



Strategic Plan

2019 - 2021
and Operations Plan 2019



ABOUT RACS

BACKGROUND

The Royal Australasian College of Surgeons (RACS) is committed to leading surgical standards, professionalism and education across Australia and New Zealand. It has a proud history of facilitating the training of new surgeons, ensuring the support and development of existing surgeons and leading advocacy around standards and patient care.

RACS represents the collective and national interests of Australian and New Zealand surgeons and also the specific needs and opportunities within the eight states and territories of Australia. Importantly, the targeted, localised functions are managed through the Australian State/Territory and New Zealand offices.

The RACS Strategy 2014-2018 advocated four key strategic pillars and objectives:

- To champion professionalism and standards in surgical practice and education
- To support and enhance the contribution of surgeons to the broader community
- To develop and maintain strong external relationships
- To ensure the most effective use of resources.

This work has provided an important basis on which RACS can confidently move forward into a new phase of development.

HEALTH SECTOR CONTEXT

Australia and New Zealand provide some of the best health systems in the world. There are, however, significant challenges facing healthcare. As people live longer and the incidence of non-communicable diseases increases, pressure intensifies on rising costs. Patient and family expectations are changing, shaped by seamless, digital experiences in other sectors. People want to be able to access healthcare in the way that best suits them – and have rapid access to the latest medical advances.

Current trends shaping the delivery of healthcare include:

1. Patient empowerment, education and transparency
2. Wellness and prevention
3. New models of integrated care
 - driven by outcomes-based funding and management
 - enabled by connected electronic health networks
 - and delivered by a health workforce that has the right capabilities.

A key focus for the sector is to develop innovative, cost-effective ways to deliver patient-centred, technology-enabled healthcare, both inside and outside of hospitals.

RACS STRATEGY IN 2019

The RACS Strategy 2019-2021 presents an opportunity to build on the past while preparing the profession of surgery for a dynamic future. It reinforces the focus on core education, training and advocacy programs, better supporting surgeons to deliver excellence in contemporary patient care. The strategy is underpinned by the established RACS Mission, Vision and Values.

MISSION

The leading advocate for surgical standards, education and professionalism in Australia and New Zealand.

VISION

Leading surgical performance, professionalism and improving patient care.

VALUES

Service, respect, integrity, compassion and collaboration

The continued relevance of the organisation's constitution is embedded in the strategy, enabling a confident pathway into the future.

It identifies three essential areas of purpose for RACS:

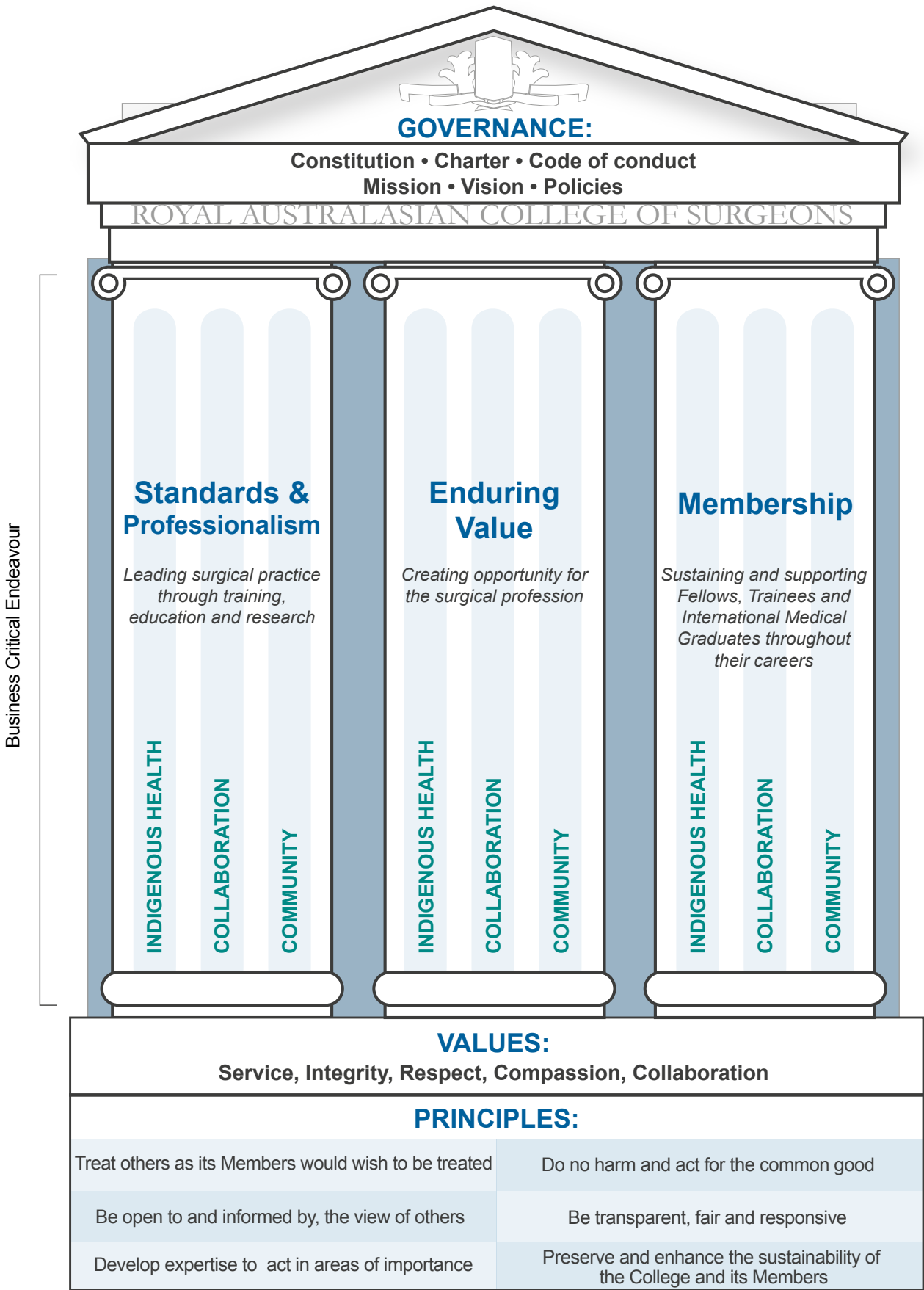
- Uphold standards
- Train the surgeons of the future
- Create enduring value for the profession.

These form the basis of the strategy and goals for the organisation:

- Standards and Professionalism – leading surgical practice through training, education and research
- Enduring Value – creating opportunity for the surgical profession
- Membership – sustaining and supporting Fellows, Trainees and International Medical Graduates throughout their careers.

RACS will prioritise Indigenous Health, building workforce and increasing services to better meet the health needs of Aboriginal and Torres Strait Island and Māori people. Focus is also on collaborating effectively with our partners and supporting the communities we serve.

The strategy is graphically represented in the opposite diagram:



OUR ORGANISATION IN 2019

- RACS has moved to a structure of four portfolios:
- Fellowship – delivers a range of membership-based services as well as surgical standards and quality care processes and procedures, policy development and the recertification of Fellows
 - Education – ensures the highest standard of safe, respectful and comprehensive surgical care through excellence in selection, training, professional development and continuous education
 - Partnerships – develops and strengthens partnerships within the surgical community and the broader community it serves, to increase the impact and reach of surgical practice and care
 - Operations – ensures the efficient management of all internal operations and resources of the College.
- Through this structure, RACS aims to better focus on meeting the needs of Australia and New Zealand’s health through meeting the needs of its membership by:
- Delivering contemporary training and education, taking account of new approaches to training and new ways of delivering surgical care
 - Strengthening partnerships with surgical specialty societies
 - Actively seeking external perspectives to align with best practice professional models and feedback to guide and improve
 - Becoming the trusted voice in surgical practice and care across the region
 - Providing services across the membership which add value to their clinical practice, professionalism and patient care
 - Increasing operational efficiency and effectiveness which will ensure the long-term sustainability of the organisation.

OPERATIONAL FOCUS IN 2019

- The coming year is both a time of consolidation following organisational structure changes in 2018 and of building to maximise the opportunities for RACS and its membership. A united approach with our surgical speciality societies will be crucial to achieve and embed change.
- Priorities for 2019 are to:
- Deliver on the core business of training, education and advocacy
 - Build confidence of Trainees in the training programs
 - Provide value for members and improve member engagement
 - Improve efficiency of the organisation and streamline governance structure
- Collaboration across the organisation and with partner organisations will be maximised across all areas of work. Flagship projects have been identified which are of significant importance to the organisation and purposefully sit across all portfolios. The delivery will ensure teamwork and a commitment to outcomes. These focus on technology, training, CPD and membership services.

OUR SURGEONS

RACS is focused on supporting all current and future surgeons within a sustainable, respectful and innovative health care environment. The focus will be on developing a better understanding of and responding to the needs of all Trainees, Fellows and IMGs.

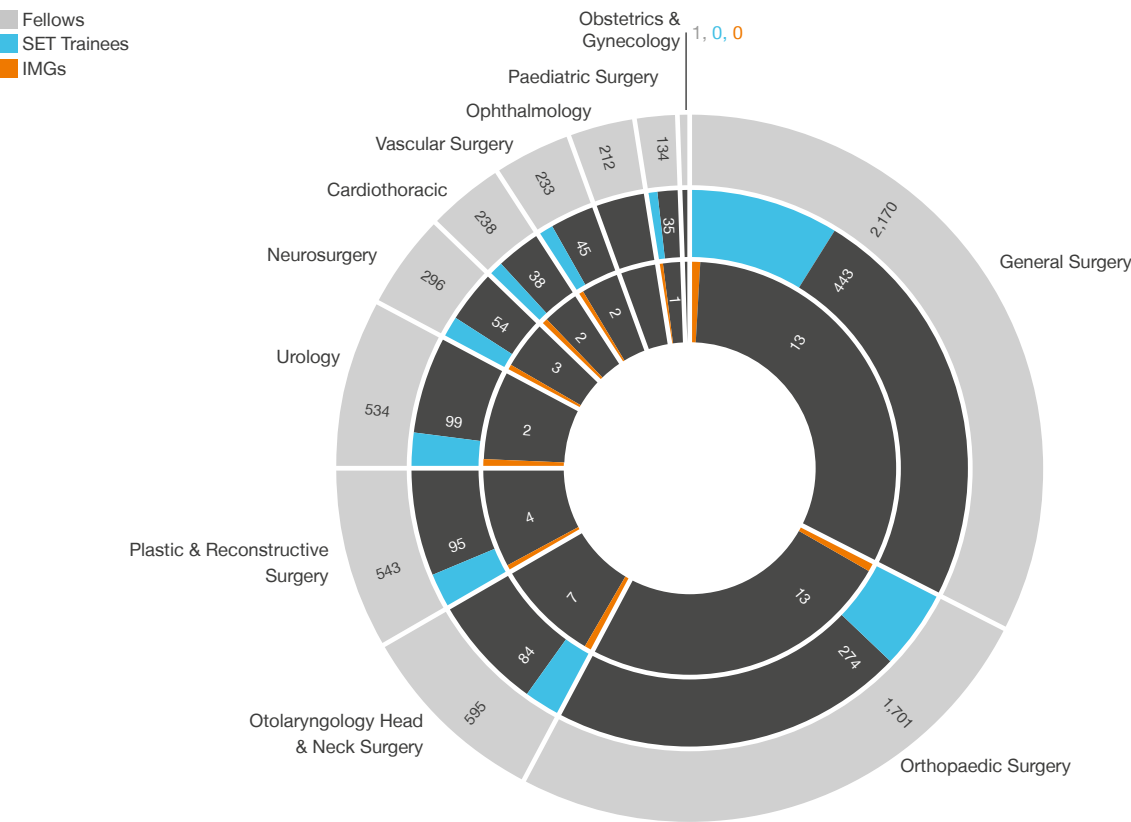
The membership of RACS continues to strengthen by specialty and region (as outlined in the following graphs).

OUR TEAM

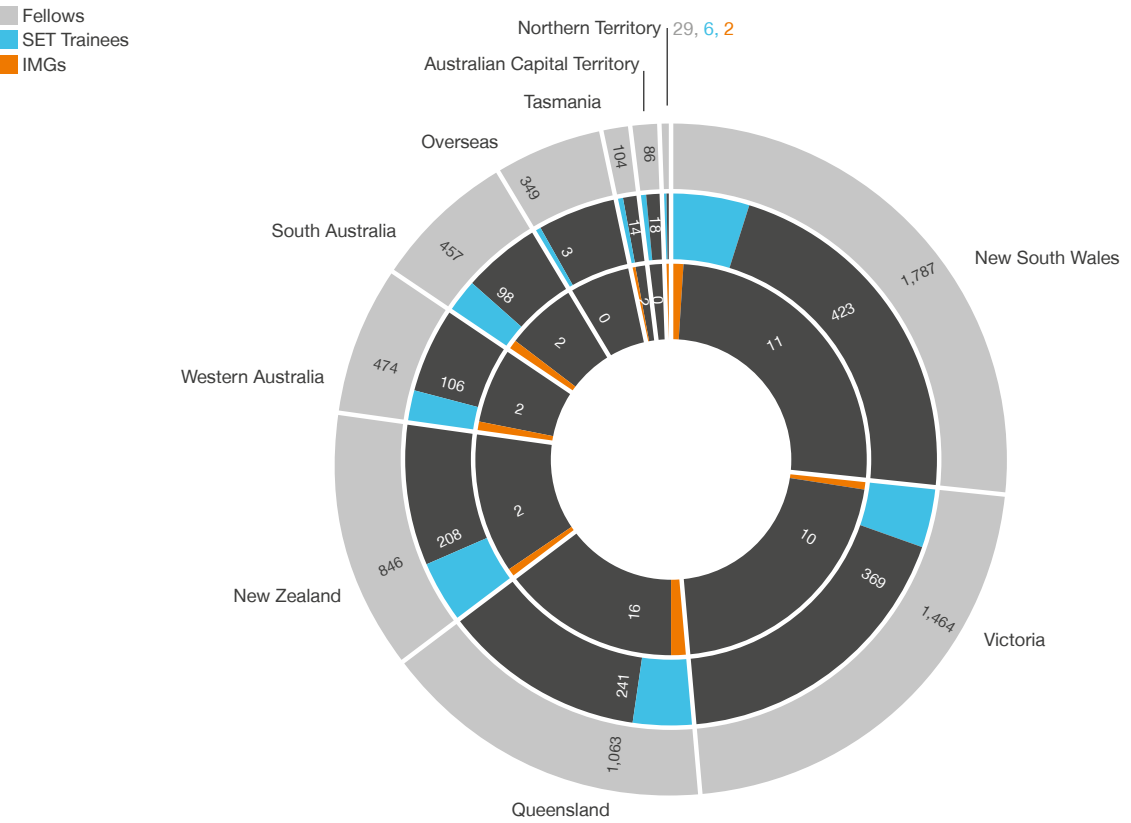
The engagement of RACS staff is key to its success. As a learning organisation, there is a focus on the support and development of staff to optimise their capability in a values-driven and service-delivery environment. Aligning work and priorities to the strategy will enable teams to focus on delivering outcomes which ultimately benefit the membership.

MEMBERS

MEMBERS BY SPECIALITY



MEMBERS BY REGION



FELLOWSHIP

STANDARDS AND PROFESSIONALISM

GOALS

RACS is a leader in the development and maintenance of Professional standards

OBJECTIVES

To reposition Continuing Professional Development (CPD) as a service to Fellows.



KEY ACTIONS

Ensure current CPD maintained through the review phase

Plan, design and develop new CPD Program and IT Platform

Ensure successful Professional Conduct Committee process

MEASURING SUCCESS

CPD compliance
New CPD program aligned to Fellows' needs and requirements of regulators
Feedback on Professional Conduct Committee process

To influence improvement in surgical standards through the provision of qualified advice across RACS (in conjunction with Australian State, Territory, and New Zealand committees and Specialty Societies).



Work with governments (Australia, New Zealand, States and Territories), health organisations and consumer bodies to lead future planning and standards for surgery.

Development of policy and position papers in line with RACS priorities.

Response to formal and informal submissions
Outcomes achieved in line with plans for each identified

To maintain and develop key stakeholder relationships across RACS and with Specialty Societies.



Collaborate across RACS and with Speciality Societies to align expectations and shared opportunities

Support the Building Respect Improving Patient Safety Action Plan and valuation strategy

Improved processes in place which enable agile and productive engagement.
Influence culture of respect with partners

RACS actively provides advice on and influence health policy as it applies to surgery and patient care

OBJECTIVES

To champion professionalism through communicating and advocating with government and relevant stakeholders



KEY ACTIONS

Promote healthcare sustainability initiatives relevant to surgery such as Choosing Wisely programs

Participation in Private Health Insurance initiatives including the development of a Fees/Billing response

Support the Building Respect Improving Patient Safety Action Plan support and Operating With Respect and Foundation

MEASURING SUCCESS

Response received from key government and other stakeholders
Participation across health jurisdictions, statutory agencies, health organisations
Improved culture of surgery and influence through health sector

RACS is committed to maintaining the focus on improving Indigenous health access, outcomes and participation

OBJECTIVES

To implement Indigenous health initiatives with partners including governments, Australian Indigenous Doctors Association, TeORA Māori Medical Practitioners Association.



KEY ACTIONS

Develop new Aboriginal and Torres Strait Islander Reconciliation Action Plan.

Develop new Māori Health Action Plan.

Deliver Indigenous Ear health research business case.

MEASURING SUCCESS

Improved cultural competence
Ear Health research strategy achieves government funding
Increased numbers of Indigenous doctors into training

RACS maintains an informed focus on Rural Health

OBJECTIVES

To increase the level of support for Rural health initiatives from within RACS and across the relevant Federal and State Departments of Health.



KEY ACTIONS

Identify opportunities for improved training pathways for rural health.

Work with current rural surgeons to develop support mechanism for rural based Trainees, Fellows and IMGs.

MEASURING SUCCESS

Increased awareness of the rural community needs for surgery
Pathways for training in rural areas in place

FELLOWSHIP

MEMBERSHIP

GOALS

RACS actively provides support at a local for Fellows, Trainees and IMGs via Australian state and territory, and New Zealand committees and offices

OBJECTIVES

To connect, support and promote initiatives that benefit RACS Fellows

To ensure each local committee has required resources to actively support Fellows, Trainees and IMGs

To increase access for all members and engagement with the RACS strategy

KEY ACTIONS

Improve Fellowship experience.

Identify needs and deliver effective support of committees/sections.

Facilitate increased awareness and access to membership resources including library.

Deliver support for local initiatives as requested.

Connect organisational wide requirements such as CPD/exams/ courses with local Fellows and staff.

Ensure effective communication with current and future members.

Complete the review of the governance structure

Implement and monitor recommendations to changes as approved by the Council

Ensure active participation in the planning and running of the College is optimised for interested Fellows

MEASURING SUCCESS

Fellows feel engaged and benefit from College initiatives
Services are developed to be Fellow centric

Effective engagement by Fellows and Trainees at the local level
Perception of value of membership
Effective promotion of surgery to prevocational stakeholders

Enhanced governance structure with streamlined committee and section structure
Increased Fellow engagement



EDUCATION

STANDARDS AND PROFESSIONALISM

GOALS

RACS is patient-centred

OBJECTIVE

To support the training and sustaining of the surgical workforce to address the needs of the Australian and New Zealand communities.



KEY ACTIONS

Work in partnership with State and National Governments to focus on the needs of rural and regional communities.

Connect education plans and delivery with the Building Respect, Improving Patient Safety (BRIPS) initiatives including the Operating with Respect (OWR) course.

Develop targeted education activities which support the particular learning needs of Trainees and International Medical Graduates (IMG).



MEASURING SUCCESS

An increase in recruitment to rural, regional and private hospital training posts through the Specialist Training Program Project.
Feedback from Fellows, Trainees , IMGs and hospital representatives.
Increased recruitment and retention of trainees and International Medical Graduates (IMGs).

RACS continues to support improvement of surgical education and training

OBJECTIVE

In conjunction with specialty societies, provide exceptional governance across all specialties, leading to exemplary training programs and outcomes for all trainees and IMGs.



KEY ACTIONS

Identify opportunities to work together on projects with shared goals including induction programs for Board members, and support for supervisors.

Strengthen and nurture relationships with key partners including Specialty Training Boards (STBs), The Royal Australasian College of Surgeons Trainees' Association (RACSTA) and Specialty Societies.



MEASURING SUCCESS

Increased alignment and collaboration in key projects.
Continual improvement and alignment of hospital accreditation processes.
Improved reported retention and satisfaction of trainees and IMGs
Improved supervisor satisfaction in surgical programs.

RACS maintains regulatory compliance with accrediting bodies

OBJECTIVE

To ensure all Australian Medical Council (AMC) and Medical Council of New Zealand (MCNZ) accreditation conditions and recommendations are met.



KEY ACTIONS

Work closely with the accrediting bodies of Australia and New Zealand to comply with all guidelines.

Identify opportunities for alignment and improvement across STB/RACS educational policies and practice in line with AMC/MCNZ requirements.



MEASURING SUCCESS

AMC/MCNZ accreditation conditions and recommendations are met.
Development of a 3-year educational plan.
Feedback from STB, AMC and MCNZ in progress and delivery.

ENDURING VALUE

GOALS

RACS remains a world-leader in surgical education

OBJECTIVES

To actively monitor and evaluate programs to ensure they are evidence-based, align to best practice and meet member needs to deliver the surgical care required.



STRATEGIES

Optimise RACS Research and Evaluation across the College.

Build process and compliance with rigorous planning, monitoring and feedback to inform improvements in education programs.



MEASURING SUCCESS

Development of an overarching evaluation and monitoring framework of all educational activities in line with AMC and MCNZ requirements.

MEMBERSHIP

GOALS

RACS remains a membership organisation for the benefit of patient surgical care

OBJECTIVE

To maximise the quality, sustainability and optimise delivery of all member resource activities.



KEY ACTIONS

Development of an overarching data driven strategy:
• to inform the Educational Portfolio development and delivery
• ensures patient safety through the quality assurance and sustainability of the RACS educational offer.

Use of data to support decisions to effectively meet member needs and exceed expectations.

Utilise the latest intellectual property (IP) legal frameworks to guide the development and dissemination of work.



MEASURING SUCCESS

Delivery and monitoring of education strategy.
Increased engagement and collaboration opportunities for Fellows in education planning and development.
Positive feedback from members about response and service

PARTNERSHIPS

ENDURING VALUE

GOALS

RACS is regarded by its membership, health colleagues and the general public as a trusted voice on all matters associated with surgery and related care.

OBJECTIVES

To develop and deliver a key advocacy platform which is coordinated and activated across the organisation and membership in alignment with the RACS strategy and priorities.



KEY ACTIONS

Build the development of RACS as a trusted voice on surgery and the broader health and wellbeing of our communities.

Develop and disseminate information about agreed areas of advocacy which are aligned with the RACS strategy and support the delivery of the advocacy agenda.

Support the bi-national, national, states, territories and specialty societies with their particular localised areas of advocacy.

Identify areas in which to collaborate with chosen partners to support advocacy priorities.

MEASURING SUCCESS

Clarity of purpose and priorities for advocacy
Delivery of activities against plan.
Approaches to RACS to provide opinion on advocacy priorities.

To build a consistent and valued brand supported by compelling and targeted internal and external communications across a range of traditional and digital channels.



Consistently build the RACS brand across all regions (countries, states and territories) maximising digital and traditional channels

Increase member engagement and connection through targeted and timely communications and publications.

Grow external awareness and reputation through proactive media, digital activities and promotions.

Increase proactive internal communication in partnership with RACS service areas and offices.

Awareness and value of the RACS brand.
Positive traditional and digital media activity.
Membership engagement results.

To increase reach and impact of global health programs which will further deliver positive social value into the Asia Pacific region and recognise our Fellows' contributions.



Build and enhance effective relationships with international organisations and in-country partners.

Plan and deliver surgical care and education in line with in-country and partner priorities, building long-term capacity and workforce.

Advocate for the inclusion of safe and accessible surgical and anaesthesia care in national health plans.

Develop internal processes which ensure compliance and the effective planning, delivery and evaluation all global health programs.

Delivery of programs in line with agreements
In-country stakeholder and donor feedback.
Support of volunteers.

To increase the reach and impact of the Foundation for Surgery which ensures enduring positive value in the community through building the corpus funds and Foundation supporters.



Further develop the direct mail campaigns and commence the planned implementation of the bequest and major donor strategy.

Strengthen the Foundation's capacity to deliver through updated governance and processes.

Develop and extend brand, market and network to promote the Foundation and donations.

Implementation of new approach and system for scholarships.

Engagement levels with current and prospective donors
Financial management and achievement
Delivery of scholarship and grant programs

MEMBERSHIP

GOALS

RACS consistently delivers high quality programs through all conferences and events to further the knowledge of the membership and the broader health community.

OBJECTIVES

To maximise the efficacy of all conferences and events to deliver comprehensive scientific programs aligned with current and future research and education needs of members and further the reputation of RACS.



STRATEGIES

Foster relationships with internal stakeholders, specialty societies and state, territory and country offices to plan and deliver effective conferences and events.

Build relationships with current sponsors and identify opportunities for engaging with new sponsors to broaden the revenue base and secure a sound financial basis for conferences and events.

Deliver all conferences and events for 2019 against plan and budget with increased participation and satisfaction.

Identify new technologies which will enhance the participant's experience from registration, attendance and post-event.

MEASURING SUCCESS

Clarity of purpose and priorities for advocacy
Delivery of activities against plan.
The number and relevance of approaches to RACS to provide opinion on advocacy priorities.

OPERATIONS

ENDURING VALUE

GOALS

RACS is financially sustainable and delivers financial value across the membership

OBJECTIVE

To pursue revenue growth opportunities, and employ financial resources in a manner that demonstrates value across the membership.



KEY ACTIONS

A RACS Growth Strategy that is aligned to the Strategic Objectives and enables growth opportunities to be purposed.

Financial resources are prioritised and employed in a manner that funds service improvement initiatives.

MEASURING SUCCESS



Growth in revenue.
Funding for service improvements.
Financial budget and tracking.

RACS teams are highly capable and responsive in delivering value across the membership.

OBJECTIVE

To build an organisational structure and culture that is committed to RACS values and can deliver new and improved services across the membership



KEY ACTIONS

Staff engagement is measured and opportunities to align the culture with RACS values are pursued

Cultural awareness initiatives are actively pursued throughout RACS.

Contemporary employment practices in place that build staff engagement and enable teams to continuously improve service delivery across the membership.

MEASURING SUCCESS



Staff engagement is measured and monitored.
Cultural activities pursued for all staff.
Employment practices continuously improved.

STANDARDS AND PROFESSIONALISM

GOALS

RACS continues to build awareness and support those experiencing discrimination, bullying and sexual harassment.

OBJECTIVES

To support Fellows, Trainees and IMGs experiencing discrimination, bullying and sexual harassment in their workplaces.



STRATEGIES

Processes are implemented that enhance the confidence of Fellows, Trainees and IMGs in dealing with discrimination, bullying and sexual harassment in their workplaces.

Work with hospitals and our Fellows, Trainees and IMGs in creating safe training environments.

MEASURING SUCCESS



Building Respect and Improving Patient Safety impact is assessed.
Evaluation of RACS complaints processes.
Improvements in complaints processes.

MEMBERSHIP

GOALS

RACS technology and digital applications deliver services in a surgeon-centric manner

OBJECTIVE

To continually improve and invest in digital solutions that deliver an improved service experience across the membership.



KEY ACTIONS

Development of a RACS Technology Roadmap that enables the delivery of new digital services in a surgeon-centric manner.

User-centred design principles are employed during the development and delivery of RACS digital services.

Surgeon interactions across RACS services drive experience improvements.

MEASURING SUCCESS



A RACS Technology Roadmap that delivers digital services in surgeon-centric manner.
A CRM that captures, drives and anticipates surgeon needs from RACS.
A service delivery model focused on services experience across the membership.

