

# RACGP

strategic plan  
2020–22



**EVERY**  
**PATIENT.**  
**FAMILY.**  
**COMMUNITY.**



**RACGP**

Royal Australian College of General Practitioners

# RACGP strategic plan 2020–22

**THE RACGP WORKS TO CHAMPION** better health for all Australians every day. We do this by supporting the dedicated general practitioners (GPs), including those in training, who make up Australia's largest medical specialty.

General practice is what keeps Australians healthy, and GPs are the first step on the journey to better health and wellbeing. By supporting the thousands of GPs across the country, the RACGP is a fundamental pillar of a truly world-class health system.

But that health system comes with a range of challenges, so the RACGP is setting a new strategic direction powered by a desire to advance the value of general practice while supporting the wellbeing of GPs.

As the backbone of Australian healthcare, GPs advise on a variety of ways to maintain better health, treating a range of conditions and providing preventive medical advice for the whole person.

By getting to know their patients, GPs can deliver more precise care to individuals and their families. It's this relationship between a patient and their GP that makes general practice so unique.

And as the professional home for general practice, the RACGP is acutely aware of the important role it plays in helping maintain the health of people throughout Australia.

As Chair of the RACGP Board, I have had the pleasure of learning about the impressive work GPs do to support Australians in every corner of our nation. In fact, GPs provided more than 160 million Medicare-subsidised services to almost 22 million people in 2018–19.

Australians turn to general practice more frequently than any other part of the healthcare system, but many RACGP members do not always feel that system values their expertise and contribution. This is an experience we must – and will – transform.

Working with our members – the RACGP's most valuable asset – we will ensure general practice is recognised for what it is: the most valuable and essential pillar of Australian healthcare.

## Ms Christine Nixon

RACGP Board Chair

October 2020



**THE AUSTRALIAN HEALTHCARE SYSTEM** is at a crossroads. The systemic changes required to deliver sustainable, high-quality patient care will demand a patient-centric approach and a focus on preventive care.

As the experts in patient-centric medicine, GPs must play a central role in this journey.

General practice is the only medical specialty that focuses on holistic, continuous care and supporting people to make the best health decisions. And just as GPs support the health of the nation, the RACGP is here to support the health of the profession.

The RACGP exists to support members in providing the best comprehensive, planned and proactive primary care for their patients.

We have defined the four organisational priorities that will give us focus as we navigate through to the end of 2022. Though our objectives are focused, there remains enough scope to be agile in responding to our environment. This year has taught us the world can change in a heartbeat, and we must scale our efforts up or down accordingly, as we have done in the face of devastating bushfires and a global pandemic.

The system itself may be at a crossroads, but the RACGP is prepared to meet the challenge and determine the correct path. We have the vision for where the RACGP will be by the end of 2022, and this strategic plan, my first as CEO, will take us there.

I look forward to working with members, the RACGP team, our partners and key stakeholders to bring this strategy to life.

## Dr Matthew Miles

RACGP CEO

October 2020



---

Mission statement



**General practice  
keeps Australia  
healthy** – every  
patient, every family,  
every community

EVERY  
PATIENT.  
FAMILY.  
COMMUNITY.

---

## Why the RACGP?

**‘General practice needs a coordinated voice to speak on its behalf and to advocate for standards and training. If the RACGP didn’t exist, we would want to pitch in and create it. I’ve been a member since starting training in 1988 and can’t imagine a time when the role to represent GPs and general practice will not be a vital part of our landscape.’**

Dr Alison Edwards  
Rural GP and RACGP member

---

‘I work at the RACGP for the privilege of being able to serve and support the teams that work tirelessly to serve and support our GP members, who in turn work tirelessly to improve the lives of patients in communities across Australia. I am honoured to provide education and assessment to support the skills development of these GPs, helping safeguard the public.’

Dr Genevieve Yates  
General Manager,  
RACGP Education Services

‘[The] RACGP is one of our most important stakeholders. We share a vision around quality use of medicine, especially within primary care. That’s where we are most aligned.’

Daniel Pignatiello  
NPS MedicineWise

‘It’s a thrill to work with all sides of government to shape Australian health policy and support and improve the general practice profession.’

Lynelle Cogan  
Project Officer,  
RACGP Quality Care

---

Vision

# RACGP 2022



By the end of 2022, the RACGP will:

- have a highly relevant and personalised member experience – improve the member experience to be even more relevant and personalised to give members what they need, not what we think they need
- continue to be the authority on general practice standards and guidelines – the college will maintain its place as the standard-setter across the profession, guided by those at the coalface
- be the provider of choice for career-long learning – we understand GPs never stop learning, and we will provide members with the education and support they need, when they need it
- amplify our advocacy for the profession, the practice and the practitioner – we will work to see general practice has a seat at the table, and the profession is completely integrated into Australian healthcare policy
- transform to become a highly competitive and commercial organisation – members can be confident that we will have the financial strength to act for them and their patients
- encourage diversity to cultivate a respectful, supportive, safe, transparent and engaged team culture – an inclusive culture will empower RACGP employees to continue delivering members as much value as possible
- refocus our priorities to support exceptional healthcare across Australia, regardless of postcode – receiving high-quality healthcare should not be determined by where someone lives or their background, and we will strive to support GPs to better serve rural and remote patients and Aboriginal and Torres Strait Islander patients across Australia
- support high-quality general practice training, while making efficient and effective use of government funds to help address workforce challenges.

---

## Engagement

# The RACGP influences and engages across a range of areas

## Public policy

The RACGP advocates to effect positive changes that support the delivery of high-quality general practice services across Australia. We forge productive relationships and work with related bodies and individuals, including state and federal governments and health ministers, the Australian Medical Association, the Australian College of Rural and Remote Medicine, the Rural Doctors' Association of Australia, the National Aboriginal Community Controlled Health Organisation, the National Health and Medical Research Council, the Australian Research Council, the Medical Research Future Fund, and Primary Health Networks.

## Member professional support

The RACGP produces comprehensive clinical guidelines and standards to help GPs deliver quality care, and curates a range of member-centred goods and services for busy GPs.

## Rural, regional and remote health

The RACGP is committed to rural, regional and remote Australia, supporting health outcomes and working to ensure an appropriate distribution and rural readiness of the general practice workforce.

## General practice education and training

The RACGP provides education for over 90% of Australia's GPs in training, and actively engages with general practice supervisors and training organisations across the country.

## Aboriginal and Torres Strait Islander health

The RACGP is an active and vocal advocate for Aboriginal and Torres Strait Islander health, supporting GPs to provide high-quality, culturally responsive, patient-centred healthcare to one of Australia's most vulnerable patient groups.

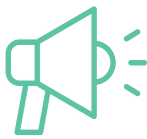
---

## Strategic priorities

# The RACGP's 2020–22 strategic plan is based on a number of priorities



Deliver exceptional membership experiences and value



Advocate for quality, well-funded general practice to remain at the heart of effective Australian healthcare



Develop and implement a nation-leading education framework for general practice



Strive for excellence in delivering world-class services by reinforcing a strong, lean and effective RACGP that will always work for Australia's GPs



## 2020–22 strategic plan

### What are our strategic priorities?

#### Deliver exceptional membership experiences and value

We demonstrate member value in the breadth of our activities and in our support to members.

#### Advocate for quality, well-funded general practice to remain at the heart of effective Australian healthcare

We strive to address the chronic underfunding of general practice and revitalise the profession by demonstrating the value of general practice to patients, the community, the health industry and all levels of government.

#### Develop and implement a nation-leading education framework for general practice

We attract the best and brightest medical graduates with innovative, contemporary and supportive education and training, and provide members with world-class continuing professional development (CPD).

#### Strive for excellence in delivering world-class services by reinforcing a strong, lean and effective RACGP that will always work for Australia's GPs

Innovative and agile, we are able to deliver in the manner general practice needs.

### How will we achieve these priorities?

- A. Enhance career-long value that reflects the diversity of our membership.
- B. Create personalised experiences, products and services that are meaningful to our members.
- C. Give members the tools and services they need to thrive.
- D. Facilitate the development of connected GPs and communities for every stage of the member journey.

- A. Champion a strong general practice profession throughout Australia.
- B. Maintain best-practice standards and guidelines that improve the quality and safety of health services.
- C. Advocate for a well-distributed and aligned general practice workforce.
- D. Support high-quality general practice in rural, remote and regional communities.
- E. Support high-quality, culturally responsive, patient-centred healthcare to Aboriginal and Torres Strait Islander communities.
- F. Increase investment and participation in general practice research to build on the profession's ever-evolving evidence base.

- A. Develop and deliver an efficient and effective RACGP-led training and assessment program.
- B. Deliver a simple, strong and seamless CPD program.
- C. Actively build the pipeline for the general practice workforce of the future.
- D. Develop career and education planning that supports members to provide the best possible services for their communities.

- A. Develop a high-performing, agile and innovative culture.
- B. Develop infrastructure that facilitates the collection and use of quality data and actionable insights.
- C. Become primary healthcare's most accessible and accurate source of information on all professional matters.
- D. Ensure an efficient and effective operating model that aligns with our strategic plan.
- E. Establish and diversify sustainable funding and income sources.

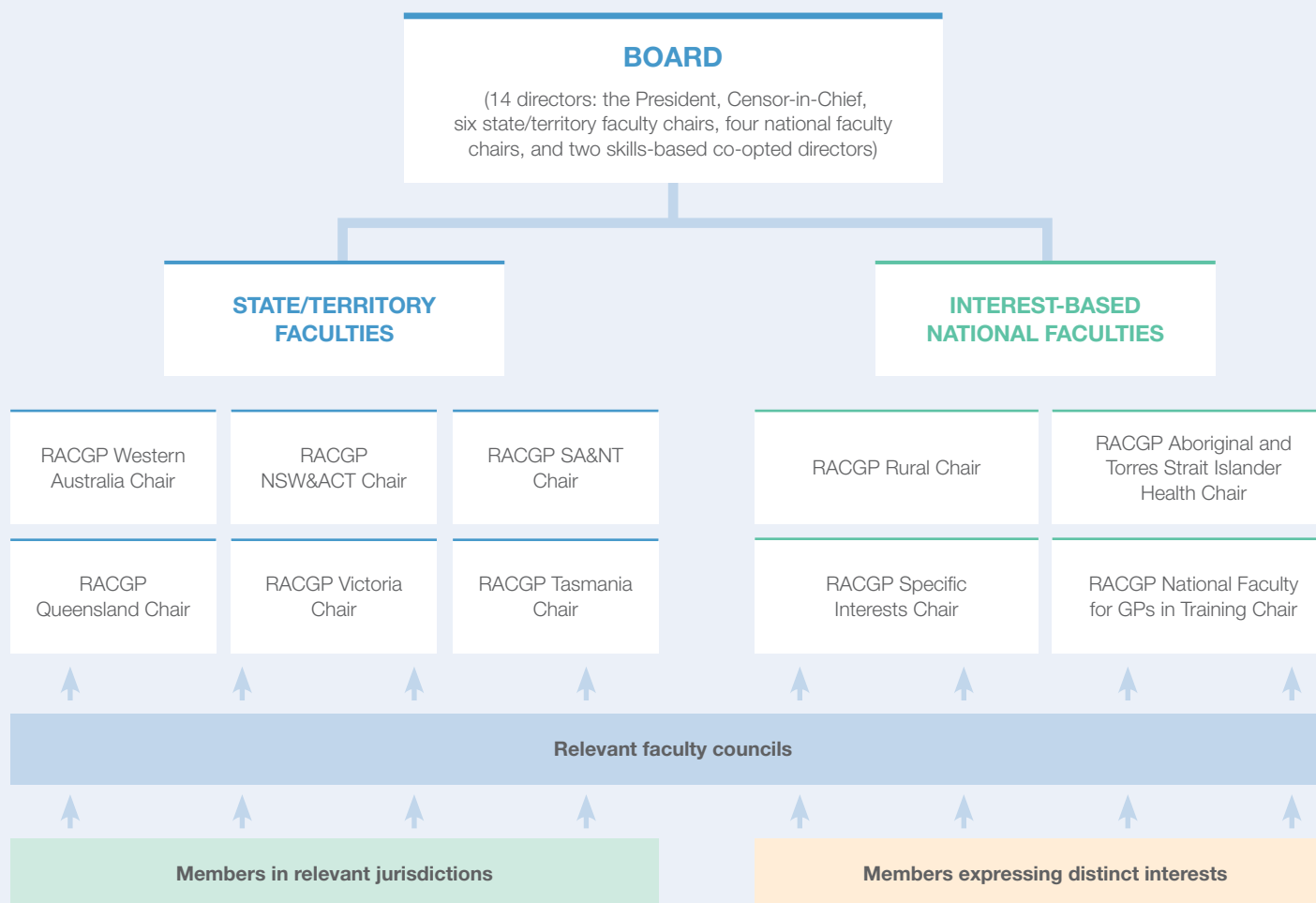




**Telehealth** allows GPs  
to continue providing  
high-quality care in the  
face of an unprecedented  
global pandemic

EVERY  
PATIENT.  
FAMILY.  
COMMUNITY.

# RACGP Board and faculty structure



# RACGP organisational structure

