



WFSA

WORLD FEDERATION OF SOCIETIES OF
ANAESTHESIOLOGISTS

WFSA Strategy

2023-28

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About us:

WFSA's mission is to unite and empower anaesthesiologists around the world to improve patient care. Our vision is universal access to safe anaesthesia.

We are a globally representative and volunteer-led membership organisation of societies of anaesthesiologists from over 140 countries. Set up in 1955, we represent the world's 500,000-plus anaesthesiologists at the World Health Organization and in other multilateral fora.

WFSA is registered as a professional association in the Netherlands and has 501(c)3 status in the USA. Our charitable arm, WFSA-UK, is a UK-registered nonprofit which supports the humanitarian projects and endeavours of the WFSA.

Our values:

- Respect
- Unity
- Universality
- Safety
- Collaboration
- Equity
- Diversity and Inclusion



Introduction from the WFSA president:



Dr Wayne Morriss,
WFSA President 2022 - 2024

I am delighted to present WFSA's Strategy 2023-28. This review of strategy comes at a very important time for our specialty and health systems worldwide, as we all face a "new normal" following the COVID-19 pandemic.

WFSA's vision of "universal access to safe anaesthesia" is inextricably linked to WHO's goal of Universal Health Coverage and the United Nations' Sustainable Development Goal 3 (ensuring healthy lives and promoting wellbeing for all at all ages). Our mission of "uniting and empowering anaesthesiologists around the world to improve patient care" highlights our leadership role in healthcare delivery and the need for us to work together to achieve the best possible care for our patients.

The WFSA Board has identified 5 strategic priorities – the key pillars that will guide our work during the next 5 years. These priorities address urgent issues facing our specialty and will provide structure to key areas of work, such as healthcare advocacy (including on planetary health), professional collaboration, leadership development, workforce strengthening, and quality improvement.

As experts in operative and perioperative care, resuscitation, critical care and pain management, anaesthesiologists will play a leading role in building better, more resilient health systems in the post-COVID era. WFSA's Strategy 2023-28 provides a blueprint for strengthening our specialty and improving patient care worldwide.

A note from the CEO:



Kristine Stave,
WFSA CEO

Since taking over the Chief Executive Officer role in mid-2022, I have been deeply impressed by the breadth and depth of the WFSA's work – from global advocacy at the World Health Organization to local delivery of education and training projects in specific hospitals. The WFSA is a truly unique organisation in terms of our global representation of over half a million anaesthesiologists, our volunteer-led leadership and our solid commitment to safety and quality.

It has been a pleasure working with our Board and wider team on the development of this strategy which I believe will stand us in good stead as we move closer to the 2030 deadline for achievement of the Sustainable Development Goals (SDG). Our work is closely aligned to SDG3 (ensuring healthy lives and promoting well-being for all at all ages). I look forward to working with our global network and partners to do all we can to make SDG3 a reality through delivery of our new strategy, which for the first time recognises a vital cross-cutting commitment to planetary health.



How we developed this strategy:

This strategy is the product of ongoing work over several years. Our Board and Secretariat have been developing aspects of the strategy since 2021 with support from the National Council for Voluntary Organisations (NCVO), a UK-based nonprofit consultancy. The work has included reviewing our current activities from a range of impact perspectives, including a dual-bottom line analysis, and completion of a SWOT analysis to understand the opportunities and challenges faced by the WFSA. Due to the global pandemic, during 2021-22 the work was delivered online with virtual workshops and sessions.

The appointment of a new CEO in June 2022 provided added impetus to the work, and in early 2023 the various strands were pulled together during our first face-to-face strategy retreat for eleven years. This was attended by all eight WFSA Board members and three members of the Secretariat. We then consulted on the strategy with our Council and regional sections, with the Council invited to provide feedback and input during a face-to-face meeting in London in March 2023.

Our five strategic priorities:

During the period 2023-2028, the WFSA will:

- » **Champion the vital role of anaesthesiologists in global and planetary health.**
- » **Strengthen Member Societies and enhance professional networks.**
- » **Advance anaesthesiologist leadership within healthcare.**
- » **Work with Member Societies to ensure a well-trained and resilient workforce.**
- » **Improve safety and quality in anaesthesiology.**

All five strategic priorities are equally important.



Our strategic key words: Educate, Advocate and Collaborate

Educate

We will work with our Member Societies and other organisations to deliver a range of educational programmes, events and courses to strengthen anaesthesiology capacity worldwide.

Advocate

We will raise awareness of the vital role of anaesthesiologists in healthcare systems. We will advocate for greater resourcing for our profession and surgical patients worldwide.

Collaborate

We will work collaboratively with our Member Societies and other organisations to build professional networks, empower anaesthesiologists, and improve patient care.

Our strategic priorities and related activities:

Strategic priority	Champion the vital role of anaesthesiologists in global and planetary health.
What this means in practice	<p>We will raise awareness of the scope and importance of anaesthesiology in healthcare, including intraoperative and perioperative care, resuscitation, intensive and critical care, and pain management.</p> <p>We will advocate for better resourcing for our specialty and our patients.</p> <p>We will work to advance sustainability across all aspects of the practice of anaesthesiology, inside and outside the operating room.</p>
Example activities	<ul style="list-style-type: none"> • Advocating at WHO and UN through oral and written statements, side events, and general awareness-raising. • Advocating on behalf of individual Member Societies on workforce and professional issues. • Showcasing the role of anaesthesiologists through a range of events and communications, including activities related to the annual theme. • Sharing knowledge of sustainability issues, including dissemination of the WFSA sustainability recommendations.
Strategic priority	Strengthen Member Societies and enhance professional networks.
What this means in practice	<p>We will strengthen our global network of Member Societies, including establishing new member societies in countries with limited numbers of anaesthesiologists.</p> <p>We will facilitate collaboration between Member Societies and sharing of governance advice and tools.</p> <p>We will enhance professional networks through mentorship programmes involving societies and individuals.</p> <p>We will share knowledge and enhance professional networks through conferences and other educational events. We will improve access through geographical rotation of key events and online opportunities.</p>
Example activities	<ul style="list-style-type: none"> • Developing a Member Society Mentorship Programme and facilitating of intersociety collaboration. • Strengthening of the WFSA Global Mentorship Programme for individuals. • Showcasing the work of member societies through focus activities and communications. • Convening a biennial World Congress of Anaesthesiologists (WCA) and ensuring rotation around different geographical regions. • Assisting colleagues to attend the WCA and regional meetings through the WFSA Scholarship Programme.

Strategic priority	Advance anaesthesiologist leadership within healthcare.
What this means in practice	<p>We will provide opportunities for anaesthesiologists to develop their leadership skills, inside and outside the profession. This may take the form of leadership courses, mentoring, and professional exchanges such as Fellowships and Scholarships.</p> <p>We will always aim to ensure that characteristics such as gender, religion, background, and economic status have no bearing on an anaesthesiologist’s ability to advance their career.</p>
Example activities	<ul style="list-style-type: none"> • Developing and delivering dedicated leadership courses. • Ensuring anaesthesiologist leadership and representation in global health activities and organisations. • Developing clinical leaders and teachers through the WFSA Fellowship Programme. • Including teacher training in short clinical courses, including SAFE, EPM and VAST. • Raising awareness of and advocating for diversity, equity and inclusion (DEI) issues.

Strategic priority	Work with Member Societies to ensure a well-trained and resilient workforce.
What this means in practice	<p>We will raise awareness of the global anaesthesia workforce crisis by collecting and disseminating up-to-date workforce data. We will use this information to advocate for greater resourcing for workforce development.</p> <p>We will work collaboratively with Member Societies to develop context-appropriate educational programmes that address workforce training needs.</p> <p>We will work to improve availability of high-quality, freely accessible educational resources.</p> <p>We will address workforce wellbeing issues and work with Member Societies to improve workforce resilience.</p>
Example activities	<ul style="list-style-type: none"> • Compiling and publishing workforce data using the Global Anaesthesia Workforce Survey. • Working with Member Societies and other partners to ensure that anaesthesiologists are included in national workforce planning. • Providing free and accessible online educational resources as part of an Anaesthesia Online Learning Community (AOLC). • Disseminating educational publications, such as Anaesthesia Tutorial of the Week and Update in Anaesthesia. • Raising awareness and advocating for the wellbeing of the anaesthesia workforce. • Developing and delivering training focused on workforce wellbeing.

Strategic priority	Improve safety and quality in anaesthesiology.
What this means in practice	<p>We will champion the vital role and expertise of anaesthesiologists in safety and quality issues. This includes development and dissemination of standards and guidelines.</p> <p>We will develop and deliver educational programmes aimed at improving the safety and quality of anaesthesia practice, including, but not limited to, key subspecialty areas such as obstetric anaesthesia, paediatric anaesthesia, critical care medicine, and pain management.</p> <p>We will support innovative approaches to improving safety and quality.</p>
Example activities	<ul style="list-style-type: none"> • Advocating for safety and quality issues at WHO and other global health fora. • Updating and disseminating of the WHO-WFSA International Standards for a Safe Practice of Anaesthesia. • Developing and disseminating subspecialty practice guidelines. • Delivering short subspecialty clinical courses (in-person or online), such as SAFE, EPM or VAST. • Supporting innovation in safety and quality through biennial WFSA Innovation Awards.

What we need to deliver on this:

- An **appropriate mix of skills** in our Secretariat and amongst our volunteers. We need to prioritise both income-generation and the ability to robustly showcase the impact of our work. The latter could be achieved with a new staff position focused on monitoring and evaluation, or by contracting-in this expertise as needed. Ensuring staff training and development is important as is ensuring that we work with the widest possible range of volunteers who all bring different perspectives and skill sets which benefit our organisation and projects.
- It is also key that we **maximise engagement with our Member Societies**, to ensure that we create valuable synergies and avoid duplication of effort. We have a new staff position (Memberships Officer) to lead on outreach to Member Societies supported by our Board and Council leaderships who hold personal relationships which WFSA needs to access.
- **Robust communication, online and offline**, between and with our various networks remains critical. This will ensure that we are able to showcase the WFSA's and our Member Societies' successes; that we can highlight the work of our Committees, Regional Sections and volunteers and are able to secure engagement with potential new partners, including those able to fund our work.
- Finally, we need to continue to **build links with relevant organisations in the UN system and related fora**, such as WHO and its regional offices, UN's Economic and Social Council (ECOSOC), the IMF/World Bank, OECD and others. This takes time and resources, and it requires skill and investment at all levels of the organisation.