

# AVA Strategy 2017 - 2021

## Our vision

The AVA's vision is to be the health and welfare leader in Australia's animal industries

## Our purpose



### SUPPORTING VETERINARIANS

Providing the resources and support that veterinarians need for prosperous, healthy careers.



### SPEAKING FOR THE PROFESSION

Being an effective, proactive voice of the veterinary profession, driving an agenda that matters to our members and stakeholders.



### STRENGTHENING COMMUNITIES

Facilitating collegiality and relationships within our profession, so that members can support their communities.

## Our core values



### PROFESSIONALISM

We behave ethically, tell the truth and aim for the highest possible standards in everything we do.



### KNOWLEDGE

We base our decisions on evidence and actively seek out advances in knowledge.



### COMMUNITY

People are our greatest resource and we facilitate interactions to share knowledge, advance science and support those in need.



### ADAPTABILITY

We embrace change and innovation, seek new ideas, look for trends and strive to adapt quickly.



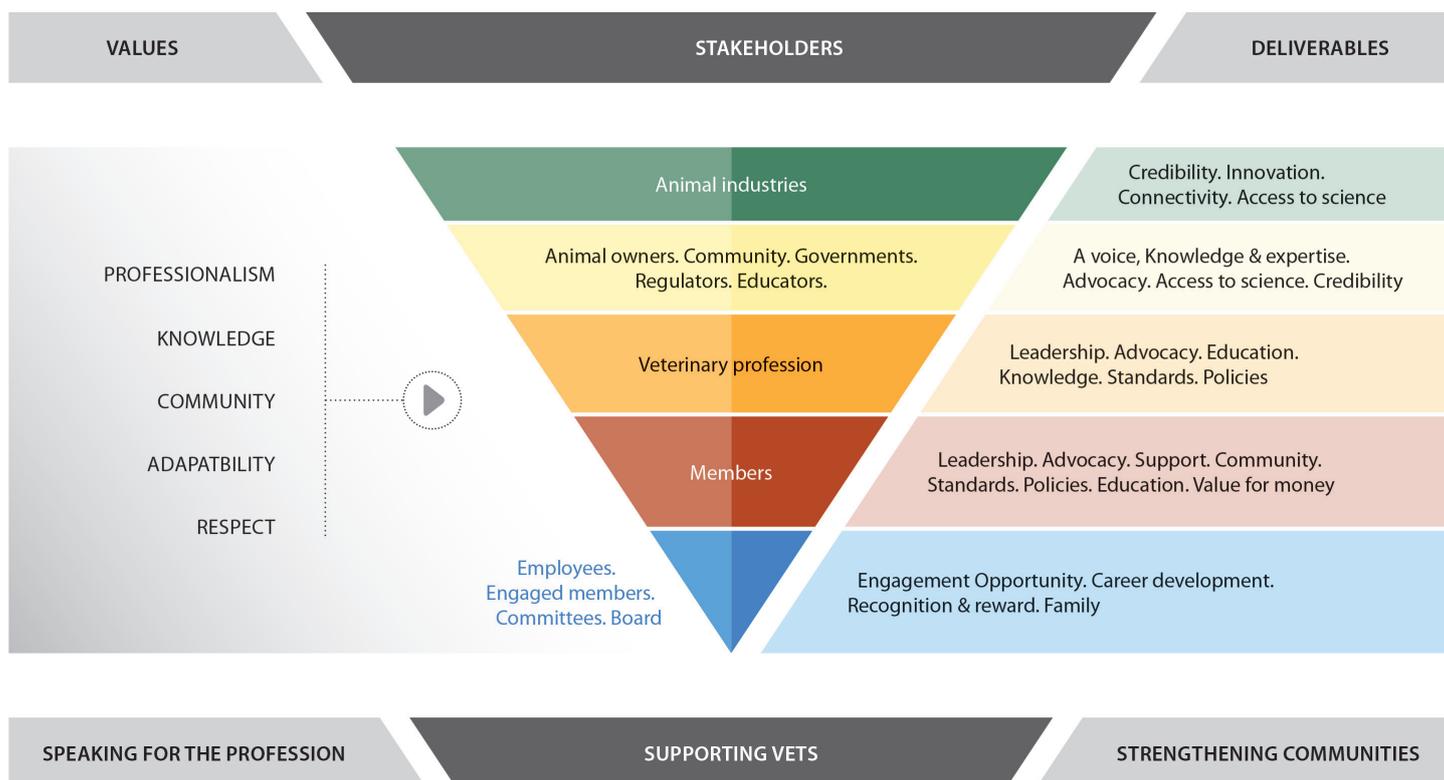
### RESPECT

We respect our colleagues and the value that diversity brings to the profession and the association.

# AVA Strategy 2017 - 2021

## Our stakeholders

THE HEALTH AND WELFARE LEADER IN AUSTRALIA'S ANIMAL INDUSTRIES



## Our strategic priorities

### IMPROVING ANIMAL WELFARE

Taking a lead on animal welfare issues across livestock, companion and performance animals.

### PLANNING AN EFFECTIVE VETERINARY WORKFORCE

Having the right number of vets, in the right places, with the right skills, to provide the veterinary services of the future in public health and private practice.

### ENSURING ECONOMIC SUSTAINABILITY

Fair remuneration, healthy veterinary businesses and promoting the value of all veterinary services.

### BETTER REGULATION

Harmonised legislation, strengthened restricted acts of veterinary science, and national recognition of veterinary registration.

### FIGHTING ANTIMICROBIAL RESISTANCE

Joining forces with all users, prescribers, makers and distributors of antibiotics to help preserve these lifesaving drugs as long as possible.

## LEADERSHIP

STRATEGIES	PROJECTS	2017 OUTCOMES	2021 OUTCOMES
Communicate a vision for the future and work to bring about positive change so that all stakeholders respect our profession and seek our views.	"Member conversation", to engage as many members as possible in our current strategy, and future direction.	Sessions at AVA events and conferences to review trends impacting the profession and how the AVA can respond.	The conversation expands to include all stakeholders in 2018. By 2021 the AVA has published a "road map" for the profession.
Demonstrate why AVA input on veterinary science, animal health and welfare and the sustainability of the profession is critical to our stakeholders' success.	<ol style="list-style-type: none"> <li>1. Anti-microbial prescribing guidelines.</li> <li>2. AVA content strategy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Agreement with partners including government and Animal Medicines Australia to co-fund prescribing guidelines for all species.</li> <li>2. AVA develops a hub for thought leadership in animal health and science based welfare.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prescribing guidelines for all species released in 2018, available to all veterinarians.</li> <li>2. AVA's online hub and publications are recognised and utilised by all stakeholders as the premier Australasian source on animal health information.</li> </ol>
Be an effective, proactive voice of the veterinary profession, driving an agenda that matters to our members and stakeholders.	Animal welfare is at the top of our 5 strategic priorities.	Restructure internally to: <ul style="list-style-type: none"> <li>• strengthen our marketing capability</li> <li>• better respond to and proactively manage major external issues and crises.</li> </ul> Projects underway for AW initiatives in production, equine and canine areas.	New approaches to policy development and issues management. Policies are evidence based, and are effective resources for AVA public positions on health and welfare issues.
Ensure the AVA brand, across all touchpoints, aligns clearly with our role as an industry leader and our purpose and values.	Redesigning the AVA Brand.	<ul style="list-style-type: none"> <li>• The AVA and all special interest groups have revamped branding, and all related merchandise and stationery is updated.</li> <li>• The AVA's new website is live, the final stage of rebranding.</li> </ul>	There is greater recognition of the AVA brand, alignment with our leadership position, and cohesion of 'One AVA' by all stakeholders.

## MEMBER FOCUS

STRATEGIES	PROJECTS	2017 OUTCOMES	2021 OUTCOMES
<p>Build systems and structures to ensure the AVA is an essential partner and mentor for a veterinarian's professional journey.</p>	<p>National Graduate Mentoring Program launched in October 2015 to support new graduate veterinarians as they transition into the profession.</p>	<ul style="list-style-type: none"> <li>• Mentoring is extended to support those in years 1-3 after graduation.</li> <li>• Mentoring revamped to provide "as needed" support and mentoring to mentors.</li> </ul>	<p>The AVA is a mentor to veterinarians as they make a wide range of transitions in their professional journey, for eg:</p> <ul style="list-style-type: none"> <li>• practice – govt – industry</li> <li>• return from career break</li> <li>• practice purchase or sale.</li> </ul>
<p>Ensure that we clearly demonstrate to all stakeholders a compelling case for every Australian veterinarian to be a member of the AVA.</p>	<ol style="list-style-type: none"> <li>1. Focus on government veterinarians and academics. Membership offer for DAWR veterinarians.</li> <li>2. Membership structure and pricing review.</li> </ol>	<ol style="list-style-type: none"> <li>1. At least one state DPI and the DAWR are co-funding the cost of membership for public health veterinarians.</li> <li>2. AVA continues current membership growth.</li> </ol>	<ol style="list-style-type: none"> <li>1. By the end of 2018 the AVA has reviewed membership categories and pricing to better align with the changing nature of the profession.</li> <li>2. AVA increases % of vets who are members to more than 70%.</li> </ol>

## KNOWLEDGE

STRATEGIES	PROJECTS	2017 OUTCOMES	2021 OUTCOMES
Ensure that veterinary science is interesting, relevant and accessible by all stakeholders.	Publications review and content management and marketing strategies.	AVA has strategic and business plans in place for a transition from print to blended online and print.	Delivery of scientific content, industry news, and animal health / welfare thought leadership via online and print.
Through leadership, investment and collaboration we will ensure high quality continuing professional development for veterinarians and the broader industry.	Continuing professional development strategy for the AVA and the profession.	CPD research project provides an evidence base: what veterinarians do, what they and other stakeholders want, what's available now, and what is on the horizon.	<ul style="list-style-type: none"> <li>• AVA provides members with a range of educational options – conference, workshop, online.</li> <li>• AVA education is delivered by both AVA and partners to ensure highest quality.</li> </ul>
Embrace new technologies and use them to proactively address the challenges facing our association, members and stakeholders.	Transform the AVA's digital presence and partner with organisations to deliver technology services.	<ul style="list-style-type: none"> <li>• January 2017, update the AVA's finance system.</li> <li>• December 2017, update CRM system (commenced 2016).</li> <li>• December 2017, launch AVA's new website (commenced 2016).</li> </ul>	<ul style="list-style-type: none"> <li>• AVA members and other stakeholders rate the AVA website #1 for useability, information and ease of transaction.</li> <li>• AVA partners with "best of breed" suppliers to deliver technology based services that benefit members and stakeholders.</li> </ul>

## STRONG ORGANISATION

STRATEGIES	PROJECTS	2017 OUTCOMES	2021 OUTCOMES
<p>Employees and volunteers put their energy into the right projects, at the right time, supported by the resources they need.</p>	<p>Leadership development.</p>	<p>All incoming AVA group leaders participate in high quality leadership training delivered by a top tier business school.</p>	<p>Through student and mentoring programs the AVA identifies emerging leaders and provides a structured development program.</p>
<p>Evolve our structure to:</p> <ul style="list-style-type: none"> <li>• support our activities and growth into the future</li> <li>• provide every veterinarian, interest or speciality with a 'home'.</li> </ul>	<ol style="list-style-type: none"> <li>1. Amalgamation of AVAPM and AVBA, development of our Veterinary Business Group.</li> <li>2. Evolution and consolidation of AVA structure.</li> </ol>	<ol style="list-style-type: none"> <li>1. One veterinary business group, operating under AVA auspices.</li> <li>2. Development of regional operating structure to support divisions.</li> </ol>	<ol style="list-style-type: none"> <li>1. The AVA's Veterinary Business Group can demonstrate a leadership position in information and data, professional development and business services.</li> <li>2. A new era of AVA with larger SIGs that provide more value for members. Clustering and/or amalgamation of SIGs to improve member value and efficiency.</li> </ol>
<p>Diversify our sources of revenue.</p>	<ol style="list-style-type: none"> <li>1. Employment services online hub.</li> <li>2. Continuing education frameworks.</li> </ol>	<ol style="list-style-type: none"> <li>1. In 2017 we'll launch our new online hub for employers and job seekers.</li> <li>2. An agreed CPD recognition framework for general practitioners.</li> </ol>	<ol style="list-style-type: none"> <li>1. The AVA provides Australasia's leading online site for employers and job seekers in the veterinary industry.</li> <li>2. AVA has developed a sustainable model for "credentialing", that delivers revenue from partners and collaborators.</li> <li>3. 15% of AVA income comes from delivery or licencing of IP in other markets.</li> </ol>
<p>Board governance processes ensure they are informed, skilled and hold themselves to account for delivery of the strategy.</p>	<p>Board composition and structures.</p>	<p>The Board will consult with members on preferred governance model(s).</p>	<p>The AVA's governance model – across the Board, SIG's and divisions is a recognised exemplar for professional associations.</p>