ROYAL AUSTRALASIAN COLLEGE OF SURGEONS

STRATEGIC PLAN 2011 – 2015

www.surgeons.org
The College of Surgeons of Australia & New Zealand
On behalf of the College Council I have pleasure in presenting the College’s vision for the next four years. We believe this vision remains true to the purposes for which the College was founded in 1927 and confidently addresses modern challenges. Our aim continues to be to provide the finest surgical education and care possible for the people of Australia and New Zealand and, as required, the people of our region.

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College Purpose
“To be the unifying force for surgery in Australia and New Zealand, with FRACS standing for excellence in surgical care”

College 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

Our vision:

The College will guarantee continuing provision of high quality training by

- Ensuring that high quality surgical education and training programs, which lead to FRACS, are delivered by the College and affiliated societies or RACS accredited education providers.
- Ensuring that FRACS continues to stand for competence and quality in surgical care and that the community recognises the 'Brand'.

Serve the Fellowship by

- Protecting and strengthening the culture that enables surgeons to act in the best interests of their patients.
- Championing professionalism and standards.
- Providing excellent opportunities for continuing professional development.

Promote health and well-being for the community by

- Being the leading advocate for the surgical health and well-being of patients, including participation in global health advocacy.
- Being consulted by government and the media as the primary source of prompt and informed advice on all matters of surgical significance.
- Doing everything in its power to ensure that an adequate surgical workforce is provided for the communities we serve.
- Being actively involved in surgical services to communities in need in Australia, New Zealand and our region.

Drive surgical excellence by

- Promoting and supporting surgical leadership in clinical governance, surgical audit and peer review.
- Promoting and supporting surgical research.
- Leading the evaluation of new techniques and technology and their responsible uptake into practice.
Education, Development and Assessment

Education Development and Research

Key result areas
- Build effective partnerships with other educational bodies to improve delivery of educational material and enhance the training program.
- Implement e-learning strategy with Learning Management System and Knowledge Hub on web.
- Maintain pre-eminence of the RACS training program through educational research that validates it and supports continuous improvement.

Key performance indicators
1. Develop partnerships for the delivery of training with major universities.
2. Forty per cent increase in online educational materials available to potential and current Trainees and Fellows; continuous increase in website usage.
4. Meet the Australian Medical Council (AMC) requirements for reaccreditation in 2011.
5. Support the development of education programs for supervisors and instructors in delivery of training.

Examinations and Assessment

Key result area
- Guarantee that the Fellowship of RACS remains the qualification of surgical competence and performance by providing assessment processes that are valid, reliable and competence and performance-based.

Key performance indicators
1. Processes for examination and assessment evaluated against international examination standards and improved.
2. All examinations aligned to reflect the training program.
3. Implementation of database processes continued for all examination material with information technology used by all specialties.
4. Develop enhanced communication strategies.

Skills Training

Key result areas
- Maintain the high quality and accessibility of the skills courses through continuous improvement, partnership with external bodies and input to research and development.
- Support instructor involvement and educational professionalism of the instructor faculty.
- Position the College as a major stakeholder in the simulation environment by building external relationships that enhance training and provide viable opportunities outside the clinical environment.

Key performance indicators
1. The course programs are financially self-sustaining and viable as evidenced by increased attendance and capacity to reinvest in programs.
2. Course curriculum reflects the training program and is relevant to Australian and New Zealand practice.
3. Skills course faculty is increased by 30 per cent and 90 per cent of instructors remain involved in skills courses for a minimum of five years.
4. Develop partnerships, particularly with academic departments of surgery for the development and delivery of skills training.
5. Develop enhanced communication strategies through RACS publications.

Trainee Representation

Key result area
- Support the RACS Trainees’ Association (RACSTA) to build internal and external mutually beneficial relationships, which ensure that Trainees’ views and opinions are represented and effective in advocating for broader health solutions.

International Medical Graduates

Key result area
- Assist in addressing areas of workforce shortage by comprehensive assessment of International Medical Graduates.
Fellowship and Standards
Professional Standards

Key result areas
> Develop position papers and standards relating to health and surgical service.
> Achieve full Continuing Professional Development compliance using streamlined data collection.
> Continue to promote peer reviewed audit and performance in non-technical competencies.

Key performance indicators
1. Increased Fellows’ and Trainees’ awareness of ethical issues, the College Code of Conduct, sponsorship and relationships with the medical technology industry.
2. Policies developed, particularly regarding data collection, to support achievement of 100 per cent compliance with the Continuing Professional Development Program with a one per cent annual increase in compliance and re-certification.
3. Increased recognition of peer reviewed audit as an essential surgical activity.
4. Promotion of the ongoing review and assessment of surgical competence and performance, particularly in the area of non-technical competencies.

Professional Development
Key result areas
> Develop the Academy of Surgical Educators with increasing range of recruitment, retention and educational opportunities.
> Promote professional development activities at the Annual Scientific Congress and Annual Scientific Meetings.
> Continue to co-guide a range of professional development activities with other providers.

Key performance indicators
1. Academy of Surgical Educators membership drive in place.
2. Selection skills workshops maintained in 2011.
3. New technology used to support the provision of professional development activities, including on-line work.
4. Younger Fellows Leadership and Mentoring workshop developed and implemented.
5. Video resources used in the Surgical Teachers Course renewed.

Fellowship Services
Key result areas
> Reach out and support communities in need in Australia and New Zealand by quantifying and prioritising needs, advocating solutions to government, facilitating Fellows’ involvement and publicising the good work.
> Effectively market the brand FRACS as the surgical qualification and the benefits to the Fellowship.

Key performance indicators
1. Comprehensive guide to College services and programs published.
2. Ten per cent increase in external project funds to support the delivery of surgical services in rural and indigenous communities.
3. Surgery as a career promoted to indigenous communities.
4. Effective involvement in addressing workforce shortages, particularly in rural and regional areas.
5. Over 75 per cent answer yes to “Is the College a real benefit to you as a Fellow?” by 2011.

Library and Website
Key result areas
> Build strong, mutually beneficial relationships with Fellows and Trainees by timely provision of relevant library resources and access to appropriate web-based material.
> Promote surgical research and innovation through provision of literature searches and facilitating access to the surgical literature.

Key performance indicators
1. Thirty per cent increase in two years in the number of hits on the media and public areas of the website.
2. Web presence revised with Project IT Refresh.
3. Five per cent annual increase in use of online resources and research requests, improved reliability and user friendly interfaces.
4. Forty per cent increase in participation of Fellows in Find-a-Surgeon and 25 per cent increased hits on Find-a-Surgeon in two years.

External Affairs
Conference and Events

Key result areas
> Build strong relationships with societies and external groups to promote continuing education and development.
> Promote Conference and Events Department’s organisational skills to external groups.
> Generate the financial capability to meet planned objectives and to fund innovative activities.
> Successfully market the Annual Scientific Congress (ASC).

Key performance indicators
1. Events organised in a professional, cost-effective way to the benefit of Fellows involved and the College.
2. Client rate events as first class and re-engage.
3. Funding achieved to enable proper cost recovery and development of initiatives.
4. Five per cent increase in attendance of surgical trainees and five per cent increase in international surgeons at ASC, the current levels of attendance of Fellows maintained.
5. All presentations if agreed to be published are made available on the Virtual Congress.

International Projects
Key result areas
> Reach out and support communities in need in our region by continuing to support educational and training opportunities in the Asia-Pacific, Europe and other regions.

Key performance indicators
1. Fifty per cent involvement of all surgeons in simulation.
2. Increased Fellows’ and Trainees’ awareness of ethical issues, the College Code of Conduct, sponsorship and relationships with the medical technology industry.

Research, Audit and Academic Surgery
Australian Safety and Efficacy Register for New Interventional Procedures – Surgical (ASERNIP-S)

Key result areas
> Promote surgical research and innovation through evidence-based assessments of new and emerging technologies.
> Advocate vigorously on relevant health solutions such as the cost/benefit of safe efficacious surgical procedures.
> Progress the field of surgical technology assessment by working with relevant organisations and individuals both nationally and internationally.

Key performance indicators
1. Increased local leadership of medical teams achieved in communities where the College has significant and long term input.
2. Increased external funding for scholarships and grants awarded to deserving Asia-Pacific surgeons and other medical personnel.
3. Fellows involved in international work regularly featured appropriately in College publications, with a minimum of 10 articles a year.
4. Project activities are delivered effectively in partnership with relevant local stakeholders who set the agenda and are consulted on recommendations.

Morbidity Audit and Logbooks

Key result areas
> Enhance standards through review of clinical care by providing logbook/all of practice audit and detailed morbidity audit.

Key performance indicators
1. Increased profile of the audits in all surgical groups.
2. Ten per cent annual increase until 100 per cent of participating Fellows and Trainees are involved in morbidity audits and logbooks.
3. Ongoing funding obtained for all audit projects to ensure the long-term viability of these safety and quality initiatives.
4. Recognition of the audits maintained under the Continuing Professional Development programs.

Mortality Audits

Key result areas
> Enhance standards through peer reviewed audit of all surgically related deaths.

Key performance indicators
1. Increased profile of the national consolidation of the mortality audits.
2. Increased dissemination of reports.
3. One hundred per cent involvement of all surgeons in mortality audits.
Relationships and Advocacy
Advocacy, Public Relations, Media and ANZ Journal of Surgery

Key result areas
1. Raise the College’s profile and improve opportunities to influence public opinion and policy by prioritising and preparing position papers and partnering with government on relevant health solutions.
2. Reach out and support communities in need in Australia, New Zealand and our region by communicating problems and solutions to government.
3. Publicise the College’s good work.
4. Increase the profile of the ANZ Journal of Surgery and scientific impact both locally and internationally.

Key performance indicators
1. Minimum of quarterly briefings with government ministers, opposition health spokespeople and health officials – resulting in policy that reflects College input.
2. Develop overall College advocacy strategic plan and series of position papers.
3. Ten per cent annual increase in suitable publicity as measured by press releases, media launches of College position papers, maximum profile in Surgical News, e-newsletters.
4. Increased interaction with ANZ Journal of Surgery measured by subscriptions, impact factor, on-line interaction and media releases accepted into the press.

Council and Governance
Key result areas
1. Develop a governance structure to support a modern and progressive Fellowship organisation that is responsive, representative, accountable with appropriate reserve powers.
2. Use the Surgical Leaders Forums to demonstrate the role of the College as the unifying force for surgery.
3. Strengthen the relationship between the College and the Specialist Societies.
4. Effectively communicate the College’s strategy and direction.

Key performance indicators
1. Professional development in governance role provided to Councillors.
2. Thirty per cent more candidates than vacancies in the annual elections to Council and five per cent annual increase in returned ballot papers until 50 per cent of the Fellowship are voting.
3. The Surgical Leaders Forum meets effectively at least three times a year with evaluation of its effectiveness.
4. Ensure the President, Vice-President and senior Councillor attend meetings of the Specialist Societies.
5. Ongoing circulation of information to stakeholder groups.

Workforce Advocacy and Assessment
Key result areas
1. Staff and Education Centre
   - Establish new performance management system.
   - Satisfactory education and training of all College staff.
   - Full compliance with the New Zealand Accreditation Council’s registration requirements.
   - Ensure the College remains the authority on trends in workforce, Areas of Need and issues of recruitment, retention and efficiency.

Key performance indicators
1. Comprehensive census of all Fellows every third year to be used for College strategic and workforce planning.
2. Comprehensive assessment of the activity, numbers and location of the surgical workforce is completed three times a year.

Human Resources and Payroll
Key result areas
1. Foundation establishes its profile as a prestigious conduit for philanthropic support for surgical research, international development and surgical endeavour.

Key performance indicators
1. Increased numbers of skills courses and RACS workshops offered.
2. Ten per cent annual increase in the numbers of Fellows and Trainees using the facility.
4. Maximised revenue consistent with resourcing.
5. Satisfactory satisfaction of regional stakeholders.
6. Ongoing evaluation of skills centres by surveys of users.

Foundation for Surgery
Key result areas
1. Foundation establishes its profile as a prestigious conduit for philanthropic support for surgical research, international development and surgical endeavour.

Key performance indicators
1. Increased marketing to the philanthropic and corporate sectors.
2. Increased marketing to all College publications.
3. Enhanced communication through all College publications.
Resources

Collections – Including the College of Surgeons Museum and College of Surgeons Art Gallery

Key result areas

> Promote the Collections as a significant benefit to the surgical and broader community

> Generate the financial capability to meet planned objectives and to fund innovative activities

Key performance indicators

1. Museum accreditation achieved.
2. Recognition as a specialist museum and art gallery achieved within the museum community and publicised in Surgical News and e-newsletters.
3. Additional revenue streams from government funding sources as well as philanthropy developed within five years.

Facilities Management

Key result areas

> Maintain property facilities to meet the needs of Fellows, staff and external customers

> Comply with statutory requirements in the delivery of property services.

> Ensure all College space is used efficiently and effectively.

Key performance indicators

1. All capital works requirements identified and delivered on agreed timelines and budgets, including rebuild of Queensland Regional Office.
2. Preventative maintenance programs undertaken to ensure maximum durability of assets over their lifetime and all regional statutory obligations achieved and documented.
3. Melbourne and regional office service agreements reviewed every two years to ensure optimal service delivery and value for money.
4. College accommodation and storage optimised with ongoing evaluation and feedback.

Information Technology

Key result areas

> Assist in developing a governance structure that is accountable, with appropriate reserve powers and delegation through clear policies.

> Generate the financial capability to meet planned College objectives and to fund innovative activities by reducing costs, increasing efficiency and avoiding duplication.

> Include appropriate margins on all College activities.

Key performance indicators

1. Delegations manual outlines all relevant powers and delegations and all finance and related policies are current and available.
2. Internal and external audit activities enhanced to ensure a high level of performance and risk minimisation.
3. College continues to trade in surplus, appropriate margins on College activities and two per cent annual surplus for future investment in new activities.
4. All financial processes streamlined, user-friendly and fully audit compliant with regular survey of users.

Records Management & Archives

Key result areas

> Provide a records and archives management system that supports a modern and progressive Fellowship organisation.

Key performance indicators

1. Integrated and ISO compliant electronic records and document management system developed and implemented to meet all stakeholders’ requirements.

Finance

Key result areas

> Assist in developing a governance structure that is accountable, with appropriate reserve powers and delegation through clear policies.

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FELLOWSHIP

Guy Maddern

Chair, Professional Development and Standards Board

Strategic Focus

> Enhance Fellowship activities and support.

> Advance surgical knowledge and care through research.

> Promote the competence and performance of the surgeon as a professional.

EDUCATION

Mark Edwards

Censor-in-Chief

Strategic Focus

> Define the characteristics and skills of a professional surgeon, which underpin our training and assessment.

> Instil the Fellowship and community with confidence in the excellence of our surgical education and training.

> Promote development and accreditation of Post Fellowship education and training programs.

RELATIONSHIPS

Keith Mutimer

Vice President

Strategic Focus

> 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 valued by key stakeholders.

RESOURCES

Mike Hollands

Treasurer

Strategic Focus

> Ensure the resources of the College are effectively managed to fully support all its activities.

LEADERSHIP

Ian Civil MBE

President

Strategic Focus

> Strongly support the practice and demonstration of College values and promotion of excellence in surgical care.

> Develop the role of the Surgical Leaders Forum in furthering the interests of patients and surgery.

> Strengthen the relationship between the College and the Specialist Surgical Societies and Associations.
Australasian Society of Cardiac and Thoracic Surgeons
President David Marshman
Vice President Julian Smith
Treasurer Robert Costa
Honorary Secretary Trevor Fayers
Chief Executive Officer Michael Nugara

Australian and New Zealand Association of Paediatric Surgeons
President Anthony Sparrow
President-Elect Ralph Cohen
Treasurer Robert Sturzen
Executive Officer Kristy Scales

Australian and New Zealand Society for Vascular Surgery
President Robert Pringle
President-elect John Quinn
Treasurer Doug Gavaye
General Manager Abby Richardson

Australian Orthopaedic Association
President Bill Cumberland
Vice President Graham Mercer
2nd Vice President John Owen
Chairman of Training Peter Choong
Chairman of Orthopaedic Services Greg Withrow
Scientific Secretary David Morgan
Chief Executive Officer Adrian Cosenza

Australian Society of Otolaryngology Head & Neck Surgery
President Michael Jay
Vice President John Gurrolta
Treasurer Neil Boustrom
Secretary Michael Dobson
Chief Executive Officer Mark Carmichael

Australian Society of Plastic Surgeons
President Peter Callan
Vice President Garry Buckland
Honorary Treasurer Geoff Lyons
Honorary Secretary Tony Kane
Chief Executive Officer Gaye Phillips

Colorectal Surgical Society of Australia and New Zealand
President Andrew Luck
Vice President Ian Beckett
Honorary Secretary Bruce Walker
Honorary Treasurer Rodney Woods
Executive Administrator Liz Nelson

General Surgeons Australia
President Gershom Campbell
Vice President Michael Cox
Secretary/Treasurer Michael Donovan
General Manager - Specialty Support & Relationships Sarah Benson
General Manager – Education & Training Monica Carramini

Neurosurgical Society of Australasia
President Mark Davies
Vice President Andrew Law
Treasurer Nicholas Little
Executive Director Stacie Gull

New Zealand Association of General Surgeons
President Robert Robertson
Vice President Michael Rodgers
Secretary/Treasurer Philip Godfrey
Past President Stephen Valentine
Chairman Training & Education Liz Dennett
Executive Director Bronwen Evans

New Zealand Association of Plastic Surgeons
President Howard Paton
President-elect John de Waal
Secretary Charles Davis
Treasurer Patrick Loyal
Executive Officer Celia Stanyon

New Zealand Orthopaedic Association
President Kenny Yen
Vice President Mark Zajd
Treasurer Peter O'Sullivan
Secretary Michael Dobson
Chief Executive Officer Mark Carmichael

New Zealand Society of Otolaryngology Head and Neck Surgery
President Gary Hooper
President-elect Bryan Thorn
Treasurer Geoff Anderson
Honorary Secretary Helen Tobin
Chief Executive Officer Kim Miles

New Zealand Society of Otolaryngology Head and Neck Surgery
President Eileen Dormian
Honorary Secretary David Vokes
Treasurer Wilfred Wong-Toi

Urological Society of Australia and New Zealand
President David Malik
Vice President Stephen Ruthven
Honorary Treasurer Patrick Barry
Chief Executive Michael Nugara

RELATIONSHIPS

President Office and Council
Margaret Roda
Workforce Assessment
Kelle Hardy
Media & Public Relations
Michael Barrett
Human Resources
Deborah Jenkins
Skills Centre
David Lawrence
Foundation
Kay Blanchard

EDUCATION

FELLOWSHIP

FELLOWSHIP & STANDARDS
Pam Montgomery

RESEARCH & AUDIT
Wendy Babidge

ASERNIP-S
Alun Cameron
Scholarships
Keith Hayes
Morbidity Audits/Logbook
Katharine Economides
Mortality Audit
Gordon Gay
SSSP
Meryl Altree

Dean of Education
Bruce Barmashoff