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This is the [executive summary and recommendations from the] report of the international panel commissioned by the Australian Medical Council (AMC) to review the AMC's structure, functioning and place within the Australian medical education, training and accreditation landscape. The AMC commissioned technical reviews of its accreditation and assessment activities by individual panel members and prepared documentation ahead of a visit

The AMC in its first twenty-five years developed a formidable reputation as a source of expertise, experience and leadership in the field of assessment of international medical graduates and accreditation of institutions of learning and training. As it heads towards its first fifty years, the AMC continues to make a key contribution to patient safety in Australia.

The AMC has been through rapid growth in both assessment and accreditation, a governance review, a regulatory reorientation, and a number of high-profile cases of professional incompetence involving overseas-trained doctors practising in Australia. The AMC has successfully negotiated this period of change and is now in an excellent position to further develop its role.

In an environment of rapid and important change and given the high stakes nature of the AMC's work, the international panel has focused on recommendations to help the organisation close gaps in patient safety and quality improvement.

Noting the advent of national legislation, the establishment of new policies in medical education and health workforce, the ongoing health system reform, and the development of new key relationships for the AMC, we recommend that the AMC Directors commission an external review of the organisation's management structure to ensure that it is designed to meet current and future challenges and demands. We further recommend that a new management structure should, *inter alia*:

- provide a committee structure to meet the needs of the organisation, including formalised committees in the assessment area and a new Indigenous Committee of Council

- the Executive Office and Deputy Chief Executive Office to concentrate on strategic and policy matters and reduce their operational responsibilities

- establish a strong analytical team

The field of medical education and training, regulation and accreditation, wider level workforce and health care reform is awash with major policy dilemmas, apparently intractable problems and strategic questions. Many of these are not solely in the AMC's area of responsibility. Nevertheless, it is vital that they be addressed. We believe that the AMC uses its high professional standing, expertise and good offices more frequently to be a convenor, facilitator and thought leader in relation to policy and strategy. We further believe that resourcing bodies including the Medical Board of Australia, the Australian Health Practitioner Regulation Agency and Health Workforce Australia recognise the AMC's capacity to facilitate discussion and provide the necessary resources.

The panel is issuing, as companion documents to this main report, reports produced by two of its members dealing with the AMC's role and performance in assessment and in accreditation. The reviewers' analyses and recommendations were based on visits, discussion, and examination of the AMC's data and documentation as well as their own extensive experience. We believe that the proposals included in the two technical reports be implemented in full.

Those individuals and organisations who depend on decisions and information from the AMC in order to progress their own work or careers are on occasion deeply frustrated by delays, lack of clarity on the progress of their case or application

Professor Sir Liam Donaldson is recognised as an international champion of patient safety and public health. He was the foundation chair of the World Health Organisation World Alliance for Patient Safety, launched in 2004. He is a past vice-chairman of the World Health Organisation Executive Board. He is now the World Health Organisation's Envoy for Patient Safety and Chairman of the Independent Monitoring for the Polio Eradication Programme. In the UK, he is currently Chair of Health Policy at Imperial College London and Chancellor of Newcastle University.

Prior to this appointment Sir Liam was the Chief Medical Officer for England, and the United Kingdom's Chief Medical Adviser, from 1998-2010. During this time he held critical responsibilities across the whole field of public health and health care. As the United Kingdom's chief adviser on health issues, he advised the Secretary of State for Health, the Prime Minister and other government ministers. He has

Ahead of the panel's visit, members Professor McCrorie and Dr Swanson each spent a week at the AMC carrying out technical reviews.

The international panel met three times by teleconference before the visit, on 1 November and 10 December 2012 and on 29 January 2013, to review the visit program and receive technical reports.

The schedule of meetings for the visit follows.

Monday 18 March

(Professor McCrorie and Dr Swanson)

Mr Russell McGowan, member Specialist Education Accreditation Committee

Ms Roslyn Lawson, member Medical School Accreditation Committee

Tuesday 19 March (whole panel)

Professor Robin Mortimer, President
Associate Professor Jill Sewell, Deputy President (via teleconference)

Mr Ian Frank, Chief Executive Officer

Ms Theanne Walters, Deputy Chief Executive Officer

Ms Peggy Sanders, Senior Executive Officer

Ms Anna Boots, Executive Project Officer

Mr Mark Cormack, Chief Executive Officer

Mr Peter Forster, Consultant and Member, Strategic Policy Advisory Committee

Mr Geoff Knuckey, Chair, Finance, Audit and Risk Management Committee

Dr Joanna Flynn AM, Chair

Dr Joanne Katsoris, Executive Officer

Ms Prudence Ford, community member

Professor Chris Baggoley, Chief Medical Officer

Dr Andrew Singer, Principal Medical Adviser, Acute Care and Health Workforce Divisions

Ms Penny Shakespeare, Acting First Assistant Secretary

Wednesday 20 March

Mrs Catharine Armitage, Senior Operations Manager

Mrs Susan Buick, Program Director, AMC Examination Development and Risk Management

Mr John Hunter, IT Manager, Systems

Dr Eddie Ridwan, IT Manager, Programs

Mr Ravi Wickramaratna, Finance Manager

Ms Annette Wright, Program Manager, Medical Education and Accreditation

Professor Gavin Frost, Dean, Bevis Smith Chair in Medicine, School of Medicine Fremantle, University of Notre Dame Australia

Professor Richard Hays, Dean, Faculty of Health Sciences and Medicine Pro-Vice Chancellor, Learning & Teaching Bond University

Dr David Hughes, Vice President and Immediate Past-President, Australasian College of Sports Physicians

Mr Don Swinbourne, former Chief Executive Officer, The Royal Australian and New Zealand College of Radiologists

Dr Peter White, Chief Executive Officer, Royal Australian and New Zealand College of Obstetricians and Gynaecologists

Dr Ayesha Akram

Dr Laura Cluzet

Dr Aijaz Majeed

Dr Vivin Mathew

Dr Mirvat Said

Mr John Akuak HR Coordinator

Ms Sarah Anderson, Clinical Examinations Coordinator

Ms Amanda Murphy Clinical Examinations Coordinator

Ms Jane Porter, Manager Specialist Accreditation

Ms Jessica Tipping, Accreditation Officer

Ms Stephanie Tozer, Manager Medical School Assessments

Ms Caroline Watkin, Executive Projects

Ms Stacey Yeats, Manager Clinical Examinations

Wednesday 20 March (continued)

Dr Steven Hambleton, Federal President
Mr Warwick Hough, Operations Manager

Professor Justin Beilby, President
Ms Mary Solomon, Executive Officer

Dr Will Milford, Chair, AMA Council of
Doctors in Training

Mr Romlie Mokak, Chief Executive Officer
Dr Tammy Kimpton, President

Thursday 21 March

Professor Richard Murray, President
Ms Marita Cowie, Chief Executive Officer

Dr Susannah Ahern, CPMEC Director
Associate Professor Elizabeth Chalmers,
Chair, Northern Territory PMEC
Dr Jagdishwar Singh, CPMEC Manager
Professor Richard Tarala, CPMEC Director

Professor Jim Angus, member, Strategic
Policy Advisory Committee (by
teleconference)

Dr Joshua Francis, Council Member
Professor Janet Greeley, member,
Strategic Policy Advisory Committee

Professor Tarun Sen Gupta, Council
Member (via teleconference)

Professor Richard Smallwood AO,
member, Strategic Policy Advisory
Committee

Ms Diane Walsh, Council Member

Dr Roderick McRae, Council Member (by
teleconference)

Professor Robin Mortimer AO, President
Associate Professor Jill Sewell AM, Deputy
President

Professor Richard Doherty, Chair, Medical
Board of Examiners

Professor David Ellwood, Chair, Medical
School Accreditation Committee

Mr Ian Frank, Director and Chief Executive
Officer

Professor Con Michael AO, Director

Dr Kim Rooney, Director

Dr Glenda Wood AM, Director and
member, Finance, Audit and Risk
Management Committee

Ms Peggy Sanders, Senior Executive
Officer

Ms Theanne Walters, Deputy Chief
Executive Officer

Mr Martin Fletcher, Chief Executive
Officer

Ms Helen Townley, Executive Officer,
Policy

Friday 22 March

Panel prepares report.

AMC Directors and staff.