



AUSTRALIAN AND NEW ZEALAND BONE AND MINERAL SOCIETY

STRATEGIC PLAN 2022-2025

September 2022



Overview

The Australian and New Zealand Bone and Mineral Society (ANZBMS) is the peak professional medical and scientific society in the study of bone and mineral metabolism in Australia and New Zealand. The Society was established in 1989 with the specific charter to bring together clinical and experimental scientists and physicians actively involved in the study of bone and mineral metabolism in Australia and New Zealand.

Our Values and Vision

The mission of the ANZBMS is to promote excellence in bone and mineral research, foster the integration of clinical and basic science, and facilitate the translation of our science to health care and clinical practice.

Key to achieving these goals include the nurturing and development of future generations of basic and clinical scientists and other health professionals, and the dissemination of new knowledge in bone and mineral metabolism and musculoskeletal research through our Annual Scientific Meeting. The ANZBMS will be proactive in shaping research and health policies based on scientific advances in our field.

ANZBMS is an incorporated association and as such has a Council that is responsible for the ongoing management and operations of the organization. The Council is made up of a President, President-Elect, Honorary Treasurer, Honorary Secretary, immediate past President and 4 other Council members elected from members residing in Australia, and New Zealand.

Organizational structure

The Council is responsible for overseeing the broad range of ANZBMS activities, including (i) the finalization and publication/promotion of position statements and guidelines; (ii) overseeing the provision of scholarships and travel grants to young researchers and (iii) providing educational and networking opportunities such as the annual scientific meeting, development and implementation of education days for General Practitioners, Registrars, Clinical Densitometry Technicians and allied health professionals, and (iv) acting as an advocate for people with diseases of the skeleton and as the medical and scientific voice of bone and mineral metabolism in Australia and New Zealand.

ANZBMS, as one of the Specialist Societies within The Royal Australian College of Physicians, maintains a permanent secretariat in their premises at 145 Macquarie Street Sydney, and employs an executive officer and an administrative officer to manage the day-to-day affairs of the organization.

ANZBMS works closely with Healthy Bones Australia (HBA) and the HBA Medical and Scientific Committee and has an MOU with HBA concerning the joint HBA/ANZBMS Research Fund. Additionally, ANZBMS is a partner society of IFMRS and has formal international affiliations with the European Calcified Tissue Society (ECTS) and a close working relationship with Japanese Society for Bone and Mineral Research (JSBMR).



Our Aims

- To act as the principal professional body for scientists and clinicians involved in research and management of patients in the field of metabolic bone disease and musculoskeletal medicine in Australia and New Zealand.
- To act as the premier forum for the presentation of research and debate about metabolic bone disease and musculoskeletal medicine in Australia and New Zealand.
- To advance the education of clinicians, allied health professionals and the public in the nature of and management of diseases impacting upon the skeleton.

Strategic Objectives

This plan covers the period of 01 July 2022 to 30 June 2025, and has five strategic objectives.

Objectives:

1. Enhance membership involvement

ANZBMS will support investigators to pursue careers in bone and mineral research and to increase involvement of young investigators in the Society.

2. Advocate for research funding

ANZBMS will develop and support advocacy initiatives to facilitate increased funding for bone research from governmental and non-governmental sources in both countries.

3. Enhance ANZBMS meeting quality and financial sustainability

ANZBMS will continue to improve the quality of science presented at its Annual Scientific Meeting. In particular, ANZBMS will cooperate with other learned societies to organise joint scientific meetings that allow cross-fertilisation and collaboration between different specialties and areas of research. Joint meetings also support financial sustainability through registrations, sponsorship and incentives from convention centres and State Governments.

4. Address clinical and basic science issues

ANZBMS will take a leadership role to identify and define key issues in basic and clinical science; then develop strategic plans to address those issues. The outcomes of these initiatives will include accepted definitions, agreed operational criteria and consensus on approaches to advance musculoskeletal science and related clinical practice. Such strategies should be endorsed by all stakeholders.

5. Improve financial efficiency

ANZBMS will match activities to resources to ensure independent financial viability in the longer-term; and, identify opportunities to increase revenue.



Objective 1	Enhanced membership involvement
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Key Strategies	Mechanisms
<ul style="list-style-type: none"> • Expand Membership • Engage Early Career Investigators (ECI) • Represent the interests of members • Provide distinctive advantage 	<ul style="list-style-type: none"> • Maintain and recruit ANZBMS Members • Develop initiatives that are beneficial to members (such as co-membership in partner societies, awards and research funding) • Publicise member benefits through Society communications and social media • Engage with other organisations and societies with interests in bone and mineral research (e.g., Allied Health, cancer biology, clinical services delivery, dentistry, endocrinology, geriatrics, general practice, matrix biology, oncology, orthopaedics and rheumatology) • Early career investigators (ECI) defined as current higher degree researcher or current researcher within 10 years from the award of a higher degree (e.g. PhD/Masters or clinical equivalent). • Increase financial support for ECI to attend ANZBMS meetings - eg., travel awards, reduced registration fees. • Recognition and promotion of ECI through ECI investigator sessions, selection of ECI as session chairs, awards for high impact presentations. • Provide mentoring opportunities and meetings focused on training, skills and career development • Provide networking opportunities for ECI • Expand fellowships, scholarships and awards • Deliver regular newsletter, website, social media and information transfer • Provide directed travel assistance • Establish and maintain an appropriate resource base to enable the ANZBMS to operate as an efficient and effective organisation. • Examples of such resources include those related to Governance (eg policy, articles of association, guidance documents, minutes of society meetings and activities), scientific, clinical and educational resources (eg



position statements, clinical guidance, patient information), links to other related organisations. Such resources to be available on the society web site.

- Offer services, information and functions to members that will maintain their involvement

Objective 2	Advocate for research funding
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Key Strategies	Mechanisms
<ul style="list-style-type: none"> • Engage with Governments 	<ul style="list-style-type: none"> • Support advocacy initiatives to facilitate increased funding for musculoskeletal research from governmental and non-governmental sources from Australia and New Zealand • Develop strategies to support mid-career researchers, e.g. through the implementation and management of ANZBMS-funded or co-funded Fellowships and project funding • Increase ANZBMS member awareness and “grassroots” participation through ASMR, Research Australia and NHMRC, and relevant organisations in New Zealand (e.g. NZ Health Research Council) • Increase Governmental awareness of musculoskeletal research • Expand alliances to advocate for research funding (e.g. Healthy Bones Australia, Osteoporosis New Zealand, Australian Society for Medical Research, State osteoporosis and arthritis organisations) • Advocate for the development of appropriate ABS classifications for musculoskeletal disease • Provide expertise in the field to the Pharmaceutical Benefits Advisory Committee (PBAC) and Medical Services Advisory Committee (MSAC).
<ul style="list-style-type: none"> • Provide support to Members 	<ul style="list-style-type: none"> • Promote fora at the Annual Scientific Meeting where early career investigators (ECI) can be trained in skills necessary for gaining and managing research funding • Improve review of grants and mentoring of applicants



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| <ul style="list-style-type: none"> • Densitometry meetings • Registrar meetings | <ul style="list-style-type: none"> • Participate in initiatives to develop and improve musculoskeletal curricula in Australian and New Zealand Colleges of Physicians, medical schools and training programs. • Provide state of the art training courses for practitioners and operators involved with bone densitometry. This clinical densitometry course is intended for both practitioners and technologists • Develop advanced training modules, and via publication of specialist training manuals and a book • Initiate education of clinicians and allied health professionals in musculoskeletal disease • Provide on-going support for registrars with an interest in bone and musculoskeletal diseases • Provide annual review of the Postgraduate Training Course for advanced trainees in endocrinology |
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Objective 4

Address clinical and basic science issues

Key Strategies

Mechanisms

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| <ul style="list-style-type: none"> • Clinical policy issues | <ul style="list-style-type: none"> • Promote effective uptake of evidence into practice • Develop or endorse operational guidance and other clinical therapeutic issues that arise affecting patient care for musculoskeletal conditions. • Develop definitions and criteria for addressing other clinical issues • Advocate to appropriate Government bodies for best standard of care and health care access for patients with musculoskeletal conditions • Be a key participant in the development of national initiatives aimed at improving the care and management of people with musculoskeletal conditions • Proactively engage with kindred specialist societies with overlapping interests to ANZBMS, to ensure that the Society's policies and strengths |
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<ul style="list-style-type: none"> • Basic science policy issues 	<p>are appropriately considered and that consequent policies and outcomes reflect the best interests of all stakeholders</p> <ul style="list-style-type: none"> • Acknowledge the legitimate aspirations of our industry supporters, where these coincide with those of our membership and the general community • Ensure that the ANZBMS is able to develop position statements on medical and scientific matters in a timely manner • Provide support and recommendations for grant review procedures • Develop definitions and criteria for addressing basic science in musculoskeletal research • Ensure that the ANZBMS adheres with the Australian Code for the Responsible Conduct of Research • Communicate achievements through effective internal and external communications (web, social media, newsletters, research report, educational brochures)
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Objective 5	Improve financial efficiency
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Key Strategies	Mechanisms
<ul style="list-style-type: none"> • Fiduciary responsibility • Committees, meetings and awards 	<ul style="list-style-type: none"> • Provide, maintain and facilitate fiduciary responsibility • Define “core” interests • Reduce management and administrative costs where possible • Reduce expenditure by periodic account review by Council, or its delegated Finance Committee • Identify opportunities to increase revenue or maximise investment return to ANZBMS • Develop budgets for committee, meeting and award activities including administrative expenses



- Prioritize ancillary activities
 - Endeavour to run all ANZBMS events at a profit, except when this would compromise core obligations to our membership
 - Avoid duplication of activities undertaken by committees, other Societies and other organisations
 - Ensure adequate oversight by Council, or its delegated officers, of projects undertaken by members or staff employed by ANZBMS
 - Establish a series of funding packages at various price levels to suit the needs and capacities of potential sponsors and exhibitors at the Annual Scientific Meeting. This includes the identification of what the needs of potential sponsors may be, benefits of such support and how to engage with industry partners within ethical guidelines
- Reserves
 - Review and establish Investment Policy
 - Define “emergent needs” that justify reserve expenditures
- Functionality
 - Develop an ANZBMS operation manual detailing job specifications and measurable deliverables for the various portfolios of ANZBMS Councillors, and decision-making and implementation processes by Council
 - When external advice is required by the Society, it should recruit *pro bono* advisors wherever possible. Expenditure of funds on external advice should otherwise be approved by Council.