



# Australasian College for Emergency Medicine

ACEM Strategic Plan 2022–2024  
Building on success



# About

The Australasian College for Emergency Medicine (ACEM) is the not-for-profit organisation responsible for training emergency physicians and advancement of professional standards in emergency medicine in Australia and Aotearoa New Zealand.

## Our vision

To be the trusted authority for ensuring clinical, professional and training standards in the provision of quality, evidence-based, patient-centred emergency care.

## Our mission

To promote excellence in the delivery of quality emergency care to all of our communities through our committed and expert members.

ACEM acknowledges the Wurundjeri people of the Kulin Nation as the Traditional Custodians of the lands upon which our office is located. We pay our respects to ancestors and Elders, past, present and future, for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander peoples of Australia. In recognition that we are a bi-national College, ACEM acknowledges Māori as tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand.

# Building on success

The ACEM Strategic Plan 2022 – 2024; *Building on Success*, follows on from the document that covered the period 2019 – 2021. As was indicated by the then-President Dr Simon Judkins in the 2019 – 2021 Strategic Plan – titled *The Next Phase* – this was planned as a period for ACEM to embed organisational cultural change and to harness work underway through the collaborative efforts of members, trainees and staff. It was characterised by a sense of a new way of working for the College, and was focused on following up on a sense of achievement from a full reaccreditation from the Australian Medical Council (AMC) and the Medical Council of New Zealand (MCNZ). Ultimately, however, it was, a period dominated by the COVID-19 pandemic that changed the way we lived from early 2020 onward. Indeed, two-thirds of the period covered by that strategic plan was affected by COVID-19, which tested the resilience and capacity of all of us involved in emergency medicine to deliver what was expected of us.

The agenda set by the College during 2019 – 2021 period was ambitious. Along with meeting conditions and quality improvement recommendations set as a result of the 2017/2018 reaccreditation process, as an organisation we set ourselves a long list of objectives based on the six *Strategic Priorities* for the period. Towards the end of that period, as this document was being developed, it became obvious that when we were able to reflect on our achievements, we could be pleased that we had largely delivered on what we said we would. Furthermore, there was work done that was not even considered when the previous plan was launched, but which became necessary as a result of COVID. I would encourage everyone to look at the reports that chart our progress at the mid-point and the end of the period to see what we have delivered. Both are available on the College website.

All strategic plans are the result of a process. They are broad in scope and outline a vision, as well as an indication of what areas of activity the organisation in question will focus on in the period defined by the plan. The broad nature of their content and the messages they convey means that not every activity of the organisation intended for the period can or will be outlined. For this reason, many organisations, including ACEM, also produce a Business Plan, based on the strategic plan, that does this and enables an assessment of its activities against its stated ambitions at the time the strategic plan was developed.

Just as with the previous strategic plan, this document draws on knowledge held by the College as a result of experience, a clear understanding of the nature of the environment in which it is operating and a clear vision of what it seeks to achieve. It is a synthesis of what is known to be important to the profession and the College, with the retention of the six *Strategic Priorities* from the previous document, each with a slightly new focus. The document title, *Building on Success*, reflects the achievements of the recent past, while acknowledging the need to embed recent successes, extend work that has reached a new, distinct phase, and the desire to continue to break new ground where ACEM wants to be a leader in the sector.

On behalf of the ACEM Board I commend this document to all ACEM members, trainees, staff and external stakeholders, and I look forward to working with all of you to achieve the objectives and outcomes articulated in this document and the associated ACEM Business Plan 2022 – 2024.



**Dr Clare Skinner**  
President

# Our priorities

## Education

ACEM will continue to facilitate and support the training and education of emergency medicine professionals in a way that ensures the development of a high-quality emergency care workforce that meets the needs of diverse populations and communities throughout Australia and Aotearoa New Zealand.

## Member Support and Wellbeing

ACEM will advocate for and support a safe and inclusive culture within emergency medicine through programs, initiatives and activities that promote inclusion, engagement and career progression and sustainability so that emergency medicine professionals can work to their full potential, recognising the need for member and trainee contributions to the work of the College.

## Equity through Advocacy

Through advice and proactive advocacy, ACEM will highlight the leadership role of emergency physicians in the health system and seek to influence key decision makers to achieve equitable access to high-quality, patient-centred outcomes for people who seek and have need for emergency care.

## Research

ACEM will ensure that high-quality research data analysis and critical appraisal informs and supports its activities and will work to strengthen the culture, profile, skills base and capacity of emergency medicine research to advance patient care.

## Standards

ACEM will continue to set, monitor and maintain standards for the provision of high-quality emergency care and responsible healthcare stewardship in Australia and Aotearoa New Zealand and will foster increased participation, commitment and provision of expertise by trainees and members in emergency medicine related patient safety activities.

## Organisational Sustainability

ACEM will continue its development of infrastructure and processes to strengthen its role as a socially responsible, inclusive and environmentally sustainable organisation, through response to changing social expectations brought about by factors such as climate change and global pandemics.

## Education

ACEM will continue to facilitate and support the training and education of emergency medicine professionals in a way that ensures the development of a high-quality emergency care workforce that meets the needs of diverse populations and communities throughout Australia and Aotearoa New Zealand.

To achieve this we will:

1. Through ensuring knowledge and awareness of, and accessibility to, ACEM emergency medicine training pathways and educational opportunities for doctors across all stages of medical education, facilitate the development and maintenance of an emergency care workforce that can provide the full spectrum of emergency care required by all groups in the diverse communities of Australia and Aotearoa New Zealand.
2. Finalise and consolidate the implementation of all aspects of the revised FACEM Training Program, to ensure trainees and members have all relevant resources, information and tools to meet their current and future needs.
3. Continue our commitment to monitoring and assessing ACEM education and training activities through systematic processes with a Quality Assurance and Quality Improvement focus.
4. Continue to ensure consistent delivery of high-quality college assessments and investigate the viability of innovative high-stakes summative assessment methodologies.
5. Enhance, build upon and promote education and training support resources for supervisors and assessors of those undertaking ACEM training programs so that they are equipped to facilitate high-quality training and education opportunities.
6. Enhance, build upon and promote education and training support resources for those undertaking ACEM training programs across the range of settings, including regional, rural and remote, in order to optimise their training experience.

## Member Support and Wellbeing

ACEM will advocate for and support a safe and inclusive culture within emergency medicine through programs, initiatives and activities that promote inclusion, engagement and career progression and sustainability so that emergency medicine professionals can work to their full potential, recognising the need for member and trainee contributions to the work of the College.

To achieve this we will:

1. Develop and implement resources for members and trainees that contribute to building an inclusive, equitable, safe and sustainable culture and work environment in emergency care settings and College activities.
2. Continue to enhance the support provided to regional Faculties to ensure that members are engaged, have opportunities to network with their peers, are able to influence policy within their local jurisdictions and are able to engage with College activities.
3. Strengthen initiatives, programs and activities that promote and support safe and inclusive cultures for emergency medicine practitioners and emergency departments in Australia and Aotearoa New Zealand, including through the increased representation of First Nations people in the emergency medicine workforce.
4. Work with members and stakeholders across Australia and Aotearoa New Zealand to develop a system of training that will increase rural and regional training opportunities and harness the strengths of the wide range of models of care that service the communities of Australia and Aotearoa New Zealand.
5. Deliver best practice, innovative solutions to provide scientific, education and networking events and opportunities across Australia, Aotearoa New Zealand and more widely, with a particular focus on the use of contemporary best practice in digital learning.
6. Work with members and trainees to expand the range of initiatives available to support safe and satisfying practitioner career sustainability in emergency medicine, with particular focus on the early and final years of practice.

## Equity through Advocacy

Through advice and proactive advocacy, ACEM will highlight the leadership role of emergency physicians in the health system and seek to influence key decision makers to achieve equitable access to high-quality, patient-centred outcomes for people who seek and have need for emergency care.

To achieve this we will:

1. Develop and proactively advocate with decision makers and other stakeholders for the implementation of evidence-based solutions to reduce emergency department overcrowding and hospital access block in Australia and Aotearoa New Zealand.
2. Finalise and commence the implementation of future emergency care workforce planning strategies that addresses diversity and distribution challenges and increases our evidence base on issues that are pivotal to the needs of patients requiring emergency care in regional, rural and remote communities in Australia and Aotearoa New Zealand.
3. Explore and enhance initiatives to address the cultural safety learning needs of the emergency medicine workforce and continue to review and advocate for evidence-based improvements to equity of access and health outcomes for Aboriginal and Torres Strait Islander peoples and Māori requiring emergency care.
4. Develop and promote the adoption and delivery of initiatives to ensure the delivery of safe emergency care to marginalised, vulnerable and underserved groups within our communities.
5. Become a repository of information and guidance on ethical and sustainable engagement in the global emergency care sector, and support locally led capacity development to deliver safe and effective emergency care in low and middle-income countries in the Indo-Pacific region.
6. Increase the evidence base on emergency department disaster preparedness so that we can advocate for resources that will allow emergency departments in Australia and Aotearoa New Zealand to adequately respond to disaster surges, pandemic illnesses and other phenomena, including the impact of climate change, that directly impact emergency care provision and hospital function.

## Research

ACEM will ensure that high-quality research data analysis and critical appraisal informs and supports its activities and will work to strengthen the culture, profile, skills base and capacity of emergency medicine research to advance patient care.

To achieve this we will:

1. Champion research efforts endorsed by ACEM and continue to foster the development of broader emergency medicine research networks to strengthen the culture, profile and skills base of emergency medicine research.
2. Continue to enhance research opportunities and support for trainees and members to undertake emergency medicine research.
3. Promote research into the responsible and appropriate use of healthcare resources, such as *Choosing Wisely* and other such initiatives in order to promote equitable allocation of resources, an evidence-based approach to 'no value' and low value care, and prevent the effects of overdiagnosis and overtreatment.
4. Undertake an assessment of ethically and culturally safe interventions that will positively impact the experience of marginalised, vulnerable and underserved patient groups seeking emergency care, as well as emergency department staff, and explore the capacity of emergency departments in Australia and Aotearoa New Zealand to deliver these interventions.
5. Ensure that all college advocacy activities are underpinned by a strong evidence base, with the College recognised as the leading voice on key issues relating to emergency care provision and research across Australia and Aotearoa New Zealand.
6. Use high quality research data analysis and critical appraisal to inform and support college activities and the translation of research findings to practise in emergency departments in Australia and Aotearoa New Zealand.

## Standards

ACEM will continue to set, monitor and maintain standards for the provision of high-quality emergency care and responsible healthcare stewardship in Australia and Aotearoa New Zealand and will foster increased participation, commitment and provision of expertise by trainees and members in emergency medicine related patient safety activities.

To achieve this we will:

1. Strengthen college processes for the development, approval, promotion and ongoing review of external facing statements, policies and guidelines (standards).
2. Ensure integration of ACEM standards with ACEM educational resources and the College's training programs.
3. Work with external stakeholders to enable ACEM participation in the development of quality, practical, evidence-based clinical guidance that is accessible to all ACEM members and trainees.
4. Work with external stakeholders to develop and implement measures and methodologies that enable system accountability in relation to access to quality patient care in and beyond emergency departments.
5. Actively support national system-wide initiatives aimed at achieving improvements to responsible resource stewardship and improved and more equitable patient outcomes including through greater coordination of Emergency Medicine with other components of the healthcare system.
6. Increase stakeholder engagement, including community involvement, in the collaborative development, co-design and promotion of joint or College standards, including those that inform the ability to deliver culturally safe care to First Nations people.

## Organisational Sustainability

ACEM will continue its development of infrastructure and processes to strengthen its role as a socially responsible, inclusive and environmentally sustainable organisation, through response to changing social expectations brought about by factors such as climate change and global pandemics.

To achieve this we will:

1. Ensure the continued development of initiatives and activities to strengthen ACEM's position as a socially responsible and environmentally sustainable organisation.
2. Maintain a safe and inclusive organisational culture that fosters engagement, free of gender, racial and other forms of bias and which continues the provision of high-quality member programs, services and support.
3. Invest in technological and workplace solutions to enable members, trainees and others to interact with the College in ways that enable effective user experiences and assists staff to conduct their responsibilities efficiently.
4. Develop and implement a revised college Communication Strategy based on internal and external stakeholder consultations to maximise the effectiveness of college communication channels and enhance the value of College advocacy.
5. Undertake regular reviews of college practices and processes to ensure accountable governance arrangements with effective risk mitigation measures in place across all aspects of college activities, including recognition of the demands on individual members and trainees in progressing the work of the College.
6. Continue ongoing, efficient management of college financial resources, ensuring continued financial sustainability of the organisation and the capacity to maximise benefits for members.



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