



**The Royal Australasian College of  
Medical Administrators**

# **Strategic Plan 2006 - 2009**

*Adopted 16 June 2006*

# 1. Overview

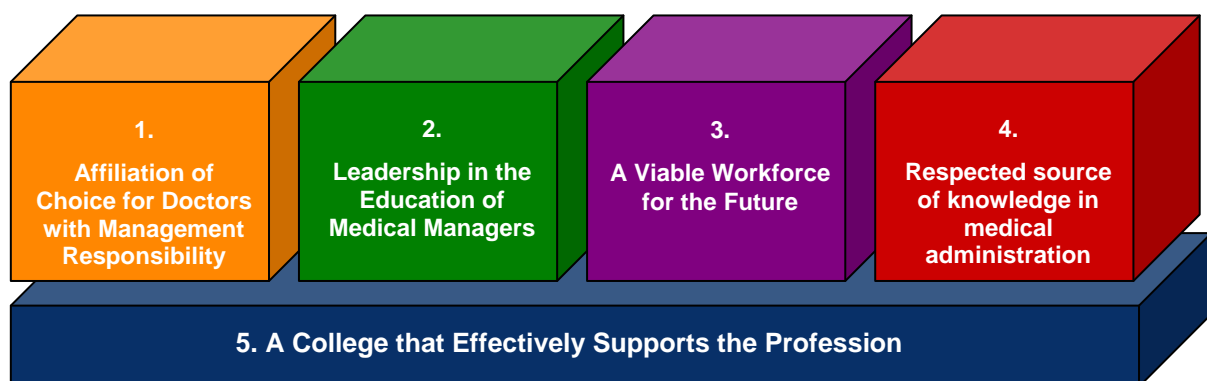
The Royal Australasian College of Medical Administrators (RACMA) is a specialist medical college that provides education, knowledge and advice in the area of medical management. The College vision is:

## Vision

RACMA will be valued by our members, and recognised internationally, as the Australasian medical college that provides professional education, leadership, advice and expertise in medical management that promotes safe and effective healthcare.

Over past decade the complexity of the health services environment within which RACMA operates has been consistently increasing. Current challenges for the organisation include the need for a defined and well articulated value proposition. In addition the college has been affected by broader health system challenges such as increased governance requirements and medical workforce developments generally, including the ageing population of specialist medical practitioners.

This document provides clear strategic directions for RACMA. It is based on a compelling vision for the College and critical success factors required for sustainability. The strategic direction is presented in terms of five key strategic priorities:



## RACMA Values

In all its activities the College will display:

1. honesty and openness in all interactions
2. ethical behaviour and integrity
3. behaviour that encourages and demonstrates initiative and values change
4. social responsibility and leadership in the health sector
5. behaviour that encourages and recognises excellence in our membership.

## 2. Strategic priorities

This strategic plan responds to the needs of RACMA's stakeholders, and specifically deals with several critical success factors in order for the College to be successful and sustainable:

- ***A need for clarity about our products and purpose***

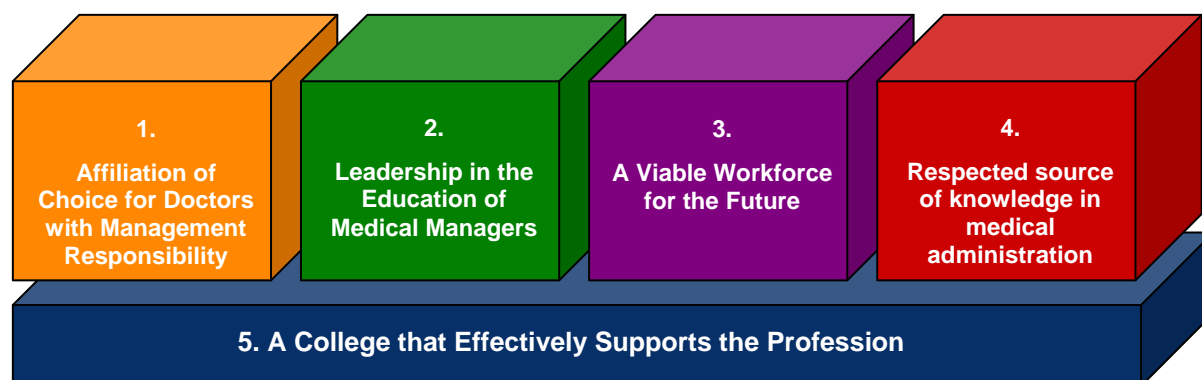
The role of the professional medical manager is unique amongst the medical specialties, as it involves a focus on leadership, on management and on specialist clinical governance. In an environment in which the roles and expectations of medical managers are becoming more complex, clarity of the value that they and the College provide is essential.

- ***A need to successfully navigate the regulatory environment***

The new regulatory environment will include AMC accreditation but not be limited to it. There is also a myriad of competition related legislation which shapes College activities. The College needs to proactively deal with these requirements and decision making processes.

- ***A need to be visibly influential – both publicly and politically***

As a key player in the management of Australia and New Zealand's health care system, RACMA must be seen as the provider of wisdom, expertise and advice in its field. It must be seen as the 'go-to' organisation, the peak body on issues regarding management in the health sector.



The strategic direction of the College is articulated in terms of five **strategic priorities**.

The first four strategic priorities focus on the way that the College presents to its external environment, and more importantly, its key stakeholders.

1. ***Affiliation of choice for doctors with management responsibility.*** The FRACMA qualification will be acknowledged as the 'must-have' qualification for not only doctors working in medical executive positions but also for any doctor with management responsibility who will be encouraged to seek either Member affiliation or to join the Candidate program.
2. ***Leadership in the education of medical managers.*** The College will have a valid and relevant educational offering in the field of medical administration – through the

FRACMA qualification **and** through the continuing education that it provides more generally.

3. **Promotion of a viable workforce for the future.** RACMA will keep itself informed on developments in the medical manager workforce and work with relevant stakeholders, such as governments, to maintain and develop the workforce.
4. **Respected source of knowledge in medical administration.** The College will be sought out as the source of information for those seeking medical administration advice and knowledge.

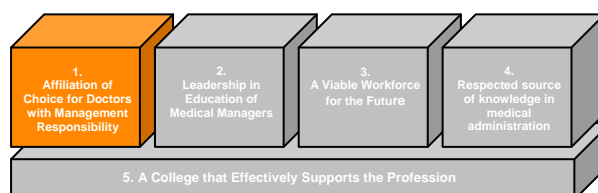
These four strategic priorities must be supported by a smoothly functioning College infrastructure. Therefore a fifth strategic priority addresses the internal workings of the College:

5. **A College that effectively supports the profession.** The structure and operations of the College will effectively support the successful achievement of its strategic priorities

In the following sections, for each strategic priority a number of objectives are identified. These objectives show in more detail what the College commits to do in order to deliver on its strategic priorities plus, in later tables, action statements with accountability assigned and timeframes targeted for later assessment of progress and achievement.

## Strategic priority 1

### To be the affiliation of choice for doctors with management responsibility



RACMA will be positioned as the affiliation of choice for doctors with management responsibility, whether they be clinician managers as Associate members or medical executives who will see Fellowship as an essential professional qualification. RACMA must be highly regarded by members and potential members, in terms of the professional opportunities and the educational offering it provides. It must also be highly regarded by those that will be employing medical administrators – the health service providers – as a qualification that brings with it high quality and medical administration expertise.

- **Objective 1: Proactively articulate the benefits that FRACMAs can deliver**

*A clear picture is to be developed, across the health sector, of the value that those with the FRACMA qualification can provide. Those responsible for hiring clinically qualified medical managers, such as health service boards, government departments or CEOs, will have a clear understanding of the way in which applicants with the FRACMA qualification can benefit their organisation.*

Actions planned are that:

- ▶ RACMA develop a clear and succinct definition of the specialty of Medical Administration and its scope of practice
- ▶ RACMA develop, for dissemination to potential trainees, its membership and employers, a paper summarising the value and contribution to health service management of medical managers
- ▶ RACMA prepare a document to assist members who are seeking employment as professional medical administrators to articulate to prospective employers the necessary requirements for successfully carrying out their role

- **Objective 2: Maximise the number of medical executives holding the FRACMA qualification**

*FRACMA is to be the 'must-have' qualification for medical administration excellence. Health service providers should expect that those applying for medical administration positions bring with them the title of FRACMA, and those applying for medical administration positions know that being a FRACMA is an understood requirement of the role.*

Actions planned are that:

- ▶ RACMA work with Department of Health and Aging and state/territory health departments to promote opportunities for improved training experience of its candidates
- ▶ RACMA seek to have positions for medical executives credentialed in the same way as positions for other medical specialists

- **Objective 3: Maximise the number of other doctors with management responsibilities being affiliated with RACMA**

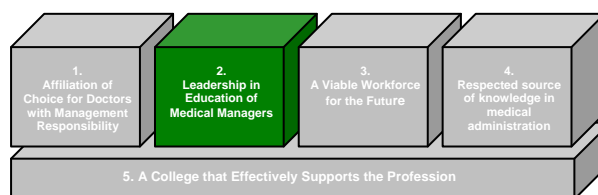
*Doctors with management responsibility who are not medical administrators will recognise the value of affiliation with RACMA through participation in RACMA education programs and through Membership.*

Actions planned are that:

- ▶ The Member category and status be reviewed and redefined, with consideration of incorporation a prerequisite of some management training (at least RACMA Management for Clinicians) as well as a commitment to Continuing Professional Development
- ▶ RACMA liaise with other medical colleges to promote the delivery of management modules or courses to other specialists and trainees.

## Strategic priority 2

### To provide leadership in the education of medical managers



A fundamental raison d'être of the College is the stimulus for and facilitation of ongoing medical management education. This includes education undertaken towards the FRACMA qualification, as well as more general continuing education undertaken by members and others along their career paths. RACMA will place more emphasis on evolving roles of medical managers and the competencies required and continue to address the related continuing education needs of its membership as well as the training requirements of candidates.

- **Objective 1: A relevant and robust curriculum to meet the needs of the membership and the health service sector**

*The FRACMA curriculum is to be comprehensive and relevant. It is regularly reviewed to ensure that those achieving the FRACMA qualification are competent and possess the skills and knowledge needed by today's medical administrators.*

Actions planned are that:

- ▶ Core academic units required for Fellowship be assessed and redefined
- ▶ Introduction of a probationary first year for Candidates be considered
- ▶ Preceptor monitoring of Candidate's progress and performance be strengthened

- **Objective 2: Establish a clear and defined system of demonstrating ongoing continuing professional development**

*The College requires its membership to continue to educate themselves at all stages of their careers. This requirement fosters contemporary attitudes towards lifelong continuing education and is aimed at ensuring that medical management competence is maintained and enhanced.*

Actions planned are that:

- ▶ Processes be established to identify and develop Fellows who need support to improve their competence and confidence
- ▶ A system of performance review for Fellows be considered
- ▶ The system of providing evidence of commitment to continuing professional development be reviewed and enhanced

- **Objective 3: Achieve AMC accreditation with a minimum number of recommendations**

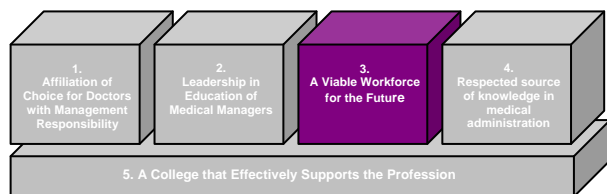
*One of the major challenges over the next 2 years is meeting the requirements for AMC accreditation. This will need input from a range of Fellows in both the preparation for and execution of the assessment process.*

Actions planned are that:

- ▶ A team of Fellows who will contribute to the preparation for AMC accreditation be identified and lead the process, advising Council through Executive, and assisting the Accreditation Coordinator and the Censor-in-Chief.

## Strategic priority 3

### To promote a viable workforce for the future



The medical administration workforce in conjunction with the general health workforce is experiencing a downturn in numbers. The reasons for this include: external opportunities for health executives, ageing workforce, not enough trainees to replace the existing numbers and increased demand for medical administration expertise in some areas. A multi-pronged approach needs to be adopted to address this issue.

- **Objective 1: Ensure understanding of the professional medical manager role and the need for a sustainable workforce**

*It is important that the role and value to the health system of medical managers is clearly understood, along with an appreciation of the need for a sustainable workforce. RACMA will clarify the roles that should be carried out by a professional medical administrator to promote quality and safety in health services and those that can be carried out by other professionals with or without medical administration oversight.*

Actions planned are that:

- ▶ RACMA convene a forum to consider issues around medical management workforce
- ▶ Awareness of the specialty be promoted among medical students and junior medical staff to encourage career choice

- **Objective 2: Develop a workforce strategy**

*Strategies should aim to ensure that recruitment and retention of medical managers is sufficient to meet future industry needs and that a sustainable base is developed for a*

*high quality ongoing medical management workforce. This will include further consideration of the adequacy of graduating numbers in comparison with expected retirements and job numbers.*

Actions planned are that:

- ▶ RACMA develop a workforce strategy for medical administrators
- ▶ Support be obtained from governments and other bodies to promote the strategies developed

- **Objective 3: Development of innovative models of medical management to support the health system**

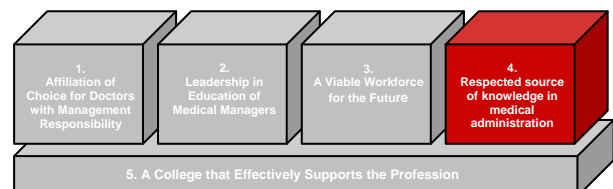
*RACMA will consider ways of developing of a coordinated approach to assisting health services that are unable to recruit medical managers, such as facilitating part time medical administration coverage, delivering an ongoing workforce with specialised roles that are most effectively performed by them.*

Actions planned are that:

- ▶ RACMA prepare a paper on a coordinated approach to spreading medical management expertise to hospitals where this is needed but currently unavailable

## Strategic priority 4

### To be the respected source of knowledge in medical administration



RACMA's membership has a wealth of expertise and experience in the area of medical administration. This expertise and experience will be used proactively to constructively influence decision makers at both policy and operational levels in the health sector.

- **Objective 1: Influence decision makers in health through expert medical administration advice**

*As a trusted source of knowledge and advice in the medical management field, RACMA is regularly sought out for comment and advice relating to health system management and policy. Accordingly, it is a key player in developing the way that health is delivered and managed in Australia and New Zealand.*

Actions planned are that:

- ▶ RACMA should develop a formal roles and skills document for the professional medical administrator which should be disseminated to all Fellows, Members and Candidates and to health service managements Australia wide.



- ▶ RACMA should seek and use opportunities to contribute to national and state consideration of important health management issues.

- **Objective 2: Grow, develop and contribute to the medical management body of knowledge**

*RACMA should aim to heighten awareness of its body of expertise and be recognised as the organisation sought out for medical management information. In fostering this reputation, the College relies on the creation and support of a well-informed and useful body of knowledge. It develops this body of knowledge through research and publications, and shares it through conferences and industry functions - within Australasia and on an international level.*

Actions planned are that:

- ▶ RACMA should encourage its members to develop, or commission, case studies focussing on the role and value of medical managers in different health service structures.
- ▶ RACMA will conduct and disseminate the results of periodic (e.g. annual) surveys of its membership on issues of significance to the health system.

- **Objective 3: Grow and develop strategic links with other Australasian specialist medical colleges and with similar organisations internationally**

*RACMA has a special relationship with other Australasian specialist medical colleges in leading thinking and practice relevant to medical management. With this unique role in medical administration, the College is well-positioned to play the 'conductor' role in bringing together the activities and thinking of the specialist medical profession as it relates to medical management.*

Actions planned are that:

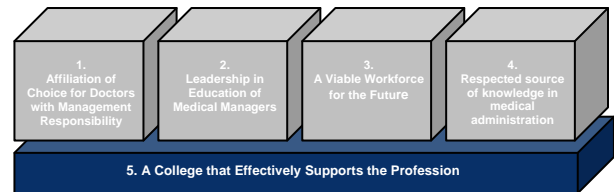
- ▶ RACMA should ensure it fully contributes to the successful development of the Committee of Presidents of Medical Colleges
- ▶ RACMA should consider seeking the conjoint support of other Colleges, state health departments and DoHA for the establishment of a national leadership program for clinician managers.

*RACMA has developed a special relationship with the Hong Kong College of Community Medicine and has opportunities in other Asian and Pacific countries to advance the specialty of medical management with development of branches or other links to those countries' medical managers. It has had stronger links in the past with other like-minded organisations such as the American College of Physician Executives and the British Association of Medical Managers.*

- ▶ RACMA should actively pursue international opportunities for strategic links that promote the speciality of medical administration and foster shared learning about the management of health services.

## Strategic priority 5

### To be a college that effectively supports the profession



The College organisation must possess the right internal capabilities in order to support the strategic priorities outlined earlier. These capabilities sustain a well-functioning and effective internal organisational infrastructure.

- **Objective 1: Optimise College structure and resourcing to deliver strategic priorities**

*The College operates according to a structure that best allows it to deliver on its strategic priorities. There is strong support from the College structure to enable the College office bearers to do their job effectively and in the most efficient way possible. The structure of Council provides the appropriate level of governance to the College staff, in terms of both leadership and accountability. New capabilities required for success, such as public relations or marketing expertise, are successfully incorporated into the organisation's structure.*

Actions planned are that:

- ▶ Information management within the College be strengthened

*The College has an information management system that allows effective administration of its stored knowledge and intellectual property. It allows innovative forms of educational delivery, and provides regular and easy communication between the College, its membership and the wider health community. In fostering an effective information management system the College makes the best use of technological opportunities that are available.*

- ▶ The College is effectively resourced through market aligned membership revenue

*In line with other successful specialist medical colleges, RACMA is supported by membership fees that are commensurate with the high value that members derive from the College.*

- ▶ The College's capability, including staffing, is optimised to support delivery of key operational and strategic priorities.
- ▶ Risk management processes are developed and a risk management plan is implemented
- ▶ The appropriateness of RACMA's name and branding, especially the term "Administration", is reviewed.

- **Objective 2: Diversify revenue sources**

*RACMA has relied on membership fees revenue with small proceeds from the annual conference and its sponsorship but very little other sponsorship or alternative sources of revenue.*

Actions planned are that:

- ▶ RACMA should develop long-term sponsor relationships
- ▶ Opportunities for maximising proceeds from the annual conference should be assessed, along with consideration of incentives for state committees that organise them in the dispersal of proceeds
- ▶ RACMA should develop an effective medical administration brokerage service  
*RACMA might use its extensive relationships to bring together health services that require medical administration services, with the professionally qualified medical administrators that constitute its member base. In this way, RACMA acts as a consulting broker, linking medical administration consultants to health care organisations on a full-time, part-time or casual basis.*
- ▶ RACMA should seek to further spread the expertise of its members and broaden its revenue sources by pursuing opportunities such as grant applications for relevant projects and contributing to consulting consortia.

- **Objective 3: Optimise College investments**

College investments, notably the location and function of College headquarters, are appropriate and in line with the needs of Council, of the College staff, and of the College membership.

Actions planned are that:

- ▶ A strategic review of the College's accommodation needs and development of a business plan should be completed.

- **Objective 4: Monitor progress and achievement**

It is important that progress with achievement of the objectives set in this Strategic Plan is regularly monitored, with corrective action or updating and amendment as required.

Actions planned are that:

- ▶ Progress with achievement of strategic objectives is considered at each Council meeting.

## Appendix 1: Strategic Objectives - time frame, measurement and responsibilities

Strategic Priority 1: RACMA to be the affiliation of choice for doctors with management responsibility				
Strategic objective	Time to complete	Person responsible	Additional Resources needed	Evaluation measures or milestones
<p><b>1. Proactively articulate the benefits that FRACMAs can deliver</b></p> <ul style="list-style-type: none"> <li>■ Develop a clear and succinct definition of the specialty of Medical Administration and its scope of practice</li> <li>■ Develop and disseminate a paper summarising the value and contribution to health service management of medical managers</li> <li>■ Prepare a document to assist doctors who are seeking employment as professional medical administrators</li> </ul>	<p>August 06</p> <p>December 06</p> <p>December 06</p>	<p>CIC &amp; CCE</p> <p>CE</p> <p>CE</p>	<p>n/a</p> <p>Project Officer (5 days)</p> <p>n/a</p>	<ul style="list-style-type: none"> <li>■ Paper disseminated to relevant stakeholders</li> <li>■ Paper disseminated to relevant stakeholders</li> <li>■ Paper disseminated to relevant stakeholders</li> </ul>

<p><b>2. Maximise the number of medical executives holding the FRACMA qualification</b></p> <ul style="list-style-type: none"> <li>■ Work with governments to promote opportunities for improved training experiences for candidates</li> <li>■ Have positions for medical executives credentialed in the same way as positions for other medical specialists</li> </ul>	<p>December 07</p> <p>December 06</p>	<p>CE</p> <p>CIC</p>	<p>n/a</p> <p>n/a</p>	<ul style="list-style-type: none"> <li>➤ Monitoring of Fellow numbers</li> <li>■ 2 funded positions in DoHA</li> <li>■ 1 funded position in each state where this no longer exists</li> <li>■ Process developed and disseminated to all health services</li> </ul>
<p><b>3. Maximise the number of other doctors with management responsibilities being affiliated with RACMA</b></p> <ul style="list-style-type: none"> <li>■ The Member category and status be reviewed redefined</li> <li>■ Liaise with other medical colleges to promote the delivery of management modules or courses to other specialists and trainees</li> </ul>	<p>August 07</p> <p>June 07</p>	<p>CIC and CCE</p> <p>CE</p>	<p>n/a</p> <p>n/a</p>	<ul style="list-style-type: none"> <li>➤ Monitoring of Member numbers</li> <li>■ Member category redefined and implemented</li> <li>■ RACMA Management for Clinician or similar courses delivered through three other Colleges</li> </ul>

**Strategic Priority 2: To provide leadership in the education of medical managers**

Strategic objective	Time to complete	Person responsible	Additional Resources needed	Evaluation measures or milestones
<p><b>1. A relevant and robust curriculum to meet the needs of the membership and the health service sector</b></p> <ul style="list-style-type: none"> <li>■ Core academic units required for Fellowship assessed and redefined</li> <li>■ Introduction of a probationary first year for Candidates</li> <li>■ Preceptor monitoring of Candidate's progress and performance strengthened</li> </ul>	<p>February 07</p> <p>February 07</p> <p>June 07</p>	<p>CIC and EO</p> <p>CIC</p> <p>CIC</p>	<p>n/a</p> <p>n/a</p> <p>n/a</p>	<ul style="list-style-type: none"> <li>➤ Monitoring Candidate numbers</li> <li>■ Handbook requirements rewritten</li> <li>■ Documentation completed and process implemented</li> <li>■ Review of preceptor performance and requirements for reporting on Candidate progress</li> </ul>
<p><b>2. Establish a clear and defined system of demonstrating ongoing continuing professional development</b></p> <ul style="list-style-type: none"> <li>■ Identify and develop Fellows who need support to improve their competence and confidence</li> <li>■ Consider a system of performance review for Fellows</li> </ul>	<p>February 07 then July 07</p> <p>July 07</p>	<p>CCE</p> <p>CCE</p>	<p>n/a</p> <p>Workshop/mentor training</p>	<ul style="list-style-type: none"> <li>➤ Monitoring CME certification rate</li> <li>■ Process devised</li> <li>■ Process implemented</li> <li>■ Paper to council</li> </ul>

<ul style="list-style-type: none"> <li>■ Review system of evidence required to show continuing professional development</li> </ul>	<p>July 07</p>	<p>CCE</p>	<p>n/a</p>	<ul style="list-style-type: none"> <li>■ Agreed by council</li> </ul>
<p><b>3. Achieve AMC accreditation with a minimum number of recommendations</b></p> <ul style="list-style-type: none"> <li>■ Identify and put into operation an expert RACMA team which will contribute to the preparation for AMC accreditation</li> </ul>	<p>September 06 June 07  August 07  November 07  Mid 2008  Late 2008</p>	<p>President and CE</p>	<p>As per Accreditation plan &amp; budget</p>	<ul style="list-style-type: none"> <li>■ Steering Committee formed</li> <li>■ RACMA/AMC agreement on expert Accreditation panel</li> <li>■ Self review completed</li> <li>■ Council approval of RACMA Accreditation Submission</li> <li>■ Accreditation site visits</li> <li>■ Accreditation achieved</li> </ul>

**Strategic Priority 3: To promote a viable workforce for the future**

Strategic objective	Time to complete	Person responsible	Additional Resources needed	Evaluation measures or milestones
<p><b>1. Ensure understanding of the professional medical manager role and the need for a sustainable workforce</b></p> <ul style="list-style-type: none"> <li>■ Approach DoHA and states for financial assistance for forum</li> <li>■ Convene a forum to consider issues around medical management workforce</li> <li>■ Promote awareness of the specialty among medical students and junior medical staff</li> </ul>	<p>November 06</p> <p>February 07</p> <p>June 07</p>	<p>CE</p> <p>CE</p> <p>CE</p>	<p>n/a</p> <p>Meeting costs and airfares for College members</p> <p>Printing &amp; promotion costs</p>	<ul style="list-style-type: none"> <li>■ Financial assistance obtained</li> <li>■ Forum held</li> <li>■ Broad sector attendance</li> <li>■ Brochures developed</li> </ul>
<p><b>2. Develop a workforce strategy</b></p> <ul style="list-style-type: none"> <li>■ Develop a workforce strategy for medical administrators</li> <li>■ Obtain support from governments and other bodies to promote the strategies developed</li> </ul>	<p>November 07</p> <p>February 08</p>	<p>CE</p> <p>CE</p>	<p>Project Officer (seek government funding)</p>	<ul style="list-style-type: none"> <li>■ Strategy document completed and widely disseminated</li> </ul>



<p><b>3. Development of innovative models of medical management to support the health system</b></p> <ul style="list-style-type: none"> <li>■ Prepare a paper on a coordinated approach to spreading medical management expertise to hospitals where this is needed but currently unavailable</li> </ul>	<p>February 07</p>	<p>CE</p>	<p>n/a</p>	<ul style="list-style-type: none"> <li>■ Paper to Council</li> </ul>
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**Strategic Priority 4: To be the respected source of knowledge in medical administration**

Strategic objective	Time to complete	Person responsible	Additional Resources needed	Evaluation measures or milestones
<p><b>1. Influence decision makers in health through expert medical administration advice</b></p> <ul style="list-style-type: none"> <li>■ Develop a formal roles and skills document for the professional medical manager</li> <li>■ Seek and use opportunities to contribute to national and state consideration of important health management issues</li> </ul>	<p>February 07</p> <p>Ongoing</p>	<p>Secretary &amp; CIC</p> <p>President, CE and RO</p>	<p>n/a</p> <p>n/a</p>	<ul style="list-style-type: none"> <li>➤ Monitoring hits on website</li> <li>■ Document adopted by Council and disseminated</li> </ul>

<p><b>2. Grow, develop and contribute to the medical administration body of knowledge</b></p> <ul style="list-style-type: none"> <li>■ Encourage Fellows, Members and Candidates to develop, or commission, case studies focussing on the role and value of medical managers in different health service structures.</li> <li>■ RACMA will conduct and disseminate the results of periodic (e.g. annual) surveys of its membership on issues of significance to the health system.</li> </ul>	August 2006	CE and RO	n/a	<ul style="list-style-type: none"> <li>■ First three case studies published in peer reviewed management journals (and reviewed in The Quarterly) by June 2008</li> </ul>
	August 2007	CE and RO	Improved IT and printing	<ul style="list-style-type: none"> <li>■ Issues identified, survey conducted and results available for release by August 2007 RACMA conference</li> </ul>
<p><b>3. Grow and develop strategic links with other Australasian specialist medical colleges and with similar organisations internationally</b></p> <ul style="list-style-type: none"> <li>■ Fully contribute to the successful development of the CPMC</li> <li>■ Seek the conjoint support of other Colleges, state health departments and DoHA for the establishment of a national leadership program for clinician managers</li> <li>■ Pursue international opportunities for strategic links</li> </ul>	Ongoing	President & CE	n/a	<p>Support obtained and direction set for further progress</p> <ul style="list-style-type: none"> <li>■ Papers published by or presented to other relevant organisations</li> </ul>
	August 2007	CE	n/a	
	Ongoing	President, Council & CE	n/a	

**Strategic Priority 5: To be a college that effectively supports the profession**

Strategic objective	Time to complete	Person responsible	Additional Resources needed	Evaluation measures or milestones
<p><b>1. Optimise College structure and resourcing to deliver strategic priorities</b></p> <ul style="list-style-type: none"> <li>■ Strengthen information management within the College</li> <li>■ Enable effective College resourcing through appropriate membership revenue</li> <li>■ The College’s capability, including staffing, is optimised to support delivery of key operational and strategic priorities</li> <li>■ Develop risk management processes and implement a risk management plan</li> <li>■ The appropriateness of RACMA’s name and branding, especially the term “Administration”, is reviewed</li> </ul>	<p>July 07</p> <p>June 06</p> <p>October 2006</p> <p>December 06</p> <p>February 2007</p> <p>August 2007</p>	<p>CE and Admin Officer</p> <p>CE &amp; Treasurer</p> <p>CE and Hon Sec</p> <p>Vice President and CE</p> <p>Vice President and CE</p>	<p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p>	<ul style="list-style-type: none"> <li>➤ Monitoring annual member surveys</li> <li>■ Paper to Council on IM issues</li> <li>■ Issues addressed in budget adopted by Council</li> <li>■ Paper considered at October Executive meeting</li> <li>■ Risk management plan adopted by Council</li> <li>■ Initial issues paper considered by Council</li> <li>■ Recommendation to AGM</li> </ul>

<p><b>2. Diversify revenue sources</b></p> <ul style="list-style-type: none"> <li>■ Develop long-term sponsor relationships</li> <li>■ Maximise conference proceeds and consider incentives for state committees</li> <li>■ Develop an effective medical administration brokerage service.</li> <li>■ Seek opportunities through grant applications, contributing to consulting consortia, etc.</li> </ul>	<p>December 07</p> <p>April 07</p> <p>March 08</p> <p>Ongoing</p>	<p>CE &amp; Treasurer</p> <p>CE &amp; Treasurer</p> <p>CE</p> <p>CE</p>	<p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p>	<ul style="list-style-type: none"> <li>■ List of sponsors who have agreed to support college activities</li> <li>■ Paper adopted by Council</li> <li>■ Launch service at conference 07</li> <li>■ 2 opportunities come to fruition by December 2007</li> </ul>
<p><b>3. Optimise College investments</b></p> <ul style="list-style-type: none"> <li>■ Strategic options review of the College's accommodation needs and development of a business plan</li> </ul>	<p>December 06</p>	<p>CE</p>	<p>To be determined</p>	<ul style="list-style-type: none"> <li>■ Plan considered at December Council meeting</li> </ul>
<p><b>4. Monitor progress and achievement</b></p> <ul style="list-style-type: none"> <li>■ Progress with achievement of strategic objectives to be regularly monitored, with updating of plan as required</li> </ul>	<p>Ongoing</p>	<p>Vice President</p>	<p>n/a</p>	<ul style="list-style-type: none"> <li>■ Standing agenda item for each Council meeting</li> </ul>

- Key:
- AC Accreditation Coordinator
  - CCE Chair, Board of Continuing Education
  - CE Chief Executive
  - CIC Censor-in-Chief
  - EO Education Officer
  - RO Research Officer

Appendix 2 - Mapping of new priorities with objectives from the previous strategic plan 2004-2007

1. RACMA: Affiliation of choice	2. Leadership in education of medical managers	3. A Viable workforce for the future	4. Respected source of medical administration knowledge
<ul style="list-style-type: none"> <li>• 1.2 Raise the awareness of Fellows of the quality of Candidate training</li> <li>• 4.2 Market RACMA Accreditation and Credentialling as part of the value of the College</li> <li>• 5.5 Ensure appropriate communication with Fellows, Members and Candidates.</li> <li>• 7.1 Market RACMA to our members by promoting our services to members.</li> <li>• 7.2 Gain recognition for the FRACMA qualification (ie Fellows using their FRACMA qualification)</li> </ul>	<ul style="list-style-type: none"> <li>• 1.1 Develop, maintain and evaluate Candidate training, maintaining quality and satisfaction levels</li> <li>• 1.3 Ensure accredited university courses maintain their accreditation status</li> <li>• 1.4 Ensure the quality of candidate training</li> <li>• 2.2 Provide effective mentoring for all new Fellows by 2005.</li> <li>• 3.1 Improve the Continuing Education Program for RACMA Fellows and Members.</li> <li>• 4.1 Gain Accreditation of Candidate Training Program from the Australian Medical Council (AMC).</li> </ul>	<ul style="list-style-type: none"> <li>• 1.5 Ensure adequate numbers of appropriately trained Medical Administrators for the Australian workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• 3.2 Auspice skills development to reduce costs and increase services.</li> <li>• 6.1 Develop a strategy for increasing the College's voice and influence.</li> <li>• 7.3 Establish more lasting relationships with major sponsors.</li> <li>• 7.4 Involve our "star" Fellows in the College</li> <li>• 8.1 Establish an electronic Library.</li> <li>• 9.1 Establish overseas relationships that have mutual benefits</li> </ul>
<b>5. A college that effectively supports the profession</b>			
<ul style="list-style-type: none"> <li>• 2.1 Involve new Fellows more actively in the College.</li> <li>• 3.3 Actively contribute to managing the performance of medical administrators in accordance with the standards and profile of the College.</li> </ul>	<ul style="list-style-type: none"> <li>• 5.1 Provide the necessary infrastructure to support delivery of services to Fellows, Members and Candidates.</li> <li>• 5.2 Achieve stronger management and supervision of the operations of the College.</li> </ul>	<ul style="list-style-type: none"> <li>• 5.3 Achieve greater exchange of plans and information between State Committees.</li> <li>• 5.4 Develop a new Financial Plan to reflect the actions of this plan, to reduce costs and increase revenue.</li> </ul>	<ul style="list-style-type: none"> <li>• 7.5 Identify all opportunities to access available, appropriate government funds to increase the College's profile and finance its activities.</li> </ul>