

Business Plan

2023



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RACS Business Plan 2023

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Committed to Indigenous health

Service | Integrity | Respect | Compassion | Collaboration

Vision

*Advancing surgery,
embracing innovation*

Mission

*To improve access, equity, quality and
delivery of surgical care that meets
the needs of our diverse communities*



Introduction from the CEO

I would like to start by thanking you for your contribution to our College. The 2022 annual report outlines the huge amount of work we completed last year. Our College Strategic Plan 2022-2024 has been set by our Council and highlights our strategic priorities:

- Leading a sustainable future for surgery
- Serving all communities equitably
- Enhancing member value
- Operational excellence

This business plan articulates how we will set out to achieve these strategic priorities over the next twelve months. The plan breaks down our activities across our six portfolios, to illustrate how each portfolio contributes to achieving our overall organisational goals. How we achieve these goals is equally important.

Over the past six years, our College has built a commitment to Building a Culture of Respect across the profession and within our organisation.

One way I like to think about this is through our values, which underpin our strategic plan and the work that we do.

- Service
- Respect
- Integrity
- Compassion
- Collaboration

These values have been embraced by our College staff and Fellows, Trainees and Specialist International Medical Graduates (SIMGs) over many years, and while our strategic priorities and objectives have evolved, these values have remained constant. I'm proud to say that our staff and Fellows, Trainees and SIMGs can regularly be seen role-modelling these values. And, where the behaviours of staff, Fellows, Trainees or SIMGs don't uphold these values we call it out. By taking ownership of our behaviours, the surgical profession and our College has started on a massive cultural change project that will continue for years to come.

In 2022, we undertook an all staff survey that has been used to focus our priorities for our people in the new year (pg. 9). While we have always valued collaboration, how we collaborate has changed. We've included some focus on how we work together. While we're organised into multiple teams, groups and portfolios and work in collaboration with different surgical specialties across state and country borders, it quickly becomes evident that we achieve nothing alone and rely on one another to achieve everything (pg. 10).

Sustainability, environmental and financial, is a also key focus for the College in 2023 (pg. 11). Many staff commented on the challenges of working within the organisation's cumbersome systems and processes. This will continue to be an area of focus for us in 2023.

Kind regards

John Biviano
Chief Executive Officer

About RACS

RACS is the leading advocate for surgical standards, professionalism and surgical education in Australia and Aotearoa New Zealand.

College staff support RACS' strategic priorities working across six portfolios from local offices in the Australian states, territories, and Aotearoa New Zealand. As a professional association, RACS supports 8379 active and retired Fellows, 1222 Trainees and 77 SIMGs across nine surgical specialities in collaboration with thirteen surgical societies and associations.

Surgical training partners



- Australian and New Zealand Society of Cardiac and Thoracic Surgeons (ANZSCTS)
- General Surgeons Australia (GSA)
- New Zealand Association of General Surgeons (NZAGS)
- Neurosurgical Society of Australasia (NSA)
- Australian Orthopaedic Association (AOA)
- New Zealand Orthopaedic Association (NZOA)
- Australian Society of Otolaryngology Head and Neck Surgery (ASOHNS)
- New Zealand Society of Otolaryngology Head and Neck Surgery (NZOHNS)
- Australian and New Zealand Association of Paediatric Surgeons (ANZAPS)
- Australian Society of Plastic Surgeons (ASPS)
- New Zealand Association of Plastic Surgeons (NZAPS)
- The Urological Society of Australia and New Zealand (USANZ)
- Australian and New Zealand Society for Vascular Surgery (ANZSVS)

Governance structure

COUNCIL

Council Executive
 Court of Honour
 Foundation for Surgery Committee
 Awards Committee
 Appeals Committee
 Rural Health Equity Steering Committee
 Indigenous Health Committee
 Mina
 Governance Committee
 Victoria State Committee
 Victoria State Executive Committee
 Victoria State Trauma Committee
 New South Wales State Committee
 New South Wales Executive Committee
 Aotearoa NZ National Committee
 Māori Advisory Committee
 Aotearoa NZ National Committee Awards Subcommittee
 Aotearoa NZ Trauma Sub Committee
 Aotearoa NZ Censors' Committee
 Aotearoa NZ - Younger Fellows Advisory Group
 Aotearoa NZ - ASM Organising Committee
 Northern Territory Committee
 ACT Committee
 Queensland State Committee
 Queensland State Executive Committee
 Queensland Trauma Committee
 Queensland YF Committee
 South Australia State Committee
 South Australia State Executive Committee
 South Australia Trauma Committee
 South Australia YF Committee
 Western Australia State Committee
 Western Australia YF Committee
 Tasmania State Committee
 Tasmania Trauma Committee
 ANZ Journal of Surgery Committee
 International Engagement Committee
 Global Health Program Steering Group
 One College Transformation Steering Group

PROFESSIONAL STANDARDS AND FELLOWSHIP SERVICES COMMITTEE

Professional Standards and Fellowship Services Executive Committee
 Professional Conduct Committee
 Professional Standards Committee

- Trauma Committee
 - Trauma Quality Improvement Committee
 - Definitive Surgical Trauma Care Committee
 - Trauma Verification Committee
 - Road Trauma Advisory Subcommittee
- Conjoint Committee for Recognition of Training in Peripheral Endovascular Therapy
- Surgical Gastrointestinal Endoscopy Committee
- Locum Evaluation and Peer Review Committee [LEPRC]

Fellowship Services Committee

- Colon and Rectal Surgery Section Committee
- Endocrine Surgery Section Committee
- Surgical History Heritage and Archives
- Medico Legal Section Committee
- Military Surgery Section Committee
- Pain Medicine and Surgery Section Committee
- Rural Surgery Section Committee
- Women in Surgery Section Committee
- Younger Fellows Committee
- Surgical Directors Section Committee
- Surgical Oncology Section Committee
- Transplant Surgery Section Committee
- Upper GI HPB Obesity Surgery Section Committee
- Senior Surgeons Section Committee

Annual Scientific Congress Planning and Review Committee

- 2023- ASC Executive Committee
- 2023 - ASC Section Convenors Committee
- 2024 - ASC Executive Committee
- 2024 - ASC Section Convenors Committee

Health Policy and Advocacy Committee

Surgical Audit Committee

- ANZ Audits of Surgical Mortality Steering Committee
 - TASM Committee
 - WAASM Committee
 - MALT Committee
 - SAASM Committee
 - NTASM Committee
 - QASM Committee
 - VASM Committee
- BQA Committee (not a RACS ctee but supported by us)

Research and Academic Surgery Committee

- Research and Evaluation, inc: ASERNIP-S Committee
- Academic Surgery Committee
- Academic Surgery Executive Committee
- Scholarships Evaluation and monitoring committee
- ANZ Scholarship and Grant Committee

Surgical Research Society Sub Committee

ANZ ACS Council (not a RACS ctee but supported by us)

EDUCATION COMMITTEE

Education Committee Executive

Committee of Surgical Education and Training

- AU Board in General Surgery
- Board of Cardiothoracic
- Board of Neurosurgery
- Board of Otolaryngology
- Board of Paediatric Surgery and Surgical Supervisors
- Board of Urology
- Board of Vascular
- Australian Board of Orthopaedics
- Australian Board of Plastics
- NZ Board in General Surgery
- NZ Board of Plastic and Reconstructive Surgery
- NZOA Education Committee
- NZ National Subcommittee of the Board of Otolaryngology

SIMG Committee

Court of Examiners Executive

- Neurosurgery Court of Examiners
- Orthopaedic Court of Examiners
- Otolaryngology Court of Examiners
- Paediatric Court of Examiners
- Plastic & Reconstructive Court of Examiners
- General Court of Examiners
- Paediatric Anatomy Examinations Committee
- Urology Court of Examiners
- Vascular Court of Examiners
- Cardiothoracic Court of Examiners

Prevocational and Skills Education Committee

- Early Management of Severe Trauma Committee
- Care of the Critically Ill Surgical Patient Committee
- Critical Literature Evaluation and Research Committee
- Training in Professional Skills Committee
- ANZ Surgical Skills Education and Training Committee

Post Fellowship Education & Training Committee

Graduate Programs in Surgical Education Reference Group

RACS Trainees Association

Clinical Committee

GSSE Pathology Subcommittee

GSSE Physiology Subcommittee

GSSE Anatomy Subcommittee

Surgical Sciences Exam and clinical exam Committee

Professional Development Committee

- Academy of Surgical Educators Committee
- Operating with Respect Committee
- RACS and RSE Advisory Committee (not a RACS committee, but will report back to Education Committee)

SSE Committees

- CSSP Committee
- General Surgery Committee
- Neurosurgery Committee
- OHNS Committee
- OPBS Committee
- Paediatric Committee
- PRSSP Committee
- Urology Committee
- Vascular Committee

FINANCE, AUDIT AND RISK MANAGEMENT COMMITTEE

Investment Committee

Property Committee

WORKING GROUPS

RHE Advisory Group

RHE Curriculum Working Group

GRiD Working Group

Robotic assisted surgery working group

Clinical Academic Pathways Working Party

Colorectal Cancer Audit Working Party

CPD Homes Working Party

STANZ Forum

Clinical Trials ANZ Working Party

Environmental Sustainability in Surgical Practice Working Group

Virtual Clinical Exam Working Group

College Centenary Working Group

Building Respect Operational Working Group

Code of Conduct Working Party (Pending)

Hospital Training Post Accreditation Working Group (reporting to CSET)

GSSE Practice Bank Working Group



Our people

Our College owes much of its existence to the pro-bono contribution of over 3000 Fellows, Trainees and SIMGs. This huge pro-bono contribution is supported by over 300 professional staff working across eight offices in Australia and Aotearoa New Zealand.

Over the past three years there has been a considerable shift in our ways of working. Acknowledging this, in 2022, we undertook an engagement survey of staff to better understand the needs and challenges our teams are facing. There were three main areas where our staff have told us they are more support.

SYSTEMS AND RESOURCES

Systems and resources were highlighted as areas of challenge for many staff. As needs differ across the organisation, different portfolios will consider their own needs and how best to prioritise. Some key goals of 2023, include moving our College away from iMIS and into the Dynamics 365 environment, this will ultimately reduce the number of systems we need to utilise to provide services to our members and increase our ability to easily access data about the services our Fellows, Trainees and SIMGs.

LEARNING AND DEVELOPMENT

The College provides support for all staff to learn and grow within their roles. All staff are encouraged to review the Grow at RACS resources on Pulse as part of their performance planning for 2023.

In 2023, People and Culture will pilot a new leadership program for selected managers. This will provide an opportunity for managers from across the organisation to meet one another and learn about how they can best support their teams.

VISION AND COMMUNICATIONS

We work in a complex organisation, with an ambitious strategic plan. It can take a long time for staff to learn the intricacies of the College. In 2023, there will be a focus on onboarding new team members, sharing our successes and challenges through staff meetings and revitalising, Pulse, our intranet, to improve access and introduce two-way opportunities for direct interaction between colleagues.

RACS portfolio structure January 2023

CEO & Governance Governance Council Growth & Development Communications & Marketing People & Culture Building Respect	Fellowship Engagement	Fellowship Services, AoNZ & Aust State/Territory Offices; Global Health	Policy, Advocacy & Standards, Audit & Academic Surgery, Library & Information	Fellows Trainees SIMGs Community Government agencies Hospitals
	Education Development & Delivery	AMC Accreditation; Courses - PD Skills	Assessments/exams; Research & Innovation	
	Education Partnerships	Training programs; Rural health equity	SIMG; Complaints & RRA; STP	
	College Transformation	Digital Services; Conference & Events	Business Transformation	
	Finance & Support Services	Finance, Contracts; Procurement; Internal Services,	Risk management, Foundation for Surgery	
	Executive Director for Surgical Affairs (Australia) Surgical Advisors (Aotearoa New Zealand)			

Collaboration

Collaboration is one of RACS' core values and is essential in how our College develops and provides value to our Fellows, Trainees, SIMGs, and pre-vocational doctors aspiring to surgical careers. While our 2023 business plan is broadly organised around the work of our six portfolios, most of our service delivery involves some element of working across the breadth of the College and within the broader surgical community.

EDUCATION PARTNERSHIPS

Surgical training is conducted in nine specialities in collaboration between the College and thirteen surgical specialty societies and associations. At the sub-specialty level there are over 50 surgical societies and associations across Australia and Aotearoa New Zealand. While the collaboration agreements differ, 11 of the 12 different programs are currently managed by a specialty training board that reports to RACS Council. The exception is the Australian Orthopaedic Association (AOA) training committee that reports directly to the AOA Board.

The majority of the training boards are committees of RACS Council 10 of the 12 boards are supported by staff working for the relevant surgical society or association. This often leads to some confusion between the different reporting lines between governance and operations. While the model is complex, it ensures that the training of surgeons in each specialty is led by surgeons from that specialty.

WORKING TOGETHER TO DELIVER SERVICES

Our College delivers a range of online and in-person education, training, examination and professional development activities. With Fellows working in all Australian states and territories and across Aotearoa New Zealand, we provide support for these activities through collaboration between the relevant College departments and state, territory, and national offices. This often requires coordination of attendees, faculty and examiners from the Skills, Professional Development and

Examination teams, support shipping materials and Melbourne based programs through internal services and state, territory and Aotearoa New Zealand staff organising rooms, equipment and support for the breadth of the activity provided across the College. Additional back office support is provided by the finance, marketing and communications and digital services teams.

DECENTRALISATION

The last few years have also changed the way we collaborate. Traditionally the bulk of the College's roles were based in Melbourne, with state, territory and Aotearoa New Zealand offices providing relevant jurisdictional support and the Research Audit and Academic Surgery (RAAS) team based in South Australia. In the past three years this model has been greatly decentralised, with more staff employed across both countries, and opportunities for staff in state, territory and Aotearoa New Zealand offices taking on roles that previously would have come with the expectation of moving to Melbourne. This new model improves our flexibility, to deliver high quality services across both countries with relevant expertise available more locally. It also increases opportunities for internal career progression, something staff have highlighted as important through the recent staff survey. In 2022, we had 32 staff take up new roles across the organisation or one in four of our vacant roles were filled internally.

Sustainability

Our Strategic Plan 2022 - 2024 lays out four priorities and sixteen key objectives over three years (pg. 12-13). It is an ambitious plan and over the past six to seven years the College has taken on a great deal of new activity. The strategy includes a focus on both environmental and financial sustainability. In 2023, some of the key objectives that will ensure our College is positioned well into the future include to:

- Grow and diversify services for Fellows, Trainees and SIMGs to ensure long-term sustainability and growth.
- Modernise our organisational structures, processes, reporting, benchmarking, decision making and people capability.
- Streamline governance models.

As RACS is a complex entity to frame this work it has been divided into three spheres, committees and governance, activities, and business processes. The goal in 2023 will be to review these areas with Council to ensure alignment with our overall strategy and financial sustainability from an operational perspective over the next three years.

1. COMMITTEES STRUCTURE

RACS currently has over 160 committees and working groups serving a range of different purposes, including governance, representation, engagement, connection to peers and the profession and providing an opportunity for Fellows to give back to the community in an area of their expertise. The model of convening groups of experts to solve a variety of problems, has served the organisational well for over 90 years. A challenge we face currently is that the model at scale with over 160 committees working together to support decision making, can be slow, inefficient, and complex. We find that often the same members it's been designed to engage feel excluded as a result.

2. ACTIVITY MAPPING

This business plan includes 150 initiatives and key performance indicators from across all the College portfolios. Despite this, it still only captures a high-level snapshot of the activity across the organisation.

Our constitution has four key purpose areas for the College. These serve as a useful guide when considering the alignment of our current activities with the overall purpose of the organisation.

The purpose of the College is to:

- advance education, training and research in the practice of surgery;
- determine and maintain professional standards for the practice of surgery in Australia and Aotearoa New Zealand;
- provide an environment promoting fellowship development and support;
- provide authoritative advice, information and opinion to other professional organisations, to governments and to the public.

3. PROCESS IMPROVEMENT

As we have been making a significant investment in our digital systems the hope is that these tools will assist us in improving the efficiency of our processes so that we can all work smarter not harder. We still undertake a lot of manual processes, and even where support is provided by digital systems, it often falls back on individual staff to fill gaps using manual processes and responding to our Fellows, Trainees and SIMGs.

In 2023, we will be prioritising high volume activities where our College can get the most benefit out of improved digital solutions.

Vision and Mission

VISION

Advancing surgery, embracing innovation

Building a Culture of Respect

Embedding gender equity and embracing diversity

Promoting rural equity, strengthening the workforce and reducing maldistribution

Priorities

LEADING A SUSTAINABLE FUTURE FOR SURGERY

SERVING ALL COMMUNITIES EQUITABLY

Lead new resilient and sustainable models of education, training, examination and research

Partner across the community, locally and globally to build sustainable surgical services

Grow and diversify services for Fellows, Trainees and SIMGs to ensure long term sustainability and growth

Champion equity in Aboriginal, Torres Strait Islander and Māori healthcare outcomes, delivery and education

Lead the development of respectful, diverse and inclusive cultural leadership across the profession

Reduce rural health inequity through increasing surgical workforce and reducing workforce maldistribution

Promote environmental sustainability in surgical practice and contribute to addressing climate change

Champion patient centered and sustainable healthcare across the sector

Values

SERVICE

Our service is to the surgical profession and the Australian, Aotearoa New Zealand and surrounding communities.

RESPECT

Our behaviours are reflected in the positive esteem and high regard we display towards others.

INTEGRITY

Our integrity is demonstrated through our uncompromising adherence to the moral and ethical principles of the medical profession.



MISSION

To improve access, equity, quality and delivery of surgical care that meets the needs of our diverse communities

Championing Aboriginal, Torres Strait Islander and Māori health

Collaborating with surgical specialty societies and associations

ENHANCING MEMBER VALUE

Establish a deep understanding of our membership and value across the membership lifecycle

Improve engagement between the College and members through new methods and offerings, including being clear about RACS' role and how it complements societies and organisations

Advocate for the role of surgery and lead the profession across the health system

Embed gender equity and embrace diversity

OPERATIONAL EXCELLENCE

Modernise our organisational structures, processes, reporting, benchmarking, decision-making and people capability

Streamline governance models

Promote a culture of trust and respect between Fellows and College staff

Improve and simplify interactions with the College by leveraging technology to develop and lead an eco-system for surgeons

COMPASSION

Our compassion is displayed through the sensitivity and care we provide for the physical, mental and emotional needs of our patients, colleagues and ourselves.

COLLABORATION

Our leadership is strongest through the partnerships and relationships we cultivate and nurture on behalf of College staff, Fellows and the broader community.



Fellowship Engagement

We promote engagement with Fellows and key stakeholders through our sections and interest groups and at a local level through supporting RACS Australian state and territory committees and Aotearoa New Zealand national committee.

The portfolio leads the College's advocacy, including workforce and environmental sustainability and works with specialty societies, local and national governments and key stakeholders.

The portfolio also develops and maintains surgical standards including the College's continuing professional development program (CPD).

Leading a sustainable future for surgery

Strategic objectives	Initiatives	Key Performance Indicators
Grow and diversify services for Fellows, Trainees and SIMGs to ensure long term sustainability and growth.	<ul style="list-style-type: none"> Support a sustainable College and make efficient use of resources 	<ul style="list-style-type: none"> Monetisation of online global health education and training packages Environmental sustainability surgical life cycle analysis
Lead the development of respectful, diverse and inclusive cultural leadership across the surgical profession.	<ul style="list-style-type: none"> Supporting College focus on surgeon wellbeing, anti-racism and diversity 	<ul style="list-style-type: none"> Anti-Racism position paper and guidelines to assist when an incident occurs
Promote environmental sustainability in surgical practice and contribute to addressing climate change.	<ul style="list-style-type: none"> Advocacy, education and engagement opportunities for Fellows on sustainable surgical practice 	<ul style="list-style-type: none"> Environmental Sustainability in Surgical Practice Events Development of global health sustainability Plans

Serving all communities equitably

Strategic objectives	Initiatives	Key Performance Indicators
Partner across the community, locally and globally to build sustainable surgical services.	<ul style="list-style-type: none"> Leverage existing global health partnerships in preparation for increased localisation of workforce capacity 	<ul style="list-style-type: none"> Number of specialty surgeons and specialty nurses in the region participating in accredited training Number of patients in the region receiving surgical care
Champion equity in Aboriginal, Torres Strait Islander and Māori healthcare outcomes, delivery and education.	<ul style="list-style-type: none"> New Reconciliation Action Plan adopted 2023 Te Rautaki Māori priorities implemented. 	<ul style="list-style-type: none"> Numbers of new indigenous trainees/new Fellows Numbers of Fellows, trainees SIMGs undertaking cultural competency and cultural safety training Te Rautaki Māori reviewed and revised for 2024 – 2028 Strategy & Action Plan
Reduce rural health inequity through increasing the rural surgical workforce and reducing workforce maldistribution.	<ul style="list-style-type: none"> Engaging rural and regional Fellows in improving education and surgical services 	<ul style="list-style-type: none"> Increased engagement with newsletter Increase in the number of new fellows joining Rural Surgery Section
Champion patient centred and sustainable healthcare across the sector.	<ul style="list-style-type: none"> Strengthening community focus through community representation Engagement with consumer groups 	<ul style="list-style-type: none"> Engagement of Community Members and Expert Advisors Professional Standards and Fellowship Services Committee/Professional Standards Committee

Enhancing member value

Strategic objectives	Initiatives	Key Performance Indicators
Establish a deep understanding of our membership and value across the membership lifecycle.	<ul style="list-style-type: none"> – 2023 Fellowship Survey – Implement member category changes – Define value for members of College and surgical societies/associations 	<ul style="list-style-type: none"> – 80% of Fellows satisfied with RACS – 80% of Fellows satisfied with RACS work in partnership with specialty societies – Membership value matrix developed
Improve engagement between the College and members through new methods and offerings. Including being clear about RACS' role and how it complements societies and organisations	<ul style="list-style-type: none"> – Focus on priority services CPD, library, audit and local engagement 	<ul style="list-style-type: none"> – Deliver CPD homes strategy implemented – Library item requests fulfilled faster with fewer resources required – Local events and topical forums
Advocate for the role of surgery and become the lead representative of the profession across the health system.	<ul style="list-style-type: none"> – Lead national and jurisdictional advocacy campaigns that improve outcomes for patients and patient care – RACS Canberra Parliament Inaugural Forum 	<ul style="list-style-type: none"> – Number of requests for policy input from government/key stakeholders – Number of submissions resulting in adoption of College policy – Number of advocacy and program planning events with Pacific Regional MoH partners
Embed gender equity and embrace diversity.	<ul style="list-style-type: none"> – Implementation of Women in Surgery Strategic Plan – Increase RACS visibility in other diversity areas 	<ul style="list-style-type: none"> – Global health – female and male volunteers, beneficiaries and clinicians trained – Involvement in Pride Parade 2023 – Number of female representatives on RACS Committees

Operational excellence

Strategic objectives	Initiatives	Key Performance Indicators
Modernise our organisational structures, processes, reporting, benchmarking and decision making capability.	<ul style="list-style-type: none"> – Focus on data integrity and process improvements 	<ul style="list-style-type: none"> – 80% of Fellows satisfied with RACS services
Streamline governance models.	<ul style="list-style-type: none"> – Consolidate the 80 existing governance structures in favour of creating new committees and working groups 	<ul style="list-style-type: none"> – Policy and Advocacy mini-forums to be set up in 2023 in sustainability with CPD available – Rationalise committees that have a natural home elsewhere
Promote a culture of trust and respect between Fellows and College staff.	<ul style="list-style-type: none"> – Tailor response to staff survey at portfolio and team level with focus on learning and development and improving systems. 	<ul style="list-style-type: none"> – 15% increase in portfolio staff engagement score.
Improve and simplify interactions with the College by leveraging technology to develop and lead an eco-system for surgeons.	<ul style="list-style-type: none"> – Develop/improve online platforms to allow for increases Fellow/Trainee engagement with the College utilising high value standards 	<ul style="list-style-type: none"> – Alignment of processes with dynamics database, marketing module and events registration

Education Partnerships

We support our collaborative model of surgical education in partnership with the surgical specialty societies and associations. In 2023 the ongoing development of our Training Management Platform (TMP) remains a focus to improve our service.

We also deliver the Australian Department of Health Specialist Training Program through funding specialist training posts in non-traditional settings such as private, rural and regional hospitals and includes support for SIMG assessment.

Leading a sustainable future for surgery

Strategic objectives	Initiatives	Key Performance Indicators
Leading new resilient and sustainable models of education, training, examination and research.	<ul style="list-style-type: none"> – Training Management Platform – continue the development and regular release of new features and functionalities to enable effective delivery of STBs' training programs. 	<ul style="list-style-type: none"> – STB transition plan developed. – STB communication plan developed. – Successful onboarding experience to the TMP for all new users (ASPS, BCP, BPT, SIMG, AANZGOSA, ANZHPBA) in 2023
	<ul style="list-style-type: none"> – Coordinate the development and delivery of the Situational Judgement Test (SJT) as part of the selection process for AOA and ASOHNS 	<ul style="list-style-type: none"> – Agreement with Monash completed to develop and deliver SJT – Longitudinal evaluation to predict in-training performance and end-of-training competence established
	<ul style="list-style-type: none"> – Review and update of JDocs (framework, ePortfolio and website) 	<ul style="list-style-type: none"> – Jdocs framework updated – Website content reviewed/website established – Monitoring and evaluation plan developed

Serving all communities equitably

Strategic objectives	Initiatives	Key Performance Indicators
Reduce rural health inequity through increasing the rural surgical workforce and reducing workforce maldistribution.	<ul style="list-style-type: none"> – Study report on barriers rural hospitals face for training post accreditation in the surgical context and provide recommendations for improvement – Develop a proposal for a model which identifies required personnel and systems to overcome barriers for rural hospitals in the study report – Identify core surgical training post requirements, report on unique rural hospital post training opportunities and how with evidence it meets core hospital training post accreditation standards – Establish consortium of stakeholders who hold trainee and service registrar workforce data and negotiate data sharing protocols – Develop a system map of RACS workforce data, that describe how it is collected and demonstrates how RACS trainees are allocated by specialty 	<ul style="list-style-type: none"> – Deliver the Flexible Approach to Training in Expanded Settings (FATES) funded activities as per the Dept of Health contract requirements – Secure funding to establish Rural Training Network Project (Northern Territory pilot)
	<ul style="list-style-type: none"> – Deliver the Specialist Training Program (STP) in accordance with Dept of Health contract and KPIs 	<ul style="list-style-type: none"> – Fund and fill 65 FTE STP training posts in 2023 – Fund/Fill 8.4 FTE Tasmanian Project positions in 2023



Serving all communities equitably (cont.)

Strategic objectives	Initiatives	Key Performance Indicators
Champion patient centred and sustainable healthcare across the sector.	<ul style="list-style-type: none"> – Community representation mapped. – Roles advertised and reps appointed 	<ul style="list-style-type: none"> – Community representatives engaged on Specialty Training Boards

Enhancing member value

Strategic objectives	Initiatives	Key Performance Indicators
Establish a deep understanding of our membership and the value across the membership lifecycle. Including being clear about RACS' role and how it complements societies and organisations	<ul style="list-style-type: none"> – Optimised SIMG Specialist Assessment process – Ongoing management and processing of SIMG applications for specialist assessment and short-term training in a timely manner 	<ul style="list-style-type: none"> – Introduction of a new online application platform to improve application process for users and RACS moving forward – 50% reduction in current backlog of specialist assessment applications. Based on a full complement of staff.
Embed gender equity and embrace diversity.	<ul style="list-style-type: none"> – Promote surgical careers with focus on increasing diversity. 	<ul style="list-style-type: none"> – Increase in number of women selected into surgical training – Increase in number of women new Fellows – Increase representation of Female members on RACS Committees

Operational excellence

Strategic objectives	Initiatives	Key Performance Indicators
Modernise our organisational structures, processes, reporting, benchmarking and decision making capability.	<ul style="list-style-type: none"> – Establish functional accreditation unit. 	<ul style="list-style-type: none"> – High level scoping of accreditation unit needs completed. – Site accreditation documentation developed including, process requirements, templates and timeframes.
Promote a culture of trust and respect between Fellows and College staff.	<ul style="list-style-type: none"> – Encouraging broad range of learning and development opportunities for staff – Mapping business architecture to support system and process improvement 	<ul style="list-style-type: none"> – Raise staff engagement within Education Partnerships Portfolio by 15%

Education Development and Delivery

We lead the College's development of world-class curricula in conjunction with the surgical specialty societies and associations to select, train and sustain surgeons to provide the best patient care defines this area. In 2023 we have a strong focus on leveraging technology for new approaches to surgical education and training.

We also coordinate the College's work in support of maintaining Australian Medical Council and Medical Council of New Zealand Accreditation for our education programs.

Leading a sustainable future for surgery

Strategic objectives	Initiatives	Key Performance Indicators
Leading new resilient and sustainable models of education, training, examination and research.	<ul style="list-style-type: none"> Explore ways to contemporise the assessment processes for the Fellowship Exam to be more reliable and resilient Leverage robot-assisted surgery partnership to expand and optimise training offerings Support development of competency based criteria 	<ul style="list-style-type: none"> Review additional courses for potential expansion of collaboration i.e. RoboSET Progress development of the professional skills curriculum with two training boards
Grow and diversify services for Fellows, Trainees and SIMGs to ensure long term sustainability and growth.	<ul style="list-style-type: none"> Establish activity-based costing model to inform education pricing. 	<ul style="list-style-type: none"> Define costing model for IP licencing/sharing.
Promote environmental sustainability in surgical practice and contribute to addressing climate change.	<ul style="list-style-type: none"> Reduce consumption of paper as part of education and examination. Focus on reducing travel where practical. 	<ul style="list-style-type: none"> PD courses to move towards fillable PDFs for manuals at face to face courses Recruitment of more localised examiners for the Clinical Exam to limit travel

Serving all communities equitably

Strategic objectives	Initiatives	Key Performance Indicators
Partner across the community, locally and globally to build sustainable surgical services.	<ul style="list-style-type: none"> Investigate opportunities for partnerships and external expertise in delivery of leadership focused Education Provide educational leadership within the Advanced Trauma Life Support (ATLS)* partnership 	<ul style="list-style-type: none"> MoU signed focused on leadership education. Ongoing contribution to ATLS content and delivery.
Champion equity in Aboriginal, Torres Strait Islander and Māori healthcare outcomes, delivery and education.	<ul style="list-style-type: none"> Develop appropriate content and include across the breadth of professional development activities. 	<ul style="list-style-type: none"> Identify gaps where relevant content could be included. Develop appropriate content in conjunction with relevant expert advisers.
Reduce rural health inequity through increasing the rural surgical workforce and reducing workforce maldistribution.	<ul style="list-style-type: none"> Review PD activities to identify and implement opportunities for improved/alternative delivery modes to reduce the cost and time for rural Surgeons to attend PD Trial new training opportunities/modalities for rural and regional trainees. 	<ul style="list-style-type: none"> Delivered in support of Rural Health Equity Strategy 2023 priorities. Pilot program delivered in line with STP program funding criteria.

*ATLS is the international name of emergency management of severe trauma (EMST).

Enhancing member value

Strategic objectives	Initiatives	Key Performance Indicators
Establish a deep understanding of our membership and value across the membership lifecycle.	<ul style="list-style-type: none"> Tailor the membership experience based on previous interactions, current study level, career advancement 	<ul style="list-style-type: none"> Increase the number and diversity of applicants for scholarships and grants Fellows and Trainees
Improve engagement between the College and members through new methods and offerings. Including being clear about RACS' role and how it complements societies and organisations	<ul style="list-style-type: none"> Expand educational offering to include capability uplift in supporting skills Support Specialty Training Boards in implementing the Professional skills curriculum 	<ul style="list-style-type: none"> Capability uplift offering developed. Increased implementation of professional skills curriculum across three specialty training boards
Embed gender equity and embrace diversity.	<ul style="list-style-type: none"> Operating With Respect (OWR) Face to Face and emodule to be updated for inclusivity/diversity inclusions Supporting the management of bias in education, training and governance. 	<ul style="list-style-type: none"> 40% female representation in courts and committees. Diversity promoted in relevant Terms of Reference. OWR programs updated.

Operational excellence

Strategic objectives	Initiatives	Key Performance Indicators
Promote a culture of trust and respect between Fellows and College staff.	<ul style="list-style-type: none"> Response to staff engagement survey with focus on systems support issues and professional development 	<ul style="list-style-type: none"> Accurate and timely reporting for mandated courses. 15% increase in portfolio staff engagement scores.
Improve and simplify interactions with the College by leveraging technology to develop and lead an eco-system for surgeons.	<ul style="list-style-type: none"> Explore the use of mixed reality technology to enhance surgical training capacity Implement digital platforms to enable IP control and distribution 	<ul style="list-style-type: none"> STP funded project from January 2023 - July 2025 All IP licencing/sharing agreements for digital content are facilitated through content distribution platforms

College Transformation

We support service delivery transformation for our Fellows, Trainees, SIMGs and staff. The portfolio's focus covers digital services, business transformation, change management and conferences and events.

In 2023, we will deliver an ambitious work plan with a focus on retiring legacy systems and integrating our communications and marketing and events management systems into our Dynamics database.

Leading a sustainable future for surgery

Strategic objectives	Initiatives	Key Performance Indicators
Leading new resilient and sustainable models of education, training, examination and research.	<ul style="list-style-type: none"> Collaborate internally and externally to promote Annual Scientific Congress (ASC) and other events along with offering available educational content post events beyond RACS members. 	<ul style="list-style-type: none"> 5% increase from previous years in participants satisfied satisfaction Expand the use/viewership of their presentations beyond the ASC
Promote environmental sustainability in surgical practice and contribute to addressing climate change.	<ul style="list-style-type: none"> Continue efforts to reduce the footprint of on-premises infrastructure by leveraging cloud hosting. Support the Melbourne Renovation achieve a contemporary open space layout with minimal IT footprint, copiers, and physical phones. 	<ul style="list-style-type: none"> Reduction of infrastructure hardware

Serving all communities equitably

Strategic objectives	Initiatives	Key Performance Indicators
Partner across the community, locally and globally to build sustainable surgical services.	<ul style="list-style-type: none"> Supporting the College across its offices in delivering core College services. 	<ul style="list-style-type: none"> Raise staff satisfaction with College systems by 15%.

Enhancing member value

Strategic objectives	Initiatives	Key Performance Indicators
Establish a deep understanding of our membership and value across the membership lifecycle.	<ul style="list-style-type: none"> Engage Fellows in building digital platforms and action their feedback as part of product development. 	<ul style="list-style-type: none"> Establish centralised platform for marketing and survey management to gain a deeper understanding of our members' wants and needs.
Improve engagement between the College and members through new methods and offerings. Including being clear about RACS' role and how it complements societies and organisations	<ul style="list-style-type: none"> Work with training boards to include SET attendance at the ASC one time during the training program. 	<ul style="list-style-type: none"> Integrating program of complimentary registration for SET delegates for one ASC during the training program.
Embed gender equity and embrace diversity.	<ul style="list-style-type: none"> Support the College in continually focusing on diversity and inclusion. 	<ul style="list-style-type: none"> College Transformation staff profile is representative of our broader community in Australia and Aotearoa New Zealand.

Operational excellence

Strategic objectives	Initiatives	Key Performance Indicators
Modernise our organisational structures, processes, reporting, benchmarking and decision making capability.	<ul style="list-style-type: none"> Continually lead the College in modernising and digitising its processes and operating rhythm by collaborating with other business areas to achieve end-to-end transformation. Continually strengthen College's cyber security posture through staff awareness and education, ensuring College Members, staff, data and digital assets are well protected. 	<ul style="list-style-type: none"> Deliver 2023 ICT Transformation Plan. 90% of fellows and trainees activated and onboarded to the new RACS Username accounts (@my.surgeons.org)
Promote a culture of trust and respect between Fellows and College staff.	<ul style="list-style-type: none"> Ensure all Digital Service staff act and operate as per the College values and are aligned with the College's mission and vision. 	<ul style="list-style-type: none"> Raise staff engagement within College Transformation Portfolio by 15%
Improve and simplify interactions with the College by leveraging technology to develop and lead an eco-system for surgeons.	<ul style="list-style-type: none"> Provide a single multifactor authentication platform for Microsoft Office/ Teams and MFA by leveraging Azure cloud services 	<ul style="list-style-type: none"> 80% of Fellows satisfied with RACS online services

Finance and Support Services

We focus on supporting the delivery of financial services, including, the Foundation for Surgery and internal services.

We also strive to support and improve the systems to ensure our College is sustainable into the future, as well as, preserving and promoting the College's past and the profession's history through our museum and archives.

Leading a sustainable future for surgery

Strategic objectives	Initiatives	Key Performance Indicators
Grow and diversify services for Fellows, Trainees and SIMGs to ensure long term sustainability and growth.	<ul style="list-style-type: none"> Develop and implement activity based costing methodology for allocating direct and indirect costs. 	<ul style="list-style-type: none"> Piloting model in three priority areas.
Promote environmental sustainability in surgical practice and contribute to addressing climate change.	<ul style="list-style-type: none"> Leverage global opportunities through key partnerships for Foundation for Surgery to support educational and social-enviro impact outcomes, and mobilise system-wide contribution. Continue College office refits with focus on sustainability 	<ul style="list-style-type: none"> Investing in establishing best practice in climate and sustainability initiatives to support the education and efforts across the medical sector. Critically assessing all our policies, processes, campaigns and ways of working to ensure we are a sustainable Foundation – to lead by example. Upgrade of plant and equipment in Melbourne office.

Serving all communities equitably

Strategic objectives	Initiatives	Key Performance Indicators
Champion equity in Aboriginal, Torres Strait Islander and Māori healthcare outcomes, delivery and education.	<ul style="list-style-type: none"> Re-align Foundation for Surgery programs and embed values based decision making with a focus on health equity. 	<ul style="list-style-type: none"> Investing in programs that improve access and equity in Aboriginal, Torres Strait Islander and Māori communities.
Reduce rural health inequity through increasing the rural surgical workforce and reducing workforce maldistribution.	<ul style="list-style-type: none"> Re-align Foundation for Surgery programs and embed values based decision making with a focus on health equity. 	<ul style="list-style-type: none"> Investing in programs that improve access and equity in rural, remote communities.

Enhancing member value

Strategic objectives	Initiatives	Key Performance Indicators
Establish a deep understanding of our membership and value across the membership lifecycle.	<ul style="list-style-type: none"> – Optimising the value of in-person and hybrid courses, functions and business meetings. – Preserving and profiling the museum and archives for the benefit of Fellows, Trainees, SIMGs and the broader community. 	<ul style="list-style-type: none"> – Facilities are fit for purpose and available for Fellows, Trainees and SIMGs College and Specialty Society activities. – Supporting activity in lead up to College Centenary 2027
Improve engagement between the College and members through new methods and offerings. Including being clear about RACS' role and how it complements societies and organisations	<ul style="list-style-type: none"> – We will ensure our donation platforms and online experience are modern, fit for purpose and meet consumer expectations. 	<ul style="list-style-type: none"> – Targeting engagement and communications to donors based on outcome/impact of donation (i.e. story telling). – Ensuring our digital platforms for donating provide a seamless experience and are easy to use.

Operational excellence

Strategic objectives	Initiatives	Key Performance Indicators
Modernise our organisational structures, processes, reporting, benchmarking and decision making capability.	<ul style="list-style-type: none"> – Contemporise annual financial statement reporting with a focus on process improvement. – Maturing College's approach to managing strategic risk. 	<ul style="list-style-type: none"> – Deliver enhanced statutory accounts model and year end accounting process. – Risk and capital management workshop and development of new risk management framework
Streamline governance models.	<ul style="list-style-type: none"> – Unshackle foundation for surgery funding lines to allow for greater utilization of funds. 	<ul style="list-style-type: none"> – Reviewing and updating financial accounting policies and streamlining donation administration processes. – Providing understanding and visibility of funds available for spending.
Promote a culture of trust and respect between Fellows and College staff.	<ul style="list-style-type: none"> – Response to staff engagement survey with focus on systems support issues and professional development over short medium and long term. 	<ul style="list-style-type: none"> – 15% increase in portfolio staff engagement scores.
Improve and simplify interactions with the College by leveraging technology to develop and lead an eco-system for surgeons.	<ul style="list-style-type: none"> – Financial system operations transformation scoping. 	<ul style="list-style-type: none"> – Understand future state of finance function and business portfolio needs. – System capabilities and reporting. – Business case presented to October Council.



CEO and Governance

We provide organisational leadership and direct support for the College Council, President and Vice-President's offices.

The People and Culture team supports staff wellbeing, leads strategies for performance and development and creates a positive culture promoting achievement. The Marketing and Communications team develop and deliver communication to Fellows, Trainees and SIMGs and staff through various channels such as Surgical News, Fax Mentis social media and Pulse, the intranet.

In 2023 our focus on Building Respect, Improving Patient Safety continues with a shift from awareness to action.

Leading a sustainable future for surgery

Strategic objectives	Initiatives	Key Performance Indicators
Grow and diversify services for Fellows, Trainees and SIMGs to ensure long term sustainability and growth.	<ul style="list-style-type: none"> Implementation of the Building Respect, Improving Patient Safety Action Plan 2022 – 2026. 	<ul style="list-style-type: none"> Delivery of activities defined in Action Plan identified for 2023. Building Respect Monitoring Group established / regular review of implementation.
Promote environmental sustainability in surgical practice and contribute to addressing climate change.	<ul style="list-style-type: none"> Creating a higher visibility of RACS' role and priorities in environmental sustainability 	<ul style="list-style-type: none"> Development of a web presence for RACS' environmental sustainability.

Serving all communities equitably

Strategic objectives	Initiatives	Key Performance Indicators
Partner across the community, locally and globally to build sustainable surgical services.	<ul style="list-style-type: none"> Further develop and support our relationships with Australian and Aotearoa New Zealand Specialty Societies 	<ul style="list-style-type: none"> 6 Collaboration agreements signed with specialty societies in support of surgical training
Champion equity in Aboriginal, Torres Strait Islander and Māori healthcare outcomes, delivery and education.	<ul style="list-style-type: none"> Supporting communication of opportunities for Fellows, Trainees, SIMGs and College staff to support equity in Aboriginal, Torres Strait islander and Māori healthcare 	<ul style="list-style-type: none"> Communication plan(s) implemented successfully Educational opportunities for staff promoted as part of THRIVE

Enhancing member value

Strategic objectives	Initiatives	Key Performance Indicators
Establish a deep understanding of our membership and value across the membership lifecycle. Including being clear about RACS' role and how it complements societies and organisations	<ul style="list-style-type: none"> Tell compelling stories, promoting RACS strategic priorities 	<ul style="list-style-type: none"> Open and click through rates, web, email and social media
Advocate for the role of surgery and become the lead representative of the profession across the health system.	<ul style="list-style-type: none"> Promote a better understanding of what RACS surgeons do, particularly in relation to cosmetic surgery Specific focus on the value of FRACS 	<ul style="list-style-type: none"> Open and click through rates, web, email and social media

Operational excellence

Strategic objectives	Initiatives	Key Performance Indicators
Modernise our organisational structures, processes, reporting, benchmarking and decision making capability.	<ul style="list-style-type: none"> Support Council sustainability initiative workshop Supporting portfolios to ensure they have the optimum organisation structures, resourcing and succession plans in place Support the development of manager and leadership capability 	<ul style="list-style-type: none"> Deliver plan to ensure organisational sustainability into the future 15% improvement in overall staff satisfaction with RACS vision and communication score Develop and implement a manager development program to address skills and RACS knowledge development
Streamline governance models.	<ul style="list-style-type: none"> Streamlined structures, communication and transparency to reduce complexity, increase agility, improve alignment and expand opportunities for member engagement 	<ul style="list-style-type: none"> New Board structure presented to Council Piloting new governance and engagement processes
Promote a culture of trust and respect between Fellows and College staff.	<ul style="list-style-type: none"> Supporting staff wellbeing through period of uncertainty Embed the professional development framework and promoting achievements through reward and recognition program Measure and track employee engagement 	<ul style="list-style-type: none"> 80% report positive relationships between Fellows and staff 80% Progressing toward 70% favourable staff engagement score in line with industry benchmark by 2024 Employee survey action plans in place and tracked for all Portfolios
Improve and simplify interactions with the College by leveraging technology to develop and lead an eco-system for surgeons.	<ul style="list-style-type: none"> Surgical News online launched Website Improvement Project completed People & Culture systems transformation delivered 	<ul style="list-style-type: none"> 80% of Fellows satisfied with RACS services P&C systems transformation plan scoped out and new systems delivered to replace those at end of life

