



**RACGP**  
Royal Australian College  
of General Practitioners

# 2025-29 Strategy



A smiling woman with dark hair, wearing a dark blue graduation gown with a red stole, holds a rolled-up diploma. The diploma features the RACGP logo. In the background, a blurred figure of another person is visible, wearing a green cap and a black shirt. A white curved line separates the background from the foreground.

The Royal Australian College of General Practitioners must not only focus on the here and now **but also look over the horizon to ensure we maximise the opportunities that lie ahead.**



# Executive summary

## **The next five years represent a crucial moment in time for general practice in Australia.**

As one of the most respected and influential health authorities in the country, the Royal Australian College of General Practitioners (RACGP) must not only focus on the here and now but also look over the horizon to ensure we maximise the opportunities that lie ahead.

The RACGP is Australia's largest specialist medical college and stands at the forefront of our world-class healthcare system. We have more than 50,000 members, and we train 90% of our nation's GPs, all of whom provide high-quality care to patients everywhere – from remote Aboriginal and Torres Strait Islander communities to capital cities.

Our role extends beyond supporting members; it encompasses a broader responsibility to the health of the Australian public. Through our advocacy efforts, educational programs, research initiatives, and policy influence, the College is dedicated to ensuring better health and wellbeing outcomes for all.

To achieve this, we work tirelessly to address the unique challenges faced by GPs, while also informing the national dialogue on healthcare reform, quality improvement, and equity in access to care. Our members are the cornerstone of a strong, accessible, and efficient healthcare system – by supporting them, we are directly supporting the health of all of Australia.

But while the RACGP currently occupies a position of strength, we cannot rest on all that we have achieved and must reposition ourselves to continue serving our members and patients.

Four areas of focus will help us achieve our goals, covering member support, workforce and training, innovation and technology, and advocacy and funding, with these being enabled by a contemporary and sustainable College.

This strategy outlines the key steps in driving that transformation, positioning both the College and the broader field of general practice for long-term success.



**Georgina van de Water**

MBA, GAICD  
Chief Executive Officer

## Chairs' key messages

**Australia's healthcare system has reached a critical juncture, with shifting patient demographics, new technologies, and funding pressures presenting both challenges and opportunities.**

In recent times advancements in healthcare have contributed to a series of medical breakthroughs unlike anything in recorded human history, but fragmented care, rising costs and vested interests threaten to stop this advancement in its tracks.

Change is needed and inevitable. The RACGP must be proactive and ambitious in driving the agenda.

Our 2025–29 Strategy is set to stretch our College's focus toward an emerging sustainable and successful future, providing the framework for a new era of primary care, building on our already strong foundations of education and training, quality and standards, and research.

It will allow the RACGP's CEO and Executive team to implement the vision of the Board on behalf of our members, positioning the College as a thought leader ready to innovate, create and shape the future of general practice.

There has never been a more important time for patients to have access to highly qualified, well-trained GPs, empowered to practise at our full scope.

By embracing a holistic, patient-centred model that promotes collaborative care and integrates technology, we can redefine the patient experience and improve health outcomes for all of Australia, regardless of postcode or personal circumstances.

We must support the profession's critical role in Australian healthcare through ongoing access to cutting edge tools and resources, laying the groundwork for a sustainable, equitable, and patient-focused system.

We are committed to the prospect of a fully resourced general practice sector maximising its potential, and the bold approach laid out in this plan provides a pathway to a better, healthier Australia.



**Dr Siân Goodson**

BMedSci, BMBS, MRCP, DRCOG,  
FRACGP, MAICD  
Chair, RACGP  
South Australia



**Dr Lara Roeske**

BMedSc, MBBS (Hons), FRACGP,  
DipVen, MAICD  
Former Chair, RACGP Board of  
Directors and RACGP Specific  
Interests

## Presidents' key messages

**At the core of Australia's vastly complicated healthcare system lies a simple premise – patients have better outcomes when treated by a GP who knows them and their history well.**

The power of the GP–patient relationship cannot be underestimated. We must protect the therapeutic relationship if we want to safeguard our future and continue delivering improved healthcare for all of Australia.

The work of a good GP often goes unnoticed, as much of our efforts are dedicated to preventing serious problems, managing complex chronic disease and keeping people well.

We must not let our quiet effectiveness camouflage the importance of all that we do, nor can we allow decisionmakers to take it for granted.

In presenting its vision for the coming five years, the Board has established a clear direction to help us navigate a world filled with changing circumstances and shifting priorities.

The only certainty is, there has never been a more important time for the RACGP to advocate strongly and consistently on behalf of its members.

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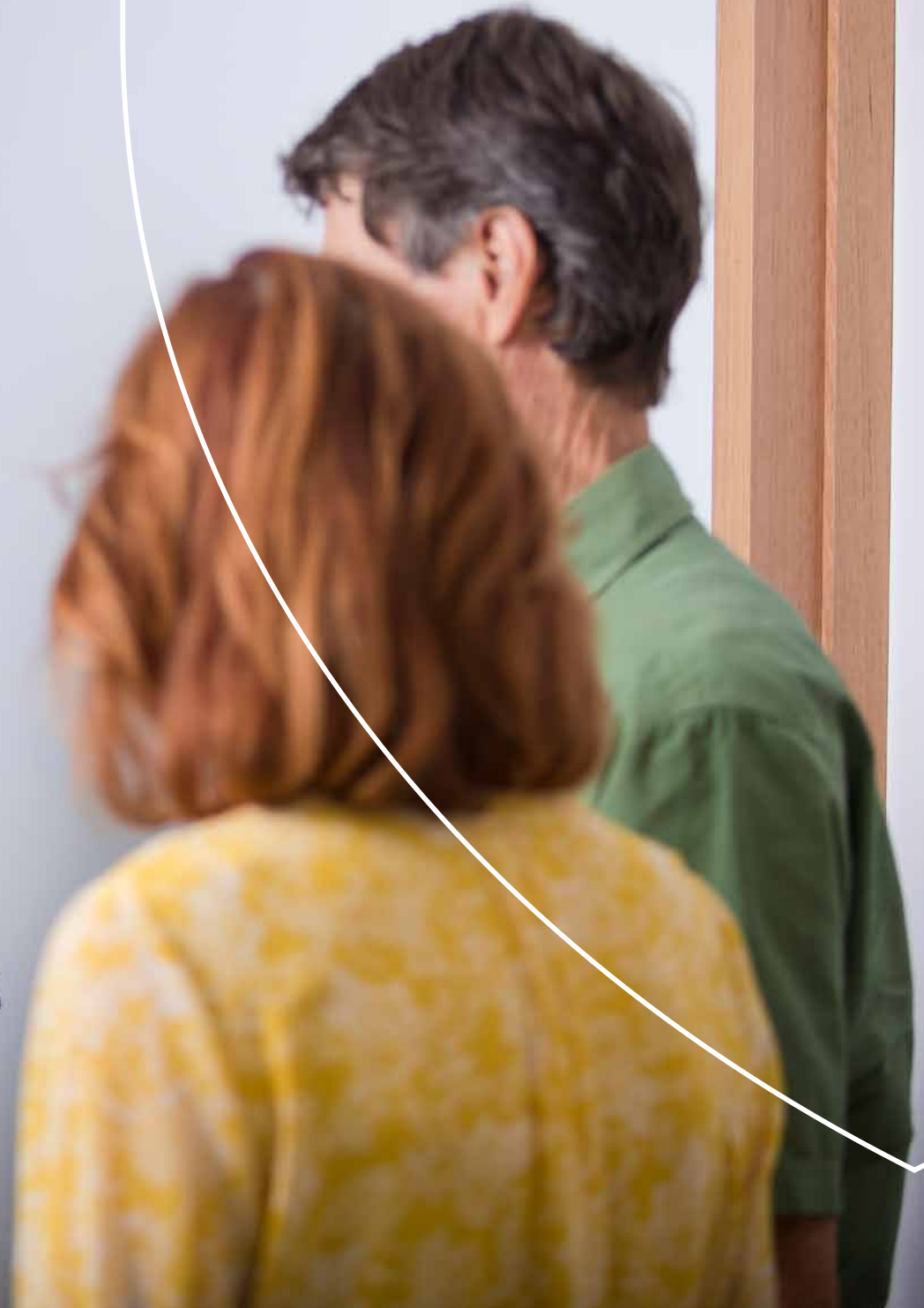
**Dr Michael Wright**

MBBS, MSc, PhD,  
FRACGP, GAICD  
RACGP President and Board Director



**Dr Nicole Higgins**

MBBS, FRACGP, GAICD,  
CertNegotiation (LSE)  
Former President, RACGP



## Our purpose

**Ensure a strong general practice profession** that keeps Australia healthy.

In our role as **Australia's largest specialist medical college**, the RACGP connects, trains and represents more than 50,000 members in general practice.

We aim to empower GPs, ensuring they are recognised and valued as essential leaders at the core of our healthcare system.

## Our values

**The RACGP's organisational values are at the heart** of how employees and members collaborate to realise our vision and strategic goals.

These values inspire us to work together passionately, creating a vibrant and supportive environment where everyone can thrive.



### Progressive leadership

We are proactive, empowering and adaptable



### Ethics

We are accountable, transparent and committed



### Professionalism

We are collaborative, honest and respectful



### Quality

We are decisive, motivated and innovative



## General practice landscape

**General practice plays a central role in keeping all of Australia healthy and out of hospital.**

GPs are often patients' first point of contact within the healthcare system, and their ability to build long-term relationships allows for personalised, holistic care, regardless of their location, background or circumstances.

They coordinate care among non-GP specialists, hospitals and community services, ensuring comprehensive management of patient health, leading to better outcomes and more efficient use of finite resources.

The power of the GP-patient relationship cannot be underestimated

**In 2025**



**9<sub>in</sub>10**

**Nine in every 10 people visit a GP each year**



**164.5m**

**With a population of 26.5m people, GPs provide Australia with 164.5m episodes of care each year**



**22.3m**

**With 22.3m of the population visiting a GP every year, more support could help prevent a further 700,000 hospitalisations**



**>\$4.5b**

**Reducing preventable hospitalisations could save the health system more than \$4.5 billion annually**

**5,500**



Without action, Australia is predicted to have **a shortfall of more than 5,500 full-time equivalent GPs by 2033**





# Vision for the future

**General practice is poised for a significant transformation in the short-to-medium term, driven by technology advancements, shifting patient expectations, and evolving healthcare models.**

To not only survive, but thrive, the profession will need to adapt and innovate, while continuing to provide high-quality, accessible care to all of Australia. As the healthcare landscape evolves, general practice must remain at the heart of the system, with GPs serving as the trusted, continuous point of contact for patients across their lifespan.

Preventive care, chronic disease management, and mental health support will remain key elements of general practice, with expanded scope of practice empowering GPs to deliver even more comprehensive, holistic care that addresses the complex needs of diverse communities.

Leveraging technology and digital innovations, general practice will become more integrated with other healthcare providers, improving coordination, delivering systemic efficiencies, and maximising resources to ensure that GPs are accessible to everyone in Australia.



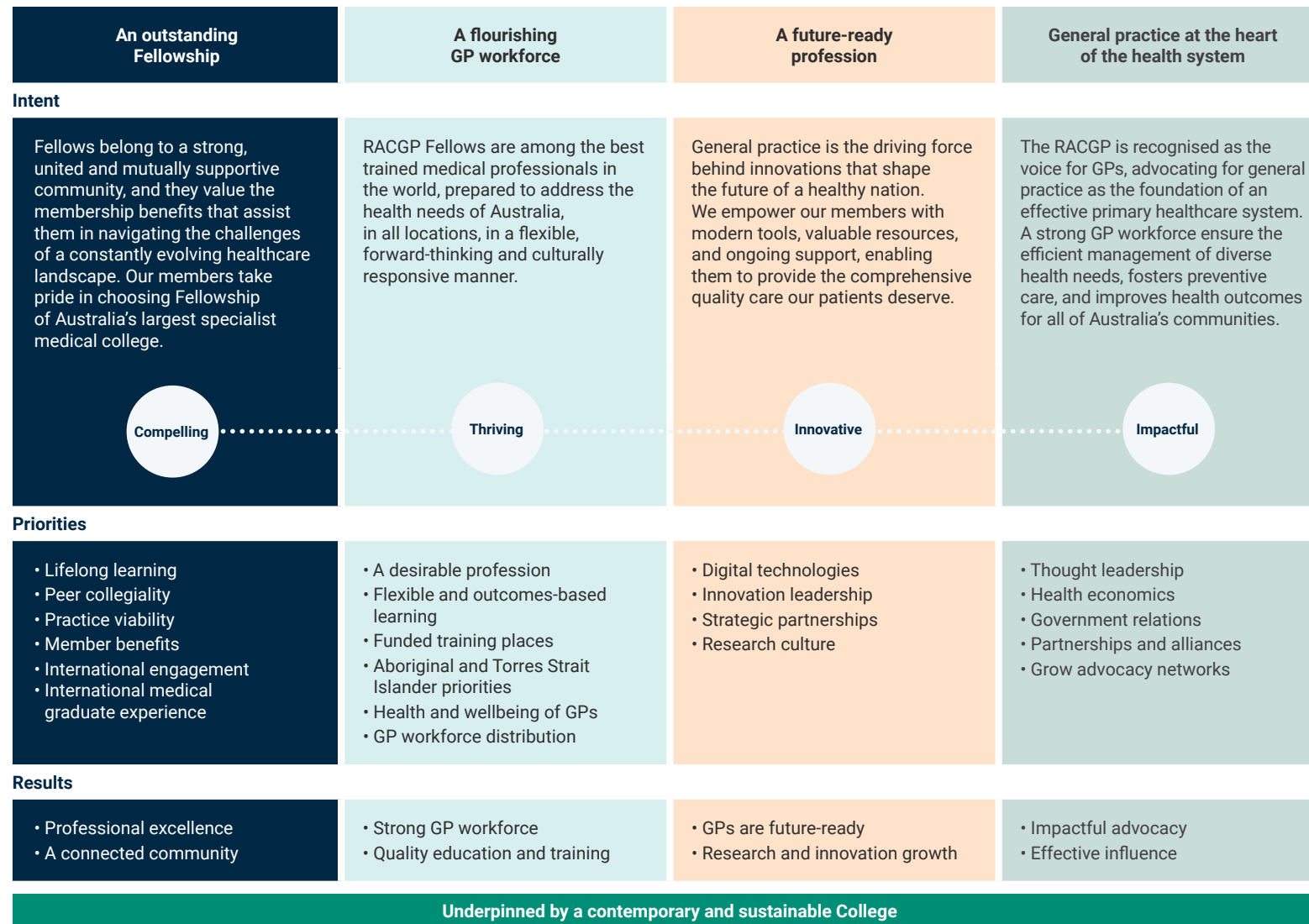








# Our strategic focus



## Better outcomes for:

- Our communities
- The health system
- Public value
- GPs

# 1. An outstanding Fellowship

## Intent

Fellows belong to a strong, united and mutually supportive community, and they value the membership benefits that assist them in navigating the challenges of a constantly evolving healthcare landscape. Our members take pride in choosing Fellowship of Australia's largest specialist medical college.

## Priorities

Offer the largest selection of personalised **lifelong learning** enabling members to address the growing complexity and variety of patient needs

Cultivate strong **peer collegiality**, including via communities of practice

Support members to maintain their **practice viability** now and in the future

Develop targeted **member support** and peer-to-peer communication tools, that make our members' day-to-day lives better

Grow and support **international engagement**

Enhance the experience of **international medical graduates**



## Outcome:

Provide a compelling Fellowship experience by 2029 that will increase members' wellbeing and satisfaction with their professional excellence. Further drive engagement and active participation in RACGP activities, to foster a connected community where members refer to us as "our College".

## 2. A flourishing GP workforce

### Intent

RACGP Fellows are amongst the best trained health professionals in the world, prepared to address the health needs of Australia, in all locations, in a flexible, forward-thinking and culturally responsive manner.

### Priorities

Build targeted campaigns that heighten awareness of general practice as **desirable**

Learning for future models of general practice adopts **a flexible, competency and outcomes-based approach** to training and assessment

Advocate for **funded training places** to match demand

Embed **Aboriginal and Torres Strait Islander** approaches into training

Enhance the **health and wellbeing** of GPs

Influence **GP workforce distribution** by facilitating rural and remote communities to help achieve positive and supportive placement experiences



### Outcome:

To ensure the GP workforce continues to thrive beyond 2029, the number of fellowships attained must increase. The RACGP will help drive interest by continually improving our training, education and CPD offerings, with registrar satisfaction remaining a key priority and benchmark for success, ensuring Fellows are equitably distributed across areas of workforce need.



### 3. A future-ready profession

#### Intent

General practice is the driving force behind innovations that shape the future of a healthy nation. We empower our members with modern tools, valuable resources, and ongoing support, enabling them to provide the comprehensive quality care our patients deserve.

#### Priorities

Leverage and embrace current and emerging **digital technologies**

Enable increased GP **innovation leadership**

Build **strategic partnerships** to scale and influence in key areas, both within and outside healthcare

Cultivate and lead a culture of **research** in general practice



#### Outcome:

A future-ready profession will result in empowered GPs who possess the knowledge to make appropriate decisions on how and when they use emerging digital technologies. Members will value targeted research that is relevant to them and directly translates back to innovation in general practice.



## 4. General practice at the heart of the health system

### Intent

The RACGP is recognised as the voice for general practitioners, advocating for general practice as the foundation of an effective primary healthcare system. A strong GP workforce ensures the efficient management of diverse health needs, fosters preventive care, and improves health outcomes for all of Australia's communities.

### Priorities

Develop tangible **thought leadership** around clear, concise and consistent advocacy objectives and public narrative

Embed **health economics** approaches to our advocacy

Enhance **government relations** to boost funding outcomes and policy consistent with advocacy objectives

Cultivate external **partnerships and alliances** to elevate the voice of general practice in the interests of all stakeholders

Mobilise members and patients through the **growth of advocacy networks** that benefit communities




### Outcome:

Impactful advocacy, evident in the RACGP's growing influence and opinion sought by key stakeholders, will maintain general practice's place at the heart of Australia's healthcare system by 2029. Members will realise the effect of prioritising their voice.







## 2025–29 Strategy

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*We acknowledge the Traditional Custodians of the lands and seas on which we work and live, and pay our respects to Elders, past, present and future.*

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