



Strategy

2024 - 2027

AUSTRALIAN MEDICAL ASSOCIATION
T | 61 1300 133 655 E | ama@ama.com.au
39 Brisbane Avenue, Barton ACT 2600
www.ama.com.au

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Our Strategy for the future



Dr Kate Kearney
AMA Board Chair



Ms Natalia Centellas
Secretary General and Group CEO

Throughout its history, the AMA has embodied the might of medical opinion and influence in this country. That remains true today.

The AMA Strategy 2024–27 represents our collective effort over the next four years to redeploy resources more effectively and reform our processes and mindset to achieve a clear sense of direction and purpose for the many challenges ahead.

The Strategy aspires to build on our strengths as a powerful nationwide voice for doctors and leading advocate for progressive policies and initiatives in healthcare.

To do that, the Strategy requires us to look to the other players in the health sector and seek collaboration and cooperation for common cause. It directs us to embrace innovation and social licence to help address failings in the health system. And it advises us to look within ourselves, to make our structure more representative and fit-for-purpose in a fast-changing environment, engage more effectively with medical professionals, and hew close to the mandate we derive from doctors.

The Strategy recognises government advocacy, member engagement, evidence-based policymaking and a strong media presence as key strategic enablers of the strategy.

A brief summary is shown on the following pages, outlining our core business, the 5 strategic pillars and priorities. It concludes with the key challenges we see approaching and how the Strategy will position the AMA to lead.

We must also diligently measure our impact as we go, report and communicate our wins loudly, learn from losses and redeploy limited resources wisely. Above all, this Strategy seeks to ensure, beyond a shadow of doubt, that ‘if you are a doctor, the AMA is for you.’



**If you are
a doctor,
the AMA
is for you.**



Board of Directors



Prof Stephen Robson
AMA President



Dr Kate Kearney
Board Chair



Dr Danielle McMullen
AMA Vice President



Prof Andrew C Miller
Deputy Board Chair



Dr Shehzad Kunwar



Dr Jessica Dean



Dr Chris Perry



Dr Stephen Gourley



Dr Roderick McRae



A/Prof William Tam

The AMA is governed by a Board of 11 directors who together define the strategic goals and oversee the financial management of the AMA Group.

Doctors are at the heart of AMA's work

What the AMA is about and what we do

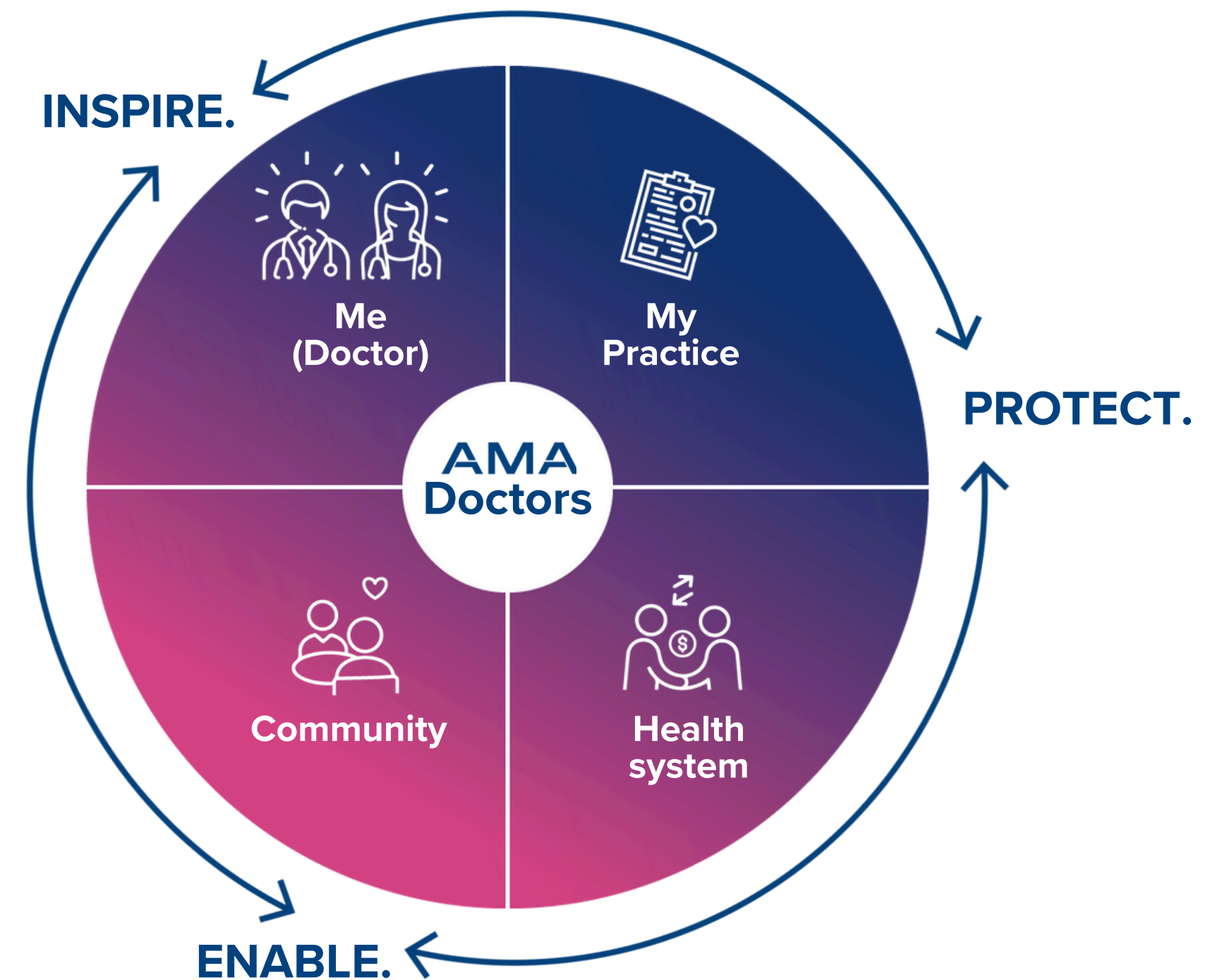
The AMA is inspired by the hopes of Australia's doctors. The AMA protects the healthcare system and its medical professionals, enables our doctors in their work to improve the lives of patients, and champions the power of medicine to transform the health of our society and economy for the better.

The AMA is the nation's largest voluntary association of doctors. As an organisation with a long history in advocating on behalf of the medical profession, it has a respected and powerful voice in medical politics in Australia.

With its unique breadth of representation across all medical disciplines and specialities, the AMA has a holistic overview of how the system really works. In a wheel of complex interactions, the work of the doctor interacts with the social and economic determinants of medical practice, which in turn interacts with the funding and provision of healthcare. The health system in turn interacts with government policy and broader social issues and then the interactions circle back into medical practice and the doctor's individual experience.

The wheel and its turnings comprise the day-to-day cycle for the AMA's advocates, office-bearers and executive staff. Informed by our members, this team works with governments and partners to develop ideas and influence health policy to realise the best outcomes for doctors, patients and the community.

The AMA represents and supports all Australian doctors and medical students. We are member-run and led. If you are a doctor, the AMA is for you.



How the AMA works for doctors



Doctor

For you (the Doctor)

- > Giving doctors a voice among the decision-makers in Canberra
- > Influencing key issues such as regulation, compliance, professional indemnity
- > Ensuring sustainability of work and income by protecting the MBS, addressing hospital funding & overcrowding, contracts, safe hours and culture
- > Advocating on requirements for training, assessment and CPD
- > Defending clinical independence and professional autonomy

INSPIRE. PROTECT. ENABLE.

For your Practice

- The go-to organisation ensuring the viability of private sector medical practices <
- Engaging on your behalf with government & regulators on standards, accreditation, infrastructure requirements, workforce <
- Providing practice resources and support through the Fees List <
- Supporting members with expert advice on day-to-day issues affecting practices <



Your Practice

How the AMA works to shape our environment

INSPIRE. PROTECT. ENABLE.

For the health system

- Campaigning for evidence-based reforms, adequate resources and funding <
- Championing patient access, quality and affordability of care <
- Encouraging fit-for-purpose regulation and safety standards <
- Inspire reforms through deep policy expertise <
- Promoting a coordinated and integrated healthcare system, balancing the essential pillars of public and private health <

For the community

- > Defending universal healthcare
- > Advocating for the good of the community, especially in public health & ethical practice
- > Transforming the health system to deliver quality health outcomes for underrepresented groups with diverse needs
- > Championing the transformative power of medical innovation (such as vaccines, medicines, prostheses, hospitals)
- > Ensuring health policy in Australia is informed by medical voices



Health system



Community

Purpose and Vision

Purpose

“Leading Australia’s doctors,
promoting Australia’s health.”



Vision

“A vibrant AMA where doctors
make connections
and work together to shape
the overall health system.”

”






AMA Strategic Pillars 2024-2027

Underpinning AMA's Purpose and Vision

	AMA leads the vision for Australia's Health	AMA is the voice for medicine	AMA is a thriving and modern membership organisation	AMA has a fit-for-purpose Federation structure	AMA grows through innovation and diversification
Objective:	AMA policy platform is robust and relevant, evidence-based, with a responsive review cycle	AMA continues to impact positively in shaping Australia's health system	AMA connects to its diverse membership in a seamless way, engages in two-way dialogue and advances their interests	A stronger AMA family that is focused on delivering value to members	New & enhanced offerings to support doctors & their practice
This will be achieved by:	<p>The 5 vision pillars are: 1/ general practice, 2/ public hospitals, 3/ private health, 4/ a health system for all, 5/ a health system for the future</p> <p>The vision pillars act as an organising principle for the fuller suite of AMA policy and position statements</p> <p>Powerful and evidence-based policy will underpin the Vision</p>	<p>Government Engagement and Advocacy</p> <p>Purpose-built campaigns</p> <p>Strong media presence and AMA brand</p> <p>Partnerships to enhance AMA reach</p>	<p>A focus on Member Engagement</p> <p>Investment in digital transformation</p> <p>Commitment to diversity and representation</p> <p>Membership consultation & extensive committee engagement to ensure the policy Vision remains fit-for-purpose</p> <p>Effective governance and clinical leadership</p> <p>Meeting member needs for high quality workplace services</p>	<p>Leading the AMA Federation Reform discussion and implementation</p> <p>A focus on effectiveness and efficiency across the Federation</p> <p>Expanded shared services offering, building on work of Federal and willing State & Territory partners</p> <p>Supporting State & Territory AMAs towards closer integration to create a seamless member offering</p>	<p>Identifying new opportunities to deliver value and provide services</p> <p>Diversifying revenue</p> <p>Supporting AMA businesses and initiatives to scale to national level</p>

How the AMA understands challenges for doctors

Issues the Strategy deals with include:

 Doctors	 AMA Leaders	 Health System	 Community
<p>Evolving landscape of medical practice (outdated systems, new evidence and demands)</p> <p>Changing preferences in work, family and lifestyle</p> <p>Decline in unionism and a proliferation of alternative professional associations</p> <p>Rising costs and complexity of delivering quality care</p> <p>The mental health load and limited and under-resourced support services and networks</p>	<p>Need for a voice for all doctors to be heard in a tough political environment</p> <p>Opposition from actors seeking to undermine medical leadership and clinical independence</p> <p>Need to represent a diverse and large membership</p> <p>Seeking to innovate in a complex and busy stakeholder environment</p>	<p>Uncoordinated health system operating in silos (duplication, inefficiency and fragmented patient care)</p> <p>Lack of clear cross-government leadership and collaboration, resulting in stagnation and lack of appropriately directed funding</p> <p>Poor access to convenient, timely, multi-disciplinary care, resulting in substandard models of care</p> <p>Commoditisation and corporatisation of healthcare (bringing innovation and risks)</p>	<p>Rising costs of care</p> <p>Changing need for healthcare arising from ageing population and technology advancement</p> <p>Entrenched poor health in disadvantaged communities</p> <p>Desire for more consumer-centred, convenient and cheaper models of care</p> <p>Challenges with health literacy, disinformation and lack of trust in the system</p> <p>Push to broaden scope of health to encompass wellbeing, social determinants & sustainability</p>

How our strategy addresses those challenges

The AMA delivering value by:



Doctors

Engage and consult with membership to ensure policy proposals are firmly grounded in realities for all doctors' work

Offer a doctor-led alternatives to competing models

Demonstrate AMA action with key spokespeople in all areas of doctors' interests

Fight for a fair deal for all doctors in a way only the AMA can, and engage with the medical profession on the benefits of achieved outcomes



AMA Leaders

Advocate strongly using AMA's unrivalled access to Federal politicians and bureaucrats

Run evidence-based campaigns across all communication channels to position AMA as the thought leader on clinician led, innovative models of care and funding to counter hostile proposals

Recruit and train new AMA leaders representing the diversity of our membership and the medical profession

Support leaders to build connections with individual doctors to create shared identity, purpose and mandate

Build on existing efforts to partner with other groups on shared advocacy



Health System

Emphasis on system-wide and innovative policies that break down silos and encourage investment

Work with consumers and partners to develop models based on medical leadership, positive patient experience and sound economics, and advocate these to government

Develop and demonstrate reform and advocacy that provides for clinician led, multidisciplinary and team care

Advocate for more connected, efficient care through technology, against managed care models that weaken medical leadership and control.



Community

Support investments in primary care preventative medicine and access for vulnerable groups

Bring a strong community benefit lens to our policy work, with consumer input into policy design to demonstrate importance of quality, not just convenience

Use our communications resources to counter disinformation in medical debates with evidence-based arguments

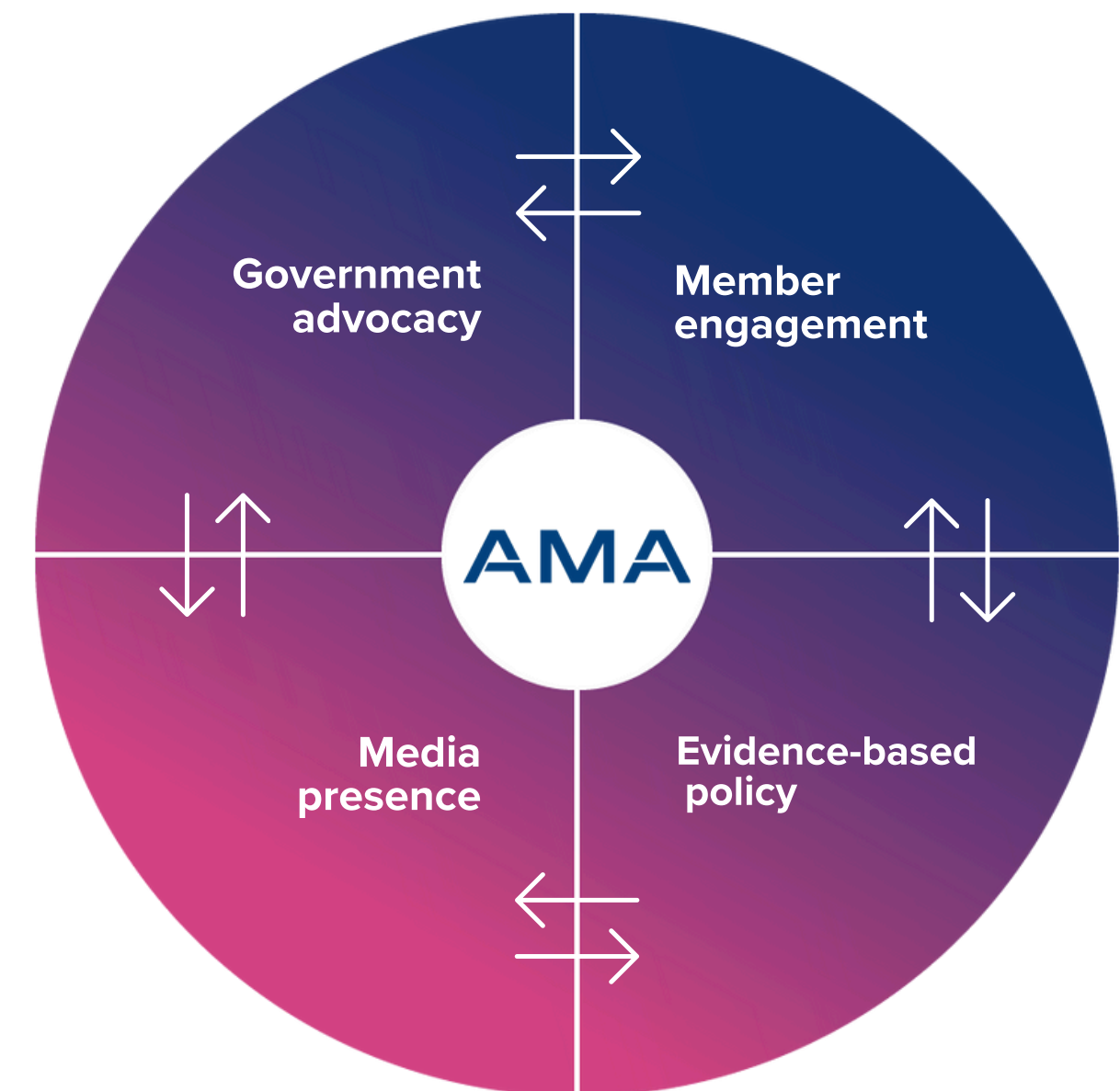
Integrate broader perspectives into our thinking, including social disadvantage, diversity and sustainability

Building on AMA relevance and impact

The Strategy aspires to build on our strengths as a powerful nationwide voice for doctors and leading advocate for progressive policies and initiatives in healthcare.

Thank you for taking the time to read our Strategy 2024-27. If you would like to get in touch and share your views with us, please email members@ama.com.au

AMA key areas of relevance and impact





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