



ANZCA
FPM

Strategic Plan 2026-2028



Australian and New Zealand
College of Anaesthetists
& Faculty of Pain Medicine



ANZCA
FPM

The college acknowledges the Traditional Custodians of Country throughout Australia and recognises their unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. We pay our respects to ancestors and Elders, past, present and emerging.

The college acknowledges and respects Māori as the Tangata Whenua of Aotearoa and is committed to upholding the principles of the Te Tiriti o Waitangi, fostering the college's relationship with Māori, supporting Māori Fellows and trainees, and striving to improve the health of Māori.

The college recognises the special relationship between the Pacific peoples of New Zealand, Australia and the Pacific, and is committed to supporting those Fellows and trainees of ANZCA, and improving the health of Pacific peoples.

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A message from our President



I am pleased to present the ANZCA 2026-2028 strategic plan.

Our purpose continues to be to serve our patients, the public, and the healthcare workforce by leading high quality care in anaesthesia, pain medicine and perioperative medicine to optimise health and wellbeing and reduce the burden of pain.

From this purpose flow four major objectives:

1. To promote professional standards and safe high quality patient care in anaesthesia, pain medicine, and perioperative medicine.
2. To promote education in anaesthesia, pain medicine, and perioperative medicine.
3. To ensure the wellbeing of fellows, trainees, specialist international medical graduates and staff.
4. To advance the science and practice of anaesthesia, pain medicine, and perioperative medicine.

Our vision as a college is “to be a recognised world leader in training, education, research, and in setting standards for anaesthesia, pain medicine, and perioperative medicine”.

**Professor Dave Story, FANZCA (Vic)
ANZCA President**

Our identity

WHO WE ARE

We are Australia and New Zealand’s college of specialist anaesthesia and pain medicine doctors.

Our 10,000 specialist members, together with the trainees who will join their ranks, are all essential to outcomes from all forms of healthcare.

WHY WE EXIST

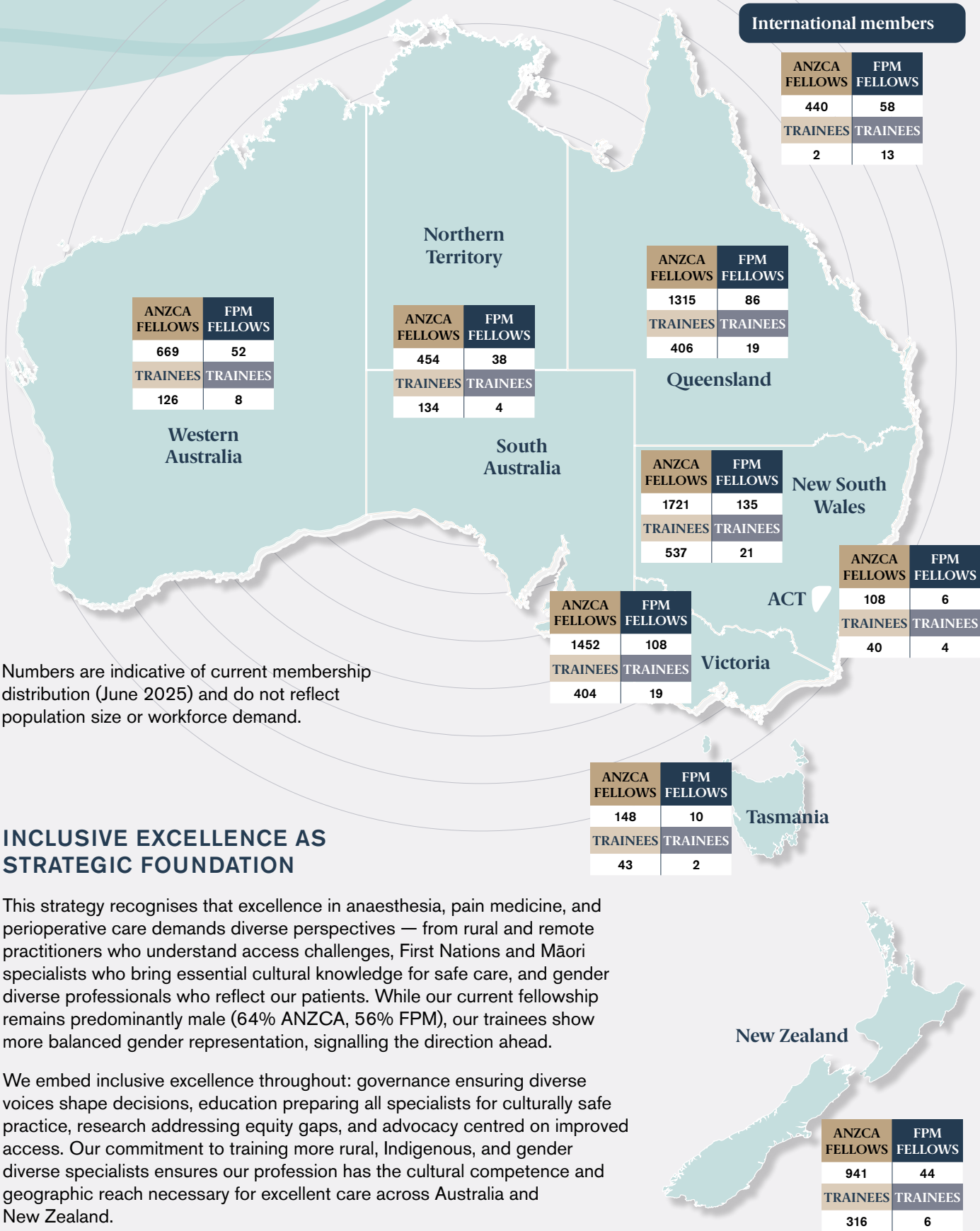
To ensure all patients and the public have confidence in their end-to-end care, through our leadership in anaesthesia, pain medicine, and perioperative medicine — reducing the burden of pain and improving health outcomes.

WHAT WE DO

- 1. We train and educate.
- 2. We set standards and guidelines.
- 3. We advise governments and partners.
- 4. We advocate for our specialties and the patients we serve.
- 5. We support and translate research.
- 6. We support and connect specialists.



Who we represent



Our strategic environment

WHAT'S GOING ON AROUND US?

ANZCA operates within a fast-shifting health landscape. Seven interconnected environmental signals are especially shaping how the college must lead, support, and adapt:

1

Demographic and government investment shifts



An ageing and increasingly diverse population is driving complex and chronic health needs. Governments are responding with targeted investment — creating new expectations for system-wide efficiency, integrated care, and measurable outcomes.

2

Patient knowledge and expectations



Health consumers are more informed, connected and assertive — influenced by social media and digital health tools. This shift is changing how clinicians build trust, communicate risk, and deliver care in ways that align with patients' values and choices.

3

Contested evidence and trust in science



Evidence-based medicine continues to be the foundation of clinical care, but is now increasingly challenged by misinformation, competing paradigms, and politicised debate. This demands more sophisticated engagement by clinicians in public and policy arenas.

4


Blurring of professional boundaries



There is increasing overlap between medical disciplines, with pain medicine expertise, in particular, being drawn upon across general practice, surgery, emergency and rehabilitation. This presents both opportunity for influence and the need to clearly define ANZCA's unique value and scope.

5

Technology: Opportunity and uncertainty



The adoption of AI and digital systems is accelerating — offering the potential for enhanced decision-making and operational efficiency, but also raising critical questions about clinical responsibility, data ethics, and the distinct value of human judgement.

6

Funding and care quality mismatch



Funding structures such as MBS item numbers remain tied to procedural volume rather than patient-centred value. This risks distorting care priorities and undervaluing interdisciplinary models where anaesthesia and pain medicine play vital roles.

7

The next generation of fellows



Emerging fellows are entering the profession with different expectations around work-life balance, models of practice, cultural safety, and the role of advocacy. They are shaped by new educational paradigms, digital fluency, and evolving professional identities. ANZCA's future relevance will depend on how it supports, equips, and is shaped by this next generation.



Strategy on a page 2026–2028

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STRATEGIC GOALS



1

**A TRUSTED
COLLEGE**

2

**A VIBRANT
COLLEGE**

3

**ELEVATED
STANDARDS**

4

**IMPROVED PATIENT
OUTCOMES**

**How we’ll
know**

*ANZCA is easy to deal with
— inside and out.*

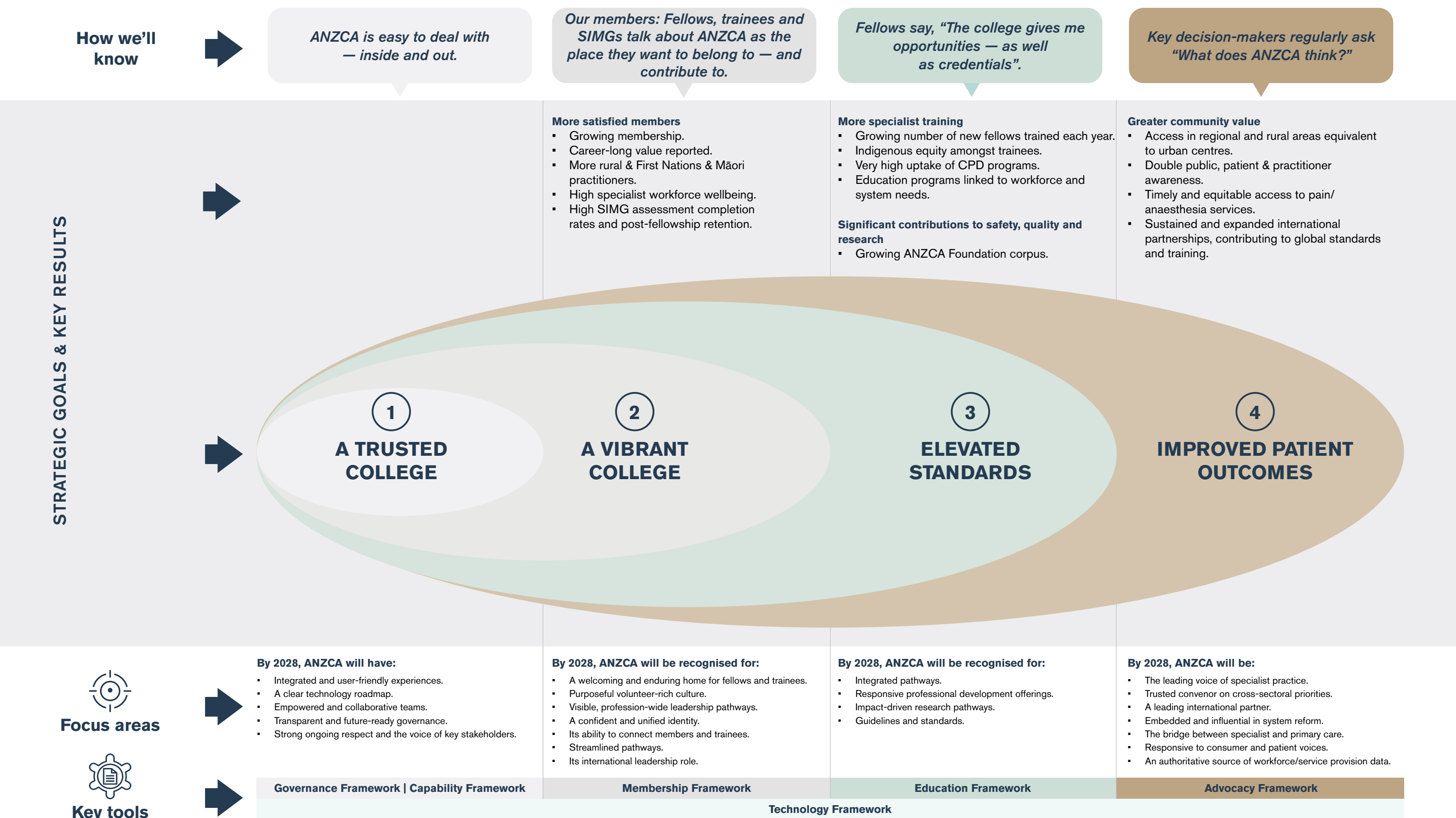
Our members: Fellows, trainees and SIMGs talk about ANZCA as the place they want to belong to — and contribute to.

Fellows say, “The college gives me opportunities — as well as credentials”.

Key decision-makers regularly ask “What does ANZCA think?”

Detailed strategy on a page

2026–2028



1. A trusted college



INTENT

We will be the medical college that works increasingly seamlessly — we will continue to invest in our core so that we are digitally enabled, operationally excellent, and genuinely easy to engage with.



FOCUS AREAS

By 2028, ANZCA will have:

- Seamless **digital experiences** for members and staff, with real-time, personalised, user-friendly services.
- A clear **technology** roadmap that links IT investment to strategic outcomes — including education delivery and member analytics.
- Empowered and collaborative **teams**, enabled by fit-for-purpose tools, working structures and leadership capability.
- Transparent and future-ready **governance** — including education governance — that inspires confidence from fellows, trainees and stakeholders.
- Strong ongoing respect and the **voice** of key stakeholders on professional standards, education, training and advice on matters for our specialties.



KEY TOOLS

Governance Framework

Capability Framework

Technology Framework



RESULT AREAS

- Higher member satisfaction with digital tools, including education access and communications.
- All major member services digitised, with most routine tasks available to members via self-service.
- Clear technology roadmap adopted, with annual reporting against priority outcomes.
- Governance processes benchmarked, with external validation of effectiveness every three years.
- Strong collaborative engagement and relationships with key stakeholders, governments, and regulatory bodies.

ANZCA is easy to deal with — inside and out.

How we'll know

2. A vibrant college



INTENT

We will create a professional home where specialists choose to belong, contribute, and lead throughout their careers.



FOCUS AREAS

By 2028, ANZCA will be recognised for:

- A **welcoming and enduring home** for fellows and trainees, offering clear value at all stages of a career.
- A purposeful **volunteer-rich culture** with members contributing meaningfully to professional standards, education and system leadership.
- Visible, profession-wide **leadership pathways**, fostering excellence across clinical, academic and public policy arenas.
- A confident and **unified identity** across anaesthesia, pain and perioperative medicine — enabling shared advocacy and cohesion.
- Its **ability to connect** members and trainees in thriving communities of practice.
- **Streamlined pathways** for international medical graduates, with accelerated integration that leverages their expertise.
- Its **international leadership role** in anaesthesia, pain medicine and perioperative medicine, and the benefits this provides to the health system and improved patient outcomes.



KEY TOOLS

Membership Framework

Technology Framework



RESULT AREAS

- A strong and growing membership across the college, the Faculty of Pain Medicine, and the Chapter of Perioperative Medicine.
- Alternate affiliation and membership options exist to broaden inclusivity.
- Substantial majority of members report ANZCA provides career-long value.
- More rural, female and First Nations & Māori practitioners, including participation in leadership, teaching and governance roles.
- High specialist workforce wellbeing, showing year-on-year improvement.
- High SIMG assessment completion rates and post-fellowship retention in the specialist workforce.

Our members: Fellows, trainees and SIMGs talk about ANZCA as the place they want to belong to — and contribute to.

How we'll know

3. Elevated standards



INTENT

We will deliver education, research, and safety and quality advice that transforms practice — and creates opportunities for our trainees and fellows.



FOCUS AREAS

By 2028, ANZCA will be recognised for:

- Integrated **pathways** ensuring consistency, currency, and relevance across the career span.
- Responsive **professional development** offerings designed to be modular, career-aligned, and rapidly updated in response to shifts in clinical practice and technology.
- Impact-driven **research pathways** for fellows supported as contributors and leaders in generating — not just applying — new knowledge.
- **Guidelines and standards** used in the majority of Australian and New Zealand health services.
- Being a world leading college in the **leadership of research** supporting safety and quality, professional documents, guidelines and statements for our specialties.



KEY TOOLS

Education Framework

Technology Framework



RESULT AREAS

More specialist training

- Growing number of new fellows trained each year, with significant percentage in rural/regional practice.
- Greater Indigenous and gender equity in trainee pipeline and completions.
- Very high uptake of CPD programs, with commensurate satisfaction.
- All education programs closely linked to demonstrable workforce and system needs (e.g., AI, cultural safety).

Significant contributions to safety, quality and research

- Growing ANZCA Foundation corpus sustained, with a significant proportion of projects having measurable practice impact.
- Supporting a strong research agenda for our specialties.

How we'll know

Fellows say, “The college gives me opportunities — as well as credentials.”

4. Improved patient outcomes



INTENT

We will be the authoritative voice that shapes health policy and drives system change for better care, both in our region and internationally.



FOCUS AREAS

By 2028, ANZCA will be:

- The **leading voice** of specialist practice when government, regulators, and media seek authoritative input.
- A **trusted convenor** on cross-sectoral priorities, bringing together partners (including other colleges) to tackle high-impact challenges in care delivery.
- A leading **international partner**, with deliberate positioning and contribution in global forums and alliances.
- **Embedded and influential in system reform**, ensuring anaesthesia, pain medicine and perioperative medicine are core to health policy and service planning and design.
- The **bridge between specialist and primary care**, fostering collaborative models that improve perioperative outcomes and pain management across all care settings.
- **Responsive** to consumer and patient voices, with structured engagement that shapes standards, education, and advocacy priorities based on lived experience.
- An **authoritative source** of workforce and service provision data, providing national and state governments with evidence that shapes anaesthesia and pain medicine policy and resource allocation.



KEY TOOLS

Advocacy Framework

Technology Framework



RESULT AREAS

Greater community value

- Equitable access to anaesthesia and pain medicine services for patients in both urban and regional areas.
- Double public and policymaker awareness of ANZCA's role and advice, tracked via media and polling.
- Contribution to system reforms and national or jurisdictional health plans in both countries, aimed to increase timely and equitable access.
- International partnerships maintained or expanded, with ANZCA contributing to global standards or training.

How we'll know

Key decision-makers regularly ask “What does ANZCA think?”



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