



Strategic Plan

2021-2024



Acknowledgement of Land

RACMA acknowledges the Wurundjeri people, the Traditional Owners of the lands upon which the College office is located. The College also acknowledges and pays our respects to the Traditional Owners of the lands upon which all Australasian Medical Leaders and Managers perform their duties.

From the President



As Specialist Medical Leaders, we are the custodians of clinical quality and safety and system governance and integrity.

RACMA Members are uniquely placed to be leaders and partners in bridging the gap between delivering quality clinical care and managing the resources available to provide that care. Hence, it is critical that appropriately qualified, experienced and credentialed Medical Specialists are appointed and lead in our health system throughout Australasia.

On behalf of the College I am pleased to present to you the RACMA Strategic Plan 2021-2024, which will guide the College towards achieving its full potential and necessary outcomes through the next four years.

Our successes to date have been made possible by positive relationships and the value of collaboration. Now the foundations have been laid we must continue to explore opportunities to build stronger collaborations across our Membership and with key external stakeholders and healthcare influencers.

Through the key priorities identified in this plan, RACMA will:

- Strengthen its reputation as the leading medical leadership and management education and training provider for medical practitioners;
- strive for increased innovation in the delivery of our education, training and Member services;
- increase participant numbers in our training programs;
- drive more engagement and support for our Members; and
- be the respected and expert voice in decision-making and policy formulation at all levels of healthcare leadership and delivery.

The 2021-2024 Strategic Plan marks a new era for the College as we continue to evolve and grow to accommodate our ever-changing health setting.

Associate Professor Alan Sandford AM
President



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**LEADERSHIP EDUCATION
 BY DOCTORS, FOR
 DOCTORS, WHO WANT
 TO INFLUENCE THE
 HEALTH OF MANY.**





About RACMA

Established in 1967 as a college in Australia with 279 founding Fellows, the College received the 'Royal' prefix in 1979. When formal links with New Zealand were established in 1998, the College became the Royal Australasian College of Medical Administrators. RACMA has influence internationally, based on strategic partnerships and Members working in key roles throughout the world.

The Royal Australasian College of Medical Administrators (RACMA) is unique in the world as the only specialist medical college that trains doctors to become specialist medical leaders and managers. Our education programs, including our accredited flagship Fellowship Training Program, are aimed at equipping doctors with the leadership and management skills needed to influence and lead the Australasian health care systems with the clear aim of improving health outcomes of Australians and New Zealanders.

A not-for-profit organisation, RACMA is recognised for the quality of its education through accreditation by the Australian Medical Council and recognition by the Medical Board of Australia and the Medical Council of New Zealand as providing the only education pathway to recognition as a Specialist Medical Administrator.

The strength of RACMA is its Members, who strive to lead for change and positive outcomes for all Australians, New Zealanders, and peoples in all parts of the world in which their Members practice; demonstrating their skills in key areas such as system leadership, clinical governance, financial management, workforce management, and professional leadership.

RACMA Members fill key roles in all aspects of health, including government and the public and private sectors. Their roles are diverse, including Chief Executives, Chief Medical Officers, Heads of Departments, working in the university sector and in key areas of system clinical governance and quality. RACMA Members are engaged in health systems throughout the world.

MISSION

To educate, train, and promote the skills of specialist medical leaders and managers, enabling our Members and College to influence and lead high quality, safe health services and systems.

VISION

That all health care systems and medical professionals are supported by the highest standard of qualified medical leadership and management to enhance the health outcomes of patients, health care services, and the communities they serve.

RACMA continues to grow its value to Members and be recognised internationally, as the Australasian medical college that provides specialist education, leadership, advice, and expertise in Medical Leadership and Management that promotes the delivery of high quality safe care for all.

CORE VALUES

Professionalism:
Demonstrating self-governance, high standards and ethical behaviour

Integrity:
Doing the right thing in all situations

Excellence:
Striving for outstanding achievement despite constraints

Respect:
Acknowledging and valuing others' thoughts, opinions, and feelings

Strategic Goals

Over the past decade, the complexity of the health services environment within which RACMA operates has been consistently increasing. In addition, the College has been affected by broader health system challenges. This document provides clear directions for RACMA, based on a compelling vision for the College and critical success factors required for sustainability.

Key Priorities

To be the Recognized & Respected Voice of Health Leadership, Management, and Governance

To be the Pre-eminent Provider of Medical Leadership & Management Education and Training

To Deliver High-Quality Member Services & Support

To Advance and Expand Our Influence as a College



To be the Recognized & Respected Voice of Health Leadership, Management, and Governance

Our goal is to be the recognized expert professional body for medical leadership, management, innovation, and health governance.

We will do this by being the representative voice for our Members and by contributing to and influencing policy and decision-making in healthcare in Australia and New Zealand.

■ **AUTHORITATIVE VOICE**

Being recognised as an authoritative voice on medical leadership, management and innovation by governments, peak bodies, health services, doctors and the community.

■ **POLICY & CONSULTATIONS**

Contributing to the formation of policy within Australia and New Zealand, and contributing to key consultations including Royal Commissions, Inquiries, policy, and legislative review relevant to medical leadership, management, and health governance.

■ **STRATEGIC PARTNERSHIPS**

Developing strategic partnerships to extend the influence of the College and the advancement of the body of research, publication, and education in medical leadership, management, and health governance.

■ **POSITION STATEMENTS**

Developing and promulgating position statements and guidelines in the areas of expertise of medical leadership and management in response to emerging or new health system challenges.

■ **MEMBERSHIP**

The Membership of RACMA are recognised for their diverse range of skills and expertise, and fill key roles that shape health systems and the work of the College.



To be the Pre-eminent Provider of Medical Leadership & Management Education and Training

Our goal is to strengthen our role as the leading provider of education for medical practitioners stepping into health leadership and management roles.

- GROWTH**
 RACMA programs are sought after qualifications and training for medical leaders and managers, and growth in the programs reflects this demand.
- PARTNERSHIPS**
 Forming strategic partnerships to strengthen the College's networks within Australia, New Zealand, and internationally in the delivery of medical leadership and management education.
- EDUCATION**
 Expanding and optimizing our educational offerings to Members to assist in the maintenance of contemporaneous medical leadership knowledge and skills, including in emerging areas such as digital health and virtual care.
- PROMOTE**
 Growing our support to Indigenous and Māori doctors to undertake RACMA training to become medical leaders and managers.
- DELIVERY**
 Innovating in education delivery to ensure access to all Members, regardless of where they work and live.
- ACCREDITATION**
 Continuing to meet the conditions of Australian Medical Council accreditation of the College, and ensuring all requirements of the Medical Board of Australia and the Medical Council of New Zealand in relation to the activities of the College membership, are met.



To Deliver High-Quality Member Services & Support

Members are the lifeblood of RACMA. We strive to deliver high-quality services to our Members that are responsive to their needs and that support their roles as medical leaders and managers.

■ STAFF

Providing a workplace that retains and attracts skilled staff to support the activities of the membership now and in the future.

■ RESOURCES

Respecting and managing the resources of the College to ensure that the College can continue to invest in Member services.

■ MEMBER ENGAGEMENT

Deepening engagement with our Members to ensure that the College continues to provide fit-for-purpose Member services that demonstrate a value add to our Members.

■ PROFESSIONAL DEVELOPMENT

Offering valued professional development and collegiate opportunities for Members, including conferences and events.

■ PROFESSIONAL NETWORKS

Exploring opportunities to extend their professional networks within the College and through partnering with like agencies.



- ADVOCATE**
 Advocating for appropriately skilled and trained medical leaders and managers in all medical leadership and management positions.
- SHORT PROGRAMS**
 Delivering appropriate short course programs relevant to medical leadership and management.
- VALUE**
 Enhancing understanding the value proposition of a skilled and trained medical leader and manager.
- EXPERT PUBLICATIONS**
 Producing and making publicly available, position statements and tools to provide support to those working in medical leadership and management.
- RESEARCH**
 Encourage and support research which expands evidence-based practice in medical leadership and management.
- PARTNERSHIPS**
 Working with partner agencies to promote and provide education suitable for all levels of medical leadership and management.
- EXPANDING OUR REACH**
 Exploring opportunities to work with other professions within health on leadership and management education.

To Advance and Expand Our Influence as a College

Our aim is to provide opportunities for the promotion of RACMA through education and support for those in leadership and management roles within health systems, through appropriate training, partnerships, and membership.



Board of Directors

RACMA is governed by a Board of Directors, comprising 11 members. The Board has an Executive Committee which includes the President, Vice President, Chair of the Education and Training Committee, and Chair of the Finance and Audit Committee. The remaining directors consist of three Fellows, one Associate Fellow, one Candidate, and two external members with special expertise.



Professor Alan Sandford AM
President



Dr Iwona Stolarek
Vice President



A/Prof Pooshan Navathe
Chair, Education & Training Committee



Professor Erwin Loh
Chair, Finance & Audit Committee



Dr Luis Prado
Fellow



Dr Helen Parsons
Fellow



Dr Mellissa Naidoo
Fellow



Dr Vinay Rane
Associate Fellow



Dr Allison Turnock
Candidate



Ms Kiri Rikihana
External Board Member



Ms Gillian Biscoe AM
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