



InciSioN Strategic Plan 2018-2020

What is InciSioN?

InciSioN - the International Student Surgical Network - is an international non-profit organization, consisting of medical students, residents, and young doctors from all over the world who come together to discuss about, educate on, advocate for, and perform research in Global Surgery (GS).

InciSioN aims to provide trainees and young doctors opportunities to get involved with GS regardless of their location, background, training experience, or socioeconomic status through international research collaboratives, mentorship programmes, advocacy trainings, online education modules, and regional meetings. Accordingly, InciSioN provides a platform to contribute to the future generations of global surgeons, anaesthesiologists, and obstetricians around the world.

Vision

Timely access to safe surgical, anaesthetic and obstetric care for everyone, everywhere, when needed.

Mission

To unite, develop and mentor the future surgeons, anaesthesiologists and obstetricians of the world.

Core Values

- Capacity-building
- Collaboration
- Diversity
- Education
- Equity
- Integrity
- Mentorship



Structure

The Strategic Plan arose from the need, as perceived by InciSioN's leadership and members, to ensure the sustained growth of the organization and to create a tool to measure defined objectives. Thus, this document intends to provide guidelines to build a stronger InciSioN in order to fulfil its mission and vision more efficiently. InciSioN pledges to respect the core elements of the organization, as described in mission, vision, and core values. The strategic plan serves as a conceptual basis for all the activities that will be carried out.

The Strategic Plan is outcome-oriented, and it is divided into different fields of action, including internal and organizational aspects that need to be taken into consideration for sustainable growth.

- General orientations for Sustainability
- National Working Groups
- External representation
- Finances
- Advocacy
- Research
- Education

The following strategic objectives are to be applied between 2018 and 2020. Each strategic objective addresses a different area of development, outlining the direction in which the Executive Board (EB) and International Team (IT) of InciSioN are expected to work by 2020, without imposing limits on the way these objectives are attained.

Timeline

These strategic objectives will allow the EB to evaluate how InciSioN is progressing in achieving the defined objectives. These objectives will be evaluated in order to provide InciSioN with key aspects to understand how in each term the various aspects of a given Strategic Objective have been developed. The analysis should always take place during the development of the Action Plan and Report and reflect the particularities of each term. Below, the tools that will be used to allow the implementation of the Strategic Plan are described.



June 2018	<ul style="list-style-type: none"> • Approval by Executive Board and Board of Trustees • Adoption of Strategic Plan
January/February 2019	<ul style="list-style-type: none"> • First Report of Strategic Plan • Second Plan of Action based on Strategic Plan
January/February 2020	<ul style="list-style-type: none"> • Second Report of Strategic Plan • Third Plan of Action based on Strategic Plan
December 2020	<ul style="list-style-type: none"> • Updated/Amended version of Strategic Plan • Approval by Executive Board and Board of Trustees
January/February 2021	<ul style="list-style-type: none"> • Third Report of Strategic Plan • Adoption of new Strategic Plan • Plan of Action based on new Strategic Plan

Implementation and Follow-Up

The implementation of the strategic plan must be carried out and followed through by the EB, the IT, the members, the National Working Groups (NWGs), and the Board of Trustees.

1. To apply, in the Annual Working Plans and Reports, the objectives of the Strategic Plan by specifying which Strategic Objective(s) are being tackled in each year in a summary table at the end of the respective documents.
2. To produce a follow-up document at the end of each year, summarizing the various objectives and describing if they were fulfilled to better understand the progress.

Working Areas

The following topics are priorities for InciSioN, although additional themes may also be relevant to the mission:

1. Surgery and Anaesthesia in Universal Health Coverage (UHC)
2. Global Surgery in Medical Curricula
3. Procurements in Surgery
4. Rural Surgery & Surgery in Primary Healthcare
5. Human Resources in Global Surgery
6. Surgery in beating Non-Communicable Diseases (NCDs)
7. Participation of Medical Students in Global Surgery
8. Maternal Health



Strategic Goals and Objectives

A. General orientations for Sustainability

A1. Organisation and Image

1. Strengthen activities developed by InciSioN
 - 1.1. Ensure the continuity of activities throughout terms
 - 1.2. Create and maintain collaborations with other organisations
 - 1.3. Increase financial support for activities
2. Increase the professionalism and credibility of InciSioN
 - 2.1. Release joint statements with other organizations
 - 2.2. Release regular statements on InciSioN's priorities
 - 2.3. Create Policy Documents
 - 2.4. Improve the website and update it regularly
 - 2.5. Develop a framework of academic quality
3. Increase InciSioN's outreach
 - 3.1. Promote the image of InciSioN
 - 3.2. Promote InciSioN through our partners
 - 3.3. Maintain an active presence on social media
4. Solidify human resources in InciSioN
 - 4.1. Provide orientation to International Team members
 - 4.2. Provide support to NWGs' Chairs
 - 4.3. Offer internal capacity building opportunities

A2. Evaluation Methods

1. Involve members in regular evaluation
 - 1.1. Expand a call for inputs from a wider network than InciSioN itself
2. Encourage the use of diverse and creative methods to record and evaluate activities
 - 2.1. Promote the use of photos, notes, audio or visual recordings at each event
3. Establish proper follow up through the regular use of online feedback forms and debriefs following activities and events
 - 3.1. Produce regular activity reports for each division of InciSioN (executive board, advocacy, research, education, NWGs, audiovisual team, human rights)
4. Ensure the proper storage of all data to help improvements for future events



B. National Working Groups

1. Expand the number of NWGs within InciSioN
2. Ensure the establishment of a satisfactory memorandum of understanding (MoU) between each NWGs and InciSioN
3. Provide mentorship adapted to the NWG's needs
 - 3.1. Increase collaboration between different NWGs and their local chapters
 - 3.2. Mentor the creation of documents
 - 3.3. Ensure proper follow-up
4. Promote NWGs activities through social media
5. Maintain consistent communication and feedback between InciSioN and the NWGs

C. External representation

1. Active and meaningful participation in external meetings and conferences
 - 1.1. Participate in relevant meetings by InciSioN EB and IT, as well as other members
 - 1.2. Participate in more conferences in the GS field
2. Position in Global Surgery issues
 - 2.1. Submission of articles and papers
 - 2.2. Development of Policy Documents
 - 2.3. Issue of Statements
3. Potentiate collaboration with external partners
 - 3.1. Invest in new partnerships
 - 3.2. Develop further collaboration with existing partners
 - 3.3. Create opportunities for trainees in Global Surgery

D. Finances

1. Increase funding and sponsorships
 - 1.1. Adopt potential external enterprises
 - 1.2. Maintain regular sponsors
 - 1.3. Obtain grants from InciSioN's long-term activities
2. Sustainability of Fundraising
 - 2.1. Secure a funding deposit backing
 - 2.2. Adopt strategies for transparency in Finances within InciSioN
 - 2.3. Adopt standardised financial documents



E. Advocacy

1. Involve members on Global Surgery advocacy
 - 1.1. Create advocacy toolkits for trainees
 - 1.2. Establish and conduct certified GS Advocacy Workshops
 - 1.3. Involve trainees in activities and projects
 - 1.4. Represent InciSioN in relevant advocacy forums
2. Improve outreach of our advocacy activities
 - 2.1. Work regularly with healthcare professionals
 - 2.2. Collaborate with organisations to strengthen projects
 - 2.3. Develop and strengthen InciSioN's Policy Documents
3. Sustainability of Campaigns
 - 3.1. Adopt organisational tools to guide the work
 - 3.2. Solidify campaigns by reflecting the respective Policy Document
 - 3.3. Solidify Global Surgery Day as an innovative campaign
 - 3.4. Engaging in existing relevant advocacy campaigns

F. Research

1. Empower members to lead studies in various fields within global surgery
 - 1.1. Encourage collaborative research within NWGs
 - 1.2. Encourage collaboration with other organizations with similar interests
2. Build a reputation for scientific rigor and reliability
 - 2.1. Encourage publications and presentations
3. Establish proper research methods
 - 3.1. Implement adequate research protocols
 - 3.2. Build intuitive platforms for data collection
4. Ensure proper recognition of intellectual property without compromising open access
5. Create a network of mentors amongst global surgery leaders

G. Education

1. Advocate for the implementation of a Global Surgery curriculum
 - 1.1. Create a library of online, freely accessible material
 - 1.2. Write Policy Documents related to global surgery
 - 1.3. Give recognition for efforts put into learning about global surgery
 - 1.4. Adapt according to the educational realities of different countries
2. Organize educational days on Global Surgery



3. Invest in community education and outreach
4. Partner with other efforts in Global Surgery education
 - 4.1. Broadcast Webinars
 - 4.2. Develop an online Global Surgery course
 - 4.3. Solidify Training Global Surgery Advocates

H. Human Rights

1. Explore Human Rights-based approach in Global Surgery
 - 1.1. Define focus areas in Human Rights
2. Include a human-rights approach in every Policy Document