



# Australasian College for Emergency Medicine

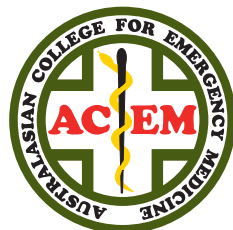


## Strategy

2025 – 2030

The Australasian College for Emergency Medicine 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 Te Tiriti o Waitangi partners in Aotearoa New Zealand.



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## Introduction from the President

As President of the Australasian College for Emergency Medicine (ACEM), I am honoured to present our strategic vision for the future. Since our founding in 1983, ACEM has been instrumental in establishing emergency medicine as a vital medical discipline across Australia and Aotearoa New Zealand. Today, we stand at a pivotal moment in our organisation's development.

Emergency medicine holds a unique position in healthcare. As generalist specialists, we open our doors to everyone, treating all who come seeking care, often on what may be the worst day of their lives. This universal accessibility places us at the heart of our communities and healthcare systems.

Our operating environment is evolving rapidly. We face changing demographics, emerging health challenges and shifting public expectations. The policy landscape across federal and state levels in Australia and nationally in Aotearoa New Zealand continues to transform. Within this context, we have both an opportunity and an obligation to enhance inclusion and strengthen our presence in regional, rural and remote areas.

## He Kupu whakataki nā te Tumuaki

Our College's response to these challenges must be both ambitious and collaborative. Following the principle of mahi tahi – working together to solve problems – we will strengthen existing partnerships and forge new ones. We will expand our membership while maintaining the high standards that have earned us respect across the medical profession. This growth will be supported by enhanced governance and professional operations, ensuring we remain a mature, capable organisation.

Most importantly, we will ensure that humanity remains at the core of everything we do. Our members are the backbone of emergency medicine across our nations, and this strategy reflects our commitment to supporting them as they deliver exceptional care to all the peoples of Australia and Aotearoa New Zealand.



**Dr Stephen Gourley**  
ACEM President

## Introduction from the CEO

As the Australasian College for Emergency Medicine embarks on its next chapter, I am inspired by the opportunity to lead our College through the implementation of this strategy and beyond.

Our strategy builds on a strong foundation of dedicated professional staff, robust systems, and a reputation for excellence in emergency medicine. It places a renewed focus on creating real value for our members and fostering a culture of pride and collaboration, and ultimately delivering enhanced patient outcomes.

Our members are the heart of our College – individuals who excel in their daily roles and contribute through their expertise to the advancement of the emergency medicine profession.

This strategy is designed to empower our members and staff by enhancing the support, tools, and opportunities available to them, ensuring they can achieve even greater impact in their work and advocacy.

## He Kupu whakataki nā te Tumu Whakarae

Critical to our success will be the continued development of our organisational capabilities. We are investing in our people and building robust systems that will serve our College well beyond this strategy's timeframe.

These foundations will support more efficient operations and better member services, ultimately strengthening our ability to advance emergency medicine across Australia and Aotearoa New Zealand and serve patients better.

My focus is on ensuring that every aspect of our operation aligns with and supports our strategic goals. Through careful stewardship of our resources and by empowering our talented people, we will deliver on the ambitious vision outlined in this strategy while maintaining financial and operational sustainability.



**Brendan Peek**  
ACEM CEO

## Vision

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

## Mission

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

## Value proposition

To continuously advance the quality of emergency medicine in Australia and Aotearoa New Zealand through:

- Effective emergency medicine training and professional development
- Serving members of our College in their work
- Connectivity to world-class academic and applied research
- Strong advocacy for high-quality, humanistic emergency care across our countries

## Our core values

### Respect

We work for one another, for patients and for other health professionals. We practise in ways that defer to the inherent humanity of others, that give space and opportunity to the thoughts and minds of the people we work with, and that give regard to their position of strength or vulnerability.

### Integrity

We care for one another, for patients and for other health professionals. We practise in ways that are honest, authentic and upright, and uphold the guiding principles and standards of emergency medicine.

### Collaboration

We partner with one another, with patients and with other health professionals. We unite to achieve better outcomes, to learn and to advance as a body, as a specialty, and as a practice.

### Equity

We are fair to one another, to our patients and to other health professionals. We work in ways that are impartial and aware. We acknowledge disparities in health outcomes across Australia and Aotearoa New Zealand, and we strive for a system and service that is better.

## The specialty of emergency medicine

A field of practice based on the knowledge and skills required for the prevention, diagnosis and management of acute and urgent aspects of illness and injury affecting patients of all age groups with a full spectrum of undifferentiated physical and behavioural disorders. It further encompasses an understanding of the development of pre-hospital and in-hospital emergency medical systems and the skills necessary for this development.

International Federation for Emergency Medicine. 1991





# Emergency care in Australia and Aotearoa New Zealand

Emergency medicine is at the frontline of unprecedented change in the healthcare system. Our rapidly ageing population and the increasing system complexity, driven by new diagnostic technologies, precision medicine, and the acceleration of digital healthcare following the COVID-19 pandemic, are together creating significant strain on our hospital-centric model.



Current challenges, such as managing patients with multiple morbidities, uncertainty, and escalating costs while meeting heightened expectations for personalised care, were not as prominent when today's health system was established over 50 years ago.

Emergency departments are busy, unpredictable, and complex: multiple patients may arrive at the same time, each with varying degrees of need and urgency. Emergency physicians lead complex multidisciplinary teams, giving timely, compassionate, expert care and making decisions on limited information.

However, there are fundamental challenges to service delivery. Deficiencies in other parts of the healthcare system lead to overcrowded emergency departments, access block, and ambulance ramping. A maldistributed workforce drives both worsened patient outcomes and stress for medical professionals.

There is growing recognition that the most impactful health interventions often lie outside traditional healthcare, in the realm of social and environmental determinants of health. Systemic improvements in public health will reduce the demands on emergency departments, and ensure patients respond better to treatments in emergency situations.

Research evidence is mounting that patients who experience compassionate and tailored care – literally, the ‘human touch’ – achieve better outcomes in emergency departments.

# Ngā Ratonga Whawhati Tata i Ahitereiria me Aotearoa

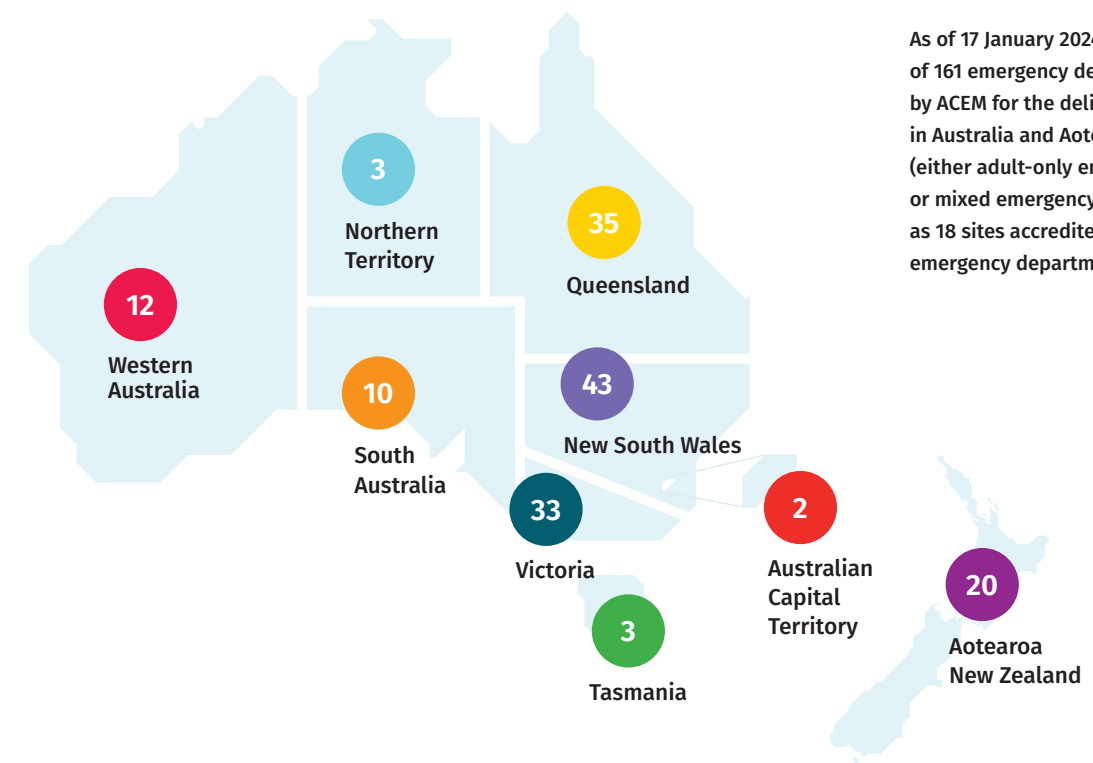


## Equity of access to emergency care

Our countries present large variations in emergency service provision between metropolitan and regional, rural and remote (RRR) areas. Metropolitan populations can generally access a large hospital emergency department within an hour, while outside the cities the distance to treatment and diagnostic facilities is much longer. Many communities do not have sustainable and equitable access to health and disability services and persistently experience poorer health outcomes.

The health outcomes of Aboriginal and Torres Strait Islander peoples and Māori in need of emergency care is consistently and persistently worse than that of their non-Indigenous counterparts. Providing timely access to culturally safe emergency care to Indigenous peoples with complex medical conditions is a significant issue in RRR areas, given the total proportion of Indigenous peoples increases with remoteness.

## College-accredited emergency care facilities



As of 17 January 2024, there were a total of 161 emergency departments accredited by ACEM for the delivery of FACEM training in Australia and Aotearoa New Zealand (either adult-only emergency departments or mixed emergency departments), as well as 18 sites accredited as paediatric-only emergency departments.

161

Total

With over eight million patient presentations

141

Australia

With over seven million patient presentations

20

Aotearoa New Zealand

With over one million patient presentations

# How our College adds value



# Koinei te uara tāpiri o to mātou kāreti

## Impact mapping

Member impact

College members are developed, supported and impactful in their communities.

- Training and continuing professional development
- Membership growth
- Member career success
- Impactful groups and committees

Public impact

Indigenous, regional, rural, remote and metropolitan communities of all ages receive world-class medical care in every emergency.

- Care quality
- Health equity
- Partnerships
- Research

Organisational health

An effective, safe and enduring organisation.

- Reputation
- Inclusion
- Capability
- Financial sustainability

# Insight on key areas

## Serve excellence to medical professionals

Our College trains emergency medicine doctors through a five-year Fellowship program in accredited hospitals. Our Associateship Training Programs support medical practitioners in various emergency settings, while continuing professional development ensures practice reflects contemporary research.

### ■ Partnerships

Through collaboration, our College addresses major challenges in emergency medical care, focusing on workforce quality and distribution across both nations.

## Serve College members

### ■ Membership growth

Our College builds community, expertise and professional development through positive and inclusive engagement with all its members. From the Annual Scientific Meeting, to committee or special interest network involvement, all members have opportunities to connect and contribute to advancing the profession. Our College supports a safe and inclusive culture through programs that promote engagement, career progression and sustainability, ensuring all emergency department staff can work to their full potential.

### ■ Member services

Members are fundamental to our College. Our impact is based on our members. Growth in membership enables our reach, impact and influence to grow, and ultimately serves both the profession and patients.

# Ngā Tirohanga Matua

## Serve the people of Australia and Aotearoa New Zealand with emergency care expertise and advocacy for a better health system

### ■ Improving equity

Our College prioritises culturally safe emergency departments, recognising spiritual and emotional wellbeing as fundamental to health equity. In Australia, our College partners with Aboriginal and Torres Strait Islander peoples, while in Aotearoa New Zealand, Te Rautaki Manaaki Mana guides Māori patient care. Through Associateship Training Programs and ongoing advocacy, our College supports rural emergency departments in resource-limited settings.

### ■ Whole-of-system advocacy

Our College advocates for increased healthcare investment and system-wide reform, working with governments, hospitals, and health systems to address patient flow, overcrowding, wait times, and workforce stress. This requires long-term planning and leadership to unite stakeholders in reimagining more equitable healthcare systems across Australia and Aotearoa New Zealand.

### ■ Research and standards

Our College conducts research to understand workforce and patient outcomes, providing evidence-based clinical guidance and maintaining emergency care standards as the peak body for emergency medicine.

## Serve our College's future as an inclusive, representative and strong bi-national organisation

Our College fosters compassion and belonging for members and staff while strengthening operational capabilities to support our goals. We are committed to financial sustainability, strong governance, and adaptable organisational systems. As a bi-national organisation, we recognise the distinct operational contexts and Indigenous needs in both countries and ensure our approach remains responsive and inclusive.



# Our focus of effort

Tō Mātou  
Arotahi kaha

Imperatives	Objectives and headline activities	Key impact areas
Serve the people of Australia and Aotearoa New Zealand with emergency care expertise and advocacy for a better healthcare system	<b>Secure improvements</b> in the healthcare system <ul style="list-style-type: none"><li>Impactful advocacy</li><li>Reputation for evidence-based excellence</li></ul>	Care quality Reputation
	<b>Build equity in emergency healthcare</b> <ul style="list-style-type: none"><li>Ally and build <b>Indigenous leadership</b> in healthcare</li><li><b>Redress inequity</b> between metropolitan and regional, rural and remote provision</li><li>Advocate for the emergency medicine <b>needs of vulnerable and marginalised peoples</b></li></ul>	Health equity
	<b>Research</b> and apply new knowledge	Research
	<b>Set standards</b> for emergency medicine	Care quality
	Invest in rigorous, compassionate and equitable emergency medicine <b>training</b>	Training and continuing professional development
Serve excellence to medical professionals	<b>Certify</b> Fellows as world-class expert practitioners in emergency medicine	Care quality Member career success Reputation
	Develop and leverage <b>partnerships</b> to further the profession and grow impact	Partnerships Active groups and committees
	Grow the community of practice through <b>Associate memberships</b>	Care quality
	Maintain and support <b>peer networks</b>	Active groups and committees Member career success
Serve College members	Deliver high-quality <b>member services</b>	Member career success
	<b>Grow membership</b>	Membership growth
Serve our College's future as an inclusive, representative and strong bi-national organisation	Maintain and grow <b>organisational capability</b> through <ul style="list-style-type: none"><li><b>Improving systems</b> and processes</li><li>Ensuring <b>clarity in governance</b></li></ul>	Capability
	<b>Nurture compassion, capability and belonging</b> in our people <ul style="list-style-type: none"><li>Strive to be <b>culturally safe, pro equity, and anti-racist</b></li><li>Growing <b>employee capability</b></li><li>Effective engagement of <b>contributing members</b></li></ul>	Inclusivity Capability
	Maintain and grow <b>respect and trust</b> as a <b>bi-national organisation</b> <ul style="list-style-type: none"><li>Engage and represent <b>all members</b></li><li>Position ourselves as the leader and guardian of <b>high-quality emergency care</b></li><li>Reflect the different contexts of <b>Australia</b> and <b>Aotearoa New Zealand</b></li></ul>	Reputation
	Ensure long-term <b>financial sustainability</b> <ul style="list-style-type: none"><li>Grow <b>philanthropy</b></li><li>Grow <b>return on investment</b> on existing and new products and services</li><li>Remain <b>vigilant for efficiencies</b> in operation</li></ul>	Financial growth





## Our people

## Tō Mātou Iwi

4000+

Fellows

7250+

Total membership

750+

Non-Fellow members

2500+

Trainees

A diverse **Board**

**The Council of Education**, supported by multiple subcommittees

11 **Special interest networks**

### Governance

**The Council of Advocacy, Practice and Partnerships**, supported by multiple subcommittees

**Regional and National Branches** – Aotearoa New Zealand, Australia (ACT, NSW, NT, QLD, SA, TAS, VIC, WA)

### Key partnerships

- Federal, State and Territory Governments
- Regulators
- National medical councils
- Other medical colleges
- Indigenous doctors' associations
- Consumer and patient advocacy groups

### Over 2500 active trainees, undergoing a five-year program of

- Structured training and education
- Workplace-based assessments
- Research
- Examinations



## Bringing the Strategy to life

In implementing our strategy, we draw inspiration from the leadership of the Manaaki Mana community, which emphasises the importance of taking *concrete actions across multiple levels simultaneously*. Our core work of providing training in emergency medicine, advocating for better health systems and supporting our members will continue to develop in line with changing contexts and expectations.

Our College functions in a rich and complex ecosystem, with associates and allies across medicine, primary health, academia, consumer groups and government. Our College will further develop its capabilities in collaboration, and enter into partnerships with industry partners to serve our members and deliver better patient outcomes.



## Whakaorangia te Rautaki

Our College will concentrate efforts on:

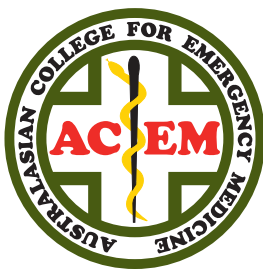
- Developing a clear roadmap for implementation, incorporating robust measures into our management and reporting processes.
- Refining and enhancing our internal business architecture, including ICT systems, governance structures, and workforce capabilities.
- Establishing a clear methodology for measuring impact and laying the groundwork for evaluating the success of this strategy.
- Continuously reviewing and improving our governance and policy frameworks to ensure relevance and adaptability.
- Vigilance on efficiency and financial sustainability.
- Remaining agile and adapting our strategy as needed.

By keeping our focus on member value and organisational excellence, we will uphold our core purpose: supporting excellence in emergency care for every person in Australia and Aotearoa New Zealand. Together, we will ensure our College remains an organisation that members and staff are proud to call their own.

Successful delivery of our goals will require that our College continues to build talent and engagement within its workforce. The Executive will cultivate a high-performing team and an organisational culture in which everyone can thrive to meet the opportunities and challenges of implementing this exciting strategy.







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