



Postgraduate Medical Council
of Western Australia

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Strategic Plan

2018 – 2023



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Foreword – WA Department of Health

It is a pleasure to introduce the *Postgraduate Medical Council of Western Australia's (PMCWA) Strategic Plan 2018–2023*.

This document updates PMCWA's priority areas to align with the current health environment, and provides a clear strategic direction for meeting the needs of prevocational doctors in Western Australia over the next five years.

Western Australia's health system is evolving to support ongoing sustainability and performance, and to make it more responsive to local communities.

A recent reform program, underpinned by the *Health Services Act 2016*, has transformed the way the system is governed.

In addition, the Department is working with the State Government to support its *Sustainable Health Review*, which will inform future decisions about the way that health is managed and delivered.

For prevocational medical education to be effective, it must reflect this dynamic environment, as well as the changing needs of junior doctors in Western Australia.

I commend PMCWA for refreshing its strategies to support the junior medical workforce in line with the current healthcare environment so that we can adequately shape and prepare the medical profession of the future.

I encourage all health professionals to use this important document to guide the education and training of prevocational doctors.



Dr D J Russell-Weisz
Director General
Department of Health

Foreword – Postgraduate Medical Council of WA

With the many changes at both the state and national level, it is timely that PMCWA refreshes its strategies for supporting the junior medical workforce; this is reflected in the following *2018 – 2023 Strategic Plan*.

The regulatory environment in which we operate has transformed; with developments dictated by statute through the Medical Board of Australia and the Australian Medical Council (AMC). PMCWA has been accredited by the AMC against national standards across the domains of governance, independence, operational management, processes for accreditation of intern training programs and stakeholder collaboration. The strategic plan and the strategic planning process form an important role in meeting these standards and our obligations to stakeholders.

Within the profession, the shifting expectations of new graduates and prevocational doctors bring innovation to medical education and training, supervision and assessment. There are changed expectations by junior doctors upon their own health and wellbeing. These changed expectations and the altered health service environments have contributed to a transformation in education and supervision infrastructure. PMCWA continues to maintain a focus upon training, education and support of junior doctors during these evolutionary changes.

The strategic planning process has been both collaborative and consultative. In this strategic plan we outline the strategic direction for postgraduate medical education in Western Australia (WA) to 2023 and set priorities that will guide the operational management of PMCWA. The shared vision, strategies and goals agreed by stakeholders will provide a focus for PMCWA activities as we navigate the future.

On behalf of Council, I thank all those who have contributed to this shared vision for medical education in WA. As a Council, we rely heavily on the goodwill, dedication and hard work of our many stakeholders, junior doctors, supervisors, educationalists, surveyors and clinicians. Without this backing and continued commitment to support and promote prevocational medical education we could not achieve our goals.

We look for your continuing support and engagement as we address the challenges which we face in the next five years and beyond.



Professor Richard Tarala
Chair
Postgraduate Medical Council of Western Australia

Acronyms

AMC	Australian Medical Council
HNS	Hospital Non-Specialist
HSP	Health Service Provider
JMO	Junior Medical Officer
PMCWA	Postgraduate Medical Council of Western Australia
TTR	Teaching, Training and Research
WA	Western Australia

Glossary

Prevocational doctors/trainees – graduate doctors not yet engaged in a specialist training program including interns, resident medical officers, hospital non-specialists and service registrars.

Hospital Non-Specialist – prevocational doctors who may or may not intend to undertake vocational training; this subset may require a different model of education, training, supervision and support.

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Background

The Postgraduate Medical Council of Western Australia (PMCWA) commenced operations in 2003 and was formally established as a Ministerial Council in 2015. It provides leadership and support for early postgraduate medical education and training in Western Australia (WA), primarily through accreditation of prevocational training placements across both hospitals and the community sector.

Whilst the *PMCWA 2013-17 Strategic Plan* has served the organisation well, it is timely to refresh the Council's future direction to guide the work of Council for the next five years.

Planning Approach

This plan has been developed with the contribution of a wide range of key stakeholders passionate about postgraduate medical education in WA. The PMCWA Council commenced the process by reviewing the vision, values, principles and key priority areas in light of the current strategic environment, reflecting on the recent changes in the sector both locally and nationally.

A broader stakeholder group, including university representatives, Directors of Clinical Training and Medical Education, Junior Medical Officer (JMO) representatives, PMCWA Council and Committee members and the operational team, participated in a workshop considering the direction set by Council. The stakeholder group revisited the Council's vision, principles, values and key priority areas, and explored strategies and performance indicators that will assist the Council to progress over the course of the next five years.

At a Glance



Our Vision

Prevocational doctors are skilled and supported in their work today and well prepared for the future.

Our Principles

The principles that underpin the way the Council works and makes decisions are:

❖ Leadership

The Council will be well informed and able to provide well considered advice and recommendations on all matters related to postgraduate medical education.

❖ Professionalism

The Council will operate in an ethical and professional manner and demonstrate integrity in all its dealings.

❖ Collaboration

The Council will be inclusive, consultative and constructive in working with members, partners and stakeholders.

❖ Innovation

The Council will encourage and embrace innovation and be open to new ideas.

❖ Proactivity

The Council will be forward thinking, anticipate and respond to issues promptly and show initiative.

❖ Independence

The Council will act and advocate without fear or favour.

Our Values

The values on which the Council will base its business are:

❖ **Trust**

The Council will be reliable, impartial and will maintain confidentiality of information that should remain confidential.

❖ **Fairness**

The Council will ensure all its policies and processes are fair.

❖ **Respect**

The Council will acknowledge and be considerate of people and their contributions.

❖ **Commitment**

The Council will be dedicated and enthusiastic in achieving its goals.

❖ **Openness**

The Council will demonstrate responsibility and accountability in both operations and activities.

Strategic Context

As this plan is formed, the strategic environment for postgraduate medical education continues to be influenced by rapid change across the health and community sectors. The governance reform for WA Health is being implemented with an increased focus on fiscal responsibilities. A state level economic downturn increases financial pressures. There are national reforms to the disability and aged care sectors. The *Health Services Act 2016* and *Sustainable Health Review* continue to shape the broader WA health system. Changing models of care impact on service provision and workforce needs. Advances in technology continue to impact all aspects of life and in particular, learning and working environments.

The strategic issues thought to be most critical to PMCWA at this time include:

- **Increasing diversity and numbers of prevocational doctors**

The increase in medical graduate number continues with the first Curtin Medical School graduate cohort scheduled to commence with WA Health in 2022. The requirement for intern places is expected to peak in 2027 as the program reaches full allocation. As graduate numbers continue to increase, demands increase for supervisors and clinical training sites.

Roadblocks in vocational training due to the number of graduates exceeding the number of training places as well as the emergence of Hospital Non-Specialists (HNSs) is diversifying the educational needs of the prevocational group. New entry-level programs may also result in diverse graduate outcomes. Changes in the JMO demographic create a need for flexibility and part-time positions.

- **Tension between service and training**

Increasing demands on health service providers (HSPs) and the wider WA health system is increasing pressure on the time both JMOs and supervisors can spend on education and training. Hospitals have increased expectations of graduate work readiness and the administrative burden on the JMO is increasing. A requirement for work-life balance, including part-time opportunities also affects education opportunities.

The impact of JMO education and supervision on the safety and quality of health services is well known and remains an area of focus.

- **JMO wellbeing**

There is an increasing focus on JMO wellbeing across all training providers and employers. Whilst the culture of training is changing, JMOs are acknowledged as a vulnerable group. Their wellbeing is an issue for HSPs, supervisors and JMO representatives alike. Continued advocacy and

mechanisms to escalate concerns are required to ensure the JMO voice is heard and the wellbeing of the current and future workforce is assured.

There is a growing subset of prevocational doctors either not intending to undertake vocational training or awaiting training positions and this group may require different models of education, training, supervision and support.

- **System-wide approach**

With the devolution of responsibility to the HSPs through the Health Services Act, a central coordination approach becomes even more essential for PMCWA to ensure optimal outcomes for JMOs.

A national drive for coordination and consistency of postgraduate medical education is underway and transparency of the Training Teaching and Research (TTR) allocation under Department of Health Activity Based Funding models needs to be taken in to consideration system-wide.

- **Consumer and community engagement**

Consumer and community engagement is contemporary in all health care organisations and will be considered by Council moving forwards.

Focus Areas

The Council has four areas of strategic focus in which priorities have been identified. They are:

- **Leadership and governance**
- **Development and accreditation of training posts**
- **Education, supervision and assessment**
- **Career transition and support**

These focus areas are of equal importance and the underpinning priorities and strategies are integrated and concurrent.

Strategic Priorities

Leadership and Governance

Effective local advocacy for postgraduate medical education and JMO wellbeing.

Strategies

- Develop formal, ongoing relationships with HSP Boards.
- Advocate for transparent reporting of HSP TTR allocation and outcomes.
- Promote to HSPs the role of education, supervision and training pathways in JMO wellbeing.
- Explore options for PMCWA exposure and representation at all sites.
- Explore additional mechanisms for informing the Council and HSP Boards on JMO experience, wellbeing and support.

Effective national advocacy for postgraduate medical education.

Strategy

- Provide a strong voice, representing WA priorities, in all national forums.

Explore opportunities to engage consumers and community members in accreditation functions and the broader work of Council.

Strategies

- Develop formal, ongoing relationships with consumers and community members.
- Develop a model for consumer representation on Council.

A governance structure that is contemporary and fit for purpose.

Strategy

- Ensure the organisational structure and committee terms of reference allows independence of decision-making and robust governance.

Development and Accreditation of Training Posts

Support the establishment of new accredited training positions to meet the demands of a diverse workforce.

Strategies

- Consider methods for optimising the balance between education and service provision.
- Consider modification of accreditation standards, if required.
- Explore broader and non-traditional options for prevocational training.

Explore the range and characteristics of potential prevocational positions (including HNSs).

Strategies

- Identify and quantify HNSs and their teaching and learning needs.
- Develop options to address the diversity of individual and positional education and supervision needs.

Optimise the clinical safety and quality of JMO performance.

Strategy

- Monitor for workload, support and performance management through new as well as established accreditation practices.

Enhance the relationships between PMCWA and the hospitals and units providing training posts, to support an appropriate education culture.

Strategies

- Diplomacy and negotiations.
- Clear communication of PMCWA's responsibility for accreditation of prevocational positions.

Education, Supervision and Assessment

Ensure each and every training post delivers an appropriate educational experience.

Strategy

- Continued improvement of accreditation, assessment and reporting processes.

Increased focus on supporting the Directors of Clinical Training and supervisors.

Strategies

- Advocate for supervisors to have training in supervision.
- Facilitate networking for this group within WA.

Career Transition and Support

Assist with JMO career pathway planning.

Strategies

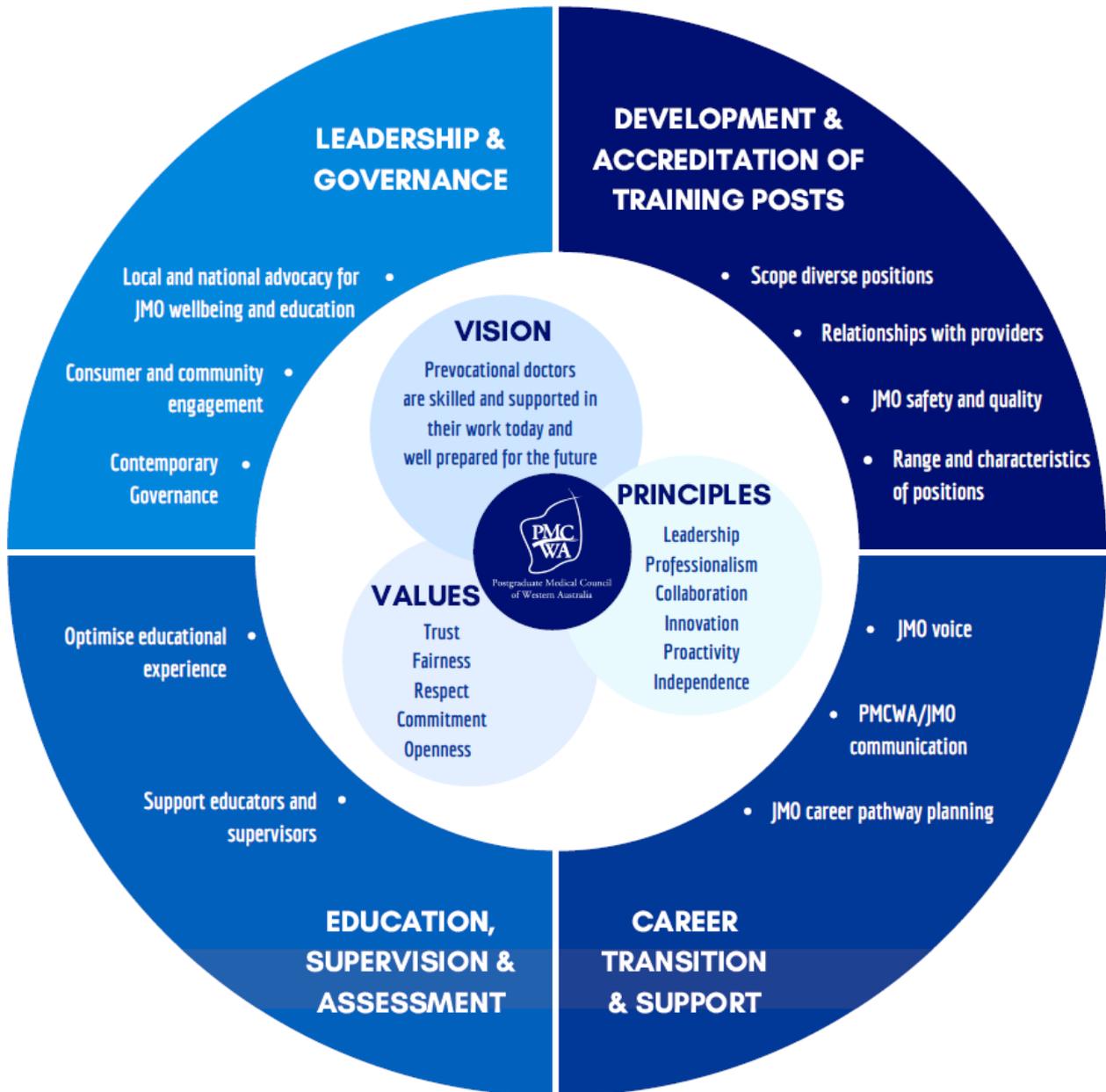
- Actively engage with doctors to understand their situation, future needs and expectations.
- Provision of career information.

Strengthen the JMO voice and improve communication between PMCWA and JMOs.

Strategy

- Develop a PMCWA/JMO communication plan.
- Explore additional mechanisms for informing the Council and key stakeholders on JMO experience, wellbeing and support.
- Strengthen processes for identifying and assisting with JMOs' welfare concerns.

Strategy Map



Implementation and Monitoring Performance

The strategies from this plan are directly transferred into the operational plan for implementation. Here the initiatives and activities that will translate the Council's priorities and strategies into action will be outlined.

A dashboard will allow the regular reporting of achievement of goals against targets using appropriate outcome measures. The operational plan will be reviewed and updated annually across the life of this strategic plan.