Dr Monica TRUJILLO (QLD)

Statement

Watch: Nominee Video

Healthcare is at a turning point. Technology is disrupting at a pace we've never seen before, models of care are shifting, resources are stretched, and governments are seeking safe and innovative solutions. RACMA is uniquely positioned to lead in this moment, with Members across every corner of the healthcare ecosystem.

My experience spans public health systems, private providers, the federal health system, and industry. This breadth gives me a unique perspective on the challenges and opportunities ahead, and how RACMA can position itself for impact. What I offer is a different perspective — not the traditional path, but one shaped by experience across all parts of the system.

I have served in senior executive and governance roles, shaping strategy, embedding safety, and building collaborative solutions. My goal is to equip our Fellows, Members and trainees to thrive as medical leaders and ensure RACMA remains the trusted voice in healthcare leadership.

Personal Qualifications

- **Bachelor, Medicine and Bachelor, Surgery** – Universidad del Valle, 1998

- **Master of Public Health (MPH)** – James Cook University, 2005

- **Leadership Strategies for Information Technology in Health Care** – Harvard T.C. Chan School of Public Health, 2015

- Fellow, **Australasian College of Health Service Management** – Aug 2020

- Fellow, **Australian Institute of Digital Health** – Oct 2017

- Fellow, **Royal Australasian College of Medical Administrators** – Sept 2009

- Member, **Australian Institute of Company Directors** – 2021 to present

- Member, **Risk Management Institute of Australia** – 2025 to present

Previous Governance Experience / Board Appointments

I bring extensive governance experience gained through senior executive roles and non-executive board appointments across the health sector in Australia and internationally.

I have advised and supported boards and executive teams across public, private, and international health organisations on corporate and clinical governance, digital transformation, growth, risk, safety, and system integration. My responsibilities have included establishing enterprise-wide risk and compliance frameworks, developing national governance structures for clinical safety and consumer engagement, and ensuring alignment with international regulatory requirements. I have also shaped strategy and governance in large-scale health service reforms, overseen credentialing and privileging of specialist medical staff, and led the design and assurance of digital health initiatives serving hospitals, communities, and national programs. These roles demanded accountability for safety,

quality, and governance at the highest levels, working with diverse stakeholders to ensure effective oversight and decision-making.

My non-executive governance roles include serving on the Boards of the Australian Institute of Digital Health and the Australasian Association of Private Medical Executives, as well as the HIMSS Asia Pacific Governing Council. I currently chair RACMA's Digital Health Policy and Advocacy Subcommittee and serve on Standards Australia's Health Informatics and AI in Healthcare Committees.

Across these appointments, I have consistently strengthened governance frameworks, embedded safety and quality into organisational strategy, and brought together clinicians, executives, policymakers, and consumers to ensure health systems remain accountable, inclusive, and future-focused. What sets me apart is a breadth of governance experience spanning public, private, federal, and industry settings — giving me a unique system-wide perspective. My goal is to apply this experience to strengthen RACMA's governance and ensure that Fellows, Members and trainees are supported, represented, and positioned to lead in a rapidly changing health system.

College Related and/or Other Professional Activities (Past and Present)

My professional activities reflect a long-standing commitment to RACMA and to strengthening medical leadership across the system. Within the College, I currently chair both the Digital Health Policy and Advocacy Subcommittee and the Digital Health Special Interest Group, providing leadership on policy, advocacy, and professional development in this rapidly evolving field. I also serve as a preceptor for trainees, supporting the development of the next generation of medical administrators through mentoring and supervision.

Over many years I have contributed to RACMA governance and member engagement through service on the Queensland Jurisdictional Committee and as an active member of the Queensland Conference Organising Committee, helping to shape events, connect members, and ensure strong local representation of the College. I also served as a Fellow representative on the Steering Committee for the implementation of the College's new CRM system, ensuring that member perspectives were embedded into the design and adoption of this critical platform.

Beyond RACMA, I have contributed to professional and industry bodies including Standards Australia (Health Informatics and AI in Healthcare Committees), the Risk Management Institute of Australasia, and served on the Boards of the Australian Institute of Digital Health, the Australasian Association of Private Medical Executives, and the HIMSS Asia Pacific Governing Council. These roles have enabled me to influence standards, policy, and governance frameworks nationally and internationally.

I also maintain an active academic and mentoring profile, including serving as faculty with Harvard Medical School Executive Education and as an advisor with RMIT University.

Across these activities, my focus has been on building capability, strengthening governance, and ensuring that RACMA remains a place where Fellows, Members and trainees are supported, empowered, and positioned to lead in a changing health system.