

CICM



COLLEGE OF INTENSIVE CARE MEDICINE  
OF AUSTRALIA AND NEW ZEALAND

STRATEGIC PLAN  
2016 - 2020

## THE COLLEGE

The College of Intensive Care Medicine of Australia and New Zealand (CICM) was established in 2008 and on 1 January 2010 the College assumed responsibility for intensive care medical training (from the former Joint Faculty of Intensive Care Medicine). The College is now the sole body accredited by the Australian Medical Council and the Medical Council of New Zealand as the provider of intensive care medicine training in this region. The College offers a minimum six year program of training and assessment in both general and paediatric intensive care medicine, culminating in the award of Fellowship of the College (FCICM).

In early 2015, the CICM Board began working on a five year strategic plan for the College. Over the course of the year, the Board consulted with College committees and staff to determine the challenges facing our profession and the aspirations of our Fellows and trainees and the broader intensive care community. After careful consideration of all elements, the Board prepared this document as a guide to directing the activities of the College over the next five years.




## MISSION STATEMENT

The College is committed to achieving the best health outcome for critically ill patients, through training high quality specialists, increasing specialty knowledge and improving standards of care.



## OUR VISION

To be the world's leading authority in the provision of the highest quality training, clinical care and professional standards in the field of intensive care medicine.



## STRATEGIC PRIORITIES

Excellence  
in Training

A Sustainable  
Organisation

Engagement  
with Fellows

External  
Relationships

## OUR CORE VALUES

- I** Integrity.  
Adhering to moral and ethical principles and practice
- C** Collaboration, leadership and teamwork.  
working together to achieve the best outcome
- A** Accountability & Responsibility.  
To our patients and their families, to our communities and our colleagues
- R** Respect and Compassion.  
Being sympathetic and empathetic
- E** Excellence.  
In all aspects of intensive care practice

# STRATEGIC PRIORITY 1

## EXCELLENCE IN TRAINING

### 1 KEY RESULT AREA 1

#### **Ensure sustained delivery of the highest quality training program.**

The College will monitor and review all components of the training program through committee initiatives and accreditation site visits to ensure our policies and standards are being applied consistently across all training sites.

- KPIs
- Conduct regular trainee and supervisor surveys and ensure the overall results are communicated to Fellows and trainees
  - Obtain periodic feedback from external stakeholders
  - Utilise survey results from each unit in hospital accreditation inspections
  - Collate and review unit based data as part of the hospital accreditation process
  - Review the Trainee Selection Policy to ensure our processes are fair, clear and consistently applied

### 2 KEY RESULT AREA 2

#### **Provide support for Fellows delivering the training program.**

The College will continue to enhance the support to all Fellows involved in the training program, including supervisors, examiners, workplace assessors, accreditation inspectors and formal project reviewers.

- KPIs
- Conduct regular workshops to improve the overall capacity to provide trainee supervision, instruction and assessment
  - Develop online resources to supplement and support face-to-face workshops
  - Provide high quality information on the College website to support Fellows involved in training
  - Develop mechanisms to communicate with and deliver feedback to supervisors

### 3 KEY RESULT AREA 3

#### **Provide support for non CICM Fellows delivering the training program.**

The College will continue to enhance the support to all non CICM Fellows involved in the training program.

- KPIs
- Develop online resources and provide high quality information on the College website to support training
  - Develop mechanisms to communicate with and deliver feedback to non CICM supervisors

# STRATEGIC PRIORITY 1

## EXCELLENCE IN TRAINING

### 4 KEY RESULT AREA 4

#### **Provide support for trainees undertaking the training program.**

The College will endeavour to provide support to all trainees, in particular those experiencing difficulty with completing the training program.

#### KPIs

- Continue to develop educational material, online courses and workshops to improve trainees performance
- Ensure that processes are in place to follow up any concerns expressed by trainees, either through the regular trainee survey or by direct contact with the College
- Communicate the collaborative processes to be followed when assisting trainees in difficulty
- Continue to support the Trainee Committee to improve trainee representation and involvement

### 5 KEY RESULT AREA 5

#### **Ensure the training program continues to reflect contemporary intensive care medicine practice.**

The College launched a new curriculum in January 2014. As trainees progress through the new curriculum it is essential to evaluate that it is meeting the objectives of the program and delivering the graduate outcome that is required, while also considering the impact of any changes to contemporary clinical practice.

#### KPIs

- Committees of the Board (Education Committee and Assessment Committee) to undertake regular ongoing evaluation and improvement activities
- Utilise the trainee survey as a means of evaluating the success of the training program
- Incorporate changes into the curriculum to reflect community expectations and contemporary clinical practice
- Commission a comprehensive review of the new curriculum in 2019

### 6 KEY RESULT AREA 6

#### **Promote the use of technology to enhance the quality of the training program.**

The College is committed to developing the capacity to improve communication and the quality of information available to Fellows and trainees, through the use of appropriate technology.

#### KPIs

- Deliver a new online trainee portfolio for trainees and supervisors to view trainee progress throughout the program by 2017
- Ensure all required assessment materials (eg competency assessments) are available for submission online
- Further develop targeted online learning resources

# STRATEGIC PRIORITY 2

## ENGAGEMENT WITH FELLOWS

### 1 KEY RESULT AREA 1

#### **Improve educational opportunities and resources available to Fellows.**

- KPIs
- Continue to provide appropriate learning activities through targeted educational meetings, e.g. the Annual Scientific Meeting and ICU Update
  - Ensure that the College CPD Program remains contemporary with jurisdictional requirements and continues to meet Fellows' needs
  - Deliver workshops and online modules to assist Fellows in carrying out the assessment requirements of the curriculum
  - Continue to facilitate learning through support of the College's scientific journal Critical Care and Resuscitation
  - Continue to encourage research opportunities for Fellows

### 2 KEY RESULT AREA 2

#### **Improve communication from the College to the Fellowship.**

- KPIs
- Continually develop and refine mechanisms to communicate with and deliver feedback to Fellows
  - Continue to develop and improve the use of social media as a part of the overall communication strategy with Fellows

### 3 KEY RESULT AREA 3

#### **Increase Fellow involvement with College activities.**

- KPIs
- Increase the number of Fellows who:
- attend the AGM and ASM
  - nominate for election to College committees
  - vote in College elections
  - are involved in College educational activities
  - apply to be part of the College assessment, examination and hospital accreditation process

## STRATEGIC PRIORITY 2

### ENGAGEMENT WITH FELLOWS

#### 4 KEY RESULT AREA 4

##### **Increase engagement with Fellows working in rural and regional centres.**

- KPIs
- Survey Fellows in rural and regional areas to ascertain their needs
  - Create networks and mailing lists for Fellows in rural and regional areas
  - Develop specific online education and support tools for Fellows in rural and regional areas
  - Establish co-operative models with metropolitan hospitals for clinical and educational support and collaboration

#### 5 KEY RESULT AREA 5

##### **Support Fellows throughout their career.**

- KPIs
- Develop a working group dedicated to Fellow welfare
  - Develop resources for Fellows to assist in areas such as work life balance and return to work plans
  - Engage the assistance of Fellows who can act as mentors to those who require advice and assistance
  - Monitor developments in workforce and regulatory requirements and provide resources when appropriate
  - Develop mechanisms to support female participation in the intensive care workforce

# STRATEGIC PRIORITY 3

## A SUSTAINABLE ORGANISATION

### 1 KEY RESULT AREA 1

**Improve financial planning and reporting systems to inform Board decision making to ensure CICM remains a financially stable and viable organisation.**

- KPIs
- Ensure that the Board receives comprehensive regular reports which allow them to make informed financial decisions
  - Provide the Board with a detailed annual financial report from an external auditor
  - Ensure prudent budget and finance management procedures enable the College to fully meet all fiscal requirements and plan for future development of service

### 2 KEY RESULT AREA 2

**Retain quality staff members and provide opportunities for career development.**

- KPIs
- Provide staff with opportunities and support to undertake appropriate professional development activities
  - Whenever possible, promote staff from within the organisation in preference to hiring externally
  - Aim to minimise staff voluntary departures
  - Continue to appropriately recognise and reward staff

### 3 KEY RESULT AREA 3

**Encourage and acknowledge the contribution of Fellows to the work of the College.**

- KPIs
- Implement a periodic 'Fellow Engagement and Satisfaction Survey' to learn more about what Fellows want and value from the College
  - Ensure that Fellows undertaking any activity on behalf of the College receive appropriate support and assistance from College staff
  - Recognise the contribution of Fellows and others at College events, in the enews and through the College Annual Report and scientific journal
  - To propose Fellows for national honours as appropriate

## STRATEGIC PRIORITY 3 A SUSTAINABLE ORGANISATION

### 4 KEY RESULT AREA 4

**Ensure a sound investment strategy for the future to protect the College's financial assets.**

- KPIs
- College Finance Committee (Executive) to continue to monitor the College's investments
  - To explore options for purchasing a suitable property prior to expiry of the current lease (2020)

### 5 KEY RESULT AREA 5

**Continue to develop IT systems to improve the College's capacity to store and access relevant data and information, and to facilitate efficient interaction between the College and Fellows and trainees.**

- KPIs
- Work towards developing a paper free environment
  - Deliver solutions that will allow trainees and Fellows to interact with the College on-line
  - Improve capacity to process and utilise data from the various databases

### 6 KEY RESULT AREA 6

**Develop a strategy to ensure long term balance between graduates from the program and community requirements.**

- KPIs
- Continue to monitor workforce data and work closely with the relevant jurisdictional bodies to develop accurate supply and demand models for the intensive care medicine workforce
  - Conduct regular surveys to review the employment status of all Fellows, in particular that of recent graduates from the program
  - Continue to monitor and where necessary modify the trainee selection process, in collaboration with workforce planning authorities and in response to community need

# STRATEGIC PRIORITY 4

## EXTERNAL RELATIONSHIPS

### 1 KEY RESULT AREA 1

#### **Build partnerships and increase awareness of intensive care medicine among the broader community.**

- KPIs
- Regularly update the 'for patients and families' section of the website
  - Increase the involvement of the Community Advisory Group in College activities and policy development
  - Partnering with organisations to develop a dialogue with the community on end of life care planning
  - Develop a media strategy to improve public awareness of intensive care medicine

### 2 KEY RESULT AREA 2

#### **Advocate for indigenous health, rural and regional healthcare and refugee health.**

- KPIs
- Ensure compliance with cultural competence programs
  - Continue to monitor staffing of accredited rural and regional intensive care units to ensure adequate specialist coverage
  - Promote rural rotations as opportunities for trainees
  - Liaise with other professional organisations to advocate for refugee health
  - Collaborate with organisations to promote indigenous health

### 3 KEY RESULT AREA 3

#### **Build relationships with external health organisations.**

- KPIs
- Liaise with other medical colleges through the Committee of Presidents of Medical Colleges and Council of Medical Colleges in New Zealand
  - Maintain open communication with other medical colleges regarding training programs and the development of joint policy statements
  - Continue to collaborate closely with ANZICS
  - Improve representation on national and state committees and advisory bodies
  - Contribute to medical workforce planning through collaboration with national workforce bodies such as the Medical Training Review Panel and National Medical Training Advisory Network
  - Improve interaction with local health facilities through the accreditation process
  - Continue to work with national organ and tissue donation organisations to develop education programs around death and organ donation
  - Promote intensive care as a career option and encourage the involvement of Fellows in the delivery and development of intensive care medicine teaching in medical schools

## STRATEGIC PRIORITY 4

### EXTERNAL RELATIONSHIPS

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#### KEY RESULT AREA 4

##### **Engage with state and national governments.**

KPIs

- Actively promote partnerships with governments on key health policies relating to intensive care medicine
- Regular engagement with government and health officials to ensure the College remains the peak body for providing advice on intensive care training, education standards and accreditation
- Provision of information to governments on intensive care workforce
- Maintain close liaison with governments on matters of public health priority

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#### KEY RESULT AREA 5

##### **Promote international relationships.**

KPIs

- Promote intensive care training and education in the Asia-Pacific Region
- Liaise with other international critical care organisations
- Promote international exchange scholarships for trainees and Fellows to travel to and from developing countries
- Continue to develop international profile and relationships through promoting research and attendance at scientific meetings

