



---

LEADING  
FUTURE  
HEALTH



**Strategy on a Page** 03 ➔

**Detailed Strategy** 05 ➔

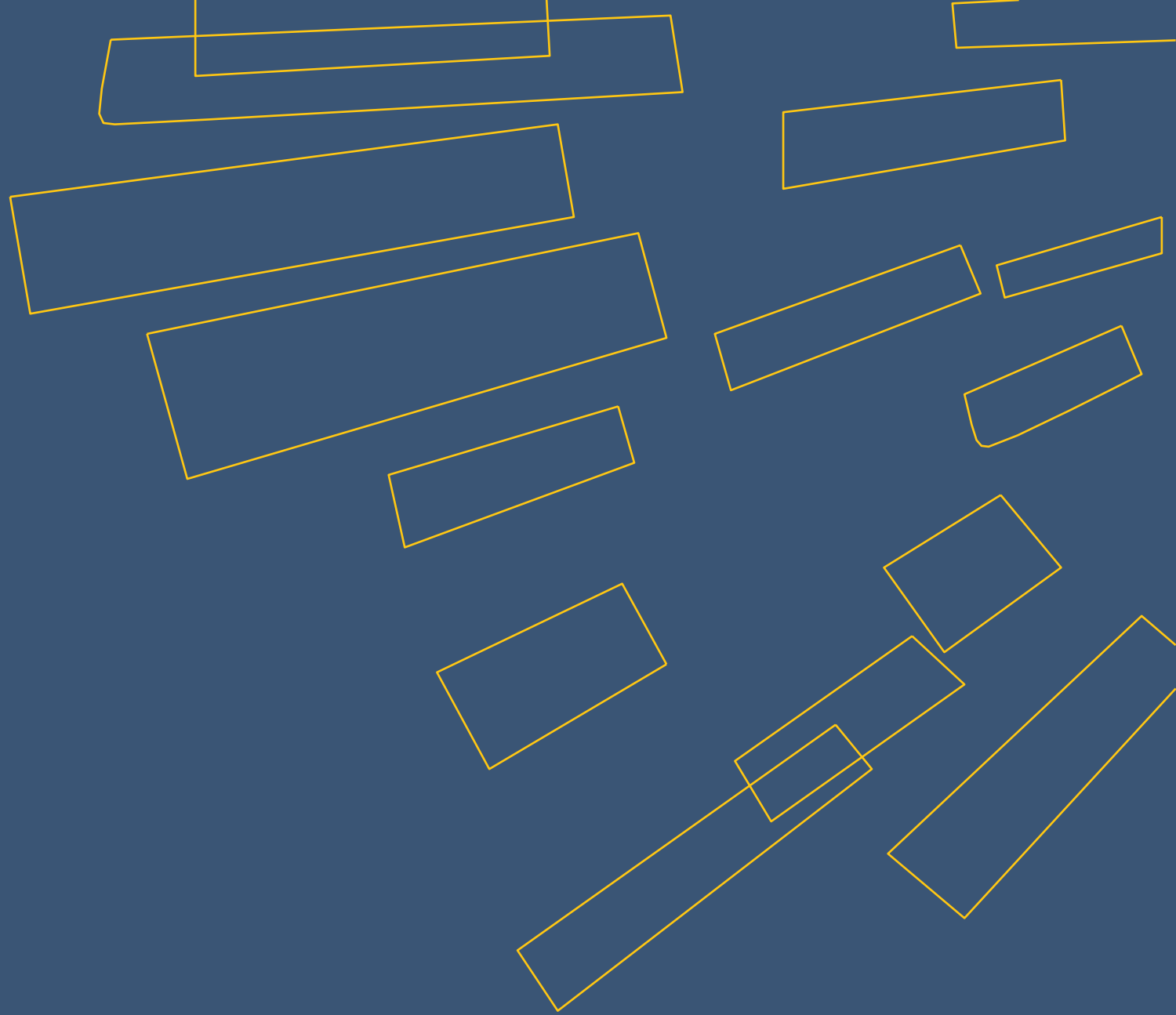
**a. Process and methodology** 06 ➔

**b. Vision and Mission** 07 ➔

**c. Operating Context** 08 ➔

**d. Strategic Focus Area** 09 ➔

**e. Value Proposition** 10-14 ➔

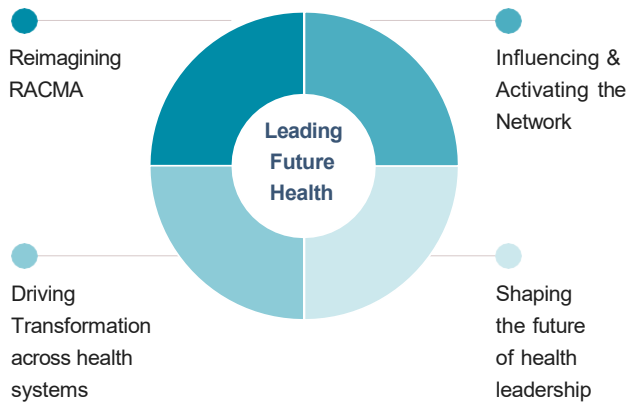


---

# STRATEGY ON A PAGE

# RACMA Strategy

## Strategic Focus Areas



## Value Proposition



## Context

Within the complex healthcare landscape, RACMA acknowledges the pressing need to enhance health outcomes, influence and inform policy, and shape the future trajectory of healthcare and health systems in Australia and Aotearoa New Zealand.

RACMA is committed to equipping healthcare and health systems leaders with the capabilities needed to navigate the current and future health landscape, staying ahead of changing governance challenges while shaping and creating the future of healthcare and health systems that is much needed across the communities RACMA serves.

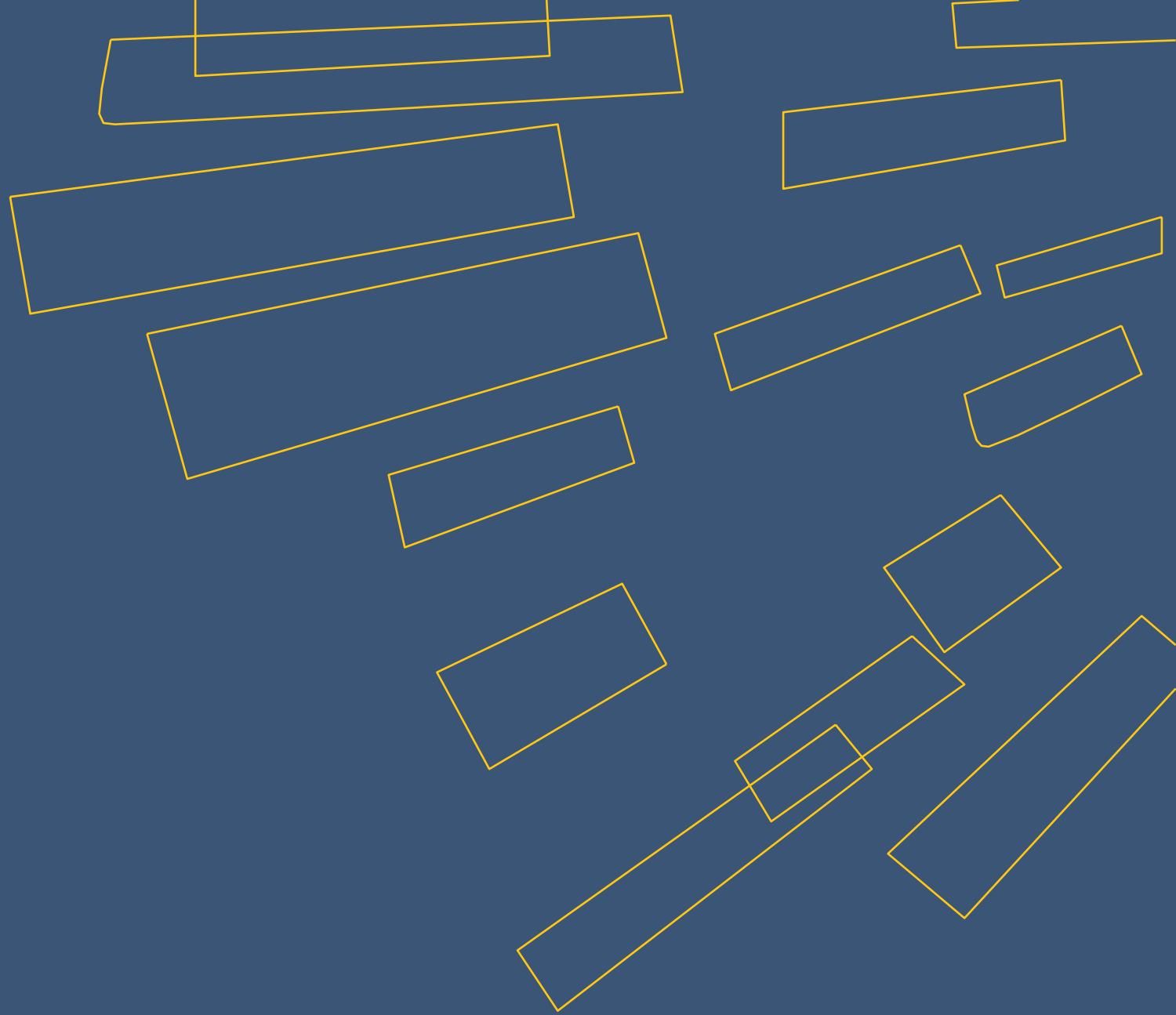
## RACMA - Leading Future Health

### Vision

A future where world-class healthcare is shaped by the wisdom, experience, expertise and innovation of all involved in the system.

### Mission

We work with current and future health leaders to build capability for a safer, more effective and equitable health system across Australasia.

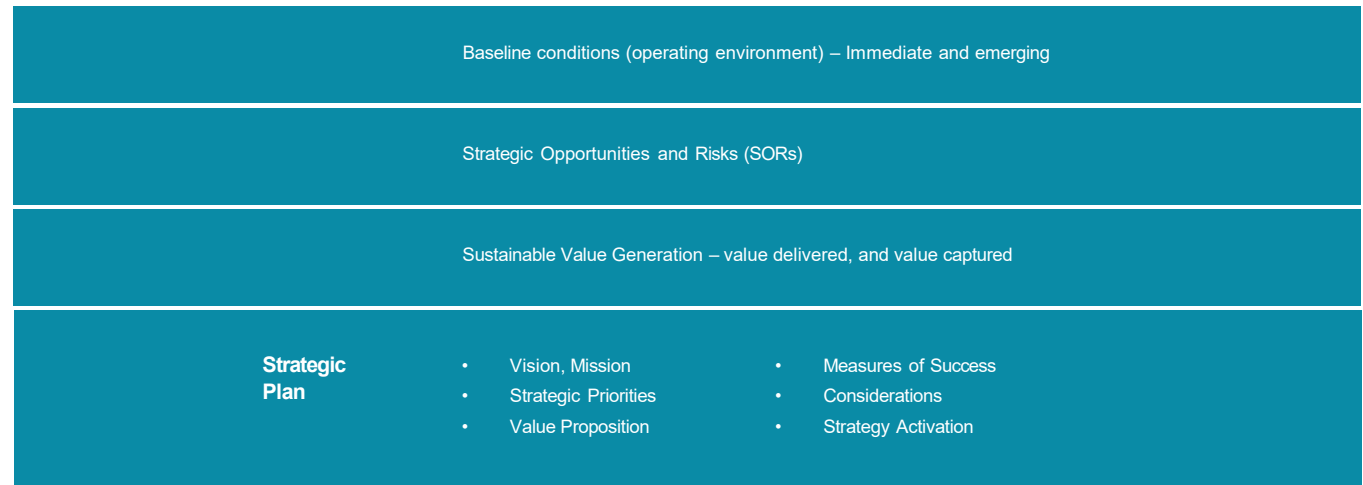
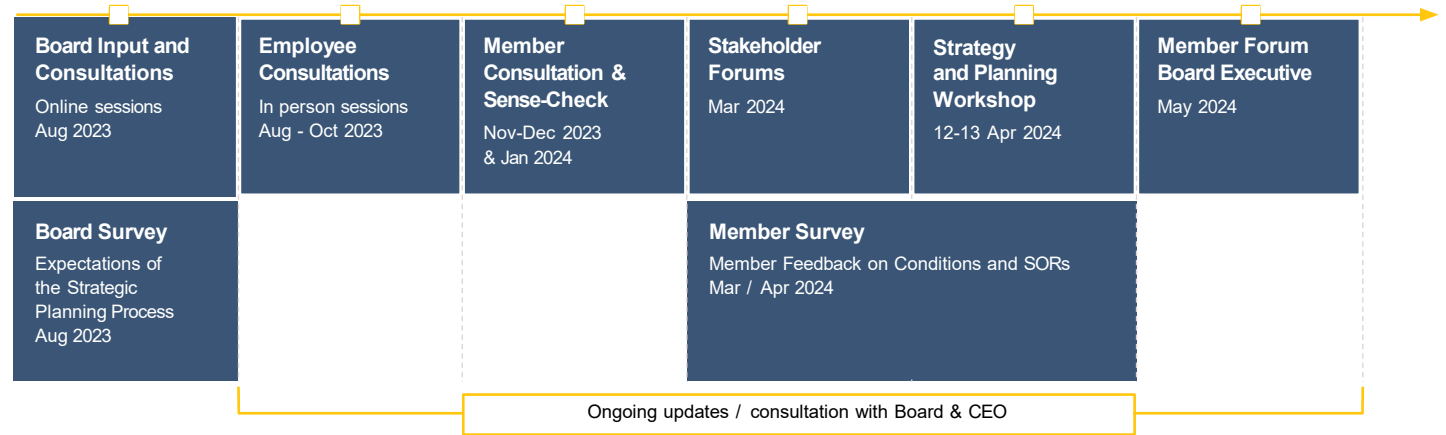


# STRATEGY IN DETAIL

# Process and Methodology

Throughout the RACMA strategy development process, engagement and consultation have been integral components, ensuring that insights were gathered, and thinking was rigorously tested at key intersections by members (FRACMA, AFRACMA and Candidates) and other key stakeholders.

A robust framework, Strategy in Action, was used to identify and analyse the disruptive changes faced by the College, its members, health systems and the broader community. This work set the context within which RACMA's ability to short-term and long-term value to members and the broader health sector could be tested. The approach also facilitated alignment to the immediate and emerging conditions, value delivered and captured, and the opportunities and risks presented in that context. The result of the process is a strategic plan that is forward-looking, actionable, and sustainable.



<span style="display: inline-block; width: 15px; height: 15px; background-color: #1a3d4d; margin-right: 5px;"></span> Process
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00838f; margin-right: 5px;"></span> Methodology



---

# RACMA - Leading Future Health



## Vision

A future where world-class healthcare is shaped by the wisdom, experience, expertise and innovation of all involved in the system.



## Mission

We work with current and future health leaders to build capability for a safer, more effective and equitable health system across Australasia.

# Operating Context

**Within the complex healthcare landscape, RACMA acknowledges the pressing need to enhance health outcomes and influence and inform policy, while shaping the future trajectory of health systems in Australia and Aotearoa New Zealand.**

Our strategic direction is being impacted by geopolitical and economic uncertainties, alongside regional power dynamics, which profoundly influence healthcare and health systems governance across Australia and Aotearoa New Zealand. The COVID-19 pandemic highlighted global healthcare and system vulnerabilities, revealing significant breakdowns in response mechanisms as governments and leaders grappled with unprecedented challenges.

Resource constraints, obsolete funding and service delivery models, growing costs of medical intervention to support human health, rapid technological advancements, and complex regulatory landscapes continue to further pressure and fragment an already fragile health system.

As consumers demand greater control over their health and health needs, transitioning to patient centred care, effectively managing interdisciplinary teams, combating cybersecurity threats, and addressing workforce shortages remain critical challenges for health leaders.

Increasing social and economic inequality, compounded by demographic shifts, reinforces the urgency of addressing disparities in healthcare access and outcomes. RACMA remains

committed to advocating for delivery of equitable healthcare, fostering inclusivity, and working through systemic barriers to ensure universal access to quality care, especially focusing on Aboriginal, Torres Strait Islander and Māori people, rural communities, and others who face disadvantage.

The rapid evolution of technology, including AI interventions, automation and robotics, presents both opportunities and challenges for healthcare delivery. As leaders, it is imperative we lead with agility and resolve, enabling the workforce, health policy, governance and delivery models to adapt to these and future changes.

The health and wellbeing of the health workforce, including that of College members, is another domain that requires focus and attention as pressures increase and the incidence of mental ill-health in the workplace grows.

In this context, and cognisant that disruptive change is a constant, RACMA will focus on bringing further shape and clarity to the role and impact of its members and on securing the relevance and value of the College. RACMA's ability to shape leaders prepared to address our health systems' complexity and the uncertainty is impacted by financial, operational and capability pressures faced by a small organisation focussed on doing big things.

The emergence of alternative training and leadership development pathways for medical leaders further complicates this landscape, together with the generational divides and the need to keep pace with the rapidly changing requirements of

the health system. Increased fragmentation in the healthcare workforce, skill gaps, and challenges in staff retention also present hurdles for RACMA.

In this complex and often formidable reality, RACMA is committed to equipping healthcare leaders with the capabilities needed to navigate the current and future health systems landscape, staying ahead of changing governance challenges while shaping and creating the future of health that is much needed across the countries it serves.

The challenge for RACMA lies in moving toward this future state while enhancing its capability and capacity. This journey is a gradual, and then accelerating, transformation driven by continuous innovation, not an overnight change. Identifying specific, impactful actions is crucial to activating the strategy and generating momentum within RACMA, its membership network, healthcare stakeholders, and the broader health system. By focusing on these targeted efforts, RACMA can effectively bridge its rich heritage with forward trajectory, ensuring a dynamic and responsive organisation for the future.



# Strategic Focus Areas

## Reimagining RACMA

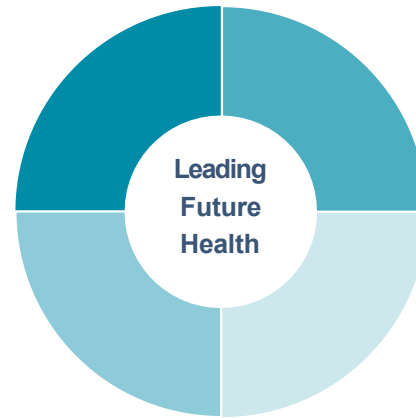
DELIVER

- Redefining market positioning by emphasising growth and innovation
- Fostering the creation of transformative healthcare and health systems leaders
- Shaping the future direction of the Australian and Aotearoa New Zealand health systems
- Becoming the lead organisation for thought leadership and leadership innovation in healthcare & health systems
- Developing and nurturing leadership capabilities across medicine and other health disciplines
- Activating membership models that are relevant and resonate with current and potential members
- Embracing sustainability and environmentally friendly health practices
- Focusing on the health and wellbeing of the workforce

## Driving Transformation Across Health Systems

ENABLE

- Providing leadership in a time of systems fragmentation
- Enabling the transition to a future state
- Providing systems leadership, management administration mindset and skills that promote equity, access and the advancement of health care
- Leveraging cutting-edge research and technological advancements to influence innovation and transformation in the healthcare and health systems landscape



## Influencing and Activating the Network

ENABLE

- Influencing & advocating for evidence based government policy reforms
- Forming strategic partnerships with key stakeholders across health systems
- Ensuring the voice of the consumer is heard & heeded
- Progressing action to reduce health disadvantage particularly for Aboriginal, Torres Strait Islander and Māori communities
- Striving for equity in healthcare delivery & health outcomes
- Representing the expectations of medical and other health professionals
- Exploring potential for partnerships with commercial organisations (such a health tech, innovators, research, insurers)

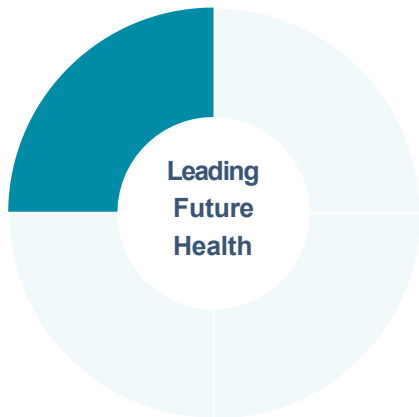
## Shaping the Future of Health Leadership

DELIVER AND ENABLE

- Enabling leadership action to drive systems change and innovation
- Engaging with global health perspectives
- Forging internationally recognised experience, foresight, dexterity in thinking and action
- Building and strengthening leadership capacity and capability
- Influencing and informing the intensity and precision with which health systems challenges are addressed
- Enabling transformation to drive positive change across the healthcare and health systems landscape

# Remagining RACMA

## DELIVER



### Reimagining Role in the Evolving Landscape of Healthcare:

Strategically rethink RACMA's position within the healthcare sector, the need for innovation, strategic foresight, agility and capacity building of the workforce. Foster a culture of innovation to drive meaningful transformation and advancements in healthcare delivery and management, while nurturing the health and wellbeing of the workforce.

### Thought Leadership:

Become a leading agency for health thought leadership, driving collaboration and shaping the future of leadership in healthcare and health systems, enabled by membership and products that spans multiple disciplines to address complex healthcare challenges.

- **Sustainability and Environmental Practices:** Embracing sustainability and environmentally friendly health practices that positions RACMA as a progressive organisation, establishing best practices for the sector.
- **Tech Leadership in Health Sector:** Leading the sector in establishing standards, policy and regulation for the clinically appropriate adoption of AI and other technologies.

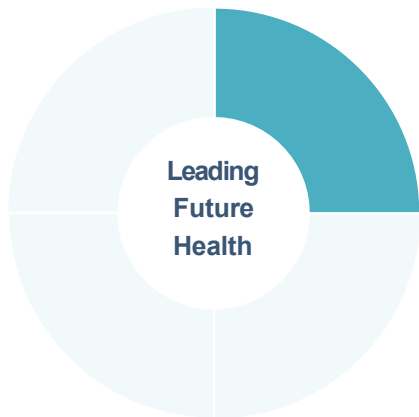
### Market Leadership and Responsiveness:

Establish RACMA as a market leader with a strong brand presence and responsiveness to market needs by developing innovative products and services. Create a clear plan for differentiation, member growth and diversification, achieving commercial success.

- **Rethinking Service Offerings and Membership Models:** Develop membership models and Continuing Professional Development (CPD) programs that resonate with healthcare professionals, empowering them with ongoing skills in leadership and governance while fostering positive change and innovation alongside member support and progression pathways, while adaptability to changing needs of current and future Members.
- **Data-Driven Decision Making:** Implement data-driven approaches to evaluate outcomes and demonstrate the value of RACMA's efforts. Utilize data analytics to inform strategic decisions, enhance operational efficiency, and optimize resource allocation.

# Influencing and Activating the Network

## ENABLE



### **Policy Advocacy and Reform:**

Engage proactively with government stakeholders to influence policy reforms, offering expert advice and advocating for a seat at the policy reform table.

### **Strategic Partnerships across Stakeholders:**

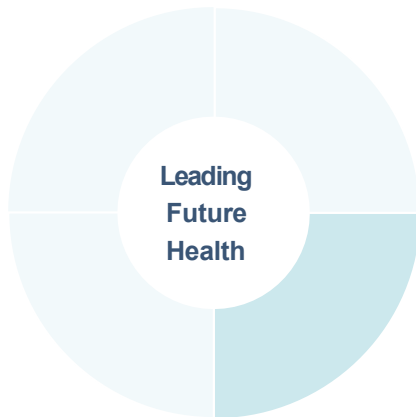
Partner strategically with medical, health, and other key stakeholders. Activate the network and collaborate purposefully to drive catalytic change to secure and deliver value in both the short and long term, aligning efforts towards view of transforming healthcare and the health system. Extend partnership efforts outside of traditional health networks to commercial organisations (health tech, insurers), research and education entities.

### **Achieving Equity in Healthcare Delivery and Health Outcomes:**

Focus on transparency, trust, and equity while navigating the health system. Lead cultural safety practices to ensure equity in health and care outcomes, particularly addressing access and care for Aboriginal, Torres Strait Islander and Māori communities, aiming to increase equity in health expectations and outcomes for Aboriginal, Torres Strait Islander and Māori people. Address challenges in healthcare delivery across rural, regional, and metropolitan areas to improve equity and access to care for all communities.

# Shaping the Future of Health Leadership

## DELIVER AND ENABLE



### **Cultivating Strategic and Innovative Leadership:**

Enable leadership action to drive systems change and innovation. Provide opportunities for leadership development, fostering a culture of strategic thinking and innovation.

### **Global Engagement and Alignment with International Standards:**

Actively engage with global health perspectives and align with international standards to ensure that the profession remains at the forefront of advancements and best practices in healthcare and health systems management and leadership.

### **Building Future Workforce Capabilities:**

Invest in building the capabilities of the future healthcare workforce to lead the health system and meet consumer expectations. Develop training programs and initiatives that equip professionals with the skills, career progression, experience, dexterity and knowledge needed to navigate complexity and drive positive change.

### **Recognition of Generational Changes and Cultural Shifts:**

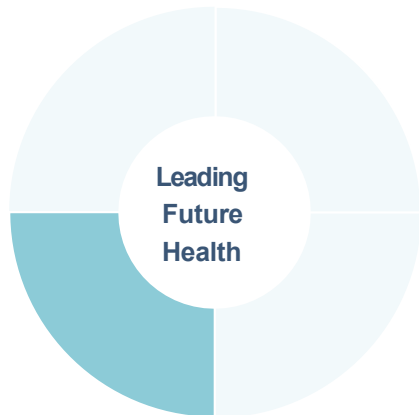
Acknowledge and address generational changes in the culture of medicine and the healthcare profession. Foster an inclusive environment that embraces diversity of thought and values, reflecting the evolving needs and expectations of future healthcare leaders.

### **Integration of Disciplines for Holistic Approaches:**

Integrate disciplines such as medical knowledge, clinical governance, health and safety, and adaptive leadership to create holistic approaches to healthcare management. Encourage collaboration and crossfunctional teamwork to address challenges comprehensively and achieve optimal outcomes for patients and healthcare organisations.

# Driving Transformation Across the Health System

## ENABLE



### **Transformational Leaders Designing Emerging Health Systems Architecture:**

Lead and enable transformative change across the health system, with collective accountability for the vision, shaping the future direction of policy and architecture, which is essential for the viability of the sector. Stay ahead of emerging conditions and tech to remain at the forefront of knowledge and influence, positioning RACMA's members as expert in navigating and guiding the changing landscape of healthcare.

### **Network Leadership and Collaboration:**

Continue to lead the network and collaborate closely with policymakers to shape the direction of the health system, providing valuable insights into the future of healthcare and defining RACMA members' pivotal role in shaping its trajectory.

### **Preemptive Responses to Relieving Systemic Pressures:**

Maintain relevance by continuously anticipating and responding to current challenges within healthcare infrastructure and the community. Proactively shape the future with a comprehensive view of the entire health system, pre-emptively relieving pressure and addressing issues before they escalate.

### **Leverage Technology to Enhance Patient Care:**

Leveraging cutting-edge technology and advancements in scientific research to influence transformation in the healthcare landscape, including the development of healthcare workers' capabilities, to ensure these advancements are accessible and optimised, ultimately enhancing patient care and outcomes. Advocating for investments in medical technology to be distributed more equitably, ensuring that all communities benefit from these innovations.

# Value Proposition

 What RACMA's members would look like in the future

- Leaders and Influencers**  
 Navigators of the complex health system. Diverse backgrounds, breaking down silos. Promoting collaboration across cohorts
- Multidisciplinary Roles**  
 All levels of the healthcare system. Systems thinking, operational knowledge, driving change
- Collaborators and Innovators**  
 Draw on collective resources. Acknowledged for innovation, leading and uplifting of quality, equity, outcomes and excellence in healthcare

 What RACMA would look like in the future

- Catalyst for Positive Change**  
 Pivotal institution in healthcare leadership
- Centre of Leadership Excellence**  
 Go-to organisation for advice around health system dynamics, lead in reform and a hub for expertise on health policy and leadership
- Collaborative and Inclusive Growth**  
 Growth via partnerships and collaboration for wider reach

 **Leading Future Health**

**RACMA's relevance and sustainability will depend on the value it delivers to members, government, and the broader healthcare system, while capturing reciprocal value.**

This is achieved through innovation in systems leadership and network activation to transform current health systems, ensuring that RACMA not only sustains legitimacy and brand value but also maintains an ethos of inspiring and enabling emerging leaders to continue to shape the future of healthcare.