

# FPM Strategic Plan 2013-2017

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Advancing pain medicine:  
Improving patient care



## A vision for the Faculty of Pain Medicine by 2017



Since its formation in 1998, the Faculty of Pain Medicine (FPM) has grown into an organisation with more than 300 Fellows in Australia and New Zealand. FPM fellowship is widely recognised as a high-quality qualification, based on a sound curriculum, excellent clinical exposure and robust continuing professional development.

The Faculty has a proud history of engagement with the community, particularly through its contribution to the National Pain Strategy and its membership of PainAustralia.

The Faculty will arrive in 2013 with a strong foundation through the hard work and dedication of its boards and members; however we need a guide for the future to ensure that FPM continues to grow and thrive, and to provide safe, high-quality pain medicine services to the community.

The FPM Strategic Plan 2013-2017 is a clear statement of what FPM does, what we aspire to be and how we will get there. The plan is based around our mission and vision, and three strategic priorities. These priorities are deliberately broad and interrelated to allow for flexibility, innovation and refinement of our work through to 2017.

Developed with input from the FPM Board, regional committees, Australian and New Zealand College of Anaesthetists (ANZCA) and external stakeholders, the strategic plan is based on agreed goals and priorities, and a shared understanding of the challenges we face and the opportunities that are available to us.

It signals an exciting new phase for FPM. The FPM Strategic Plan 2013-2017 aligns with that of ANZCA, reflecting the relationship between the College and the Faculty while addressing issues specific to the Faculty.

In this environment of growth, innovation, change and challenge, the focus of the Faculty remains constant and begins and ends in the community. The problem of persistent pain continues to be misunderstood and access to information and safe, effective treatment must be improved. We have an ongoing responsibility to promote the discipline of pain medicine and to increase the numbers of doctors who are confident and competent in this discipline so we can better serve the needs of the community.

Associate Professor Brendan Moore  
Dean, Faculty of Pain Medicine

September 2012

## About the Faculty of Pain Medicine

Formed in 1998, FPM is a Faculty of the Australian and New Zealand College of Anaesthetists (ANZCA), and is the product of a collaborative arrangement between five participating bodies – ANZCA, the Royal Australasian College of Physicians (RACP), the Royal Australasian College of Surgeons (RACS), the Royal Australian and New Zealand College of Psychiatrists (RANZCP) and the Australasian Faculty of Rehabilitation Medicine (AFRM), of the RACP.

In November 2005, pain medicine was recognised by the Australian Medical Council as a medical specialty, the first acknowledgement of its type in the world.

The Faculty's work is directed by a board elected by the fellowship, and is supported by committees including a panel of examiners. The dean and other office bearers are elected by the board. The administration is based in Melbourne under the leadership of a general manager.

The Faculty is supported by regional committees in Queensland, New South Wales, South Australia, Western Australia and Victoria which provide continuing medical education in the regions.

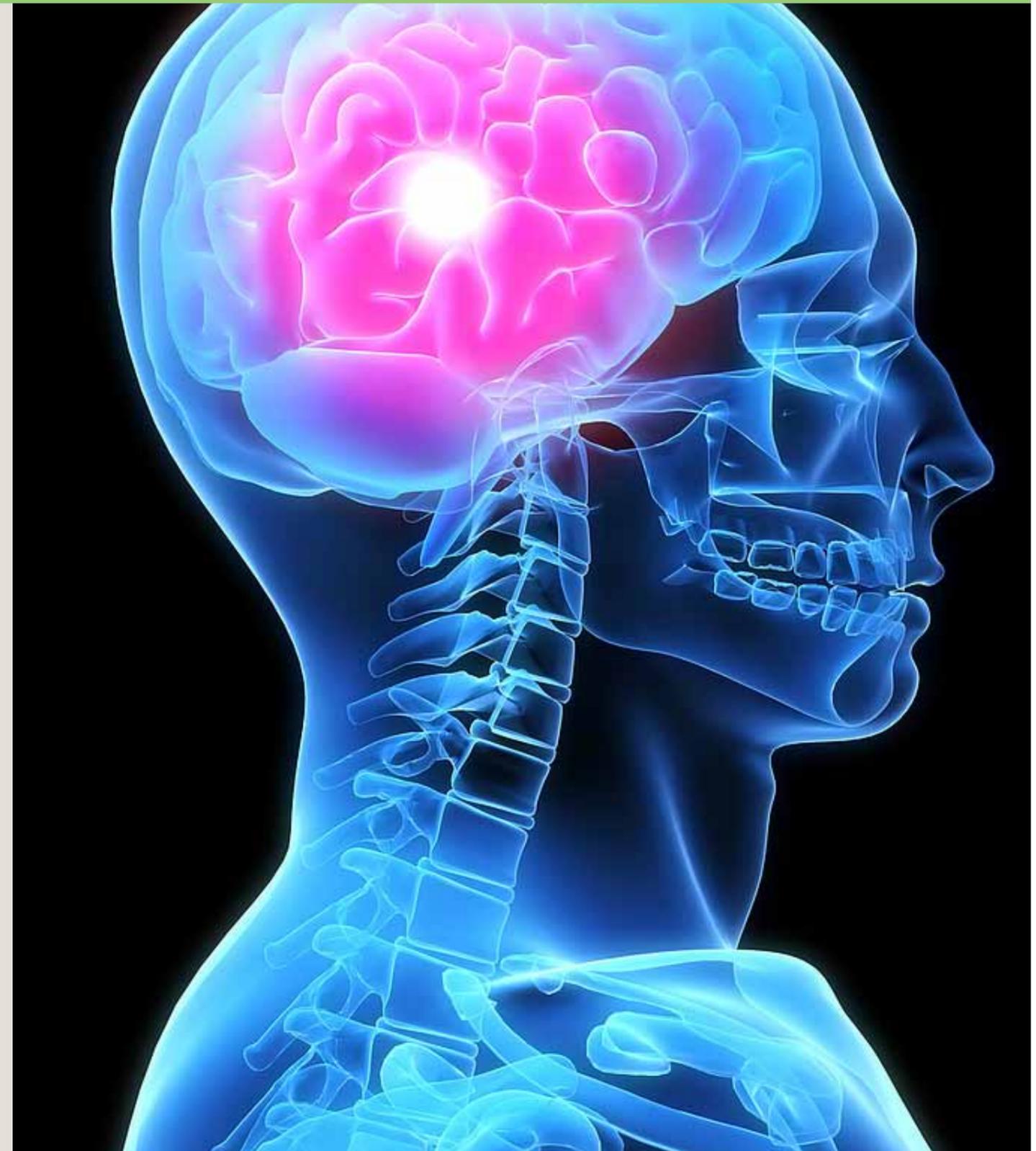
### FPM and ANZCA

FPM's head office is located with ANZCA in Melbourne. The ANZCA Council has delegated certain powers and functions to the Faculty of Pain Medicine.

This is reflective of the supportive and collegial relationship between the College and the Faculty, and of the significant number of FPM Fellows who are also Fellows of ANZCA.

### FPM in 2012

- FPM has about 310 active Fellows, 65 per cent of whom are from an anaesthesia background.
- Other disciplines represented by Fellows include psychiatry, rehabilitation medicine, occupational medicine, rheumatology, neurology, neurosurgery, orthopaedic surgery, gynaecology and general practice.
- FPM has about 80 trainees.
- There are 29 accredited pain medicine training units in Australia, New Zealand, Hong Kong and Singapore.



**Mission**

To serve the community by fostering safety and high quality patient care in anaesthesia, perioperative medicine and pain medicine

**Vision**

To reduce the burden of pain in society through education, advocacy, training and research

**Strategic priorities**

Build fellowship and the Faculty

Build the curriculum and knowledge

Build advocacy and access

**Objectives**

- Increase the number of trainees and Fellows
- Strengthen the framework of the Faculty
- Establish clear policies and procedures throughout FPM

- Deliver a world-class training program
- Support research that adds to the evidence base for pain medicine
- Collaborate with other colleges and training providers to provide appropriate pain medicine education to health professionals

- Promote and support a unified understanding of pain in the health sector and wider community
- Engage with and influence key stakeholders and decision makers
- Improve access to pain medicine services

## FPM's strategic priorities 2013-2017



The structure of FPM's strategic plan is defined by its mission (shared with ANZCA), its vision and its strategic priorities and objectives.

The three strategic priorities identify where FPM will direct its attention from 2013 through to 2017.

The priorities are intentionally broad to allow for flexibility in interpretation and execution.

Each strategic priority is supported by objectives that set out the specific target areas. The objectives are linked to FPM's annual business plan and are the source of specific actions.



# Strategic priority 1 Build fellowship and the Faculty

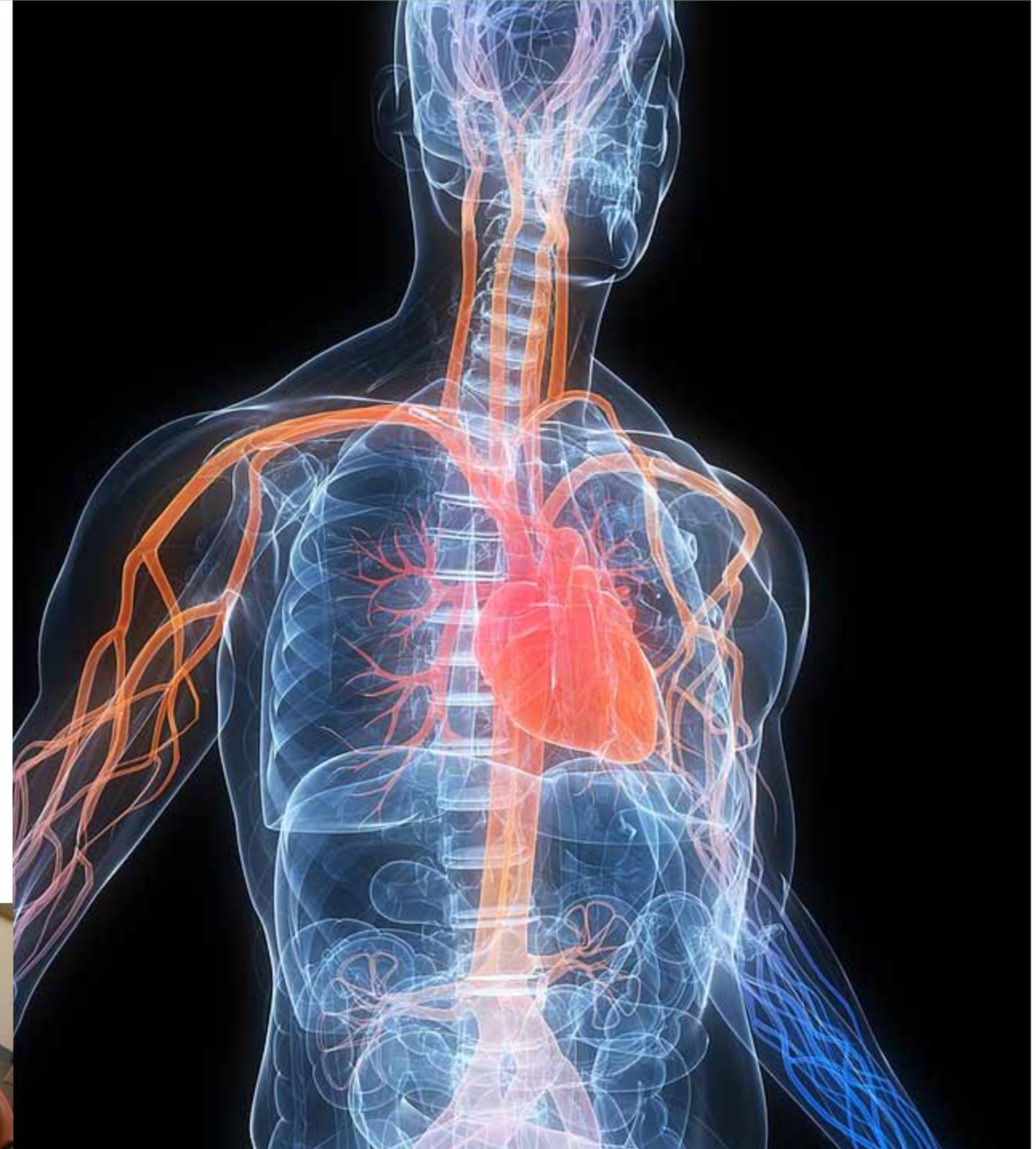
## Objectives:

- Increase the number of trainees and Fellows.
- Strengthen the framework of the Faculty.
- Establish clear policies and procedures throughout FPM.

Since its inception in 1998, the Faculty has seen a significant increase in the number of Fellows.

This trend needs to continue in order for the Faculty to be sustainable, and for it to achieve in its other priority areas. Fellows' contributions as teachers, examiners, advisors, mentors and committee members need to be encouraged and supported. Building the capacity and capability of the fellowship, including promoting pain medicine as a career and attracting trainees, is an important focus for the next five years.

There are opportunities for FPM to build on its structure to make the most of the relationships within the fellowship (for example between the board and the regions) and between the staff, Fellows and trainees. The development, implementation and regular review of policies and procedures will ensure that these opportunities are turned into demonstrable improvements in FPM's operation as a responsive, efficient and effective organisation.



## Strategic priority **2** Build the curriculum and knowledge

### Objectives:

- Deliver a world-class training program.
- Support research that adds to the evidence base for pain medicine.
- Collaborate with other colleges and training providers to provide appropriate pain medicine education to health professionals.

Training and education of specialist pain medicine physicians is at the heart of FPM's role and reason for being.

In turn, that training and education needs to be built on and continually informed by robust research that also contributes to global scientific knowledge of pain and pain medicine. Development of an innovative curriculum will give FPM the opportunity to reinforce its reputation as a recognised leader in pain medicine education.

Pain traverses most areas of health practice, so it is important to have all health professionals better educated and able to provide their patients with evidence-based, effective pain management.

The Faculty will continue to develop and advance its relationships with other colleges and organisations to ensure that an ever-increasing number of healthcare professionals have access to pain medicine training, information, education and research.



## Strategic priority **3** Build advocacy and access

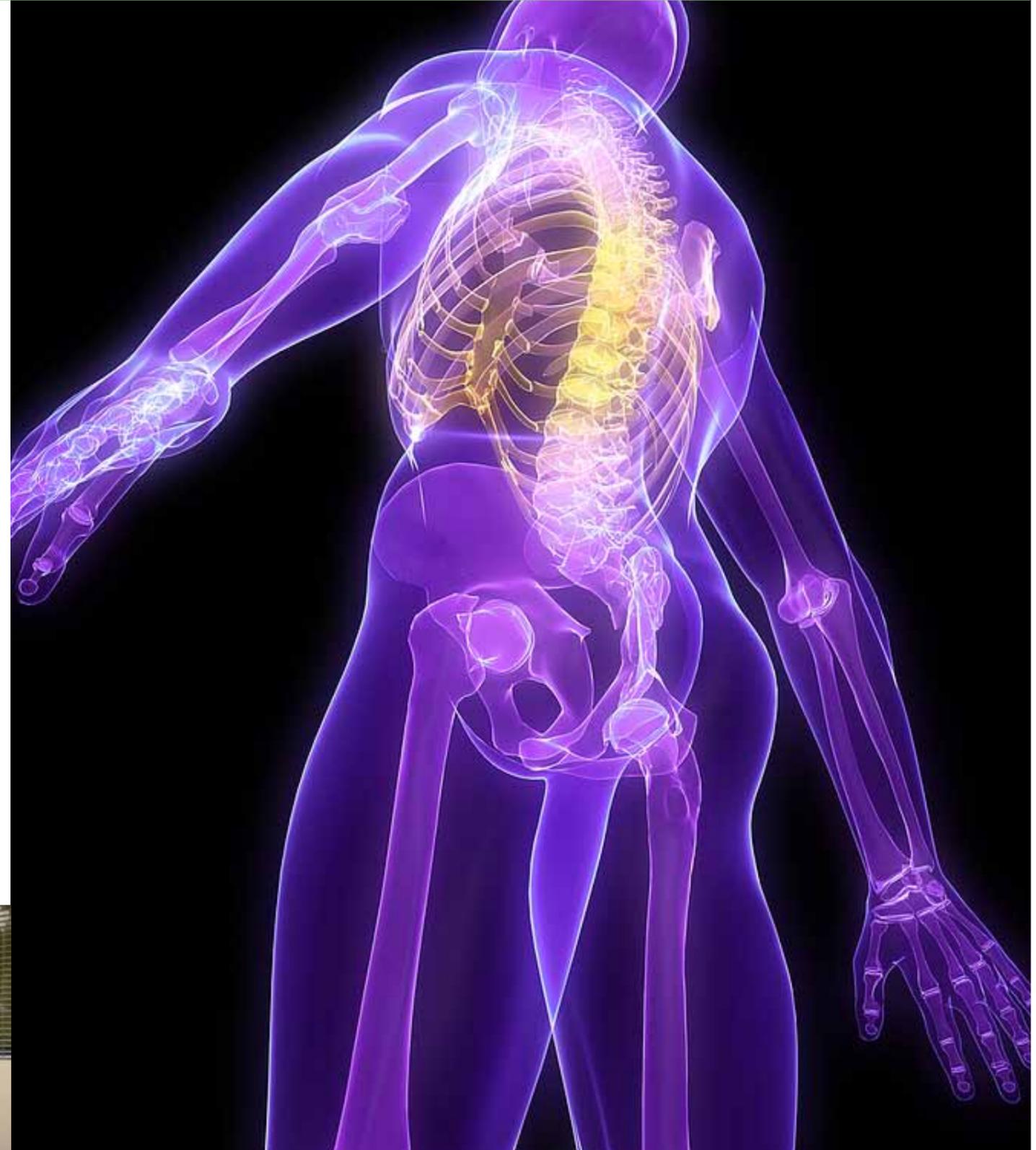
### Objectives:

- Promote and support a unified understanding of pain in the health sector and wider community.
- Engage with and influence key stakeholders and decision makers.
- Improve access to pain medicine services.

The problem of persistent pain continues to be misunderstood and access to information and treatment is alarmingly inadequate. The resultant suffering of people in persistent pain is unacceptable. FPM will continue to advocate strongly and co-operatively with our partner organisations, consumer and industry groups to keep the management of pain, in all its forms, on the policy agenda.

The issue of access is closely linked with the need to increase the numbers of pain medicine trainees and specialists, and to ensure that other health professionals can provide safe, high-quality pain management.

FPM will advance its opinions and expertise within the practice of medicine, government agencies, industry and in the wider community to advance the cause of pain medicine and of patients suffering in pain.



## Implementing the strategic plan – business planning



This strategic plan sets out the framework and focus for FPM's work for 2013 to 2017, underpinned by its mission aimed at achieving its vision, and carried out according to its values.

The plan will be put into action through the annual business planning cycle and operational planning which identifies the specific activities that will come under each of the three strategic priorities and nine objectives. Business and budget planning will be done with plans approved by the FPM Board.

## Monitoring, reporting and evaluation



It is critical that FPM measures progress toward its objectives as these are informed by the strategic priorities and ultimately will assist in achieving our vision. Detailed reporting is part of the annual business planning cycle. It seeks to identify areas that need more attention or a new approach and also to recognise and celebrate success, and then plan the next steps.

FPM management will report regularly to the FPM Board using clear measures linked to the strategic objectives, and informing it of emerging issues.

At times, the review process may identify matters that require a review of the strategic plan. FPM recognises the need for a strong strategic plan, but balances this with the need for its plan to guide a flexible organisation that is aware of its environment, and ready to meet new challenges as well as make the most of emerging opportunities.



