



Postgraduate Medical Council of Victoria Inc.

*Training, developing and inspiring early career doctors*

# PMCV Strategic Plan 2016-2018

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# Message from the Board Chair

The Postgraduate Medical Council of Victoria (PMCV) has been able to build on many successes since its formation in 1999. During the period covered by the 2013-2015 strategic plan we achieved Australian Medical Council approval as an intern accreditation authority, strengthened our interactions with junior medical officers (JMOs) and our partners, expanded computer matching activity, worked with health services and the Department of Health and Human Services to provide new supportive training posts for interns experiencing difficulties, made some initial steps towards diversifying our revenue base and moved into new premises.

More recently we have been very active in addressing bullying, harassment and discrimination in health services and junior doctor welfare in general. Careful management of expenditure over the last three years has maintained Council's strong financial position.

The new strategic plan outlines broad priority areas for the next three years. Our core values will continue to guide our work and our interactions with key stakeholders, all based on continuing and enhancing the collaborative model which has been central to successfully maintaining our core business.

The 2016-2018 plan is a road map for PMCV to continue its role as the lead organisation in Victoria supporting state and national initiatives in JMO training.

We will continue our advocacy for the training and support of JMOs in an ever changing healthcare system. We will offer support and professional development programs for JMOs and registrars, supervisors, medical educators and administrators.

Thank you to members of the Board, committee members and Council staff who contributed to the development of this plan. I look forward to working with our partners to realise the three year vision articulated in the plan.

Professor Brendan Crotty  
Chair, PMCV Board



## Our Mission

The Postgraduate Medical Council of Victoria is the lead organisation in Victoria supporting state and national initiatives in Junior Medical Officer training. PMCV contributes to the development of a high quality junior medical workforce by providing a range of programs and services that promote effective training outcomes and safe, best practice patient care.

## Our Values

- Accountability
- Impartiality
- Integrity
- Responsiveness
- Respect
- Leadership

**The Key Priorities for PMCV are to:**

1. Develop, monitor and evaluate accreditation standards and processes that support education and training of JMOs and promotes the delivery of patient care in a variety of clinical settings.
2. Support clinical supervisors, medical educators and Doctors-in-Training Managers through collaboration, educational resource development, networking and professional development.
3. Develop, deliver and evaluate programs that support the professional development of JMOs.
4. Collect & analyse data to support medical workforce planning, evaluation and innovation.
5. Support JMO wellbeing and resilience, career planning and transitions between medical school and internship, and pre-vocational and vocational training.
6. Maintain a fair and transparent computer matching service which is responsive to the needs of stakeholders, and to investigate expansion of computer matching services.
7. Identify, develop and build on collaborative partnerships that support JMO education, training, wellbeing and workforce distribution.
8. Support diversity of participants in the medical workforce.
9. Ensure effective use of resources through good governance, appropriately trained staff and a cost effective business model and systems.

# Our Key Challenges

PMCV operates within a complex system of workplace-based education and training. There are significant challenges facing prevocational medical education and training, including:

## **Training settings**

- Care is increasingly provided in ambulatory settings, while most education and training occurs in public inpatient facilities;
- Shorter hospital stays;
- Sicker inpatients with multiple illnesses;
- Fewer opportunities to manage care across the continuum;
- New models of care (usually based on multi-disciplinary teams).

## **Expansion in the number of medical graduates**

- Significant increase in the number of medical graduates leading to pressure on vocational training places;
- Expansion in training locations (mainly rural and in community settings in Victoria) and the challenges of maintaining the quality of training positions in these sites;
- Increasing need for more supervisors and educators as training numbers expand;
- Professional development and support required for these roles;
- Remediation for doctors in training who are not meeting AMC standards.

## **Workplace Based Training**

- Transition from university to workplace-based learning;
- Need for flexibility for increasing numbers of females in the medical workforce;
- Transition along the continuum: poor coordination between education providers and between education providers and other stakeholders;
- Generalism vs specialisation: increasing specialisation of the medical workforce in some settings (e.g. public hospitals);
- Limited availability of career advice.

## **Technology and IT**

- Improvements in technology (e.g. online access to radiology, pathology, telemedicine).

## **Medical education and training**

- Medical education has become more structured;
- Competency based training models (vs time based models) are being considered;
- Increasing use of simulation in health professional education;
- Recent implementation of the Australian Medical Council (AMC) National Intern Training Framework and assessment process linked to Medical Board of Australia (MBA) registration standards;
- Recommendations of the national Review of Medical Intern Training.

## **Investment in medical education and training**

- Commonwealth and State interaction;
- A tightening fiscal environment;
- Changing funding models for training in public hospitals and private and community settings/general practice;
- Increasing cost of education and training.

# Identifying our risks

PMCV has identified a number of key risks that may impact its activities, funding and reputation. The Board actively monitors our risks in order to plan and identify appropriate risk treatments.

1	<b>Computer Matching:</b> Failure to maintain the computer matching system leading to delays and disruptions to delivery of matching services.
2	<b>Accreditation:</b> Failure of succession plan for surveyors and team leaders for accreditation visits.
3	<b>Staffing:</b> Loss of key personnel leading to disruption in service or program delivery.
4	<b>Financial:</b> Delays to provision of funding or failure to deliver services and programs within budget or attract new funding for sustainable operations.
5	<b>Occupational Health and Safety:</b> Failure to provide a safe working environment for staff and visitors and for events.
6	<b>Governance and compliance:</b> Failure to effectively progress the Council's strategic priorities or meet legislative requirements.
7	<b>Confidentiality, privacy and reputation:</b> Failure to protect privacy and personal information.

# Our Strategic Domains

## **Domain 1: Accreditation and Standards**

*To develop, monitor and evaluate accreditation standards and processes that support education and training of JMOs and address any concerns about patient safety of JMO safety in a variety of clinical settings.*

## **Domain 2: Education and Professional Development**

*To support the development of a high quality junior medical workforce by facilitating and supporting education and professional development of JMO's, registrars, their supervisors and educators and medical administrators.*

## **Domain 3: Workforce and Computer Matching**

*To maintain a valid, fair and transparent computer matching service that is responsive to the needs of stakeholders, and to investigate expansion of existing computer matching services.*

## **Domain 4: JMO Professional and Personal Wellbeing**

*To develop, deliver and evaluate programs that support JMO wellbeing, professional and career development and to promote JMO responsibility for their own learning, wellbeing and mental health.*

## **Domain 5: Operations and Strategic Management**

*To deliver strategic leadership and effective operational management, establish collaborative relationships with key stakeholders, and ensure sustainability and relevance.*

## Accreditation and Standards

Goals	Strategic actions: What are we planning to do?	Measures: How will we know what we have achieved and what will be different?
Support the national approach to medical internship.	<p>Monitor the national Review of Medical Intern Training, participate in consultations as required and implement appropriate recommendations approved by Health Ministers.</p> <p>Implementation of any changes in the National Intern Training Framework (NITF) and communication of changes.</p>	Report on consultations and implementation.
Maintain Australian Medical Council (AMC) approval as an intern accrediting organisation.	Gain AMC/AHPRA approval as the Victorian intern accreditation authority; maintain AMC accreditation.	<p>AMC / AHPRA approval of PMCV as an intern accreditation authority.</p> <p>AMC approval of PMCV progress reports and responses to AMC conditions and recommendations for improvement.</p> <p>Reports and annual work plan of activities accepted by AHPRA</p>
Ensure quality assurance processes remain relevant and appropriate.	<p>Delivery of accreditation functions in a timely and cost effective manner.</p> <p>Benchmark to assess best practice (e.g. AMC, College and other prevocational accreditation process and systems).</p>	<p>Publication of annual Evaluation Report of Accreditation.</p> <p>Junior doctors and health services feedback on training posts.</p> <p>Review of accreditation processes are informed by data and evidence.</p> <p>Reports and annual work plan of activities accepted by DHHS.</p>
Recruitment and engagement of JMOs and health services in the accreditation process.	Develop and enhance expertise in accreditation through ongoing training and support of JMOs and health service representatives.	<p>Participation in standards development and implementation.</p> <p>Succession plan for surveyors and team leaders developed and monitored.</p> <p>JMO participation in accreditation surveys and processes (at least 25% of total pool).</p> <p>Feedback processes in place to enable dissemination of accreditation outcomes to JMOs and health services.</p>

**Key responsibilities: Accreditation subcommittee, Accreditation Manager, Surveyors and JMOs**

# Domain 2

## Education and Professional Development

Goals	Strategic actions: What are we planning to do?	Measures: How will we know what we have achieved and what will be different?
Support the professional development of supervisors, educators and medical administrators through delivery of programs and events relevant to their needs.	<p>Develop and evaluate education programs.</p> <p>Improve engagement with registrars through offering targeted programs which will assist them in their role as a supervisor.</p> <p>Conduct an annual Symposium and medical educator and supervisor workshops.</p>	<p>Uptake of professional development programs.</p> <p>Evaluation of ratings and feedback on programs, Symposium and workshops.</p> <p>Program development and evaluation of Symposium and workshops.</p> <p>Diversity of attendance.</p>
Ensure appropriate evidence to support program development.	<p>Undertake relevant research to inform program development.</p> <p>Collaborate with external agencies on projects.</p> <p>Annual PMCV research grant awarded.</p>	<p>At least one new educational project identified and completed annually.</p> <p>Presentations and conference papers / publication of activities.</p> <p>Report on collaboration and outcomes.</p> <p>Annual PMCV research grant awarded and outcomes published.</p>
Diversify educational delivery methods.	Utilise technologies to improve access to PMCV's education and professional development programs and services.	<p>Improved access:</p> <ul style="list-style-type: none"> <li>• e-Learning packages developed and accessible via PMCV website</li> <li>• Videoconferencing services available for education and professional development programs.</li> <li>• Podcasts of PMCV Annual Symposium</li> </ul>
Enhance the supervisory skills across the continuum.	Deliver programs that enhance near to peer supervision.	<p>Diversity of attendance.</p> <p>Longitudinal data on participation rates in programs.</p>
Promote JMO responsibility for their own learning.	<p>Involve JMOs in project development and delivery.</p> <p>Support JMOs in their self-directed learning.</p>	JMO feedback received regarding the quality and relevance of professional development programs.

**Key responsibilities: Education subcommittee, Medical Advisor, Education Manager, Supervisors, Medical Educators and JMOs**

## Workforce and Computer Matching

Goals	Strategic actions: What are we planning to do?	Measures: How will we know what we have achieved and what will be different?
<p>Maintain a valid, fair and transparent computer matching service.</p>	<p>Prepare a scoping paper with costings for development of a new web-based computer matching system.</p> <p>Annual evaluation of computer matching service and improvements identified.</p> <p>Collect data and user feedback to improve our computer matching services.</p>	<p>Computer matching website enhancements achieved.</p> <p>Matching timelines agreed and activities delivered on time.</p> <p>Data and feedback used to improve computer matching services.</p> <p>Advice provided to DHHS.</p> <p>Number and types of feedback, including complaints.</p>
<p>Strengthen PMCV's influence and impact on prevocational medical workforce and transitions.</p>	<p>Analysis and provide advice to DHHS on prevocational workforce distribution.</p> <p>Advocate for provision of career advice to junior medical staff and consistency of information from Colleges regarding training opportunities.</p> <p>Promote rural and regional training opportunities.</p> <p>Work with DHHS and other stakeholders to achieve future growth in prevocational training posts.</p> <p>Investigate the needs of domestic graduates of overseas campuses (e.g. Malaysia) commencing Australian internships.</p>	<p>Advice on workforce distribution.</p> <p>Feedback from junior medical staff, health services and DHHS.</p> <p>Participation in relevant consultations.</p> <p>Publish data and outcomes.</p> <p>Promotion activities completed and evaluated.</p> <p>Expansion of clinical placement sites.</p> <p>Report results of investigations.</p>

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## Domain 3

### Workforce and Computer Matching (Cont...)

Goals	Strategic actions: What are we planning to do?	Measures: How will we know what we have achieved and what will be different?
Support diversity in the medical workforce.	<p>Adapt the CPMEC/AIDA Collaborative Framework for Indigenous and Torres Strait Islander doctors in Victoria.</p> <p>Develop strategies that support and enhance mentoring of Aboriginal and Torres Strait Islander junior doctors.</p> <p>Advocate for flexible work practices and work with health services to develop part-time and job share positions.</p> <p>Work with facilities to develop and support Internship arrangements which meet registration requirements.</p> <p>Support IMG doctors working in prevocational positions in health services or community or private settings.</p>	<p>CPMEC/AIDA Collaborative framework adapted and strategies implemented.</p> <p>Links established with relevant organisations.</p> <p>Deliver culturally appropriate e-learning module to health service staff.</p> <p>Implementation of flexible work place models and dissemination of models.</p>

**Key responsibilities: Workforce subcommittee, Computer Match Manager, Doctors-in-Training Managers, Health Services and JMOs**

## JMO Professional and Personal Wellbeing

Goals	Strategic actions: What are we planning to do?	Measures: How will we know what we have achieved and what will be different?
Advocate for health and wellbeing of medical practitioners, mental health support for prevocational doctors, and resilience training.	<p>Work with JMOs and other stakeholders (AMA, VDHP, health services) to identify needs and establish support programs.</p> <p>JMO welfare recognised in accreditation standards.</p>	<p>Establishment of accessible support programs that are valued by junior medical staff.</p> <p>Changes to accreditation standards which recognise the importance of JMO wellbeing.</p> <p>Feedback from junior medical staff regarding support mechanisms and programs.</p>
Advocate for the health service work environment to be free of bullying and harassment	<p>Raise awareness of workplace bullying and harassment.</p> <p>Identify opportunities to collaborate with relevant organisations and develop joint approaches to eliminate bullying and harassment.</p> <p>PMCV to develop a plan to support junior medical officers and supervisors in preventing bullying and harassment in the workplace.</p>	<p>Dissemination of Bad and Discriminatory (behaviour BAD) poster and data on use of related e-learning package.</p> <p>Reports on strategies for raising awareness of bullying and harassment from junior medical staff.</p> <p>Extent of collaboration/engagement. PMCV plan developed.</p>
Advocate for a comprehensive and accessible career advice for junior medical staff	<p>Work with JMOs and other stakeholders (health services, Colleges, AMA) to ensure career advice is available.</p> <p>Review Medical Careers Expo program and format to ensure that prevocational and vocational pathways are explored.</p>	<p>Delivery and uptake of career advice.</p> <p>Feedback from junior medical staff.</p> <p>Participation of health services, vocational colleges and health services at Careers Expo and attendance.</p>

**Key responsibilities: JMO Forum Chair/Deputy Chair and members, CEO, Medical Advisor and PMCV Secretariat**

# Domain 5

## Operations and Strategic Management

Goals	Strategic actions: What are we planning to do?	Measures: How will we know what we have achieved and what will be different?
Engagement with relevant government, university, health sector organisations, and junior medical officers to support PMCV priorities.	<p>Ensure relevant stakeholder representation on PMCV committees and work groups.</p> <p>Participate in national and state committees/work groups.</p> <p>Respond to consultation papers.</p>	<p>Annual review of composition of PMCV committees and meeting attendance.</p> <p>Number of responses to consultation papers.</p> <p>PMCV website usage analysis (e.g. no. of subscribers, content of website viewed).</p>
Maintain relevance and sustainability of the organisation.	<p>Ensure stakeholder representation on PMCV committees through annual membership review and succession planning.</p> <p>Ensure financial viability and identify opportunities for diversifying the revenue base.</p> <p>Ensure staff are capable and have opportunities for professional development.</p>	<p>All committee, survey team and staff vacancies filled.</p> <p>Annual review of Policy Register.</p> <p>Regular financial reporting and review.</p> <p>Staff access to professional development.</p> <p>Staff retention/turnover.</p>
Maintain good governance with transparent decision making and quality improvement systems in place.	<p>Monitor Board and committee performance.</p> <p>Ensure risk management and audit is incorporated into PMCV activities.</p> <p>Policy review and development.</p> <p>Investigate increased consumer/ community involvement in PMCV activities.</p>	<p>Annual performance report of subcommittee chairs to Board.</p> <p>Results of annual Board Evaluation Questionnaire.</p> <p>Annual report accepted.</p> <p>Bi-annual review of Risk Register and external audit annually.</p> <p>Annual review of Policy Register.</p> <p>Board response on consumer/ community participation.</p>

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## Operations and Strategic Management (Cont...)

Goals	Strategic actions: What are we planning to do?	Measures: How will we know what we have achieved and what will be different?
<p>Strengthen our communication and engagement strategy to raise awareness of the diversity of the work of the organisation.</p>	<p>Develop and implement a marketing and communication strategy.</p> <p>Enhance participation and engagement of JMOs and health service representatives in the review and evaluation of prevocational accreditation standards.</p> <p>Raise profile with medical educators and supervisors.</p> <p>Improve accessibility through establishment of videoconferencing.</p>	<p>Marketing and communication strategy approved by the Board.</p> <p>Extent of participation of stakeholders in programs, project groups.</p> <p>Evaluation and dissemination of project outcomes.</p> <p>PMCV website usage analysis (e.g. number of subscribers).</p> <p>JMO participation on committees and work/project groups.</p> <p>Board approval of videoconferencing.</p>

**Key responsibilities: Board, Finance and Risk Committee, CEO, Medical Advisor, PMCV Secretariat and Chairs of subcommittees**

# Monitoring and Evaluation

PMCV's strategic plan is delivered through the work of its committees, supported by its secretariat, and overseen by the PMCV Board. Committees ensure that their annual work plans are aligned with the objectives and priorities of the strategic plan. Regular monitoring and evaluation is an integral component of our continual quality improvement process and will be led by the PMCV Secretariat with input from our stakeholders.

