



ACCRÉDITATION SANS FRONTIÈRES

ASF Strategic Plan

Where ASF stands, and where it is genuinely going next

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Foreword

Every other ASF document answers a question about how ASF operates today. This one is different: it states where ASF is actually going, over the coming years, in specific enough terms that progress — or the lack of it — can be honestly checked against it later. Following the real model of published strategic plans from comparable bodies such as ACHS [1], this plan is public, not an internal aspiration kept quiet until it either succeeds or is quietly forgotten.

1. Where ASF Stands

As of this plan's publication, ASF's architecture spans seven organizational standards, the ASF Surveyor Training Standard, the ASF Training & Education Standards, a complete accreditation process and public accountability infrastructure, and an internal management system aligned with ISO/IEC 17011's requirements for accreditation bodies. This is a genuine foundation, built deliberately rather than assembled piecemeal — but a foundation is not a destination, and this plan states what ASF intends to build on it.

2. The Market Context Behind This Plan

This plan is not written in a vacuum. The specific sectors ASF operates in are growing, and growing for reasons directly relevant to ASF's own strategic choices:

Market	2025	Projected	CAGR
Medical accreditation evaluation services	US\$3.5B	US\$6.8B (2032)	10.2%
Healthcare training & credentialing	US\$16.5B	US\$27.8B (2033)	7.2%
Healthcare accreditation management software	US\$2.46B	US\$9.43B (2034)	16.1%

Two of these figures are directly relevant to specific phases of this plan. The accreditation-software market's growth [2] is the same trend Phase 1's public digital registry responds to. The training and credentialing market's growth [3] is the same trend the ASF Training & Education Standards, and GMJ Academy's own role, sit within. Industry analysis of the accreditation software sector specifically identifies automated standard crosswalks — mapping tools aligning an organization's internal policies to an external framework — as an emerging trend [4], which is precisely what Phase 1's ASF-to-ISO 9001 Crosswalk is.

None of this means growth in these markets happens automatically for ASF specifically. It means the strategic direction in Section 3 is aimed at where real, measured demand already exists, not a direction ASF is hoping a market will eventually move toward.

3. Strategic Priorities by Phase

Phase 1 2026–2027

Complete the Documentation Architecture and Launch ASF's Public Digital Presence

- Complete the current document development program and the full cross-document synchronization pass
- Publish ASF's complete document portfolio on ASF's own website, including the public accreditation registry described in the ASF Public Accreditation Registry Policy
- Complete an ASF-to-ISO 9001 crosswalk, mapping specific ASF standard criteria to specific ISO 9001 clauses, so that any future “ISO-ready” claim is a documented fact, not a slogan
- Establish non-exclusive referral relationships with established ISO 9001 certification bodies, consistent with Principle 4 of the ASF Code of Conduct and the ASF Independence & Non-Influence Statement, so that an ASF-accredited organization has a clear, documented, uncompromised path to pursuing ISO 9001 certification independently

Phase 2 2027–2029

Grow the Accredited Network and Refine the Public Registry

- Grow the number of ASF-accredited organizations to a scale that makes a genuinely useful public dashboard — in the spirit of HAS's own Qualiscope platform [5] — a realistic, meaningful tool rather than a registry of a handful of entries
- Evaluate, based on real accumulated survey data, whether ASF's own accreditation outcomes should adopt a two-tier positive result — comparable to HAS's own distinction between confirmed and high quality of care [5] — rather than a single pass threshold
- Complete ASF's first full internal audit cycle across every core process, under the ASF Internal Audit Procedure, and ASF's first full annual management review cycle

Phase 3 2029 and beyond

ASF as a Management Systems Certification Body

- Pursue ASF's own accreditation as a management systems certification body under ISO/IEC 17021-1, building on the feasibility work in the ASF Management Systems Certification Feasibility Roadmap
- Where that accreditation is achieved, and only then, begin issuing ISO 9001 certification directly to organizations already ASF-accredited and already shown, through the Phase 1 crosswalk, to be substantively ISO-ready

This plan deliberately does not commit ASF to issuing ISO 9001 certificates on a fixed date. Committing to a capability before the infrastructure genuinely exists to support it is exactly the kind of unsupported claim this whole documentation effort was built to avoid making.

4. How Progress Against This Plan Is Tracked

Progress against this plan is reviewed as part of the annual ASF Management Review Procedure, and reported honestly in the ASF Annual Report — including where a milestone was not met on the timeline this plan states, and why.

References

- [1] The Australian Council on Healthcare Standards. Annual Report and Corporate and Strategic Plan. Ultimo (NSW); ACHS; 2026.
- [2] Verified Market Reports. Global Healthcare Accreditation Management Software Market Size, Growth Trends & Forecast 2026–2034. 2026.
- [3] Verified Market Reports. Global Healthcare Training and Credentialing Market Size, Growth Trends & Forecast 2026–2034. 2026.
- [4] TrendX Insights. Healthcare Accreditation Management Software Market. 2026.
- [5] Haute Autorité de Santé. Qualiscope; and Certification des établissements de santé pour la qualité des soins. Saint-Denis: HAS; 2026.
- [6] Worldwide Market Reports. Medical Accreditation Evaluation Services Market. 2026.

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A strategic plan that only ever reports success has stopped being a strategic plan and become a marketing document. This one is written to survive an honest annual check against it — and against the real market data that justified it in the first place.