

# STRATEGIC PLAN 2022-2024

Driving person centred approaches  
& influencing systems change



**ASTHMA  
AUSTRALIA**

# FOREWORD

## FROM THE CEO AND CHAIR

By Michele Goldman and James Wright

### **Asthma is a serious health problem which demands our attention and creativity to find a better way forward**

Preventing and treating asthma in Australia has come a long way due largely to advances in research, treatment and technology. However, progress in reducing the burden of this disease has plateaued, and with the prevalence and burden of asthma increasing, the battle remains to be won.

When you listen to someone with severe asthma explain how debilitating their symptoms are and how challenging it is for them to find treatment options that work, it is clear that while there have been advances in the therapies available, greater access to leading treatments and continued investment in further improving treatments is needed to alleviate the enormous burden asthma places on them.

We know from both statistics and our work within communities that there are people who experience a disproportionate burden of the disease because in addition to being at higher risk of having asthma, they also experience difficulties accessing the resources and care they need to manage their asthma. We also understand that the reality for many is that they live in homes which contain hazards which can cause people to develop asthma or trigger symptoms in those that have asthma.

We are hugely concerned that our emerging environmental crisis which is seeing the frequency and severity of bushfires, thunderstorms and floods is causing additional people to develop asthma and exacerbating existing asthma. During the catastrophic bushfire season which started in 2019, it is estimated exposure to smoke was responsible for 1,523 emergency departments visits for asthma and 2092 respiratory hospital admissions. It is foreseeable climate related events will continue to increase the asthma burden, drive up hospital admissions and cause deaths due to asthma.

### **The reality is that so many of these impacts are avoidable**

Asthma is a disease that can be managed effectively both in our primary care system and in the broader community. Data reveals that 80% of all asthma hospitalisations and 70% of all asthma deaths are avoidable. This highlights the opportunity for real progress.

Asthma is complex and so our collective efforts need to be invested across many different strategies and approaches. The key question our strategy aims to address is: **where should we be investing our time, talent and resources for maximum impact?**

### **We are committed to leading change to drive progress**

As the only consumer peak body for people with asthma, Asthma Australia is well positioned to lead the work of creating change and driving significant progress. We will continue to champion the needs of people with asthma so the problems highlighted here do not persist.

We know we must continue to better understand the problem from the perspective of those living with the disease – particularly those who have not been well served by current approaches. What do they need and want so they can breathe better and live freely?

We will unearth, analyse and share powerful consumer insights to drive change. We will amplify the voices and experiences of people with asthma!



## This is no ordinary strategy

**Asthma Australia** is committed to and energised by our vision **that no one experience a life restricted by asthma**. We have a carefully considered approach which takes on an ambitious and targeted agenda to design and test new approaches and to work differently so we drive better, measurable outcomes for people with asthma at scale. We aim to halve avoidable asthma hospitalisations, to reduce the burden of disease and to improve the lives of the 1 in 9 people who live with asthma.

For us it is about taking a **person centred approach**; first seeking to understand what is needed, and then using those insights to inform the appropriate program, service or policy response.

It is about working more **holistically**. We know healthcare contributes only 20% of health outcomes, so we need to expand our attention to addressing the lifestyle, socio economic and environmental determinants of health. We need to support asthma management in the context of a person's life.

It is about working more **systemically**. We recognise individuals play an important role in maintaining their own health and we will support individuals to self-manage their asthma. However, individuals live within families and communities, and their environment and the policies which govern society influence an individual's ability to manage their health.

By working in this way, we hope to catalyse a collective and coordinated effort to tackle what is an avoidable burden for many Australians.

We have had the opportunity to test these principles across numerous pilot projects which has provided invaluable experience from which to further build our understanding and capabilities in these areas. We have rich learnings that we can apply to further improve our application in practice.

We are confident we are on the right path and are already partnering with others interested in working with us in these ways. We intend to continue and increase our focus in embedding these principles across all work we undertake at Asthma Australia.

**We hope you will partner with us to drive this change.**

**Together we can improve the lives of people with asthma.**

## **ABOUT ASTHMA AUSTRALIA**

**Asthma Australia is the nation's peak asthma body and everything we do is dedicated to improving the lives of over 2.7 million Australians who live with asthma.**

Asthma Australia is a for-purpose, consumer organisation which has been improving the lives of people with asthma since 1962. Asthma is an inflammatory condition of the airways, restricting airflow and can be fatal. There is no cure, but most people with asthma can experience good control.

We operate across Australia, working in partnership with our sister organisations in Western Australia and the Northern Territory.





**1 IN 9**

**AUSTRALIANS  
HAVE ASTHMA**

2.7 million people

**Asthma Australia exists** because people's lives are still restricted by asthma. In Australia, 2.7m people live with asthma. For 45% of these people, their asthma is poorly controlled. What's more with social and environmental factors fuelling the prevalence and burden of asthma, we know we can and must do better to ensure everyone can access appropriate services.

## WE WORK WITH PEOPLE

who live with asthma, their families and communities, government and policy makers and a network of partners across the domains of health, social services and the environment.

## WE DRIVE CHANGE

through deeply understanding the lived experience of people with asthma and delivering person-centred services. We partner to disrupt and influence system-level transformation.

## AS A RESULT OF OUR WORK

people with asthma are empowered to take control of their asthma, have access to services which meet their needs, and live in environments that support them to reach their full potential and live freely.

## ASTHMA AUSTRALIA IS A CHANGE AGENT,

accelerating, guiding and navigating a movement that changes the way chronic health conditions are managed. As a result of our work, a new approach is emerging – one that delivers positive impacts for people with asthma.



## OUR IMPACT GOAL

To **halve** avoidable asthma hospitalisations by 2030

## OUR PURPOSE

To help people breathe better so they can **live freely**

## OUR VISION

No one **experiences** a life restricted by asthma

## OUR MISSION

Driving **person-centred** approaches & influencing systems change



# OUR VALUES

## 1 WE LEARN WHAT WORKS & PLAN WHAT'S NEXT

We know we don't have all the answers. We listen, we experiment & search for what could be

## 2 WE EMPATHISE & EMPOWER

We start from a place of understanding others & encourage people to be the best they can be

## 3 WE'RE INCLUSIVE & COLLABORATIVE

We value & respect each person's uniqueness & we seek diverse perspectives. We know we can be more creative when we solve problems together, rather than go it alone

## 4 WE'RE CARING & COURAGEOUS

We care about the people & the communities we work with & we maintain their trust. We challenge the way things are and set ambitious goals

## 5 WE'RE PASSIONATE & PERSISTENT

We are driven by our purpose and we find joy in our progress

# OUR PRINCIPLES



We put the voice and lived experience of people with asthma at the centre of what we do

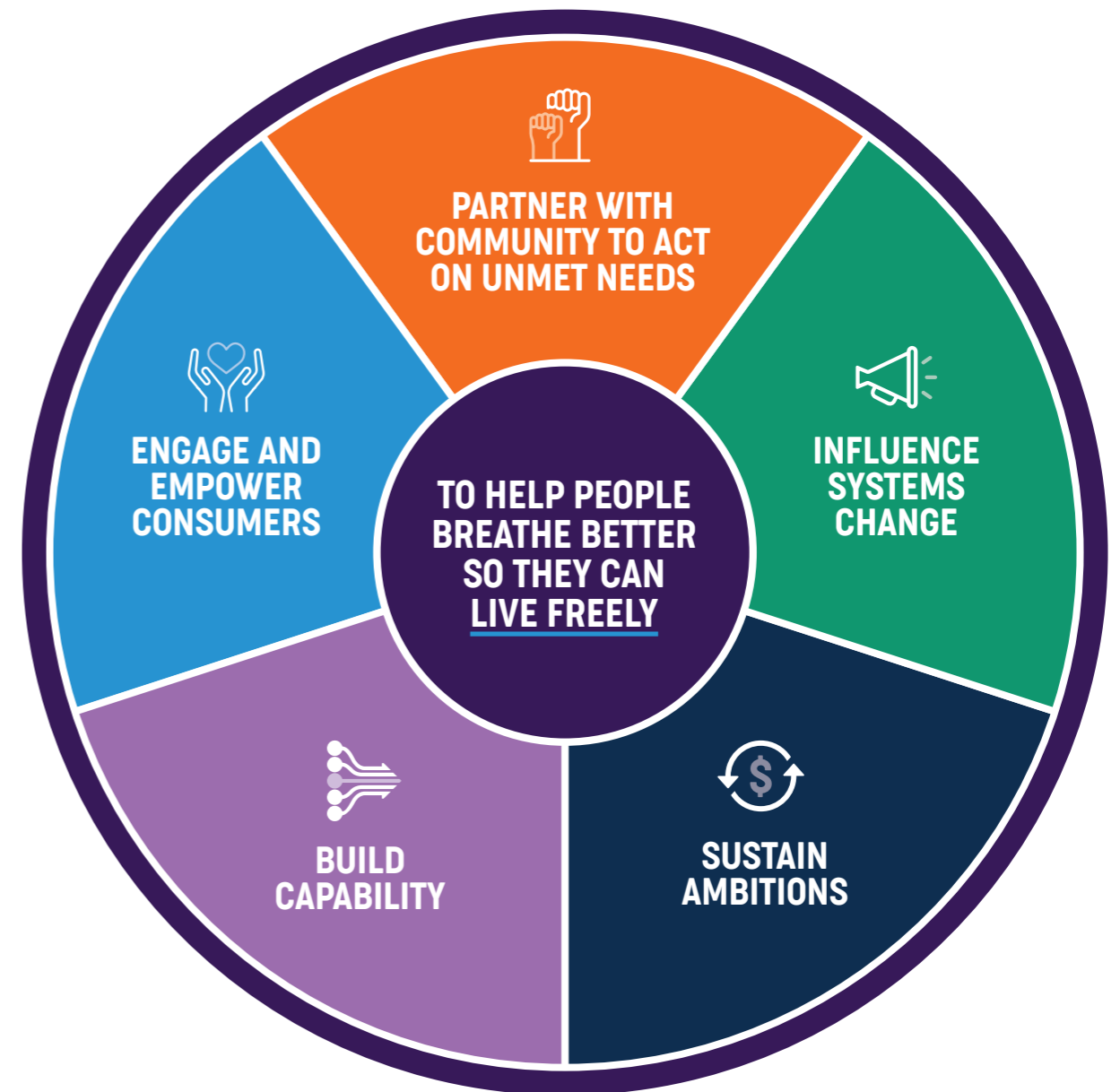


We use data, information and insights as evidence to test assumptions and inform decision making



We honour the trust of those we serve and hold ourselves to account to always act with integrity

# OUR STRATEGIC GOALS



## HOW WE ASPIRE TO DELIVER IMPACT



### ENGAGE AND EMPOWER CONSUMERS

Expand insights to adapt and scale our services, achieving deeper engagement and improvements in asthma and wellbeing outcomes



### PARTNER WITH COMMUNITY TO ACT ON UNMET NEEDS

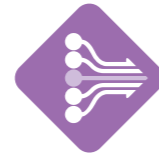
Understand local needs and take collaborative action to reduce the impact of asthma on communities where the unmet needs are greatest



### INFLUENCE SYSTEMS CHANGE

Influence priority policies, systems and service models to drive demonstrable and enduring change

## TO ENABLE THIS IMPACT, WE WILL



### BUILD CAPABILITY

Align our people, culture, processes and technology to deliver on our new direction



### SUSTAIN AMBITIONS

Increase effectiveness of revenue generation

## WE WILL KNOW WE ARE SUCCESSFUL BECAUSE



### WE ARE REACHING AND ENGAGING

an increasing number of people



### WE HAVE INFLUENCED

demonstrable changes in systems



### CUSTOMER EXPERIENCE

scores are improving



### AVOIDABLE HOSPITALISATIONS

for children aged 5-9 are declining



### MEASURES OF

increased health promoting behaviours and asthma control are reported



### QUALITY OF LIFE

scores are improving for people with asthma



# OUR PRIORITY INITIATIVES



## ENGAGE AND EMPOWER CONSUMERS

*Expand insights to adapt and scale our services, achieving deeper engagement and improvements in asthma and wellbeing outcomes*

- Design and implement a customer strategy and insights program
- Develop and deliver multi-channel programs and services tailored to the needs of targeted audiences



## PARTNER WITH COMMUNITY TO ACT ON UNMET NEEDS

*Understand local needs and take collaborative action to reduce the impact of asthma on communities where the unmet needs are greatest*

- Explore our role in indigenous health and implement a Reconciliation Action Plan as part of a broader Indigenous strategy
- Deliver collaborative models of care with communities and partners
- Develop, implement and evaluate a plan to reduce hospitalisation in children 5-9 yrs



## INFLUENCE SYSTEMS CHANGE

*Influence priority policies, systems and service models to drive demonstrable and enduring change*

- Address the priority social determinants of health and influence policy in the areas of air quality, climate change and housing
- Implement our AirSmart health awareness campaign pilot and scale to launch nationally
- Invest in progressive research approaches addressing the National Asthma Research Agenda priorities, and focus on translating research outcomes into better practice



## BUILD CAPABILITY

*Align our people, culture, processes and technology to deliver on our new direction*

- Strengthen the skills and capabilities of our people
- Set clear goals and implement a plan to promote an inclusive workplace
- Build a contemporary technology infrastructure to enable effective use of data to inform decision making



## SUSTAIN AMBITIONS

*Increase effectiveness of revenue generation*

- Evolve our revenue generation plan and develop a stewardship program to attract and retain strategic funders
- Build opportunities for fee for service



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