



Medical Education Sector Strategy



prepared for

Shoalhaven City Council

by

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Contents

1.	Introduction	1
1.1	Purpose	1
1.2	How this Strategy Works	1
1.3	Scope	2
1.4	Industry Overview	2
2.	Market Segments	5
2.1	Public and Private Hospital/Practitioners	6
2.2	Tertiary and Training Institutions	7
2.3	Research Institutions	7
2.4	Other Shoalhaven Industries	9
3.	Strategic Objectives	10
4.	Strategies, Actions and Priorities	11
5.	Summary of Actions and Priorities	14

1. Introduction

1.1 Purpose

The purpose of this Strategy is to provide a clear direction for Shoalhaven City Council's (**Council**) involvement in the medical education sector and to assist in providing a clearer basis for investment decisions for medical education providers by demonstrating a coordinated effort to facilitate the sector in the Shoalhaven.

Over the last decade, one of the most significant economic trends has been the growth in health industries associated with an ageing population, increases in lifestyle related diseases and changing attitudes to personal health and wellness¹. This Strategy seeks to recognise and to facilitate the medical education sector as part of this broader trend in the Shoalhaven.

Council intends to provide support and encourage the introduction of the necessary infrastructure and coordination required to ensure that medical education is one of the core focuses for tertiary education in the region. In doing so, there is greater scope to attract and retain high quality health professionals and the residents of the Shoalhaven would be rewarded with subsequent improved health care, economic diversity and employment opportunities associated with the high value of the sector.

Australia has a strong history in the area of medical training, education and research, with the Shoalhaven increasingly being exposed to the sector through historical development of the Shoalhaven District Memorial Hospital, establishment of the Shoalhaven Cancer Care Centre and presence of the University of Wollongong's Graduate School of Medicine including degree's in nursing and medicine. By strategically identifying and positioning the Shoalhaven to build on this platform, significant economic and employment opportunities exist.

¹ Penrith Health and Wellbeing Strategy project website - <http://penrithbusinessalliance.com.au/regional-city/major-projects/>

1.2 How this Strategy Works

This *Medical Education Sector Strategy* is one in a series of industry sector strategies produced by Council's Economic Development Office (**EDO**). The need for industry sector strategies, and the subsequent requirement for Council to produce such strategies, is identified under both Council's *Delivery Program and Operational Plan (2013-2014)*, as well as Council's economic development strategy "*Shoalhaven - an enterprising alternative*".

The *Medical Education Sector Strategy* is a more forward looking document that investigates opportunities for a rapidly changing industry sector, rather than relying on identifying trends and changes within an existing industry sector, as was the case with the previously produced Defence and Agri-Business Sector Strategies. Nevertheless, like the preceding sector strategies, the Objectives, Strategies and Actions in the *Medical Education Sector Strategy* will act as a corporate reference point for preparation of Council's annual Delivery Program and Operational Plan. As such, they will also be subject to Council's resourcing and budget processes / considerations each financial year.

The relationship between Council's strategic planning documents and this Strategy is shown in the flow chart at Figure 1.

Figure 1: Industry Sector Strategy Flowchart



1.3 Scope

This Strategy seeks to outline the key elements of a future medical education sector, and in doing so, to identify the future market opportunities, trends and Council’s role in the industry. The Strategy also aims to specifically identify future interventions which Council can implement in association with the development of the industry over the Strategy period of five years (2013/2014 - 2017/2018).

The Strategy is laid out in five primary sections as follows:

- Section 1: Includes the purpose, scope and a brief overview of the medical education sector;
- Section 2: Provides a review of the existing situation and recent trends within the medical education sector in the Shoalhaven and more generally;
- Section 3: Identifies the strategic objectives for Council’s future involvement in the medical education sector and the reasons for seeking to fulfil these objectives;
- Section 4: Establishes the future strategies and actions for Council (and others where applicable) in relation to the medical education sector; and
- Section 5: Summarises all actions and provides indicative priorities for their implementation.

1.4 Industry Overview

The medical education industry sector, including research and training, has a strong presence and tradition in Australian society. According to Research Australia², despite having only 0.3% of the world’s population, Australia contributes 3% of the medical research publications, with funding from the National Health and Medical Research Council growing five-fold since 2005. In addition, an increase in domestic graduates from Australian medical schools has increased by 81% from 1348 in 2005 to 2442 by 2012³, necessitating associated training and professional experience opportunities.

Strategies for the development of medical education and training in regional areas is predominantly driven by the need to provide ongoing medical services. Given the close interrelationships between that occur throughout various levels

² Research Australia (August 2011) *Shaping Up: Trends and Statistics in Funding Health and Medical Research*, Occasional Paper Series

³ Research article: *Riding the wave: current and emerging trends in graduates from Australian university medical schools*- Medical Journal of Australia

of the career cycle (as schematically represented in Figure 2), this highlights the need for regional areas to be attractive to medical students and practitioners throughout their career cycle. On this point, anecdotal evidence as well as research suggests that interrelationships throughout the career cycle are a key driver in the retention of medical practitioners. It has, for example, been argued within the empirical literature that sustaining long term training and workforce strategies requires the remodelling of rural practices into “teaching centres of excellence” through collaborated efforts of educational organisations, rural health services, rural practices and individual rural practitioners⁴.

Indeed a recent study⁵ reaffirmed previous work in Australia and overseas that a lack of confidence in one’s own skills and the availability of appropriately experienced advisors is a factor on both the recruitment and retention in rural practice. The same study found that retention rates and the attainment of one’s own professional goals were better met where students or recent graduates were “matched” with other experienced physicians.

At the pre-graduation level, studies into integrated training in rural settings have found that students who both live and work in a rural setting are influenced positively to make rural primary care career choices⁶. The literature also indicates that prolonged exposure significantly increases the retention effect, along with the availability of professional mentors and experienced role models. An example of this⁷ is the John Flynn Placement Program (JFPP) that provides students with clinical exposure in rural areas of Australia. After four JFPP

⁴ Walters, L, and Worley, P 2006, ‘Training in rural practice: Time for integration?’, *Australian Journal of Rural Health*, vol. 14, No. 5, pp. 171-172.

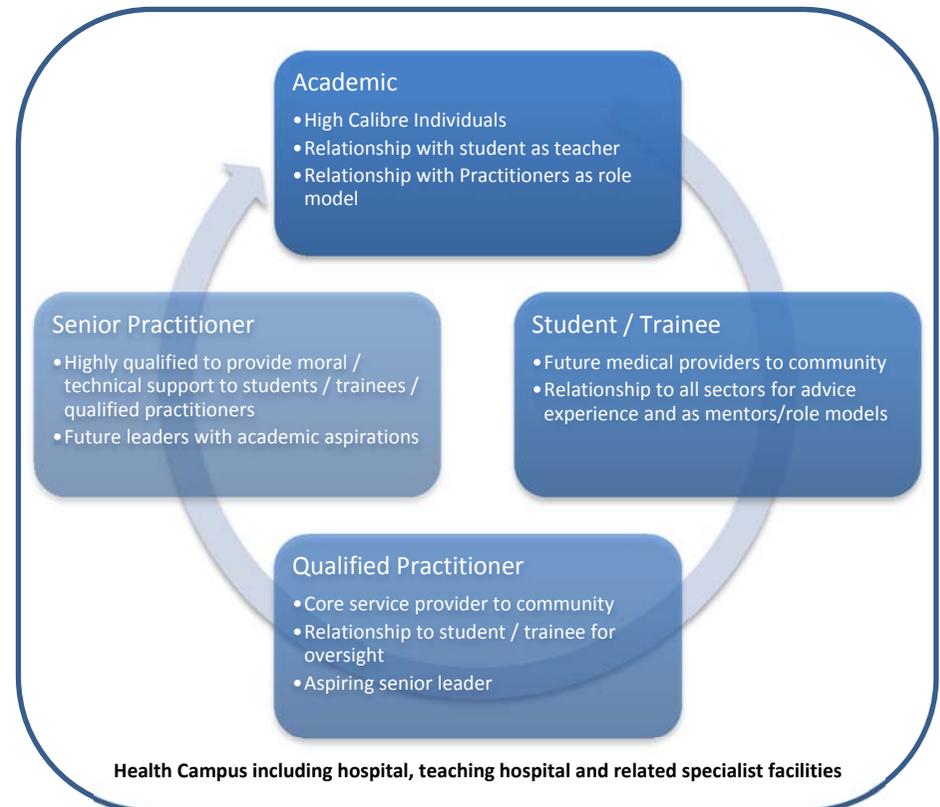
⁵ Gorsche, R and Woloschuk, W 2012, ‘Rural physicians’ skills enrichment program: A cohort control study of retention in Alberta

⁶ Walters, L, Greenhill, J, Richards, J, Ward, H, Campbell, N, Ash, J and Schuwirth, L 2012, ‘Outcomes of longitudinal integrated clinical placements for students, clinicians and society’, *Medical Education*, vol. 46, No. 11, pp. 1028-1041. and Young, L, Kent, L and Walters, L 2011 ‘The John Flynn Placement Program: Evidence for repeated rural exposure for medical students’, *The Australian Journal of Rural Health*, vol. 19, no. 3, pp. 147-153, and Smith, D 2005 ‘Barriers facing junior doctors in rural practice’, <http://rrh.deakin.edu.au>

⁷ See Young et al above

placements, 65% of students reported intentions to work in rural areas. The JFPP program had a positive influence on 85% of students in terms of their ambitions to work in a rural setting.

Figure 2: Schematic Career Cycle Relationships



Council recognises the importance of both the health and educational sectors, highlighting their importance to the local economy in Council’s *Community Strategic Plan: Shoalhaven 2023*. This plan also recognises the importance of the health sector to the community, where consultation identified the need to

“Advocate for health care facilities that will meet the changing needs of the Shoalhaven community”.

As a result, several strategies⁸ are contained within the Community Strategic Plan which advocate and support the need for high quality health and education facilities that can grow and evolve with the community’s needs, and to support economic diversification of the region. By providing for career progression through medical student placements, registrars, general practitioners, specialists to becoming mentors and high level academics, the level of expertise and quality of health care is improved in the area to the benefit of the broader community.

To date a number of significant advances have already been made in the area of Medical Education. The presence of the University of Wollongong’s Graduate School of Medicine, the emergence of the Shoalhaven Cancer Care Centre and the commitment of \$7million to a new GP Superclinic in Nowra by the Federal Government provides a strong platform for growth in the Shoalhaven’s participation in the medical education sector. However a barrier to increasing this participation is the availability of land and infrastructure to enable confidence in investment and a clear commitment to the sector by Council.

While the medical education and related sectors are likely to continue to grow within the Shoalhaven, the development of an effective strategy for the coordination of the sector has the potential to generate greater efficiencies, synergies between uses, and ultimately greater investment, employment generation and economic development. These benefits will ultimately make the Shoalhaven an even better place to live and conduct business. These opportunities are explored throughout this *Medical Education Sector Strategy*.

⁸ See for example Strategies 1.3.4, 3.2.2 and 3.2.4

2. Market Segments

This section provides a review of the existing situation and potential for various participants in the medical education sector, or otherwise referred to as the different “market segments”. These include:

- Public and Private Hospitals/Practitioners - Existing practitioners and medical establishments that have the capacity to commence or increase involvement in the sector;
- Tertiary Institutions - Including universities, TAFE colleges and other registered training organisations (RTO’s) that provide education within the medical and health industries;
- Research Institutions - Seeking to attract dedicated research institutions through co-location and synergies with other segments; and
- Other Shoalhaven Industries - recognising the benefits of involving other key Shoalhaven industries, such as high technology and defence.

These market segments are detailed in the following sub-sections.

This section also provides a number of case study “boxes”, which outline examples of best practice, industry snapshots and other issues relevant to the medical education in the Shoalhaven. These case studies either highlight examples from outside the LGA or are examples from within the LGA that provide a positive reflection of the potential within the Shoalhaven.

CASE STUDY No. 1 – Princess Alexandra Hospital Health Campus

Princess Alexandra Hospital (PAH) is one of three tertiary level facilities in Queensland and is one of Australia’s leading academic and research health centres.

As a major hospital in Brisbane, the PAH provides acute medical, surgical, mental health, cancer, rehabilitation and allied health services as well as statewide services in specific areas such as brain injury and amputee services. The PAH is nationally recognised for its expertise in trauma management and is a major transplantation centre for livers, kidneys, bone, cartilage, and corneas.

However the PAH also plays a lead role in medical research, undertaking research programs with a range of affiliated universities. The hospital is one of eight partners in Queensland's first academic health sciences centre, the Diamantina Health Partners (see Case Study No. 3 for further information).

The PA Research Foundation, which is situated on the hospital campus, is dedicated to fundraising to support PAH research activities.



Source: <http://www.health.qld.gov.au/pahospital>

2.1 Public and Private Hospital/Practitioners

A number of medical practitioners and hospitals are located in the Shoalhaven including:

- Public and private hospitals - Including the main public hospital for the region, the Shoalhaven District Memorial Hospital (SDMH) in Nowra, as well as the smaller public Milton-Ulladulla Hospital in Milton and the palliative care public hospital in Berry. A private hospital also operates in Nowra;
- Smaller specialist and general practitioners - generally concentrated in the major centres of Nowra/Bomaderry and Milton/Ulladulla, but with an increasing presence in other smaller towns and villages; and
- Larger private specialist and general practitioner operations - which are becoming increasingly prevalent in the area, typically operating with a larger number of professionals, such as the recently opened Shoalhaven Orthopaedic Centre and proposed GP Superclinic.

Of particular relevance to the medical education sector is the capability of these public and private operations to work with students and graduates, and for senior more experienced staff to provide their expertise in the areas of education and research. For example, the SDMH is affiliated with the University of Wollongong and supports the training of nursing, medical and allied health staff. It also has links with the Rural Institute of Clinical Studies and a number of existing staff are undertaking studies with the Institute.

2.1.1 Trends

Within the context of hospital and practitioner participation in the medical education sector, trends include:

- Difficulties in public institutions providing an adequate number of internships being, believed to be around 450 places short for the 2013 year⁹ as a result of the sharp increase in medical graduates; and

⁹ Australian Medical Students' Association President in "An intern crisis" posted on <http://www.mjainsight.com.au/>

- A move towards the involvement of nursing, medical student mentorships and allied health interactions within larger practices, moving away from the more traditional model of single general practitioners operating from smaller premises.

2.1.2 Past Strategies and Actions

Council has had some minor involvement in strategies and actions to support the role of public and private hospitals and practitioners in the medical education sector in the Shoalhaven including:

- Advocating for facilities and services to be available to enable cross-over of professionals across public, private, tertiary studies and research; and
- The coordination of registered training organisations at all levels to collaborate and grow collectively.

CASE STUDY No. 2 – South Coast Orthopaedics

The South Coast Orthopaedic Clinic has provided orthopaedic services to the South Coast region of NSW for over 25 years, and has recently moved to a new purpose built premises in Nowra. The practice employs four orthopaedic doctors and surgeons with specialist expertise in hip, knee and shoulder joint replacement, arthroscopic and ligament reconstructive surgery.

The new facility reflects the growing trend towards integrated services, with the building offering expanded services to include sports medicine and in-house radiology through Shoalhaven Medical Imaging.



Source: <http://www.southcoastorthopaedic.com.au>

2.2 Tertiary and Training Institutions

There are a number of tertiary institutions within the Shoalhaven and broader regions which have an interest in the development of the medical education sector. Most notably within the Shoalhaven is the University of Wollongong and Illawarra Institute of TAFE who have campuses in the immediate area. The University of Wollongong offers bachelor degrees in nursing, medicine and surgery from their Shoalhaven Campus, whilst TAFE courses include nursing, specialised health care and health care assistance.

Opportunities also arise for other training providers, such as Coast City Country General Practice Training who are a federally funded regional training provider for the Shoalhaven area, and Casey College and IRT who undertake specialist training in aged care/nursing.

2.2.1 Trends

Within the context of the role of tertiary institutions in medical education, there are a number of anecdotal trends that can be seen, including:

- Rapid growth in the number of graduates of medical degrees, up from 1660 in 2000 to an estimated 3512 in 2012¹⁰;
- An ongoing difficulty for tertiary institutions to place students within local hospitals and with practitioners within the local area. This is exacerbated by placements for some disciplines being allocated centrally from Sydney and Canberra; and
- The increasing need for simulation centres and associated technologies to cater for unmet demand for clinical placements. Such centres are preferably placed within or in close proximity to hospitals.

¹⁰ Australian Medical Students' Association President in "An intern crisis" posted on <http://www.mjainsight.com.au/>

2.2.2 Past Strategies and Actions

Council and other contributors have been involved in a variety of strategies and actions to support the involvement of the tertiary and training institutions in the medical education sector in the Shoalhaven including:

- Working co-operatively with the University of Wollongong to establish the Shoalhaven Campus, including the Graduate School of Medicine, and other associated infrastructure; and
- Working with others to coordinate, connect and facilitate the attraction and retention of medical education providers in the area.

2.3 Research Institutions

A state-wide review of medical research was undertaken in NSW during 2011/2012, with the finding of the review being endorsed by the NSW State Government in June 2012. Included within the findings are a range of endeavours to assist in increasing and making better use of research in the State.

At the regional level, the Illawarra Research Hub is the central body that has oversight of medical research in the southern part of the State. While eight such hubs exist, only two are located outside of Sydney and only one is located in the south of the State (being the Illawarra hub). In total, the Research Hubs will receive \$800,000 annually to provide administrative support and assist in coordination of hub activities to enhance collaboration and facilitate the efficient sharing of expensive equipment, accommodation and support services.

In the Illawarra Research Hub was formed in 2006 under an MOU between the University of Wollongong and what is now the Illawarra Shoalhaven Local Health District. In 2008, these organisations created the Illawarra Health and Medical Research Institute (IHMRI) which has become the cornerstone of the Illawarra research hub. IHMRI opened their headquarters in the University of Wollongong in 2010.

IHMRI is a regional community centred organisation, with a belief that by linking academic and clinical researchers around common health and medical problems, research findings can be rapidly translated into improved clinical practice and health service delivery.

2.3.1 Trends

Within the context of the role of research institutions in medical education, there are a number of anecdotal trends that can be seen, including:

- Increasing research into the health and welfare of aged persons;
- A continued focus on the use and strengthening of research hubs, such as the Illawarra Research Hub;
- Increased competition within the research community for research funds as future levels of funding reduce¹¹; and
- Lower comparable rates of growth in research investment compared to Asian centres such as China, Korea and Singapore¹².

2.3.2 Past Strategies and Actions

Council has no direct involvement in the research sector with respect to the Medical Education. Council does however support the research sector and is actively involved in ensuring the continued growth of research in areas of high technology and defence applications in the Shoalhaven. Council's experience in this area may enable complementary experience in overcoming obstacles to the introduction of this sector within the health/medical education environment of the Shoalhaven.

¹¹ Research Australia (August 2011) *Shaping Up: Trends and Statistics in Funding Health and Medical Research*, Occasional Paper Series

¹² Ibid

CASE STUDY No. 3 – Dimantina Health Partners

Diamantina Health Partners is an academic health science centre that unites eight of Queensland's top hospitals, universities and research institutes.

The first of its kind in Queensland, the centre aims to improve the health of the population by linking the outcomes of biomedical research and directly to patient care. This link aims to provide better and faster treatments for some of the community's most devastating diseases and conditions.

By bringing together scientists, educators, clinicians and the community, Diamantina Health Partners will be able to take research performed in Queensland and accelerate its application to new treatments across the spectrum of health care.

The organisation aims to build on a position of being a global leader in biomedical research, to help deliver better outcomes to the local and broader community. The key partners of the organisation include:

- Princess Alexandra Hospital
- Mater Health Services
- University of Queensland
- Queensland University of Technology
- Translational Research Institute
- Metro South Mental and Community Health
- UQ Health Care (GP Superclinics)
- Inala Indigenous Health Service

diamantina health partners
Innovative healthcare through academic leadership



Source: <http://diamantina.org.au/about-us/>

2.4 Other Shoalhaven Industries

Along with the medical and health sectors, there are other existing and growing industries within the Shoalhaven which relate to and have a potential future involvement with the medical education sector. These may include for example:

- Department of Defence: Which operates medical centres from HMAS Albatross and HMAS Creswell that provide a full range of health services for Defence staff;
- High technology manufacturing and design: Which currently service defence and aviation industries, but which may also have the technical capability to potentially assist the medical education sector in terms training technologies and the like; and
- Aged care sector: Which is a growing sector and capable of having a reciprocal relationship with the medical education sector through education, training and placement of students/graduates in areas of nursing, support services, para-medical and allied health such as physiotherapy, speech pathology, occupational therapists and exercise sciences.

By the interaction and these sectors with the medical education and health networks, several opportunities may be presented and uncovered to the mutual benefit of parties, and overall to the Shoalhaven community.

2.4.1 Trends

The defence and technology industries have been growing in the Shoalhaven through the development of the Albatross Aviation Technology Park and commitments from the Federal Government towards defence spending in the region. On the back of an increasing presence of Department of Defence personnel, these actions have resulted in direct investment, jobs and on-going diversification of the industries which support defence technologies.

Within the aged care sector, there continues to be concern around the delivery of health care to an aging population, particularly in regional areas where attraction of high quality professionals has traditionally been difficult. These broader state

and national issues are also present in the Shoalhaven and are expected to remain so as the sea-change effect continues.

2.4.2 Past Strategies and Actions

Council has had major involvement in the development of industries around and in support of the defence presence in the region. For example, a Defence Sector Strategy (part of the series of strategies to which this document is also associated) has been endorsed by Council, as well as Council being the developer of the Albatross Aviation Technology Park. Council also continues to work with the aged care sector with a dedicated *Ageing and Disability Community Development Officer* employed within Council.

CASE STUDY No. 4 – Defence Medical Training Joint Health Command

The Australian Defence Force health and medical services are controlled under a coordinated Joint Health Command (JHC) comprising four branches:

- Policy & Research Coordination;
- Mental Health, Psychology & Rehabilitation;
- Health Capability; and
- Garrison Health Operations.

The vast range of services delivered within the Defence environment provides an equally wide range of opportunities for externally provided services. For example, the Minister for Defence Science and Personnel, Warren Snowdon, recently announced a new four year, \$1.3 billion contract between Defence and Medibank Health Solutions, to provide health care services to ADF personnel across Australia. The contract will deliver a broad range of services, including on-base health support, pathology, imaging and radiology and a 24-hour ADF national health hotline.

Within the Health Capability area, the Directorate of Workforce Development & Training (DWD&T) is responsible for workforce planning for all health professions and trades including medical officers, nursing officers, dental officers, psychologists and a range of other allied and preventative health professionals.

Source: <http://www.defence.gov.au/health/>

3. Strategic Objectives

This section establishes Council’s strategic objectives for its support of and interaction with the medical education sector. These strategic objectives provide an outline of Council’s future involvement and commitment to this important industry sector and its potential for economic and jobs growth in the Shoalhaven.

The strategic objectives consider the current situation, trends and past involvement of Council within the sector as outlined in Section 1.4 and Section 2,

whilst ensuring a pragmatic and focused approach to Council’s future involvement in the sector.

The strategic objectives and a brief explanation of their importance are set out in Table 1 below.

Table 1: Medical Education Sector Strategic Objectives

Strategic Objective	Reason
<i>Strategic Objective 1: To provide a clear planning rationale for coordinated development of medical education opportunities through establishment of a “Shoalhaven Medical Campus”</i>	To ensure effective long-term planning for growth of the medical education industry within a medical related hub, that in-turn provides development certainty and accessibility to land for medical, health and related education providers. This would recognise the changing way that medical education and health services are being delivered.
<i>Strategic Objective 2: To work co-operatively with tertiary institutions to identify and pursue opportunities for growth in medical education in the Shoalhaven</i>	To ensure that Council has a close understanding and opportunity to assist with current barriers to further investment by tertiary institutions.
<i>Strategic Objective 3: To work with existing medical and other education providers to establish networks and opportunities within established practice</i>	To ensure that growth in the sector translates into tangible benefits for existing service providers through coordination, dialogue and facilitation.
<i>Strategic Objective 4: To identify and pursue opportunities for the medical education sector to cross-over into more established industry sectors within the Shoalhaven</i>	To ensure the benefits of the medical education sector can be used to strengthen existing industry sectors that may share mutual benefits, such as the defence, aged care and high technology industries.
<i>Strategic Objective 5: To advocate to the community the social, economic and employment benefits that can be achieved through a proactive position in the medical education industry</i>	To ensure that the benefits of the medical education sector can be broadly understood to encourage acceptance and participation within the sector

4. Strategies, Actions and Priorities

This section establishes the strategies, actions and priorities for Council (and others where applicable) in relation to the medical education sector.

The term “strategies” is used to describe the overarching activity to be undertaken, lead or instigated by Council, and which may utilise existing industry groups, project partners and others to assist in their implementation. “Actions” are the actual steps in undertaking the strategies, and are provided in a form that can be measured and reported on. Timing and responsibilities have been provided for indicative purposes.

Timing is provided as one of the following:

- Immediate - Should occur the 2014 calendar year
- Short-term - Should occur in the 2014/2015 period
- Medium-term - Should occur in the 2015/2016-2016/2017 period
- As required - Should occur wherever required according to need
- Ongoing - Is a continual process that is not time bound

Responsibility for regional based strategies and actions would generally fall with the Illawarra Shoalhaven Local Health District (ISLHD) or other similar regional organisations such as Illawarra Shoalhaven Medicare Local (ISML). Nomination of regional responsibilities is therefore subject to agreement by those bodies.

The actions and strategies within this section seek to directly address and relate to the Strategic Objectives identified in Section 3, as well as considering the issues and trends identified in Section 1.4 and Section 2.

Strategy 1: Work with the NSW State Government and ISLHD to ensure effective planning for a health precinct and teaching hospital in Nowra

Purpose: To ensure that Council works with the NSW State Government to establish and put in place effective planning controls and other mechanisms to enable the development of an integrated health hub that includes medical education opportunities such as a teaching hospital and medical research.

Related Strategic Objectives:

- Strategic Objective 1: To provide a clear planning rationale for coordinated development of medical education opportunities through establishment of a “Shoalhaven Medical Campus”

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 1.1</i> - Establish a process, in consultation with the NSW State Government and the ISLHD, for the masterplanning and establishment of planning controls for the Shoalhaven Medical Campus surrounding the Shoalhaven District Memorial Hospital.	Immediate	NSW State Government, ISLHD, Council

Monitoring: Six-monthly updates to Council.

Strategy 2: Establish a medical education sector expansion group/committee to oversee the growth of the sector in the Shoalhaven

Purpose: To provide oversight and advice to Council officers and others to assist in the effective implementation of the necessary infrastructure and resources to ensure medical education can continue to grow in the region.

Related Strategic Objectives:

- Strategic Objective 2: To work co-operatively with tertiary institutions to identify and pursue opportunities for growth in medical education in the Shoalhaven
- Strategic Objective 3: To work with existing medical and other education providers to establish networks and opportunities within established practice

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<p><i>Action 2.1</i> - Establish a medical education sector expansion group/committee with representative from:</p> <ul style="list-style-type: none"> • Council • NSW Health/Health Infrastructure • Illawarra Shoalhaven Local Health District • University of Wollongong • Illawarra Shoalhaven Medicare Local <p>To meet regularly to discuss key issues and barriers to the expansion of medical education in the Shoalhaven</p>	Short-term	Council

Monitoring: Group/Committee established and meetings held quarterly (or as otherwise required).

Strategy 3: Seek grant funding to assist in development of community infrastructure components of the Shoalhaven Medical Campus

Purpose: To ensure that development of a Shoalhaven Medical Campus can effectively deliver localised community infrastructure benefits, along with health related outcomes.

Related Strategic Objectives:

- Strategic Objective 1: *To provide a clear planning rationale for coordinated development of medical education opportunities through establishment of a "Shoalhaven Medical Campus"*
- Strategic Objective 5: To advocate to the community the social, economic and employment benefits that can be achieved through a proactive position in the medical education industry

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<p><i>Action 3.1</i> - Ensure future development of the Medical Campus is undertaken within the context of its surrounds through effective planning controls and up-front masterplanning.</p>	Short-term	NSW State Government, ISLHD, Council (Strategy 2 Group)
<p><i>Action 3.2</i> - Ensure an appropriate level of costing and detail is provided for public infrastructure in up-front masterplanning to facilitate submission for grant funding where identified.</p>	Short-term	NSW State Government, ISLHD, Council (Strategy 2 Group)

Monitoring: Six-monthly updates to Council in association with Strategy 1.

Strategy 4: Undertake promotion of the benefits of investing to Medical Education facilities to the broader community

Purpose: To ensure that the benefits of an integrated health sector can be appropriately promoted across all interested groups.

Related Strategic Objectives:

- Strategic Objective 5: To advocate to the community the social, economic and employment benefits that can be achieved through a proactive position in the medical education industry.

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 4.1</i> - Develop, in partnership with others, a <i>Communication Strategy</i> to provide education to the community and others of the benefits and pathways needed to achieve growth in the Medical Education Sector and its related flow-on effects to the public.	Short-term	ISLHD, Council, UoW

Monitoring: Six-monthly updates to Council in association with Strategy 1.

Strategy 5: Facilitate cross-promotion of medical-education opportunities across other economic sectors in the Shoalhaven

Purpose: To ensure that potential for cross-benefits between key sectors can be explored to the mutual benefit of various parties.

Related Strategic Objectives:

- Strategic Objective 4: To identify and pursue opportunities for the medical education sector to cross-over into more established industry sectors within the Shoalhaven.

Proposed Actions:

<i>Action</i>	<i>Timing</i>	<i>Responsibility</i>
<i>Action 5.1</i> - As required, facilitate consultation between the medical education working group/committee and others where opportunities exist for co-operation around various issues.	On-going	Council
<i>Action 5.2</i> - Develop wellness programs, in association with aged care and medical education providers, to strengthen interrelationships between these groups.	Medium-term	Council, UoW, Aged Care Providers

Monitoring: Six-monthly updates to Council in association with Strategy 1.

5. Summary of Actions and Priorities

This section provides a summary of all actions proposed within this *Medical Education Sector Strategy*. These actions are arranged by indicative timing and with consideration of the priorities of Council. In this respect, Council priorities will continue to be based on economic development and opportunities for jobs growth, as well as available budgets for implementation.

Whilst all strategies and actions are considered important, actions with a higher priority will be progressed in the first instance where resourcing constraints exist.

Table 2: On-going / As required Priorities

<i>Action</i>	<i>Current Priority</i>
<i>Action 5.1</i> - As required, facilitate consultation between the medical education working group/committee and others where opportunities exist for co-operation around various issues.	On-going

Table 3: Immediate Priorities (2014 calendar year)

<i>Action</i>	<i>Current Priority</i>
<i>Action 1.1</i> - Establish a process, in consultation with the NSW State Government and the ISLHD, for the masterplanning and establishment of planning controls for the Shoalhaven Medical Campus surrounding the Shoalhaven District Memorial Hospital.	Immediate

Table 4: Short-Term Priorities (2014/2015)

<i>Action</i>	<i>Current Priority</i>
<p><i>Action 2.1</i> - Establish a medical education sector expansion group/committee with representative from:</p> <ul style="list-style-type: none"> • Council • NSW Health/Health Infrastructure • Illawarra Shoalhaven Local Health District • University of Wollongong • Illawarra Shoalhaven Medicare Local <p>To meet regularly to discuss key issues and barriers to the expansion of medical education in the Shoalhaven</p>	Short-term
<i>Action 3.1</i> - Ensure future development of the Medical Campus is undertaken within the context of its surrounds through effective planning controls and up-front masterplanning.	Short-term
<i>Action 3.2</i> - Ensure an appropriate level of costing and detail is provided for public infrastructure in up-front masterplanning to facilitate submission for grant funding where identified.	Short-term
<i>Action 4.1</i> - Develop, in partnership with others, a <i>Communication Strategy</i> to provide education to the community and others of the benefits and pathways needed to achieve growth in the Medical Education Sector and its related flow-on effects to the public.	Short-term

Table 5: Medium-Term Priorities (2015/2016 - 2016/2017)

<i>Action</i>	<i>Current Priority</i>
<i>Action 5.2</i> - Develop wellness programs, in association with aged care and medical education providers, to strengthen interrelationships between these groups.	Medium-term

Medical Education Sector Strategy

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