



**RACP**  
Specialists. Together  
EDUCATE ADVOCATE INNOVATE

# Royal Australasian College of Physicians **Strategic Direction |** **Te Ahunga Rautaki**

2026 to 2030

# Contents

## Rārangi Take

<b>President and Chair foreword</b>	2
He Kupu Whakataki nā te Perehitini me te Tiamana	
<b>CEO comment</b>	3
Ngā kōrero a te Tumu Whakarae	
<b>Our vision</b>	4
Tō mātou matawhānū	
<b>Our purpose</b>	5
Tā mātou whāinga	
<b>Our organisational values</b>	6
Ō mātou wāriu	
<b>Aboriginal and Torres Strait Islander statement</b>	8
<b>Māori statement</b>	9
Whakapuakanga Māori	
<b>Our environment</b>	10
Tō mātou Horopaki	
<b>Why this strategy matters now</b>	13
He aha i hira ai tēnei rautaki i tēnei wā	
<b>Our strategic focus</b>	14
Tō mātou aronga rautaki	
<b>Four strategic focus areas</b>	15
Ngā arotahi rautaki e Whā	
<b>Our strategic priorities</b>	19
Ō mātou aronga matua rautaki	

### Indigenous Australia cultural elements credit:

Healing Place developed by Riki Salam of We are 27 for RACP.

The Artwork 'Healing Place' depicts a great place of Knowledge and Healing, the Royal Australasian College of Physicians.

The diamond shape references the College, a place of great learning. The yarning circle at the centre surrounded by 'U' shaped symbols represent all associated with the RACP. The holders of knowledge and the caretakers that will teach those to come. Spiritual Elders from Aboriginal and Torres Strait Islander Cultures, surrounding the College imparting their knowledge of Healing, they guide and protect us. Pathways lead inwards, guide people to this place of Healing and learning. The circular motifs represent Stars navigating and leading their way. The circular pathway represents the Creation Spirit and Traditional Knowledge that it brings People, Culture and Healing on Country. The organic branches represent Traditional Foods and Bush Medicines like Lily Pilly and Yam vine they depict traditional practices and knowledges. Country and Culture connects with contemporary practices and traditional knowledges allowing two ways of learning and healing.

### Māori cultural elements credit:

Developed by Katerina Kerekere of KE Design for RACP.

The stylised Kōwhaiwhai design uses a combination of koru, koiri and an interpretation of kape motifs, generally symbolic of growth, continuity and persistence. The concepts of the individual elements interweave to form and support the foundations of Hau Ora (holistic health and wellbeing), through manaakitanga (caring), kaitiakitanga (guardianship), kotahitanga (unity), maramatanga (enlightenment), whanaungatanga (relationships), me ngā kaupapa rangatiratanga (leadership). These foundations or tikanga are referenced in this design through the six grey kākano - seeds, that are embraced by the koru. The four yellow kākano refer to the foundational principles of te Tiriti o Waitangi - partnership, protection, participation and wairuatanga. The foundation of the Tāniko pattern comes from Waharua kōpito tāniko motif. This stylised version of the pattern refers to the notion of transformation and change that occurs at such meeting points. For RACP it symbolises the trans-Tasman training relationship of RACP, connecting the Indigenous peoples of two nations and bringing together medical specialists with patients.

# Acknowledgment of Country

We acknowledge the traditional owners and custodians of the land in which we live and work.

We extend our respect to all Aboriginal, Torres Strait Islander, and Māori people and value the importance of their ongoing connection to land, sea, sky and community.

We pay our deepest respect to Elders past, present and emerging.

And together we re-state our shared commitment to advancing Aboriginal, Torres Strait Islander and Māori health and education as core business of the RACP.



# President and Chair foreword

## He Kupu Whakataki nā te Perehitini me te Tiamana

Medicine is changing at pace and so are the expectations placed on physicians, on training institutions, and on the systems that support safe and effective health care.

The RACP is entering the 2026 to 2030 period with a strong foundation. We are a trusted bi-national institution with deep expertise across our 33 specialties, a proud fellowship, and a respected voice in education, standards and advocacy.

However that strength alone will not secure our future.

Physicians are practising in more complex, pressured and digitally enabled environments. Our learning needs to be continuous, not something we can do occasionally. To keep abreast of this rapidly changing world, we need robust systems in place.

We also need to focus on workforce sustainability, workplace culture and community health outcomes, which are inseparable.

Our members rightly expect their College to be relevant, responsive and worth their investment of time, trust and fees.

This strategy reflects those realities.

It makes deliberate choices about where the College will concentrate its effort and where we will simplify our operations. It commits us to operating as one connected organisation, organised around member experience, education delivery, content and insight driven action.

Central to this strategy is partnership. We will partner with members at every stage of their career. We will strengthen our partnership with Aboriginal, Torres Strait Islander and Māori physicians and communities, grounded in self-determination and respect, and we will reinforce our partnerships with governments, health services and other organisations to shape the future of the workforce and the health of our communities.

But we are being honest about the work ahead. Delivering on these ambitions requires changes to how we govern, how we prioritise, how we use data and technology, and how we support our people and volunteers. It requires sustained effort, disciplined execution and a shared commitment to outcomes, not just activity.

This is an exciting phase for the College with many opportunities. This strategy sets out where we are heading and why. The next phase is delivery.

I invite you to read on, engage deeply, and hold us to account as we work together to shape the future of medicine.

**Professor Jennifer Martin**  
President and Chair of the Board  
The Royal Australasian College of Physicians

# CEO comment

## Ngā kōrero a te Tumu Whakarae

This strategy marks a turning point for the College.

It reflects careful listening, honest reflection, and a clear view of the environment our members and people are working in. It recognises both the strength of what this College stands for and the limits of how we have been operating.

Members and employees have told us a consistent story. The purpose of the College matters deeply. The work matters. But delivery has become too complex and at times too hard to navigate. That complexity carries a cost. It affects member experience, workload and our ability to move with pace and confidence.

This strategy responds directly to that reality.

Our ambition over the next five years is a College that is simpler to engage with, clearer in its priorities, and more confident in delivering value for members, trainees, and the communities they serve. It makes deliberate choices about where we will focus, how we will organise our work and what must change to remain sustainable and effective.

This is not just a statement of intent. It is a commitment to a different way of working. One that is grounded in evidence and lived experience, clear about priorities and realistic about pace.

As Chief Executive Officer, I want to be clear about how this strategy will be delivered. We will move at a pace the organisation can absorb. We will test and learn before scaling. We will protect the wellbeing of our people while asking them to work differently.

Progress will be actively monitored, with clear accountability for delivery and regular review of priorities. Where the evidence shows something is not working, we will adjust course and be transparent about progress, challenges and trade-offs.

Transformation is not abstract. It is experienced daily by our members and employees. That is why delivery matters as much as direction.

From 2026 to 2030, our focus will be on simplifying how the College works, strengthening the link between strategy and execution, and building the capabilities needed for the future. Digital enablement, data, governance discipline and accountability are enablers of better outcomes, not ends in themselves.

This strategy also reflects a deep commitment to partnership. With members across every career stage. With Aboriginal, Torres Strait Islander and Māori physicians and communities, grounded in self-determination. With governments, health services and partners who share responsibility for workforce sustainability and community health.

No strategy succeeds on paper alone. Delivery will require trust, transparency and leadership at every level of the College. I am confident we can do this. We have a strong purpose, a dedicated membership, and a workforce that cares deeply about making a difference.

I invite members, Fellows, trainees and employees to engage with this strategy, to challenge and shape it through continued dialogue, and to take shared responsibility for delivering it in practice.

I look forward to working with you as we move from intent to action.

**Steffen Faurby**

Chief Executive Officer

The Royal Australasian College of Physicians

# Our vision

## Tō mātou matawhānu

A trusted partner, supporting and empowering members to shape the future of medicine together.



# Our purpose

Tā mātou whāinga

We empower physicians with the knowledge, skills, and professional values to collaborate, champion training excellence, and drive equitable healthcare for all communities.



# Our organisational values

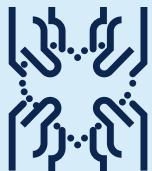
## Ō mātou wāriu

Our organisational values set the standard for how our employees and member volunteers work together. They shape our culture, guide our decisions, and define how we show up for one another, our members and the communities we serve. These values anchor our priorities and ensure our vision and strategy are delivered through consistent and deliberate action.



### We are accountable

We act with integrity, taking responsibility for actions and outcomes.



### We collaborate

We share information, foster participation, and build relationships for common goals.



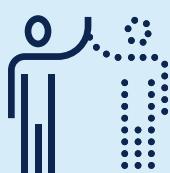
### We Indigenise and decolonise

We partner, resource and embed Indigenous knowledge and ways to accelerate culturally safe change, to achieve equitable Indigenous futures.



### We lead the way

We reflect, adapt and learn in delivering best practice.



### We are respectful

We value diversity and recognise each other's needs and contributions.

Dr Dawn Adair



# Aboriginal and Torres Strait Islander statement

## Celebrating Indigenous health excellence, justice and equity

The RACP proudly affirms its enduring commitment to Aboriginal and Torres Strait Islander peoples, recognising them as the custodians of the world's oldest continuing cultures, and leaders in knowledge systems that sustain health, wellbeing, and connection to Country.

We acknowledge the strength, resilience and excellence of Aboriginal and Torres Strait Islander peoples and celebrate the profound contributions of Indigenous physicians, trainees, researchers, educators, Elders and communities to health care, medical leadership, and cultural knowledge. The RACP honours the centrality of culture as a protective determinant of health and recognises that Indigenous health excellence is inseparable from justice, equity, self-determination and truth-telling.

The College also acknowledges the progress made towards growing the Indigenous physician workforce and a more equitable representation of Aboriginal and Torres Strait Islander members. We recognise this progress is a collective effort, and we remain committed to contributing to addressing Indigenous health inequities, strengthening and ensuring self-determination for Aboriginal and Torres Strait Islander peoples and their communities.

## Commitment to the Indigenous Strategic Framework

This statement is grounded in the principles of the RACP Indigenous Strategic Framework and its Annual Reports, which guide the College's actions to embed cultural safety, Indigenous leadership, accountability, and partnership across all levels of the organisation. These principles recognise that improving Aboriginal and Torres Strait Islander health outcomes requires structural change, shared power, sustained investment, and measurable accountability.

The Indigenous Object embedded within the RACP Constitution commits the College to actively contribute

to improved health outcomes for Aboriginal and Torres Strait Islander peoples and to address the systemic inequities that continue to drive preventable illness, chronic disease, and premature mortality.

## Reconciliation and shared responsibility

Through the RACP Innovate Reconciliation Action Plan (RAP), the College commits to advancing reconciliation through relationships, respect, and opportunities, ensuring Indigenous voices shape policy, education, and governance.

The RACP recognises the **Uluru Statement from the Heart** as a generous invitation from Aboriginal and Torres Strait Islander peoples to walk together in a movement for a better future through Voice, Treaty, and Truth. The College acknowledges that meaningful health reform cannot occur without listening to, learning from, and acting alongside Indigenous peoples.

## Indigenous physicians and the future of Indigenous health

The RACP recognises the urgent need to grow and support the Aboriginal and Torres Strait Islander physician workforce, particularly in Indigenous health services and communities. Indigenous physicians bring lived experience, cultural authority, community trust, and systems knowledge that cannot be replicated.

## Advocacy, policy, and system leadership

As a leading medical college, the RACP accepts its responsibility to drive evidence-based policy, advocacy, and system reform to improve Aboriginal and Torres Strait Islander health outcomes.

**The RACP recognises that closing health gaps requires sustained national commitment, cross-sector collaboration, and policies that place Indigenous knowledge, leadership, and self-determination at the centre.**

# Māori statement

## Whakapuakanga Māori

As at January 2026, the College includes 133 members that identify as Māori, representing approximately three per cent of the Aotearoa New Zealand membership. This remains significantly below the proportion of Māori, within the national population (approximately 17.8 per cent).

These figures demonstrate both the progress achieved to date and the continuing opportunity for the College to strengthen Māori and Indigenous representation. They also highlight the importance of approaches that recognise the distinct status, experiences and aspirations of Māori as tangata whenua, alongside the enduring presence and contribution of Pacific peoples within the Aotearoa New Zealand health workforce. This approach is consistent with the College's Indigenous Strategic Framework, which recognises Māori, Aboriginal and Torres Strait Islander peoples, and Pacific peoples as three interconnected but distinct spheres of Indigeneity.

In Aotearoa New Zealand, Māori health and wellbeing are grounded in the constitutional context of He Whakaputanga (1835), which affirmed Māori independence and tino rangatiratanga, and Te Tiriti o Waitangi (1840), which enabled British governance while protecting Māori authority and rights. Because more than 500 rangatira signed the te reo Māori text, and because that version reflects the understanding reached, interpretive weight is given to the Māori text under the principle of contra proferentem.

### Te Tiriti o Waitangi

Te Tiriti comprises three articles:

- **Article one** - Kāwanatanga enabled British governance (kāwanatanga), while not ceding Māori sovereignty or tino rangatiratanga
- **Article two** – Tino Rangatiratanga guaranteed the ongoing authority of whānau, hapū and iwi Māori over their taonga, including whenua, wai, flora, fauna, fisheries, te reo Māori, tikanga Māori, and cultural practices
- **Article three** – Oritenga affirmed equality of rights and protections for Māori, extending British citizenship while retaining Māori authority

The Waitangi Tribunal, which investigates Crown breaches of Te Tiriti, found in its 2019 Hauora report that Crown policies have directly contributed to persistent inequities in Māori health. It concluded that the Crown has failed to actively protect Māori health and is not meeting its Te Tiriti obligations. The Tribunal recommended that the Crown adopt and give effect to the following Te Tiriti-consistent principles:

Tino Rangatiratanga, guaranteeing Māori self-determination and mana motuhake in the design, delivery, and monitoring of health services

- **Equity**, committing to achieving equitable health outcomes for Māori
- **Active Protection**, acting proactively to eliminate inequities in Māori health
- **Options**, providing for, funding, and resourcing kaupapa Māori health services and supporting the expression of hauora Māori
- **Partnership**, ensuring Māori are co-designers of the health system alongside the Crown.

**The College is committed to advancing Māori health and equity through its strategic frameworks and constitutional obligations, recognising that equitable Māori health outcomes require partnership grounded in tino rangatiratanga, shaped by evidence and lived experience, and accountable to Māori communities.**

# Our environment

## Tō mātou Horopaki

1

### Health in transition

The health ecosystem is changing, and that change is not slowing down. Regulatory reform, the emergence of Continuing Professional Development (CPD) Homes, accelerated pathways for overseas trained physicians, and new policy and oversight bodies all point to a health landscape in active transition.

For the RACP, this means being adaptable, being clear about our role, and confident in how we exercise influence. Standing still is not an option. In such a rapidly evolving system, inaction carries profound risk.

2

### System pressure and equity

Across Australia and Aotearoa New Zealand, the health system is under increasing strain. Workforce shortages, unsafe workplaces and widening inequities are placing pressure on physicians and disproportionately impacting the communities they serve.

The College has a responsibility not only to support its members, but to help transform the health systems towards greater equity and cultural safety. This work must be shaped by the self-determination of Aboriginal, Torres Strait Islander and Māori peoples and undertaken in genuine partnership. Our influence is most effective when exercised early, and when it is informed by both evidence and lived experience.



## 3

### **Our members are changing**

Our membership is evolving in ways that matter. Women now outnumber men in age groups under 45, nearly 60 per cent of current trainees are women, and cultural diversity continues to grow.

Today's trainees are tomorrow's Fellows, and they expect a College that is culturally safe, flexible, inclusive and responsive to how they live and practise medicine. These expectations shape how trust is built and sustained.

## 4

### **Trust and value under pressure**

Member satisfaction has been declining since 2016, with many questioning value for money and expressing frustration with complexity, communication and responsiveness.

Members want clearer support across training and practice, better recognition of the contribution they make, and an RACP that genuinely reflects their priorities. Whether progressing through training, supervising others, advocating for change, or managing their own wellbeing, they want to feel the College has their back.

Dr Rivniz Mehradaby



## 5

### Digital-first is now the baseline

Expectations are increasingly shaped by digital-first experiences.

Seamless, timely and personalised interactions are no longer a differentiator but the basic standard by which we're judged.

Complex systems, manual processes and inconsistent communication create friction, undermine confidence and increase effort for both members and employees.

Digital capability is foundational to trust, efficiency, credibility and robustness.

## 6

### Financial reality

Costs continue to rise and membership fees cannot increase without limit. Long-term sustainability depends on clearer priorities, sharper choices and more efficient ways of working.

The RACP must be a careful steward of member funds. That means simplifying where possible, investing where it counts, and diversifying revenue in ways that strengthen impact over time.

Dr Adrian Lee



# Why this strategy matters now

He aha i hira ai tēnei rautaki i tēnei wā

In this context, relevance and trust are earned through clarity, efficiency and impact.

The Board has identified four strategic imperatives to guide the College forward:

1

**Improving member satisfaction and transparency**

2

**Ensuring financial sustainability through diversified revenue**

3

**Anticipating and safeguarding against disruption**

4

**Strengthening organisational culture**

Getting this mix right enables the RACP to thrive. It strengthens our influence, supports members more effectively, and ensures our College remains relevant for future generations of physicians.



# Our strategic focus

## Tō mātou aronga rautaki

Our strategy is anchored in four strategic focus areas that direct how we work, where we prioritise effort and how we create impact. Together, they provide clarity of intent, each defining a distinct objective, while reinforcing a single, integrated direction for the College over the next five years.

Across all four focus areas, the Indigenous Object provides a unifying foundation, shaping how priorities are set and how work is designed and delivered. In doing so, it embeds equity, cultural safety and Indigenous leadership as integral to the RACP's work, rather than an independent consideration.

1

### Advancing lifelong learning and professional support

Te whakatairanga i te ako tōmua ki te mutunga me te tautoko ngaio

We want members to experience outstanding value and pride in Fellowship through exceptional support, recognition, tailored benefits, and meaningful connections at every career stage.

2

### Simplifying and connecting the College

Te whakamāmā me te whakakotahi i te Kāreti

We want members and employees to benefit from a connected College with coordinated services, simplified processes and resources focused on where they have the greatest impact.

3

### Enabling thriving physicians and communities

Te whakahei i ngā rata me ngā hapori kia angitu, kia toitū

We want members to thrive in safe, inclusive workplaces, supported by advocacy that improves conditions, workforce planning, wellbeing and community health.

4

### Growing influence and building a sustainable future

Te whakapiki i te mana whakahaere me te hanga i tētahi anamata toitū

We want the College to grow influence, reach, and resilience through strategic partnerships, new revenue, and initiatives that deliver member and community value.

# Four strategic focus areas

## Ngā arotahi rautaki e Whā

1

### Advancing lifelong learning and professional support

Te whakatairanga i te ako tōmua ki te mutunga me te tautoko ngaio

#### Objective

We enable members to find genuine value and pride in training and Fellowship through culturally safe support, high-quality learning, clear recognition, tailored benefits, and meaningful connections at every stage of their career.

#### Rationale

Our core purpose is realised through the professional growth, confidence, and pride of members across the full span of their careers. As expectations of training, professional support, and value for money evolve, we must ensure our learning and support offerings remain relevant, high quality, and responsive to diverse member needs. By strengthening lifelong learning pathways, clarifying recognition and benefits, and embedding culturally safe and tailored support consistent with our responsibilities to Indigenous members and the wider membership, we can deliver a consistently respectful and inclusive member experience. This focus underpins members' sense of value, trust, and belonging, and ensures we meaningfully support members to progress, perform, and achieve their professional goals.

#### What success looks like

- Members report a stronger and more consistent experience of training, fellowship and professional support across their career.
- Members increasingly recognise clear value for money in learning, recognition and support that reflects their needs and contexts.
- Members report that the RACP meaningfully supports their professional growth, confidence and career progression.
- Members experience culturally safe training, assessment and professional pathways that support success, belonging and pride in Fellowship.

## 2

### **Simplifying and connecting the College**

Te whakamāmā me te whakakotahi i te Kāreti

#### **Objective**

We build a seamlessly connected College where members and employees experience coordinated, culturally safe services and streamlined processes that enable equity, inclusion, and consistency. We focus resources on what matters most to members and delivers the greatest impact.

#### **Rationale**

To deliver meaningful value to members and remain sustainable in a complex and resource-constrained environment, we must operate as a connected, efficient, and resilient organisation. Simplifying processes, integrating systems, and focusing resources on high-impact activities will improve operational effectiveness and service quality while reducing unnecessary complexity. A unified digital ecosystem and clear accountability will enable a more seamless and trusted experience for members and employees alike. By strengthening governance, workforce capability, and culturally safe pathways, grounded in equity and a commitment to Indigenous health, the College can better align its people, systems, and investments with strategic priorities and deliver measurable value across its offerings and services.

#### **What success looks like**

- Members experience the College as easier to deal with, more consistent, and more responsive across their interactions.
- Members spend less time navigating processes and systems, and more time focused on training, practice and supervision.
- Digital services are intuitive, accessible and reliable, reducing effort and improving confidence in how the College supports them.
- The College delivers a clearer portfolio of products and services that demonstrably add value to members' professional lives.
- Culturally informed practices are embedded in everyday processes, improving safety, equity and experience for Indigenous members and communities.
- Employees are engaged, supported and enabled to deliver consistent, high-quality service, strengthening trust and continuity for members.

# 3

## Enabling thriving physicians and communities

Te whakahei i ngā rata me ngā hapori kia angitu, kia toitū

### Objective

We help physicians thrive in safe, inclusive workplaces. Grounded in cultural integrity and equity, our advocacy strengthens workforce planning, improves conditions, supports wellbeing, and upholds the values and beliefs of the communities we serve.

### Rationale

The wellbeing of physicians and the health of communities are intrinsically linked. Members increasingly expect their professional College to advocate for safe, inclusive workplaces, sustainable workforce models, and health systems that address equity and future community needs. By strengthening coordination across workforce, workplace, and community health initiatives, and grounding action in robust data and evidence, the RACP can deliver tangible impact where it matters most. This focus enables leadership in Indigenous physician growth and culturally safe care, strengthens wellbeing and workplace culture, and reinforces the College's role in shaping a healthier, more equitable future for physicians and the communities they serve.

### What success looks like

- Members have greater confidence that the College is advocating effectively on the issues that most affect their working lives.
- Advocacy is targeted, evidence informed and visibly influencing workforce planning, workplace safety and health system reform.
- Members experience more practical, relevant support for wellbeing, safe practice and inclusive workplaces, aligned to real pressures across career stages.
- The College plays a recognised leadership role in strengthening Indigenous physician pathways and culturally safe models of care.
- Measurable improvements are evident in physician wellbeing, workplace culture, and priority community health outcomes over time.

# 4

## **Growing influence and building a sustainable future**

Te whakapiki i te mana whakahaere me te hanga i tētahi anamata toitū

### **Objective**

We expand our influence and reach through purposeful partnerships, fostering inclusive collaboration and delivering initiatives that create lasting value for members and the communities they serve, while ensuring sustainable growth through diversified revenue.

### **Rationale**

To continue delivering value to members and communities, the RACP must remain financially sustainable, influential, and outward-looking. Diversifying revenue streams and applying financial insights to long-term investment decisions will strengthen resilience and enable innovation aligned with strategic priorities. Strategic partnerships and targeted advocacy will expand our influence in shaping health, workforce, and education policy while enhancing its visibility and relevance across regions and communities. By improving transparency, aligning investments with member and community priorities, and ensuring inclusivity and respect for the rights of Māori, Aboriginal, and Torres Strait Islander peoples, the College can grow its reach and impact while remaining true to its values and purpose.

#### **What success looks like**

- Strategic partnerships expand the College's influence with governments, health services and communities, amplifying the voice of physicians.
- The College is recognised as a credible, trusted and inclusive leader in health, workforce and education policy.
- The College is financially stable and resilient, enabling consistent investment in member services, advocacy and professional support.
- Diversified revenue strengthens independence and reduces pressure on member fees over time.
- Investment decisions increasingly demonstrate clear benefit for members and communities, grounded in equity, cultural integrity and Indigenous rights.

# Our strategic priorities

## Ō mātou aronga matua rautaki

Our strategic focus areas set the direction. Our priorities explain how we will deliver it. They are the differentiators that sharpen our impact and change how the RACP operates day to day: how we design learning, engage members, use insight, work with partners, and embed cultural safety in everything we do. Together, they move us from intent to action, ensuring the strategy is experienced by members through better support, clearer value, inclusive and culturally responsive practice and stronger influence across the health system.

### How we will deliver

The College will deliver these strategic priorities through consistent ways of working that guide decisions, investment, and behaviour across the organisation. Cultural integrity will be woven into everything we do, supported by a focus on high value activities using evidence driven action informed by what our data tells us about our members. Delivery will be supported by clear governance, simplified and connected systems, strong partnerships, and accountability for measurable impact.

Importantly, how we deliver is as critical as what we deliver. The strategy will be realised through inclusive culturally informed design, collaboration with members and partners, disciplined prioritisation, and a commitment to learning and improvement over time. Our objectives and key results set out how progress will be measured and tracked.





## Cultural safety and Indigenous health

The College leads change by embedding cultural safety as a core standard across education, professional practice, and health systems. Cultural safety includes creating environments free from racism and bias, and where Indigenous voices and priorities guide decisions about Indigenous health. It is about power-sharing, accountability, and respect for diverse ways of knowing, practising, and leading.

Cultural safety provides the foundation for Indigenous health outcomes. It focuses on safe, inclusive environments where care is respectful, and decisions are shaped by Indigenous priorities. Indigenous health, by contrast, refers to the actual wellbeing of Aboriginal, Torres Strait Islander, and Māori peoples, influenced by social determinants, systemic inequities, and self-determination.

By embedding cultural safety across health delivery and education, guided by Indigenous-led priorities, the College helps create the conditions for systemic change, so health outcomes reflect the voices and aspirations of Indigenous communities.

In practice, this means Indigenous leadership informing decision-making, culturally safe learning and assessment environments, and systems that recognise different ways of knowing, practising, and leading. Members will experience clearer expectations, stronger support in culturally diverse settings, and education that builds their ability to deliver respectful, equitable care. This is about accountability and impact, ensuring the College contributes to better positive health outcomes and safer experiences for communities, now and into the future.



## Innovative professional content

Smart, future focused professional learning and content that prepares our members for what's next.

Medicine is evolving rapidly. New technologies, changing models of care, and growing system pressure are reshaping how physicians practise and lead. To remain relevant and valuable, we must provide professional learning that looks ahead, not behind. Innovative professional content means smart, future-focused learning that is practical, high quality and grounded in real-world challenges. In practice, members will see content that is timely, digitally accessible, and tailored to different stages of their career – supporting clinical excellence, leadership capability and professional confidence. This priority ensures learning is not just compliance, but genuinely useful; helping members prepare for what's next and applying new knowledge where it matters most – in practice and in patient care.

Delivery will be guided by member insight and digital-first design, with a clear commitment to keeping curriculum and professional development contemporary through regular reviews and updates, ensuring learning remains practical and relevant across career stages.



## Committee adaptation

Building an action-driven member engagement platform to complement committees for deeper impact.

Committees remain central to the College's governance framework and education enterprise, providing essential oversight, expertise, and assurance in areas where formal decision-making and accountability are required.

At the same time, the breadth of College activity and the diversity of member perspectives create opportunities to evolve how engagement occurs beyond traditional committee models. Committee adaptation recognises that not all functions are best served by standing committees, particularly where timely insight, lived experience, or innovation is needed. In practice, this means retaining strong, well-defined committees for governance and education while expanding alternative models and targeted engagement mechanisms to capture professional and personal insights and innovate more effectively. This balanced approach strengthens governance, broadens participation, and ensures member contributions are matched to purpose, impact, and value.

This priority will be delivered by clearly distinguishing between formal committee governance activities and more agile engagement models which can achieve greater impact through less formal open dialogue.



## Data driven impact

Intelligent harnessing of data to help drive insights that shape health delivery and inform policy.

A strong evidence base is essential to understanding emerging challenges and shaping effective responses across the RACP's areas of influence.

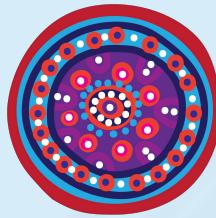
This priority places workforce as the primary focus for data and insight, reflecting its central importance to member experience, service sustainability and future health system needs.

By strengthening how workforce data is collected, integrated, and analysed, we can better identify trends, risks, and opportunities and translate insight into targeted action.

This approach includes a commitment to Indigenous data sovereignty and Māori data governance principles. Data will be managed ethically, with Indigenous leadership guiding how information is collected, interpreted and used.

In practice, this means improving data quality, aggregation, and analytical capability to support advocacy, policy development, and workforce initiatives grounded in members' lived experience.

Over time, this approach will provide a scalable foundation that can be extended to other strategic themes, enabling consistent, evidence-led decision-making across the College's work, while respecting Indigenous rights and aspirations in all data practices.



## Enhancing our partnership model

A partnership model that delivers tailored benefits, greater opportunities and stronger member influence.

Partnerships are central to extending the College's reach, influence, and capacity to deliver value. Enhancing the partnership model means taking a more deliberate and strategic approach to collaboration through prioritising partnerships that align with College objectives, deliver tangible benefits to members, and support long-term sustainability. In practice, this involves strengthening relationships with governments, health agencies, peak bodies, and other stakeholders to improve member benefits, amplify advocacy, and co-design initiatives with greater impact. By focusing on purposeful partnerships, the College can enhance its influence, diversify revenue, and ensure collaborations contribute meaningfully to member experience and community health outcomes.

Delivery will be guided by a stakeholder partnership framework that prioritises value alignment and focuses on sustainable long-term partnerships that add value for our members.



# Contact

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