

Strategic Plan

2022-2024



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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 President

Dear colleagues

Our College has undertaken a new approach to how we develop, maintain and implement strategy. RACS is using a strategy in action framework to support the College in continuing its work to deliver value for our Fellows, Trainees, Specialist International Medical Graduates (SIMGs), partners, and the communities we serve.

Strategy in action operates as a dynamic cycle to ensure the College's focus remains aligned with the conditions we operate in at the local, national and global level. The conditions assist with ensuring RACS understands the environment in which it operates and takes relevant action to move forward and create value. As part of this work our College has:

- analysed our operating conditions.
- identified strategic opportunities and risks.
- considered how to best focus on the value being generated.
- identified the required capabilities.
- developed the strategy in action plan to deliver outcomes.

This work resulted in the development of a shared context of change within which the College currently operates and a series of strategic opportunities and risks. More detail on our strategic priorities, objectives and the conditions we are operating in are outlined in this document.

The strategy is designed to benefit our Fellows, Trainees, SIMGs, partners and communities to advance the practice of surgery, while embracing innovation.

I would like to thank you for your interest and invite you to consider our College's Strategic Plan from 2022 - 2024.

Dr Sally Langley
President, Royal Australasian College of Surgeons

About RACS

RACS is the leading advocate for surgical standards, professionalism and surgical education in Australia and Aotearoa New Zealand. RACS works in partnership across the surgical specialties to deliver essential training, life long learning, and to advocate for improved standards of surgical care within our communities.

RACS works across health jurisdictions in Australia and Aotearoa New Zealand. State, territory and national committees supported by local offices ensure our College can lead and respond to the specific needs across all the healthcare systems in which our Fellows, Trainees and Specialist International Medical Graduates work, learn and teach.

Our College's work is underpinned by the pro-bono contribution of Fellows, Trainees, SIMGs and community members who, supported by our staff, come together in pursuit of our mission: to improve access, equity, quality and delivery of surgical care that meets the needs of our diverse communities.

Vision and Mission

VISION

Advancing surgery, embracing innovation

MISSION

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

Building a Culture of Respect

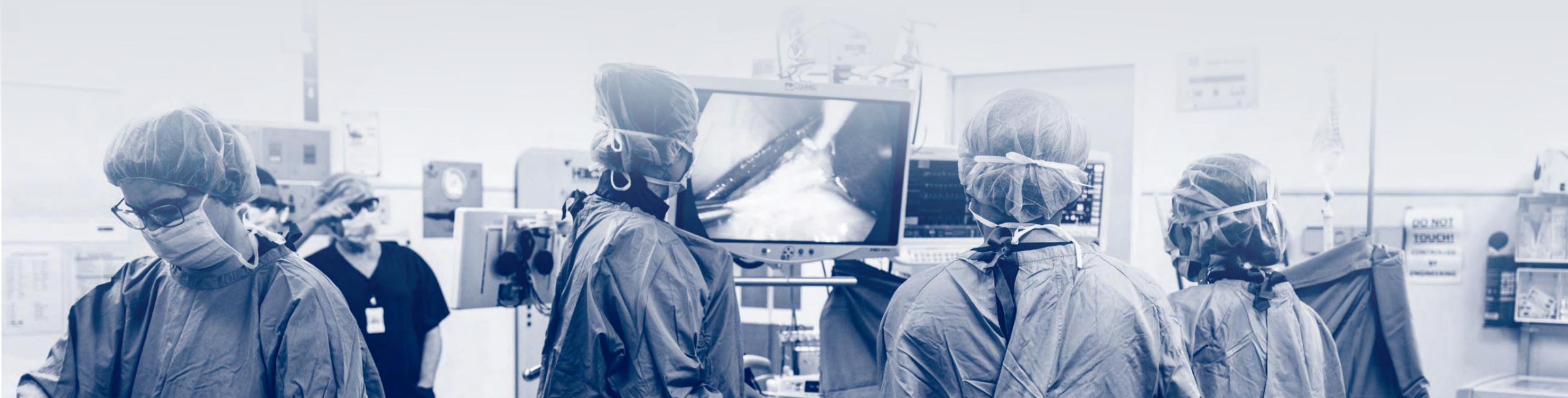
Embedding gender equity and embracing diversity	Promoting rural equity, strengthening the workforce and reducing maldistribution	Championing Aboriginal, Torres Strait Islander and Māori health	Collaborating with surgical specialty societies and associations
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Priorities

LEADING A SUSTAINABLE FUTURE FOR SURGERY	SERVING ALL COMMUNITIES EQUITABLY	ENHANCING MEMBER VALUE	OPERATIONAL EXCELLENCE
Lead new resilient and sustainable models of education, training, examination and research	Partner across the community, locally and globally to build sustainable surgical services	Establish a deep understanding of our membership and value across the membership lifecycle	Modernise our organisational structures, processes, reporting, benchmarking, decision-making and people capability
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	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	Streamline governance models
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	Advocate for the role of surgery and lead the profession across the health system	Promote a culture of trust and respect between Fellows and College staff
Promote environmental sustainability in surgical practice and contribute to addressing climate change	Champion patient centered and sustainable healthcare across the sector	Embed gender equity and embrace diversity	Improve and simplify interactions with the College by leveraging technology to develop and lead an eco-system for surgeons

Values

SERVICE	RESPECT	INTEGRITY	COMPASSION	COLLABORATION
Our service is to the surgical profession and the Australian, Aotearoa New Zealand and surrounding communities.	Our behaviours are reflected in the positive esteem and high regard we display towards others.	Our integrity is demonstrated through our uncompromising adherence to the moral and ethical principles of the medical profession.	Our compassion is displayed through the sensitivity and care we provide for the physical, mental and emotional needs of our patients, colleagues and ourselves.	Our leadership is strongest through the partnerships and relationships we cultivate and nurture on behalf of College staff, Fellows and the broader community.



Context for change

A core fundamental to RACS' strategy and planning lies in understanding the operating conditions – immediate and emergent, internal to global – on an ongoing basis. Effective strategic thinking and action across the College starts with ensuring that there is a shared context for making decisions based on the reality of the immediate conditions within which the organisation is operating and emergent conditions that will (or may) have a future impact. These conditions set the strategic context for decision-making.

Conditions

INTERNAL

The College and surgical profession operate within complex interdependent health, allied health, education state and national political systems. The College manages its strategy and operations within this dynamic context. This often poses a challenge for organisations such as RACS that have evolved over almost a hundred years in response to a range of different conditions and social contexts that existed across the life of the organisation. This context often highlights uncertainty, but offers opportunities for the College to own its own future, providing leadership and guidance within the profession and broader community.

AOTEAROA NEW ZEALAND AND AUSTRALIA

The COVID-19 pandemic has exposed many pre-existing vulnerabilities within all industries and professions, and challenged health systems and health workers across Aotearoa New Zealand and Australia. Healthcare is a system in transition with changing community expectations and evolving models of care. Education delivery across the sector has

also experienced increased change with acceleration in remote, hybrid and semi-autonomous education, training and examination.

GLOBAL CONDITIONS

Consumer and community expectations of organisations and institutions are shifting, with increasing expectation of alignment between core values and value-based decision making. Systems that were once considered stable are experiencing significant disruption. This presents RACS with opportunities and risk into the future.

Strategic opportunities and risks

Strategic opportunity and risks are inherent in RACS' conditions. Through the analysis work completed to date, the following strategic opportunities and risks have been identified. By orienting RACS' strategic direction and decision making around these strategic opportunities and risks, RACS will generate ongoing sustainable value for its Fellows, Trainees, SIMGs, partners and the broader community. While this plan has been developed to guide our College through 2022 – 2024 it is important to acknowledge that context, conditions, opportunities and risks will change continuously. Our College's approach towards strategy in action means that changes will be monitored with the potential impact assessed at regular intervals.

Key opportunities and risks identified as guiding our College's strategic priorities over the coming years include:

- A changing college for the changing face of surgery
- Leading the future of surgery
- Disruption of the surgical profession
- Indigenous health in focus
- RACS local, regional and global
- Community impact to the fore
- Modularisation of membership
- Delivering member value
- Delegated authority and distributed decision-making
- Staff empowerment and efficacy
- Partnerships and platforms for innovation



Priorities

Leading a sustainable future of surgery

Objectives

- 1.1 Lead new resilient and sustainable models of education, training, examination and research.
- 1.2 Grow and diversify services for Fellows, Trainees and SIMGs to ensure long term sustainability and growth.
- 1.3 Lead the development of respectful, diverse and inclusive cultural leadership across the profession.
- 1.4 Promote environmental sustainability in surgical practice and contribute to addressing climate change.

Targets

- 1.1 Work with AMC/MCNZ and partners to innovate models for education, training, examination and research.
- 1.2 A sustainable College, making efficient use of resources.
- 1.3 Improvements in key indicators for Building Respect Improving Patient Safety, including:
 - leaders role modelling desired behaviour
 - confidence to speak up.
- 1.4 Shift College activities towards net zero emissions target.

Serving all communities equitably

Objectives

- 2.1 Partner across the community, locally and globally to build sustainable surgical services
- 2.2 Champion equity in Aboriginal, Torres Strait Islander and Māori healthcare outcomes, delivery and education.
- 2.3 Reduce rural health inequity through increasing surgical workforce and reducing workforce maldistribution.
- 2.4 Champion patient centered and sustainable healthcare across the sector.

Targets

- 2.1 Strategic projects implemented through partner organisations.
- 2.2 Increase number of Aboriginal/Torres Strait Islander and Māori doctors in training towards proportional representation.
- 2.3 Increase the proportion of Fellows working in rural and regional locations.
- 2.4 Community representatives engaged on 20 College committees and boards.

Enhancing member value

Objectives

- 3.1 Establish a deep understanding of our membership and value across the membership lifecycle.
- 3.2 Improve engagement between the College and members through new methods and offerings, including being clear about RACS' role and how it complements surgical societies and organisations.
- 3.3 Advocate for the role of surgery and lead the profession across the health system.
- 3.4 Embed gender equity and embrace diversity

Targets

- 3.1 New membership model in place.
- 3.2a Eighty per cent of Fellowship satisfied RACS is of benefit to them.
- 3.2b Eighty per cent of Fellows satisfied with RACS work in partnership with surgical societies and associations.
- 3.3a Leadership: number of requests for policy input from government/key stakeholders.
- 3.3b Influence: number of submissions resulting in adoption of College position.
- 3.4 Diversity in admission to surgical training is proportionate with Australian and Aotearoa New Zealand communities.

Operational excellence

Objectives

- 4.1 Modernise our organisational structures, processes, reporting, benchmarking, decision-making and people capability.
- 4.2 Streamline governance models.
- 4.3 Promote a culture of trust and respect between Fellows and College staff.
- 4.4 Improve and simplify College services by leveraging technology to develop and lead an eco-system for surgeons.

Targets

- 4.1 Eighty per cent Fellows satisfied with RACS services.
- 4.2 Improved model of delegation and authority.
- 4.3 Improvement in key indicators from staff survey:
 - relationships between Fellows and staff
 - staff recommend College as a place to work for peers.
- 4.4 Eighty per cent of Fellows satisfied with RACS online services.

