



Australasian College for Emergency Medicine

Business Plan
2019–2021

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AUSTRALASIAN COLLEGE
FOR EMERGENCY MEDICINE

Contents

Table of Contents

1.	Background: The 2019 - 2021 Business Plan.....	4
2.	Actions for 2019 - 2021	5
	Strategic Priority 1: Education	5
	Strategic Priority 2: Member Support and Wellbeing	18
	Strategic Priority 3: Equity through Advocacy	25
	Strategic Priority 4: Research	31
	Strategic Priority 5: Standards	35
	Strategic Priority 6: Organisational Sustainability	38



AUSTRALASIAN COLLEGE
FOR EMERGENCY MEDICINE

Abbreviations and Acronyms

Abbreviations and Acronyms Used in the Business Plan 2019 - 2021

ACEM	Australasian College for Emergency Medicine
ACRRM	Australian College of Rural and Remote Medicine
AMC	Australian Medical Council
ANZCA	Australian and New Zealand College of Anaesthetists
ASC	Accreditation Subcommittee
ASM	Annual Scientific Meeting
BCM	Business Continuity Management
CAPP	Council of Advocacy, Practice and Partnerships
CEO	Chief Executive Officer
CIC	Censor-in-Chief
CICM	College of Intensive Care Medicine
CPI	Consumer Price Index
CPD	Continuing Professional Development
COE	Council of Education
CTN	Clinical Trials Network
DBSH	Discrimination, Bullying and Sexual Harassment
DCIC	Deputy Censor-in-Chief
DEMT	Director of Emergency Medicine Training
DISG	Diversity and Inclusion Steering Group
DOH	Department of Health
DRHM	Division of Rural Health Medicine
EAG	Expert Advisory Group
ED	Emergency Department
EDCS	Executive Director, Corporate Services
EDEN	Emergency Department Epidemiology Network

EDET	Executive Director, Education and Training
EDPSP	Executive Director, Policy and Strategic Partnerships
ELT	Executive Leadership Team
EM	Emergency Medicine
EMC	Emergency Medicine Certificate
EMD	Emergency Medicine Diploma
EMER	Emergency Medicine Events Register
EMET	Emergency Medicine Education and Training
FACEM	Fellow of the Australasian College for Emergency Medicine
FRACP	Fellow of the Royal Australasian College of Physicians
FRC	Finance and Risk Committee
GC	Governance Committee
GMACNP	General Manager, Accreditation, CPD and National Program
GMDCE	General Manager, Digital Communications and Events
GMEA	General Manager, Education Assessment
GMEPD	General Manager, Education Program Development
GMF	General Manager, Finance
GMGS	General Manager, Governance and Standards
GMICT	General Manager, Information and Communication Technology
GMPC	General Manager, People and Culture
GMPR	General Manager, Policy and Research
GMSP	General Manager, Strategic Partnerships
GMT	General Manager, Training
HPED	Health Promoting Emergency Departments
ICEM	International Conference on Emergency Medicine
ICT	Information and Communications Technology

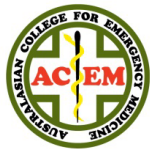


AUSTRALASIAN COLLEGE
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Abbreviations and Acronyms

IG	Information Governance
IM	Information Management
IT	Information Technology
ITA	In-Training Assessment
JTC-PEM	Joint Training Committee in Paediatric Emergency Medicine
MBA	Medical Board of Australia
MCNZ	Medical Council of New Zealand
NMTAN	National Medical Training Advisory Network
NPSC	National Program Steering Committee
NSTC	Non-Specialist Training Committee
OSCE	Objective Structured Clinical Examination
PAM	Public Affairs Manager
PCO	Professional Conference Organiser
PEM	Paediatric Emergency Medicine
PHRM	Prehospital and Retrieval Medicine
PSG	Publications Steering Group
RACGP	Royal Australian College of General Practitioners
RACP	Royal Australasian College of Physicians
RAP	Reconciliation Action Plan
RNZCGP	Royal New Zealand College of General Practitioners
RRR	Rural, Regional and Remote
SAQ	Short Answer Questions
SIFT	Selection into FACEM Training
SIMG	Specialist International Medical Graduate
SPIM	Strategic Priorities Implementation Manager
SSP	Special Skills Placement
SSP GWP	Special Skills Placement Guidelines Working Party
STAC	Specialist Training and Assessment Committee

TC	Trainee Committee
TSWPRG	Trainee Selection and Workforce Planning Reference Group
WBA	Workplace-based Assessment



1. Background: The 2019 - 2021 Business Plan

This Business Plan outlines activities and associated outcomes identified by the Australasian College for Emergency Medicine (ACEM) to achieve the objectives described in the *ACEM Strategic Plan 2019 – 2021: The Next Phase*. The Strategic Plan outlines six *Strategic Priorities*, underpinned by a series of *Key Activities, Programs and Projects*:

1. 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.

2. Member Support and Wellbeing:

ACEM will 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.

3. 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.

4. 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.

5. 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.

6. Organisational Sustainability and Awareness:

ACEM will 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.

As with the Strategic Plan 2019 – 2021, the Business Plan draws on knowledge held by the College as a result of experience during the period of the previous Strategic Plan and extends some significant work already commenced, as well as outlining new initiatives that ensure the College meets its vision and mission in a manner that meets the expectations of stakeholders in what is a significant period of change, set in a time of rapidly changing expectations.

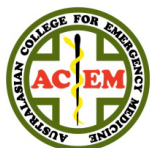


2. Actions for 2019 - 2021

Strategic Priority 1: 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.

Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
1.1 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.	1.1.1 Finalise and implement the revised FACEM Training Program.	a. Revisions to the FACEM Training Program, informed by consultation feedback, finalised and implemented from the 2021 training year.	EDET, GMEPD, GMT, COE	Q3 2019
		b. Regulations, policies, forms and procedures and other necessary publications revised in line with training program modifications.	EDET, GMGS, GMT, COE, STAC, BoD	Q1 2020
		c. Comprehensive communications strategy developed and implemented, including: <ul style="list-style-type: none"> Revised website content following publication of revised documentation, processes and other publications. Contemporaneous notification using ACEM and other relevant communications channels, including Junior Doctors in Training publications. 	EDET, GMDCE, GMT	Q1 2020
		d. Changes to program requirements, regulations and policies circulated to stakeholders with sufficient lead time for those applying via selection into training in 2020 for 2021 training year.	EDET, GMDCE, GMT	Q1 2020
		e. The following, including associated regulations, policies, forms, procedures and other publications, reviewed and revised in light of training program modifications: <ul style="list-style-type: none"> Selection into FACEM Training; Training site accreditation, including non-ED placements; SIMG assessment 	EDET, GMACNP, GMEA, GMGS, GMDCE, GMT	Q3 2019

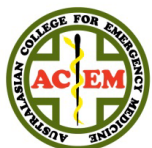


Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	1.1.2 Finalise and implement the revised ACEM Curriculum Framework.	<p>a. Revisions to the <i>ACEM Curriculum Framework</i>, ensuring effective alignment to pre- and post-Fellowship education, finalised in light of consultation feedback.</p> <p>b. Comprehensive communication strategy developed and implemented, including:</p> <ul style="list-style-type: none"> Revised website content following publication of revised curriculum and associated documentation; Contemporaneous notification using ACEM and other relevant communications channels, including Junior Doctors in Training avenues. <p>c. The following, including associated policies, forms and procedures, and other relevant documents, reviewed and revised in light of curriculum modifications:</p> <ul style="list-style-type: none"> Selection into FACEM Training criteria and selection tools; Training site accreditation standards; Recertification (CPD) requirements; SIMG assessment. <p>d. Examination question banks updated in line with curriculum modifications to ensure ongoing validity of Primary and Fellowship examinations.</p> <p>e. Teacher training resources, including workshop materials and online support resources, revised and updated in line with curriculum modifications.</p>	<p>EDET, GMEPD, COE</p> <p>EDET, GMEPD, GMDCE, GMT</p> <p>EDET, GMAPD, GMACNP, GMEA, GMGS, GMDCE, GMT, COE</p> <p>EDET, GMEA</p> <p>EDET, GMEA, GMEPD</p>	<p>Q3 2019</p> <p>Q1 2020</p> <p>Q1 2020</p> <p>Q2 2020</p> <p>Q3 2020</p>

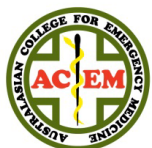


Business Plan 2019 - 2021

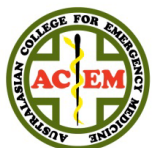
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	1.1.3 Continued development of online training administration system to reflect existing and new training program requirements and curriculum standards.	a. In light of modifications to the existing FACEM Training Program, ICT specifications, which include the following, developed and revisions implemented: <ul style="list-style-type: none"> WBAs/ITAs Training Program requirements Reporting Training site accreditation 	EDET, GMICT, GMT	Q3 2020
		b. Reflecting the revised training program requirements, specifications for ICT build developed and ICT build completed.	EDET, GMICT	Q4 2020
	1.1.4 Refine requirements of the Joint Training Program in Paediatric Emergency Medicine, in line with requirements of the revised FACEM Training Program and associated ACEM Curriculum Framework.	a. In collaboration with the RACP, governance arrangements associated with the JTC-PEM reviewed and clarified.	EDET, COE	Q2 2019
		b. In collaboration with the RACP via the JTC-PEM, the following reviewed and revised: <ul style="list-style-type: none"> existing learning outcomes and assessment of the Joint PEM curriculum, in consideration of those defined in the FRACP (General Paediatrics) and FACEM curricula; requirements of the Joint PEM training program. 	EDET, GMT	Q3 2019
		c. ACEM regulations, policies and procedures pertaining to Joint PEM training revised.	EDET, GMT, GMGS	Q3 2019
		d. Co-branded and revised <i>Joint PEM Curriculum and Training Handbook</i> published.	EDET, GMT	Q3 2019
		e. Online administration systems updated in light of Joint PEM training modifications.	EDET, GMT, GMICT	Q1 2020



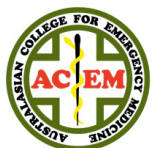
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	1.1.5 Develop resources for Joint PEM trainees.	a. IT systems that allow appropriate administration of post-FACEM PEM trainees developed. b. PEM handbook and specific PEM trainee webpage produced.	EDET, GMT, GMICT EDET, GMT, GMDCE	Q1 2020 Q1 2020
1.2 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 across all stages of medical education	1.2.1 Liaise with relevant health jurisdictions and Colleges (ACRRM and RACGP) regarding requirements for the emergency medicine component of a rural generalist pathway.	a. Structure of ACEM EMC and EMD programs reviewed. b. Recommended EMC and EMD program revisions approved by the EMCDC, COE and ACEM Board. c. Comprehensive communication strategy developed and implemented. d. Revisions to EMC and EMD as approved, including revisions to regulations, policies, forms and procedures, implemented. e. Regulations, curriculum and other training documents, educational resources site, website and IT systems revised and updated.	EDET, GMT, GMEPD, COE EDET, COE EDET, GMDCE EDET, GMT, GMGS EDET, GMT, GMGS, GMICT	Q3 2019 Q4 2019 Q4 2019 Q1 2020 Q1 2020
1.3 Implement actions to ensure consistent delivery of high quality College examinations and other assessments.	1.3.1 Ensure processes for the Fellowship Clinical Examination (OSCE) are modified as per the EAG recommendations and, where applicable, improvements applied for the Fellowship Written Examination and the Primary Examinations.	a. Examination feedback that is meaningful and timely provided to candidates for all examinations. b. Where indicated, support provided to sites providing OSCE and other examination preparation courses. c. Subject to budget constraints, recording of all OSCE stations implemented. d. Outcomes from the OSCE candidate survey published after each examination. e. Selection and training processes for FACEM confederates working at the OSCEs implemented.	EDET, GMEA, ESC, COE EDET, GMEA EDET, GMEA, ESC, COE EDET, GMEA, ESC, COE EDET, GMEA, ESC, COE	Q2 2019 Q2 2019 Q1 2019 Q1 2019 Q1 2019



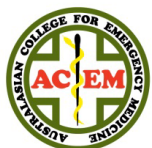
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
		f. Training for simulated patients working at the OSCEs implemented.	EDET, GMEA, ESC, COE	Q1 2019
		g. Examiner calibration processes implemented and embedded.	EDET, GMEA, ESC, COE	Q2 2019
		h. At least two OSCE stations, two viva stations and two SAQs published each year.	EDET, GMEA	Q1 2019
		i. Ensure station writers document the criteria for a 'Just at Standard' candidate to pass every domain in all stations.	EDET, GMEA	Q1 2019
		j. Provide examination preparation courses for candidates who have failed the OSCE more than once.	EDET, GMEA	Q1 2019
		k. Implement procedures to review the marks of candidates who fail by a small margin, for all College examinations.	EDET, GMEA	Q1 2019
		l. Continue to enhance the current audit processes for all members of the Court of Examiners.	EDET, GMEA	Q1 2019
		m. Develop and publish a 'preparedness to sit' checklist for OSCE candidates.	EDET, GMEA	Q1 2019
	1.3.2 Ensure processes for the Fellowship Clinical Examination (OSCE) are documented and published as per the EAG Action Plan.	a. Process for determining the criteria a 'Just at Standard' candidate must achieve in order to pass a station documented and published.	EDET, GMEA	Q1 2019
		b. Information on standard setting the Fellowship Examinations documented and published.	EDET, GMEA	Q1 2019
		c. Guidelines for the provision of OSCE and other examination preparation courses documented and published.	EDET, GMEA	Q2 2019
		d. Policy and associated guidelines for the use of examination recordings in the review of candidate performance at an OSCE station documented and published.	EDET, GMEA, ESC, COE	Q1 2019



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
		e. Process for the OSCE candidate survey, including the publication of feedback and resulting enhancements to the examination processes, documented and published.	EDET, GMEA	Q1 2019
		f. Process for the selection, training and appraisal of FACEM confederates, assisting at the OSCE documented and published.	EDET, GMEA	Q1 2019
		g. Processes by which regular examiner calibration is conducted documented.	EDET, GMEA	Q2 2019
		h. Process by which OSCE confederates and simulated patients are trained and calibration conducted developed, implemented and documented.	EDET, GMEA	Q2 2019
		i. Process for providing examiner feedback documented.	EDET, GMEA	Q1 2019
	1.3.3 Provide high quality online educational resources to support specific groups of members and trainees.	a. High quality online educational resources that support the needs of examiners in cultural awareness and unconscious bias developed and implemented.	EDET, GMEA	Q2 2019
		b. High quality online educational resources that support the needs of trainees in preparing for assessment in each domain, developed and implemented.	EDET, GMEA	Q2 2019
		c. High quality online educational resources that support the needs of members, trainees and others in formal College positions and decision-making roles to increase their cultural awareness, developed and implemented.	EDET, GMEA	Q2 2019
	1.3.4 Develop clear processes to support FACEM trainees throughout their training.	a. Communication strategy that promotes existing and future mentoring initiatives to all trainees, and DEMTs more broadly, developed and implemented.	EDET, GMT, GMDCE, COE	Q2 2019



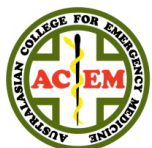
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
1.4 Ensure that supervisors and assessors of trainees undertaking all ACEM training programs are fully aware of their responsibilities and are appropriately trained for their tasks and their performance evaluated.	1.4.1 Further develop, refine and deliver workshops to DMTs and WBA Assessors, ensuring access across all jurisdictions.	a. Workshops delivered in major cities and regional areas across Australia and New Zealand on an annual basis.	EDET, GMEPD	2019 and ongoing
		b. All DMTs and WBA Assessors have the opportunity to attend a workshop in their region within 15 months of appointment to their role.	EDET	2019 and ongoing
	1.4.2 Provide high quality educational resources to supervisors and WBA assessors targeted at their needs.	a. Current suite of resources reviewed and gaps identified.	EDET, GMT, GMEPD	Q2 2019
		b. DMT and WBA Coordinator handbook developed.	EDET, GMT, GMEPD	Q2 2019
		c. Orientation pack for new DMTs and WBA Coordinators developed.	EDET, GMT, GMEPD	Q2 2019
		d. Assessor orientation included in New Fellows packs.	EDET, GMEA	Q2 2019
		e. Non-Emergency Medicine supervisor guide/handbook developed.	EDET, GMT	Q3 2019
		f. SIMG supervisor/assessor guide/handbook developed.	EDET, GMEA, GMEPD	Q2 2019
		g. Educational resource to assist FACEM Training Program trainees with their teaching and assessing of junior doctors and registrars developed.	EDET, GMEA, GMEPD	Q4 2019



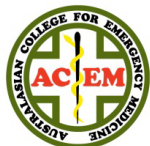
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
1.5 Monitor the application of ACEM requirements for the accreditation of FACEM training sites and work with stakeholders to ensure consistent high quality training experiences for FACEM trainees.	1.5.1 Review the new accreditation standards and processes for site accreditation.	<ul style="list-style-type: none"> a. Based on feedback, new standards amended as required. b. Documentation, existing surveys and Data Reports reviewed and enhanced as required. c. Continued quality improvement refinements to IT system to capture new accreditation data and the development of enhanced reporting for better monitoring of sites. 	<ul style="list-style-type: none"> EDET, GMACNP, ASC, STAC, COE EDET, GMACNP, ASC, STAC, COE EDET, GMACNP, GMICT 	<ul style="list-style-type: none"> Q2 2019 Q2 2019 Q2 2019
	1.5.2 Review and update Special Skills Placement (SSP) Guidelines, including simplifying core Critical Care Guidelines and accreditation.	<ul style="list-style-type: none"> a. Guidelines developed and amendments finalised by the Working Party for approval by COE. b. SSP Guidelines and related policies, application forms and other relevant documents revised and revised. c. Comprehensive communication strategy to all stakeholders regarding changes developed. d. New guidelines implemented. 	<ul style="list-style-type: none"> EDET, GMT, COE EDET, GMT, SSPGWP EDET, GMT, GMDCE, COE EDET, GMACNP, ASC, STAC, COE. 	<ul style="list-style-type: none"> Q2 2019 Q2 2019 Q2 2019 Q4 2019
	1.5.3 Identify and mitigate risks in accreditation processes to improve efficiency and accuracy.	<ul style="list-style-type: none"> a. Current processes and documentation reviewed and automated where possible to reduce human errors. 	EDET, GMANP, GMICT	Q2 2020
	1.5.4 Investigate new accreditation durations.	<ul style="list-style-type: none"> a. Current arrangements assessed and data to support different options gathered. 	EDET, GMACNP, ASC, STAC, COE	Q1 2019



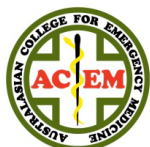
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
1.6 Ensure that distinct areas of practice and other professional groups associated with emergency medicine that will benefit from structured education and training programs are identified and supported appropriately.	1.6.1 Develop and implement a rural, regional and remote Training Pathway for the FACEM Training Program, tailored to practice in emergency medicine in rural and regional areas of Australia and New Zealand.	a. Working Group convened and timeline for program development and implementation developed.	EDET, COE	Q3 2019
		b. Needs analysis with stakeholders engaged in rural, regional and remote (RRR) EM practice undertaken in order to ascertain education and training requirements.	EDET, EDPSP, COE	Q1 2020
		c. In consultation with RRR EM stakeholders, program, including training and assessment requirements, developed and finalised.	EDET, EDPSP, COE, BoD	Q3 2020
		d. Regulations and policies pertaining to RRR EM training developed and approved by COE and ACEM Board.	EDET, GMT, GMGS, COE, BoD	Q4 2020
		e. Procedures developed and relevant documentation, including RRR EM Training Pathway Handbook, published.	EDET, GMT, GMDCE	Q4 2020
		f. Specifications developed and modification to the online administration system to support the RRR EM training pathway implemented.	EDET, GMT, GMICT	Q4 2020
		g. Comprehensive communications strategy, including website content, developed and implemented, and the creation of tailored publications channels to meet the specific needs of those working in RRR EM investigated.	EDET, GMDCE	Q4 2020
		h. Online resources to support RRR EM education and training developed.	EDET, GMEPD	Q4 2020



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	1.6.2 Finalise and implement a training program in Pre-hospital and Retrieval Medicine (PHRM), hosted by ACEM.	<p>a. Curriculum, training program requirements, accreditation standards, recertification (CPD) requirements and regulations for the Diploma and Advanced Diploma in PHRM finalised and implemented.</p> <p>b. Recognition of prior learning and recognition of prior practice ('grandfathering') policies and procedures finalised.</p> <p>c. The following developed and published to support PHRM training:</p> <ul style="list-style-type: none"> • PHRM Training Handbook • Policies, forms and procedures not otherwise addressed through the regulations and handbook. <p>d. In relation to the following, specifications developed and ICT build for PHRM qualifications implemented:</p> <ul style="list-style-type: none"> • Assessment • Training Program requirements • Reports • Accreditation • CPD. 	<p>EDET, GMEPD, GMGS, GMDCE, COE, BoD</p> <p>EDET, GMT, GMGS, GMEPD, COE, BoD</p> <p>EDET, GMT, GMGS, GMEPD, GMDCE</p> <p>EDET, GMEPD, GMT, GMICT</p>	<p>Q1 2019</p> <p>Q1 2019</p> <p>Q2 2019</p> <p>Q4 2019</p>



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	1.6.3 Investigate, develop and implement a training program in Toxicology hosted by ACEM.	<p>a. Working with relevant stakeholders, the feasibility of developing and offering a post-Fellowship Toxicology qualification investigated.</p> <p>b. Dependent on a. above, structure for development and administration of the Diploma developed.</p> <p>c. Curriculum, training program requirements, accreditation standards, recertification (CPD) requirements and regulations for the Toxicology qualification developed.</p> <p>d. Recognition of prior learning and recognition of prior practice ('grandfathering') policies and procedures finalised.</p> <p>e. Recommendations approved by COE and the ACEM Board.</p> <p>f. The following developed and published to support Toxicology training:</p> <ul style="list-style-type: none"> • Toxicology Training Handbook • Policies, forms and procedures not otherwise addressed through the Handbook. <p>g. In relation to the following, specifications developed and ICT build for Toxicology qualifications implemented:</p> <ul style="list-style-type: none"> • Assessment • Training Program requirements • Reports • Accreditation • CPD. 	<p>EDET, GMEPD, COE, BoD</p> <p>EDET, GMEPD</p> <p>EDET, GMEPD, GMGS, GMT</p> <p>EDET, GMEPD, GMGS, GMT</p> <p>EDET</p> <p>EDET, GMT, GMGS, GMEPD, GMDCE</p> <p>EDET, GMT, GMEPD, GMDCE, GMICT</p>	<p>Q2 2019</p> <p>Q4 2019</p> <p>Q2 2020</p> <p>Q3 2020</p> <p>Q3 2020</p> <p>Q3 2020</p> <p>Q4 2020</p>

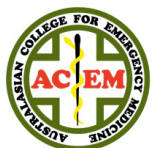


Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	1.6.4 Develop and implement structured continuing professional development programs supporting standards set by the relevant bodies in Australian and New Zealand, in particular the MBA Professional Performance Framework and MCNZ strengthening CPD project.	a. Introduction of revisions to the CPD program that meet the requirements of the MBA Professional Performance Framework. b. Scope and appropriate methods and tools to enable members to meet the strengthened CPD requirements of the MBA and MCNZ determined. c. Communications strategy to consult and inform members developed. d. Continued improvement of IT functionality of existing CPD programs. e. CPD app for the revised CPD programs developed. f. Continued monitoring and response to the MCNZ Strengthening CPD consultation.	EDET, GMACNP, CPDC, COE EDET, GMACNP, CPDC, COE EDET, GMACNP, GMDCE, COE EDET, GMACNP, GMICT EDET, GMACNP, GMICT, COE EDET, GMACNP, CPDC, COE	Q3 2019 Q3 2020 Q1 2019 Q 2019 and ongoing Q2 2020 Dependant on MCNZ
1.7 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.	1.7.1 Develop, test, publish and curate educational resources according to the needs of members and trainees, and ensure easy access to them by the relevant groups.	a. Effective and efficient processes that enable curating of existing resources and development of new from a content and a technical point of view developed. b. High quality educational resources targeted to the needs of members and trainees developed and delivered in an easy to access format. Areas of development to include: <ul style="list-style-type: none"> • Online examinations • Curricula of Training programs • Preparation for assessments for trainees • Training in question writing, calibration, standard setting for assessors • Training in clinical supervision • Training of accreditation inspectors • SIMGs on the assessment pathway • CPD for Fellows and other members 	EDET, GMEPD EDET, GMEPD	Q3 2019 2019 and ongoing



Business Plan 2019 - 2021

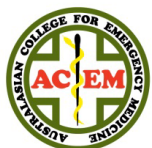
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
		<ul style="list-style-type: none"> • Cultural Competency • DBSH • Indigenous Health • Wellness. <p>c. Regular reports about access to, completion of and feedback about Educational Resources produced and provided to relevant College entities including:</p> <ul style="list-style-type: none"> • ACEM Board • COE • Other subject matter expert-related entities such as Indigenous Health Subcommittee, Mentoring Reference Group, RAP Steering Group, Diversity and Inclusion Steering Group. <p>d. Trial the introduction of CPD webinar training sessions for new Fellows and members.</p>	<p>EDET, GMEPD</p> <p>EDET, GMAPD</p>	<p>2019 and ongoing</p> <p>Q3 2019</p>



Strategic Priority 2: 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.

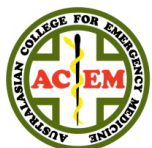
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
2.1 Develop and support activities that contribute to the wellbeing of doctors and other health professionals delivering emergency medical care.	2.1.1 Develop clear policies, programs and processes to promote and support member wellbeing.	a. Member support embedded into CPD policies and processes, including Re-entry to Practice, Remediation and Exemption.	EDET, GMACNP, GMPC, COE	Q2 2019
		b. Methods to encourage doctors to commit to take care of their own health and wellbeing, and support their colleagues, determined and implemented.	EDPSP, GMPC, CAPP, COE, BoD	Q4 2019 and ongoing
	2.1.2 Develop a framework to underpin the implementation of policies, programs and processes to promote and support member wellbeing.	a. Conceptual framework of ‘The Safe ED’ developed for consultation with internal stakeholders.	CEO, GMPC, SPIM	Q1, 2019
		b. Framework refined and endorsed for implementation, with implementation plan.	CEO, GMPC, SPIM, GMDCE	Q2, 2019
c. Framework operational with relevant activities incorporated.		CEO, EDCS, EDET, EDPSP, GMPC, SPIM	Q4, 2019	
2.2 Develop and implement effective and innovative avenues of communication to members, trainees and other stakeholders that ensure information about the work of Emergency Medicine Physicians, and the activities and achievements of the College are effectively communicated.	2.2.1 Develop and publish ACEM Magazine.	a. Publications Steering Group established.	CEO, GMDCE, BoD	Q1 2019
		b. Template, name/title and style guide developed and approved.	CEO, GMDCE, PSG, BoD	Q1 2019
		c. Appropriate business processes to deliver support to Publications Steering Group and deliver magazine developed.	CEO, GMCE, PSG, BoD	Q1 2019
		d. Relevant supplier relationships, including print, design and advertising, developed.	CEO, GMDCE, PSG, BoD	Q1 2019
	2.2.2 Further develop ACEM's branding to assist in clarity of communications.	a. ACEM Style Guide redeveloped.	ELT	Q2 2019
		b. ACEM style applied to all core collateral and external facing communications.	GMDCE	Q2 2019
c. ACEM document templates reviewed and revised.		ELT, GMGS	Q3 2019	



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	2.2.3 Develop a roadmap of member and trainee engagement with the College to guide communication of key messages across all channels.	a. Analysis of all current member and trainee communication touchpoints and channels, including building a sophisticated understanding of media preferences, conducted.	EDCS, GMDCE, GMICT	Q3 2019
		b. Challenges in communications identified and addressed.	EDCS, GMDCE, GMICT, ELT	Q2 2019
		c. Strategy to streamline communications to ensure clarity of key messaging relevant to stakeholder group(s) developed.	EDCS, ELT	Q3 2019
		d. Processes to monitor effectiveness of content, as well as emerging channels of communication, developed.	EDCS, GMDCE, GMICT	Q4 2019
	2.2.4 Work collaboratively with internal stakeholders to further enhance ACEM's digital platforms to improve engagement with members and trainees.	a. Review of ACEM corporate website effectiveness conducted.	EDCS, GMICT, GMDCE	Q3 2019
		b. Capacity to track user experience across digital channels developed, and results routinely evaluated and disseminated to relevant entities.	EDCS, GMICT, GMDCE	Q2 2019
		c. User experience strategy developed.	EDCS, GMICT, GMDCE	Q2 2019
		d. User experience strategy implemented and monitored for ongoing validation and efficacy.	EDCS, GMICT, GMDCE	Q4 2020



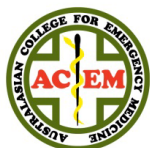
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	2.2.5 Continue to build ACEM's media profile	a. <i>Media Policy</i> reviewed and revised.	CEO, EDCS, PAM	Q1 2019
		b. Annual schedule of media training to key College Office Bearers developed and implemented.	EDCS, GMGS, PAM	Q2 2019 and ongoing
		c. <i>Media Strategy</i> aligned to advocacy strategy developed. Strategy to address specifically development of an increased understanding of the general community regarding the work of emergency physicians and the College and include an annual calendar of planned media engagement.	CEO, EDCS, PAM	Q3 2019
		d. Media reach monitored and reported, and an annual set of KPIs for media share of voice established.	EDCS, PAM	Q3 2019
	2.2.6 Provide accurate and timely information to trainees via ACEM Communication Channels.	a. Effectiveness of current communication channels to trainees reviewed.	EDCS, GMDCE, EDET, TC	Q2 2019
		b. Format and timing of Trainee Newsletter reviewed to ensure it remains relevant and readership increases.	EDET, GMDCE, GMT	Q2 2019
		c. Interactive FACEM Training Program Handbook embedded into the new website.	EDET, GMT, GMICT	Q2 2019
	2.2.7 Establish regular, content-specific communication with PEM trainees.	a. Working with JTC-PEM, bi-yearly PEM newsletter developed.	EDET, GMDCE, GMT	Q3 2019
		b. Process to maintain contact with post-FACEM trainees developed and implemented.	EDET, GMDCE, GMPC	Q3 2019



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
2.3 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.	2.3.1 Develop strategy to support Faculty and engage new Fellows.	a. Working collaboratively with Faculty Boards, understanding of current and future support requirements developed.	EDET, EDCS, EDPSP, GMPC, CAPP, BoD	Q2 2019
		b. Strategy that ensures clear, appropriate processes and resources are in place to support all State and Territory and the New Zealand Faculty developed.	EDET, EDCS, EDPSP, GMPC, CAPP, BoD	Q4 2019
		c. New Fellows Program further expanded to include networking and engagement opportunities at regional events.	EDPSP, GMACNP, GMPC, GMSP, GMDCE	Q2 2019
	2.3.2 Encourage the continued engagement of FACEMs who have retired from practice.	a. All College Terms of Reference reviewed and entities on which retired Fellows may be included as members identified.	CEO, EDET, EDPSP, EDCS, GMGS, GMPC	Q2 2019
2.4 Accomplish meaningful actions arising from the DBSH Action Plan.		b. Establishment of a Retired Fellows alumni.	EDPSP, GMPC	Q2 2019
	2.4.1 Under the oversight of the Diversity and Inclusion Steering Group, implement actions arising from the DBSH Action Plan.	a. Actions identified in the DBSH Action Plan prioritised for action.	CEO, EDPSP, SPIM, BoD	Q1 2019
		b. Implementation plans for prioritised actions developed, actively monitored and reported to the ACEM Board.	CEO, EDPSP, SPIM, BoD	Q3 2019 and ongoing
	2.4.2 Develop and implement a Governance Diversity Action Plan.	a. Barriers to enabling effective diversity on ACEM entities identified.	CEO, SPIM, BoD	Q1 2019
		b. Strategies to address the barriers identified developed.	CEO, SPIM, BoD	Q1 2019
		c. Stakeholders consulted regarding proposed strategies.	CEO, SPIM, BoD	Q1 2019
		d. Strategies recommended to ACEM Board for approval and implementation of those approved.	CEO, GMGS, SPIM, BoD	Q1 2019



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	2.4.3 Strengthen and embed the ACEM Mentoring Program.	a. Formal mentoring program that can accommodate individual needs of trainees and members such as Directors of Emergency Medicine, SIMGs on a pathway to Fellowship and Indigenous doctors, implemented.	EDET, GMACNP, GMPC, COE	Q4 2019
		b. Workshops for ED Mentoring Program Coordinators implemented.	EDET, GMACNP, GMPC, COE	Q1 2020
	2.4.4 Celebrate healthy workplaces, leadership and professionalism in emergency medicine.	a. Annual ACEM Wellbeing Award for members enhancing wellbeing for their emergency department introduced.	CEO, GMPC	Q4 2019
		b. 'Wellbeing Excellence Registry' established on the ACEM website as a repository for wellbeing stories.	CEO, GMPC	Q4 2019
2.5 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.	2.5.1 Support members impacted by the introduction of the MBA Professional Performance Framework, in particular the Active Assurance of Safe Practice standards.	a. Methods to support members aged 70+ to meet peer review and health check requirements determined and implemented.	EDET, GMACNP, GMPC, COE	Q4 2019, but dependent on MBA, and ongoing
		b. Methods to support members in professional isolation to meet peer-based CPD requirements determined and implemented.	EDET, GMACNP, GMPC, COE	Q3 2019, but dependent on MBA, and ongoing
		c. Initiatives to support later-career doctors considering a change in scope of practice or transition to retirement developed.	EDET, EDPSP, GMACNP, GMPC, GMPR, COE	Q1 2020 and ongoing



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
2.6 Support excellence in ACEM events to deliver leading edge education, scientific and networking opportunities for ACEM members and trainees.	2.6.1 Review and enhance existing scientific meetings.	a. Scientific Meeting Guidelines reviewed. b. Revised Events schedule (based on input and feedback from entities) delivered.	EDCS, GMDCE, CAPP EDCS, GMDCE, CAPP	Q1 2019 Q1 2019
	2.6.2 Develop international Events capacity.	a. International Conference Strategy delivered ahead of ICEM 2022. b. 2022 Organising Committee constituted, PCO appointed and all main operational event requirements established. c. Partnerships with leading Australian Tourism operators to benefit ACEM events established and enhanced.	EDCS, GMDCE, CAPP CEO, EDCS, GMDCE, GMT, BoD EDCS, GMDCE	Q1 2019 Q1 2019 Q3 2019 and ongoing
	2.6.3 Establish an annual Trainee Orientation program that welcomes trainees to the College and provides a forum to share information and network with trainee colleagues and key stakeholders.	a. Orientation sessions created for all trainees in major cities at the start of the training year. b. 'Live feeds' to enable trainees in regional areas to access orientation sessions investigated.	EDET, GMEPD, GMPC, GMDCE, GMICT, COE EDET, GMEPD, GMPC, GMDCE, GMICT, GMT, COE	Q1 2019 Q1 2019
	2.6.4 Support the development of needs-based educational initiatives as identified by college members and trainees.	a. Conduct of research into the leadership role of DEMs to identify characteristics of the role and associated challenges. b. Development of a leadership education package(s) based on the research described above to enable training of current DEMs and others wishing to access the role in the future. c. Development and piloting of a program of local education events to provide Professional Development and networking opportunities for Fellows and trainees in major centres.	CEO, BoD CEO, SPIM, BoD CEO, EDET, EDPSP, GMACNP	Q1 2019 Q3 2019 Q4 2019



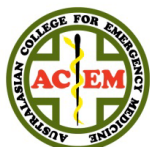
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	2.6.5 Support the further development and ongoing maintenance of on-line education materials available to ACEM Fellows and trainees	a. Development of an ACEM e-Learning Strategy document to guide the development and maintenance of online education resources through the period 2019 – 2021.	EDET, GMEPD	Q2 2019



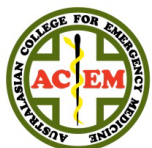
Strategic Priority 3: Equity through Advocacy

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.

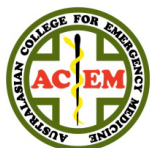
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
3.1 Advocate proactively to reduce access block and overcrowding in Australian and New Zealand emergency departments.	3.1.1 Strengthen the evidence base relating to access block and overcrowding in emergency departments.	a. Up-to-date evidence and information relating to access block and overcrowding from across accredited emergency departments in Australia and New Zealand published.	EDET, EDPSP, GMACNP, GMPR, CAPP, BoD	Q1 2019 and ongoing
		b. Evidence review of time-based targets conducted to inform a revised College position statement and advocacy strategy.	EDPSP, GMPR CAPP	Q2 2019
		c. Advocacy campaign on access block in Australia and New Zealand developed and implemented using the evidence review.	EDPSP, GMPR, GMDCE, CAPP, BoD	Q3 2019
		d. Evidence review and College position is well publicised and ACEM seen as a key authority in this area.	EDPSP, GMPR, GMDCE, CAPP, BoD	Q3 2019
	3.1.2 Redefine and reframe the public and professional conversation on access block and emergency department overcrowding in terms of patient safety, patient risk and mitigating patient harm.	a. New research that may inform links between access block and patient harm considered.	EDPSP, GMPR, CAPP	Q3 2019



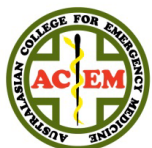
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
3.2 Work with members and wider stakeholders to develop and promote an ACEM strategy on the future emergency workforce to address distribution challenges, with particular focus on the needs of regional, rural and remote communities.	3.2.1 Work with jurisdictions to develop models for the future emergency medicine workforce to address workforce maldistribution and sustainability.	a. Investigation of training and workforce retention options to enable improved access to quality emergency care for rural, regional and remote communities.	CEO, EDET, SPIM, CAPP, BoD, TSWPRG	Q3 2019
		b. Continued consultation with jurisdictions in relation to workforce modelling to enable sustainable and well distributed EM workforce.	CEO, EDET, EDPSP, GMPR, SPIM, CAPP, BoD, TSWPRG	Q1 2019 and ongoing
	3.2.2 Work with stakeholders in medicine and other health professions to develop and/or strengthen interprofessional initiatives/models of care that contribute to the more efficient and effective delivery of emergency medical care.	a. Finalisation of arrangements to enable the implementation and delivery of the DipPHRM through the conjoint arrangement with ACRRM, ANZCA, CICM and RACGP.	CEO EDET, GMEPD, GMGS, BoD,	Q3 2019
		b. Collaboration with ACRRM, RACGP and DRHRM of RNZCGP to develop and implement initiatives in relation to the delivery of emergency care in regional, rural and remote regions of Australia and New Zealand.	CEO, EDET, EDPSP, SPIM, BoD, TSWPRG	Q1 2019 and ongoing
		c. Collaboration with stakeholders in other recognised health professions such as physiotherapy and nursing to develop initiatives intended to assist with the efficiency and effectiveness of the delivery of emergency medical care.	CEO, EDET, EDPSP, GMEPD, SPIM, BoD, TSWPRG	Initiated Q1 2019 and ongoing
	3.2.3 Work with stakeholders to influence and shape major reforms to emergency medicine	a. Evidence based approach informed the roll-out of My Health Record in emergency departments in Australia	EDPSP, CAPP, GMPR	Q1 2019 and ongoing
		b. Introduction of the Australian Emergency Care Classification supported by EDs and the College	EDPSP, CAPP, GMPR	Q1 and ongoing



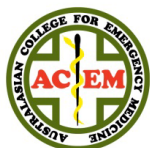
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
3.3 Advocate on behalf of vulnerable and excluded patient groups to improve timely access to appropriate care, including partnering with consumer organisations and other emergency care professional groups, and exploring the capacity of emergency departments in Australia and New Zealand to deliver health promotion interventions to underserved populations.	3.3.1 Develop and strengthen the public health approach in emergency departments to improve access to appropriate care for underserved populations.	a. Health Promoting Emergency Departments model designed and trialled.	EDPSP, GMPR, CAPP	Q2 2019
		b. HPED model evaluated following trial and revised as appropriate.	EDPSP, GMPR, CAPP	Q4 2020
		c. ACEM Rural Health Action Plan endorsed by Board	EDPSP, GMPR, RRR, CAPP	Q2 2020
	3.3.2 Continue and strengthen a campaign to address mental health access block in emergency departments.	a. Process developed and implemented to ensure the contemporary evidence base on mental health access block in emergency departments is strengthened.	EDPSP, CAPP	Q3 2019
		b. ACEM's Mental Health Summit effectively raises the issue of mental health in the ED and drew together stakeholders to generate solutions.	EDPSP, GMPR, GMDCE, CAPP, BoD	Q2 2019
		c. The consensus statement on mental health and EDs was supported by multidisciplinary stakeholders and effected meaningful policy change.	EDPSP, GMPR, CAPP, BoD	Q4 2019
		d. Effective partnerships with other colleges, peak bodies, agencies and organisations developed and advocacy to improve the experience of care for consumers, carers and clinicians, and reduce stigma and discrimination in the ED associated with mental health, enhanced.	EDPSP, GMPR, GMDCE, CAPP, BoD	Q2 2019
		e. Quality of care for mental health patients and wellbeing of staff working with them in emergency departments improved through <i>the Better Mental Health Care in Emergency Departments</i> project.	EDPSP, EDET, GMPR, GMACNP, NPSC	Q3 2020
		f. ACEM Mental Health Roundtable conducted in New Zealand	EDPSP, GMPR, CAPP, BoD	Q4 2019



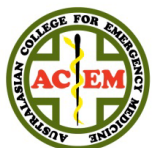
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	3.3.3 Collaborate with other medical colleges and stakeholders so that older patients, including residents in aged-care facilities, are seen in a timely manner, and receive appropriate acute care in the appropriate setting.	a. So as to enable a better understanding of experiences and outcomes for older patients in the ED, processes in relation to research/data collection considered.	EDPSP, GMPR, CAPP	Q2 2019
3.4 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.	3.4.1 Collaborate with, and utilise the expertise of external Indigenous experts, to develop greater understanding of the experiences of Aboriginal and Torres Strait Islander populations presenting to emergency departments.	a. Research project to identify and document experiences of Aboriginal and Torres Strait Islander patients that are using Emergency Departments completed.	EDET, EDPSP, GMACNP, NPSC	Q3 2020
	3.4.2 Develop and implement deliverables in ACEM's Innovate RAP 2019 - 2021.	a. ACEM 2019 - 2021 RAP produced and published. b. 2019 - 2021 RAP deliverables completed within the timeframes prescribed.	EDPSP, GMSP, CAPP ELT, GMSP, CAPP, COE, BoD	Q1 2019 Q2 2019 and ongoing



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	3.4.3 Implement deliverables in ACEM's Manaaki Mana/Equity for Māori in EDs Strategy 2019 - 2022.	a. Manaaki Mana Steering Committee supported to develop a Māori Health Strategy for Board approval. b. Māori Health Strategy published and promulgated to key stakeholders. c. Māori Health Strategy deliverables built into annual workplans of relevant entities and College Departments. d. 2019 - 2022 Manaaki Mana/Equity for Māori in EDs Strategy deliverables completed within the timeframes prescribed.	ELT, GMSP, BoD EDPSP, GMSP, GMDCE ELT ELT, GMSP	Q2 2019 Q3 2019 Q3 2019 Q3 2019 and ongoing
3.5 Advocate for and 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.	3.5.1 Advocate on the health impacts of climate change on emergency departments in Australia and New Zealand.	a. ACEM statement on climate change that reflects the consensus of the membership developed. b. Members, including the Faculties, effectively resourced to advocate for emergency department preparedness in the context of climate change.	EDPSP, GMPR, CAPP EDPSP, GMPR, FRC, BoD	Q1 2020 Q3 2020
	3.5.2 Develop guidelines, policies and advocacy strategies to enable emergency departments to be better prepared to manage disasters.	a. Evidence on ED preparedness for disasters reviewed and recommendations made for changes to practices, education and/or training.	EDPSP, GMPR, CAPP	Q1 2019 and ongoing



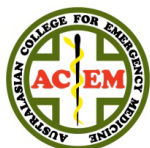
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
3.6 Advocate for and deliver programs and projects that focus on improved access for all populations to quality emergency care in Australia, New Zealand, Pacific Island communities and developing countries utilising strategic partnerships where appropriate.	3.6.1 Ensure continuation of the National Program in order to improve quality of, and access to emergency care in rural, regional and remote Australia.	a. Ongoing funding of National Program secured beyond 2020.	CEO, EDET, NPSC, BoD	Q3 2020
	3.6.2 Enhance training undertaken in expanded settings, primarily private emergency departments, according to Australian Government priorities described in National Program funding arrangements.	a. Increased use of private emergency departments for training above 31 December 2018 base levels according to Australian Government priorities described in National Program funding arrangements.	EDO, GMPR, NPSC	Q4 2020
	3.6.3 Review College resourcing and explore opportunities to increase support for ACEM's work in international medicine.	a. Expanded resources available on ACEM's website for Emergency Care practitioners working in international emergency medicine.	EDPSP, GMSP, CAPP	Q2 2019 and ongoing
		b. Emergency Medicine Global Health Strategy developed.	EDPSP, GMSP, CAPP	Q2 2020
		c. Strategy to expand ACEM's support to members of the International Emergency Network developed.	EDPSP, CAPP	Q2 2020
		d. College staffing and other resourcing reviewed to ensure capacity to identify and source funding opportunities and support advocacy functions in developing countries.	CEO, EDPSP, GMSP, CAPP	Q2 2019
		e. Increased involvement of College Office Bearers and Senior Staff in IEM activities and events.	ELT, BoD	Q4 2019 and ongoing
		f. Strategic partnerships formed with significant entities in Pacific Island jurisdictions and others as appropriate.	CEO, EDPSP, GMSP, BoD	Q2 2020



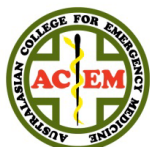
Strategic Priority 4: Research

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.

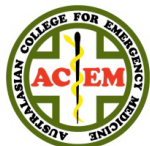
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
4.1 Build an evidence base to support advocacy activities, particularly in the areas of workforce planning, patient demand and presentations to Australian and New Zealand emergency departments.	4.1.1 Conduct activities to measure the impact of drug and alcohol harm in emergency departments in Australia and New Zealand and undertake associated advocacy activities.	a. The College produces and promotes contemporary evidence to inform the basis of advocacy activities on drug and alcohol harm, including policies and statements.	EDPSP, GMPR, CAPP	Q1 2019 and ongoing
		b. ACEM continues to advocate for alcohol harm minimisation policies and legislative reform.	EDPSP, GMPR, CAPP	Q1 2019 and ongoing
		c. There is strengthened monitoring and reporting of alcohol related harm in emergency departments.	EDPSP, GMPR, CAPP	Q1 2020 and ongoing
		d. Baseline measurement for ED presentations related to methamphetamine use developed.	EDPSP, GMPR, CAPP	Q1 2019 and ongoing
	4.1.2 Ongoing surveillance and data collection to understand EM workforce in Australia and New Zealand with respect to numbers, distribution, workforce activity, workforce sustainability, and broader workforce issues.	a. Surveys regularly conducted, results analysed and reports on EM workforce produced to inform service provision and workforce planning, to both internal and external stakeholders as needed.	EDPSP, GMPR, SPIM, TSWPRG	Q1 2019 and ongoing
		b. Second round of ACEM Workforce Sustainability Survey developed and undertaken to further identify factors affecting sustainability of the EM workforce in Australasian specialist EM workforce.	CEO, EDPSP, GMPR, SPIM, TSWPRG, BoD	Q1 2019 and ongoing
		c. Regional and Rural Emergency Workforce Project completed.	EDPSP, GMPR, CAPP	Q1 2019 and ongoing
		d. Findings of Regional and Rural Emergency Workforce Project disseminated to inform College responses to address regional, rural and remote workforce distribution needs.	EDPSP, GMPR, CAPP	Q2 2019 and ongoing



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	4.1.3 Ongoing monitoring of the ED case-mix and patient demand for ED care based on national/ jurisdictional ED care datasets.	a. Coordinated cycle of reporting and ongoing analysis of Indigenous ED presentations to guide further advocacy and research work in closing the gap. b. Analysis and reporting of ED presentations that guides advocacy and research work, including in the areas of overall supply and demand and between metropolitan and rural regional areas.	CEO, EDPSP, GMPR, GMSP, TSWPRG, BoD, CAPP EDPSP, GMPR, CAPP	Q1 2019 and ongoing Q2 2019 and ongoing
	4.1.4 Conduct research into key areas relating to improving ED care and service provision	a. Research and data collection on critical EM related issues, including access block, mental health presentation, Indigenous presentations, alcohol-related presentations, elderly presentations and other emerging issues as needed.	EDPSP, GMPR, CAPP	2019 and ongoing
4.2 Monitor and assess ACEM education and training activities through systematic processes with a Quality Improvement focus.	4.2.1 Coordinated, effective monitoring and evaluation through quantitative and qualitative methods of the FACEM Training Program.	a. Effective processes for undertaking evaluation and monitoring projects relating to the FACEM Training Program developed, implemented and documented.	EDPSP, EDET, GMPR, EDEPD, COE	Q2 2019 and ongoing
	4.2.2 Coordinated, effective monitoring and evaluation of ACEM's accredited training sites through quantitative and qualitative methods to ensure they are meeting the needs of trainees in providing an appropriate and supportive training environment.	a. Effective conduct of Annual Site Census to capture staffing, rostering, presentation and resource data from all ACEM accredited EDs. b. Effective conduct of Annual Trainee Placement and DEMENT surveys at the end of each training year, and feedback to relevant stakeholders, including regional jurisdictions. c. Site summary reports of trainee placement and DEMENT surveys at the institutional level compiled to support ACEM accreditation inspection activities and identify issues.	EDET, EDPSP, GMPR, EDEPD, EDET, COE EDPSP, EDET, GMPR, GMT, COE EDET, EDPSP, GMPR, EDEPD, EDET, COE	Q1 2019 and ongoing Q1 2019 and ongoing Q1 2019 and ongoing



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
		d. Monitoring and evaluation findings inform quality improvement processes within education and training.	EDET, GMEPD, COE	Q1 2019 and ongoing
	4.2.3 Evaluation of the standard-based Selection into FACEM Training (SIFT) Process to determine the extent to which it meets its objectives.	a. Evaluation plan to inform longitudinal evaluation developed and approved. b. Surveys conducted on an annual basis as per evaluation plan with associated reporting and dissemination.	EDET, EDPSP, GMPR, GMEPD, SIFT, STAC, COE EDET, EDPSP, GMPR, GMEPD, SIFT, STAC, COE,	Q3 2019 Q1 2020 and ongoing
4.3 Strengthen the culture, profile and skills base of emergency medicine clinical research within the College through the work of an ACEM Research Committee.	4.3.1 Establish an ACEM Research Committee.	a. Research entity established with Terms of Reference that provide a clear remit to provide leadership in EM research.	EDPSP, GMPR, CAPP	Q1 2019
	4.3.2 Under direction from the Research Committee establish an annual research retreat/workshop separate from the ASM.	a. Dedicated opportunities for research collaboration, networking and capacity-building created by organising an annual event for presenting new proposals, developing protocols, and running grant writing skills workshops.	EDPSP, GMPR, CAPP	Q4 2019
4.4 Explore models to enhance coordination of clinical networks in emergency medicine to facilitate multi-site research and increase funding opportunities for emergency medicine research.	4.4.1 Collaboration with established/more mature networks and peer organisations to enable learning from the experience of peer organisations developing sustainable models for coordinating multisite EM clinical research.	a. ACEM Clinical Trials Network (ACEM CTN) 2019 - 2021 Operational and Communications Plan developed. b. Emergency Department Epidemiology Network (EDEN) 2019 - 2021 Operational and Communications Plan developed. c. Functional Networks with >100 actively participating FACEMs operating, which run clinical trials and other research, and develop funding applications.	EDPSP, GMPR, CAPP EDPSP, GMPR, CAPP EDPSP, GMPR, CAPP	Q2 2019 Q2 2019 Q2 2020
	4.4.2 Increase the proportion of EDs that have research infrastructure, including research staff, funded by the hospital/grants.	a. Requirement that two-year accredited departments have a minimum 0.5 research director (FACEM) and 0.5 research nurse coordinator considered.	EDET, EDPSP, COE	Q3 2020



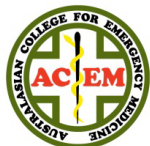
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
4.5 Enhance research opportunities and support for trainees.	4.5.1 Increase the number of trainees actively undertaking research.	a. Trainee research capacity enhanced by actively involving more trainees in conducting research and completing the Trainee Research Project, rather than choosing the coursework option of the research requirement.	EDET, EDPSP, GMT, CAPP, COE	Q3 2020 and ongoing
		b. Establishment of a flagship one-year clinical registrar (0.5FTE) special skills research scholarship considered.	EDET, EDPSP, GMT, COE	Q3 2020



Strategic Priority 5: 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.

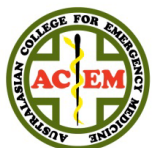
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
5.1 Ensure effective College processes for the development, approval and ongoing review of external facing clinical practice standards, policies and guidelines.	5.1.1 Strengthen processes and input to ensure College standards are clear and consistent and reflect contemporary evidence and best practice.	a. A contemporary, up-to-date register of standards that is trusted by members and other external stakeholders across Australia and New Zealand developed and maintained.	EDPSP, GMPP, CAPP	Q4 2020
	5.1.2 Develop a process whereby the expertise of members outside of the traditional committee structure can be engaged in reviewing/developing standards.	a. 'Policy Reference Group' that enables the targeting of specific cohorts of members for policy advice on particular issues and for advocacy and representation purposes, established.	EDPSP, GMPP, CAPP	Q2 2019
5.2 Ensure that there are effective mechanisms for integrating new and existing clinical practice standards with educational resources and curricula as appropriate.	5.2.1 Strengthen coordination across the College to support integration of clinical practice standards with educational resources, training and curricula.	a. Processes to enable new and existing clinical practice standards to be integrated across the College in educational resources and curricula developed, documented and implemented.	EDPSP, EDET, GMPP, GMEPD, CAPP, COE	Q3 2020



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
5.3 Explore the feasibility of ACEM-led clinical guideline development.	5.3.1 Set College priorities for responsive, high quality clinical guideline, policy and standard development.	a. Feasibility of development of clinical guidelines, policies and standards as a college activity assessed.	CAPP, GMPR, CAPP, BoD	Q2 2019
		b. If determined as feasible, process developed that is sustainable, streamlined, rigorous and appropriately manages risks to the College.	CAPP, GMPR, CAPP, BoD	Q4 2019
		c. Evidence collected that demonstrates clinical guidelines, policies and standards are used by members and referenced by other colleges and stakeholders, as appropriate.	GMPR, CAPP, BoD	Q1 2021
5.4 Review the College's role with respect to quality and safety in emergency medicine in light of existing regulatory frameworks.	5.4.1 Strengthen the College's role in quality and safety in emergency medicine.	a. Expertise in quality improvement methodologies, human factors and patient safety developed.	EDPSP, GMPR, CAPP	Q2 2020
		b. The College has access to existing datasets to support its quality and safety role in emergency medicine.	EDPSP, GMPR, CAPP	Q4 2019
		c. Increased participation and expertise among members and trainees in the patient safety domain.	EDPSP, GMPR, CAPP	Q4 2020
	5.4.2 Implement the Quality Standards and Quality Framework in emergency departments.	a. A plan for implementation of ACEM Quality Standards and Quality Framework in EDs developed.	EDPSP, GMPR, CAPP	Q4 2019
		b. Incorporation of the Geriatric Emergency Medicine Quality Indicators into the ACEM Quality Framework considered.	EDPSP, GMPR, CAPP	Q2 2020



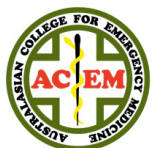
Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
5.5 Develop specific emergency department quality and safety data sources.	5.5.1 Develop a culture of reporting and learning from adverse events and near misses in emergency medicine.	a. Coroners' reports and case summaries hosted on the ACEM website and used by members as part of reflection on their practice.	EDPSP, CAPP	Q2 2019
		b. Evidence of embedding of EMER in the quality and safety reporting of the ACEM membership.	EDPSP, GMPR, CAPP	Q3 2019
		c. Substantive increase in reporting of incidents to EMER.	EDPSP, GMPR, CAPP	Q3 2019
5.6 Provide active support for system-wide initiatives aimed at achieving improvements to resource sustainability and/or improved patient outcomes.	5.6.1 Proactively advocate for Choosing Wisely and other health resource stewardship initiatives across Australia, New Zealand and internationally, in order to promote the effective use of limited healthcare resources.	a. Relevant ACEM standards consistent with Choosing Wisely policies.	EDPSP, GMPR, CAPP	Q4 2019 and ongoing
		b. ACEM is seen as a significant contributor to the professional profile of Choosing Wisely through general media and profession focussed channels.	EDPSP, GMPR, BoD, CAPP	Q2 2021



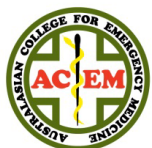
Strategic Priority 6: Organisational Sustainability

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.

Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
6.1 Implement refinements to enable ongoing robust governance arrangements that ensure responsible decision-making, diversity of representation and the development of future leaders in the best interests of members, trainees and other stakeholders.	6.1.1 Provide members of key ACEM governance entities with education and training that provides an awareness and understanding of core governance principles and requirements associated with their roles.	a. Governance training for members of CAPP, COE and Board conducted. b. All Board members have attended an AICD Company Directors course or equivalent.	CEO, GMGS, BoD CEO, GMGS, BoD	Q2 2019 Q2 2019
	6.1.2 Provide members and college staff with information to enable an understanding of governance requirements and external stakeholder expectations.	a. Information promulgated through ACEM communication avenues, with particular focus on use of new College magazine. b. Recent increased governance accountability reinforced through ongoing reinforcement to members and staff of need for adherence to protocols, along with education regarding the rationale for accountability.	CEO, GMGS, GMDCE CEO, GMGS, BoD	Q2 2019 and ongoing Q1 2019 and ongoing
	6.1.3 Investigate options for evaluation of Board, CAPP and COE on an annual or as otherwise agreed basis.	a. Options for evaluation investigated and presented. b. Methodology determined. c. Entity evaluations implemented.	CEO, GMGS, GC, BoD, CAPP, COE CEO, GMGS, GC, BoD CEO, GMGS, GC, BoD, CAPP, COE	Q2 2019 Q3 2019 Q4 2019



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	6.1.4 Work toward achievement of necessary diversity of participation on ACEM entities.	a. Through the DISG, Governance Diversity Plan completed.	CEO, GMGS, SPIM, DISG, BoD	Q4 2019
		b. Work in relation to community and jurisdictional participation in COE and associated entities completed.	CEO, EDET, GMGS, CIC	Q2 2019
		c. Work in relation to community and jurisdictional participation in CAPP and associated entities commenced and completed.	CEO, EDPSP, GMGS, CAPP	Q1 2020
		d. Consider and, if approved, College Community Representative Forum implemented.	CEO, GMGS, BoD	Q2 2020
		e. Work regarding Indigenous representation on ACEM entities conducted and completed.	CEO, GMSP, GMGS, IHSC, BoD	Q2 2019
	6.1.5 Ensure processes associated with matters relating to DBSH, complaints, whistle blowing and appeals continue to be underpinned by appropriate policies and handled in a transparent and timely manner.	a. Relevant policies and procedures reviewed to ensure contemporaneous fitness for purpose.	CEO, GMGS, SPIM, BoD	Q1 2019 and ongoing
6.2 Provide proactive management of risk associated with issues that have the potential for significant impact on the operations of the College.	6.2.1 Ensure ongoing active oversight and management of organisational risks.	b. Guidelines relating to Independent Reviewer developed; individual recruited and appointed.	CEO, GMGS, GMPC, BoD	Q1 2019
		c. Ensure continuation of up-to-date record keeping in relation to matters dealt with, and transparent reporting of same.	CEO, GMGS, BoD	Q1 2019 and ongoing
		a. ACEM Risk Register regularly updated and reviewed by the Finance and Risk Committee and the ACEM Board.	CEO, GMGS, FRC, BoD	Q1 2019 and ongoing
		b. Risks and associated mitigations disseminated throughout the organisation as necessary.	ELT	Q1 2019 and ongoing



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	6.2.2 Ensure awareness and understanding of staff of obligations in relation to high risk areas relating to information privacy, data breach and information management.	a. College staff and members involved in College activities aware of relevant legislative developments and associated College policies and processes. b. Notifiable Data Breach Framework implemented and periodically evaluated for effectiveness.	CEO, EDCS, GMF, GMGS, GMPC, FRC, BoD CEO, EDCS, GMICT, GMGS	Q1 2019 and ongoing Q1 2019 and ongoing
	6.2.3 Develop and implement a Business Continuity Management (BCM) Framework.	a. BCM Framework developed and implemented. b. College policies and procedures developed / revised to address BCM framework and its requirements. c. BCM risk mitigation management controls monitored for ongoing suitability and efficacy, and revised as required.	EDCS, GMICT, ELT CEO, EDCS, GMICT, GMGS, ELT CEO, ELT, GMICT, GMGS, ELT	Q1 2019 Q2 2019 Q2 2019 and ongoing
	6.3 Ensure ongoing efficient management of College financial resources, ensuring continued financial sustainability of the organisation and the capacity to maximise benefits for members.	a. Annual budgets acknowledge College developments and are created on a bottom-up programmatic approach with an aim to ensure that operations are viable. b. Increases in fees and charges maintained at CPI.	CEO, EDCS, GMF, FRC EDCS, CEO, FRC, BoD	Q1 2019 and ongoing Q2 2019 through to 2021
	6.3.1 Ensure financial viability with minimum fee increases, while increasing service provision and value proposition for members and trainees.	a. Financial activity monitored by College staff responsible for activity areas, with variances to budget identified early and corrective action taken where necessary and appropriate. b. ACEM Board kept informed of budget to actual results on a bi-monthly basis.	ELT, GMF CEO, EDCS, GMF	Q1 2019 and ongoing Q1 2019 and ongoing
	6.3.2 Analysis of annual budgets through monthly management reporting and quarterly reforecasts.	a. Investments structured according to the College's <i>Investment Policy</i> . b. Investments are highly diversified and actively managed to minimise risk.	CEO, EDCS, GMF, FRC CEO, EDCS, GMF, FRC	Q1 2019 and ongoing Q1 2019 and ongoing
	6.3.3 Prudent management of College investments.			



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	6.3.4 Annual audit of the College's finances conducted by an independent Auditor at the conclusion of each financial year.	<ul style="list-style-type: none"> a. Assurance that financial statements present a true and fair view. b. Assurance that books of accounts are maintained in compliance with statutory laws and Australian Accounting Standards. c. Effectiveness of risk management, control and the governance process evaluated and improvements suggested. 	<p>EDCS, GMF, FRC</p> <p>EDCS, GMF, FRC</p> <p>CEO, FRC</p>	<p>Q1 2019 and ongoing</p> <p>Q1 2019 and ongoing</p> <p>Q1 2019 and ongoing</p>
6.4 Ensure secure and effective management of College and members' information.	6.4.1 Continue the role out of deliverables for the Information Governance (IG) Framework	<ul style="list-style-type: none"> a. IG Framework implemented and functioning. b. Suite of integrated IG tools (eDRMS, Promapp, Intranet) developed. c. Effectiveness of IG Framework reviewed and revised as necessary. 	<p>EDCS, GMICT, GMGS, ELT</p> <p>EDCS, GMICT, GMGS, ELT</p> <p>EDCS, GMICT, GMGS, ELT</p>	<p>Q4 2019</p> <p>Q4 2019</p> <p>Q1 2020 and ongoing</p>
	6.4.2 Monitor and refine as required the security of College systems.	<ul style="list-style-type: none"> a. Yearly, independent security assessment of College systems. b. Where feasible and appropriate, new security controls and technology that fortify College systems adopted. c. Yearly, independent review of College disaster recovery controls. 	<p>EDCS, GMICT</p> <p>EDCS, GMICT</p> <p>EDCS, GMICT</p>	<p>Q1 2019 and ongoing</p> <p>Q1 2019 and ongoing</p> <p>Q1 2019 and ongoing</p>
6.5 Grow and sustain a collaborative culture that promotes engagement within the organisation and the provision of high quality member support and services.	6.5.1 Develop and embed ACEM core values.	<ul style="list-style-type: none"> a. Consultation and development of ACEM Core Values, to sit alongside staff core values. b. Communication strategy to promulgate ACEM Core Values developed. c. Mechanisms to recognise and support value-driven member behaviour implemented. d. Staff values continue to be promoted to encourage positive behaviours across the college. 	<p>CEO, GMPC, SPIM, BoD</p> <p>CEO, GMPC, GMDCE, SPIM</p> <p>ELT, GMPC, GMDCE, SPIM, BoD</p> <p>ELT, GMPC</p>	<p>Q1 2019</p> <p>Q3 2019</p> <p>Q4 2019 and ongoing</p> <p>Q1 2019 and ongoing</p>



Key Activity / Programs and Projects	Strategy	Outcome	Responsibility	Timeframe
	6.5.2 Increase staff engagement.	<ul style="list-style-type: none"> a. Biennial Staff Engagement survey conducted. Results reviewed and evaluated to identify key themes and action plans to improve engagement implemented b. Remain updated and explore current trends and initiatives to provide a holistic health and wellbeing program to support staff. c. Identify and coordinate group training for staff. In conjunction with managers, individual professional development plans for career development and progression developed. d. Environment that recognises and rewards excellence and continuous improvement. e. Provision of career opportunities for staff. 	<ul style="list-style-type: none"> ELT, GMPC ELT, GMPC ELT, GMPC ELT, GMPC ELT, GMPC 	<ul style="list-style-type: none"> Q3 2020 Q1 2019 and ongoing Q1 2019 and ongoing Q1 2019 and ongoing Q1 2019 and ongoing
6.6 Establish an environmentally and socially responsible organisation that is accountable to the broader community for its social impact.	6.6.1 Re-establish the ACEM Sustainability Committee to oversee and drive strategies to address the impact of the organisation.	<ul style="list-style-type: none"> a. Environmental and sustainability initiatives identified and implemented as agreed. b. <i>Organisational Sustainability Policy</i> developed. c. Existing corporate responsibility initiatives (fundraising, awareness campaigns etc.) reviewed and refreshed. 	<ul style="list-style-type: none"> ELT, GMPC ELT, GMPC ELT, GMPC 	<ul style="list-style-type: none"> Q3 2019 Q3 2019 Q3 2019