

Business Case Assessment Form

Proposer name	Role
P Stopforth	President NZOPA 2010-2011

Title	Date
Proposal to: A) Change to an Executive Board run organisation with a EO leading a Team for administration tasks B) Include practitioners from outside NZ in membership C) Change Association name if required.	May 2010

1. Introduction

Give a brief description of the proposal including the key objectives.

A) Change to an organisation that is driven by the NZOPA Membership via an Executive Board who give directives to the EXECUTIVE OFFICER who performs the tasks required by the Executive Board

Note: the Executive Board members would consist of Orthotist's, Prosthetist's and other individuals who have the skills base needed to make informed decisions and direct the actions required of the EXECUTIVE OFFICER.

For Example

- **Executive Board:**

Skill based board and representative of the association and the direction it wants to head.

E.g. People with experience in:

- *Machinery of government*
- *Prosthetics*
- *Orthotics*
- *Australian Orthotics and Prosthetics environment*
- *Education*

Those individuals need to be nominated, and elected, or invited for a specific term or tenure and do not all need to come from within the O & P field but can be form associated bodies – such as MOH, ALB, Accountancy.

- *Role of the Board*

- *To Govern*
- *To set strategy for the work to be done based on the desires of the membership*
- *Employ the EXECUTIVE OFFICER and set them their job description including key performance indicators and measures that the EXECUTIVE OFFICER must meet*
- *Have the ability to fire the EXECUTIVE OFFICER if the indicators and measures are not being met*

- **EXECUTIVE OFFICER**

- *Implements the strategy set by the board and works on a more hands on and day to day level.*
- *Reports to the board and to the key performance indicators they have set for the EXECUTIVE OFFICER*

The EXECUTIVE OFFICER would drive the fund raising and keep an overview of the tasks – that person needs to have some familiarity with the O & P field. It is also suggested that other key requirements include a

financial skill to oversee the monies side of the Organisation and ability of developing links with key stakeholders for service provision.

B) To encourage membership increase by:

1. Australian Orthotist's who are unable to gain Membership of AOPA due to lack of degree (may have been practising with other qualifications)

Note AOPA has 300 (85%) of practicing O & P as members out of 350

2. NZ Prosthetists

3. Any other Orthotist's/Prosthetists who practice further afield with relevant qualifications.

Key objectives should be specific and measurable – i.e. should include attributes - for example:

- **Action** - to increase membership and revenue both inside and outside of NZ
- **Area of Change** –Develop Board Structure for management of association, Broaden membership concerns, Change of Name of Association if required
- **Measurable Value and Units** – Increase percentages/number of people/revenue to Association with 100% of NZ practitioners and any other professional O & P qualified practitioners who wish to develop themselves professionally through the NZOPABOC
- **Date** - deadline – 'to be completed in shortest possible timeframe may include EOGM and use of majority of votes from membership – this includes as many proxy votes as are required for definitive %

2. Strategies

Identify aspects of the Associations Objectives and Future Directions Plan

The NZOPA's original objectives were:

- a) Represent Orthotists and Prosthetists and promote the orthotics and prosthetics industry in New Zealand;
- b) Promote the training, education and professional status of Orthotists and Prosthetists and other members of the orthotics and/or prosthetics industry;
- c) Promote honourable practice and decide questions of professional usage and courtesy among Orthotists and Prosthetists; and
- d) Acquire, hold, administer, improve and dispose of such real and personal property as is necessary for the purpose of attaining these objectives.

The future direction will be

- *Become a stronger influence in leading the provision of increased standards of training and clinical practice of orthotic and prosthetic professionals within NZ and beyond*
- *Professional run body instead of volunteer run committee*
- *Increase technology to benefit members*
- *Better develop Credentialing and Best practice standards for service delivery*
- *Encourage shared learning and skill development*
- *Improve benefits for members*
- *Work at including more technicians within the Association*
- *Increasing revenue opportunities through web based advertising, relationships with suppliers and programme of work undertaken for government agencies;*
- *Increasing the recognition of the importance of Orthotic and Prosthetic services to patient*

outcomes and cost effective service delivery;

- *Development of recognised best practice standards including auditing and monitoring.*
- *Development of policies and procedures covering all aspects of operating the organisation.*

3. Benefits

What are the opportunities and benefits for the Organisation and User(s)?

- *more numbers in membership*
- *increased in revenue opportunities from overseas suppliers and membership*
- *increase in learning opportunities in both New Zealand and Australia*
- *Develop more appropriate credentialing process*
- *wider cross section of members*
- *ability to afford more technology for communication*
- *ability to allow members to perform more added value tasks*
- *ability to allow admin to appropriate admin tasks to minimise those costs*

4. Implications of not undertaking Proposal

What problems will arise if the proposal does not go ahead?

- *That we would not be able to afford Admin without increasing membership and revenue generation in some form*
- *That if we do not fully develop competent CPD system for credentialing then we may have it imposed on us.*
- *We cannot sustain the current spending level within the association without increasing the fees or membership numbers and developing revenue opportunities.*

5. Alternatives

What are the alternatives to undertaking the proposed development?

Develop closer relationships with Prosthetists and encompass all those members of NZAOP and integrate into NZOPA

Have the option of affiliated associations where there is a set fee the affiliated association pays – i.e. for credentialing component, learning component etc

Keep the management entirely voluntary and dispense with Paid Admin requires more commitment from small number of people

Keep the management entirely voluntary and also keep paid admin, would need to make sure fees covered this cost.

Pay higher professional fees to cover shortfall and charge higher rates for training as other professions do

Note: Some of these areas have not been explored yet

6. Organisational Areas Affected

What staff, processes and systems will be affected by the proposed development?

- *There would no longer be volunteers on the Executive, but an elected Executive Board and EXECUTIVE OFFICER*
- *To rewrite the rules of the NZOPA to reflect the changes*
- *To rewrite the rules of the BOC to reflect the changes*
- *Change of name to reflect the membership content if required*
- *There may still be a requirement to have an Orthotist and a Prosthetist to review cases, they would need to be trained in auditing to be objective, this should be a paid role*
- *Ensuring staffing had appropriate orthotic and prosthetic experience would be key*
- *Ensuring that the key staff are qualified for the roles – i.e. management, admin, technology*
- *Clear objective processes are set up for each role, and task*
- *Technology is used more fully for communication?*
- *More E learning opportunities need to be developed with clear guidelines and members will have to fund each component and be trained in the use of these new modalities*
- *Processes are more defined, templates and step by step guidelines are clear*
- *The support implications would need to be mostly in-house with external providers bought in for specific tasks only*

7. Risks

What risks are involved in implementing the proposal and how will they be managed?

- *See SWOT analysis- Strengths, Weaknesses, Opportunities and Threats*
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- *Board members may be liable for debts if the Association runs into negative equity may need to have indemnity insurance if we grow to larger size.*

8. Investment Costs

What is the summary of capital investment costs for the proposed development?

a) Staff

See proposed budget costs –(Janette will have to frame this area)

b) Training
Unknown at present

c) Equipment, etc
Unknown – will there need to be a physical base or can this be done in cloud based IT

d) Other

- **EXECUTIVE OFFICER Job Description**
- NZOPA Policies and Procedures manual
- NZOPA Code of Conduct
- NZOPA Strategic and Business Plans

TOTAL

9. Running Costs

What are the costs to run this proposal as a service?

a) AGM costs, etc
 No different to existing structure

b) Training fees, etc
 No different to existing structure

c) Membership fees, etc
 No different to Existing Structure

d) Ongoing Admin support costs
 Current budget for existing structure \$19000, proposed new structure \$20,000

TOTAL

10. Payback

How and on what timescales will the projected costs be recouped as savings or benefits?

A. It is expected that the Projected costs would be recouped in increased revenue from sponsorship, and membership

B. The expected benefit would be from a more cohesive O & P grouping similar to those Associations overseas

Some form of cost/benefit analysis is useful in order to ascertain whether the project is worthwhile from a savings/benefits perspective - is it going to cost more than it saves?

11. Timescales/Phasing

What are the timescales and deadlines for the proposed development?

- *Timescale for this is within two years as a most likely scenario will need to have at least two meetings either AGM's or one AGM and one EOGM – given the amount of work that needs to be done the two year timescale is the most likely and appropriate*

Phase one will be:

- *the development of proposals to fully inform the membership of the proposed changes in membership including the implications for BOC, finance, management, possible name change*
- *Business case proposal for overall information, including proposed EXECUTIVE OFFICER Job Description*
- *SWOT Analysis for clear objectives measure of strengths, weaknesses, opportunities and threats,*
- *Cost benefit analysis of changes*

Phase two will be:

- *majority voting by the membership of the association to go forward with some or all of the changes, note each change will need a separate vote*

Phase Three will be:

- *Development of processes to support changes including:*
 - *Changes of rules documents for Association and BOC*
 - *membership*
 - *applying for certification for courses and credentialing*
 - *BOC*
 - *Running Courses*
 - *EXECUTIVE OFFICER and Administration Desk File*
 - *Executive Board Desk File*
 - *EXECUTIVE OFFICER and Administration Job Descriptions confirmed*
 - *Executive Board member Job Descriptions confirmed*
 - *There may be some other processes which need to be put in place....*

Phase Four will be:

- *Implementation of the changes*

12. Decision

Has the proposal been approved, rejected, deferred etc. and do any conditions apply?

This will be filled in after a decision has been made and will contain details of any conditions of an approval. This will be completed after the voting has been made.

Authorised by	Post	Date

Name of Assigned Project Sponsor	Date