



**ACPSEM**

Australasian College  
of Physical Scientists &  
Engineers in Medicine



# Strategic Plan

## 2026–2028

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# About ACPSEM

**The Australasian College of Physical Scientists and Engineers in Medicine (ACPSEM)** is the peak professional body for medical physicists, biomedical engineers, and radiopharmaceutical scientists across Australia and New Zealand. We set and uphold the standards for excellence in Radiation Oncology Medical Physics, Diagnostic Imaging Medical Physics, and Radiopharmaceutical Science through education, professional certification, continuing professional development, and advocacy for the profession.

At our core, we exist to ensure that patients across Australia and New Zealand benefit from the expertise of highly skilled, professionally recognised scientific practitioners, and that our members are recognised and acknowledged for the essential role they play in healthcare.

ACPSEM has a small staff that supports our members and coordinates the work of the College. We rely on the expertise, knowledge, and voluntary effort of our members and partners through Committees, Working Groups, Special Interest Groups, and Specialty Groups to advance our purpose.



# Our Vision

To be the driving force in physical sciences in healthcare across Australia and New Zealand, upholding standards, driving innovation, and advancing excellence in diagnosis and treatment to improve health outcomes for patients.

# Our Purpose

To lead, educate, and advocate for physical scientists in healthcare to elevate the profession, promote safety, and empower our members to deliver excellence in the use of science and technology in diagnoses and treatment.

# Our Values

- **Service to our members:** We work in the best interests of our members, providing leadership, equitable opportunity, advocacy and support.
- **Safety and quality:** We promote the highest standards of scientific rigour, clinical quality and safety.
- **Excellence and innovation:** We champion excellence and innovation in healthcare technologies to improve health outcomes.
- **Patient centred impact:** We support our members to deliver technical and scientific services that make a meaningful difference to patient outcomes.
- **Trust and integrity:** We act with integrity, transparency and accountability earning the confidence of our members, healthcare professionals and the community.
- **Collaboration:** We work in partnership with other professions towards a shared purpose.

# Strategic Plan on a Page

## Strategic Priority 1

# Our Members

Our College exists to equip, prepare, and support our membership to deliver excellence in the application of physical sciences in healthcare now and into the future. We will continue to strengthen our commitment to our members by improving the support we offer to all professions that we represent across every career stage. We will continue to proactively engage with our membership to ensure we deliver and provide support in the areas that matter most to them.

We seek to continue to grow the number of registered medical physicists and radiopharmaceutical scientists practicing in Australia and New Zealand. We also seek to continue to grow our membership to include professionals working in academic and research roles, technology vendor roles, and aspiring practitioners in higher and continuing education.

As a small College, we rely heavily on our membership to support activities that contribute to the development of the profession. We will seek ways to improve engagement and participation of our members in College-led activities.

### Strategic actions:

1.1	<b>Develop a Member Value Proposition</b> that provides clarity to members on the value of College membership and how the College supports its members across a range of professions and roles.	CEO/College team for Board review
1.2	<b>Clarify the scope of professions and roles represented by the College</b> - undertake a review of the professions and roles currently represented by	Board

the College alongside opportunities to broaden membership in the future, including how the College positions itself in the context of other professional organisations.

1.3

**Improve the visibility of College activities, how to participate, and who is supporting each initiative** through College systems and/or social media to better engage with the membership and keep them informed.

CEO/College team

1.4

**Review the name and branding of the College** to ensure it best represents the membership and provide a briefing paper on options and implications of any change.

CEO/College team for board review

## Strategic Priority 2

# Education

Education is the cornerstone of how the College supports the growth of the medical physicists and radiopharmaceutical scientist workforce, including continued professional development, to ensure they remain at the forefront of scientific and clinical developments and their application in healthcare.

As the professional home for medical physicists and radiopharmaceutical scientists, the College plays a critical role in setting, maintaining, and advancing the standards of specialist education and training across Australia and New Zealand. Through continued curricula development and high-quality assessment, the College ensures that medical physicists and radiopharmaceutical scientists are equipped with the knowledge, skills, and professional judgement required to deliver safe, evidence-based, and innovative healthcare.

Looking ahead, we will continue to strengthen and future-proof our education framework to respond to emerging technologies, evolving models of care, and workforce needs. This includes supporting supervisors and training centres and fostering a culture of lifelong learning from early career through to advanced practice. We will support our members in developing both technical and non-technical skills, helping to position them as key leaders in healthcare.

A key risk in the delivery of quality education is the training load on supervisors and the Training Education and Assessment Program (TEAP) trainers. We will explore smarter ways to support supervisors and trainers including Artificial Intelligence (AI)-enabled tools, remote supervision models, shared resources, and structured support to maintain training quality.

Strategic actions:

2.1	<b>Create a plan to enhance the library of continuous professional development (CPD) resources</b> available to members and provide clarity on how this supports members throughout all stages of their careers (including in subjects such as leadership, influencing and negotiation, communication, financial management, data analytics, cultural safety, and ethics).	CPD Committee
2.2	<b>Identify and assess CPD resources available from similar organisations and investigate potential partnerships</b> to access those resources without 'reinventing the wheel'.	CPD Committee
2.3	<b>Continue to progress the Education 2030 program</b> to ensure ACPSEM educational offerings reflect emerging technologies, clinical treatments and ways of working.	Education 2030 Leadership Group & Expert Working Groups
2.4	<b>Investigate innovative opportunities for education delivery and supervision,</b> including remote supervision models and AI-enabled tools.	Education Team & AI Working Group

## Strategic Priority 3

# Our Professions

### **Advocacy**

ACPSEM plays a vital advocacy role in ensuring that medical physicists and radiopharmaceutical scientists are recognised as essential contributors to healthcare systems. The College also oversees controls are in place to ensure that those practising as medical physicists and radiopharmaceutical scientists have the qualifications or experience to do so safely.

Through our engagement with governments, regulators, health services, and other peak bodies, the College champions the professional standing, scope of practice, and workforce needs of DIMPs, ROMPs, and RPSs<sup>1</sup>. By articulating the value of physical sciences in delivering safe, high-quality, and innovative patient care, the College strengthens visibility and influence at both jurisdictional and national levels. We will continue to advocate for the professions that we represent and will develop tools and resources to better support our members in advocating for themselves and their professions within their own organisations.

### **Recognition**

A key strategy in respect of professional recognition is ACPSEM's application for Medical Physicists to be formally registered under the National Registration and Accreditation Scheme (NRAS). The aim of registration is to enhance public safety through nationally consistent standards for the qualifications, scope of practice, continuing professional development, and professional conduct for Medical Physicists. We will continue to pursue our

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<sup>1</sup> DIMP – Diagnostic Imaging Medical Physicist, ROMP – Radiation Oncology Medical Physicist, RPS – Radiopharmaceutical Scientist

aim of registration under NRAS, but acknowledge the current review of complexity in health practitioner regulation ([Transforming health professions regulation in Australia](#)) and the likely impact this will have on the College being able to make a formal case to regulators. In parallel to pursuing this aim, we will continue to look for opportunities to achieve the outcomes sought by NRAS registration in other ways.

In addition to advocacy, the College actively supports recognition by setting the standards for professional practice, certifying professionals, and promoting research.

### **Professional leadership and guidance**

Alongside education, the College plays a key role in developing policies and professional guidance, including position papers and practice guidelines, to supports consistent decision-making, inform best practice, and strengthen the influence of the profession across the healthcare system. We will continue to support our members by ensuring our work is aligned to global research and best practice.

#### **Strategic actions:**

3.1	<p><b>Review/update the communications strategy to identify key strategic stakeholders</b> with whom the College should continue to engage to advocate for the professions, including key engagement actions/activities/events (including commonwealth and jurisdictional ministers, health departments, and other representative bodies such as RANZCR and ARPANSA).</p>	CEO/College team for Board review
3.2	<p><b>Develop resources to more clearly communicate the scope and value of each profession</b> within the broader healthcare context (e.g. factsheets about each speciality, basic and advanced scopes of practice, various career pathways).</p>	CEO/College team

3.3	<p><b>Undertake an assessment of the College against the Australian Medical Council's Standards</b> for Assessment and Accreditation of Specialist Medical Programs and identify any gaps or opportunities including in relation to cultural safety.</p>	CEO/College team for Board review
3.4	<p><b>Develop a plan/approach for formal registration/recognition within New Zealand's</b> healthcare context.</p>	NZ Branch Committee and PSB for Board review
3.5	<p><b>Continue to advocate for and progress an application for national registration</b> as the outcomes of the review into healthcare professions regulation are clarified and pathways for registration become known.</p>	ACPSEM Board

## Strategic Priority 4

# Sustainability

Sustainability for the College means ensuring we remain strong, relevant, and financially secure so that we can continue to support members, deliver education, and promote the professions into the future.

### **Financial sustainability**

In addition to member fees, the College is supported by commonwealth funding specifically for the purposes of delivering TEAP training to grow the medical physicist and radiopharmaceutical scientist workforce. This funding is critical to the financial sustainability of the College, and we will continue to proactively engage with the Department of Health, Disability, and Ageing to secure funding into the future and provide reporting to demonstrate the benefits of commonwealth support.

We will also continue to look for opportunities to diversify and strengthen revenue streams beyond traditional sources, including the potential for new education and certification offerings and extending commercial access to the College's training resources beyond membership.

### **Resource sustainability**

Much of the College's work is carried out by a small, highly committed volunteer cohort. If the College is to continue to grow and extend, there will need to be a focus on broadening participation, supporting contributors, and recognising effort so that engagement is shared and rewarding. We will review where and how we utilise our volunteer resources to ensure their contributions are focused on things that matter most. We will review the Better Healthcare Technology Foundation, the College's registered charity, to ensure it supports our strategic objectives and delivers the outcomes it was intended to.

## Other enablers

An effective 'back-office' is an important enabler to supporting our membership and advancing the work of the College. There is opportunity to continue to optimise these functions by enhancing systems and leveraging tools such as AI for more efficient ways of working.

### Strategic actions:

4.1	<b>Explore new education and certification offerings</b> that could create new revenue streams such as physicist assistant programs, technician training, service engineer certification, and specialist courses (e.g. megavoltage bunker design).	CEO/College team for Board review
4.2	<b>Explore opportunities to responsibly market ACPSEM training beyond its core membership</b> including opportunities for partnerships in Asia-Pacific, with commercial/corporate organisations and with other professional bodies such as ARPS.	CEO/College team for Board review
4.3	<b>Review the Better Healthcare Technology Foundation</b> to confirm if it is achieving what it was intended to or if resources and volunteer effort might best be utilised elsewhere.	CEO/College team for Board review
4.4	<b>Explore ways to recognise and reward volunteers (non-financially)</b> for their efforts in advancing the work of the College.	CEO/College team for Board review
4.5	<b>Explore ways to optimise internal College functions</b> through enhancements to the CRM and use of tools such as AI scribes to better support Committees and Working Groups.	CEO/College team
4.6	<b>Continue to engage with the Department of Health Disability, and Aging</b> to secure ongoing commonwealth funding support into the future	CEO/College team

## Strategic Priority 5

# Research

Research plays an important role in improving human health, patient outcomes, and the quality and safety of healthcare.

ACPSEM will support members to build research capability across clinical, academic, and industry settings by creating practical opportunities for research skills development. ACPSEM supports members in their research pursuits across clinical, academic, and industry settings, recognising that a strong research culture culminating in evidence-based results strengthens the profession and enhances the quality and safety of healthcare.

The College will strengthen the visibility and prestige of members' research by promoting high-quality manuscripts, encouraging knowledge translation, and increasing the profile and citation impact of *Physical and Engineering Sciences in Medicine* as a leading journal for medical physics and biomedical engineering.

5.1	<b>Promote the engagement of ACPSEM members in research activities</b> through conferences, workshops, Special Interest Groups, Specialty Groups, Working Groups, and collaborative initiatives with universities, research institutes, and health services.	CEO/College team
5.2	<b>Support mentorship opportunities for early-career researchers and trainees</b> , including research presentation opportunities, awards, and structured pathways linking College education and training programs with research engagement.	CEO/College team

5.3	<p><b>Build research capability across the College’s membership</b> by creating opportunities for members to develop research skills through workshops, mentoring, practical training, and enabling access to shared research resources.</p>	CEO/College team
5.4	<p><b>Increase the prestige, visibility, and impact factor of Physical &amp; Engineering Sciences in Medicine,</b> by attracting high-quality manuscripts and influential review articles, strengthening editorial and peer review engagement and promoting the journal across international medical physics and biomedical engineering communities.</p>	CEO/College team



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