AAGBI
and AAGBI Foundation
Long-Term Strategy

March 2017

www.aagbi.org
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Background statement and history of the organisation</td>
<td>4</td>
</tr>
<tr>
<td>Mission and values statements</td>
<td>4</td>
</tr>
<tr>
<td>A voice for the specialty – communications and external relations strategy</td>
<td>5</td>
</tr>
<tr>
<td>Strategic priorities by key programme and service area</td>
<td>6</td>
</tr>
<tr>
<td>Membership services</td>
<td>6–7</td>
</tr>
<tr>
<td>Safety</td>
<td>7</td>
</tr>
<tr>
<td>Education</td>
<td>8</td>
</tr>
<tr>
<td>Research</td>
<td>9</td>
</tr>
<tr>
<td>International</td>
<td>10</td>
</tr>
<tr>
<td>Heritage</td>
<td>11</td>
</tr>
<tr>
<td>Independent practice</td>
<td>12</td>
</tr>
<tr>
<td>Group of Anaesthetists in Training (GAT)</td>
<td>13–14</td>
</tr>
<tr>
<td>Specialist societies and interest groups</td>
<td>14</td>
</tr>
<tr>
<td>Our operational support strategies</td>
<td>15</td>
</tr>
<tr>
<td>HR strategy</td>
<td>16</td>
</tr>
<tr>
<td>IT and digital strategy</td>
<td>16</td>
</tr>
<tr>
<td>Finance strategy</td>
<td>17</td>
</tr>
<tr>
<td>Property strategy</td>
<td>17</td>
</tr>
<tr>
<td>Environment/sustainability strategy</td>
<td>18</td>
</tr>
<tr>
<td>Communications and publications</td>
<td>19</td>
</tr>
</tbody>
</table>
Introduction

The Long-Term Strategy is our main strategic planning document, providing a framework for the work we do and services we provide to our members and stakeholders. This is the first Long-Term Strategy we have produced as an organisation and it clearly states our vision, strategic aims and key priorities for the next 3–5 years.

The Long-Term Strategy process helps us consider competing pressures and the links between them, and establish among Board members, committee members, staff and AAGBI members a shared understanding of our priorities and aims.

We have considered the key political, economic, social, technological and environmental factors, which, over the next few years, may impact our members and stakeholders, and the delivery of patient care and safety (for example changes in demographics of patients and the health workforce and changes to shift and pay patterns).

This Long-Term Strategy is for consultation so we are very keen to receive feedback and comments from our members and stakeholders. Please email us at honsecretary@aagbi.org and tell us your thoughts.
Background statement and history of the organisation

The Association of Anaesthetists of Great Britain & Ireland (AAGBI) was founded in 1932 by Dr Henry Featherstone.

Throughout its history the AAGBI has initiated or promoted major developments in British and Irish anaesthesia. The AAGBI was involved in negotiations before the establishment of the National Health Service and, as a result, anaesthetists received equal status to other consultants.

Today, the AAGBI represents the interests of anaesthetists in the UK and Ireland, the majority of whom are members (currently > 11,000), acting as a voice for the specialty and promoting advances in anaesthesia. The AAGBI continues to raise the profile of the specialty and educate the public about anaesthesia.

The charitable arm of the AAGBI, the AAGBI Foundation (established in 1986), promotes patient safety through education and research. The core programmes of the Foundation are:

- Education in anaesthesia for the public and medical professionals;
- ‘Heritage’ through a national archive and anaesthesia history projects;
- International grants and projects to support anaesthesia in lower resource countries;
- Research funding to promote improvements in patient care.

Mission and values statements

The AAGBI’s motto is in somno securitas (safe in sleep).

Our mission is to advance and improve patient care and safety in the field of anaesthesia and disciplines allied to anaesthesia.

This over-arching mission is delivered through two legal entities, the parent body, the Association, of which the majority of anaesthetists are members, and its charity, the Foundation.

The AAGBI is the only anaesthetic membership association covering the whole of the UK and Ireland. We are an organisation of, and for, anaesthetists, providing member services at all career stages from medical student through training, to becoming and working as a consultant or non-consultant career grade doctor, and finally to retirement. The AAGBI acts as an influential voice for the specialty with regard to health and public policy. Our core services are professional education, information and guidance, and wellbeing and support.

Our values

As an organisation we hold these values which define our identity:

- We are an organisation of, and for, anaesthetists, providing services at all career stages and an influential voice for the specialty;
- We share expertise, knowledge and learning in anaesthesia;
- We are focused on quality and strive for excellence in all our activities;
- We are innovative and forward thinking;
- We are collaborative and work with stakeholders and others who share our vision;
- We are inclusive and committed to equality and diversity;
- We work across the four nations of the UK and in the Republic of Ireland, respecting the impact of devolution while maintaining that healthcare standards should be universal and not affected by national borders;
- We are working towards sustainability in healthcare and greener anaesthesia;
- We are a responsive organisation constantly developing and changing to meet new challenges.
A voice for the specialty – communications and external relations strategy

Vision

Our vision is to be an effective voice for the specialty, a leading contributor to health policy affecting anaesthesia and a leader in raising public awareness and understanding of the anaesthetist’s role

A key priority for the next 3–5 years is refining our communications and external relations activity guided by a new stakeholder engagement and communications strategy. To achieve this we will deploy public relations and media/communications techniques to raise our profile and promote our messages to professional and public audiences.

Over the next five years we will:

• Enhance our relationships with other organisations;
• Build new relationships with key organisations;
• Provide leadership and advocacy for safer anaesthesia and a strong voice for the specialty in healthcare and health policy;
• Respond to political and societal changes such as Brexit, devolution and the financial climate.

To achieve our vision we will:

• Undertake a re-branding exercise;
• Enhance our communications, incl. our online and social media presence;
• Maximise our public relations opportunities by working with the press and media;
• Be more strategic in our collaborations and work on joint objectives (e.g. with the RCoA, specialist societies, other healthcare sector organisations).
Strategic priorities by key programme and service area

Every major programme and service area has identified key objectives as well as the actions and capabilities required to deliver these priorities. Appropriate performance measures have also been identified to measure progress against these objectives.

**Membership services**

**Vision**

*Our vision is to be the professional membership organisation of choice for all anaesthetists by providing high quality and high value member services at all stages of their career*

Key achievements and current position:

- The majority of anaesthetists are AAGBI members. Using data from a RCoA census, AAGBI membership comprises 72% of trainees and 70% of consultants;
- Membership has grown by nearly 4% over 5 years and stands at 11,000;
- We have a committee to represent the interests of trainees (the Group of Anaesthetists in Training (GAT) Committee), which works to support trainee anaesthetists in all relevant areas of AAGBI activity;
- Retention rates are high (94%);
- Membership rates are competitive and membership is seen as good value for money*; we need to balance this with financial sustainability;
- However, our current technology is unable to allow members to join, renew and self service online;
- We have established local networks of Linkmen and Trainee Network Leads;
- We have developed a national mentoring programme.

Over the next five years we will:

- Increase membership (particularly trainees and non-consultant non-trainees) to 75–80% of those working in UK and Ireland, and grow our international membership;
- Better understand the needs of members and develop our services in response to their needs;
- Reach out to new target groups (e.g. increase membership of allied health professionals and industry);
- Reach out to future generations of anaesthetists (foundation year doctors and medical students);
- Ensure our services are inclusive (e.g. parents and those working LTFT);
- Attend to the wellbeing of our members and provide information, advice and support;
- Offer members structured support opportunities that help them achieve their full potential (as recommended in the GMC’s *Good Medical Practice*);
- Improve and offer value for money member services and benefits;
- Further develop the role of Trainee Network Leads and Linkmen;
- Go ‘digital’ with fully online member services.

To achieve our vision we will:

- Further develop our Membership Services Committee;
- Invest in a new membership database, website and digital communications;
- Engage with our members online (surveys, consultations);
- Increase proactive marketing and communications to existing members and new target groups;
- Expand our support for the wellbeing of our members through schemes such as mentoring;
- Work with others providing support for doctors (e.g. Doctors for Doctors and the Royal Medical Benevolent Fund);
- Become a market leader and monetise selected services, e.g. Learn@AAGBI to groups outside the specialty/outside the UK as income generators;
- Increase public policy and advocacy work to advance the interests of the specialty.

Safety

Key achievements and current position:

- ‘Safety in sleep’ is the organisation’s motto: safe anaesthesia is central to all we do;
- The Safety Committee has been in the vanguard of safety in healthcare since it was founded in 1974;
- The Committee includes representation from relevant healthcare bodies;
- We have a strong track record as an advisor on matters of patient safety in anaesthetic practice;
- We provide expert opinion on safety issues highlighted by members, the pharmaceutical industry and equipment manufacturers;
- We liaise with the Department of Health, the Medicines and Healthcare products Regulatory Agency, NHS Improvement, the RCoA and the medical defence organisations on safety initiatives;
- We offer seminars on safety aspects of anaesthetic practice;
- AAGBI relationships with Barema and other industry partners are well established;
- We partner with the RCoA, NHS Improvement and relevant (or similar) agencies (or bodies) in the devolved nations;
- We are the leading publisher of safety guidelines and consensus statements, which are disseminated and communicated widely in Anaesthesia and online via our website and apps, as well as direct distribution to the NHS and stakeholder organisations.

Over the next five years we will:

- Refresh and develop the AAGBI’s remit and role in relation to SALG;
- Continue to be the leading publisher of safety guidelines and consensus statements, in collaboration with other bodies where appropriate, and to disseminate and communicate these widely to all stakeholders;
- Seek to measure the impact of our guidelines by integrating guideline publishing with quality improvement and sprint audit activity to demonstrate and measure the impact of the guidelines on clinical practice;
- Promote national safety projects such as NatSSIPs.

Vision

To promote safe anaesthesia through the provision of information, education, guidance and expert advice to anaesthetists and healthcare stakeholders

Key achievements and current position:

- ‘Safety in sleep’ is the organisation’s motto: safe anaesthesia is central to all we do;
- The Safety Committee has been in the vanguard of safety in healthcare since it was founded in 1974;
- The Committee includes representation from relevant healthcare bodies;
- We have a strong track record as an advisor on matters of patient safety in anaesthetic practice;
- We provide expert opinion on safety issues highlighted by members, the pharmaceutical industry and equipment manufacturers;
- We liaise with the Department of Health, the Medicines and Healthcare products Regulatory Agency, NHS Improvement, the RCoA and the medical defence organisations on safety initiatives;
- We offer seminars on safety aspects of anaesthetic practice;
- AAGBI relationships with Barema and other industry partners are well established;
- We partner with the RCoA, NHS Improvement and relevant (or similar) agencies (or bodies) in the devolved nations;
- We are the leading publisher of safety guidelines and consensus statements, which are disseminated and communicated widely in Anaesthesia and online via our website and apps, as well as direct distribution to the NHS and stakeholder organisations.

Over the next five years we will:

- Refresh and develop the AAGBI’s remit and role in relation to SALG;
- Continue to be the leading publisher of safety guidelines and consensus statements, in collaboration with other bodies where appropriate, and to disseminate and communicate these widely to all stakeholders;
- Seek to measure the impact of our guidelines by integrating guideline publishing with quality improvement and sprint audit activity to demonstrate and measure the impact of the guidelines on clinical practice;
- Promote national safety projects such as NatSSIPs.

To achieve our vision we will:

- Ensure our website is the ‘go to’ resource for safety matters and improve interactive functionality with membership;
- Cement the partnership with the RCoA in relation to SALG.
**Vision**

Our vision is to provide educational excellence as a leading provider nationally and internationally of relevant, challenging and high quality educational activities and resources, available through face to face events and as online e-learning

Key achievements and current position:

- Annually we organise three highly successful conferences, 50+ seminars and 10–12 core topics meetings – all considered good value for money;
- We offer a world class e-education platform (Learn@AAGBI);
- We are offering e-education products as a paid-for service (with further potential to monetise);
- We have strong QA processes for all our educational offerings;
- We are taking note of innovative developments involving social media, such as SMAC and considering how these may impact our future educational offering.
- However, we have limited capacity to hold events at the current AAGBI premises;
- Some events being run are not profitable and there is lack of automation due to the current database and website;
- Online and face to face education are not yet fully integrated;

**Over the next five years we will:**

- Improve, expand and diversify offerings and how they are delivered (e.g. simulation/skills training workshop events, problem based learning, multidisciplinary events);
- Enhance and expand online offerings (especially Learn@AAGBI, tutorials, live webinars and training sessions, podcasts, online forums, online training resources) and better integrate physical and digital elements at events (live streaming);
- Automate event registration via new membership database and website;
- Be more commercial as a professional conference organiser;
- Continue to improve QA processes to ensure education excellence;
- Explore commercial opportunities (e.g. monetisation of education products to non-members as a paid service.

To achieve our vision we will:

- Enhance our educational facilities (outsource if required);
- Explore commercial opportunities (e.g. monetisation of education products to non-members)
- Invest in state of the art IT infrastructure to allow enhanced digital capabilities (e.g. to facilitate live streaming, more interactive teaching);
- Develop a sales and marketing strategy for e-education products as an income stream;
- Seek greater industry sponsorship through a corporate supporters scheme to increase industry funding for education (and research);
- Be innovative in developing our educational offerings beyond the well established core events.
Vision

*Our vision is to improve patient care and safety through relevant and impactful high quality research into anaesthesia and allied specialties*

Key achievements and current position:

- We have an agreed set of research priorities (our own and via the James Lind Alliance);
- We fund grants between £1,000 and £50,000 via the National Institute of Academic Anaesthesia (NIAA) process to provide peer review and oversight;
- We provide funding for medical student electives, intercalated BSc and prizes at congresses;
- We collaborate with the RCoA and *British Journal of Anaesthesia* in the running and funding of the NIAA;
- A strong focus on dissemination of research via our scientific journal (*Anaesthesia*);
- Used our learning from the ASAP and NAP5 programmes to develop a sprint audit programme linked to our guidelines;
- Co-funded the Clinical Trials Network Director.

### Current research priorities:

- Patient safety;
- Innovation;
- Clinical outcome;
- Education and training;
- Related professional issues (e.g. standards and guidelines, working conditions, medico-legal issues, etc);
- The environment.

Over the next five years we will:

- Fund more high quality research (aim to increase spending by year on year if we can secure additional funding);
- Use some of our funds to leverage funding from the ‘big’ funders or charities;
- Measure the impact of our funded research;
- Continue to align grants to our priorities and take account of the Anaesthesia and Perioperative Care Priority Setting Partnership (James Lind Alliance) ‘Top 10’;
- Further develop our partnership with the RCoA through the NIAA;
- Bring in more funding through industry sponsorship or fundraising collaboratively with NIAA;
- Facilitate involvement of more ‘non-academic’ researchers;
- Develop ASAP and link to our guidelines programme;
- Promote research within trainee networks.

To achieve our vision we will:

- Increase collaboration and external funding (e.g. NIAA partners, specialist societies);
- Offer financial support to the Research & Audit Federation of Trainees;
- Implement professional fundraising and industry sponsorship (post *Lifeboxes for Rio* campaign) to bring in funding to increase annual research spend;
- Revisit our financial strategy (e.g. put forward the case to increase annual research spend as either a proportion of total Foundation spend or increasing Foundation spend);
- Support the ASAP coordinator to develop a continuing programme of audits and quality improvements projects.
Vision

Our vision is to promote quality anaesthesia, critical care, pain management, patient care and associated subspecialties in low resourced environments and other overseas locations as appropriate through the exchange of skills and knowledge.

Key achievements and current position:

- A leader in pioneering international projects in anaesthesia;
- A provider of travel and project grants in collaboration with others (e.g. RCoA, DAS, OAA);
- Other initiatives such as e-SAFE DVD, pain course, book and equipment distribution, education resources, Lifebox and Ugandan Fellowship;
- Working in collaboration with other organisations in the international health sector
- SAFE project collaboration with the WFSA is well established and attracts external funding from THET;
- Close working relationship with Lifebox;
- Innovative Global Anaesthesia Partnerships Map to promote sharing of knowledge and experience;
- Overseas Anaesthesia Fund;
- Fundraising capability based on the Lifeboxes for Rio campaign.

Over the next five years we will:

- Fundraise for AAGBI's international programmes to supplement the Foundation’s own funding;
- Expand the WFSA/AAGBI SAFE project by securing further external funding;
- Commission an independent evaluation of the Ugandan Fellowship programme;
- Build strategic partnerships and work collaboratively with other organisations aligned to our vision;
- Better promote opportunities and support for volunteers;
- Undertake a more strategic and focused approach (target countries and objectives, business plan for growth, set financial/fundraising objectives, multi-year operational targets).

To achieve our vision we will:

- Develop a fundraising strategy based on learning from Lifeboxes for Rio and build fundraising capacity;
- Re-launch our individual donor appeal (Overseas Anaesthesia Fund) using the new membership database to allow direct online giving;
- Improve links with grant awarding bodies;
- Develop expertise in writing grant applications;
- Memorandum of understanding or partnership agreement with other organisations.
Vision

Our vision is to link the past with the present and keep alive the history of the specialty through education and information and preserving our heritage

Key achievements and current position:

- A world-class accredited museum, archive and education activity;
- Growing visitor numbers;
- Comprehensive and unique collections;
- Highly skilled volunteers;
- Innovative First World War project;

Over the next five years we will:

- Initiate outreach to schools and young people
- Engage medical professionals on the history of anaesthesia and pain management;
- Provide public education about historical and recent developments in anaesthesia, the role of the anaesthetist and impact on patient safety;
- Develop funding streams to support development;
- Involve trainees more actively, particularly in outreach programmes and communication;
- Nurture links with other organisations (e.g. universities and schools, industry, the History of Anaesthesia Society, London Museums of Health and Medicine)
- Explore other spaces for hosting visiting exhibitions – both permanent and temporary (e.g. other medical or non-medical institutions and museums);
- Consider media collaboration for public education, e.g. documentaries;
- Review how the limited space available can be used to maximum effect or enhanced through the use of technology.

To achieve our vision we will:

- Improve our facilities (e.g. more prominent space, increased accessibility, cafe, education room, storage);
- Enhance profile by marketing and communications;
- Reach out to press/media and programme makers/broadcasters;
- Use advanced technology (e.g. digitising the collections) and build our online presence;
- Recruit a more diverse and larger group of volunteers;
- Increase opening hours, with more staff, or develop in-house staff capacity as experts in heritage/museum work;
- Charge for talks to generate income;
- Engage consultants (e.g. museum designer, educator, historian);
- Recruitment of an in-house historian through a fellowship or academic collaboration.
Independent practice

Vision

To be the leading source of guidance and advice for anaesthetists engaged in independent practice and to represent the interests of our members through engagement with other organisations involved in the delivery of healthcare in the independent sector

Key achievements and current position:

• The Independent Practice Committee consists of Board members and co-opted representatives from a broad range of interests within independent practice (individual, group and partnership models represented);
• We are the only organisation representing the specific interests of anaesthetists within the independent healthcare sector;
• We provide a resource to members with questions relating to independent practice;
• We provide guidance on best practice within independent practice.

Over the next five years we will:

• Update the guidance for members engaged in independent practice, especially those new to it;
• Continuously review activity within the independent sector – in particular the increasing NHS work being undertaken in independent institutions;
• Respond to the political situation and potential challenges to contracts;
• Target communications to members engaged in independent practice.

To achieve our vision we will:

• Use the new membership database to identify and engage with members involved in independent practice;
• Engage with other organisations involved in healthcare in the independent sector.
Vision

To be the voice for trainee anaesthetists; supporting them throughout their training years by providing high quality education, guidance and representation

Key achievements and current position:

- 2980 trainee members, approximately 66% of all trainees;
- 2017 is the 50th anniversary of the GAT ASM, the only anaesthetic conference specifically for trainees;
- Two GAT Seminars – ‘Consultant Interview’ and ‘Management and Leadership’;
- 558 videos on the Learn@AAGBI platform, which have been categorised according to their relevance for different grades of trainees;
- The 12th edition of the GAT Handbook was published in 2016 – a comprehensive guide to training in anaesthesia and intensive care;
- A network of Trainee Network Leads, with at least one trainee link in every School of Anaesthesia in the UK and Republic of Ireland;
- AAGBI social media presence with #AskGAT and GAT Committee members tweeting regularly;
- A GAT issue of Anaesthesia News each year, and regular GAT articles in all issues;
- Working with AAGBI Council and staff, representing trainees on AAGBI committees, task groups and working parties, to ensure that the views of trainees are considered in all AAGBI activities;
- An elected member from the Republic of Ireland is guaranteed a place on the GAT committee to enable us to represent Irish members;
- Responding to relevant external consultations;
- Providing information, support and representation for LTFT trainees in the form of the publication LTFT training in Anaesthesia & Intensive Care Medicine – An A to Z Guide, an LTFT network and seminars;
- Supporting the AAGBI mentoring network, offering taster mentoring sessions at every GAT ASM;
- Representing members at external committees including the RCoA, ICS, CAI (via CAT), BMA and links with the ESA and ASA;
- Offering undergraduate travel grants, an essay prize and abstract categories for medical students and foundation doctors.

Over the next five years we will:

- Work to improve the training experience for anaesthetic trainees by providing excellent educational resources, campaigning for improved working and training conditions, and providing accessible support for any trainee who needs it;
- Listen to our trainee colleagues so we understand all the issues affecting trainees in anaesthesia and be open to ideas and other perspectives;
- Develop or encourage new initiatives to help anaesthetic trainees;
- Respond to medical and political developments on behalf of anaesthetic trainees;
- Increase the trainee membership of the AAGBI;
- Promote anaesthesia as a specialty to medical students and foundation year doctors;
- Further develop our links with Irish trainees and the Committee of Anaesthesia Trainees from the CAI to enable us to influence issues relevant to them;
- Continue to inform trainees about important, relevant and topical issues using a range of communication means to ensure we effectively reach all members.
To achieve our vision we will:

- Develop and improve our communication networks, including social media;
- Continue to develop links with other organisations to understand their aims and remits and to consider collaboration on relevant initiatives;
- Update our web pages to provide a valuable resource on matters relevant to training in anaesthesia;
- Promote the value of AAGBI membership and use our communication networks to inform trainee anaesthetists about GAT and the AAGBI;
- Develop links with medical schools and foundation schools;
- Develop the skills of the GAT Committee members to enable them to deliver the vision.

**Specialist societies and interest groups**

**Vision**

*We seek to work collaboratively with specialist societies and interest groups towards our common objectives, in particular the promotion of safe anaesthesia*

Key achievements and current position:

- We have a business relationship with many societies via service level agreements;
- We have a wider, but less formal, relationship with other specialist societies and interest groups.

Over the next five years we will:

- Establish a forum to discuss professional issues with Specialist Societies and other partners;
- Seek consensus with our partners on our common objectives and methods to achieve them.

To achieve our vision we will:

- Undertake a strategic review of our relationship with the specialist societies.
Key goals and objectives

What are our operational goals and objectives for the next 3–5 years? What innovation/change do we want to introduce?

- Branding review/update;
- Scale up/expand our business;
- Be innovative and at the leading edge of technology;
- Become a fully digital organisation;
- Be responsive and strive for continuous improvement;
- Adopt a more commercial approach to income generation;
- Monetisation of products/services currently offered for free to non-members;
- Minimise running costs;
- Work smarter and more efficiently:
  - Working practices could be streamlined (increased automation and streamlining processes, e.g. committees and specialist societies)
  - Improving links across organisation (eliminate silos)
- Be more strategic in collaboration;
- Be greener.

How will we measure the benefits of these changes?

- Set targets for growth and quality;
  - Measure productivity/efficiency
  - Measure financial savings – reduced/more efficient premises running costs
  - Measure profitability of commercial aspects
  - Cash flow over 5 years
- Monitor environmental impact;
- Benchmark ourselves against similar organisations;
- Ask stakeholders for feedback to identify and challenge loss-making areas.

Our enabling strategies for managing our people, technology and property are key to ensuring we achieve our strategic objectives over the next 3–5 years. The Long-Term Strategy is supported by a number of other strategies including:

- HR
- IT and digital
- Finance
- Property
- Sustainability
- Communications and publishing
HR strategy

Vision

We aim to recruit, develop and retain the best staff

We currently have more than 30 staff with a mix of professional skills, experience and talents aligned to the different aspects of our business. While we value strong teamwork and focus on performance, we also promote learning and development and offer opportunities for staff to build their skills.

We recognise staff roles will change to support our priorities over the next 3–5 years and as we move towards more automation, different skill sets will be required – especially in digital and web based applications.

More specialised areas such as IT, editorial, e-education, communications, business development, fundraising and marketing skills will be required; shifting away from basic administration skills. As such our HR strategy will need to facilitate staff skill sets to keep pace with organisational changes.

IT and digital strategy

Vision

To be at the leading edge in IT in every area of our activity and to become a fully digital organisation by 2020

To achieve our vision, significant and ongoing investment and change will be required to go digital, streamline processes and integrate an online presence into every service we provide and activity we undertake. Key aspects include e-learning, digital publications, targeted marketing communications and broadening our target market for social media activity. Changes to our IT infrastructure, including the membership database system, as well as staff skill sets, will be fundamental to achieving this vision.

Completing the modernisation process will see the AAGBI become an organisation that uses IT and the internet as effectively and efficiently as possible to deliver services for its members, enhance the user and stakeholder experience, and maximise the benefits of automation.
Finance strategy

Vision

To diversify, maintain and grow our income with the aim of ensuring we bring in sufficient income to achieve our strategic goals

Our finance strategy supports the strategic priorities of the organisation, and must also ensure financial sustainability. It underpins our operational and programme area strategies.

Our two key income streams are membership subscriptions (43%) and conferences (18%); the income mix has not changed in the last four years. While our income has grown by approximately 4% a year, our expenditure has grown by 9% a year. To address this trend may involve seeking new income streams and increased profitability if our expenditure is expected to continue to increase.

The combined organisation (company and charity) is financially strong, and has significant reserves held in investment vehicles, including our headquarters building, which provide both revenue and capital growth. We have a reserves policy which permits the planned use of reserves for capital investment in infrastructure.

In the next five years we will:

- Invest to improve our services and organisational efficiency;
- Focus on building our income to balance our operating expenditure and adopt an appropriate commercial approach to income generation;
- Seek savings to reduce expenditure, e.g. through competitive tender when purchasing goods and services;
- Draw on reserves for capital expenditure projects to modernise our infrastructure, with a specific focus on IT as part of our digital strategy;
- Seek new ways of working, with more streamlined and online processes and automation supported by planned upgrades of the membership database and associated improvements to our web interface.

Property strategy

Vision

A purpose designed space to support our core business – member and education services in the right location at the right price

We recognise that with changes in the way we work and future aspirations for delivery of education and membership services, 21 Portland Place is no longer ideally suited to our requirements. We recognise that the current Grade II listed building is exceptionally well located in central London, easily accessible by public transport and convenient for visitors to the Heritage Museum and delegates attending educational events. However, due to the historic nature of the building, its drawbacks include relatively high running costs and a lack of modern purpose designed office and educational space. While relocation is not an immediate priority, we will continue to explore alternative options to meet our accommodation needs and requirements. The options include improvements to current premises and possible acquisition of additional office space to complement 21 Portland Place.
Environment/sustainability strategy

Environmental policy statement

The AAGBI recognises that our actions have an impact on the environment around us and that this, in turn, affects people’s health and wellbeing – now and in the future. For this reason, promoting environmental sustainability is a corporate priority and we are committed to action across our own operations and to encouraging and supporting action by our members. This includes, but is not limited to: action to mitigate and adapt to the urgent issue of climate change; prudent use of natural resources; and minimising waste. Further, over the next five years we aim to conduct an increasing number of committee meetings as virtual meetings, i.e. via phone and videoconferencing. This has both environmental and financial benefits for the Association.

As representatives of the profession, we will collaborate with the RCoA, the Sustainable Development Unit and other partner bodies to identify and act on opportunities to improve environmental sustainability in health and care generally and anaesthesia in particular. As an organisation, we will provide services in a way that ensures a safe and healthy workplace and minimises negative impacts on the environment.

In consultation with the membership, we have determined three priority areas for action over the next 3–5 years, as follows:

- Position ourselves as a leader in sustainable healthcare, promoting the specific contribution of anaesthesia while working with others;
- Provide information and education on how to make anaesthesia greener and share good practice;
- Continually improve our own performance in terms of environmental sustainability.
Communications and publications

Communication with members is the lifeblood of our organisation. In addition to our website, we publish regular e-newsletters, position statements, the monthly members’ magazine *Anaesthesia News* and the journal *Anaesthesia* (published for us by Wiley).

We recognise that our website is outdated and, in parallel with our new membership database and re-branding exercise, we will redevelop the website to take advantage of IT advances to maintain its look, content and functionality.

Our members particularly value our Working Parties and the guidelines (‘glossies’) that are produced. We work with others (e.g. the RCoA, Specialist Societies and other disciplines) to ensure our guidelines are current, consensus-based and practical. The appointment of an ASAP Coordinator will help us ensure the quality and usefulness of these documents.

**Anaesthesia**

*Anaesthesia* is the official journal of the AAGBI and our flagship publication. The journal app has been downloaded by more than 10,000 users, and in 2015 there were more than 1.6 million article downloads. The journal’s aim is to be the most clinically relevant scientific international journal, with a focus on patient benefits, safety, innovation and clinical practice.

The journal currently has an Impact Factor of 3.8 (a 15% increase on 2014/5), and the editorial board aim to grow this to > 5 in the next few years to encourage clinicians and university researchers to submit their work. The journal policy is to publish high quality work that is relevant and interesting for clinical anaesthetists, intensivists, peri-operative and pain physicians. In this regard, the Editor-in-Chief and editors make every effort to be available for consultation with authors and readers, in keeping with our open and accessible editorial policy.

The journal encourages readers and authors to critique published papers using the well-regarded correspondence site, and the journal policy is to continue to grow dialogue around publications to improve scientific and clinical quality.

The clinical focus of the journal includes editorial comments, original research, audit and quality improvement, educational material, systematic and narrative reviews, statistical reviews, consensus statements, guidelines (including AAGBI guidelines, standards and safety guidelines), and Cochrane reviews (as a co-publication with the Cochrane Review Group).

The journal has a strong social media presence, with more Twitter followers than any other anaesthetic journal (nearly 10,000), a regular blog written by the Editor-in-Chief, a very popular app and mobile-enabled content on the journal website.

The journal uses Altmetric to gather data about the immediate impact of published material for authors and readers. Our publishers, Wiley, will shortly be using Atypon as their publishing platform, which will give the journal the opportunity to customise the website and introduce new features such as live tracking of articles in terms of popularity and downloads, suggested related articles, questions/video/ultrasound of the week and a live comments feature.

The journal aims to widen its international reach and relevance in the next five years, and expand its International Advisory Panel. We plan to promote the journal to authors and readers around the world by focused marketing and information.

Finally, the journal plans to generate income for the AAGBI by offering bespoke packages and partnerships with industry while maintaining editorial independence and integrity.