AfPP HISTORY & INTRODUCTION

1. AfPP History and background

1.1. AfPP history

The Association for Perioperative Practice (AfPP) was established as the National Association of Theatre Nurses, known as NATN, in 1964. It is a registered charity working to enhance skills and knowledge within operating departments, associated areas and sterile services departments. It aims to enhance the quality of care and patient safety in the NHS and the independent sector throughout the UK.

In April 2005 NATN changed its name in recognition of the significant changes that were happening in the healthcare sector. The reference to theatre was regarded as too restrictive a name with many members working in associated perioperative environments. The ‘perioperative’ emphasis was regarded as important to further accommodate the growing numbers of Operating Department Practitioners (ODPs) and Healthcare Support Workers (HSWs).

1.2. Patient safety and public benefit

Patient safety is a high priority aspect of the UK’s national health policy and practice affecting the perioperative agenda. AfPP is a key stakeholder in projects and initiatives that impact on perioperative staff. These include the

- Surgical Safety Checklist
- Improvement through partnership Royal College of Anaesthetists (RCOA) collaborative project (includes double checking of anaesthetic drugs, anaesthetic E form, throat packs)
- Safer anaesthesia liaison group
- National audit projects

Sharing key safety messages and evaluation of recommended practice is increasingly through the professional networks. AfPP needs to capitalise on its resources (i.e. members) to be able to provide the feedback and dissemination of directives and guidance that affect perioperative practice.

AfPP will continue to be a key influencer in safety initiatives and respond as the agenda unfolds, nationally, locally and in the interests of perioperative staff and ultimately patients and the UK public.

1.3. AfPP background

AfPP works to encourage the exchange of professional information between its own members and cooperation with other professional bodies. These include the Departments of Health, the Perioperative Care Collaborative (PCC), the Nursing, Midwifery and Health Visiting Advisory Committee (Scotland), the medical royal colleges, Chief Nursing Officers (CNOs) of all four member countries, Skills for Health and many of the British Safety Institution committees and other groups set up to discuss specific issues.

Whilst AfPP still enjoys a commanding position in the perioperative and clinical environment, membership growth has not flourished and engagement with the wider membership has been patchy. This is being addressed through a series of initiatives in AfPP’s new Corporate Business Plan. The medical devices exhibition is still the largest of its kind in Western Europe providing a substantial income stream for AfPP. It is well supported by exhibitors predominantly from the medical devices sector and the educational activities, i.e. Congress, which has historically run in parallel with the exhibition and provides high quality CPD opportunities as well as excellent professional networking opportunities and support for perioperative practitioners.
Internally, AfPP has been through a period of significant organisational change. Under the new Chief Executive the HQ operation has embarked on an extensive ‘new ways of working’ programme which will result in more effective delivery of services and a business which is ‘fit for future purpose’. As with any such review and organisational change it is essential to go ‘back to basics’ and question everything, including:-

- The organisation’s raison d’être, vision, values and objectives
- The corporate identity, branding, image and creative approach
- The services offered to members, potential members and the public at large
- The way the organisation communicates with these distinct audiences

1.4. AfPP opportunities

The patient safety initiative referred to above and the ever increasing random policy changes place a burden on AfPP members requiring them to continually up-skill and review their Continual Professional Development (CPD). AfPP is committed to supporting the membership with ongoing CPD tools and educational activities with the potential of leading to accreditation.

AfPP has a varied portfolio of services available to members; education through Congress and regional study events, the Journal, the newsletter, publications and the website. These are all avenues for the dissemination of policy changes and ongoing learning and development of our practitioners. AfPP is keen for members to have greater ‘share of voice’ and the ability to influence policy. Equally the association is keen to develop further relevant services to assist our members and ultimately patients and the public at large.

To do this we need to better engage with our membership and this has been factored into the life of the association’s new three year Corporate Business Plan.

2. New area of business planning.

2.1. Welcome to our new era of business planning

It is clear from AfPP’s history and background that a robust purpose framework is critical to the organisation’s longer term success. We are therefore changing the way we look and the way we do things in the interests of our members and with the ultimate aim of achieving our charitable object and business goals.

Working as a strong united team, we will be more business-like, more efficient and more focussed. We are taking a new approach to planning and performance - managing our work so that it reflects the real commitment we have to achieve the vision for AfPP.

We’ve changed the emphasis from individual programmes to corporate objectives outlined in our Corporate Business Plan 2009 – 2012 and in it we outline our strategic commitments and priorities for the next three years. This is where we will focus our resources to achieve change and improvement in pursuit of AfPP’s charitable object and corporate objectives.

This is the definitive document which will hold us to account about how well we are progressing. The plan is driven by and set in a purpose framework of our compelling vision, strong values and goals.
2.2. **Purpose of the new format Corporate Business Plan**

To provide stakeholders with a clear plan for the AfPP over the next three years, whilst accepting that on-going changes in the environment will demand that the plan is flexible and adaptable to make it as future proof as possible.

To aid members of the board of trustees and directors in fulfilling their governance role, namely;

- Setting corporate objectives and strategic direction for AfPP
- Monitoring business and financial performance
- Ensuring regulatory and legal compliance
- Being accountable to members

To provide direction and facilitate the executive and their teams in delivering robust action plans that achieves the AfPP’s corporate goals and charitable object.

As a learning organisation AfPP aims to further embed and develop its business planning capability amongst staff, members, trustees and directors to deliver a continually improving three year rolling Corporate Business Plan.

We will strive to realise the goals set out in the plan. And we recognise they are challenging and will need investment to build our capabilities and get us in better shape. Within the management and general staffing there is a need to up our game with more supportive cross-functional working and an enabling HRD strategy.

We are setting targets for excellence in all that we do. We want to enhance the quality of services provided for members so ultimately achieving our ambitions and mindful of the public benefit and our charitable object. We will become a high performing team, whilst always keeping a watchful eye on staff morale and wellbeing.

2.3. **Members and governance**

The AfPP charity exists the for the public benefit and to serve its members - perioperative practitioners - in furtherance of their personal and professional development setting standards of clinical excellence and providing education, so enabling them to improve the care and safety of patients.

Member focussed services are provided and the aim is to ensure that any service is exceptional value for money with high quality and standards of service. AfPP is a member centric organisation and makes all decisions in the best interests of the membership and furtherance of its charitable object and public benefit.

AfPP and AfPP Limited intend to be transparent, open, honest and clear with members and proactive in seeking comments, ideas, views and suggestions from them.

The AfPP charity is governed by a board of trustees elected from and by the membership and supported by two non-elected trustees whose expertise and skills ensure a balanced mix of knowledge and skills on the board at all times. This board is further enhanced by the active participation of an ODP representative.

AfPP Limited is governed by a board of directors made up of a number of members of the board of trustees, the executive and paid professionals.
3. AfPP vision, values and goals

Driven by our charitable purpose and the vision, values and goals provide the purpose framework for this Corporate Business Plan

3.1. Vision statement

“...To improve patient care through constantly developing and promoting the leading standards for perioperative practice and practitioners ...”

In furtherance of our charitable purpose and this vision we will:

- Determine standards and promote best practice in relation to perioperative care;
- Facilitate education and practise development in relation to perioperative care;
- Provide advice to practitioners engaged in the delivery of perioperative care;
- Foster and promote contacts and exchange of information and ideas among practitioners in perioperative care and pharmaceutical and medical device companies and to provide a forum to this end.
- Act as a consultative body on perioperative care and practice to Government Departments, public or private institutions or body of persons on matters pertaining to AfPP’s objects.

3.2. Values

The Corporate Business plan is constructed with the following organisational values which are to be embedded in all that we do.

We put the public benefit first
- We are proud of our charitable status and our work supports the charitable object

We put our members at the heart of what we do
- We are nothing without our members. Everything we do has a member perspective

We disseminate learning
- We continue to be one of the world’s leading authorities on Perioperative best practice. We are a learning organisation with education at our core

We act with integrity
- We always act in good faith treating others as we wish to be treated. We are open, honest and trustworthy in all our dealings

We are a commercial organisation
- To deliver sustainable excellence we must run our organisation on the highest standards of business and professional practice

We are a people organisation
- We value all our people equally, always treating them with respect, fairness and openness

We are a quality organisation
- We are demanding of high standards. Right first time is our minimum requirement.
3.3. Corporate objectives

Driven by our vision, values and charitable purpose, the following corporate objectives provide a strong framework on which to build our business strategies and supporting operational action plans. The outcomes of the objectives will impact on our financial strength, image and reputation.

These are the high level goals that offer direction to the construction of AfPP’s strategic and operational action plans. Broadly speaking they are arranged into four key areas which are wholly interdependent on each other.

3.3.1. Membership growth

- To increase membership growth
- To review the average value of subscriptions

3.3.2. Services and events

- To develop our exhibition and educational events opportunities
- To develop our portfolio of Editorial and Publications
- To identify and develop relevant high quality member services to support membership growth

3.3.3. Image and reputation

- To be recognised as one of the world’s pre-eminent bodies in the perioperative field
- To have significantly increased the understanding of the perioperative environment in the wider public arena
- To provide effective professional networking opportunities for practitioners and key stakeholders
- To embrace the role of volunteers in support of AfPP’s charitable object and vision

3.3.4. Organisational change

- To create a culture of confidence and engagement with a commitment to improving supportive teamwork and enabling innovation
- To develop quality leadership and management throughout the organisation
- To raise expertise in the organisation through measurable learning and development, knowledge transfer and strategic resourcing
- To improve efficiency and effectiveness with a commitment to performance, productivity and accountability
- To improve business systems and processes to maximise efficiencies, cost-effectiveness and improve customer service (internal and external).