THE ROYAL AUSTRALASIAN COLLEGE OF PHYSICIANS

STATEMENT OF STRATEGIC DIRECTIONS
OCTOBER, 2013
# STRATEGIC DIRECTIONS FRAMEWORK

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
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| 1 RACP is the preferred educator and assessor of Physician performance | 1.1 Clearly define educational governance  
1.2 Implement the Educational Resources Strategy  
1.3 Set standards for Physician performance  
1.4 Actively support the delivery of workplace-based training and supervision  
1.5 Understand the continuum of Physician learning needs over a career and use it to plan the provision of learning resources offered by the College  
1.6 Provide leadership in the development of revalidation processes |
| 2 RACP shapes the medical workforce strategy | 2.1 Build RACP capacity to address workforce issues  
2.2 Collaborate with Government and others to develop the workforce needs of the future  
2.3 Collect Member/ workforce data  
2.4 Develop a recognised leadership role in medical workforce policy |
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<thead>
<tr>
<th>Goal</th>
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<tbody>
<tr>
<td>3 RACP is a respected supporter of research</td>
<td>3.1 Develop and implement RACP Research Strategy</td>
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<td>3.2 Ensure sustainable funding for research</td>
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<td>3.3 Encourage research integration into all facets of healthcare</td>
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<td>4 Provide Value for Members</td>
<td>4.1 Develop a clear articulation of the College’s offerings to Members, taking into account the feedback from the Member survey</td>
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<td>4.2 Tailor communication to Members.</td>
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<td>5 RACP is able to shape the health policy agenda</td>
<td>5.1 Review and strengthen CPAC to provide effective policy governance for the RACP that clarifies and articulates College Policy</td>
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<td>5.2 Articulate the College’s commitment to improving health outcomes for the Indigenous populations of Australia and New Zealand, and promote access to specialist care.</td>
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<tr>
<td></td>
<td>  Support Indigenous doctors through training and professional development.</td>
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<td>  Strengthen the cultural competency and awareness of College Members, staff and committees.</td>
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<td>Goal</td>
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<td>6 A robust and effective College</td>
<td>6.1 Progressively review College governance, including the structures of Faculties, Divisions and Chapters to ensure consistent and effective governance of the College, while also recognising the diversity in the College and the key relationships with the Specialty Societies.</td>
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<td>6.2 Sustain the pro bono model by supporting Fellow involvement.</td>
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<td>6.3 Strengthen the capability of the College to meet future requirements, including the capability of its workforce (both employed and voluntary), culture, workplace health and safety, and its business model.</td>
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2 POSITIONING FOR 2016

It is the vision of RACP to strive for **excellence in health and medical care through, lifelong learning, quality performance and advocacy**. In order to achieve this vision the RACP seeks to position itself as sustainable into the long term future by becoming more strategic in its focus, relevant and transparent to its Members, credible to external stakeholders and enhancing the professional capability of its workforce, both paid and voluntary, and systems. Key elements of the vision for 2016 will include:

**Education**
- Full AMC accreditation is maintained.
- Increased ability to deliver proactive and strategic education including clear development pathways for College Members.
- College is increasingly regarded by key stakeholders as a leader in accreditation and revalidation.
- CPD has been redeveloped to provide content as well as record assessment, including new ways and tools for learning.

**Member Engagement**
- Visible progress has been made in understanding Member needs (including conducting a Member Engagement Survey by end 2016) and delivering the four core benefits that Members said that they wanted from the 2012 Member survey.
- There is an improved understanding of what the College does for its Members and Members now express increased levels of confidence in the College.

**Policy and Advocacy**
- The College is making a demonstrable impact on national health policy and key decision makers appreciate the College’s unique contribution to health policy in Australia and New Zealand.

**Research**
- RACP has an explicit Research Strategy and its implementation is building capability, supporting clinician researchers and informing physician education.
- The Research Foundation has an explicit, effective fundraising strategy.

**Governance and Performance**
- Governance structures have been reviewed and changed, where deemed necessary, and Committee numbers have been reduced.
The Board, Members and staff of the College, have a better understanding of how the College measures success and a College Scorecard that identifies key performance indicators is in place.

The Board and its governance committees are increasingly capable of working in short, medium and longer term horizons.

**Internal Capability**

- The College and its Members can access information from its data base and Members actively contribute to the knowledge base.
- OSCAR is in place, business processes are more mature and streamlined, and cost savings and efficiencies have been realized.
- The College is utilising best practice technologies (IMIT, web, social media).
- The College is implementing a Human Resource strategy, for both its employed and volunteer workforce, with clearly defined competencies in place, succession planning and strong levels of staff and Member engagement.

### 2.1 SWOT

In achieving the desired outcomes for 2016, the current strengths and weaknesses and future opportunities and threats that require a strategic approach include:

<table>
<thead>
<tr>
<th>Strengths to nurture</th>
<th>Weaknesses to overcome</th>
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<tbody>
<tr>
<td>Financially viable with supporting systems</td>
<td>Residual bureaucracy and high transaction costs</td>
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<td>AMC accreditation status is strong</td>
<td>Lack of a strategic approach to HR</td>
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<td>Credible staff profile</td>
<td>Variable skills impacting on pro-bono model</td>
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<td>Pro bono model (as a measure of commitment by Fellows)</td>
<td>Skill base of decision making bodies</td>
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<tr>
<td>Monopoly sole provider status</td>
<td>IT systems are out-dated (OSCAR is not yet in place)</td>
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<td>Increase in organisational capacity to deliver on projects</td>
<td>Poor understanding of the College’s business model</td>
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## Opportunities to plan to exploit

- Untapped IP and demand in external markets
- Shifts in political regulatory environment (health workforce) and health policy
- Commercial opportunities available to the College that might introduce new revenue lines, thus reducing the dependence on subscriptions and fees

## Threats to plan to avoid

- Lack of achievement in governance reform
- Health policy changes affecting stability of the college (i.e. loss of monopoly)
- Loss of charitable status

### Key factors of success emerging from the SWOT for 2014-2016

1. Reform the governance and business operations of the College.
2. Build staff capability.
3. Support Fellows in their efforts to provide outstanding supervision and training as part of the College workforce and delivery.
4. Influence a changing health agenda.
5. Build and sell College knowledge/IP.

From the SWOT it is clear much of the driving forces for the above agenda come from internal, rather than external forces.
### Capability in people
- Efficient governance, management and processes
- Levels of engagement of employed and volunteer (Staff)

### Learning and growth
- Organisational development and learning strategies are effective
- Organisational agility
- Knowledge base to inform medical education

RACP is sustainable into the future by being professional, strategic, relevant, transparent and credible.