



CRMEC

CANBERRA REGION MEDICAL
EDUCATION COUNCIL

STRATEGIC PLAN

2023-2027

2024 update

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We acknowledge the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

FOREWORD FROM THE CHAIR



I am delighted to introduce the CRMEC Strategic Plan 2023-2027 on behalf of the Council. The CRMEC is now well established both within the Canberra region and nationally. I thank Council members, Committee members and Accreditors, and CRMEC staff past and present for their diligent work to make this so.

This strategic plan focuses on maintaining accreditation functions, facilitating high quality medical education, providing strategic advice on workforce, and addressing the primary challenge of preparing for, introducing and embedding the new National Prevocational Medical Training Framework. It includes the Framework Implementation Plan, Education Plan, Cultural Safety Plan, and Communication Plan. Through implementing this Strategic Plan, the Council looks forward to seeing educational excellence advance for Canberra's PGY 1 and 2 doctors and continuing improvements in the quality, safety, and culture of health services in our region.



CRMEC Chair

Emeritus Professor Nicholas Glasgow

CONTACT THE SECRETARIAT



CRMEC Director

Adjunct Professor Emily Haesler

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ORGANISATION OVERVIEW

The CRMEC is established in the Australian Capital Territory (ACT) as a Ministerial Council to act as a Postgraduate Medical Council to:

- Perform accreditation functions of the prevocational training program within the ACT and linked regional networks.
- Provide expert advice to the Minister for Health regarding issues related to education, training and welfare for prevocational doctors in the ACT training region.
- Provide leadership and advice to key stakeholders within the ACT related to postgraduate medical education and training.
- Undertake accreditation and monitoring of prevocational education and training programs and individual prevocational training terms using the National Standards.

Mission statement

To contribute to high quality healthcare delivery to the ACT community by facilitating a high quality education and training experience for prevocational doctors in the ACT training region.

Independence

As a Ministerial Council and an accrediting body, CRMEC must maintain its independence and integrity. The CRMEC has comprehensive conflict of interest declaration and management policies that are implemented in key areas including:

- Appointment of individuals to CRMEC and its committees
- Committee meeting processes
- Selection of survey team members
- Involvement of CRMEC representatives in delivery of facility support and feedback and Ministerial strategic advice.

Core values

The CRMEC embraces the values of the ACT Public Service and Health Directorate. The figure below illustrates these four core values and some of the strategies the CRMEC uses to model these values within the Secretariat, in committee work and when interacting with the health facilities the CRMEC supports.



Business function

The CRMEC's core business functions are to undertake accreditation functions and to provide leadership and strategic advice on medical education. Using the SWOT model, the analysis below identifies factors that influence CRMEC's capacity to achieve its core business functions.

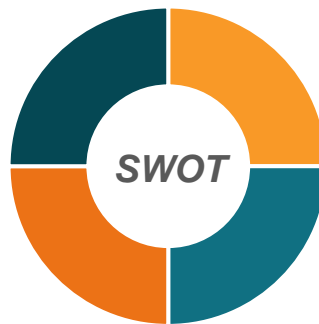
SWOT model for the CRMEC's functional capacity

STRENGTHS

- Experienced Council members and Secretariat
- Well-established relationships with stakeholders
- Organisational structure enables independence and advisory roles

OPPORTUNITIES

- Encourage more flexible and unique clinical training options
- Increase the attractiveness of the ACT region for medical trainees
- Increase engagement with consumer and Indigenous stakeholders



WEAKNESSES

- Small jurisdiction with limited staffing that reflects the day-day business needs, but limits capacity to manage unanticipated surge
- Limited funding for direct education delivery
- Some Committees rely on volunteer contributions

THREATS

- Loss of key Council members/staff
- Ability to maintain Council with appropriate independence and skill-set
- Conflicts of interest where individuals have interests in a variety of settings/spaces in the region

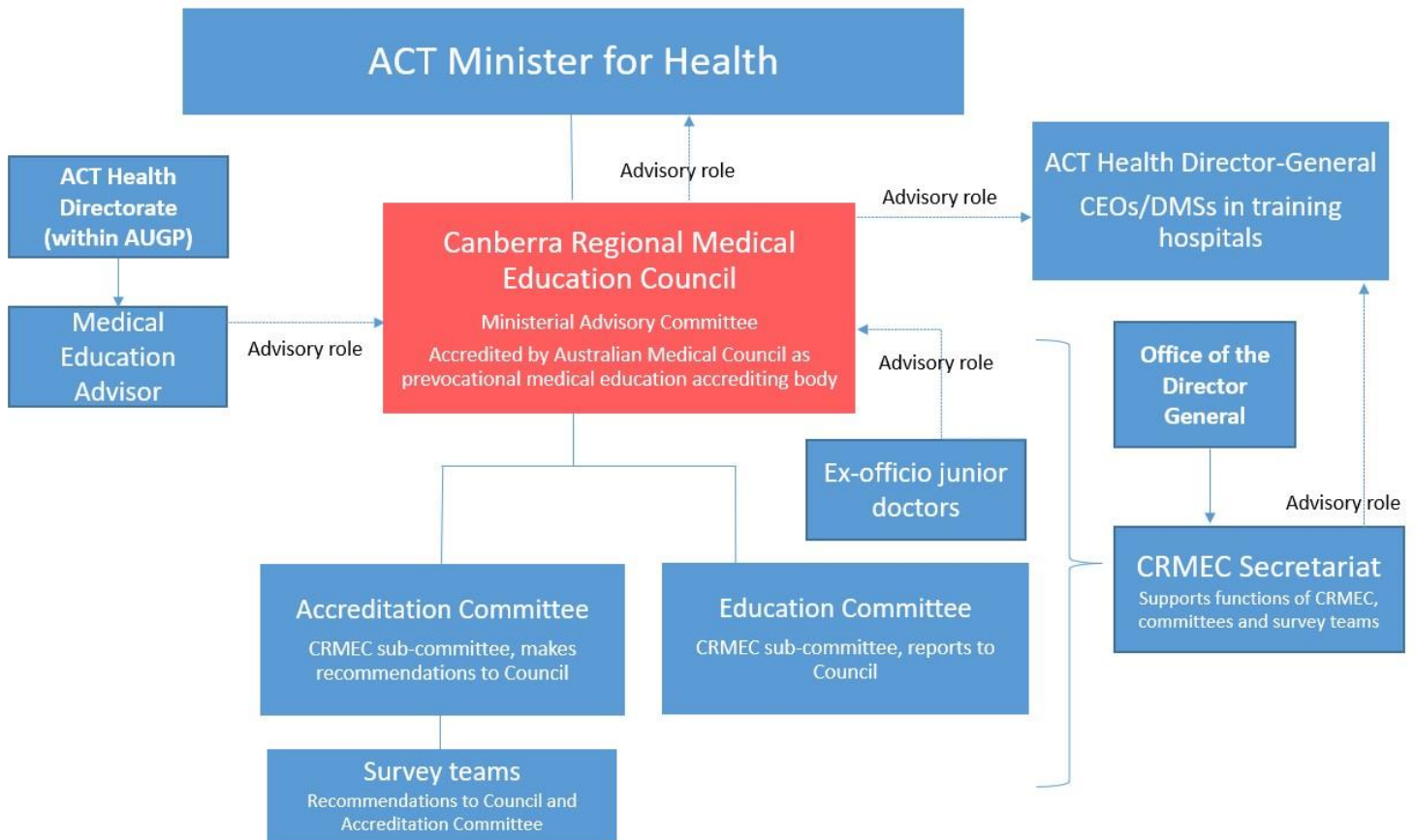
The primary threats to CRMEC's business are low and related to its operation in a small jurisdiction. This presents the challenges of comparatively low business volume managed by a small workforce, reliance on key individuals with specialist skills, and potential that individuals have competing interests within the jurisdiction. The risks are understood as ongoing within the context of the CRMEC's structure, the Secretariat's employment via the ACT Public Service and the voluntary nature of some committees. The CRMEC has processes to monitor and manage these business risks, as recorded in the Risk Register.

Major opportunities are addressed in the CRMEC's strategic plan and annual implementation plans.

ORGANISATIONAL STRUCTURE

To achieve its function the CRMEC has Ministerially appointed members with expertise in medical education and training within the ACT and nationally; medical administration and accreditation; the needs of prevocational doctors; and the interface between the experience of prevocational doctors and that of patient consumers.

The Council is supported by ex-officio advisors with specific expertise or representation, and by a Secretariat situated in the ACT Health Directorate.



COUNCIL MEMBERS 2024

Emeritus Professor Nicholas Glasgow, Chair

Professor Amanda Barnard

Jenny Berrill

Dr Ava Carter

Dr Vasco De Carvalho

Dr Christopher Dickie

Dr Cameron Maxwell

Dr Darryl McGill

Dr Jennifer Thomson

Ex-officio intern representative – Dr Nesha Gezer

Ex-officio RMO representative – Dr James Miller

Ex-officio medical education advisor – Associate Professor Katrina Anderson

Accreditation Committee 2024

[Dr Cameron Maxwell, Chair](#)

Emma Baldock

Dr Ava Carter

Dr Christopher Dickie

Dr Zee Fu

Dr Eilidh Gilritchie

Dr Duncan MacKinnon

Dr James Miller

Dr Farah Sethna

Dr Diana Tracy

Education Committee 2024

[Dr Erika Stazdins, Chair](#)

Dr Marrwah Ahmadzai

Dr Vincent Aw

Professor Amanda Barnard

Dr Hollie Berghofer

Dr Shelly Gao

Dr Nesha Gezer

Dr Jonathan Ho

Dr Ash Li Koo

Dr Nathan Oates

Dr Meidelynn Ooi

Dr Luke Streitberg

Dr Sarah Williams

RISK MANAGEMENT PLAN

The CRMEC has responsibility for ensuring that adequate risk management processes are in place. Risk management processes are designed to ensure the CRMEC:

- Upholds rigorous, fair and consistent processes for accrediting prevocational training programs
- Effectively governs itself and demonstrates competence and professionalism in the performance of its roles
- Effectively manages its resources
- Builds and strengthens stakeholder engagement and collaboration
- Limits the impact of any unavoidable risk.

The CRMEC risk management plan outlines the processes and procedures used to identify and manage events that may impact either positively or negatively on:

- The ability of the CREMC to achieve its primary goal
- Implementation plans
- Project milestones

Risk and opportunity identification and assessment

The CRMEC identifies events that may impact its business through:

- Issues arising in the national prevocational medical education and training space, primarily informed by engagement with the Confederation of Prevocational Medical Education Council, the Australian Medical Council (AMC) and Ahpra
- Its own accreditation by the AMC
- Internal auditing of CRMEC against the ACT Ministerial Council requirements outlined in *Governance Principles – Appointments, Boards and Committee*
- Internal auditing of CRMEC against the AMC's *National Standards for Prevocational Training Accreditation Authorities*

- Analysis of evaluation reports and exercises
- Issues arising within the ACT health system
- Council and Committee brainstorming
- Comments, complaints and external stakeholder feedback

Events identified as having potential to impact the CRMEC's operations are evaluated using the SWOT model. Using this model, strengths, weaknesses, opportunities and threats associated with the event are identified.

Identified opportunities are incorporated into CRMEC's 4-year strategic plan, strategic advice, meeting action plans, and/or annual implementation plans, depending on the nature of the opportunity.

Risk matrix

Identified threats/risks are evaluated using the risk matrix provided by the ACT Insurance Authority (ACTIA, see next page). Risks will be characterized by their description, cause, area of impact, level of consequence and estimate of likelihood of consequence and frequency. A level of risk (low, medium, high or extreme) will be assigned.

ACTIA Risk Matrix



	Insignificant
Financial	1% of Budget or <\$5K
People	Injury or ailments not requiring First Aid treatment and / or psychological injury managed by staff support services.
Compliance/ Regulation	Non-compliance with work policy and standard operating procedures which are not legislated or regulated.
Reputation & Image	Internal review and/or minor dissatisfaction across a small number of demographic groups or stakeholders.
Service Delivery	Loss of or interruption to non critical/no-core services up to 3 days.

Likelihood of Consequence	Frequency		Matrix	1	
	Almost Certain	Is expected to occur in most circumstances	Once in a quarter or more	5	Medium
	Likely	Will probably occur	Once a year or more	4	Medium
	Possible	Might occur at some time in the future	Once every 1 - 5 years	3	Low
	Unlikely	Could occur but doubtful	Once every 5 - 20 years	2	Low
	Rare	May occur but only in exceptional circumstances	Once every 20 - 100 years	1	Low

CRMEC STRATEGIC PLAN 2023-2027

Canberra Region Medical Education Council

Consequence **			
Minor	Moderate	Major	Catastrophic
2.5% of Budget or <\$50K	> 5% of Budget or <\$500K	> 10% of Budget or <\$5M	>25% of Budget or >\$5M
Minor injury or requiring First Aid treatment or short term injury (less than four weeks incapacity for work) and / or psychological injury resulting in reduced ability to perform tasks requiring treatment from a health professional.	Serious injury causing hospitalisation or medium term reversible disability (four weeks or more incapacity for work) or multiple medical treatment cases and / or psychological injury resulting in reduced ability to perform tasks requiring ongoing support from GP/health professional.	Single life threatening injury (including loss of limbs) or multiple serious injuries causing hospitalisation and/or permanent disability and / or psychological injury resulting in reduced ability to perform tasks requiring significant additional psychological treatment.	Death or multiple life threatening injuries and/or multiple injuries causing major life altering impairment and / or psychological injury resulting in inability to perform tasks requiring ongoing significant psychological treatment.
Numerous instances of non-compliance with work policy and standard operating procedures which are not legislated or regulated.	Non-compliance with work policy and standard operating procedures which require self reporting to the appropriate regulator and immediate rectification.	Restriction of business operations by regulator due to non-compliance with relevant guidelines and / or significant non-compliance with policy and procedures which threaten business delivery.	Operations shut down by regulator for failing to comply with relevant guidelines / legislation and /or significant non-compliance with internal procedures which could result in failure to provide business outcomes and service delivery.
Scrutiny required by internal committees or internal audit to prevent escalation and/or moderate dissatisfaction across a small number demographic groups or several stakeholders.	Local media scrutiny (1 week) and/or scrutiny required by external committees or ACT Auditor General's Office, or inquest, etc. and/or dissatisfaction across a few demographic groups or multiple stakeholders.	Intense public, political and national media scrutiny (1 week) and/or Minister / Chief minister involvement and/or dissatisfaction across a large range of demographic groups and stakeholders.	Adverse finding from Assembly inquiry or Commission of inquiry or sustained adverse international media and/or loss of public confidence in Govt or Public Service forcing changes to the machinery of Govt.
Interruption of core services affecting critical infrastructure (e.g. law & order, public safety, health) or cessation of core/ critical service essential to business continuity for up to 3 days.	Cessation of core services affecting critical infrastructure (e.g. law & order, public safety, health) or cessation of core/ critical service essential to business continuity for up to 3 days and/or disruption for a week.	Cessation of core services affecting critical infrastructure (e.g. law & order, public safety, health) or cessation of core/ critical service essential to business continuity for up to 3 days and/or disruption over subsequent weeks.	Total cessation of core services affecting critical infrastructure (e.g. law & order, public safety, health) or cessation of core/ critical service essential to business continuity for more than 1 week and/or disruption over subsequent months.
2	3	4	5
High	High	Extreme	Extreme
Medium	High	High	Extreme
Medium	Medium	High	Extreme
Medium	Medium	High	High *
Low	Medium	Medium	High *

Risk management

After identifying and assessing risks, an appropriate strategy for managing the risk is determined, including who will implement any specified actions and a timeframe for addressing risk. When applicable, consultation on risk management may be sought from ACTIA. Strategies for managing a risk can include:

- Implementation of actions/strategies to prevent or minimise risk arising
- Plans for amelioration of the potential consequences of the risk if it occurs
- Understanding the potential risk and agreeing to monitor the risk and bear the potential outcome taking no action.

The risk management action plan will include an indicative time frame for ameliorating risk. This evaluation is made with consideration to the ACTIA priority for action timeframe (see below).

Priority for Attention/Action

Priority	Indicative escalation	Indicative action
Extreme	Within 24 hours	1 month or sooner
High	Within 7-14 weeks	2 months or sooner
Medium	Within 1-3 months	3 months or sooner
Low	Within 1-3 months in course of normal business	Within 3-6 months or ongoing

Recording and monitoring

The risk management action plans, including an indicative time frame for ameliorating risk, will be recorded in the CRMEC Risk Register, and when required by ACTIA. The CRMEC will review and monitor risks as they arise. Risks will be escalated to the Chair and/or Council and ongoing management will be reported by the Secretariat.

CRMEC'S STRATEGIC FOCUS: 2023-2027

The CRMEC's strategic in the cycle from 2023-2027) focuses on maintaining accreditation functions, facilitating high quality medical education, providing strategic advice on workforce, and addressing the primary challenge of preparing for, introducing and embedding the new National Prevocational Training Framework, Planning across key priority strategic areas (listed below) is provided throughout this strategic plan and relevant annual implementation plans.

Key priority areas (KPAs): 2023-2027

1. Maintain governance structures and business practice to support the CRMEC's organisational purpose and functions.
2. Maintain and build expertise in accreditation of prevocational medical training, including attaining consistency with the new National Standards, and building long-term capacity to undertake accreditation activities.
3. Respond to, and provide leadership and support throughout, the implementation of the new National Prevocational Training Framework.
4. Provide expert advice related to postgraduate medical education and training to the ACT Minister for Health and at the executive level in ACT and linked regional networks.
5. Monitor and advocate for welfare, safety and quality education for junior doctors in the ACT and the linked regional network, including those in non-accredited positions.
6. Maintain and promote collaboration with relevant national and jurisdictional organisations.
7. Identify and promote education and career resources for prevocational junior doctors.
8. Promote the CRMEC and its activities nationally and in the ACT training region.

KPA I: GOVERNANCE AND BUSINESS

Key priority 1

Maintain governance structures and business practice to support the CRMEC’s organisational purpose and functions.

Strategy	Initiatives
1-1 Comply with requirements of an ACT Ministerial Management Council	<ul style="list-style-type: none"> • Maintain membership consistent with Terms of Reference • Implement processes outlined in <i>Governance Principles – Appointments, Boards and Committee</i>
1-2: Ensure the Council’s integrity is maintained	<ul style="list-style-type: none"> • Implement conflict of interest processes • Conduct Council appointments consistent with <i>Governance Principles – Appointments, Boards and Committee</i>
1-3: Maintain operational policies and procedures for key CRMEC areas of business	<ul style="list-style-type: none"> • Update policies and procedures to reflect the new prevocational medical training framework • Respond to requests for advice in a timely manner • Engage in stakeholder collaboration and advocacy. • Implement policies for managing concerns and issues arising. • Align Secretariat performance development plans with CRMEC business plan
1-4: Ensure documentation systems and registers for key areas of CRMEC business are maintained	<ul style="list-style-type: none"> • Maintain a proviso register, register of terms, insurance register, communication log, risk register, records of all meetings • Facilitate Secretariat to complete training in ACT Health Directorate finance and records management systems
1-5: Manage the annual allocated budget and exercise financial control within delegations	<ul style="list-style-type: none"> • Forecast and report budgetary requirements. • Report financial statements to the CRMEC bi-annually and to Ahpra annually

Accreditation domain	Timeframe	Performance evaluation
<ul style="list-style-type: none"> Purpose and governance Independence 	<ul style="list-style-type: none"> 4-year accreditation cycle: 2022, 2026 	<ul style="list-style-type: none"> Review against requirements outlined in <i>Governance Principles – Appointments, Boards and Committee</i>
<ul style="list-style-type: none"> Independence 	<ul style="list-style-type: none"> 4-year accreditation cycle: 2022, 2026 	<ul style="list-style-type: none"> Review against requirements outlined in <i>Governance Principles – Appointments, Boards and Committee</i>
<ul style="list-style-type: none"> Operational management Accreditation processes 	<ul style="list-style-type: none"> Complete review by June 2023 Complete policy review by Dec 2023, 2025, 2027 Report operations quarterly PDP reviews Aug/Nov each year 	<ul style="list-style-type: none"> Undertake a review against the new <i>Domains for prevocational training accreditation authorities</i> Review policies and procedures against the new framework and then 2 yearly Maintain CRMEC communication log and documentation of consultations Professional development plan review
<ul style="list-style-type: none"> Operational management Accreditation processes 	<ul style="list-style-type: none"> Complete review by June 2023 Report to Council quarterly PDP reviews Aug/Nov each year 	<ul style="list-style-type: none"> Undertake a review against the new <i>Domains for prevocational training accreditation authorities</i> Report communications, meetings and risks to Council Professional development plan review
<ul style="list-style-type: none"> Operational management 	<ul style="list-style-type: none"> Review monthly Report to CRMEC bi-annually 	<ul style="list-style-type: none"> Complete declaration for finance annually for any significant over- or under-spend

KPA 2: ACCREDITATION

Key priority 2

Maintain and build expertise in accreditation of prevocational medical training, including attaining consistency with the new National Standards, and building long-term capacity to undertake accreditation activities.

Strategy	Initiatives
2-1 Accredite prevocational medical education and training programs in ACT	<ul style="list-style-type: none"> • Maintain an Accreditation Committee with appropriate skills mix and representation from junior doctors and consumers • Undertake accreditation function in all facilities • Review processes for undertaking accreditation • Adopt the new National Standards • Develop audit tool as a resource to surveyors and facilities for evidence demonstrating compliance with Standards
2-2 :Maintain integrity of accreditation process consistent with AMC and MBA expectations	<ul style="list-style-type: none"> • Identify, and manage and record conflicts of interest • Ensure external representation on survey teams and Accreditation Committee • Publicly report the outcome of accreditation visits
2-3 Support training and development in accreditation of CRMEC committees and Secretariat	<ul style="list-style-type: none"> • Deliver surveyor training to all Accreditation Committee members (and survey team members as required) • Facilitate opportunities for practical survey experience within the region or in other jurisdictions. • Participation in national committees
2-4 Liaise with Ahpra, AMC and the ACT branch of MBA consistent with contractual agreements	<ul style="list-style-type: none"> • Maintain reporting requirements

Accreditation domain	Timeframe	Performance evaluation
<ul style="list-style-type: none"> • Accreditation processes 	<ul style="list-style-type: none"> • Perform all accreditation across 4-year cycle • Review procedures in conjunction with new National Prevocational Training Framework for introduction in 2024 	<ul style="list-style-type: none"> • Post-accreditation visit evaluations
<ul style="list-style-type: none"> • Independence • Accreditation processes 	<ul style="list-style-type: none"> • Ongoing in every meeting • Report accreditation outcomes on website 	<ul style="list-style-type: none"> • Undertake a review against the new <i>Domains for prevocational training accreditation authorities</i>
<ul style="list-style-type: none"> • Purpose and governance 	<ul style="list-style-type: none"> • See CRMEC Annual Education Plan 	<ul style="list-style-type: none"> • Post training evaluations for each event
<ul style="list-style-type: none"> • Purpose and governance • Stakeholder collaboration 	<ul style="list-style-type: none"> • ACT MBA annually • Ahpra 6-monthly • AMC annually 	<ul style="list-style-type: none"> • Council and/or Chair review reports

KPA 3: LEADERSHIP

Key priority 3

Respond to, and provide leadership and support throughout, the implementation of the new National Prevocational Training Framework. The **CRMEC Annual Framework Implementation Plan** provides more details on specific activities related to initiatives addressing the leadership KPA.

Strategy	Initiatives
3-1 Respond to and communicate issues impacting prevocational education and training.	<ul style="list-style-type: none"> • Maintain knowledge of the new National Framework • Maintain and implement a communication strategy
3-2 Review and update CRMEC Standards consistent with the new National Standards.	<ul style="list-style-type: none"> • Map AMC prevocational training authority standards to the new standards • Develop auditing tools for new National Standards
3-3 Support and promote training for supervisors.	<ul style="list-style-type: none"> • Map requirements of new National Prevocational Training Framework to supervisor training/skills needs • Develop and/or facilitate education resources to meet training/skills needs • Develop an annual education plan that considers supervisor training needs across the region
3-4 Support ACT region facilities to develop term descriptions consistent with the new National Prevocational Training Framework.	<ul style="list-style-type: none"> • Facilitate a term description review in the region • Identify requirements of new Prevocational Training Framework • Review and update term description template
3-5 Support the ACT region in establishing a training environment that meets the new National Prevocational Training Framework	<ul style="list-style-type: none"> • Facilitate review of the term rotation • Work with MEUs and DPETs providers to establish matrix needs and identify issues

Accreditation domain	Timeframe	Performance evaluation
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing, see communications plan 	<ul style="list-style-type: none"> Post-accreditation visit evaluations Communication evaluation
<ul style="list-style-type: none"> Accreditation processes 	<ul style="list-style-type: none"> Complete review by June 2023 	<ul style="list-style-type: none"> Undertake a review against the new <i>Domains for prevocational training accreditation authorities</i>
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> See annual Education Delivery Plan and annual Education resources plan 	<ul style="list-style-type: none"> Post training evaluations for each event Website evaluation in communication strategy evaluation 2023,2025
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Developed by July 2023 Implemented by Nov 2023 	<ul style="list-style-type: none"> Evaluate JMO satisfaction with term descriptions in survey visits
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Draft matrix by Aug 2023 	<ul style="list-style-type: none"> Ongoing input from stakeholders

KPA 4: EXPERT ADVICE

Key priority 4

Provide expert advice related to postgraduate medical education and training to the ACT Minister for Health and at the executive level in ACT and linked regional networks.

Strategy	Initiatives
4-1 Provide strategic advice on prevocational education and training issues within the jurisdiction.	<ul style="list-style-type: none"> Respond to strategic advice requests from Directors of Medical Services (DMSs) Representation on ACT-NSW Workforce Policy and Planning Steering Group Representation on ACT ANU Rural Training Hub Committee
4-2 : Be responsive to ACT Government requests for advice.	<ul style="list-style-type: none"> Provide responsive strategic advice to the Chief Medical Officer Provide a written annual report to the Minister for Health Meet with the Minister for Health at least annually
4-3 Be responsive to ACT Health Directorate requests for advice.	<ul style="list-style-type: none"> Provide responsive strategic advice to the Chief Medical Officer Report to the Director-General via annual reporting to the Minister for Health
4-4: Be responsive to requests from facilities for advice.	<ul style="list-style-type: none"> Respond to facility requests for information and support Proactively provide advice on new National Standards and support to transition to new National Prevocational Training Framework Accreditation Committee to review facility quality improvement reporting Use accreditation process to provide facilities with recommendations on quality improvement

Accreditation domain	Timeframe	Performance evaluation
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Annual reporting Council review communications and meeting logs
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Annual reporting Council review communications and meeting logs
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Annual reporting Council review communications and meeting logs
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Annual reporting Council review communications and meeting logs

KPA 5: WELFARE AND ADVOCACY

Key priority 5

Monitor and advocate for welfare, safety and quality education for junior doctors in the ACT and the linked regional network, including those in non-accredited positions.

Strategy	Initiatives
5-1 Monitor issues of patient and JMO safety during accreditation processes.	<ul style="list-style-type: none"> • Maintain a system to document and report issues related to patient and junior doctor safety concerns • Investigate concerns and complaints in a timely manner
5-2 Respond to complaints and concerns raised.	<ul style="list-style-type: none"> • Investigate concerns and complaints in a timely manner • Evaluate accreditation visits processes and develop plans to address areas of improvement identified by participants
5-3 Monitor issues related to prevocational education and training and provide strategic advice to the Minister and Executives.	<ul style="list-style-type: none"> • Monitor compliance of facilities with Standards through annual reporting • Review the Medical Training Survey results for issues relevant to prevocational training and report to the Minister and Executives • Incorporate strategic planning suggestions in recommendations for facilities during accreditation surveys
5-4 Identify and facilitate opportunities for education support and delivery for junior doctors in non-accredited positions.	<ul style="list-style-type: none"> • Include opportunities for non-accredited trainees in education delivered by CRMEC • Develop an annual education plan • Promote education opportunities to stakeholders

Accreditation domain	Timeframe	Performance evaluation
<ul style="list-style-type: none"> • Accreditation processes 	<ul style="list-style-type: none"> • Ongoing and evaluated in each 4-year cycle 	<ul style="list-style-type: none"> • Review the Council's function against the requirements
<ul style="list-style-type: none"> • Accreditation processes 	<ul style="list-style-type: none"> • Ongoing • After each accreditation visit 	<ul style="list-style-type: none"> • Evaluation is conducted after each visit and reviewed by Accreditation Committee and Council
<ul style="list-style-type: none"> • Purpose and governance • Accreditation processes • Stakeholder collaboration 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Report to Minister annually
<ul style="list-style-type: none"> • Purpose and governance • Stakeholder collaboration 	<ul style="list-style-type: none"> • Annually • Newsletter produced 2-3 times/month 	<ul style="list-style-type: none"> • Communication strategy evaluation 2023,2025 • Education evaluation after each event and overall plan reviewed annually by Education Committee

KPA 6: COLLABORATION

Key priority 6

Maintain and promote collaboration with relevant national and jurisdictional organisations.

Strategy	Initiatives
6-1 Maintain partnerships with identified key local stakeholders.	<ul style="list-style-type: none"> • Engage supervisors, DPET and JMOs on Education Committee • Provide representation on the WPP Steering Group • Provide representation on the ACT Rural Training Hub • Maintain communication log • Develop an annual MTS communication plan
6-2 Maintain collaborative working relationships with local ETP providers.	<ul style="list-style-type: none"> • Develop a communications plan for newsletter • Undertake 1:1 meetings with new DMSs in the region • Engage DPETs and MEUs in Implementation Framework plan • Engage DPETs in education plan
6-3 Maintain a collaborative working relationship with HETI in relation to NSW regional facilities.	<ul style="list-style-type: none"> • Engage in a meeting with HETI Chair at least annually • Invite HETI to appoint surveyors on NSW facility survey teams • Provide all accreditation reporting from NSW facilities to HETI
6-4 Maintain partnerships and networking with national Postgraduate Medical Councils.	<ul style="list-style-type: none"> • Provide representation on CPMEC • Provide representation on Principal Officers group • Participate in national CPMEC awards
6-5 Maintain and promote engagement with healthcare consumers in the ACT.	<ul style="list-style-type: none"> • Maintain consumer representation on the Council and Accreditation Committee • Engage a consumer representative on survey visits • Invite consumers to nominate JMOs for Patient-Centered Care award

Accreditation domain	Timeframe	Performance evaluation
<ul style="list-style-type: none"> Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing representations Ongoing recording stakeholder communications Annual update of MTS plan 	<ul style="list-style-type: none"> Ongoing reporting to Council of meetings and communications Annual evaluation of MTS by Ahpra
<ul style="list-style-type: none"> Stakeholder collaboration 	<ul style="list-style-type: none"> Newsletters to be distributed at least twice/month See annual Implementation and Education plans 	<p>Communications evaluation as per Communications plan</p>
<ul style="list-style-type: none"> Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing annual meeting with HETI 	<p>Evaluations of accreditation visits following each visit</p>
<ul style="list-style-type: none"> Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing representations Annual award nominations in August 	
<ul style="list-style-type: none"> Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing Annual award nominations in August 	<p>Evaluations of accreditation visits following each visit</p>

KPA 7: EDUCATION RESOURCING

Key priority 7

Identify and promote education and career resources for prevocational junior doctors.

Strategy	Initiatives
7-1 Facilitate a network-wide think tank on education initiatives.	<ul style="list-style-type: none"> • Maintain and support an Education Committee with representation from educators and junior doctors • Facilitate initiatives developed by Education Committee
7-2 Provide and/or support an event program facilitating development of educational skills of junior doctors.	<ul style="list-style-type: none"> • Consult with educators and junior doctors within the network regarding education needs • Deliver Teaching for Clinicians Parts 1 and 2 annually
7-3 Provide and/or support a program that exposes junior doctors to career resources.	<ul style="list-style-type: none"> • Consult with educators and junior doctors within the network regarding career-associated initiatives • Distribute career-related information in newsletter • Develop a career-focused page on CRMEC website
7-4 Provide leadership opportunities for junior doctors to contribute to the education initiatives in the region.	<ul style="list-style-type: none"> • Support junior doctors to lead the Education Committee • Review the junior doctor representation on the Council • Promote involvement of junior doctors in accreditation
7-5 Provide junior doctors with information about education opportunities as they arise	<ul style="list-style-type: none"> • Develop an annual plan to promote the Medical Training Survey • Distributes information about courses, workshops and conferences via newsletter and website

Accreditation domain	Timeframe	Performance evaluation
<ul style="list-style-type: none"> Stakeholder collaboration 	<ul style="list-style-type: none"> Annual appointments, review every 2-years Report to Council and monitored quarterly 	<ul style="list-style-type: none"> Review Education Committee again terms of reference Minutes and action statements are maintained and delivered
<ul style="list-style-type: none"> Purpose and governance 	<ul style="list-style-type: none"> Annual Education plan Report to Council and monitored quarterly 	<ul style="list-style-type: none"> Annual education plan developed, delivered and evaluated Education activities are evaluated
<ul style="list-style-type: none"> Purpose and governance 	<ul style="list-style-type: none"> Develop website by July 2023 Report to Council and monitored quarterly 	<ul style="list-style-type: none"> Website platform is developed and accessible Education activities are evaluated Maintain log of newsletter topics
<ul style="list-style-type: none"> Purpose and governance 	<ul style="list-style-type: none"> Report to the Minister when recruiting for April 2023 membership round 	<ul style="list-style-type: none"> Review against requirements outlined in <i>Governance Principles – Appointments, Boards and Committee</i>
<ul style="list-style-type: none"> Purpose and governance 	<ul style="list-style-type: none"> Ongoing in newsletter and as per communications plan 	<ul style="list-style-type: none"> Maintain log of newsletter topics Undertake communications evaluation in Dec 2023 Evaluated by MTS team

KPA 8: AWARENESS

Key priority 8

Promote the CRMEC and its activities nationally and in the ACT training region.

Strategy	Initiatives
<p>8-1 Maintain regular communication with stakeholders.</p>	<ul style="list-style-type: none"> • Distributes information about relevant education opportunities via newsletter and website. • Develop a plan to communicate the new prevocational framework to stakeholders • Develop a plan to promote the Medical Training Survey to prevocational doctors.
<p>8-2 : Participate in national committees relevant to prevocational education and training.</p>	<ul style="list-style-type: none"> • Representation on CPMEC and the Principal Officer’s committee • Participate in the AMC’s Stakeholder Working Party for the new National Prevocational Training Framework • Participate in CPMEC Implementation Working Group • Collaborate with NTMETC on accreditation resources
<p>8-3 Identify and engage in opportunities for CRMEC promotion in the ACT training region.</p>	<ul style="list-style-type: none"> • Participate in and promote the national CPMEC awards. • Promote Patient-Centred Care award to consumer groups • Promote CRMEC to ANU medical students and new PGY1s at annual orientation events • Sponsor the CHS Medical Officers Awards • Continue newsletter communication plan • Chair and representatives to attend ANZPMEF

Accreditation domain	Timeframe	Performance evaluation
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing using annual communications plan Annual MTS communications plan See annual Implementation plan and Communication plans 	<ul style="list-style-type: none"> Council review communications log and meetings quarterly MTS plan evaluated by Ahpra
<ul style="list-style-type: none"> Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council review communications log and meetings quarterly
<ul style="list-style-type: none"> Purpose and governance Stakeholder collaboration 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council review communications log and meetings quarterly Council review planned sponsorship annually

CULTURAL SAFETY PLAN: 2023-2027

The CRMEC's cultural safety plan is in its infancy and will be developed across the strategic planning cycle.

CRMEC commitment as an ACT Government Ministerial Council

The CRMEC supports the *ACT Aboriginal and Torres Strait Islander Agreement 2019-2028*[€]. This agreement recognises that the ACT has been occupied, used and enjoyed since time immemorial by Aboriginal people, and recognises the traditional importance of country to Aboriginal and/or Torres Strait Islander Peoples. The CRMEC supports the core significant goal related to health and wellbeing:

To promote Aboriginal and/or Torres Strait Islander Peoples' equity in health and wellbeing outcomes as any other members of the community.

The Agreement outlines the following principles for the engagement of government entities with Aboriginal and/or Torres Strait Islander Peoples:

- Engage in respectful interaction within the community.
- Work with different communities differently using a tailored response
- Build relationships that increase value for the community and ACT Government
- Continuously improve the level of service delivered to Aboriginal and/or Torres Strait Islander Peoples
- Enable information sharing and interaction across the ACT Government.

The ACT Government sets out strategies to achieve the core goal including recognition of value from culturally based healing programs, establishing Aboriginal and/or

€ ACT Government. 2019. *ACT Aboriginal and Torres Strait Islander Agreement 2019-2028*.
https://www.communityservices.act.gov.au/_data/assets/pdf_file/0015/1323132/ACT-Aboriginal-and-Torres-Strait-Islander-Agreement-2019-2028.pdf

Torres Strait Islander-led data collection, resourcing the health system to be responsive to Aboriginal and/or Torres Strait Islander Peoples, advocating for Aboriginal and/or Torres Strait Islander service providers and maintaining collaborative partnerships to address social and cultural determinants of health.

CRMEC commitment as an accredited prevocational medical council

The CRMEC supports the AMC Aboriginal and/or Torres Strait Islander and Māori Strategy 2023-2028^π. This work acknowledges Aboriginal and/or Torres Strait Islander Peoples as the traditional and current custodians of country in Australia, acknowledging that historical and current colonial processes lead Aboriginal and/or Torres Strait Islander Peoples to experience health outcome disparities. The statement acknowledges that Aboriginal and/or Torres Strait Islander Peoples have rights as stakeholders within health environments, organisations and training programs to ensure the right to equitable and quality healthcare services, a culturally safe workforce, and an increased Indigenous health workforce. The CRMEC supports the core principle:

To develop and strengthen relationships with Aboriginal and/or Torres Strait Islander Peoples and to promote innovation in improving Indigenous health outcomes and cultural safety within the sphere of influence.

The Strategy outlines focus areas including:

- Supporting the right to self-determination of Aboriginal and/or Torres Strait Islander Peoples
- Developing and fostering mutually beneficial relationships with Aboriginal and/or Torres Strait Islander Peoples
- Creating culturally safe, respectful and supportive environments
- Advocating, supporting and promoting the goals of Aboriginal and/or Torres Strait Islander Peoples in relation to health.

^π Australian Medical Council. 2023. *Aboriginal and/or Torres Strait Islander and Māori Strategy 2023-2028*. <https://www.amc.org.au/wp-content/uploads/2023/07/AMC-Indigenous-Strategic-Plan-2023-to-2028.pdf>

CRMEC has embed these core values and principles into prevocational medical training in the Canberra region. In 2021, CMREC was proud to advise the Minister of Health on new access priorities to prevocational medical training. The revised 2021 intern priority access list ensures that prospective prevocational medical doctors from Aboriginal and Torress Strait Islander backgrounds, and especially those returning to Ngunnawal land, have the highest priority to enter training programs in the Canberra region.

CRMEC core cultural safety goals

The CRMEC seeks to model the principles above defined by the ACT Government and the AMC to achieve the following primary goals:

- Ensuring the business and organisational function of the CRMEC reflects culturally safe practice
- Ensuring the business and organisational function of the CRMEC meets both the AMC's *National Standards for Prevocational Training Accreditation Authorities* and the expectations of the ACT Government
- Ensuring its accreditation processes address the national requirements for training programs and terms with respect to cultural safety
- Supporting facilities to meet the requirements of the new National Prevocational Training Framework.

Related key priority areas

1-1	Comply with requirements of an ACT Ministerial Management Council
3-5	Support the ACT region in establishing a training environment that meets the new National Prevocational Training Framework
4-1	Provide strategic advice on prevocational education and training issues within the jurisdiction.
5-3	Monitor issues related to prevocational education and training and provide strategic advice to the Minister and Executives.
6-1	Maintain partnerships with identified key local stakeholders.
6-5	Maintain and promote engagement with healthcare consumers in the ACT

Annual planning, monitoring and evaluation

The CRMEC Cultural Safety Plan and its overall goals and strategy are in their infancy as they seek to address the new embedded philosophy in Australian healthcare generally and the National Prevocational Training Framework specifically. Specific initiatives to address the implementation of the new National Prevocational Training Framework will be developed annually throughout this strategic planning cycle until it is embedded in the organisational structure, processes and prevocational training in the region. The annual Cultural Safety Plan is a living document that is responsive to national updates from key stakeholders including the AMC, Ahpra, and the CPMEC Implementation Working Party. Timelines are subject to adjustment to meet the needs of facilities in the region and to address new information as it emerges.

The CRMEC's engagement with the Office for Aboriginal and Torres Strait Islander Affairs is monitored at the ACT Government level via Ministerial and Government Services and the Minister for Health.

Initiatives outlined in this strategy are reported through CRMEC and its committees and included in annual reporting to the ACT Minister for Health. Where appropriate (e.g. education initiatives) formal evaluations are undertaken using surveys and feedback mechanisms. Formal evaluations identifying areas for improvement are reviewed by the Council and its committees.

CULTURAL SAFETY PLAN: 2023

Initiative

PLAN COMPLETED DECEMBER 2023

Promote engagement of Aboriginal and/or Torres Strait Islander People in governance by:

- Inviting CRMEC nominations from Indigenous and/or Torres Strait Islander consumers through Office of Aboriginal and Torres Strait Islander Affairs (OATSIA), Diversity Register, Winnunga Aboriginal Health Service and Health Care Consumers Association
- Inviting CRMEC nominations from Indigenous and/or Torres Strait Islander doctors through OATSIA, Winnunga Aboriginal Health Service, Diversity Register and ACT health facilities
- Ensuring all CRMEC nominations are reviewed by the OATSIA

Undertake scoping of the existing cultural safety training delivered in ACT health facilities

Provide the ACT Minister for Health with strategic advice regarding the implications of the new National Prevocational Training Framework with respect to culturally safe practice in ACT health facilities

Include completion of the five ACTPS advanced Cultural Modules in professional development plans for CRMEC Secretariat staff

Join the Leaders in Indigenous Medical Education (LIME) network to receive ongoing exposure to relevant professional material

Include information in the CRMEC newsletter on culturally safe practice and Indigenous health resources

Attend AMC cultural safety focus workshop

Undertake a review of adherence to the cultural safety standards in health facilities and brainstorm strategies to facilitate and improve compliance

Include examples of evidence supporting the achievement of cultural safety in the CRMEC Auditing Tool resource

Encourage facilities to incorporate the following in their term descriptions:

- Anticipated exposure to Aboriginal and/or Torres Strait Islander People within term
- Learning objectives relevant to Aboriginal and/or Torres Strait Islander health

Incorporate culturally safe practice into the DPET Workshop and Supervisor Training

Include exposure to Aboriginal and Torres Strait Islander people's health on all term descriptions

CRMEC ANNUAL CULTURAL SAFETY PLAN 2023

Canberra Region Medical Education Council

PLAN COMPLETED DECEMBER 2023

Responsibility	Target core goal						Timeline
	Support facilities to meet new National Framework	Accredit facilities against cultural safety	Meet ACT Government expectations	Meet accreditation authority standards	Meet prevocational accreditation standards	Culturally safe organisational practice	
Emily Haesler			x	x			Ongoing with each Ministerial appointment
CRMEC	x				x		Feb 2023
Emily Haesler	x		x				March 23
Emily Haesler Jasmine Atkins				x		x	Aug-Nov 2023
Emily Haesler	x						Aug 2023
Emily Haesler Jasmine Atkins	x			x		x	Ongoing monthly
Emily Haesler Katrina Anderson Nicholas Glasgow	x	x			x		Oct 2023
CRMEC Education Committee Accreditation Committee	x	x				x	Aug-Sept 2023
Emily Haesler		x				x	Nov-Dec 2023
Emily Haesler Katrina Anderson	x				x	x	June-Dec 2023
Katrina Anderson	x				x	x	Aug -Dec 2023
Emily Haesler DPETs	x	x	x	x	x	x	Aug -Dec 2023

CULTURAL SAFETY PLAN: 2024

Initiative

Appoint an Aboriginal and/or Torres Strait Islander representative to the CRMEC:

- Provide strategic advice to the ACT Minister for Health Minister requesting endorsement
- Recruitment process as advised by the local Aboriginal and Torres Strait Islander representative: recruit via Australian Indigenous Doctors Assoc (AIDA) and formal process for Ministerial Councils (see below), and if required, one-one recruitment by the local Aboriginal and Torres Strait Islander representative
- Local Aboriginal and Torres Strait Islander representative on Selection Panel

Continue to engage Aboriginal and/or Torres Strait Islander People in governance through:

- Engaging Office of Aboriginal and Torres Strait Islander Affairs (OATSIA) in all CRMEC appointment processes
- Invite CRMEC nominations from Indigenous and/or Torres Strait Islander consumers via OATSIA, Diversity Register, Winnunga Aboriginal Health Service and Health Care Consumers Associations

Consult a local Aboriginal and Torres Strait Islander representative to develop the CRMEC's Cultural Safety Plan

Invite a local Aboriginal and Torres Strait Islander representative to present to Council on cultural safety and what it means, with a focus on the local

Offer support for Council, Accreditation Committee members and surveyors to complete AIDA cultural safety training

Maintain a register recording experience/training of CRMEC members in cultural safety and health of Aboriginal and Torres Strait Islander people

Engage in CPMEC strategic planning related to Indigenous consultation at the national level

Continue membership of the Leaders in Indigenous Medical Education (LIME) network to receive ongoing exposure to relevant professional material on cultural safety

Include regular information in the CRMEC newsletter on culturally safe practice and Indigenous health resources

Conduct a DPET/MESO Working Day focused on strategies to address the health and safety of Aboriginal and Torres Strait Islander people in the prevocational education and training programs in ACT facilities

Maintain focus on the new standards related to cultural safety through facility annual monitoring reports

Encourage facilities to incorporate learning objectives specific to Aboriginal and/or Torres Strait Islander health in relevant term descriptions

Contribute to content planning for 2025 JMO orientation with respect to cultural safety focus

CRMEC ANNUAL CULTURAL SAFETY PLAN 2024 -2025

Canberra Region Medical Education Council

Responsibility	Target core goal					Timeline
	Support facilities to meet new National Framework	Accredit facilities against cultural safety standards	Meet ACT Government expectations	Meet prevocational accreditation authority standards	Culturally safe organisational practice	
Emily Haesler			x	x	x	March–April 2024
Emily Haesler			x	x	x	Ongoing with each Ministerial appointment
Emily Haesler Katrina Anderson	x				x	Feb 2024 March 2024
Emily Haesler				x	x	June 2024
Jasmine Atkins CRMEC members			x	x	x	Feb 2024
Jasmine Atkins				x		Ongoing
Nicholas Glasgow						March 2024
Emily Haesler	x			x		Ongoing
Jasmine Atkins Emily Haesler	x			x		Ongoing
Katrina Anderson	x	x			x	March 2024
Emily Haesler	x					Ongoing
Emily Haesler DPETs	x	x		x	x	Ongoing
Emily Haesler	x				x	Nov 2024

ACCREDITATION STRATEGY: 2024-2027

The CRMEC undertakes accreditation of prevocational education and training programs in the ACT training region. Accreditation is undertaken under the CRMEC’s authority:

- As an Australian Medical Council-accredited accreditation body.
- Under contract to the Medical Board of Australia, via the Australian Health Practitioner Regulation Agency (Ahpra), to conduct accreditation of prevocational education and training programs at the intern level.
- Under appointment by the ACT Minister for Health via a Ministerial Committee to conducted accreditation of prevocational education and training programs at the intern and RMO levels.

Related key priority areas

2-1	Accredit prevocational medical education and training programs in ACT
2-2	Maintain integrity of accreditation process consistent with AMC and MBA expectations
2-3	Support training and development in accreditation of CRMEC committees and Secretariat
2-4	Liaise with Ahpra, AMC and the ACT branch of MBA consistent with contractual agreements
3-2	Review and update CRMEC Standards consistent with the new National Standards.
3-4	Support ACT region facilities to develop term descriptions consistent with the new National Prevocational Training Framework.
3-5	Support the ACT region in establishing a training environment that meets the new National Prevocational Training Framework
5-1	Monitor issues of patient and JMO safety during accreditation processes.
6-5	Maintain and promote engagement with healthcare consumers in the ACT

Accreditation processes

The CRMEC undertakes accreditation according to its published accreditation policies available on its website: <http://crmec.net>. The CRMEC's accreditation plan is based on the four-year accreditation cycle in the ACT training region and includes annual reporting to support ongoing monitoring of performance.

Supporting continuous quality improvement

The CRMEC undertakes accreditation from a perspective of continuous evaluation and quality improvement, recognising the role this play in underpinning a safe and responsive training environment. Health services are encouraged to undertake regular self-assessment using a quality improvement cycle that evaluates actual practice against the defined standard of service delivery outlined in the criteria for National Standard. The CRMEC *Accreditation Evidence and Auditing Guide* has been developed to assist health services to conduct self-assessment.

Accreditation-associated activities undertaken in the 2024-2027 cycle are closely associated with the changes to the prevocational training framework at the national level. In addition to its usual accreditation processes, the CRMEC has undertaken quality improvement initiatives aimed at ensuring that CRMEC and health services in the region are prepared for national changes to the prevocational training framework. These activities, which adopting the National Standards, developing term descriptions consistent with the new requirements, development and dissemination of education and information to stakeholders and developing the CRMEC *Accreditation Evidence and Auditing Guide*, are detailed in the CRMEC's *Framework Implementation Strategy: 2023-2027*.

Monitoring and evaluation

Formal evaluations identifying areas for improvement and undertaken following each accreditation visit, and are reviewed by the Accreditation Committee and reported to Council.

ACCREDITATION WORK PLAN: 2024-2027

Health service	Accredited until	Reporting	Send to health service	Due	
South East Regional Hospital (BEGA)	30 July 2027	Annual 2024	Sent: Jan 2024	15 May 2024	
		Annual 2025	Jan 2025	May 2025	
		Annual 2026	Jan 2026	May 2026	
		Accreditation Submission	Nov 2026	Late Jan 2027	
		Accreditation	April 2027		
		Annual	To be decided	To be decided	
GBH Goulburn	Sept 2024	Accreditation Submission	Sent: 01 Feb 2024	30 April 2024	
		Accreditation	02 July 2024		
		Annual 2025	To be decided	To be decided	
		Annual 2026	To be decided	To be decided	
		Annual 2027	To be decided	To be decided	
Moruya Hospital	20 Sept 2027	Annual 2024	May 2024	Mid August 2024	
		Annual 2025	May 2025	Mid August 2025	
		Annual 2026	May 2026	Mid August 2026	
		Accreditation Submission	Nov 2026	Feb 2027	
		Accreditation	May 2027		
Canberra Health Services	30 Sept 2025	Annual 2024	May 2024	Mid August 2024	
		Accreditation Submission	Jan 2025	End April 2025	
		Accreditation	July 2025		
		Annual 2026	To be decided	To be decided	
		Annual 2027	To be decided	To be decided	
North Canberra Hospital	31 August 2026	Annual 2024	May 2024	August 2024	
		Accreditation Submission	Mid Sept 2025	Jan 2026	
		Accreditation	April 2026		
		Annual 2027	To be decided	To be decided	
Cooma Hospital	31 Dec 2026	Annual 2024	01 August 2024	01 Nov 2024	
		Annual 2025	Early August 2025	Early Nov 2025	
		Accreditation Submission	Late March 2026	Early July 2026	
		Accreditation	September 2026		
		Annual 2027	To be decided	To be decided	

EDUCATION STRATEGY: 2023-2027

The CRMEC provides strategic advice on medical education to Executive of facilities in the region, and to the ACT Minister of Health. Within budget constraints, the CRMEC supports education in areas of high priority that are identified based on evidence from survey visits, stakeholder consultation, Medical Training Survey results, and from national developments in the prevocational training space. Priorities are to:

- Facilitate understanding and positive adoption of the new National Prevocational Training Framework
- Support supervision and assessment skills
- Develop the leadership skills of registrars and prevocational doctors
- Support career guidance for prevocational doctors.

Related key priority areas

2-3	Support training and development in accreditation of CRMEC committees and Secretariat
3-3	Support and promote training for supervisors
3-5	Support the ACT region in establishing a training environment that meets the new National Prevocational Training Framework
5-4	Identify and facilitate opportunities for education support and delivery for junior doctors in non-accredited positions
7-2	Provide and/or support an event program that facilitates development of educational skills of junior doctors
7-3	Provide and/or support a program that exposes junior doctors to career resources

Medical Education Advisor

To support CRMEC to achieve its strategic goals and to increase its capacity to support education, the CRMEC engages a Medical Education Advisor to:

- Advise the Council on national and local education-related issues
- Support facilities in the training region to deliver high quality medical education
- Lead implementation of the new National Prevocational Training Framework in the region
- Develop and deliver supervisor, registrar and prevocational doctor education.

Teaching for Clinicians

Teaching for Clinicians is a two-part course offered to doctors working in the public health system in the ACT training network. The course is facilitated by Associate Professor Katrina Anderson, for the Australian National University School of Medicine and Psychology and the CRMEC.

Teaching for Clinicians explores the doctor as supervisor and teacher through workshop activities, peer engagement, personal reflection, and professional conversation. The course supports the CRMEC's strategic goals by:

- Supporting registrars and senior doctors to consolidate and extend their supervisory and teaching skills
- Introducing prevocational doctors to teaching philosophy and methods
- Facilitating networking and collaboration of educators across the network
- Building capacity and quality of teaching and supervision across the network.

Doctors who complete the full Teaching for Clinician's course and who are actively teaching medical students in their clinical role in the ACT training network are eligible to apply for the Teaching in Medicine (TiM) Pathway leading to Associate Fellowship, Higher Education Academy (AFHEA).

Leadership

The CRMEC recognises strong medical leadership as key to building and maintaining high quality healthcare. The CRMEC’s accreditation survey visits in the region have highlighted this area as a priority. Leadership education and skills acquisition for doctors is starting earlier and continuing throughout their medical careers to facilitate both their interest and skill in leadership roles. A range of leadership development strategies contribute to skills attainment#. The CRMEC seeks to support these strategies through its operational process and education strategy.

Leadership development strategy#	CRMEC leadership education and training strategy	Target audience
Mentoring	<ul style="list-style-type: none"> • Advise junior doctors interested in research, education or accreditation • Facilitate networking across facilities, specialties and career levels 	<ul style="list-style-type: none"> • Prevocational doctors
Coaching	<ul style="list-style-type: none"> • Facilitate delivery of leadership courses for junior doctors 	<ul style="list-style-type: none"> • Prevocational doctors • Registrars
Action learning	<ul style="list-style-type: none"> • Encourage and empower joint problem solving and initiatives 	<ul style="list-style-type: none"> • Doctors at all levels on CRMEC committees
Networking	<ul style="list-style-type: none"> • Facilitate networking across facilities, specialties and career levels 	<ul style="list-style-type: none"> • Doctors at all levels on CRMEC committees and attending events
Experiential learning	<ul style="list-style-type: none"> • Provide opportunity for junior doctors on CRMEC committees • Provide opportunity for junior doctors to participate in survey teams 	<ul style="list-style-type: none"> • Prevocational doctors • Registrars

Chen TY. Medical leadership: An important and required competency for medical students. Ci Ji Yi Xue Za Zhi. 2018 Apr-Jun;30(2):66-70.

The CRMEC achieves these goals through the following initiatives:

- Providing strategic advice on medical leadership at the Ministerial level, within the ACT Health Directorate and across the network
- Facilitating an Education Committee that acts as a think-tank and networking opportunity
- Delivering accreditation knowledge and skills training
- Facilitating delivery of workshops focused on promoting leaderships skills for registrars and prevocational doctors.

Specific initiatives are outlined in the CRMEC Annual Education Plan that is updated each year and included in this Strategic Plan.

Careers

The CRMEC recognises that prevocational doctors are exploring career options and future training pathways. To support this process, the CRMEC:

- Shares career-related resources and information via its newsletter and website
- Facilitates inter-specialty networking across its committees and training events
- Provides exposure to skills in medical administration, accreditation and education for prevocational doctors and registrars
- Supports career-related events delivered in the network.

Education support for Prevocational Framework

The CRMEC has strategic education goals that form a component of its Framework Implementation Strategy and address elements of the ADKAR Change Management Model[¥] (see below). Specific initiatives are outlined in the CRMEC Annual Education Plan.

Change management element[¥]	CRMEC Framework education and training strategy	Target audience	Timeline
Awareness	<ul style="list-style-type: none"> • Introduce information to medical students and junior doctors • Provide information in accreditation visits • Provide information in annual reporting • Ongoing information in CRMEC newsletter 	<ul style="list-style-type: none"> • Minister of Health • Executive • Educators • Junior doctors • CRMEC committees 	2022-2023
Desire	<ul style="list-style-type: none"> • Promote and model positive adoption of the new Framework • Reinforce goals of the new Framework in education delivery 	<ul style="list-style-type: none"> • Minister of Health • Executive • Educators • Junior doctors • CRMEC committees 	2022-2023
Knowledge	<ul style="list-style-type: none"> • Deliver workshops on the new Framework • Provide education resources to support change • Facilitate Secretariat and advisor understanding of the Framework 	<ul style="list-style-type: none"> • DPETs • MESOs • CRMEC committees • Secretariat and advisors 	2023-2024
Ability	<ul style="list-style-type: none"> • Deliver supervisor training workshops • Promote PMCV online supervisor training modules • Deliver workshops to accreditors in ACT 	<ul style="list-style-type: none"> • DPETs • Supervisors • CRMEC committees 	2023-2026
Reinforcement	<ul style="list-style-type: none"> • Continue providing education on components of the new Framework • Provide information in annual reporting • Facilitate DPET delivery of supervisor training • Ongoing development of resources • Ongoing information in CRMEC newsletter 	<ul style="list-style-type: none"> • Minister of Health • Executive • Educators • Junior doctors • CRMEC committees 	2025-2027

¥ Tang, K.N. (2019). Change Management. In: Leadership and Change Management. Springer Briefs in Business. Springer, Singapore. <https://doi.org/10.1007>

Monitoring and evaluation

Initiatives outlined in this strategy are evaluated using formal surveys and feedback collected through the Education Committee. Formal evaluations identifying areas for improvement and are reviewed by the Education Committee and reported to Council.

ANNUAL EDUCATION PLAN: 2023

Course	Date	Presenter
PLAN COMPLETED DECEMBER 2023		
Introduction to the new Prevocational Training Framework	Feb 23	Katrina Anderson
Introduction to the new Prevocational Training Framework	March 23	Katrina Anderson
Introduction to the new Prevocational Training Framework	March 23	Katrina Anderson and Emily Haesler
Teaching for Clinicians 2	01-04-23	Katrina Anderson
Introduction to the new Prevocational Training Framework	10-08-23	Katrina Anderson
Introduction to the new Prevocational Training Framework	28-08-23	Katrina Anderson and Emily Haesler
Teaching for Clinicians 1	02-09-23	Katrina Anderson
Leadership and Supervision for Registrars (supported by CRMEC)	31-10-23	Punk HD and assorted TCH staff
Teaching for Clinicians 1 with Prevocational Training Framework for Supervisors	14-10-23	Katrina Anderson and Luke Streitberg
Teaching for Clinicians 2	18-11-23	Katrina Anderson
Prevocational Training Framework for Supervisors	20& 30-Nov-23	Katrina Anderson and Luke Streitberg
Prevocational Training Framework for Supervisors	22 & 23-Nov 23	Katrina Anderson, and NCH DPETs
Prevocational Training Framework for Supervisors	15-02-24	Katrina Anderson and GBH DPET
Prevocational Training Framework for Supervisors	TBA	PMCV online modules
Career and Leadership Development Workshop for prevocational junior doctors (supported by CRMEC)	03-12-23	External provider, Anita Fletcher (TBC)
Accreditation and the new Prevocational Training Framework	Feb 24	Emily Haesler
Accreditation and the new Prevocational Training Framework	Feb 24	Emily Haesler
ETPs for Supervisors and Registrars	March 24	Katrina Anderson and Luke Streitberg
Teaching for Clinicians 1 with Prevocational Training Framework for Supervisors	March 24	Katrina Anderson and Nathan Oates

CRMEC ANNUAL EDUCATION PLAN 2023

Canberra Region Medical Education Council

PLAN COMPLETED DECEMBER 2023

Target Audience							Notes	
PGY1/2 doctors	Unaccredited trainees	Registrars	DPETs	Supervisors	Administrative support teams	ANU Medical students	CRMEC committees	
X								1 hour, included in intern orientation
						X		1 hour, 4 th year students, face-face
							X	30 mins, online in meetings
X	X	X	X	X				4 hours, online course
			X					4 hours, face-face course
					X			2 hours, online course
X	X	X						6.5 hours, face-face course
	X	X						6.5 hours, face-face course
		X	X	X				6.5 hours, face-face course
X	X	X	X	X				4 hours, online course
			X	X				1 hour, (two separate sessions, one face-face at TCH, one online)
			X	X				1 hour, face-face course for NCH (two separate sessions)
			X	X				1 hour, face-face course for GBH
			X	X				1 hour, online course
X	X							5 hours, face-face course
							X	2 hours, online course
				X		X		1 hour, online course
		X		X				30 mins, face-face course
		X		X				6.5 hours, face-face course

ANNUAL EDUCATION RESOURCES: 2023

Education and skills resources	Date	Responsibility
PLAN COMPLETED DECEMBER 2023		
Quick reference support cards/lanyard cards for JMOs	Jan 2023-June 2023	Jasmine Atkins Education Committee
JMO and Supervisor Resources Website: <ul style="list-style-type: none"> • Term descriptions • National Framework support resources • JMO Wellbeing resources • Supervision resources • Career resources 	Jan 2023-ongoing	Jasmine Atkins Emily Haesler
Fact Sheet: Requirements for term descriptions	Feb 23	Emily Haesler
Fact Sheets: <ul style="list-style-type: none"> • Prevocational Outcomes Standards • Assessment Review Panels 	March 23 Nov 23	Emily Haesler
Supervisor training: <ul style="list-style-type: none"> • EPA case study videos • Supervisor training activities 	April-Dec 2023	Katrina Anderson
Standards Compliance Auditing Package (Standards Auditing Tools)	March 23-Nov 23	Emily Haesler Accreditation Committee Contribution from NTPMAS
Fact Sheet: How to use a term description	Aug 2023	Jasmine Atkins Education Committee
Fact sheet: Cultural wellbeing in healthcare standards	Aug 2023	Emily Haesler
Accreditation Training package: <ul style="list-style-type: none"> • Information fact sheets • Training presentation • Training activities • Accreditation information videos 	Oct 2023-March 2024	Emily Haesler Accreditation Committee Contribution from NTPMAS
DPET information packages: Printed versions of New Framework document, EPAs and prevocational outcome statements	Sept 2023	Jasmine Atkins

CRMEC ANNUAL EDUCATION PLAN 2023

Canberra Region Medical Education Council

PLAN COMPLETED DECEMBER 2023

Target Audience						
Junior doctors	DPETs	Supervisors	Admin support teams	CRMEC committees	General (newsletter /website)	
X						
X	X	X	X	X	X	
	X	X	X			
X	X	X				
	X	X				
	X		X	X		
X						
X	X	X	X	X	X	
				X		
	X		X			

ANNUAL EDUCATION PLAN: 2024

Course	Date	Presenter
Courses delivered or support by CRMEC		
Introduction to the Prevocational Training Framework	Jan 24	Katrina Anderson
Introduction to the Prevocational Training Framework	Jan 24	Katrina Anderson
Leadership for Surgical Registrars	Jan 24	Katrina Anderson
Prevocational Training Framework for Supervisors (facility and/or department based)	06-02-24 (CHS) 14-02-24 (CHS) 15-02-24 (GBH) 13-03-24 (NCH) 17-04-24 online	Katrina Anderson
Introduction to the Prevocational Training Framework	March 24	Katrina Anderson
Prevocational Training Framework for Supervisors	April 24	Katrina Anderson
DPET/MESO Cultural Safety Networking Day	07-03-24	Katrina Anderson
Accreditation Training workshop	April-May 2024	Emily Haesler
MESOs Accreditation workshop	April 2024	Emily Haesler
Teaching for Clinicians Part 2	16-03-24	Katrina Anderson
Teaching for Clinicians Part 1 for JMOs (includes EPAs)	18-05-24	Katrina Anderson
Teaching for Clinicians Part 1 for senior doctors (includes prevocational framework training and EPAs)	15-06-24	Katrina Anderson
Teaching for Clinicians Part 1 for all doctors (includes prevocational framework training and EPAs)	19-10-24	Katrina Anderson
Teaching for Clinicians Part 2	30-11-24	Katrina Anderson
EPA Workshop at Goulburn Base Hospital	Nov 2024	
EPA Workshop at SERH, Bega	June-July 24	
DPET Working Day focused on EPAs	Aug 24	
Registrar Leadership Course	TBA	TBA Supported by CRMEC

CRMEC ANNUAL EDUCATION PLAN 2024

Canberra Region Medical Education Council

Target Audience							Notes	
PGY1/2 doctors	Unaccredited trainees	Registrars	DPETs	Supervisors	Administrative support teams	ANU Medical students	CRMEC committees	
x								15 mins, included in registrar orientation
	x	x						15 mins, included in intern training
	x	x						1 hour, face-face in orientation
				x				For GBH supervisors, 1 hour face-face
						x		
				x				1 hour, online for any supervisors
			x		x			4.5 hours, face-face
							x	2 hrs, face-face and/or online
					x			1 hour, online
	x	x	x	x				3.5 hrs, face-face
x	x	x						6 hrs, face-face
		x	x	x				6 hrs, face-face
x	x	x	x	x				6 hrs, face-face
x	x	x	x	x				3.5 hrs, face-face
		x	x	x	x			1 hr face-face
		x	x	x	x			1 hr, face-face
				x				4.5 hrs, face-face
	x	x						2 days, face-face

ANNUAL EDUCATION RESOURCES: 2024

Education and skills resources	Date	Responsibility
Updated: Quick reference support cards/lanyard cards for JMOs	Jan 2024	Jasmine Atkins
JMO and Supervisor Resources Website: <ul style="list-style-type: none"> • Term descriptions • National Framework support resources • JMO Wellbeing resources • Supervision resources • Career resources 	Ongoing	Jasmine Atkins Emily Haesler
Fact Sheet: Tips for seeking a consultation	March – June 2024	Jasmine Atkins Education Committee
Fact Sheets: <ul style="list-style-type: none"> • Accreditation visits 	May 2024	Emily Haesler
Resource: Hot debriefing	Feb 2024	Education Committee
Update to Workplace Culture booklet (previously Bullying and Harassment booklet)	March – June 2024	Jasmine Atkins Education Committee
Accreditation Training package: <ul style="list-style-type: none"> • Information fact sheets • Training presentation • Training activities 	Oct 2023-June 2024	Emily Haesler Accreditation Committee Contribution from NTPMAS
Prevocational Supervision Package Supervision Policy Fact Sheet: supervisor training resources Fact Sheet: prevocational training framework Fact sheet: term descriptions Fact sheet: accreditation processes	March – June 2024	Emily Haesler Luke Streitberg
Newsletter focus topics for 2024: <ul style="list-style-type: none"> • Cultural safety • Patient centred care • Connection to local community • Drive traffic to website 	Ongoing	Emily Haesler Jasmine Atkins

CRMEC ANNUAL EDUCATION PLAN 2024

Canberra Region Medical Education Council

Target Audience						
Junior doctors	DPETs	Supervisors	Admin support teams	CRMEC committees	General (newsletter /website)	
X						
X	X	X	X	X	X	
X						
X	X	X	X		X	
X						X
X	X	X	X	X		
	X	X	X			
X	X	X	X	X	X	

FRAMEWORK IMPLEMENTATION STRATEGY: 2023-2027

The CRMEC’s National Prevocational Training Framework implementation strategy is underpinned by the ADKAR Change Management Model[¥]. This change management model was selected for its focus on education, information and skills acquisition in support of change events. The ADKAR model provides a basis from which to reflect on support needs and plan initiatives accordingly to promote successful change implementation at various levels. The model reflects the facilitation and support role that the CRMEC has in ensuring ACT region facilities delivering medical education and training meet the new Standards and framework requirements that CRMEC’s accreditation process monitors and enforces.

Related key priority areas

2-3	Support training and development in accreditation of CRMEC committees and Secretariat
3-1	Respond to and communicate issues impacting prevocational education and training.
3-2	Review and update CRMEC Standards consistent with the National Standards.
3-3	Support and promote training for supervisors.
3-4	Support ACT region facilities to develop term descriptions consistent with the new National Prevocational Training Framework.
3-5	Support the ACT region in establishing a training environment that meets the new National Prevocational Training Framework
5-3	Monitor issues related to prevocational education and training and provide strategic advice to the Minister and Executives.

¥ Tang, K.N. (2019). Change Management. In: Leadership and Change Management. Springer Briefs in Business. Springer, Singapore. <https://doi.org/10.1007>

The CRMEC's key priorities for supporting implementation of the new National Prevocational Training Framework in 2023-2027, aligned with the ADKAR Change Management Model are to:

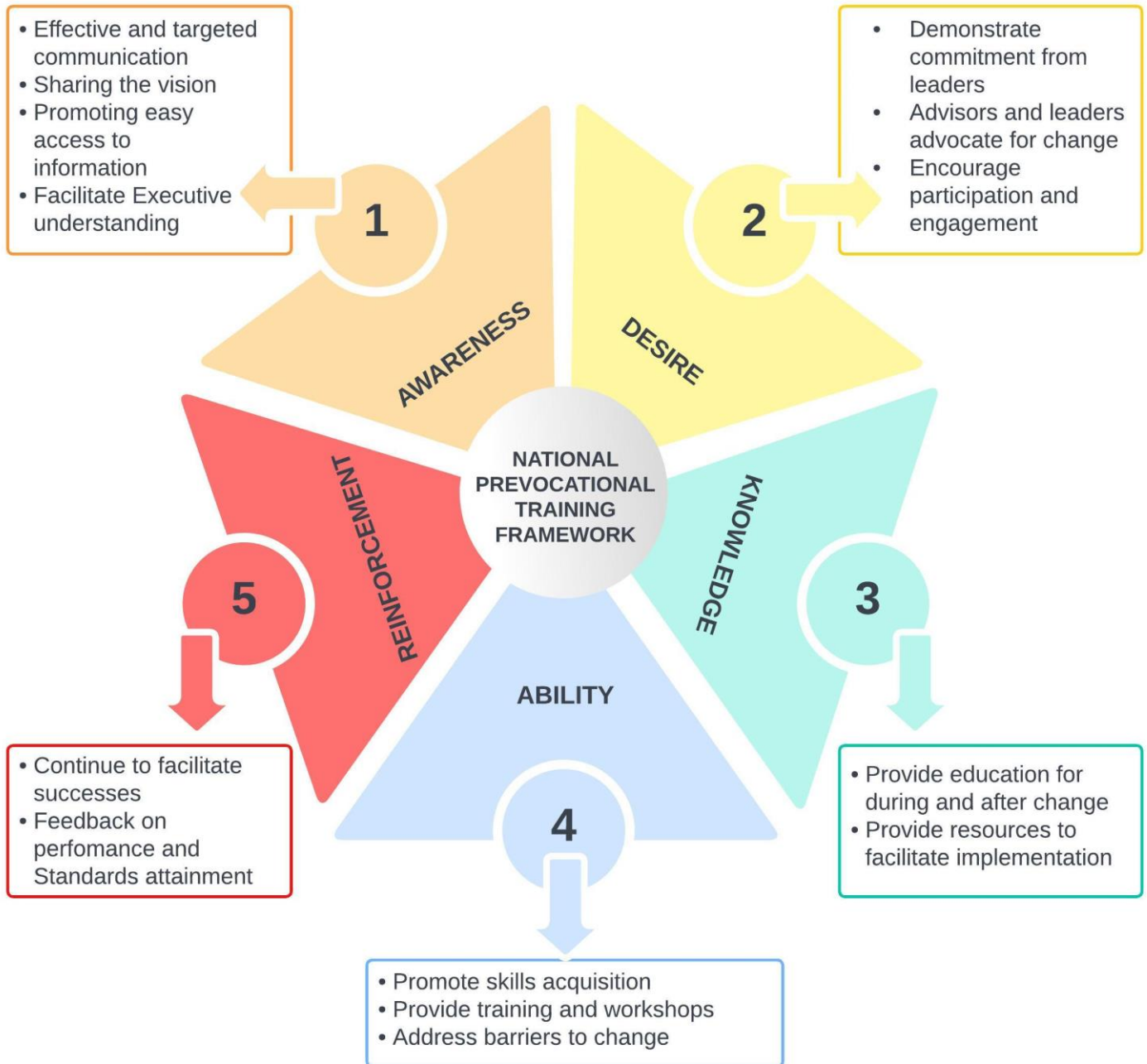
- (Awareness) communicate the new National Prevocational Training Framework to key decision makers and stakeholders to promote understanding of need to change
- (Desire) empower and engage stakeholders to reduce change resistance
- (Knowledge) provide stakeholders with information and resources to assist implementation of the new National Prevocational Training Framework
- (Ability) promote skills acquisition to support implementation of the new National Prevocational Training Framework
- (Reinforcement) reinforce implementation of the new National Prevocational Training Framework through its introduction and across the CRMEC's strategic plan cycle.

The CRMEC's implementation plan is a multi-targeted strategy that addresses:

- Promoting the understanding of prevocational doctors of the requirements for successful completion of prevocational training under the new framework, including assessment requirements
- Assisting prevocational education and training providers in the ACT region to meet the new National Standards and requirements for prevocational training programs and terms, including the new training environment and assessment requirements
- CRMEC's own compliance with the new AMC domains for accrediting prevocational training authorities, including its processes for undertaking accreditation compliance and monitoring.

Priorities are further illustrated in the figure on the next page, and specific initiatives designed to support introduction of the new National Prevocational Training Framework are outlined in the CRMEC's Annual Prevocational Training Framework implementation plan.

CRMEC’s Implementation Strategy for Supporting the new National Prevocational Training Framework using the ADKAR Change Management Model



Annual planning, monitoring and evaluation

Specific initiatives to address the implementation of the new National Prevocational Training Framework are developed annually and documented in the Annual Framework Implementation Plan. This is a living document that is responsive to national updates from key stakeholders including the AMC, Ahpra, and the CPMEC Implementation Working Party. Timelines are subject to adjustment to meet the needs of facilities in the region and to address new information as it emerges.

Initiatives outlined in this strategy are reported through CRMEC and its committees and included in annual reporting to the ACT Minister for Health. Where appropriate (e.g. education initiatives) formal evaluations are undertaken using surveys and feedback mechanisms. Formal evaluations identifying areas for improvement and are reviewed by the Council and its committees.

NATIONAL FRAMEWORK PLAN: 2023-2024

Initiative	Related KPA	Timeframe
Attend CPMEC Implementation Working Party meetings and, AMC Working Party meetings and AMC Workshops	KPA 3	Ongoing
Maintain communication log of consultation with stakeholders	KPA 3-1	Ongoing
Further develop newsletter to provide National Framework updates	KPA 3-1	Ongoing
Map the CRMEC Standards to the new Standards	KPA3-2	Aug 2022-Jan 2023
Develop audit tools for the new National Standards	KPA3-2	March – Sept 2023
Map the AMC prevocational training authority standards to Council performance, identify gaps and develop action plan	KPA3-2	Nov 2022
Develop a supervisor training package to: <ul style="list-style-type: none"> • Inform supervisors about the new framework • Train supervisors in EPAs • Train DPETs to train supervisors 	KPA3-4	Jan-Sept 2023
Develop EPA videos for supervisor training package	KPA3-4	July-Aug 2023
Deliver supervisor training across the region	KPA3-4	Nov-Dec 2023
Consultation workshop with MOSCETU on new National Framework	KPA3-5	January 2023
Develop term description template	KPA3-5	March 2023
Transfer all term descriptions onto the new templates and identify areas for further improvement, send to all DPETs	KPA3-5	March - Aug 2023
Facilitate review of new term rotation matrix	KPA3-6	Sept – Oct 2023
Working day for DPETs on requirements for the new National Framework, facilitate address challenges	KPA 3-1, KPA3-6	Aug 2023
Working day for JMO Managers and MESOs on requirements for the new National Framework, facilitate addressing challenges	KPA 3-1, KPA3-6	Aug 2023
Develop a draft CRMEC Cultural Safety Plan	KPA 3	Aug 2023-Dec 2023
Develop resource for facilities on cultural safety standards	KPA 3	Oct 2023-Feb 2024
Develop Accreditation Training package	KPA3-2	April 2024
Accreditation Training workshop	KPA3-2	April 2024

CRMEC NATIONAL FRAMEWORK IMPLEMENTATION PLAN 2023 -2024

Canberra Region Medical Education Council

Responsibility	Reporting
Emily Haesler and Katrina Anderson	<ul style="list-style-type: none"> Report to Chair in Admin meetings Report to Council and Committees quarterly
Emily Haesler and Jasmine Atkins	Report to Council quarterly
Jasmine Atkins	Maintain newsletter matrix, report annually in Dec 2023
Emily Haesler	Reviewed by Accreditation Committee in March 2023
Emily Haesler	<ul style="list-style-type: none"> Review by Accreditation Committee and Council Review by NTMETC March-
Emily Haesler	Report to Council
Katrina Anderson	Quarterly updates to Education Committee and Council
Nick Glasgow, Katrina Anderson and JMOs	Report to Education Committee and Council
Katrina Anderson and Luke Streitberg	Report to Education Committee and Council
Katrina Anderson and Emily Haesler	Report to Council, March 2023
Katrina Anderson, Emily Haesler, Jaes Miller, Luke Streitberg and Luke Freebourne, CHS	<ul style="list-style-type: none"> Reviewed by other DPETs Reviewed by Accreditation Committee and Council
Jasmine Atkins	<ul style="list-style-type: none"> Reviewed by DPETs Updated by DPETs and Supervisors
MOSCETU, Luke Freebourne, Emily Haesler	<ul style="list-style-type: none"> Review by Accreditation Committee
Katrina Anderson	Evaluation reported to Education Committee
Katrina Anderson and Emily Haesler	Evaluation reported to Education Committee
Emily Haesler	Review by Council
Emily Haesler, Accreditation Committee, Education Committee and Council	Review by Council and ongoing plan update
Emily Haesler	Review by NTMETC
Emily Haesler	Evaluation reported to Education Committee

COMMUNICATION PLAN

Purpose

In its role as a strategic advisory body, the CRMEC undertakes to provide communication and advice to its stakeholders. The goals of the communications plan are to:

- To provide strategic advice do high level stakeholders in order to positively influence the direction of medical education in the region
- To inform stakeholders about issues that impact prevocational education and training, particularly with respect to the new National Prevocational Training Framework
- To inform junior doctors about resources and supports
- To build collegiality and connection with the Canberra region
- To build and maintain an awareness of CRMEC and its role in the region.

Identified stakeholders and communication strategies are reported on page 55-56.

Related key priority areas

3-1	Respond to and communicate issues impacting prevocational education and training
5-1	Monitor issues of patient and JMO safety during accreditation processes
5-4	Identify and facilitate opportunities for education support and delivery for junior doctors in non-accredited positions
7-3	Provide and/or support a program that exposes junior doctors to career resources
7-5	Provide junior doctors with information about education opportunities as they arise
8-1	Maintain regular communication with stakeholders
8-3	Identify and engage in opportunities for CRMEC promotion in the ACT training region.

CRMEC newsletter

The CRMEC newsletter is the Council's primary method of communicating with the majority of its stakeholders. The newsletter is used to provide information and resources to junior doctors and their educators, as well as to promote their engagement with their cohort, the ACT health system and the ACT community.

The goal for the 2023-2027 strategic cycle is to increase the quality and quantity of newsletter content compared to prior years by producing content targeted to areas of specific interest to junior doctors (see table below) and distributing the newsletter 2-3 times/month.

Topical area	Specific CRMEC goal
Accreditation	<ul style="list-style-type: none"> • Advertise and promote engagement in accreditation including surveys and visits • Awareness raising and informative resources • Report accreditation outcomes
Engagement	<ul style="list-style-type: none"> • Advertise opportunities for involvement in the CRMEC • Promote events within the ACT health system • Facilitate collegiality • Promote opportunities to engage in the ACT community • Promote opportunities to be involved in research and evaluations, including the Medical Training Survey
Junior doctor mental health	<ul style="list-style-type: none"> • Raise awareness • Distribute contacts and resources • Distribute educational material from the ACT Office of Mental Health and Wellness • Facilitate collegiality • Promote opportunities to engage in the ACT community
Education	<ul style="list-style-type: none"> • Promote national conference • Promote CRMEC and relevant external courses and education • Distribute career-based information
Advocacy	<ul style="list-style-type: none"> • Advertise opportunities for involvement in the CRMEC • Promote awareness of the role of CRMEC as an advocacy body • Promote familiarity with CRMEC junior doctor representatives

Stakeholder type	Information CRMEC exchanges	Primary communication goal
Government and Directorate ACT Minister for Health Chief Health Officer Director-General	<ul style="list-style-type: none"> Significant concerns arising in facilities Strategic information about medical education Overview of new National Framework 	<ul style="list-style-type: none"> Strategic advice Advocacy
External compliance bodies AMC Ahpra	<ul style="list-style-type: none"> CRMEC progress reports and accreditation activity Contractual arrangements 	<ul style="list-style-type: none"> Demonstrating compliance and function National collaboration
Co-accreditor HETI	<ul style="list-style-type: none"> Exchange accreditation and compliance information about facilities located cross-jurisdiction 	<ul style="list-style-type: none"> Share mutual obligations
Executive-level in facilities General Managers DMSs	<ul style="list-style-type: none"> Significant concerns arising in facilities Strategic medical education information Overview of new National Framework 	<ul style="list-style-type: none"> Explore compliance issues Strategic advice Advocacy
National training bodies CPMEC and other PMCs Colleges Regional training groups ANU Medical School	<ul style="list-style-type: none"> Align strategic advice Collaborate on initiatives Update on jurisdiction initiatives and processes 	<ul style="list-style-type: none"> Mutual learning Maintain organisation profile Strategic advice
Senior medical educators DPETs Supervisors	<ul style="list-style-type: none"> Issues in facilities Operational-level information about National Framework Accreditation processes and monitoring Education opportunities Collaborate on initiatives 	<ul style="list-style-type: none"> Investigate and monitor compliance Educate Collaborate
Prevocational doctors PGY1/2s JMOA/F	<ul style="list-style-type: none"> Training and education opportunities Advocacy and support Engagement opportunities Information on new National Framework 	<ul style="list-style-type: none"> Raise awareness Educate and support Explore compliance issues
Other junior doctors Registrars Non-accredited PGY3+, IMGs	<ul style="list-style-type: none"> Training and education opportunities Advocacy and support Engagement opportunities 	<ul style="list-style-type: none"> Raise awareness Educate and support Explore compliance issues
Medical education & workforce MESOs, JMO managers, medical administration	<ul style="list-style-type: none"> Accreditation processes and monitoring Information on new National Framework 	<ul style="list-style-type: none"> Raise awareness Investigate and monitor compliance
CRMEC representatives Council, committee and surveyors	<ul style="list-style-type: none"> CRMEC operational information Operational-level information about National Framework 	<ul style="list-style-type: none"> Educate and support Organisation function and goal

Frequency	Types of communication								
	Survey visit	Meetings	Formal response to request	Social medi	Formal reporting	Email	Resources website	Formal website	Newsletter
Annual report Annual meeting Ad-hoc communication		X	X		X			X	
Annual accreditation reporting Bi-annual contract-related reports Ad-hoc communication			X		X	X		X	
Annually and with surveys	X	X				X			
Four-yearly survey visits Ad-hoc communication	X	X				X		X	
Quarterly Ad-hoc communication		X	X			X		X	X
At least twice/month Ad-hoc communication	X	X	X	X		X	X	X	X
At least twice/month Ad-hoc communication	X			X			X	X	X
At least twice/month Ad-hoc communication	X			X			X	X	X
At least twice/month Ad-hoc communication	X		X	X		X	X	X	X
Quarterly Ad-hoc communication		X				X	X	X	X

CRMEC websites

The CRMEC Secretariat maintains two websites for communicating to its stakeholders: a formal website for official communication and information sharing, and an informal website for education and resource sharing. An additional page is hosted on the ACTPS website that primarily links to the other websites.

Content	CRMEC website	Resources Website	ACT Gov page
	Crmec.net	www.jmoresources.com/	
	CRMEC Secretariat	CRMEC Secretariat	ACT Gov
Governance	<ul style="list-style-type: none"> • Expressions of Interest • Board Membership • CRMEC’s key responsibilities • Standards • Medical Training Survey 		
Accreditation	<ul style="list-style-type: none"> • CRMEC’s accreditation function • Committee membership • Policies and procedures • Annual meeting dates • Accreditation status and reports • Register of Terms 		<ul style="list-style-type: none"> • Accreditation status and reports
Education	<ul style="list-style-type: none"> • Education committee function • Committee membership • ANZPMEF conference • Term dates 	<ul style="list-style-type: none"> • Teaching for Clinicians and other CRMEC courses • JMO as Teacher resources • Term descriptions • Supervisor resources 	
Resources		<ul style="list-style-type: none"> • Top Tips for JMOs by JMOs • Careers • Wellbeing resources • Bullying and harassment resources 	
Other	<ul style="list-style-type: none"> • CPMEC and ACT awards • Contact information • Concerns and complaints 	<ul style="list-style-type: none"> • Information on the new National Framework 	

MTS Communication Plan

The CRMEC actively engages in promotion of the Medical Training Survey. The Secretariat has a communication strategy to promote the MTS to junior doctors and encourage them to engage. The MTS Communication Plan is responsive to the MTS Team's plans and communications and places a significant spotlight on the MTS throughout the response period. The plan includes follow-up to ensure results and issues of significance are reported back to junior doctors.

Monitoring and evaluation

CRMEC documents communications using the following strategies:

- Communications Log: documents letters, emails and phone calls in and out that are of a nature warranting record (i.e. most interaction)
- Consultation Reports: record more significant interactions with stakeholders that require formal record (e.g. consultation visits, requests for advice, guidance visits to facilities, issue investigation)
- Meeting Log: formal meetings attended by CRMEC representatives, including internal meetings between senior CRMEC representatives
- Report to Council and Accreditation Committee: Quarterly reporting to of communications, consultations and meetings relevant to each group
- Newsletter Matrix: matrix of topics covered in each newsletter to track the type of information CRMEC is producing, allowing Secretariat to ensure a good range of information and regular focus on priority areas
- Website Updates: record of updates to formal ACT Government website.

The CRMEC will undertake a formal evaluation of engagement and stakeholder satisfaction in December 2023 and December 2026.