



ACEM Strategic Plan 2019–2021 **The Next Phase**

DRAFT
CONSULTATION
VERSION

ACEM Strategic Plan 2019 – 2021

The Next Phase

The ACEM Strategic Plan 2019 – 2021: *The Next Phase* ('the Plan') will guide the College in a distinctly identifiable period of development for the organisation, building on its history and outlining the priorities for the College to ensure it remains relevant in a contemporary and complex operating environment.

The previous three year plan, in a time of changing expectations of both internal and external stakeholders, led to some significant changes to the way in which ACEM views its place in the world. It examined the ways in which the College is governed and managed, and the way in which it functions to achieve its strategic and associated operational objectives.

We now take this work forward.

The Plan draws on knowledge held by the College as a result of experience, and extends and reinforces some significant activities already commenced. It seeks to embed organisational cultural change and to harness work underway through the collaborative efforts of members, trainees and staff.

The Plan is a combination of the essential work the College must do and includes what has been clearly indicated by key stakeholders, as well as continuing the work we are already doing in priority areas. It has been brought together making use of a number of key documents and activities:

- + The 2018 ACEM Membership Engagement Survey.
- + The Discrimination, Bullying and Sexual Harassment (DBSH) Action Plan.
- + The Expert Advisory Group on Discrimination (EAG) Action Plan.
- + The reaccreditation of the College conducted in 2017, and the report of that activity that was received in mid-2018, in relation to the College's FACEM Training Program and specialist Continuing Professional Development (CPD) Program.
- + The College's Reconciliation Action Plan (RAP).
- + Indicative work plans of entities of the Council of Advocacy, Practice and Partnerships (CAPP) developed in early 2018 to inform considerations of the CAPP entities restructure.
- + The College's Risk Register.

These documents and associated activities and processes represent validation of what the College is doing well and provide clear outlines of what are and will represent challenges for the College in the short- to medium-term. They provide information from multiple perspectives of what the College is expected to do in order to ensure its vision, mission and constitutional objects are met.

As a specialist medical college ACEM operates within a social, political, economic and regulatory environment – both historical and contemporary – that necessarily influences its strategic direction and activities. These include:

- + Complex workforce challenges and resource constraints, often exacerbated in rural, remote and specialised areas of practice, leading to a focussed examination of the workforce required to adequately address the delivery of high quality, accessible and culturally appropriate healthcare in Australia and New Zealand.
- + Increased demand for emergency medicine services as a result of shifting demographics, disease patterns and community expectations.
- + Tension between the need to balance quality medical outcomes and performance against time-based ‘targets’, and the need to design realistic targets based on current experience and research.
- + Ongoing ‘Access block’ due to increasing pressure on the health system, notably in patients presenting with mental health issues.
- + Hospital overcrowding, which is often driven by outdated models of care.
- + The need for ongoing and effective health system stewardship.
- + The need to ensure effective and sustainable College resourcing and operations in a manner that represents an increasingly clear value proposition for members and trainees.
- + The need to ensure that College members, trainees and staff appreciate and understand the requirements of regulatory bodies and other external stakeholders in the conduct of College activities.

On behalf of the ACEM Board I commend this document to all members, trainees, staff and external stakeholders, and I look forward to working with you to achieve the strategic priorities and outcomes articulated in the Plan.



A stylized, handwritten signature in black ink, appearing to read 'Simon Judkins'.

Dr Simon Judkins
President

Our Vision and Mission

ACEM has adopted a vision and mission to provide overarching direction to its operations.

Our Vision

‘Be the trusted authority for ensuring clinical, professional and training standards in the provision of quality, patient-focused emergency care.’

Our Mission

‘Promote excellence in the delivery of quality emergency care to all our communities through our committed and expert members.’



Strategic Priorities

Education

ACEM will, with a focus on quality improvement, facilitate and support the education, training and CPD of emergency medicine professionals in a way that ensures the production of a high-quality workforce that meets the needs of the diverse populations in Australia and New Zealand.

Research

ACEM will ensure high quality data analysis, evaluation and research informs and supports our activities, and will work to strengthen the culture, profile, skills base and capacity of emergency medicine research.

Member Support and Wellbeing

ACEM will strive to represent and support members in their professional life in a manner that enables longevity of emergency medicine professionals and sustainability of the wider emergency medicine workforce.

Standards

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

Equity through Advocacy

ACEM will, through advice and proactive advocacy, influence key decision makers to achieve improved access and outcomes for people who have need to use emergency departments.

Organisational Sustainability and Awareness

ACEM will strive to ensure that its obligations as a leading contemporary organisation in its sector are well understood, and consolidate the governance and management arrangements and processes necessary to enable this.



Education

Member Support and Wellbeing

Equity through Advocacy

To achieve this we will

- + Complete reviews of the FACEM Training Program and the associated ACEM Curriculum Framework and implement the outcomes of both in a systematic and efficient manner.
- + Undertake and complete a review of the structure and function of the ACEM Emergency Medicine Certificate and Diploma to ensure they are able to meet the ongoing needs of all stakeholders.
- + Implement the agreed actions described in the EAG Action Plan, ensuring consistent delivery of high quality College examinations and other assessments.
- + Ensure that supervisors and assessors of trainees undertaking all ACEM training programs are fully aware of their responsibilities and are appropriately trained for their tasks and their performance evaluated.
- + Ensure that areas of practice associated with emergency medicine that will benefit from structured education and training programs are identified and supported appropriately.
- + Strive to develop educational resources that are of recognised value to members and trainees, and are able to be accessed in an efficient and cost-effective manner.
- + Monitor the application of ACEM requirements for the accreditation of FACEM training sites and work with stakeholders to ensure consistent high quality training experiences for FACEM trainees.

To achieve this we will

- + Develop and support activities that contribute to the wellbeing of doctors and other health professionals delivering emergency medical care.
- + Develop and implement effective and innovative avenues of communication to members, trainees and other stakeholders that ensure information about the activities and achievements of the College are effectively communicated.
- + Ensure that ACEM provides appropriate support 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 can support College education activities.
- + Accomplish meaningful actions arising from the DBSH Action Plan.
- + Ensure that we remain aware of developments in the requirements of regulatory bodies and that College programs enable members to meet these requirements in an efficient and effective manner.
- + Support excellence in ACEM events to deliver leading edge education, scientific and networking opportunities for ACEM members and trainees.

To achieve this we will

- + Advocate proactively to reduce access block and overcrowding in Australian and New Zealand emergency departments.
- + Work with members and wider stakeholders to develop and promote an ACEM strategy on the future emergency workforce to address distribution challenges, with particular focus on the needs of regional, rural and remote communities.
- + Advocate on behalf of vulnerable and excluded patient groups to improve timely access to appropriate care, including partnering with consumer organisations and exploring the capacity of emergency departments in Australia and New Zealand to deliver health promotion interventions to underserved populations.
- + Improve equity of access and outcomes, and champion cultural safety for Aboriginal and Torres Strait Islander peoples, and Māori populations presenting to the emergency department.
- + Improve the preparedness of emergency departments in Australia and New Zealand to respond to surges caused by disasters, pandemic illnesses and other phenomena, including those caused by climate change.
- + Deliver programs and projects that focus on improved access for all populations to quality emergency care in Australia, New Zealand and developing countries.



Research

Standards

Organisational Sustainability and Awareness

To achieve this we will

- + Build an evidence base to support advocacy activities, particularly in the areas of workforce planning, patient demand and presentations to Australian and New Zealand emergency departments.
- + Monitor and assess ACEM education and training activities through systematic processes with a Quality Improvement focus.
- + Strengthen the culture, profile and skills base of emergency medicine clinical research within the College through the work of an ACEM Research Committee.
- + Explore models to enhance coordination of clinical networks in emergency medicine to facilitate multi-site research and increase funding opportunities for emergency medicine research.
- + Enhance research opportunities and support for trainees.

To achieve this we will

- + Ensure effective College processes for the development, approval and ongoing review of external facing clinical practice standards, policies and guidelines.
- + Ensure that there are effective mechanisms for integrating new and existing clinical practice standards with educational resources and curricula as appropriate.
- + Explore the feasibility of ACEM-led clinical guideline development.
- + Review the College's role with respect to quality and safety in emergency medicine in light of existing regulatory frameworks.
- + Develop specific emergency department quality and safety data sources.

To achieve this we will

- + Implement and refine ongoing robust governance arrangements that ensure responsible decision-making in the best interests of the College's members, trainees and other stakeholders.
- + Provide proactive management of risk associated with issues that have the potential for significant impact on the operations of the College.
- + Ensure ongoing efficient management of College financial resources, ensuring continued financial sustainability of the organisation and the capacity to maximise benefits for members.
- + Ensure secure and effective management of College and members' information.
- + Grow and sustain a collaborative culture that promotes engagement within the organisation and the provision of high quality member support and services.
- + Establish an environmentally and socially responsible organisation that is accountable to the broader community for its social impact.

