

2016

Strategy document IOHA 2016-2020



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IOHA

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Table of contents

- IOHA’s Vision 2
- IOHA’s Mission 2
- Strategic Goals..... 2
- IOHA’s Principles 2
- IOHA’s Strategy..... 2
- Strong Network 2
- Visible 3
- Resourceful..... 5
- Tactfully Tactical..... 5
- Influential 6
- Strategic Goals..... 7
- Goals, Objectives, Tactics, Actions, and Timelines..... 9

IOHA's Vision

A safe and healthy working environment for all

IOHA's Mission

To enhance the international network of occupational hygiene associations that promotes, develops and improves occupational hygiene worldwide, providing a safe and healthy working environment for all.

Strategic Goals

1. Promote occupational hygiene
2. Improve occupational hygiene capabilities and practice
3. Effective networking and knowledge management
4. Robust governance

IOHA's Principles

Strong network...protecting worker health is a seemingly unachievable and overwhelming task that requires that individuals are part of a worldwide network that if constructed and used effectively allows the whole network to be greater than the sum of individuals. IOHA must be the leader in developing this network.

Visible...we must constantly work to assure that the vast occupational health (OH) knowledge is available to all of the world, not just the countries or organizations from which it originates. This will make IOHA visible as the world's clearinghouse for OH Knowledge.

Resourceful...to be visible we must leverage our limited resources so as to maximize our output. This means that we value human capital.

Tactfully Tactical...we are an international organization and therefore must accomplish our objectives through tact. We are diplomatic, considerate, sensitive, understanding, thoughtful, judicious, and perceptive relative to cultures and social norms. Having limited resources, we must use effective tactics that leverage our human resources (members and individuals) with careful consideration of efficiencies to complete our objectives.

Influential...we aspire to be influential; to be so means that we have created highly visible results through a strong network that optimally utilizes resources and respects the cultures and social norms of its members.

IOHA's Strategy

Strong Network

A strong network must start with the IOHA member societies and the individuals in those societies. While national networks of OH/IH practitioners are strong in many countries, a strong international network, seen by all OH/IH practitioners as the first choice for solving problems, especially international ones, does not exist. IOHA must create, cultivate, support, and advertise such a network.

The 30 members of IOHA represent a large worldwide population of OH/IHs, with considerable knowledge. But controlling risks for a wide range of diseases for the very large, world-wide

population of workers, requires collaboration and cooperation amongst individuals and between societies and national and international organizations. A network with clear lines of communication is much stronger than the sum of its individual components.

In addition to OH/IH practitioners there are many other areas of practice within the broad field of occupational safety and health. The IOHA has signed memoranda of understanding (MOU) with the International Commission on Occupational Health (ICOH) and the International Ergonomics Organization (IEO). In addition IOHA is a recognized non-governmental organization (NGO) of the World Health Organization (WHO), but there are many other organizations working in the field of occupational safety and health. Formal, fruitful working agreements with these organizations could benefit the OH/IH community and therefore worker health. Possibilities include the International Labor Organization (ILO), the Asian Network for Occupational Hygiene (ANOH), the International Society for Respiratory Protection (ISRP), the International Network of Safety & Health Practitioner Organisations (INSPHO), the European Network of Safety and Health Professional Organisations (ENSHPO), the Occupational Safety and Health Administration of the EU, the Pan American Health Association (PAHO), the Caribbean community (CARICOM), etc. The goal for all these organizations is that fewer workers get sick or die as a result of harmful working conditions, and thus, working relationships with them should lead to more efficient attainment of this goal.

However, agreements are all too often empty. IOHA seeks agreements with organizations that lead to synergy and to measurable outcomes that improve worker health. We will clearly state these desired outcomes in all of our agreements.

Working together with other disciplines also opens our minds to new possibilities and thought processes. We will seek agreements where ideas and concepts from diverse industries, cultures, and disciplines collide; ultimately these ideas may lead to innovative solutions.

A strong network of individuals and governmental and non-governmental organizations should lead to:

- Global outreach to the worldwide worker community
- New and innovative solutions
- Better public awareness
- A stimulation of new initiatives conducted by our members.

Visible

IOHA should be viewed as the world's clearinghouse for OH/IH knowledge. Our 29 members have within their countries a tremendous amount of information; however it may not be available to the rest of the world for various reasons. It may not be on the internet, or if it is, it may be in an obscure place that a search is not likely to find. It may be in a language not understood by the user. The information may be useful, but only with a background of understanding that is particular to that country.

Most of the world's countries do not have OH/IH organizations which can help individuals with information exchange. Still in many countries with OH/IH organizations, exchange of information, particularly information from other countries is limited. IOHA must fill the role of providing venues and formats for free information exchange for OH/IHs from around the world, regardless of country affiliation. To do that we will strengthen three mechanisms we currently have in place: the tri-annual IOHA scientific conference, our website, and our newsletter.

Conference IOHA has held nine international scientific conferences. The 2015 conference will be held in London and the 11th conference in 2018 will be held in Washington, DC. The conferences are an excellent way to gain some exposure to occupational hygiene worldwide. The 9th conference in Rome had over 800 attendees, about 625 presentations, and contributions over more than 50 countries.

The IOHA conferences will focus on best practices, knowledge exchange, recent developments, and cooperation between OH/IHs within member organizations, between members and developing countries, and between IOHA and other organizations and NGOs with common interests.

We wish to maximize the exchange of international information at these conferences. By locating them in developing countries and in areas of the world where there are few OH/IHs, we increase their availability to practicing OH/IHs and aspiring practitioners in these regions. However by having conferences in North America and Europe, we increase the opportunity for attendance to the greatest number of practitioners. Thus there is a compromise between promoting OH/IH in less developed countries and perhaps decreasing potential attendance versus maximizing attendance. We understand the importance of this, as well as the importance of moving the conference geographically, so as to occasionally make travel easier in all parts of the world.

With representation from 27 countries, IOHA conferences can be a truly multicultural experience. However many of our member countries do not always participate as presenters (professional development courses, podium sessions, workshops). We will encourage at least one presentation from each member country so as to maximize the cross-cultural exchange. In this regard, an award will be granted to the presenters who demonstrate the greatest cross-cultural cooperation. The award should stimulate member organizations and individuals from non-member countries to work together and exchange information.

Lastly we have not taken advantage of using our conferences as an opportunity to improve our relationships with partners and potential partners such as ILO, WHO, ICOH, IEA, etc. Workshops to address WHO work plans, future strategies on addressing specific occupational health problems, or strengthening relationships should be pursued at every conference.

Website For the next three years, IOHA will focus its efforts in creating a new website, which is interesting, dynamic, and interactive. The IOHA website must be the platform where the OH/IH news from around the world comes together. Information on the achievements of IOHA, its member organisations, non-member organizations, NGOs, and government organizations such as WHO, ILO, and national governments. While individuals in member countries should clearly benefit from the website, people without an OH/IH network should see a portal to international resources for OH/IHs worldwide. Among improvements for consideration would be a web board for member organizations and a resources page by country, where members can highlight unique resources.

We can realize this only, by working closely together with our member organisations. There should be a reformation and reinvigoration of the Communications Committee. National or at least regional persons should be responsible for the periodic upload and update of the news from each organisation or region.

In this regard one of the largest obstacles to exchanging information is that of language. While not every document can be translated into every language, an effort should be made to translate the most useful documents into the most common languages.

Lastly IOHA must thoroughly explore ways in which it can enhance methods of communication and promoting of OH/IH among members and the public through modern communication channels such as Facebook, Twitter, LinkedIn, and blogs.

Newsletter The IOHA newsletter has a new format. In the next few years it will be important to show the world how useful the newsletter can be for truly international information exchange. The organization and oversight of the newsletter must be reviewed in combination with the Website. A new structure will be found to maximize information solicitation from the different countries and cultures of the world.

To achieve these goals IOHA must consider:

- Recruiting or appointing a reporter from each organization or region
- Appointing a regional reporter for non-member countries
- Requiring yearly contributions from each member
- Utilizing press releases and creating a world-wide network of journalists.

Resourceful

IOHA wants to improve worker health and believes the best way to do this is to improve the number and the caliber of practitioners of OH/IH internationally. Therefore, throughout the world, IOHA must promote and coordinate training and encourage the further development and promotion of OH/IH as a desirable profession.

Education is the most important factor in promoting OH/IH. Therefore our focus will be on

1. Recognizing and endorsing international OH/IH training standards.
2. Developing guidelines for minimum requirements in national education/training programs and supporting integration of international education guidelines/standards.
3. The further development of the Occupational Hygiene Training Association (OHTA) system into advanced training modules and web based learning sanctioned and supported by IOHA.
4. Advancing and maintaining a minimal level of professional competence through recognition of national accreditation schemes.
5. A renewed emphasis on helping IOHA members obtain accreditation through the IOHA National Accreditation Recognition (NAR) process.
6. Promote the NAR within our network as the certification scheme that has been recognized by world bodies (ILO and WHO) and attained by more than 10 countries.
7. Promote the reciprocity of NAR accreditation across the accredited countries.

Tactfully Tactical

While IOHA has some lofty goals, we are an international organization and therefore must accomplish our objectives through diplomacy, sensitivity, understanding, thoughtfulness, judiciousness, and a keen perception relative to cultures and social norms. However we also share much in common as we represent OH/IHs from around the world who work as researchers, consultants, or within companies. Having limited resources, we must leverage these human resources with careful consideration of efficiencies to complete our objectives. In order to most efficiently (given a very limited budget) provide technical support and advice and the sharing information, IOHA will investigate the different options that could be used to accomplish the following.

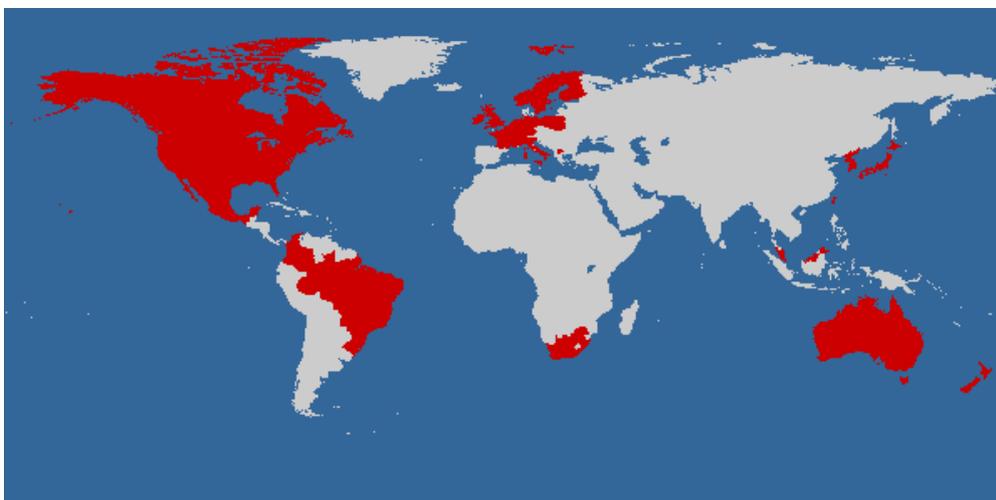
- Utilize individual members and committees of IOHA members for technical support

- Utilize individuals of member organizations when creating IOHA Working Groups/Task Forces to show support for those organizations and gain the greatest efficiencies
- Promote products of members
- Use members to develop best practice and training guidelines for OH/IH practitioners and non-practitioners, especially in developing countries
- Use members to develop best practice guidelines and shared learnings for compliance with international standards
- Highlight unique resources of each member country and provide a portal to international resources for occupational hygienists worldwide (see also Website discussion)
- Encourage members to seek potential collaborations with member associations or with international institutions, to facilitate the exchange of information, technical publications, invitations to conferences, etc.

While there are wide variety of issues which affect worker health that range from high risk of harm to rarely harmful, there are also a wide variety of cultural tendencies relative to the perception of risk. Different countries can have very different outlooks regarding the risk of disease relative to asbestos, mercury, benzene, or other occupational carcinogens. Similarly opinions can range on the importance of globally harmonized systems for classification, occupational exposure limits, or emerging and newly identified health risks. Nonetheless, an international group such as IOHA is under constant pressure (internal or external) to prepare statements, guidelines, best practices, etc. on a wide range of controversial subjects. These can take considerable time as the issues are often untenable. IOHA must utilize its resources wisely and institute clear criteria for when such projects should be undertaken rather than to simply deal with the latest topic. Once the criteria are set, committees (perhaps individuals from member or nonmember countries) will be established to focus on a specific subject.

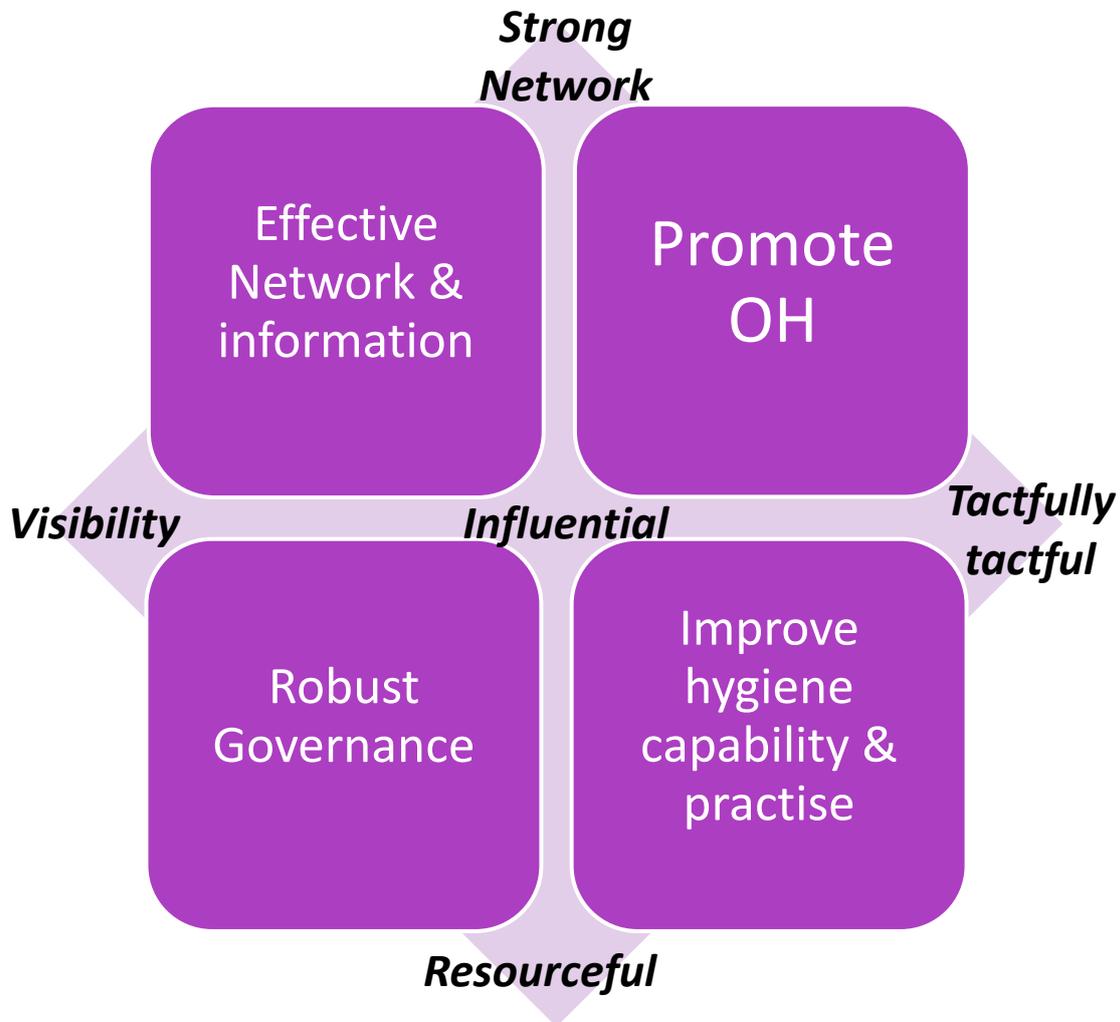
Influential

ILO estimates that yearly approximately 2 million people worldwide die from work related accidents or diseases. 260 million people suffer from work related diseases. In addition ILO estimates the number of fatal and non-fatal work related accidents per year at 270 million. IOHA has 29 member organisations from 27 countries. But the world map shows that we represent less than half of the area and people of the world. In most of Asia, Africa, and the countries of South America, OH/IH is in very premature status.



We will consider strongly

- adopting new membership status for developing or very small countries or even an under-served region representing several small countries/ regions.
- creating committees within IOHA to consider regional associations such as ANOH to promote OH/IH in underrepresented regions (i.e. Southeast Asia).
- special means for working with countries that are not IOHA members, for example those having OH/IH academic programs or significant local IH/expatriate populations and provide support in establishing membership.



Strategic Goals

Strategic Goal 1: Promote occupational hygiene

Objectives

- 1.1. Further develop NGO relations with the ILO (International Labor Organization) and WHO (World Health Organization).
- 1.2. Review existing MOUs (ICOH, IEA, ISRP) and deliberate how work products of common interest can be generated.
- 1.3. Create a formal process for identifying and establishing future strategic partnerships.

Strategic Goal 2: Improve occupational hygiene capabilities and practice

Objectives

- 2.1. Promote educational opportunities, for example OHTA.
- 2.2. Promote global respect for and recognition of occupational hygiene certification programs through the National Accreditation Recognition (NAR) Committee.

Strategic Goal 3: Effective networking and knowledge management

Objectives

- 3.1. Develop communications techniques for networking and knowledge management that create an international resource.
- 3.2. Arrange an international conference every three years.
- 3.3. Continuously seek ways to increase quantity of members and the quality of their participation in IOHA and in the promotion of Occupational Hygiene.

Strategic goal 4: Robust governance

Objectives

- 4.1. Investigate a more robust financial model.
- 4.2. Use 4.1 results to proceed.
- 4.3. Update governance documents on a scheduled basis.
- 4.4. Increase the number of committees to better reflect the tasks within this plan and better distribute work load.

Goals, Objectives, Tactics, Actions, and Timelines

Goal 1 Promote occupational hygiene				Planning years				
Objective		Tactics	Actions	2016	2017	2018	2019	2020
1.1	ILO and WHO NGO status	Create an initial interaction with ILO.	Update IOHA link on ILO website so that is leads to the IOHA website.	X				
		Make annual contacts to discuss mutual interests.	Find IOHA Board connections to ILO & WHO.	X	X	X	X	X
		Have periodic IOHA board meetings in Geneva to include ILO and WHO presentations.	Arrange a 2 day meeting in Geneva every three years and meet with ILO & WHO.	X			X	
		Create mutually agreed to, highly beneficial, work plans.	Begin with the WHO-CC meeting in Korea.	X	X	X	X	X
		Participate in workshops with ILO, WHO and other parties to create useful work products.	Begin with the WHO-CC meeting in Korea.	X	X	X	X	X
1.2	Review existing MOU's.	Triennially review existing MOUs. Improve relations and investigate products of common interest.	Arrange discussions and workshops around conferences.			Wash DC		
			Create IOHA committees from Board interests common to the MOU orgs.		X			
			Make sure that all Presidents of MOU orgs are aware of our leadership changes so as to maintain email communication	X				
1.3	Future strategic partnerships	Investigate whether there are other organizations that IOHA should approach.	Committee will investigate and present plan to include purpose, goals of MOU and possible collaboration.		X			
		Investigate which multinational corporations to approach.	Create an IOHA committee. Network within the member organizations.	X				

Goal 2 Improve occupational hygiene capabilities and practice				Planning years				
Objective		Tactics	Actions	2016	2017	2018	2019	2020

2.1	Promote educational opportunities	Support the development and presentation of basic and advanced (pre and post graduate) coursework, advanced modules, and web based learning.	Fund OHTA endeavors until OHTA is financially independent and successful.	X				
			Evaluate how exposure science could become more embedded in the skill base of member associations (possibly via OHTA)		X			
		Support the development of Occupational Hygiene Training Association (OHTA).	Select IOHA board representative to OHTA and actively engage that representative.	X				
2.2	Promote occupational hygiene certification programs (NAR).	Market the advantages of certification to stakeholders, such as industry, to increase demand.	Form committee to study tactics and costs.			X		
		Inform potential students of the benefits of a career in OH.	Form committee to study tactics and costs.			X		

Goal 3 Effective networking and knowledge management				Planning years				
Objective		Tactics	Actions	2016	2017	2018	2019	2020
3.1	Develop communications techniques for networking and knowledge management that create an international resource.	The communications committee will gain input from the board.	Prepare request for proposals (RFP) for a communications operating model for IOHA which, not only considers the current model (website and e-bulletin), but includes the use of other social media trends.	X				
		It will consider interim and synergistic measures to assure actions are accomplished and oversee final products and implementation.	Consider: Appoint a regional editor (reporter) for non-IOHA member countries; require contributions from each member country yearly; create a world-wide network of journalists; utilize press releases information content and sources; international corporation input; methods of communication and promotion.	X				
3.2	Arrange international conference every three years.	Plan at least 4 years in advance. Try to arrange the conference in place which is geographically appealing to countries with large OH communities, where OH is supported and promoted, as well as professionals of developing countries.	Washington, DC 2018 is planned. Executive will sign contracts, assure and utilize evaluations. Executive will solicit bids for 2021 in 2017, etc.		X			
		The conferences will express	Hold workshops with, seek support and endorsement of,		X	X		

		and meet the new IOHA strategy.	and improve relationships with ILO, WHO, ICOH, IEA and ISRP and other internationally recognized OH organizations. Encourage participation from people of developed, under developed, and developing countries. Consider an award to the project which demonstrates multi-country collaboration on OH issues.					
3.3	Increase quantity of members and the quality of their participation.	Strengthen and revitalise relationships with member countries who rarely participate in the meetings.	Possibilities include a meeting in these countries and further exploration of video connections.		X			
		Recruit new members by active engagement.	Consider new membership categories to increase participation of developing and other countries with impediments, and to a region representing several small countries or under-served regions.	X				
			IOHA will investigate whether the formation of regional associations such as the Asian (ANOH), Baltic States, and the Spanish speaking countries would improve participation and awareness.		X			
			Identify non-IOHA member countries, with major OH/IH academic programs and investigate whether these countries are interested in a membership.			X		
			Investigate the use local OH expatriates in non-member countries to provide support in establishing membership.			X		

Goal 4 Robust governance				Planning years				
Objective	Tactics	Actions	2016	2017	2018	2019	2020	
4.1	Investigate a more robust financial model.	Get input from association members regarding support for a wider vision for IOHA.	Prepare and evaluate a business case for the appointment of an IOHA Executive Director. Consider volunteers to serve as ED. Consider grants from NGOs and industry, increased capitation fees.	X	X			
4.2	Use 4.1 results to proceed	Plan an interim solution until an ED can be hired	Consider a funds solicitor.	X	X			
4.3	Update governance	Executive Committee	All executive members to review all governance documents biennially.	X		X		X

Goal 4 Robust governance				Planning years				
Objective		Tactics	Actions	2016	2017	2018	2019	2020
	documents.	review and full Board approval.	Develop a secure area on the website for a comprehensive set of documents for the IOHA board members.	X				
4.4	Increase the number of committees to better reflect the tasks within this plan and better distribute work load.	Executive Committee will review Strategic Plan and determine priorities and workloads to define committee sizes, terms of members, regional representation, task forces versus committees, etc.	Executive prepares amendments to governing documents and presents to Board.	X				
			Determine tasks related to all tactics and recommend committees and sizes to Board upon approval of Strategic Plan. Reconsider old committees such as Communications (newsletter and website) and consider new committees such as membership.	X				