THE ROYAL AUSTRALASIAN COLLEGE OF SURGEONS

STRATEGIC PLAN

2006-2008

Service and Professionalism / Integrity / Respect and Compassion
Commitment and Diligence / Collaboration and Teamwork

www.surgeons.org
The College of Surgeons in Australia & New Zealand
The College’s direction is broadly established by the Strategic Plan. However it is also important to clearly
detail the key focus of the College and the areas where it can add best value to Trainees and Fellows.

The College is an ‘umbrella’ Fellowship organisation with nine craft groups, represented by 13 independent
specialty organisations across Australia and New Zealand. In addition to this it auspices the activities of
inter-specialty groups (i.e more than one craft group) which add substantial value to Trainees and Fellows.
The College’s focus needs to be on the ‘generic’ applicable to all craft groups.

The College provides its services through eight regional offices and a ‘head office’. It is in the process of
developing a ninth regional presence in the Northern Territory. It is important that consistency is achieved
in the College message and all efforts are made to maximise the benefits of our critical mass. Issues
relating to specific craft groups, particularly of a detailed or technical nature should be managed by that
group. Accessing College facilities or College infrastructure by these groups is to be encouraged. This then
enables the specialty group to deliver its own value without having to always duplicate infrastructure.

Accordingly the College must work hard to further inclusiveness, guarantee professional competence, and
promote surgical excellence in all disciplines and regions within the following framework.

Dr Russell Stitz

The College, which has existed for over 75 years and is based on the proud tradition of an internationally
focused profession, is guided by the following key direction statement:

Key Direction Statement
As a Fellowship based organisation, the College commits to ensuring the highest standards of safe and
comprehensive surgical care for the community we serve through excellence in surgical education, training,
professional development and support.

In undertaking our activities, and in managing the way we interact with our Fellows, Trainees, staff,
stakeholders, the community and our patients, we will demonstrate the following values:

Values
• Service and Professionalism – performing to and upholding high standards
• Integrity – upholding professional values
• Respect and Compassion – being sympathetic and empathetic
• Commitment and Diligence – being dedicated, doing one’s best to deliver
• Collaboration and Teamwork – working together to achieve the best outcome
Key Portfolios of Endeavour

Leadership

Relationships

- Ensure all activities of the College are well reflected and delivered in each region
- Develop role of health advocacy
- Advocate for the appropriate surgical workforce fully utilised within the public and private sectors
- Increase profile of Surgical News in areas of safety, quality and innovation and more actively interface with Specialty Groups
- Re-invigorate ‘Foundation for Surgery’ emphasising its support of Surgical Research and International Projects

Resources

- Ensure infrastructure of College including offices, Annual Scientific Congress (ASC) and ANZ Journal are palpably understood as ‘value for all of surgery’
- Ensure core operational activity is achieved by core operational budgets
- Progress profile of Information Technology in surgery and its use to minimise distance
- Review and make more robust the processes of document management

Education

- Ensure a fully skilled and fully supported Surgical Supervisor cohort
- Develop simulation environment and skills capacity and implement
- Finalise Surgical Education and Training framework
- Progress distance education and Information Technology (IT) facilitated training
- Increase presence of Trainees in all College activities
- Achieve AMC accreditation
- Support workforce requirements through the provision of high standard programs in surgical education

Fellowship

- Progress key issues of standards, development and Fellowship services in new structure
- Progressively profile professional development and research / audit activities at annual ASC and Annual Scientific Meetings (ASM)
- Profile Fellows who are CPD compliant
- Broadly promulgate and gain acceptance of remediation for underperformance
- Progress development of curricula in non-technical roles of competency
- Profile the ongoing development of our International Outreach work
- Continue to profile surgery based research and work to ensure government based funding

Key Success Measures

These key success measures are the College’s priorities over the next two years. They are based on the College’s key direction statement, values and an ongoing commitment to provide support and value to all Fellows and Trainees in all regions and in all specialties.

Leadership

- Strongly support the practice / demonstration of College values and the promotion of clinical excellence.
- Ensure quality parameters as an educational provider are fully met including Australian Medical Council (AMC) Accreditation.
- Manage and enhance the increasing sub-specialty process at the highest level for the benefit of patients and surgeons.
- Participation in next round of Australian Healthcare Agreements.

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*These measures will be quantified and reported regularly to Council.
Strategic Focus
A clear direction to enhance Fellowship activities and support. This will maintain high surgical standards and advance surgical knowledge and care through research and development, as well as define the importance of the surgeon as a professional.

Key Success Measures
- Progress key issues of standards, development and Fellowship services in new structure.
- Progressively profile professional development and research/audit activities at the ASC and ASMs.
- Profile Fellows who are CPD compliant.
- Broadly promulgate and gain acceptance of remediation for underperformance.
- Progress development of curricula in non-technical roles of competency.
- Profile the ongoing development of our International Outreach work.
- Continue to profile surgery based research and work to ensure government based funding.

Fellowship and Standards

Professional Standards
Recertification and Compliance
- Increase incentives / sanctions for CPD compliance.
- Increase CPD Online participation.
- Further clarify roles and relationships with specialty societies / associations with respect to recertification.
- Consider specialty specific options for future CPD triennia.

Surgical Competence and Performance
- Establish and implement better processes for assessing competence and identifying underperformance with a view to remediation.

Surgical Standards and Guidelines
- Review / revise standards / guidelines relating to infection control, correct side and correct site surgery, radiation safety and hospital credentialing.
- Develop guidelines addressing the processes of informed consent, including financial consent.

Professional Development
- Increase profile and capacity of courses / workshops in line with College competencies.
- Enhance distribution of courses around Australia and New Zealand, particularly at ASC and ASMs.
- Embrace new technology to support the provision of professional development activities, including online options.
- Develop strategies to facilitate the further training of surgical supervisors.

Younger Fellows
- Support Younger Fellows particularly in addressing issues around work, life balance and self care.
- Foster the involvement of Younger Fellows in College processes and programs.
Fellowship Services
Library and Web Services
Maximise benefit of web/library services by:
• Providing online catalogues and borrowing system for the print and video collections.
• Developing a bi-annual electronic Library newsletter.
• Developing web streaming capacity for educational initiatives.
• Expanding Find-a-Surgeon to include specialty related areas of practice.

Fellowship Services
• Progressively align the structures of the Divisional Group of Rural Surgery, the Trauma Committees and Sections of General Surgery with the Boards of Training and Regional Committees.
• Continue to profile and address workforce shortages.
• Achieve sustainable funding for trauma registries and trauma verification.
• Assist in the development of a National Trauma Plan.
• Clarify the credentialing processes for gastro-endoscopy.
• Align multi-disciplinary interest groups with the non-technical competencies.

Research and Audit
ASERNIP-s / Research
• Devise and support initiatives to expand research funding from private as well as government funders through increased community and media liaison.
• Increase the profile of ASERNIP-S and surgical research by promotional activities targeting surgeons, other members of the medical profession, health service agencies and consumers.
• Develop the “Surg-In” interactive information portal to provide surgeons with timely, evidence based information.

Audits
• Promote the merit of surgical clinical audits by the dissemination of good quality, timely and useful data from the existing audits.
• Expand audit programs to be a core element in recertification issues.
• Promote the use of appropriate web-based technology.
• Produce aggregated data at regional, national and then bi-national level through Audit of Surgical Mortality in Australia and New Zealand.

Electronic Logbooks
• Develop robust database infrastructure and skills to progress audits and log book capacity.
• Rollout logbooks successfully to first two disciplines and then others progressively.
• Develop PDA interface.

Scholarship Program
• Develop a plan to raise the profile of the Scholarship Program using both existing College infrastructure and new strategic partnerships.

External Affairs
International Projects
• Develop an “umbrella” group in collaboration with specialty “outreach” programmes to more effectively position, compete for and manage aid-funded projects.
• Highlight College contributions to the community through international projects and aid programs.
• Ensure all projects delivered within robust and auditable framework.
• Provide education to surgical teams for international deployment.

Conference and Events
• Continue to position the ASC as a “wide spectrum” surgical meeting.
• Profile event-organising capacity to surgical and medical related groups.
• Develop strategies to progressively include College activities in all Societies / Associations key scientific meetings.
Strategic Focus
Define the characteristics and skills of a professional surgeon which will underpin our training initiatives and assessment and instil the Fellowship and community with confidence in our standards. Promote excellence in surgical education, training and professional standards.

Key Success Measures
• Ensure a fully skilled and fully supported Surgical Supervisor cohort.
• Develop simulation environment and skills capacity.
• Finalise and implement Surgical Education and Training framework.
• Progress distance education and IT facilitated training.
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Basic Surgical Training and Skills
Define modularity of training and implement within integrated surgical training program

Courses
• Increase skills course capacity, support, sustainable growth.
• Recruit and retain additional trainers, particularly from groups like the Younger Fellows, Rural Surgeons and ‘Senior Surgeons’.
• Develop initiatives which support instructor sustainability, commitment and growth.
• Use research to inform initiatives that support sustainability.

Skills
• Position College as a major stakeholder in ‘simulation’ environment.
• Progressively develop innovative training processes using skills environment.
• Support research underpinning developments in skills training.
• Develop credentialing / accreditation process for skills courses.
• Develop matrix for skills training linked to curriculum particularly at Specialist Surgical Training level.

Basic Surgical Training (BST)
• Seek opportunities to partner with other bodies and funders to provide modules applicable to the preparatory period for surgical training and early surgical training.
• Collaborate with the specialty boards to facilitate integration of training programs and the transition of BSTs into the new Surgical Education Training Program.
• Progress BST online capacity.
• Provide professional development education for BST Supervisors to support their role.
• Enhance in-training assessment, performance appraisals and career counselling.

Trainee Representation
• Ensure trainees are directly involved in planning and development of educational activities.
• Facilitate the Trainees’ Association in establishing their ‘voice’ with Trainees, Fellows and specialty boards.
Specialist Surgical Training and Assessment

Define modularity of Training and the transition to the Surgical Education and Training (SET) framework

Specialist Societies

- Re-assert for the community the College’s and Specialist Societies’ role in education of surgeons.
- Refresh agreements and matrix of commitment that demonstrates the College / Society required contributions.
- Ensure hospital posts are identified, and accredited in accordance with agreed policies.
- Actively involve Trainee representatives in all educational initiatives.
- Establish governance structure for general surgery pre and post Fellowship training.
- In collaboration with Fellowship and Standards Division, ensure all Surgical Supervisors are appropriately skilled and supported.

Education Development

- Ensure all competencies and curricula development is relevant to surgical practice.
- Establish new SET framework and sound educational principles and modular base.
- Develop and enhance participation of trainees in evaluation.
- Develop online educational capacity in particular Support for Supervisor material.
- Update interviewer educational material.

Examinations

- Ensure assessment is competency based and aligned to curriculum for all specialties.
- Enhance in-training assessment processes
- Enhance robust assessment with high quality feedback.
- Implement database processes for all examination material and enhance Intellectual Property.

International Medical Graduate Assessment (IMG)

- Quantify assessment tool for IMG’s.
- Improve and document responsiveness for IMG assessments.
- Recreate all printed material to assist the applications by IMG’s.
RELATIONSHIPS

Strategic Focus
Profile the activities of the College to maximise cohesion between specialties, states and New Zealand. Ensure a position on all relevant public health issues is promulgated through these channels and that the reputation of surgery in Australia and New Zealand is enhanced in the community and appreciated by key stakeholders.

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- Ensure all activities of the College are well reflected and delivered in each region.
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- Advocate for the appropriate surgical workforce fully utilised within the public and private sectors.
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Regional approaches and facilitation of regional issues
- Clearly identify College materials and activities for distribution through the regions.
- Through effective training and systems, ensure all College staff deliver agreed services regionally and provide support to all College activities.
- Enhance regions’ political / communication capacity.
- Establish and maintain clear and consistent communication channels for both regional managers and regional chairs.
- Involve regions in health advocacy particularly in issues of surgical workforce shortages.
- Ensure that larger regions and specialties in particular are fully involved in College activities.

Relations with Media, Community and Government
- Actively solicit opportunities to engage the media and government on all aspects of surgery particularly via State / Regional Committees and Specialty Groups.
- Review and re-align communication and strategic plans including the identification of key stakeholder groups with specific multi media approach.
- Identify and train key spokespeople for the College.
- Actively use waiting list data to profile surgical services.
- Profile Surgical News into issues for ‘All of Surgery’ particularly in safety, quality and innovation.
- Assist ANZ Journal of Surgery to increase profile as peer-reviewed research journal.

Workforce calculations and communication / ownership of this by Fellows
- Progress development of projects with Specialist Societies and regions regarding utilisation of surgical workforce and their capacity.

College Staff
- Through a range of initiatives, improve HR systems and HR support to College managers to continue to develop the College as a positive work environment which supports and maintains a skilled and participative workforce.
- Continue process review, quality improvement and policy development and incorporate quality based, standards credentialed overall systems.

Foundation
- Establish Foundation for Surgery based in NSW with its emphasis on Surgical Research and International Projects.
1. An operating theatre in Pakistan after the earthquakes, where Fellows worked. 2. Australia’s first Aboriginal surgeon Kelvin Kong and Philip Truskett. 3. John Quinn speaking to the media. 4. Russell Sitz and Tony Abbott at the 2006 ASC. 5. Invited International Speakers at the Specialist Medical Aid Symposium.
STRATEGIC PLAN
2006-2008

RESOURCES

Strategic Focus
Ensure management of the College’s resources generates maximum benefit for the Fellowship

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Finance reporting at executive and management levels
- Executive reports streamlined with a seasonally adjusted approach that fully utilises project overheads and cost allocation methodologies.
- Align Finance Department resources to maximise support to the College and provide IT facilitated service to all areas.
- Ensure all College support and subsidies for activities are clearly identified and delineated.
- Progress “e-commerce” and IT functionality to all users.
- Plan for the implementation of Surgical Education and Training.

Implementation of the IT strategy
- Progress IT initiatives that enable the critical mass of College to add value to Trainee and Fellow activities, including distance learning, electronic logbooks and web-enabled audit.
- Ensure cohesive and comprehensive use of iMIS by all areas of the College with ongoing education and orientation program.
- Progress use of technology in facilitating meetings.

Maintenance, purchasing and contract management
- Use critical mass of College to advantage in purchasing with clear guidelines and capture of information.
- Computerise approaches and optimise purchasing activities in all areas.
- Maintenance of facilities planned and approved by all regional groups to optimise longevity of assets.
- Maintain and monitor all contract details on a regular basis, with appropriate tendering and guidelines for supply contracts.

Ensuring a ‘professional-level’ environment
- Master planning undertaken of all properties.
- Document management systems implemented to improve storage short, medium and long term.
- All facilities renovated and maintained at a ‘professional-office’ standard and access optimised for Fellows and Trainees.
- College of Surgeons Museum complete and accredited.
- ‘Stables’ renovations in NSW finalised.
- Direction of Brisbane accommodation determined.
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Ian Dickinson
Chair, Professional Development and Standards Board

Ian Gough
Censor-in-Chief

Stephen Deane
Vice President

Andrew Sutherland
Honorary Treasurer

Ian Dickinson
Chair, Professional Development and Standards Board

Guy Maddern
Chair, Research, Audit and External Affairs

Robert Atkinson
Chair Professional Development

Ross Blair
Chair Fellowship Services

Ian Gough
Censor-in-Chief

Robert Black
Chair, Court of Examiners

Ian Civil
Chair, Board of Basic Surgical Training

Bruce Waxman
Chair, Board of Specialist Surgical Training

Stephen Deane
Vice President

Mark Edwards
Deputy Chair

Relationships Portfolio

Andrew Sutherland
Honorary Treasurer

Keith Mutimer
Deputy Treasurer
President
Russell Stitz

Vice President
Stephen Deane

Censor in Chief
Ian Gough

Honorary Treasurer
Andrew Sutherland

Chair, Professional Development and Standards Board
Ian Dickinson

Chair, Board of Basic Surgical Training
Ian Civil

Chair, Board of Specialist Surgical Training
Bruce Waxman

Chair, Court of Examiners
Robert Black

Chair, Professional Development
Robert Atkinson

Chair, Fellowship Services
Ross Blair

Chair, Research, Audit and External Affairs
Guy Maddern

General Elected Councillors
Robert Atkinson
Ross Blair
Ian Civil
Patricia Davidson
Stephen Deane
Ian Dickinson
Ian Gough
John Graham
Michael Hollands
Guy Maddern
Jeneipher Martin
James Powell
Russell Stitz
Andrew Sutherland
Ivan Thompson
Bruce Waxman

Specialty Elected Councillors
Robert Black – Otolaryngology Head and Neck Surgery
Mark Edwards – Cardiothoracic Surgery
Anthony Hardy – Orthopaedic Surgery
Errol Maguire – General Surgery
Hugh Martin – Paediatric Surgery
Glenn McCulloch – Neurosurgery
Keith Mutimer – Plastic and Reconstructive Surgery
Helen O’Connell – Urology
Peter Woodruff – Vascular Surgery

Co-opted Councillors
Geoffrey Davies – Expert Community Advisor
Anand Dixit – Tasmanian Fellows
Michael Sexton – Rural Surgeons

Co-opted Representative
Walter Thompson
President, Australian and New Zealand College of Anaesthetists

Invited Observers
Richard Hanney
Younger Fellows Representative
Saxon Connor
Convenor, Younger Fellows Forum 2007
John Buntine
President, Australian Association of Surgeons
Deborah Amott
Chair RACS Trainees’ Association

Principal Advisors to Council
John Collins
Dean of Education
John Quinn
Executive Director of Surgical Affairs, Australia
John Simpson
Executive Director of Surgical Affairs, New Zealand
Membership of College Regional Committees and the New Zealand National Board 2007

Australian Capital Territory
Chair
Chandra Patel
Honorary Secretary / Treasurer
Ian Davis
Peter Barry
Jo-Anne Benson
Carolyn Cho
James Lim
Tim McKenzie

New South Wales
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Philip Truskett
Honorary Secretary
Anthony Eyers
Honorary Treasurer
Peter Holman
Robert Costa
Maurice Day Jr
Gary Fermanis
Bruce French
Richard Hanney
Bruce Hodge
Gregory Keogh
Joseph Lizzio
Owen Ung

Co-opted Members
Daniel Cass
Antonio Fernandes
John P Harris
Thomas Havas
Henry Hicks
Paul Kovac
Hugh Lukins
Dimitri Papadimitriou
David Robinson
Timothy Steel
Joanna Sutherland

Ex-Officio Members
Patricia Davidson
Stephen Deane
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Hugh Martin
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Jean-Claude Theis
Honorary Treasurer
John Kyngdon
NZ Censor
Spencer Beasley
Anthony Hardy
Chris Holdaway
Rod Maxwell
Dilip Naik
Scott Stevenson
Bill Sugrue
Nigel Willis

Specialty Representatives
Peter Alison
Nicholas Finnis
John Gilbert
Andrew A Hill
Kiki Maoate
Michael Rice
Stewart Sinclair
Russell Tregonning
Andre van Rij

Co-opted Members
Andrew G Hill

Ex-Officio Members
Ross Blair
Ian Civil
Anthony Hardy
Michael Sexton

Queensland
Chair
Christopher Perry
Secretary
Adrian Nowitzke

Ex-Officio Members
Riza Adib
Chris Que Hee
Julian Lane
Andrew Lomas
Murray Ogg
Andrew Russell
Morrie Stevens  
Peter Tesar  
Bernie Whitfield  
Glen Wood

**Co-opted Members**  
Richard Lewandowski  
Erral Maguire  
Julie Mundy  
Chris Pyke  
John Quinn  
Mark Smithers  
Harry Stalewski

**Society Representatives**  
Hamish Foster  
Dan Kennedy  
Harry Stalewski  
Richard Williams

**Ex-Officio Members**  
Robert Atkinson  
Guy Maddern  
Glenn McCulloch  
Andrew Sutherland

**Tasmania**  
**Chair**  
Anand Dixit  
**Secretary / Treasurer**  
Greg Harvey  
Rob Bahmer  
Derek Brockwell  
Fred Konetschnik  
Fiona Lee  
David Lloyd  
Fadi Nuwayhid

**Co-opted Members**  
Carl Castellino  
Andrew Castley  
Frank Kimble  
Hung Nguyen  
Tony Patiniotis  
Peter Stanton  
Pauline Waites

**Victoria**  
**Chair**  
Andrew Cochrane  
**Deputy Chair**  
Julian Smith  
**Secretary**  
Graeme Campbell  
**Treasurer**  
Michael Dobson  
Anthony Bonomo  
Patrick Dewan  
Ian Faragher  
Brian Hodgkins  
Akhtar Sayed-Hassen  
Jason Winnett

**Co-opted Members**  
Winifred Burnett

Peter Choong  
Michael Coote  
Simon Donahoe  
Mark Lovelock  
Sean Mackay  
David Marty  
Catherine Sinclair  
Robert Stundan  
Xavier Yu

**Ex-Officio Members**  
Jenepher Martin  
Keith Mutimer  
Helen O’Connell  
Bruce Waxman

**Western Australia**  
**Chair**  
Stephen Baker  
**Secretary**  
Robert Davies  
James Aitken  
Jon Armstrong  
Nigel Barwood  
Harsha Chandraratna  
Jeffrey Hamdorf  
Richard Lewis  
Robert Love  
Ian Mitchell  
Jeffrey Thavaseelan  
Richard Vaughan

**Co-opted Specialty Representatives**  
Lily Chen  
Graham Cullingford  
Mark Edwards  
Mark Smith  
Collin Whitewood  
Jessica Yin

**Ex-Officio Members**  
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