

AMSPAR

**The Association of Medical Secretaries, Practice Managers,
Administrators and Receptionists**



CORPORATE PLAN

2006 - 2011

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INTRODUCTION

AMSPAR was established in 1964 and became both a registered charity and a company limited by guarantee. Since 1964, professional qualifications have been devised for medical secretaries, practice managers and receptionists and AMSPAR is now recognised by the Qualifications and Curriculum Authority as an approved Awarding Body with a suite of accredited qualifications in the National Qualifications Framework.

There has been a constant and increasing demand for AMSPAR qualifications since the first programme was established in 1964 and we expect this increase to accelerate over the next three years.

AMSPAR has over 200 approved centres offering a suite of qualifications and awards with an estimated 3000 candidates per year.

AMSPAR offers both full qualifications and professional development awards.

MISSION STATEMENT

“To promote quality and coherence in the delivery of vocational qualifications aimed at Medical Secretaries, Practice Managers, Administrators and Receptionists and to encourage and support standards of excellence in the pursuit of continuous professional development and lifelong learning”

In 2002, the Corporate Plan was used to provide overarching principles that remain relevant for the next five years as well. A reminder of those Aims will provide background and a framework for the specific development plans for 2006 – 2011.

1. To raise the professional standards of those who are and those who aspire to be Medical Secretaries, Practice Managers, Administrators and Receptionists and support them in attaining high levels of expertise and effectiveness by improving their knowledge and skills. To develop and provide a clear framework of qualifications which will be valued and recognised by health care employers as key indicators of competence.
2. To expand membership and raise the profile of **AMSPAR**, both nationally and locally, so as to increase its influence and ability to serve its members including participation in national consultations and government-led initiatives and projects.
3. To develop Quality Assurance Systems and monitor Quality Assurance Arrangements which meet the rigorous system of regulation for nationally recognised qualifications.
4. To work efficiently and effectively in partnership with other stakeholders to contribute towards the achievement of high standards of training and education for health care personnel at all levels.
5. To promote, encourage and support research into the administration and management problems which arise in connection with the practice of medicine and the function that medical secretaries, practice managers, administrators and receptionists can perform.
6. To ensure probity, effectiveness and efficiency in all AMSPAR's dealings and ensure that the Association has sufficient financial, material and staff resources to undertake the programme of work identified by the Council.
See new Aims 6 & 7.

THE GOAL

To ensure that AMSPAR is at the forefront of training and development of all administrative and managerial competencies for professionals* working in the health economy.

[* non-clinicians and clinicians with a management role]

AIMS

AIM 1

To actively develop a wide range of new training products (qualifications / short courses / printed and on-line), in response to customer need, identified through a range of research undertaken with all potential customer groups in primary and secondary care.

Potential customers may be defined as students, employers, college tutors and private providers in primary and secondary care and the private sector.

Training Products may include:

- Current range of qualifications.
- Current range of courses.
- A new range of short courses for the training and development covering all of the non-clinical aspects of their roles.
- A new range of training materials for employers to deliver at short (1 – 3 hour) in-house training sessions. Secondary Care Trusts have the space to host these events, using in-house expertise or in partnership with private providers. AMSPAR will need to develop their knowledge of creative delivery strategies to encourage up-take of these.
- A new range of on-line training products - these are likely to be particularly well received by those individuals who are at the start of their careers, and by managers who are reluctant to release staff to undertake external training programmes

In the case of new products it is envisaged that these will be marketed with little or no development undertaken, with an expectation that those that attract sufficient interest from purchasers will be developed immediately, possibly through the use of external consultants.

A sufficiently large development budget will be allocated by Council once receipt of a proposal for an innovative range of new products with appeal to all potential markets has been submitted by the **Education Manager** on behalf of the Product Development Working Party.

AIM 2

To actively market existing and new training products (qualifications / short courses / printed and on-line), directly to purchasers using creative advertising methods and direct marketing.

Creative Advertising may include press launches, advertising in a wide range of journals, road shows, conferences etc.

Direct Marketing may include:

HEALTH CARE: personal letters and visits to Primary and Secondary Care Training Managers, Human Resource Directors, Consultants, GPs, named individuals within professional bodies connected with private and NHS health care.

EDUCATION & TRAINING: personal letters and visits to college tutors and commercial providers of training.

A sufficiently large marketing budget will be allocated by Council once receipt of a proposal for a robust marketing strategy has been submitted by the **Communication Manager** on behalf of the Creative Marketing Working Party.

AIM 3

In support of AIM 2, to raise awareness of AMSPAR qualifications and other courses as applicable to clinical staff and those working in Primary, Secondary and Community Trusts - who currently hold, or aspire to hold, a managerial role. To widen the marketing of accredited and CPD programmes currently offered.

Due to the many financial changes currently taking place in the Health Service, resulting in a wide range of budget holders for training and development funding, it is becoming increasingly important that AMSPAR widens its marketing policy and further develops effective partnerships, to include individual GP Practices, PCTs, Hospitals, Educational Establishments, the Private Sector etc, to ensure the Associations survival and prosperity.

Practice Nurses: Individual GP Practices in the main are now holding their own training and development budgets for their staff. There is a move towards encouraging GP Practices to look at skill-mix within their nursing teams and this presents opportunities for AMSPAR to provide Management Training & Development to support the appointment of Nurse Managers/Supervisors as their job roles develop to meet the changing needs of patients.

Trust Management: Funds of management training are limited, but increasingly the pressure on all types of Health Care Trusts to perform within a competitive market will identify the lack of business and leadership expertise. AMSPAR should be in a position to provide opportunities for CPD and qualifications to address these needs.

More work needs to be done to increase individual employers awareness of AMSPAR if we are to encourage investment in occupational specific qualifications. In the wider context, well-trained and appropriately qualified staff can make a valuable contribution to effective patient care.

Creative marketing and innovative development of new training products are seen as interdependent. Joint working between the Education and Communication / Marketing departments will be key to success. Cooperation between all working parties will be developed through joint membership by the majority of participants.

See Appendices 2 & 3

**AIMS 4 – 7:
Designed to support the delivery of the Goal and Aims 1, 2 & 3
of this Corporate Plan.**

AIM 4

To re-direct the focus of the Association towards aggressive development and sale of training products and away from maintaining membership support.

This is a short term policy in response to the needs of the Association and will be re-assessed at the end of 3 years.

AIM 5

To expand the involvement of Council Members and invited “experts” by the development of three new sub- groups.

- Creative Marketing Working Party
- Product Development Working Party.
- Information Technology and Website Development Team

Shared membership between these three groups will ensure a coordinated approach to these issues.

Short term and rotating membership of these groups will involve the whole of the Council team, while preventing the exploitation of a small number of individuals.

It is expected that a minimum length of involvement would be one project or 6 months as appropriate for the individuals and the projects

See Appendices 2 & 3

Aim 6 of the previous plan has been amended and replaced with Aims 6 & 7 in 2006 to stress the importance of focusing on the internal structure and purpose of the Association - all it's staff, Council members and associates involved in Information Technology, course development, examination and verification processes etc.

AIM 6

To modify the existing format of the Council and Education meetings to increase the capacity of individuals to participate in the three new working parties.

The 2002-5 Corporate Plan stated in Aim 6 that Council Representatives should:

- 1. Establish the Vision, Mission and Values**
(to lead the broad direction of the Association)
- 2. Define the Strategy and Structure**
(to ensure the Association's survival and prosperity)

With this in mind there have already been a range of changes to the structure and membership of the management committees, introducing a wider range of committee members and reducing 4 groups to 2.

1. Council meetings will be quarterly and will be held in the afternoons, following Sub-Group sessions.
See Appendix 4
2. If necessary a change to this format can be made by the CEO
3. A residential event for Council members, Head Office staff and other invited associates may replace one of the quarterly meetings no more than once per year.
4. The **Education Board** will meet formally twice each year to address major issues concerning qualifications and short courses. Complaints and students / centres causing concern may be discussed.
See Appendix 4
5. Members of this Committee may be asked to work with the members of all the Working Parties to provide expertise to develop new training courses and maintain and up-date current programmes.
See Appendices 2 & 3

AIM 7

To promote the acknowledgement of the Association as the facilitator of education, training and development for the health care sector through the probity, effectiveness and efficiency of all AMSPAR's dealings. Growth of the Association is dependant on sufficient financial, material and staff resources and the enthusiastic and active involvement of volunteers to undertake the work of its approved plans.

The Association, and all its staff, members and associates have always undertaken:

1. To behave with openness and transparency.
2. To act ethically with professionalism and objectivity.
3. To promote equality of opportunity.
4. To place its customer's requirements at the heart of everything it does.

Council Representatives' key tasks are:

1. **To establish the Vision, Mission and Values** to lead the broad direction of the Association.
2. **To define the Strategy and Structure** to ensure the Association's survival and prosperity.

3. **To delegate management to the Association's elected committees** to effect implementation of strategy, policies and plans.
4. **To exercise responsibility to Association Members and Customers** to represent, promote and meet their legitimate interests.

People are AMSPAR's most valuable resource.

Employed Staff / Associates and Volunteers.

AMSPAR recognises the importance of providing staff with the opportunity to develop their talents to their full potential in order that they may derive satisfaction from their jobs and make a positive contribution to the work of the Association.

Previous Corporate Plans have accepted the need to deal with the constant changes inherent in both Education and Health Care in a structured way. For some time AMSPAR has operated a Performance Management System to drive the changes that can lead to enhanced and sustained success.

The performance planning and review process is designed to bring benefits to the Association, appraiser and appraisee by:

- improving the Association's performance
- enhancing the performance of AMSPAR staff
- identifying areas for improvement and development

It provides an opportunity to recognise accomplishments and celebrate successes, strengthen relationships, improve team work and know what is expected in the future and how to achieve it. Objectives that will deliver the aims of this plan will be set. This must be a robust process if it is to bring about the growth the Association badly needs.

See Appendix 1

1. The information channels and project management principles established in the previous Corporate Plan will remain in place and be built upon.
2. Similarly, the need to establish shared and common values identified in the 2001-2005 plan will be at the heart of the Association in 2006-2011. It is essential that those who are active within AMSPAR are working towards the same GOAL.
3. This Corporate Plan is dependant on the enthusiasm of every individual working for the Association, be they volunteers, salaried staff or paid as associates.

Appendix 1 identifies a model for setting objectives that will drive the development and growth of the Association within the existing Performance Management System.