International Skin Tear Advisory Panel (ISTAP)

Strategic Plan: 2016-2020

November 19, 2016
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Executive Summary

Skin tears have been an underappreciated wound with very little attention or research directed toward this particular wound etiology. The International Skin Tear Advisory Panel (ISTAP) defines a skin tear as “a wound caused by shear, friction, and/or blunt force resulting in separation of skin layers. A skin tear can be partial-thickness (separation of the epidermis from the dermis) or full-thickness (separation of both the epidermis and dermis from underlying structures).” ²,⁸

Skin tears are unique in that they are common acute wounds in older adults. However, neonate and pediatric populations are also at risk for skin tears. Skin tears are frequently underreported and have been reported in the literature to have prevalence rates equal to or greater than those of pressure ulcers. role of identifying skin tears with a comprehensive skin assessment needs further study. ²,⁸

Individuals suffering from skin tears complain of increased pain and decreased quality of life. Populations at the highest risk for skin tears include the elderly and the critically or chronically ill. These individuals are at a higher risk for developing secondary wound infections and have comorbidities. In 2013, the International Skin Tear Advisory Panel (ISTAP) was formed to develop the components of the tool kit pertaining to the assessment, prediction, prevention, and treatment of skin tears. The panel consisted of
11 key opinion leaders in the field of wound care from the United States, Canada, and the United Kingdom.\textsuperscript{2,8}

ISTAP must maintain relevant throughout the global healthcare systems. Through a variety of means, ISTAP must be able to affect policy, organizations, front line care providers, patients and families at various levels. While pressure ulcers are on the radar of many healthcare professionals, skin tears are often not identified or assessed properly leading to ineffective management. Patient’s at risk for skin tears are also not being identified early enough in order for preventative strategies to be implemented. This challenge can impact safe and effective patient care and can also add costs to the healthcare system. We must be continuously aware of competing priorities with skin and wound issues and must work to make skin tears at the forefront of the agendas of the influential bodies and top of mind for patient care providers. Through research, education, advocacy and collaboration ISTAP will work to support the vision of a world without skin tears.
Introduction

THIS STRATEGIC PLAN IDENTIFIES ISTAP’S VISION, MISSION, VALUES AND STRATEGIC AREAS OF FOCUS FOR 2016-2020

It also identifies the specific strategies that the International Skin Tear Advisory Panel will deliver on together over the next five years. ISTAP Panel Members contributed to the creation of this Strategic Plan which will build ISTAP over the next five years- 2016-2020. The strategic planning process included the ISTAP Panel members participating in a strategic planning meeting held in Chicago August 2016. They provided feedback via email and engaged in conversations about ISTAP’s future.

The Strategic Plan sets the ISTAP direction for the future, and will guide the ISTAP budget for 2016-2019. It is through the multi-year process that ISTAP’s Strategic Plan will be put into action, with an annual operational plan adding further detail to each strategy about tactics, accountability, timing and resourcing.

On an annual basis, ISTAP will report to Canadian Association for Enterostomal Therapy Board of Directors on the implementation of the Strategic Plan, and demonstrate the progress being made each year and how this work is making a difference in the wound prevention and care community.
ISTAP Mandate

MISSION:
ISTAP is an inter-professional collaboration dedicated to improving outcomes for individuals at risk and/or experiencing skin tears across the continuum of care through education, research & advocacy.

VISION:
A WORLD WITHOUT SKIN TEARS

CORE VALUES:
Collaborative  Innovative  Transparent  Research based  Passion  Creative  Leadership  Respect  Inspiring

ISTAP is mandated to coordinate the work necessary to facilitate and enable the building of a culture that will improve patient outcomes for people at risk for developing skin tears- and for those who have already
have a skin tear. ISTAP will promote leading ideas supported by research, best practices, raise awareness and provide education and advice on effective strategies to prevent and manage skin tears.

In fulfilling this mandate, ISTAP is committed to collaborate with International Skin and Wound Care organizations who have national networks and expertise. Some of the key principle’s of the ISTAP mandate are to operate independently as an interest group of the Canadian Association for Enterostomal Therapy (CAET), have fully transparent operations and accountability to individual’s at risk of or who have a skin tear, and all people who care for them. We will work to support a world with no skin tears where patients, carers, government and others work together to provide a safe and effective healthcare environment for people at risk for and who have skin tears. Healthcare providers will be confident in their ability to deliver safe and effective prevention and management of skin tears.
ISTAP Strategic Direction

Why: Purpose

Prevent & reduce skin tears to improve patient outcomes

What: Areas of Focus

Research  Education  Advocacy  Collaboration

How: Core Processes

Understand issues
Engage stakeholders
Build Capacity
Develop tools/programs
Communicate
Implementation
Measure & Evaluate
Knowledge translation management
Influence change

A world without skin tears
WHY?
2016-2020: ISTAP Commitment

ISTAP will advance skin tear prevention and management by:
1. Providing “best in class” evidence based education on the prevention and management of skin tears.
2. Enabling best practices in the prevention and management of skin tears.
3. Focus on research to improve patient care.
4. Support the development of effective inter-professional teams and advocacy platforms.

The desired outcomes will be:
1. Skin tear prevention and management practice will be performed at a high standard.
2. Patients will benefit from safe and effective care.
3. ISTAP will lead the development of integrating skin tear prevention and management to support effective Inter-professional teams and advocate for better patient care

**WHAT?**
Strategic Areas of Focus

**VISION:**
A WORLD WITHOUT SKIN TEARS

Knowledge Translation & Management
Strategic Areas of Focus

ISTAP has four major areas of focus:

1. Research
2. Education
3. Advocacy
4. Collaboration

The areas are supported through the development of tools and programs which back each area and provide the transfer of knowledge to the key ISTAP stakeholders. The following information explains each area of focus including role statements, which describe the general approach and emphasis to guide ISTAP actions and priorities, which include high level goal statements and key strategies with each goal. Achieving these goals is largely determined by the strength of partnerships and engagement of key stakeholders that together with ISTAP support these efforts to prevent and reduce skin tears globally.
1. Research:

The discovery of new information and the gathering of existing knowledge is the basis from which we will champion raising awareness about skin tear prevention, assessment and management. Research will provide important information to help us understand the magnitude of the current global issue of skin tears, know what is achievable, and identify ideas that will work towards improving patient outcomes in relation to skin tears.

ISTAP will work collaboratively with other research funding organizations to increase the scope and scale of skin tear research. ISTAP research funding will target initiatives with unique and innovative applications that do not duplicate the work of other funding agencies. ISTAP sources funds, brokers and facilitates research and knowledge transfer activities related to skin tears globally. Key principles that inform this work include adapting best practices for initiating and awarding research to avoid duplication and to ensure credibility, participation in joint planning to ensure relevancy and pursue funding partnerships to optimize reach.
### ISTAP Research Priorities

<table>
<thead>
<tr>
<th>Goals</th>
<th>Key Strategies</th>
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<tbody>
<tr>
<td>Build capacity &amp; processes to conduct high quality patient skin tear research</td>
<td>1. Consult with skin &amp; wound care global experts to identify emerging issues with skin tears that require research.</td>
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<td></td>
<td>2. Build partnerships with international research funding organizations as well as organizations with research units focused on improving patient outcomes.</td>
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<td></td>
<td>3. Implement best practices in the priority setting for research directions, securing and disseminating funding and the sharing of research results.</td>
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<td></td>
<td>4. Evaluate ISTAP processes and outcomes and identify improvements.</td>
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<tr>
<td>Facilitate the uptake of knowledge created from skin tear research findings into</td>
<td>5. Initiate innovative knowledge transfer strategies of the findings from funded &amp; other significant and relevant research.</td>
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<td></td>
<td>6. Explore relationships with other international organizations to improve knowledge dissemination.</td>
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</table>
2. **Education:**

   Education alone cannot change healthcare systems, or healthcare provider or public behaviours within and outside healthcare systems. When combined with other strategies, a foundation of knowledge, skills and attitudes can form. Healthcare provider and patient/public education should occur in parallel. Education should occur in an inter-professional environment. Educational programs should be based on adult learning principles with content based on the learning needs of the learner and framed by a robust evaluation strategy.

   ISTAP will work with partners to ensure the integration of evidence informed skin tear prevention and management practices into education and training systems for healthcare professionals across the continuum of care. ISTAP will be involved in identifying leading practices, development of competencies, and promoting integration into skin tear education and training programs. Opportunities to engage patients/Public in educational campaigns and knowledge transfer should be actively pursued.
## ISTAP Education Priorities

<table>
<thead>
<tr>
<th>Goals</th>
<th>Key Strategies</th>
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</thead>
<tbody>
<tr>
<td>Promote the adoption of skin tear prevention and management focus in professional education and training</td>
<td>1. In partnership with universities, governments, and health service delivery organizations, ISTAP will support the development of discipline-specific and inter-professional skin tear education.</td>
</tr>
</tbody>
</table>
| Facilitate the development and promote patient skin tear competencies with partners | 1. Develop, disseminate and encourage the incorporation of skin tear competencies in universities and post graduation educational programs.  
2. Educate healthcare professionals regarding practices and tools known to improve skin tear reduction and management.  
3. Promote the development of “Communities of |
<table>
<thead>
<tr>
<th>Practice” around leading skin tear practices. Promote a community of practice through the ISTAP website.</th>
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<tbody>
<tr>
<td>Increase knowledge and awareness of skin tears</td>
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<tr>
<td>1. Adopt and promote skin tear best practices to the general public, patients and their families/significant others, and healthcare providers, through engagement in educational campaigns, knowledge transfer events, and stakeholder networks.</td>
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<tr>
<td>2. Engage the media to raise awareness of skin tears and the need to improve patient outcomes with skin tears within the health system.</td>
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### 7. Advocacy

Advocacy combines social networking and mobilization, interpersonal communication and negotiation, as well as the use of media for generating public pressure.

Advocacy involves engaging others, exercising voice and mobilizing evidence to influence policy and practice. It means speaking out against inequity and inequality. It involves participating directly and indirectly in political processes and
acknowledges the important roles of evidence, power and politics in advancing policy options. (source C.N.A 2016)

ISTAP is uniquely positioned to assist inter-professional healthcare providers and organizations to access the latest evidence, change concepts, and will work towards developing evaluation strategies at an international level. ISTAP will provide International leadership in coordinating and supporting the key advocacy messages with evidence informed interventions and educational programs and ensure relevant research evidence to support this message moving into action across the health continuum.

ISTAP Advocacy Priorities

<table>
<thead>
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<th>Goals</th>
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<tbody>
<tr>
<td>Enable a social scientific approach to public health as a social construct and the social determinants of</td>
<td>1. Involve interested groups and alliances established for reaching a common understanding of the scope of the problem, the solution and the impact on society in order to mobilize societal forces.</td>
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<td></td>
<td>2. Provide research and position ISTAP’s unique</td>
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### Developing a Broader Understanding of the Role of Communication to Promote and Sustain Health Behaviour

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
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<tbody>
<tr>
<td>1. Gain an understanding of the patient perspective in order to develop key messages that will resonate to patient’s, public and healthcare providers.</td>
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<tr>
<td>2. Facilitate development, coordination, dissemination and evaluation of ISTAP International interventions and programs.</td>
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<tr>
<td>3. Generate Public demand and activate patient’s movement in order to evoke a response from International Healthcare Leaders.</td>
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### Addressing Policy Perspectives Related to Skin Tears

<table>
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<tr>
<th>Activity</th>
<th>Details</th>
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<tbody>
<tr>
<td>1. ISTAP will develop objectives and priorities aligned with the country government healthcare platform in order to be consistent and relevant.</td>
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</table>
deal with resource allocation, human resources and capacity building, enabling environments for health communication, and recognition of the value and contribution of health communication to public health.
8. Collaboration

Collaboration is an intricate concept with multiple attributes. It is defined in a variety of ways, many of them explicitly referring to interdisciplinary collaboration (Henneman, Lee, & Cohen, 1995). Attributes identified by several nurse authors include sharing of planning, making decisions, solving problems, setting goals, assuming responsibility, working together cooperatively, communicating, and coordinating openly (Baggs & Schmitt, 1988). Related concepts, such as cooperation, joint practice, and collegiality, are often used as substitutes.

Collaboration is both a process and an outcome in which shared interest or conflict that cannot be addressed by any single individual is addressed by key stakeholders. A key stakeholder is any party directly influenced by the actions others take to solve a complex problem. The collaborative process involves a synthesis of different perspectives to better understand complex problems. A collaborative outcome is the development of integrative solutions that go beyond an individual vision to a productive resolution that could not be accomplished by any single person or organization. (Gray, 1989) & (Follet, Mary, 1940).

In relation to skin tears, ISTAP can identify aligned key stakeholder groups to develop partnerships with. They can provide a shared definition of the skin tear
The scope of problem, strategies to address the problem and solutions which are important in relation to collaboration. The complexity of collaboration and the skills required to facilitate the process are formidable.

### ISTAP Collaboration Priorities

<table>
<thead>
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| Establish key partners in which collaboration can occur | 1. Identify and prioritize key partners who are aligned with the ISTAP mission, vision and values.  
2. Leverage multidisciplinary forums to increase collaboration.  
3. Allocate time and focus to engage with partners and build collaborative relationships. |
| Establish a shared mental model | 1. Identify shared values and goals which are a foundational part of the overarching mental structure that drives collaborative efforts.  
2. Work together to form a shared vision. |
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<th></th>
<th>3. Focus on both tasks and relationship building.</th>
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<tbody>
<tr>
<td>Vision together what would be possible for skin tear prevention and management globally</td>
<td>1. Use appreciative Inquiry (Cooperrider, D.L., &amp; Srivastva, S. (1987) to focus on the positive strengths of the organizations and the possibilities rather than the problems.</td>
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</tbody>
</table>
**ISTAP Work Streams**

Four ISTAP work streams have been established in order to provide leadership and coordination of work relating to the key areas of the strategic initiatives which include: research, education, advocacy and marketing/communications. ISTAP has brought together, experts from the ISTAP panel to form these work streams to reflect clinical, academic, and professional development practitioners.
HOW?

ISTAP will support this Strategic Plan through the following:

1) Build Capacity

The will, the capability and resources to implement are what we mean by capacity. The following areas are where ISTAP needs to build capacity:

• Patients must advocate for safe and effective skin tear prevention and management
• Healthcare providers must initiate new skin tear information/knowledge while continuing to expand existing wound care practices within their organizations.
• Educators and researchers need to discover and disseminate patient safety best practices.

ISTAP will assist in providing research opportunities and creating and delivering education and tools. ISTAP will work towards enhancing the ability of the healthcare provider or organization to address skin tears and concerns related to skin tears. ISTAP will build capacity on many different levels such as education, research, advocacy, knowledge, leadership, and other initiatives. ISTASP will need to evaluate the effectiveness of capacity building and ensure that it is maintained.
2) Engaging Stakeholders

Skin tear prevention and management must be multi-faceted, inter-professional and communicated broadly. Better understanding stakeholder needs and developing a shared understanding and aligned vision are key to collaboration. ISTAP must establish relationships among a wide range of healthcare professional, organizations, patients and their families and governments. Solutions must be developed through collaboration between professionals, organizations, the public and patients and their families to capture important experience, perspectives and expertise. ISTAP is committed to engaging stakeholders, in innovative ways, to develop a shared understanding and mutually acceptable solutions in all of ISTAP’s work. It is important to align and use every means possible through formal and informal partnerships which will involve:

- Engaging and communicating with key stakeholders in promoting and implementing best practice in skin tear prevention and management and
- Building upon and leveraging partnerships within the healthcare continuum internationally with provider organizations, agencies, associations, government, and others.
3) Understanding the Issues

It is imperative that ISTAP takes the time to identify and comprehend the issues related to skin tears in their various dimensions and complexities before reaching conclusions about solutions.

In all of their work, ISTAP will seek to identify core problems and will work towards developing a shared understanding among interested stakeholders regarding the depth and breadth of skin tear issues at hand.

4) Communicating

Communication will be the driving force in effective knowledge transfer. Best practice evidence and leading practices must be broadly disseminated and implemented in order to achieve improvement in patient outcomes in the area of skin tear prevention and management globally. ISTAP will work in collaboration with aligned stakeholder groups in order to identify and develop skin tear improvement initiatives and to communicate the ISTAP key messages to the right target audiences. ISTAP and its partners will be recognized as credible sources of information by skin and wound care provider stakeholders, patients and the Public. Communication strategies must be developed and
integrated into all ISTAP initiatives and programs. ISTAP must set up a website that will be compelling to stakeholders and that will house ISTAP information communicating key messages. Successful implementation of communication strategies will involve addressing language barriers, cultural sensitivity and any other barriers that are identified. English will be the core business language of ISTAP. ISTAP must communicate clear, concise and consistent messages to healthcare providers, patients, and the Public.

ISTAP will include that patient insight are included in order to improve their care when at risk or experiencing a skin tear. ISTAP will identify communication conduits such as media in order to increase awareness of skin tear issues, and best practices to healthcare providers, patients and their families and the Public.

5) Influencing Change

ISTAP needs to enable health policy changes influencing decision making towards the creation of methods to reduce and manage skin tears. Significant changes include the way skin tears are assessed, the way that patients at risk are identified and the approach to skin tear treatment. There needs to be a clear message around differentiation of skin tears and pressure ulcers. ISTAP will be strategically focused to
identify where and how these changes can be within by prioritizing within the global healthcare system.

6) Measuring and Evaluating

Evaluating how ISTAP efforts are making a difference in skin tear prevention and management globally to assess process changes, outcomes and impact. Through evaluating progress, ISTAP can assess whether or not goals are being achieved and the overall mission is being implemented. ISTAP can set up an environment where measurement and evaluation is valued and facilitated. A component of this process will be through collaboration with stakeholders to create openness and networking environments that enable data sharing. It is important to share successes and failures to support the learning process from experiences of each other and to ensure that stakeholders working with skin tears are able to connect and integrate their work.

ISTAP will have to determine a formal evaluation process and implement this process as part of the launch of this strategic plan.
Environmental Scan

An environmental scan is a process of collecting, analyzing and distributing information for tactical and strategic purposes. The purpose of an environmental scan is to provide strategic intelligence by evaluating potential significant environmental trends and changes. It gathers factual and subjective information from internal and external sources to enable adaptive planning before trends are fully developed. Information gathered may be in terms of issues, expectations, events, organization abilities, infrastructure, human resources, structure, systems and impact.

ISTAP Strategic Planning Environment Scan

• Global healthcare environment is cost constrained with low resources available to develop and implement new programs
• Working towards defining the percentage of population at risk of skin tears in the following areas:
  o Aging population globally
  o Acute/critically ill individual’s
  o Neonate
  o Chronically ill individual’s
• There is a need for research data on skin tear risk factors
• The global cost impact of skin tears needs to be determined
• People need to be aware of skin tear prevention and management in order to reduce and improve care (patient enabler required)
• Need WHO ICD-11 code for skin tears
• There is no standardized way of reporting/documenting skin tears - skin tears being reported when in fact- it is a stage 2 pressure ulcer
• There is a need for a common language to describe skin tears
• STAR versus Payne Martin versus ISTAP- how is each differentiated?
• Skin Tear Research has been completed in Japan, Australia and New Zealand
• There is a need to bundle skin tears with other skin and wound types in order to raise awareness
• ISTAP geographical representation is challenging with different languages spoken and geographical distance- there is a need to meet through electronic means
• ISTAP does not have a funding model to support long term sustainability
Strategic Inquiry and the SOAR Approach

Appreciative inquiry was used in the ISTAP strategic planning process. The SOAR approach (Strengths, Opportunities, Aspirations and Results) to environmental scanning was used as a part of the ISTAP Strategic Planning Session. SOAR analysis is derived from appreciative inquiry, which involves the discovery of what gives life to a system when it is most effective and constructively capable in economic, ecological and human terms.

It is also a proven approach for generating new energy and ideas for organizations.

When conducting a SOAR analysis, the basic questions to be answered are:

What are our greatest strengths?
What are our best opportunities going forward?
What is our preferred future that we aspire to?
What are the measurable results that will tell us we’ve achieved that vision of the future?

## ISTAP “SOAR”

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
<th>Aspirations</th>
<th>Results</th>
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</table>
| • Committed panel members  
• International strategy for skin tears  
• Completion of ISTAP Tool kit  
• Recognition by WUWHS as a global advisory panel  
• Completed research studies  
• Education program implementation to raise awareness | • Form partnership for business management  
• Formalize governance structure, roles and accountability  
• Have centrally located expertise in skin tears through ISTAP  
• Diversify revenue streams  
• Position skin tears as a | • Become a formal global Interest Group with business management  
• Expand the global voice & brand of ISTAP  
• Continue research & education to create a world without skin tears  
• Expansion of best practice recommendations for skin tears globally  
• Advocate for better skin tear prevention & management | • A strong economic base through sound practices in support of ISTAP goals.  
• Succession planning for the ISTAP Panel  
• Build high quality programs & tools to meet the needs of health care providers globally  
• Ensure bridge between research & clinical practice  
• Global recognition of ISTAP & Skin Tear awareness  
• Build capacity to successfully |
| pandemic – show where this fits in NPUAP getting attention • Collaboration through building partnerships through inter-professional practice • Bundle effectively with other wound types | • WHO ICD-11 code for skin tears • Standardized skin tear reporting | implement solutions |
Outcome of SOAR Analysis

The analysis of information gathered including the SOAR analysis led to the identification of Four Strategic Pillars. The pillars which were used as guidelines in the Board Strategy Session were:

- Shaping the ISTAP agenda
- Focus on Collaboration
- Formalize governance & strengthen ISTAP
- Potential key initiatives, programs & tools
Shaping The ISTAP Agenda

ISTAP DIRECTION: The mission and vision of ISTAP were revisited to ensure relevance and role clarity. Efforts should be undertaken to make ISTAP and the role of the ISTAP Panel well known to all wound care providers, academics, researchers, patients and families as well as to the general public. This is a significant strategy and communications piece for ISTAP.

INTERNATIONAL VOICE: Advocacy initiatives of ISTAP should include taking a position on various aspects of skin tears and influencing administrators, researchers, politicians and other decision makers. The voice of ISTAP is needed at important tables – quality, health equity, research, education, work environment, patient advocacy and leading system change.

HEALTH SCIENCE TRENDS: Skin tears are an international pandemic which can lead to patient suffering, co-morbidities and increased costs to the health system. Strategies for preventing and or managing skin tears are challenges that ISTAP can contribute to significantly. For ISTAP, this should lead to accelerating the development of evidence informed best practice recommendations, and education as well as partnerships with aligned groups.
**PARTNERSHIPS:** Collaboration is vital for ISTAP to have full impact. ISTAP should focus attention on determining organizations that would provide the most synergy. Natural alliances would be with wound care experts, allied health professionals and educational institutions as well as specific focus organizations like WUWHS, NPUAP, EPUAP.

**INCLUSIVENESS:** ISTAP is changing and the delivery of care to patients at risk for or experiencing skin tears. ISTAP can find ways to work with these groups in the development of best practice recommendations that complement their areas. It could also consider inviting key organization leaders to become members of ISTAP in the future.

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**Formalize Governance and Strengthen ISTAP**

**LAUNCH A FORMAL GOVERNANCE STRUCTURE:** ISTAP needs to work together to develop the right governance structure to support International efforts. This structure needs to identify the panel positions – the number of panel members and executive positions required and which geographical areas should be represented.

**SUCCESSION PLANNING:** Part of an overall leadership development strategy should include an approach for attracting members to serve on the ISTAP Panel. It should
create a succession plan for ISTAP panel and committees with appropriate training and support.

**ONGOING ENGAGEMENT:** Clearly define the role of the past president and outgoing panel members if they still have an interest in participating in ISTAP in an ongoing basis.

**SUPPORT PROJECTS:** Identify resources to support projects and initiatives in order to maximize value to stakeholders. This may involve the increased use of technology.

**CONFERENCE:** ISTAP needs to determine the best approach to an educational conference as a significant area of success that engages people, informs and brings in revenue. There needs to be more discussion and planning as to the best approach to an ISTAP Conference and what this would look like for the future.

**POLICY DEVELOPMENT CAPACITY BUILDING:** To ensure that ISTAP can take a place at influential tables, initiatives should be undertaken to increase the capacity of ISTAP Panel members to engage in policy analysis and development.
Potential Key Initiatives, Programs and Tools

**BEST PRACTICE RECOMMENDATIONS:** Development of best practice recommendations for skin tears is an area that ISTAP needs to pursue on an International basis. In order to support safe and effective patient care, best practice recommendations for skin tears need to be available to healthcare professionals Internationally. Evaluation planning and protocols should be developed for the implementation of Best Practice Recommendations to ensure clinical relevance going forward.

**EXPANDING PRACTICE LEADERSHIP:** ISTAP Best Practice Recommendations will be looked upon favourably by many countries around the world. This provides an opportunity for future partnerships, goodwill and global influence in skin tear prevention and management that should be explored. It could also be a source of revenue through publications, educational workshops and related materials.

**EDUCATION:** The educational sessions that have been provided by ISTAP to date have been well Internationally and should be expanded. Also, partnerships with aligned healthcare education programs, for example, nursing/medical programs in Universities should be pursued especially when their scope expands Internationally.
CERTIFICATION: ISTAP should explore the opportunity to have questions on skin tears added to existing certification/CEU programs for nurses internationally. ISTAP education could help to support preparation for writing the exam in the future.

EVALUATION & RESEARCH: A component of education should include training for healthcare professionals in evaluation and research that is clinically relevant. Researchers need to connect strongly with healthcare professionals working in clinical areas in order to change practice.

PROGRAMS AND TOOLS: ISTAP needs to identify and prioritize the programs and tools required to translate knowledge from research into the clinical areas to impact the prevention and management of skin tears. ISTAP has developed an assessment tool that needs to be expanded internationally through a focused implementation strategy.

Focus on Collaboration

PARTNERSHIP GROWTH: While there has been a good foundation built in ISTAP partnerships, there needs to be a focus on expanding and building strong partnerships with aligned organizations. There is a need to demonstrate the real benefits and value
of partnering with ISTAP. Special efforts should continue to attract inter-professional healthcare providers who can benefit with skin tear knowledge in order to reduce and or improve the management of skin tears.

MENTORING: There is an opportunity for an International ISTAP Panel member mentoring initiative which needs to include decision making processes and governance. This will require leadership from the ISTAP Executive.

INTERPROFESSIONAL CARE: ISTAP needs to influence inter-professional strategies and practices in support of all healthcare providers caring for patients at risk for or who are experiencing skin tears. ISTAP must emphasize their vital role and unique contribution in the provision of safe and effective patient care.

THE NEXT GENERATION: Strategies should be developed to attract student healthcare providers to ISTAP. This should include sharing programs and tools with University Nursing and or Medical programs.
The International Skin Tear Advisory Panel (ISTAP) is an Inter-professional collaboration dedicated to improving outcomes for individuals at risk of and/or experiencing skin tears across the continuum of care through education, research, and advocacy.
<table>
<thead>
<tr>
<th>Goal #1</th>
<th>Goal #2</th>
<th>Goal #3</th>
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<tbody>
<tr>
<td>Build education platform</td>
<td>Expand Skin Tear Research focus</td>
<td>Raise awareness about skin tears globally through advocacy</td>
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<tr>
<td><strong>Objectives</strong></td>
<td><strong>Objectives</strong></td>
<td><strong>Objectives</strong></td>
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<tr>
<td>Develop &amp; launch a biennial ISTAP conference</td>
<td>Cochrane review on skin tears – Dimitri will lead</td>
<td>Global recognition of Skin Tears WHO ICD -11-code</td>
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<tr>
<td>Launch a E Learning Platform</td>
<td>Survey what the global terms that are used for skin tears and publish on it – move towards standard name for skin tears</td>
<td>Continue ISTAP educational talks at International wound care conferences</td>
</tr>
<tr>
<td>Target Universities/Colleges with Skin Tear information for their curriculum</td>
<td>Leading the development on quality indicators of skin tears</td>
<td>Develop a repository of patient information where people can go to get information</td>
</tr>
<tr>
<td>Development/an adaptation of skin tear Best Practice Recommendations</td>
<td>Continue prevalence of skin tears with nursing students</td>
<td>Develop consumer education information – publish in journals &amp;</td>
</tr>
<tr>
<td>Trademark ISTAP to secure name</td>
<td>One running trial on prevention or treatment of skin tears ie replicate the Australian study –</td>
<td></td>
</tr>
</tbody>
</table>


| Develop International Skin Tear Best Practice Recommendation – CAET is interested in partnering for a Canadian Skin Tear Best Practice Guidelines | can twice daily moisturizer change outcomes of skin tears | newspapers Bundle skin tear information with falls, pressure ulcers and IAD and other would types Redevelop ISTAP website & set up social media strategy Advocate WUWHS to work on a joint position statement document document on skin tears Molnlycke interested in supporting |

**ISTAP Stakeholders**

- Inform
- Consult
- Involve
- Collaborate
- Empower

Who ?
What are their values?

What are their loyalties?

What are their losses?
ISTAP Stakeholders

Objective: Build ISTAP awareness in order to disseminate knowledge and improve patient outcomes.

1. Patients at risk of or who are experiencing skin tears
   a. Family & or patient caregivers in the home
2. Interprofessional Healthcare Providers with a wound care focus
   1. Nurses
   2. Physicians
      a. Geriatricians
      b. Dermatologists
      c. General Practitioners
3. Physiotherapists
4. Pharmacists
5. Podiatrists (USA)
6. Chiropodists (Canada & UK)
7. Personal Support Workers
3. Administrators, Government, Policy Maker
ISTAP Collaborative Partners

Objective: Build partnerships with aligned organizations in order to transfer knowledge and improve patient outcomes.

1. Pressure Ulcer Stakeholders
   a. NPUAP, EPUAP, PPPIA
2. WUWHS
3. WOCN, CAET, WCET
4. Wound Care Associations
   a. AAWC
   b. CAWC
   c. EWMA
   d. AWMA
   e. ETRS
   f. Tissue Viability Nurses
5. Derm Nurses Association
6. Pediatric International Society
7. Gerontological Association
ISTAP Governance

“Setting the right process for effective decision making”

Governance has to do with decision-making rights—who makes which decisions and under what circumstances. It also requires a framework or some structure to ensure accountability. And lastly, governance is outcome-driven; it has as its goal encouraging certain behavior (and, by implication, discouraging other behavior).

Governance is also about overseeing the success of ISTAP. It is about agreeing on priorities and monitoring progress towards them. Governance is about providing constructive support and challenge to leaders and managers to enable them to do their job to the best of their ability.

ISTAP must establish an infrastructure which has high expectations of panel members to:

- set the vision
- establish strategic direction
- promote high standards of achievement
- appoint a management organization (CAET) and hold them accountable for supporting the performance of ISTAP
• oversee the financial performance of ISTAP making sure money is brought into ISTAP and spent to support the mission

**Good Governance Leads to better decisions**

Decisions that are informed by good information and data, by stakeholder views, and by open and honest debate will generally reflect the broad interests of the community. This does not assume that everyone will think each decision is the right one. But members of the community are more likely to accept the outcomes if the process has been good, even if they don’t agree with the decision. They will also be less tempted to continue fighting or attempting to overturn the decision. So even the most difficult and controversial decisions are more likely to stick.

**ISTAP Governance Structure**

<table>
<thead>
<tr>
<th>Position</th>
<th>Term</th>
<th>Launch date and Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Past President</td>
<td>1 year</td>
<td>January 1, 2017 – December 31, 2017 and then off</td>
</tr>
<tr>
<td>President</td>
<td>2 years</td>
<td>January 1, 2017 – December 31, 2018 and then moves to Past President</td>
</tr>
<tr>
<td>Position</td>
<td>Term Details</td>
<td>Notes</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Treasurer</td>
<td>2 years with 2 year renewal option</td>
<td>(staggered position for ISTAP Governance launch) January 1, 2017 to December 31, 2017 – first term then can renew for 2018-2020</td>
</tr>
<tr>
<td>Secretary</td>
<td>2 years with a two year renewal option</td>
<td>January 1, 2017 – December 31, 2018 and then can renew for 2018-2020</td>
</tr>
<tr>
<td><strong>International Panel Members</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United States</td>
<td>2 years with 2 year renewal option</td>
<td>January 1, 2017 – December 31, 2018 and then can renew for 2018-2020</td>
</tr>
<tr>
<td>Canada</td>
<td>2 years with 2 year renewal option</td>
<td>January 1, 2017 – December 31, 2018 and then can renew for 2018-2020</td>
</tr>
<tr>
<td>Europe</td>
<td>2 years with 2 year renewal option</td>
<td>January 1, 2017 – December 31, 2018 and then can renew for 2018-2020</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>2 years with 2 year renewal option</td>
<td>January 1, 2017 – December 31, 2018 and then can renew for 2018-2020</td>
</tr>
<tr>
<td>Latin America</td>
<td>2 years with 2 year renewal option</td>
<td>(staggered position for ISTAP Governance launch) January 1, 2017 to December 31, 2017 – first term then can renew for 2018-2020</td>
</tr>
<tr>
<td>Australia/New Zealand</td>
<td>2 years with 2 year renewal option</td>
<td>(staggered position for ISTAP Governance launch) January 1, 2017 to December 31, 2017 – first term then</td>
</tr>
<tr>
<td>Region</td>
<td>Tenure</td>
<td>Notes</td>
</tr>
<tr>
<td>--------</td>
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<td>-------</td>
</tr>
<tr>
<td>Asia</td>
<td>2 years with 2 year renewal option</td>
<td>(staggered position for ISTAP Governance launch )January 1, 2017 to December 31, 2017 – first term then can renew for 2018-2020</td>
</tr>
<tr>
<td>Africa</td>
<td>2 years with 2 year renewal option</td>
<td>(staggered position for ISTAP Governance launch )January 1, 2017 to December 31, 2017 – first term then can renew for 2018-2020</td>
</tr>
</tbody>
</table>

**ISTAP First Election Slate: September 2017**

<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>Position</th>
<th>Country</th>
<th>Governance Process</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kimberley LeBlanc</td>
<td>President</td>
<td>Canada</td>
<td>Appointment</td>
<td>2017-2019 - 1 year past president 2019-2020</td>
</tr>
<tr>
<td>2</td>
<td>Karen Campbell</td>
<td>President Elect</td>
<td>Canada</td>
<td>Appointment</td>
<td>2017-2019 – President 2019-2021- Past President 2021-2022</td>
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<tr>
<td>3</td>
<td>Sharon Baranoski</td>
<td>Past President</td>
<td>United States</td>
<td>Appointment</td>
<td>2017-2018</td>
</tr>
<tr>
<td>4</td>
<td>Ann Williams</td>
<td>Treasurer</td>
<td>United States</td>
<td>Appointment</td>
<td>2017-2018 – 2 yr renewal</td>
</tr>
<tr>
<td>#</td>
<td>Name</td>
<td>Position</td>
<td>Region</td>
<td>Status</td>
<td>Dates</td>
</tr>
<tr>
<td>----</td>
<td>-----------------------</td>
<td>---------------------------</td>
<td>-----------------</td>
<td>-------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td>Diane Largemo</td>
<td>Secretary</td>
<td>United States</td>
<td>Appointment</td>
<td>2017-2019 - 2 yr renewal option 2019-2021</td>
</tr>
<tr>
<td>6</td>
<td>Mary Gloeckner</td>
<td>Panel Member</td>
<td>United States</td>
<td>Appointment</td>
<td>2017-2019 - 2 yr renewal option 2019-2021</td>
</tr>
<tr>
<td>7</td>
<td>Kevin Woo</td>
<td>Panel Member</td>
<td>Canada</td>
<td>Appointment</td>
<td>2017-2019 - 2 yr renewal option 2019-2021</td>
</tr>
<tr>
<td>8</td>
<td>Dimitri Beeckman</td>
<td>Panel Member</td>
<td>Europe</td>
<td>Appointment</td>
<td>2017-2019 - 2 yr renewal option 2019-2021</td>
</tr>
<tr>
<td>9</td>
<td>Samantha Holloway</td>
<td>Panel Member</td>
<td>United Kingdom</td>
<td>Appointment</td>
<td>2017-2019 - 2 yr renewal option 2019-2021</td>
</tr>
<tr>
<td>10</td>
<td>3 candidates:</td>
<td>Panel Member</td>
<td>Australia</td>
<td>Appointment</td>
<td>2017-2018 – 2 yr renewal option 2018-2020</td>
</tr>
<tr>
<td></td>
<td>Carolyn Carville,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Anne-Marie Dunk,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nellie Newall</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>? from Japan</td>
<td>Panel Member</td>
<td>Asia</td>
<td>Appointment</td>
<td>2017-2018 – 2 yr renewal option 2018-2020</td>
</tr>
<tr>
<td>12</td>
<td>To be determined</td>
<td>Panel Member</td>
<td>Africa</td>
<td>Appointment</td>
<td>2017-2018 – 2 yr renewal option 2018-2020</td>
</tr>
<tr>
<td>13</td>
<td>Vera Santos</td>
<td>Panel Member</td>
<td>Latin America</td>
<td>Appointment</td>
<td>2017-2018 – 2 yr renewal option 2018-2020</td>
</tr>
</tbody>
</table>

Election Slate: ISTAP (September 2016) (yellow and blue in # column indicate turn over)
Proposed Concept for ISTAP Organizational Structure
ISTAP Strategic Business Development 2016-2020

Current Business Management: 2016

ISTAP is an official interest group of the Canadian Association for Enterostomal Therapy with a three-year partnership agreement in place which terminates.

Benefits to ISTAP: (as Interest Group of CAET)

- Business management/ Custody of funds
- Strategic Planning support
- Credibility
- Management of funds
- Communications – link to CAET website- access to CAET E Blasts
- Data Base access – ask CAET members if they want to be a part of ISTAP/ ISTAP research projects & education
• Evaluation and follow up – sustainability

Benefits to CAET to have ISTAP as an Interest Group

Positions CAET as a leader and collaborator
• International recognition in improving patient outcomes
• Expand educational offering- webinars
• Provide CDN ETN’s with opportunities in research & education
• Position CAET in another area of expertise
• BRINGS VALUE TO MEMBERS- provides opportunities to ET Nurses
  • access to participate and have access to the most current information on skin tears
  • Provides research opportunities to ET Nurses
  • Raises the profile of ET Nurses as experts
  • Value to Corporate sponsors

• ISTAP is not a “not for profit”
• ISTAP is an International Interest Group under a partnership agreement with CAET and needs:
• A formal strategic planning process
• International Reach
• Business management/custody of funds
• Fund raising mechanism/diversity of revenue streams
• Lens to sustainability

Goal: ISTAP is an independent not for profit association

Objectives:
• Develop ISTAP Governance and a decision making process
• Focus on fund raising to support ISTAP initiatives
• Diversify revenue streams
• Design a future membership/ healthcare participation structure for ISTAP (ie biennial meeting?)
• Establish a business plan to support ISTAP as a sustainable, independent organization
• Identify the human resources required to ensure the long term success of ISTAP
ISTAP Finances

Goal: ISTAP will be a financially independent and sustainable organization

ISTAP Financial Objectives

1) Establish an annual budget and track expenses versus budget (budget year would run Jan 1- Dec 31 and would have to be set by Nov of the previous year).
2) Identify and build diversified revenue streams.
3) Develop a financial policy as a part of the operational policy.

Financial Tracking Process:

• CAET acts as the financial manager for ISTAP
• Book keeping software system is Quickbooks
• There is an ISTAP section in the CAET in Quickbooks
• All revenue and expenses for ISTAP are tracked
Expense Approval Process

• Cheques are cut after being approved by the ISTAP Chair and or treasurer and the CAET Executive Director
• No funds are released until they are documented in Quickbooks

Financial Reconciliation

• ISTASP revenue and expenses are reconciled monthly with the CAET bank statements and are checked monthly by the book keeper and Executive Director of CAET
Current ISTAP Financial Situation:

As of September 2016

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>$600.00</td>
<td>moved from Queen’ University to CAET Bank account and tracked in Quickbooks under ISTAP.</td>
</tr>
<tr>
<td>$25,000</td>
<td>WUWHS Corporate Sponsorship</td>
</tr>
<tr>
<td>$25,600</td>
<td>Total</td>
</tr>
</tbody>
</table>

As of September 2016

<table>
<thead>
<tr>
<th>Expense</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>$600.00</td>
<td>Moving the ISTAP website and related fees</td>
</tr>
<tr>
<td>$127.00</td>
<td>ISTAP brochure</td>
</tr>
<tr>
<td>$15,000.00</td>
<td>WUUHS workshop travel and accommodation</td>
</tr>
<tr>
<td>$15,727.00</td>
<td>Total</td>
</tr>
</tbody>
</table>

2017 ISTAP Budget; Needs to be established by January 1, 2017
Establish Diversified Revenue Streams

Grants 10%

Corporate sponsorship 65%

ISTAP product & services sales 10%

ISTAP Meeting/Conference 10%

There is also In-Kind financial support for management from CAET
Looking into the Future

This new strategic plan allows ISTAP to build on it’s foundational efforts and allows for expansion of scope into new skin tear opportunities. ISTAP must balance formal planning of direction (with goals and targets) and needs to continually seek new opportunities that will allow ISTAP to engage quickly and develop beneficial initiatives. Since ISTAP is engaging in a complex global healthcare system, it will be necessary to look for areas of need and be able to guide through barriers and challenges to achieve improved outcomes.

ISTAP is prepared to lead in advancing skin tear prevention and management. The success of ISTAP will be leveraged by partnerships with aligned stakeholders to implement programs/initiatives, demonstrate improvements, and share successes with the skin and wound care community and beyond. ISTAP will explore becoming an independent organization that is independently managed and self funded by 2020.
ISTAP Strategic Plan Conclusion:

This strategic plan is a tool to guide ISTAP in planning and conducting initiatives for the next five years (2016-2020). ISTAP is committed to remain accountable to the global healthcare systems and all stakeholders by reporting on the progress and outcomes associated with this plan. Measurement and reporting will also be crucial to building a collection of knowledge and evidence to inform future strategic initiatives.

Skin tear prevention and management improvement opportunities are starting to be recognized and implemented by dedicated healthcare professionals and patients across the world every day – but the challenge to raise awareness about skin tear prevention and management is significant. This is a journey that needs a dedicated organization and experts in the field to ultimately benefit the global healthcare system and the patients that we serve. Identifying opportunities to reduce the risk of skin tears and to identify and manage skin tears on those individuals who already have them need research, education and advocacy to make an impact. ISTAP is well on the way to leading and coordinating this effort on a global level. With the ISTAP strategic direction set for the next five years, stakeholders will actually be able to start seeing skin tears being more readily identified when properly assessed and then managed more effectively with evidence based practice. There will also be a reduction in the number of skin tears as we worked towards putting strategies into place for those patients who are high risk. This
will contribute to safe and effective patient care and will reduce costs to the health system.

**APPENDIX 1**

**ISTAP ORAL PRESENTATIONS**

Future Oral Presentation opportunities

- EPUAP conference in Belfast 2017
  (Dimitri will submit for ISTAP to present a session on Skin Tears/Skin Health)

- EWMA conference 2017 Amsterdam
  Kim LeBlanc sent a letter 2 years ago asking if they would be interested in ISTAP presenting on Skin Tears/Skin Health Elderly
References


