THE ROYAL AUSTRALASIAN COLLEGE OF SURGEONS

STRATEGIC PLAN

2007-2009

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

www.surgeons.org

RACS - The College of Surgeons in Australia and New Zealand
Leadership

Key Areas of Success

• Strongly support the practice / demonstration of College Values and the promotion of Clinical Excellence
• Develop the role of the College of Surgical Specialties particularly reflecting this in Surgical Leadership Forums
• Manage and enhance the increasing sub-specialty process by establishing formal Post Fellowship Education and Training governance
• Successful re-launch of the ‘Foundation for Surgery’

Fellowship
Ian Dickinson
Chair, Professional Development and Standards Board

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.

Education
Ian Civil
Censor-in-Chief

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 and promote excellence in surgical education, training and professional standing.

Relationships
Ian Gough
Vice President

Strategic Focus
Profile the activities of the College to maximise cohesion between the specialties and regions. 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.

Resources
Keith Mutimer
Honorary Treasurer

Strategic Focus
Ensure the resources of the College are effectively managed to fully support all activities of the Fellowship.

Ian Dickinson
Chair, Professional Development and Standards Board

Guy Maddern
Chair, Research, Audit and External Affairs

Robert Atkinson
Chair, Professional Development

John Graham
Chair, Fellowship Services

Ian Civil
Censor-in-Chief

Robert Black
Chair, Court of Examiners

Jenepher Martin
Chair, Board of Basic Surgical Training

Mark Edwards
Chair, Board of Specialist Surgical Training

Ian Gough
Vice President

Michael Grigg
Deputy Chair, Relationships Portfolio

Keith Mutimer
Honorary Treasurer

Michael Hollands
Deputy Treasurer
Royal Australasian
College of Surgeons
Council

President
Andrew Sutherland

Vice President
Ian Gough

Censor-in-Chief
Ian Civil

Honorary Treasurer
Keith Mutimer

Chair, Professional Development and Standards Board
Ian Dickinson

Chair, Board of Basic Surgical Training
Jenepher Martin

Chair, Board of Specialist Surgical Training
Mark Edwards

Chair, Court of Examiners
Robert Black

Chair, Professional Development
Rob Atkinson

Chair, Fellowship Services
John Graham

Chair, Research, Audit and External Affairs
Guy Maddern

General Elected Councillors
Rob Atkinson
Spencer Beasley
Graeme Campbell
Ian Civil
Ian Dickinson
Ian Gough
John Graham
Michael Hollands
Guy Maddern
Jenepher Martin
James Powell
Julian Smith
Andrew Sutherland
Swee Tan
Ivan Thompson
Marianne Vonau
David Watters

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

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

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

Invited Observers
Sonja Latzel
Younger Fellows Representative
Mary Langcake
Women in Surgery
Patrick Moore
Convenor, Younger Fellows Forum 2008
John Corboy
Chair, RACS Trainees Association
John Buntine
President, Australian Association of Surgeons

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
College Regional Committees and the New Zealand National Board 2008

Australian Capital Territory

Chair
Chandra Patel

Honorary Secretary/Treasurer
Ian Davis

Peter Barry
Jo-Anne Benson
Carolyn Cho
James Lim
Timothy McKenzie

Co-opted Members
David Hardman
Hodo Maxhimolla

New South Wales

Chair
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 Lizzie
Owen Ung

Co-opted Members
Daniel Cass
John P Harris
Thomas Havas
Henry Hicks
Paul Kovac
Mary Langcake
Steve Leibman
Hugh Lukins
Dimitri Papadimitriou
Andrew Parasy
Joanna Sutherland
Timothy Steel
Kim Taylor
Leana Teston

Ex-Officio Members
John Graham
Hugh Martin
Michael Hollands
James Powell

New Zealand

Chair
Cathy Ferguson

Deputy Chair
Jean-Claude Theis

Honorary Treasurer
John Kyngdon

Anthony Hardy
Chris Holdaway
Rod Maxwell
Dilip Naik
Scott Stevenson
Bill Sugnue
Nigel Willis

Specialty Representatives
Peter Alison
Spencer Beasley (& NZ Censor)
Colin Calcining
Peter Davidson
Nicholas Finnis
John Gilbert
Andrew A Hill
Russell Tregonning
Stephen Vallance

Co-opted Members
Michael Rosenfeldt
David Tompkins

Ex-Officio Members
Spencer Beasley
Ian Civil
Mike Sexton
Swee Tan

Northern Territory

Chair
Jonathan Wardill

Secretary
John Treacy

Treasurer
Ravi Mahajani

Queensland

Chair
Christopher Perry

Honorary Secretary
Adrian Nowitzke
Riza Adib
Chris Que Hee
Julian Lane
Andrew Lomas
Murray Ogg
Andrew Russell
Morne Stevens
Peter Tesar
Bernie Whitfield
Glen Wood

Co-opted Members
Eric Donaldson
John Hansen
Richard Lewandowski
Julie Mundy
Mark Smithers
Harry Stalewski
Darryl Wall

Society Representatives
Hamish Foster
Dan Kennedy
Harry Stalewski
Richard Williams

Ex-Officio Members
Robert Black
Ian Dickinson
Ian Gough
Errol Maguire
John Quinn
Chris Pyke
Marianne Vonau

South Australia
Chair
David Walsh
Honorary Secretary
Guy Rees
Sam Ali
Adrian Anthony
James Edwards
Gregory Otto

Co-opted Members
Sonja Latzel
Linda Ferris
Lynne Rainey
Peter S Subramaniam
Hilary Boucaut
Timothy Proudman

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

Tasmania
Chair
Hung Nguyen
Secretary / Treasurer
Greg Harvey
Rob Bohmer
Derek Brockwell
Fiona Lee
David Lloyd
Fadi Nuwayhid

Co-opted Members
Carl Castellino
Frank Kimble
Jacob McCormick
Tony Patniotis
Peter Stanton
Pauline Waite

Ex-Officio Members
Anand Dixit

Victoria
Chair
Andrew Cochrane
Treasurer
Ian Faragher
Anthony Bonomo
Patrick Dewan
Michael Dobson
Brian Hodgens
Akhtar Sayed-Hassen
Jason Winnett

Co-opted Members
Winifred Burnett
Michael Coote
Simon Donahoe
Mark Lovelock
David Martey
William Pianta
Catherine Sinclair
Peter Choong

Ex-Officio Members
Graeme Campbell
Michael Grigg
Jenefer Martin
Keith Mutmer
Julian Smith
Helen O’Connell
David Waters
Simon Williams

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

Co-opted Specialty Representatives
Graham Cullingford
Mark Smith
Dieter Weber
Colin Whitewood
Jessica Yin

Ex-Officio Members
Mark Edwards
Ivan Thompson
Speciality Societies and Associations 2008

Australasian Association Of Paediatric Surgeons
President
Hugh Martin
Vice President
Tony Sparron
Treasurer
Philip Morreau
Senior Manager
Rebecca Letson

Australasian Society of Cardiac and Thoracic Surgeons
President
Richard Chard
Vice President
Matthew Bayfield
Treasurer
Hugh Wolfenden
Honorary Secretary
Trevor Fayers
Administrator of Secretariat
Jan McIlroy

Australian and New Zealand Society for Vascular Surgery
President
Peter Woodruff
Vice President Elect
Michael Grigg
Secretary / Treasurer
Noel Atkinson
Assistant Secretary
Glen Benveniste
Executive Officer
Shirley Arbuthnott

Australian Orthopaedic Association
President
John E Harris
Vice President
John North
2nd Vice President
John Batten
Treasurer
Graham Mercer
Director of Training
Gordon Morrison
Director of Orthopaedic Services
David Stabler
Scientific Secretary
Peter Choong
Chief Executive Officer
Ian Burgess

Australian Society of Otolaryngology Head & Neck Surgery
President
Robert Black
Vice President
Stuart Miller
Treasurer
Niel Boustrid
Secretary
Michael Dobson
Executive Officer
Roslyn Blake

Australian Society of Plastic Surgeons
President
Howard Webster
Honorary Treasurer
Peter Callan
Honorary Secretary
Garry Buckland
Chief Executive Officer
Gaye Phillips

Colorectal Surgical Society of Australia and New Zealand
President
Philip Douglas
Vice President
K Chip Farmer
Honorary Secretary
Richard Perry
Honorary Treasurer
John Lumley
Executive Administrator
Liz Neilson

General Surgeons Australia
President
Philip Truskett
Vice President
Graeme Campbell
Secretary/Treasurer
Meron Pitcher
Senior Manager
Sarah Benson

Neurosurgical Society of Australasia
President
Eric Guazzo
Vice President
Michael Murphy
Treasurer
Adnan Nowitzke
Secretary
Teresa Withers
Executive Director
Stacie Gull

Neurological Society of Australia and New Zealand
President
Z Stan Wisniewski
Vice President
Patrick Bary
Honorary Treasurer
Anthony James
Chief Executive
Alex Malley

New Zealand Association of General Surgeons
President
Stephen Vallance
Vice President
Alan Shirley
Secretary/Treasurer
Phillip Godfrey
Chief Executive Officer
Kim Miles

New Zealand Association of Plastic Surgeons
President
Colin Calcinar
Treasurer
John de Wail
Secretary
Swee Tan

New Zealand Orthopaedic Association
President
Murray Fosbender
Vice President
John Matheson
Treasurer
Tim Love
Honorary Secretary
Mark Wright
Chief Executive Officer
Kim Miles

New Zealand Society of Otolaryngology Head and Neck Surgery
President
John Gilbert
Vice President Elect
Bill Baber
Honorary Secretary (2007)
Patrick Dawes
Honorary Secretary (2008)
David Flint
Treasurer
Wilfred Wong-Toi

Urological Society of Australia and New Zealand
President
Z Stan Wisniewski
Vice President
Patrick Bary
Honorary Treasurer
Anthony James
Chief Executive
Alex Malley
College Organisational Structure - July 2007

LEADERSHIP

CHIEF EXECUTIVE OFFICER

David Hillis

RELATIONSHIPS

James McAdam

RESOURCES

Ian Burke

EDUCATION

Kathleen Hickey

Glenn Petrusch

FELLOWSHIP

Pam Montgomery

Wendy Babidge

EXTERNAL AFFAIRS

Dalith Moss

ACT

Eve Edwards

Council Secretary

Margaret Rode

Surgical Education & Training

TBA

Corinthus

Glenn Petrusch

Basic Surgical Training

Greg Pain

IMG Assessments

Toula Panagopoulos

Post Fellowship Education & Training

Dean of Education

John Collins

NSW

Bev Lindley

Margaret Rode

Surgical Education & Training

TBA

Greg Wilson

Skills Training

Ellen Webber

Professional Standards

Kylie Mahoney

Professional Development

Merrylin Smith

Library / Web

Anne Casey

Fellowship Services

Greg Wilson

NZ

Justine Peterson

Training & Systems Improvement

Monica Carrarini

Workforce Assessment

TBA

Media & Public Relations

Fiona Gillies

Human Resources

TBA

RESOURCES

Finance

Paul Lambrick

Information Technology

David Spargo

Facility Management

John Sember

College Collections/Archives

Geoff Down

SA

Daniela Giordano

TAS

Dianne Cornish

VIC

Denise Spence

Victorian

ACT

Eve Edwards

Skills Training

Ellen Webber

Education Development & Research

Wendy Crebbin

Fellowship Examination

Carmen Davis

Skills Training

Ellen Webber

Education Development & Research

Wendy Crebbin

Fellowship Examination

Carmen Davis

TBA

IMR Assessments

Toula Panagopoulos

Post Fellowship Education & Training

Glenn Petrusch

SA

Daniela Giordano

TAS

Dianne Cornish

VIC

Denise Spence

Fellowship Examinations

Carmen Davis

Wendy Babidge

TBA

IMR Assessments

Toula Panagopoulos

Post Fellowship Education & Training

Glenn Petrusch

WA

Penny Anderson

TBA

IMR Assessments

Toula Panagopoulos

Post Fellowship Education & Training

Glenn Petrusch

Dean of Education

John Collins

Executive Director for Surgical Affairs Australia

John Quinn

Executive Director for Surgical Affairs New Zealand

John Simpson

Skills Training

Ellen Webber

Education Development & Research

Wendy Crebbin

Fellowship Examination

Carmen Davis

Wendy Babidge

TBA

IMR Assessments

Toula Panagopoulos

Post Fellowship Education & Training

Glenn Petrusch

NSW

Bev Lindley

Margaret Rode

Surgical Education & Training

TBA

Greg Wilson

Skills Training

Ellen Webber

Education Development & Research

Wendy Crebbin

Fellowship Examination

Carmen Davis

Skills Training

Ellen Webber

Education Development & Research

Wendy Crebbin

Fellowship Examination

Carmen Davis

Wendy Babidge

TBA

IMR Assessments

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Post Fellowship Education & Training

Glenn Petrusch

NZ

Justine Peterson

Training & Systems Improvement

Monica Carrarini

Workforce Assessment

TBA

Media & Public Relations

Fiona Gillies

Human Resources

TBA

RESOURCES

Finance

Paul Lambrick

Information Technology

David Spargo

Facility Management

John Sember

College Collections/Archives

Geoff Down

SA

Daniela Giordano

TAS

Dianne Cornish

VIC

Denise Spence

Skills Training

Ellen Webber

Education Development & Research

Wendy Crebbin

Fellowship Examination

Carmen Davis

Skills Training

Ellen Webber

Education Development & Research

Wendy Crebbin

Fellowship Examination

Carmen Davis

Wendy Babidge

TBA

IMR Assessments

Toula Panagopoulos

Post Fellowship Education & Training

Glenn Petrusch

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Penny Anderson

TBA

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Toula Panagopoulos

Post Fellowship Education & Training

Glenn Petrusch

Dean of Education

John Collins

Executive Director for Surgical Affairs Australia

John Quinn

Executive Director for Surgical Affairs New Zealand

John Simpson
ROYAL AUSTRALASIAN COLLEGE OF SURGEONS CONTACTS

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SPECIALTY SOCIETIES & ASSOCIATIONS
Australian Association Of Paediatric Surgeons
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Australian Society Of Plastic Surgeons
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ST LEONARDS NSW 2065
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Australian Society Of Colorectal Surgical Society Of Australia
And New Zealand
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Neurosurgical Society Of Australasia
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Web: www.uaznz.org.au
The College’s direction is broadly established by the Strategic Plan. The College is now positioning itself as the ‘College of Surgeons in Australia and New Zealand’. The College is an ‘umbrella’ Fellowship organisation with nine craft groups, represented by 14 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 substantive value to Trainees and Fellows. The College’s focus needs to be on the ‘generic’ applicable to all craft groups. Feedback from the Fellows of the College highlights the importance of unity between all of the surgical groups and the growing requirements for effective advocacy.

The College provides its services through nine regional offices and a ‘head office’. It is important that the focus of the College is achieved consistently and that 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 and unity, guarantee professional competence, and develop a position of strong advocacy.

Andrew Sutherland

The College, which has existed for 80 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

Education

Resources

Fellowship

Key Areas of Success

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 surgical specialties, their Fellows and Trainees in all regions.

Leadership

- Strongly support the practice / demonstration of College Values and the promotion of Clinical Excellence
- Develop the role of the College of Surgical Specialties particularly reflecting this in Surgical Leadership Forums
- Manage and enhance the increasing sub-specialty process by establishing formal Post Fellowship Education and Training governance
- Successful re-launch of the ‘Foundation for Surgery’

Relationships

- Ensure all activities of the College are well reflected and delivered in each region
- Increase profile of Surgical News by more actively interfacing with Specialty Groups
- Review of College governance to better include Specialty Presidents and Regional Chairs
- Evaluate and enhance Council’s and Councillor performance
- Implement identified improvements to College systems and processes to achieve International Organization for Standardization (ISO) accreditation by 2009
- Improved communication to all stakeholders with more profiled advocacy

Resources

- Ensure core operational activity is achieved by core operational budgets
- Progress profile of Information Technology (IT) in surgery and its use to minimise distance
- Implement document management program to ISO standard
- Resolve property approach to West Wing and other buildings
- Registering of Museum / Art Gallery

Education

- Ensure a fully skilled and fully supported Surgical Supervisor cohort
- Develop simulation environment and skills capacity in key areas
- Progress distance education and IT facilitated training
- Increase presence of Trainees in all College activities
- Surgical Education and Training (SET) program successfully established with new governance and management structure
- Develop Post Fellowship training oversight
- More clearly define criteria for selection and assessment
- Evaluate College as a University
- Improve disclosure and transparency in all our processes

Fellowship

- Progress key issues of standards, professional development and Fellowship services in a new structure
- Engage Universities in a ‘Council of Academic Departments’
- Broadly promulgate and gain acceptance of remediation for underperformance
- Supervisor and Trainer courses established in all regions
- Profile the ongoing development of our International Outreach work
- Develop College statement on Emergency Surgery
- Hong Kong Annual Scientific Congress (ASC) fully planned regarding key risks
- Achieve long term sustainable funding for Australian Safety and Efficacy Register of New Interventional Procedures- Surgical (ASERNIP-S)
- Rollout of web based mortality audits in all regions
- Successful establishment of electronic logbook in three specialties
- Develop further quality assurance audits
- Expand research funding through further development of networks with individuals and groups that are influential with decision makers

*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, professional development and Fellowship services in a new structure
- Engage Universities in a ‘Council of Academic Departments’
- Broadly promulgate and gain acceptance of remediation for underperformance
- Supervisor and Trainer courses established in all regions
- Profile the ongoing development of our International Outreach work
- Develop College statement on Emergency Surgery
- Hong Kong ASC fully planned regarding key risks
- Achieve long term sustainable funding for ASERNIP-S
- Rollout of web based mortality audits in all regions
- Successful establishment of electronic logbook in three specialties
- Develop further quality assurance audits
- Expand research funding through further development of networks with individuals and groups that are influential with decision makers

Fellowship and Standards

Professional Standards
Recertification and Compliance
- Profile Continuing Professional Development (CPD) compliance link with requirements for medical registration and continue to advocate for this in all regions
- Increase CPD Online participation
- Consider specialty specific options for future CPD triennia

Surgical Competence and Performance
- Consult fully with Specialty Societies and Regional Committees regarding technical and non-technical competencies
- Identify and implement better protocols and processes for assessing competence and identifying underperformance with a view to remediation
- Final protocol for assessment of competence and performance of surgeons agreed February 2008

Surgical Standards and Guidelines
- Review / revise standards / guidelines relating to infection control, correct side and correct site surgery, radiation safety

Develop a College statement on Emergency Surgery
- Ensure working party fully considers all specialty and medical college perspectives
- Facilitate government / College interaction on this issue in 2008

Professional Development

Professional Development
- Increase profile and capacity of courses / workshops in line with College competencies and Fellowship survey
- Enhance distribution of courses around Australia and New Zealand, particularly at the ASC and Annual Scientific Meetings
- Embrace new technology to support the provision of professional development activities, including online options
- Establish Supervisor and Trainer courses in all regions with 500 trained supervisors by June 2008

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:
- Utilise web streaming capacity for further educational initiatives
- Expanding Find-a-Surgeon to include CPD compliance

Fellowship Services
- Enhance services for Fellows to reflect the Fellowship survey outcomes
- Continue to profile and address workforce shortages (including Safe Hours initiatives)
- Achieve sustainable funding for trauma registries and trauma verification
- Assist in the development of a National Trauma Plan
- Align multi-disciplinary interest groups with the non-technical competencies
- Facilitate the establishment of external cross specialty societies where appropriate

Research, Audit and Academic Surgery

ASERNIP-S / Research
- Devise and support initiatives to expand and make sustainable 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
- Continue to monitor developments in new technology and guide the safe introduction of relevant new surgical techniques and procedures

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 re-certification issues and value adding to surgical care and standards
- Promote the use of appropriate web-based technology
- Produce aggregated data at regional, national and then bi-national levels through Audit of Surgical Mortality in Australia and New Zealand

Electronic Logbooks
- Rollout logbooks successfully initially by web access and then by Personal Digital Assistant
- Ensure reports satisfy training board and clinical standard requirements

Scholarship Program
- Continue to profile the Scholarship Program using both existing College infrastructure and new strategic partnerships

Surgical Research
- Support and encourage academic surgery in Australia and New Zealand through the development of a Federation of University Departments of Surgery
- Increase opportunities for Trainees and young Fellows to present and enhance their research presentation skills through involvement with the Surgical Research Society

External Affairs

International Projects
- Highlight to our stakeholders the 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
- Develop stronger relationships between Pacific Island Surgeons, local Ministers of Health and aid teams
- Re-fashion a new Pacific and Papua New Guinea Program
- A revitalised International Project Committee to work with the Foundation for Surgery to fund ongoing scoping and coordinating of projects
- Continue to develop team work across various aid providers

Conference and Events
- Continue to position the ASC as a ‘wide spectrum’ surgical meeting
- Profile event-organising capacity to surgical and medical related groups
- Profile and market the ASC in Hong Kong through South East Asia, India, Pakistan, Nepal, Bangladesh and Sri Lanka
- Raise the profile of ASC in United Kingdom to ensure appreciation of the Surgical Education opportunities
Education

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 in key areas
- Progress distance education and IT facilitated training
- Increase presence of Trainees in all College activities
- SET successfully established with new governance and management structure
- Develop Post Fellowship training oversight
- More clearly define criteria for selection and assessment
- Evaluate College as a University
- Improve disclosure transparency in all our processes

Education Development and Assessment

Skills Education
- Develop an integrated approach to skills development in surgical education and training
- 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
- Develop research based initiatives that support sustainability
- Position College as a major stakeholder in ‘simulation’ environment
- Develop and support simulation learning environment which support the surgical training curricula
- Support research underpinning developments in skills training
- Develop credentialing / accreditation process for skills courses

Basic Surgical Training
- Seek opportunities to partner with other bodies particularly Universities and funders to provide modules applicable to the preparatory period for surgical training and early surgical training
- Enhance in-training assessment, performance appraisals and career counselling
- Maintain a fully supported learning environment for Basic Surgical Trainees (BSTs) during the transition phase from BST to SET

Trainee Representation
- Ensure Trainees are directly involved in planning and development of educational activities
- Consolidate the presence and impact of Trainees in relevant College activities
- Enhance surgery as a career option in developing communication and information strategies

Education Development
- Ensure all competencies and curricula development is relevant to surgical practice
- Develop and enhance participation of trainees in evaluation
- Develop online educational capacity in particular Support for Supervisor material, and use of videos as training tools
- Develop more effective partnerships with other bodies for delivery of educational material
Examinations and Assessment

- 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

Education and Training Administration

Surgical Education and Training / Specialist Societies

- Confirm Memorandum of Understanding and Service Agreements with their matrix of commitment that demonstrates the College / Society required contributions
- Implement SET with fully integrated competencies, curriculum, training and assessment
- Clearly defined evaluation processes for selection and assessment
- Redesign of iMIS database to support SET
- In collaboration with Fellowship and Standards Division, ensure all Surgical Supervisors are appropriately skilled and supported

International Medical Graduate Assessment

- Quantify assessment tool for International Medical Graduates (IMGs)
- Improve and document responsiveness for IMGs assessments
- Recreate all printed material to assist the applications by IMGs

Board of Post Fellowship Education and Training

- Development of governance model with supporting policies and procedures
Relationships

Strategic Focus
Profile the activities of the College to maximise cohesion between the Specialties and Regions. 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.

Key Success Measures
- Ensure all activities of the College are well reflected and delivered in each region
- Increase profile of Surgical News by more actively interfacing with Specialty Groups
- Review of College governance to better include Specialty Presidents and Regional Chairs
- Enhance and evaluate Council’s and Councillor performance
- Implement identified improvements to College systems and processes to achieve ISO accreditation by 2009
- Improved communication to all stakeholders with more profiled advocacy

Regional approaches and facilitation of regional issues
- Clearly identify College materials and activities for distribution through the regions
- Develop services and reporting regimes that reflect and reinforce the College as a College of all Surgical Specialties
- Enhance regions’ political/communication capacity particularly in health advocacy
- Establish and maintain clear and consistent communication channels about all specialties 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 more fully involved in College activities

Relations with Media, Community and Government
- Actively solicit opportunities to engage the media and government on aspects of ‘All of Surgery’ particularly via Regional Committees and Specialty Groups and do so proactively
- Identify and train key spokespeople for the College
- 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
- Profile activities of the College to improve public perceptions

Workforce calculations and communication/ownership of this by Fellows
- Progress modelling for required number of surgeons and surgical Trainees in all specialties
- Advocate for optimal use of available workforce
- Involve key stakeholders in ongoing research process

College Staff
- Improve planning and reporting of training and development activities within the College as part of performance and quality management
- Support the continual development of assessment and management competencies through ongoing analysis and reporting of Human Resources trends and statistics
- Identify and develop further initiatives to improve inter-divisional interaction and team building

Foundation
- Establish Foundation for Surgery based in NSW with its emphasis on surgical research and international projects

Sponsorship
- Continue to develop relationships at strategic and organisational levels with potential and actual sponsors

Quality Improvement
- Develop and implement functional and operational aspects of the document management system
- Implement the identified improvements to system and processes to gain ISO accreditation
Resources

Strategic Focus
Ensure the resources of the College are effectively managed to fully support all activities of the Fellowship

Key Success Measures
- Ensure core operational activity is achieved by core operational budgets
- Progress profile of IT in surgery and its use to minimise distance
- Implement document management program to ISO standard
- Resolve property approach to West Wing and other buildings
- Registering of Museum / Art Gallery
- Finance reporting at executive and management levels
- Executive reports streamlined with a seasonally adjusted approach that fully utilises project overheads and cost allocation methodologies
- Ensure all College support and subsidies for activities are clearly identified and delineated
- Provide managerial level reports and training that optimise capacity to deliver cost-efficient services
- Progress “E Commerce” and IT functionality to all users
- Successful implementation of financial reporting for SET

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
- Develop and implement Wide Area Network solution to resolve IT communications and infrastructure issues through College network
- Ensure document management IT infrastructure is consistent with College direction, capacity and quality standards

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 short, medium and long term storage
- All facilities renovated and maintained at a ‘professional-office’ standard and access optimised for Fellows and Trainees
- ‘Stables’ renovations in NSW finalised
- Direction of Brisbane accommodation determined