

ANZCA Strategic Plan 2013-2017

Advancing anaesthesia,
improving patient care



A vision for the College by 2017



In this 20th anniversary year of our College, it is exciting to reflect upon how far ANZCA has travelled since its establishment, thanks to the hard work and defining contributions of former leaders, other Fellows, trainees and our staff. These provide a solid foundation upon which to build our shared future.

The development of this strategic plan presented an important opportunity to consult with many key groups and individuals, both within and outside the College. Their responses have provided the basis upon which this strategy is crafted. The outcome is a modernised mission and a clear, achievable vision – a flexible yet robust roadmap for the next five years.

Changes, challenges and opportunities

Some things are unchanged: ANZCA's core mission, the driver for everything we do, keeps us firmly focused on the provision of safe, high quality patient care for our community. Also unwavering is the dedication and expertise of all those who work to advance standards of training and practice. However, the economic, political and social landscape in which we deliver on our mission has changed, and will continue to do so.

ANZCA Curriculum Revision 2013 is a good example of how ANZCA stays true to its core purpose while leading innovation and improvement. Twenty years ago, our training program was entirely paper-based; now it includes an electronic portfolio system, e-learning and other internet resources. Learning will also be supported by workplace-based assessment tools and regular feedback on performance.

A strong College

Collegiality remains the foundation of our strength as an organisation. We must recognise, support and acknowledge contributions. It is critical that we work together to embrace opportunities, and be proactive in the way we collaborate with and influence others. The College should seek feedback from its members and use that wisely to further our joint aspirations. We must remain responsive to changing needs and new challenges, as well as fostering work environments that support and advance education and scholarship. Above all, we must ensure that messages about safe and high quality anaesthesia, perioperative care and pain medicine are heard, understood and acted upon.

On behalf of the ANZCA Council, I commend to you this strategic plan. It will guide decision-making and resource allocation as we work towards achieving our vision for the College by 2017. I look forward to being a part of the College's evolution during my two years as president and to witnessing, when ANZCA celebrates its 25th anniversary, just how much stronger we have become.

Dr Lindy Roberts
President, ANZCA

September, 2012

About ANZCA

Australia and New Zealand are among the safest nations in the world to have an anaesthetic.

This is thanks largely to the work of ANZCA in setting the practice standards, training and continuing education of specialist anaesthetists, and supporting research that provides the evidence underpinning safety and standards.

The specialist anaesthesia qualification for Australia and New Zealand is Fellowship of ANZCA (FANZCA) and involves extensive post-graduate training of at least seven years. Qualified anaesthetists oversee this training.

Each year, more than four million Australians and New Zealanders will have an anaesthetic.

In fact, most people will need the care of an anaesthetist at some stage in their lives – for pain relief during the birth of a baby, for a routine day-stay procedure or for a major operation requiring complex, split-second decisions that keep patients alive. Many of today's operations, especially for the very young, very old or very ill would not be feasible without modern anaesthesia.

Anaesthetists ensure patients are optimally fit for the surgery and plan their overall care before, during and after the procedure. Relief from pain is at the centre of the practice of anaesthesia.

Their scope of practice includes general anaesthesia, sedation and regional anaesthesia; perioperative assessment and management; airway management; postoperative care; and resuscitation, transport and life support for patients in emergency and trauma situations.

In addition to working in the operating theatre and post-anaesthesia care units, they also work in many practice settings including public and private hospitals in large metropolitan centres and in regional and rural areas. They work in preadmission clinics, retrieval services, intensive care units and pain services.

The Faculty of Pain Medicine (ANZCA), formed in 1998, is the first multidisciplinary medical academy in the world to be devoted to education, training and standards in pain medicine.

ANZCA in 2012

- ANZCA was formed in 1992 with 2090 Fellows and 158 trainees.
- There were 5400 Fellows and 2000 trainees in 2012.
- There is one practising anaesthetist per 6300 people in Australia and New Zealand.
- The ANZCA Anaesthesia Training Program is run at more than 200 accredited hospitals overseen by 800 supervisors of training and many other clinical supervisors.
- ANZCA's Faculty of Pain Medicine had 330 Fellows in 2012. About 65 per cent have an anaesthesia background. The others come from diverse backgrounds including psychiatry, rehabilitation medicine, surgery, rheumatology, addiction medicine, obstetrics and gynaecology, and general practice.
- ANZCA, through the Anaesthesia and Pain Medicine Foundation, provided more than \$860,000 for research projects in 2012.



Mission

To serve the community by fostering safety and high quality patient care in anaesthesia, perioperative medicine and pain medicine

Vision

ANZCA will be a recognised world leader in training, education, research, and in setting standards for anaesthesia and pain medicine

Strategic priorities

Advance standards through training, education, accreditation and research

Build engagement, ownership and unity

Develop and maintain strong external relationships

Ensure ANZCA is a sustainable organisation

Objectives

- Deliver a world-class training program
- Provide a professional development framework that supports ongoing development and maintenance of skills and expertise
- Promote and support research in anaesthesia and pain medicine
- Set clinical standards that reflect best practice and support safe, high quality patient care

- Enhance the delivery of services to Fellows and trainees
- Promote and demonstrate the value of ANZCA fellowship
- Strengthen connections within and between all parts of the College
- Expand and strengthen the collaborative relationship between ANZCA and the Faculty of Pain Medicine (FPM)

- Develop productive collaborative relationships
- Engage and influence government and other key stakeholders
- Raise the profile of anaesthesia, perioperative medicine and pain medicine
- Advocate for community development with a focus on indigenous health and overseas aid

- Develop and retain the best people
- Ensure ANZCA's systems and processes are focused on quality outcomes
- Acknowledge and support Fellows' and trainees' involvement with, and contributions to, the College
- Promote anaesthesia and pain medicine as professions

ANZCA's strategic priorities 2013-2017



The four strategic priorities are the broad areas of work that will be ANZCA's focus from 2013 to 2017.

Strategic priority 1 is about *what* ANZCA does, its core business of training, accreditation, continuing education and research, all of which underpin high quality, safe clinical practice.

Strategic priority 2 is about *who* ANZCA's members are and their sense of belonging within the organisation.

Strategic priority 3 is about *where* ANZCA conducts its business, the importance of our key external relationships.

Strategic priority 4 is about *how* we work to ensure the effective and efficient use of our finite resources.



Strategic priority

1 Advance standards through training, education, accreditation and research

Objectives:

- Deliver a world-class training program.
- Provide a professional development framework that supports ongoing development and maintenance of skills and expertise.
- Promote and support research in anaesthesia and pain medicine.
- Set clinical standards that reflect best practice and support safe, high quality patient care.

The training of specialist anaesthetists and pain medicine physicians is at the heart of ANZCA's role and purpose.

ANZCA's challenge is to ensure the training program is relevant, practical, attractive to potential trainees, and produces specialists whose qualifications are recognised and respected worldwide.

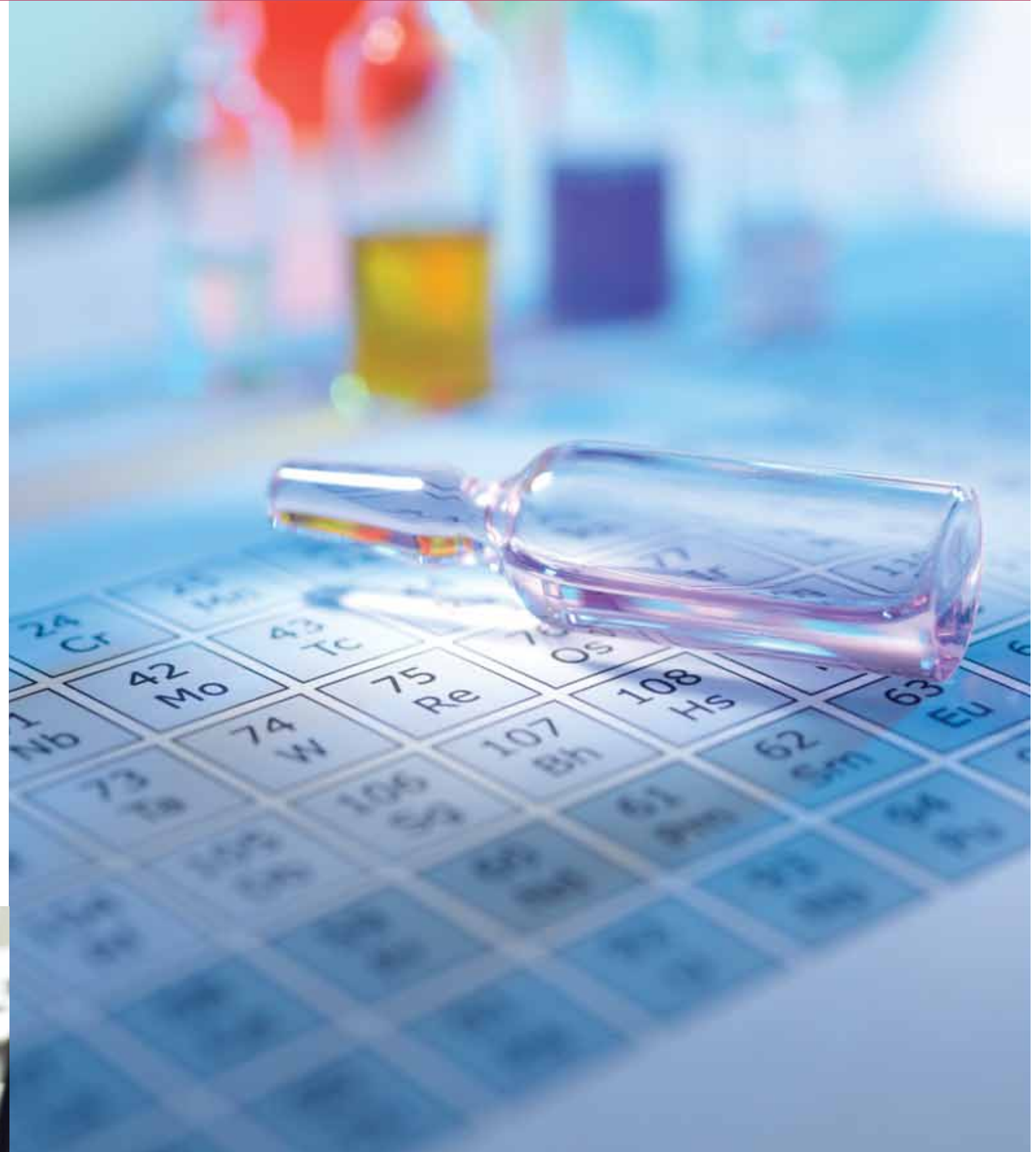
The implementation of a revised ANZCA training program from the 2013 hospital employment year and a revised FPM training program from 2015 are key pieces of work for the College.

ANZCA will focus on maintaining its position as the recognised provider of choice for training and education in anaesthesia and pain medicine – essentially fulfilling its mission. Excellence in training, supervision and mentoring is facilitated by the accreditation of appropriate training sites, support for and training of clinical supervisors, and provision of contemporary educational resources.

Ongoing education for Fellows of the College and Faculty are also essential to maintaining and advancing standards of care. ANZCA's continuing professional development (CPD) program is the program of choice for anaesthetists and specialist pain medicine physicians in Australia and New Zealand. ANZCA will strive to continually improve the CPD options for Fellows and streamline the delivery of CPD resources and events to maximise opportunities for all to be involved as participants who can share their skills and experience with others.

Research is crucial to advancing knowledge, practice and standards in anaesthesia and pain medicine. This priority demonstrates the College's commitment to supporting the growth of innovative and translational research, where the research results can be quickly and effectively integrated into practice.

ANZCA is a credible and expert source of advice and information and sets clinical standards through its evidence-based professional documents. These standards are referred to by Fellows, trainees, staff and by a wide range of external organisations and individuals. Using research, consultation with Fellows and trainees and other expert input, ANZCA will focus on ensuring that its standards promote and support safety and high quality anaesthetic care.



Strategic priority **2** Build engagement, ownership and unity

Objectives:

- Enhance the delivery of services to Fellows and trainees.
- Promote and demonstrate the value of ANZCA fellowship.
- Strengthen connections within and between all parts of the College.
- Expand and strengthen the collaborative relationship between ANZCA and the Faculty of Pain Medicine (FPM).

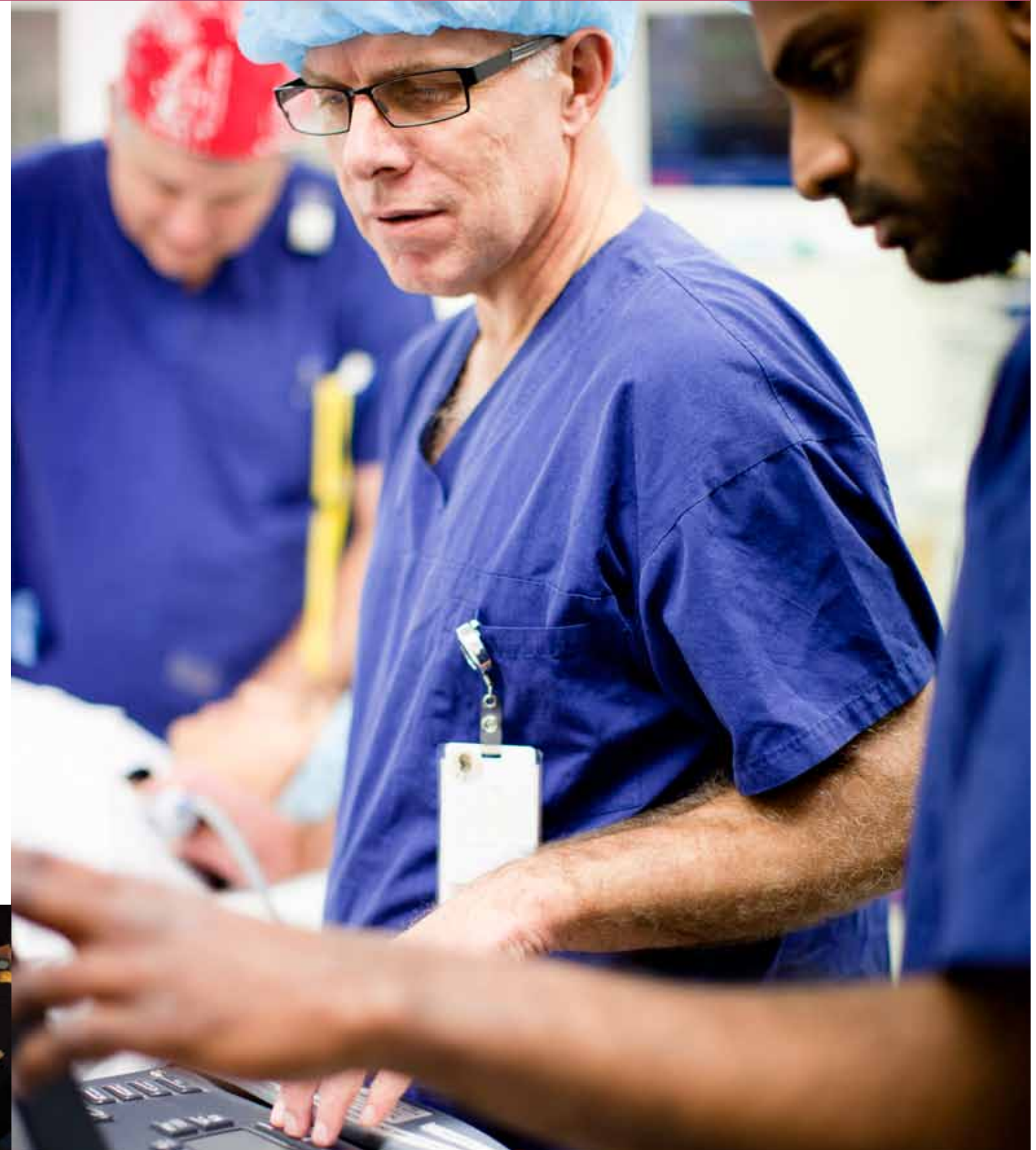
ANZCA is a membership organisation which seeks to provide excellent services to its Fellows and trainees. This means being responsive, working collaboratively, providing world-class resources, and seeking and supporting members' active engagement in College processes and decision-making.

ANZCA will work towards ensuring that current and prospective members are aware of the benefits of fellowship. These include, but are not limited to, the continuing professional development (CPD) program, continuing medical education (CME) events, its New Fellows Conference, online resources (including access to the ANZCA Library), and the resources and support provided by the tripartite special interest groups (SIGs).

Additionally, the College provides opportunities for contribution to the development of the profession through its committees, supervisory roles, accreditation activities, examinations, and the ANZCA Council. In short, the FANZCA qualification is one that specialist anaesthetists value. It delivers them the highest quality of services, resources, opportunities, and worldwide recognition of their skills and expertise.

As well as strong ties between the people in ANZCA, there is also a need to ensure strong, open communication and relationships between the different parts of the College. Initiatives designed to reach external stakeholders are more effective when all parts of the organisation are working together. This includes continuing to strengthen the links between the ANZCA Council and the Australian regional committees and the New Zealand National Committee, and between staff in each of ANZCA's offices.

ANZCA will also grasp opportunities for further collaboration between the College and the Faculty of Pain Medicine.



Strategic priority **3** Develop and maintain strong external relationships

Objectives:

- Develop productive collaborative relationships.
- Engage and influence government and other key stakeholders.
- Raise the profile of anaesthesia, perioperative medicine and pain medicine.
- Advocate for community development with a focus on indigenous health and overseas aid.

ANZCA operates within a complex external environment.

There are many other organisations that have direct and indirect influence on the work of the College and its Fellows and trainees. ANZCA must always be aware of its wider environment, and be in a position to influence policy and decision-making in ways that promote and protect the delivery of safe, high quality care. In some situations this will mean the development of collaborative relationships with other organisations; however at all times ANZCA must be a credible, responsive and reliable participant in policy debates.

It is also critical that decision-makers are aware of ANZCA's roles, and of the breadth of anaesthesia, perioperative medicine and pain medicine. This will enable the College to become the first choice for expert advice on training, education, standards and accreditation. Opportunities for collaboration extend beyond Australia and New Zealand, to colleges and societies across the world and in particular with training organisations and leaders in Hong Kong, Malaysia and Singapore.

Educating the community about the role of anaesthetists and specialist pain medicine physicians is an important function of the College. This starts with the daily interactions between doctor and patient, and also involves pro-actively informing the media about the College and the Faculty of Pain Medicine and their Fellows.

The community that ANZCA serves includes populations who experience a disproportionate burden of ill health, caused by a range of complex and wide-ranging factors. ANZCA will continue to contribute to addressing inequality in health status in Australia, New Zealand and developing countries. This will be done through the work of its committees, supporting Fellows working with disadvantaged communities and through advocacy, promoting access to the highest quality services for all.



Strategic priority 4 Ensure ANZCA is a sustainable organisation

Objectives:

- Develop and retain the best people.
- Ensure ANZCA's systems and processes are focused on quality outcomes.
- Acknowledge and support Fellows' and trainees' involvement with, and contributions to, the College.
- Promote anaesthesia and pain medicine as professions.

ANZCA must be financially and structurally strong if it is to achieve its vision and mission, and to deliver the highest quality services (see strategic priority 1). This requires a staff that is skilled, knowledgeable and well supported. It also requires ANZCA to ensure that its ways of working are efficient, effective, and consistent; and that we use the best systems in our work.

Continuous quality improvement is essential, as is a focus on outcomes – measuring not just what we do, but the difference our work makes.

The College is fortunate to have the very significant contributions that Fellows and trainees make as committee members, expert advisors, teachers, assessors and supervisors. Their active involvement, in collaboration with staff members, is an essential part of ANZCA's ability to function and to fulfil its roles. It is essential the College acknowledges and supports those roles to maintain the quality of its work and to ensure that the widest possible range of Fellows and trainees is encouraged to participate in the College.

Every aspect of ANZCA's work relies on a continuing interest in training in anaesthesia and pain medicine. As well as promoting its role, the College needs to ensure that doctors see anaesthesia and pain medicine as attractive careers, recognise the quality of the training programs, and the value of being Fellows.



Implementing the strategic plan – business planning



This strategic plan sets out the framework and focus for ANZCA's work for 2013 to 2017, underpinned by its mission, aimed at achieving the vision, and carried out according to its values.

The plan will be put into action through ANZCA's annual business planning cycle, the operational planning which identifies the specific activities that will come under each of the 16 strategic objectives.

Business and budget planning will be done at a unit level, with plans approved by the ANZCA Council in November each year.

Monitoring, reporting and evaluation



It is critical that ANZCA measures progress toward its objectives as these are informed by the strategic priorities and ultimately will assist in achieving our vision. Detailed reporting is part of the annual business planning cycle, and seeks to identify areas that need more attention or a new approach and also to recognise and celebrate success, and then plan the next steps.

ANZCA management will report regularly to the ANZCA Council using clear measures linked to the strategic objectives, and informing it of emerging issues.

At times, the review process may identify matters that require a review of the strategic plan. ANZCA recognises the need for a strong strategic plan, but balances this with the need for its plan to guide a flexible organisation that is aware of its environment, and ready to meet new challenges as well as make the most of emerging opportunities.

