identified and contacted via e-mail</li> <li>• Information pack sent to each organisation yearly</li> </ul>	Communications & Membership	-	February 2014
	Support Domestic student memberships (post and undergrad)	<ul style="list-style-type: none"> <li>• Membership criteria and application process established</li> <li>• 10 domestic student memberships provided to Universities offering health promotion programs (for example, 6 undergrad and 4 post grad)</li> </ul>	Professional Development – Lead  Communications & Membership - Secondary	\$500.00 annually	February 2015 Ongoing annually
	Encourage Health Promotion lecturers at each Queensland University to promote AHPA Membership to their students	<ul style="list-style-type: none"> <li>• Twice yearly email reminder sent to lecturers with electronic brochure – February &amp; July</li> <li>• Once yearly update of relevant HP lecturers and tutors conducted including consideration of nutrition, ex phys, public health and allied health lecturers.</li> </ul>	Communications & Membership – Lead  Professional Development - Secondary	-	February & July annually  January annually
	Identify strategies to promote membership and work with National Aboriginal and Torres Strait Islander Working Group	<ul style="list-style-type: none"> <li>• No of times nominated QLD Exec liaise with representation on ATSI national working group</li> </ul>	Communications & Membership; Executive member	-	Ongoing

		<ul style="list-style-type: none"> <li>Number of new Aboriginal and Torres Strait Islander memberships each year</li> </ul>			
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## 2.0 Key Focus Area: Advocacy and Representation: Build AHPA's advocacy capacity and action for change

Objective	Strategy	Performance Indicator (PI)	Working Group	Budget	Timeline
To promote the health promotion profession and AHPA QLD	Establish a Strategic Health Promotion Advisory Group (SAG) for Queensland	<ul style="list-style-type: none"> <li>SAG TOR and group formed</li> <li>Media spokesperson identified</li> <li>Number of media engagements</li> </ul>	Leadership; Advocacy	-	Mar 2015
	Identify key SAG personnel willing to be media spokesperson for AHPA QLD	<ul style="list-style-type: none"> <li>Media spokesperson identified</li> <li>Number of media engagements</li> </ul>	Leadership; Advocacy	-	Mar 2015
To increase advocacy and capacity for advocacy on key Health Promotion issues in Queensland	Where capacity allows and where appropriate provide letters of support for community groups advocacy efforts	<ul style="list-style-type: none"> <li>No of enquiries relating to advocacy support</li> <li>No of letters of support written</li> </ul>	Advocacy	-	Ongoing
	Develop the capacity of AHPA QLD members to advocate on issues of importance and relevance	<ul style="list-style-type: none"> <li>Number of advocacy activities that AHPA QLD support members to be involved in</li> </ul>	Advocacy	-	March 2015
	Encourage Executive (and members) to engage, share and critically review health promotion issues and topics via social media platforms	<ul style="list-style-type: none"> <li>Number of #AHPAQLD (Facebook, Twitter)</li> </ul>	Advocacy; Communication and Membership	-	Ongoing

To develop and enhance knowledge and skills of health promotion practitioners to integrate advocacy into their health promotion practice and personal lives.	Distribute up-to-date information to members on health promotion policy and programs through e-Bulletin and social media	<ul style="list-style-type: none"> <li>Minimum 1 post/fortnight</li> </ul>	Advocacy – Lead  Communications & Membership - Secondary	-	Ongoing
	Promote AHPA QLD's key priorities for advocacy to members and the general community via website, e-Bulletin and social media. (Key priorities will be informed by AHPA National & other peak professional organisations)	<ul style="list-style-type: none"> <li>Minimum 1 post/fortnight</li> </ul>	Advocacy, Leadership, Membership and Communication	-	Ongoing
Encourage participation of members in advocating for healthier places and policies	Develop a template for advocacy letter writing campaigns including distribute to members and encourage the distribution on various media platforms.	<ul style="list-style-type: none"> <li>Template developed</li> <li>Number of members using template</li> </ul>	Advocacy	-	Feb 2015
To enhance skills and knowledge of best-practice health promotion, through the distribution of contemporary and relevant information and training.	Promotion of e-advocacy campaigns such as Parent Jury and Junk Busters and encourage members to report advertising or actions not conducive to good health (share via Qld Branch Social Media and e-Bulletin)	<ul style="list-style-type: none"> <li>Number of submissions received</li> </ul>	Advocacy	-	Ongoing
	Encourage members to share case studies of advocacy experiences through social media and e-Bulletin to enhance knowledge of others (what worked, what didn't?)	<ul style="list-style-type: none"> <li>Number of case studies received</li> </ul>	Advocacy; Membership and Communication	-	Ongoing

### 3.0 Key Focus Area: Professional Development and Excellence

Objective	Strategy	Performance Indicator (PI)	Working Group	Budget	Timeline
To facilitate professional development initiatives that meet member needs	Assess and respond to professional development needs identified in the 2014 member survey and engagement with members on social media	• 2014 professional development needs identified	PD	-	July 30, 2014
		• Number of professional development initiatives provided in response to identified needs	PD	-	July 2015
	Investigate innovative technologies for the delivery of professional development i.e. podcasts, webinar platform & resources available via website	• Innovative technologies identified and trailed	PD	-	December 31, 2014
	Collaborate with partner agencies (such as PHAA, DAA, Cancer Council, AEA, and other NGOs) to maximize PD outputs	• Number of PD opportunities delivered in partnership	PD	-	Ongoing
	Provide one (1) revenue raising Professional Development activity each year	• PD activity hosted • PD activity makes at least a small profit	PD	Outlay based on what return can be yielded	By Dec each year (commencing 2015)
To recognise health promotion leadership and excellence	Continue to offer existing leadership and excellence awards	• President's Award offered annually • Two QLD Branch conference scholarship offered annually	Leadership Committee	\$200  \$1000	Yearly in February  Annually in line with National Conference
	Introduce a broader range of leadership and excellence awards, for example, • Outstanding practitioner(s) • International & Aboriginal and Torres Strait Islander students • International conference registration for example, IUHPE	• New leadership and excellence awards identified & resourced • Award application process(es) established • New awards allocated annually		\$TBC	February 2015, reviewed annually  Ongoing

Support current health promotion practitioners and new graduates to become leaders in health promotion through mentoring	Facilitate mentoring partnerships for current and future leaders in health promotion	<ul style="list-style-type: none"> <li>QLD lead National Mentoring development</li> </ul>	PD – Lead Leadership - Secondary	-	May 2015
	To partner with other state and territory branches to explore new and innovative approaches to mentoring for various AHPA member needs.	<ul style="list-style-type: none"> <li>Mentoring program established</li> </ul>	Executive – PD Committee Member Leadership representative	-	July 2015

#### 4.0 Key Focus Area: Strategic Alliances, Networks and Support

Objective	Strategy	Performance Indicator (PI)	Working Group	Budget	Timeline
To develop strong strategic alliances and partnerships to mobilise rapid responses to important health promotion issues	Develop an AHPA Queensland Strategic Advisory Group that consists of representatives from agencies such as LGAQ, Check-Up, AMA, Medicare Locals	<ul style="list-style-type: none"> <li>Number of advisors involved with the SAGs</li> <li>Number of responses</li> </ul>	Leadership & Advocacy in partnership	-	Mar 2015
	Strengthen alliance with PHAA through joint networking and professional development opportunities)	<ul style="list-style-type: none"> <li>Number of co-facilitated events</li> </ul>	Professional Development & Leadership	-	Ongoing
To offer opportunities for AHPA Qld members and non-members networking opportunities to share knowledge, skills and experiences	Investigate opportunities to establish online discussion between members and health promotion practitioners on a range of topics and issues (such as #eatkit, discussion tab on LinkedIn)	<ul style="list-style-type: none"> <li>Proposal developed</li> <li>Trial of discussion board</li> </ul>	Advocacy	-	June 2016



## 5.0 Key Focus Area: Good Governance and Communication

Objective	Strategy	Performance Indicator (PI)	Working Group	Budget	Timeline
To communicate more frequently with members on issues of interest and relevance using the email list server	Develop and maintain a monthly e-bulletin for members	<ul style="list-style-type: none"> <li>Monthly E Bulletin is distributed</li> <li>Member satisfaction of e-Bulletin evaluated</li> </ul>	Comms & Membership	-	First E-Bulletin established for January 2014
	Explore the option of having the E-Bulletin linked to the Members Only Section so that readership and access can be evaluated via the website	<ul style="list-style-type: none"> <li>Establishment of process for loading e-Bulletin to members only section</li> </ul>	Comms & Membership	\$1000 one off cost	February 2015
	Maintain the fortnightly Jobs Bulletin	<ul style="list-style-type: none"> <li>Fortnightly Jobs Bulletin distributed</li> </ul>	Comms & Membership; Executive	-	Ongoing New Roster to be developed 6 monthly
To maintain a website that is contemporary, relevant and informative to our current and potential members	Provide up to date information on studying Health Promotion in Queensland	<ul style="list-style-type: none"> <li>Yearly review of HP Courses available in QLD in consultation with QLD tertiary institution representatives</li> </ul>	Exec Members attached to universities & Vice President	-	Once yearly – August
	Upload slides, video recording or webinar from Professional Development events into the Member's Only section of the website	<ul style="list-style-type: none"> <li>Number of sets of slides or relevant material uploaded and how frequently accessed by members</li> </ul>	PD Committee	-	As needed basis
	Promote award recipients on the AHPA QLD Website	<ul style="list-style-type: none"> <li>Award recipient details updated on website</li> </ul>	Vice President	-	As needed basis
	Provide common FAQ's and other resources such as 'How to apply for that HP Job' on the Member's Only section of the website	<ul style="list-style-type: none"> <li>Additional resources uploaded to website</li> </ul>	Vice President & PD	-	As needed basis

To engage with members to ensure that the association is meeting their needs	Undertake a review of the member survey to ensure contemporary and relevant feedback is received and that an appropriate feedback and action plan on information received is provided to members	<ul style="list-style-type: none"> <li>Survey review complete</li> <li>Survey undertaken, results analysed and report with action plan circulated to members</li> </ul>	Comms & Membership	-	To be completed in May 2016
Ensure QLD Branch is operating in an effective and efficient manner through good governance processes	Delegate QLD Branch tasks to Committee Members	<ul style="list-style-type: none"> <li>Subcommittees developed where appropriate.</li> <li>Tasks appropriately delegated</li> </ul>	Leadership Group	-	As required
	Develop branch orientation manual (for office bearers as well as general exec members) as well as policy and procedures manual	<ul style="list-style-type: none"> <li>Policies developed</li> </ul>	Leadership Group with support of Executive Committee members	-	Initially established by January 2015 and reviewed December biannually
	Biannually review the Branch's policy and procedures manual	<ul style="list-style-type: none"> <li>Policies and procedures reviewed in accordance with branch calendar</li> </ul>	Executive	-	As required ( <i>see branch calendar</i> )
	Succession planning for executive roles at branch level	<ul style="list-style-type: none"> <li>Investigate methods of identifying and developing future AHPA leaders</li> <li>Implement appropriate methods to identify and develop future AHPA leaders</li> </ul>	Leadership Group		Dec 2014 & Ongoing
Develop and maintain two-way communication between National and Branch Executive	Provide QLD Branch update for the quarterly AHPA National newsletter edition	<ul style="list-style-type: none"> <li>Four QLD Branch Updates submitted to AHPA National</li> </ul>	Branch President	-	Quarterly
	Branch President to maintain presence on President's Working Group	<ul style="list-style-type: none"> <li>QLD President attends monthly meetings and reports back to the Executive</li> </ul>	Branch President	-	Monthly

Maintain financial security and accountability for the QLD Branch	Prepare calendar of financial projections	<ul style="list-style-type: none"> <li>Financial projections developed</li> </ul>	Treasurer (with support from Leadership Group)	-	Annually in December
	Assign budget to Qld Branch Operational Plan	<ul style="list-style-type: none"> <li>Annual budget developed</li> </ul>	Treasurer with Exec Sub-Committee Chairs	-	Annually in December
	Consider National and AHPA Board requirements and financial accountability	<ul style="list-style-type: none"> <li>Maintain regular contact with National and AHPA Board to ensure the WA Branch are meeting all financial requirements</li> <li>Communicate National and AHPA Board requirements and financial accountability to the QLD Branch Executive Committee</li> </ul>	Treasurer	-	Annually in December
	Develop a 'How to treasury guide' to ensure finance processes and procedures are kept up-to-date	<ul style="list-style-type: none"> <li>'How to treasury guide' developed and procedures updated regularly</li> </ul>	Treasurer	As required	Dec 2014; (reviewed Annually)