

Annual Report

FY2018–2019



Together we
make a difference

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CEO's Report

Welcome to our Annual Report. We are excited to share with you highlights from the past year as well as our major goals for the future.

Our industry, like others around the world, is in the midst of the most significant period of change we have seen. Technology is opening up opportunities for increasing efficiency, effectiveness and accuracy, but may also increase the risk and impact of errors. External Quality Assurance continues to critically ensure the safety and quality of pathology services as technology and techniques advance.

Our team is made up of committed and highly skilled individuals. We are proud of the diversity, not just of gender or cultural background, but also of thought, experience, and expertise. This diversity helps us evolve our approaches, understand the impact of our programs and plan for the future.

This year we have been named an Employer of Choice in the Australian Business Awards, an annual comprehensive awards program which recognises organisations that demonstrate the core values of business innovation, product innovation, technological achievement, and employee engagement. This is recognition of the work everyone in our business has put in over recent years to improve employee engagement, connection with our communities and focus on how we can best deliver to our customers. We are now being assessed for the World Business Awards, so we will be able to benchmark our performance across the world.

'As always, we are looking at how we can continue to innovate, learn, and give back to our customers and communities.'

Our key areas of focus over the next three years include strategic business development while maintaining leadership in the domestic market, evaluating new product and new market opportunities, and ensuring customer and stakeholder satisfaction. We will continue to foster a culture that demands excellence and maintains and enhances our reputation by focusing on transparency and trustworthiness.

I would like to thank all of the people and organisations who support the vital work we do; our Board, our Advisory Committees, our parent organisation, the Royal College of Pathologists of Australasia (RCPA), our customers and the RCPAQAP team.



A/Prof Tony Badrick
Chief Executive Officer

Message from RCPA

I write on behalf of all members of the Board of Directors of the College to congratulate RCPAQAP and its Board on the excellent results evidenced in the recent financial reports supplied to the College for the twelve months ending June 2019.

The strong position that the company finds itself in is a direct result of the decisions of your Board and in particular the leadership, foresight and guidance of the Chief Executive, Tony Badrick.

A very special congratulations to all concerned on being awarded 2019 Employer of Choice at The Australian Business Awards.

As the beneficiary of the RCPAQAP successes please be aware that the College does not take these things for granted and is very appreciative of all efforts expended by the Board and staff which are so professionally carried out.

A/Prof Bruce Latham
President, RCPA – 2017-2019



Tony was Associate Professor, Faculty of Health Sciences and Medicine at Bond University for 4 years before becoming the CEO of the RCPAQAP in 2015.

He is an Adjunct Professor School of Pharmacy and Pharmacology, Griffith University, Gold Coast, Honorary Associate Professor, National Centre for Epidemiology and Public Health Australian National University College of Health and Medicine, Honorary Associate Professor, Faculty of Medicine, Bond University, Gold Coast, and Visiting Fellow, Australian Institute for Health Innovation, Macquarie University.

He was also President of the Australasian Association of Clinical Biochemists (2003-2007), Chair of the Faculty of Science RCPA (2012-2018) and is Chair of the Education and Laboratory Management Committee of the Asian Pacific Federation of Clinical Biochemistry, and currently the Chief Examiner of the Faculty of Science of the Royal College of Pathologists of Australasia.

Tony has published over 250 peer-reviewed articles mainly on the themes of Quality Control, Quality Management and Clinical Biochemistry.



Our Board



A/Prof Tony Landgren (Chair)

**MBBS LLB FRCPA
FACLM MRACMA
MAICD Barrister &
Solicitor, Supreme
Court of Victoria**

Tony Landgren trained in Anatomical and Forensic Pathology in Victoria and was admitted to Fellowship of the Royal College of Pathologists of Australasia in 1990. His subspecialty interests include head and neck pathology, hepatobiliary pathology, lung pathology, renal pathology, and biotechnology law.

He's the National Medical Director and Chief Pathologist at Australian Clinical Labs (formerly Healthscope Pathology) and the Director of Anatomical Pathology at the Royal Melbourne Hospital.

Tony has also been admitted as a Barrister and Solicitor of the Supreme Court of Victoria and is an Associate Professor of Pathology at the University of Melbourne.

Through his role as Chair of the Board of Education and Assessment, he's a Director of the Royal College of Pathologists of Australasia, with responsibility for training all pathology disciplines, the conduct of examinations, assessment of overseas-trained specialists and laboratory accreditation for training.

Tony has been a Board member of the National Association of Testing Authorities since 2016.



A/Prof Beverley Rowbotham

**MBBS (Hons 1) MD
FRACP FRCPA
GAICD**

Bev Rowbotham is a pathologist and non-executive Director with a broad governance experience in healthcare, commerce, government, and the non-profit sector. She has a career-long interest in the provision of high-quality healthcare services. She is Director of Haematology at Sullivan Nicolaides Pathology, past President of the Royal College of Pathologists of Australasia and has chaired the Australian Medical Association's policy-making body, Federal Council, since 2014. Other roles have included President and Chair of the Association for Childhood Language and Related Disorders from 2001 to 2012.

Bev is currently a Federal Councillor for the Australian Medical Association (Pathology Craft Group) and Clinical Lead of Pathology for the National E-Health Transition Authority. She's the Chair of the National Pathology Accreditation Advisory Council, a member of the Medicare Benefits Schedule Review Taskforce and a director of the Avant Mutual Group, the AEIOU Foundation and Genome One.



Prof Andrew Clouston

**MBBS PhD FRCPA
FFSc(RCPA)**

Andrew Clouston graduated in medicine from the University of Queensland and trained in Anatomical Pathology at the Princess Alexandra Hospital, developing a special interest in gastrointestinal and liver pathology. Since being awarded a PhD for studies into liver allograft immunopathology his research, funded by grants from the NHMRC, NIH and other funding bodies, has included studies on liver fibrosis, fatty liver disease, liver allograft rejection and gastrointestinal cancer.

He is currently the managing partner of Envoi Specialist Pathologists, a private practice in Brisbane specialising in gastrointestinal pathology that also has a strong emphasis on teaching and internationally competitive research. In addition, he is a visiting senior specialist to the Royal Brisbane and Women's Hospital, Professor of Molecular and Cellular Pathology at the University of Queensland and Clinical Fellow at the Queensland Institute of Medical Research. He has served on a range of national and international committees including the International Consensus Panel for Liver Allograft Pathology, the International Collaboration on Cancer Reporting (ICCR) authoring committee (liver cancer), the National Bowel Cancer Screening Programme, and Australian Cancer Network/NHMRC committees for surveillance protocols in a range of gastrointestinal disorders. He is a frequent presenter at national and international conferences and in 2017 was selected as the RCPA Visiting Lecturer to Overseas.



Dr Jeanne Tomlinson

**MBBS FRCPA
FIAC MBA
GAICD**

Tomlinson graduated from the University of Western Australia in 1990, receiving its Rolf ten Seldam Gold Medal in Pathology. She obtained the fellowship of the Royal College of Pathologists of Australasia in 1997 and the International Academy of Cytology in 2000.

She also attained a master's degree in Business Administration at the UNSW Business School – Australian Graduate School of Management in 2004. Having worked in both public and private sector laboratories, Dr Tomlinson is currently Medical Director at Laverty Pathology.

Dr Tomlinson has been a director of the Royal College of Pathologists of Australasia through her roles on Council as Honorary Secretary and Treasurer and continues to work as an examiner for the Royal College of Pathologists of Australasia in Anatomical Pathology.



Dr Arthur Morris

**BSc (Hons 1) MD
D(ABMM) FRCPA
FFSc(RCPA) CMInstD**

Arthur Morris obtained his undergraduate science and medical degrees from the University of Otago and his MD from the University of Auckland. He trained in clinical microbiology in Auckland and obtained his RCPA fellowship in 1989.

Dr Morris recently completed his term as chair of the RCPAQAP Microbiology Programme, is a member of the RCPA Overseas Trained Specialist interview panel and a College examiner in clinical microbiology.

He has governance experience in listed and unlisted companies and not-for-profit trusts and charities. He is a charter member of the New Zealand Institute of Directors.



Dr Janice Fletcher

**MBBS (Hons 1) MD
BSc FRACP FRCPA**

Janice Fletcher is a Paediatrician, Geneticist and Genetic Pathologist. She trained in metabolic diseases and biochemical genetics in Sydney and Melbourne, before moving to Adelaide. As the Clinical Director, Genetics and Molecular Pathology, SA Pathology, she is responsible for the delivery of genetic laboratory services for the people of South Australia.

Her interests include professional education, achieving quality outcomes in newborn screening and genetic diseases, and improving the interface between the laboratory and the clinician. She is actively involved in bringing cost-effective next-generation sequencing into routine clinical use. She is a member of a number of professional and government committees and is the immediate past president of the South Australian branch of the Australian Medical Association.

Who is RCPAQAP?

The Royal College of Pathologists of Australasia (RCPA) formed the RCPAQAP on June 2nd, 1988 to bring together the existing standalone 'Quality Assurance Programs' (QAPs) into a single management structure. Until 2011, the company operated as a 'virtual' organisation, with a small Central Office staff supporting thirteen external quality assurance programs spread over 10 locations across Australian states and staffed by 'host' institutions.

At this time, recognising the importance of culture and agility in driving continuous improvement, all the team were brought under a single, flat management structure and a single location in Sydney. Today we have over 80 staff, high staff retention rates and a culture that is values based and principles led. Our continued success and market leader position is as a result of our ability, integrity, dependability, and purpose. We put trust at the core of everything we do.

Our world-class, purpose-built office and laboratory includes:

- Laboratories for new program research and development
- Multi-purpose training and seminar rooms with video conferencing and multiple Liquid Crystal Display (LCD) monitors
- Molecular suite
- Virtual microscopy suite
- Dedicated microscopy suite with multi-header microscope and LCD monitor for on/off-site training
- Library
- Mother and Prayer Room

We are pleased to be able to make our training rooms, virtual microscopy, and microscopy suites available for external use.

We see our role as not just delivering market-leading external quality assurance programs but also spearheading continuous improvement and education. We are now working to harness our data to drive insights for our customers, our business, and the broader health system.

We are in a unique position having oversight across all aspects of the industry. This privilege comes with the responsibility that we take very seriously. Our team are always looking for how we can share our knowledge and leverage the best practice activities we see in laboratories to strengthen the body of pathology.

Our customers and advisory committees are critical to our success, helping us to understand the changing needs of our sector and to adapt our goals, products, and services to meet these needs best.

We are for profit, for purpose

RCPAQAP is 100% owned by the RCPA. While we work closely with the College, we are separate entities. Our Board is independent of the RCPA and is a diverse group of distinguished experts who volunteer their time to support the important work we do.

The RCPA is a not-for-profit Medical College, but RCPAQAP was set up as a for profit company – one with a higher purpose. It is allowing us greater flexibility to innovate, leverage market opportunities and adapt to changing markets while still ensuring that profits are fed back into the ecosystem that supports the quality practice of Pathology in Australasia and across the world.

Every year earnings from our EQA programs also enable us to donate funds to RCPA to support their critical operations. In addition, we conduct research and provide education that benefits individuals and practices across Australia and the globe.

Our Vision

To be the recognised industry leader in external quality assurance in Pathology, both nationally and internationally.

Our Mission

To provide resources, products, services, data and insights for assessing the diagnostic and technical proficiency of laboratories in each discipline of Pathology for the purposes of supporting patient safety, continuing medical education and research.

We achieve our Mission by:

- Providing Pathology laboratories with internationally accredited, clinically relevant, external quality assurance programs.
- Being market leaders in the development and production of best in class External Quality Assurance (EQA) materials which lead to improvement in laboratory practice.
- Having a productive relationship with our participants and advisory committees to identify future EQA requirements.
- Being a leader in the analysis of EQA data.
- Adding value by providing EQA programs that cover the entire request-analysis-report cycle.
- Providing feedback to the profession at meetings and in the literature of the State of the Art in aspects of pathology testing, including Point of Care Testing (PoCT).
- Demonstrating an ongoing commitment to education and maintaining our international reputation amongst other EQA providers.

Our Purpose

We exist to improve the quality practice of Pathology in order to support the safety of patients in communities around the world.

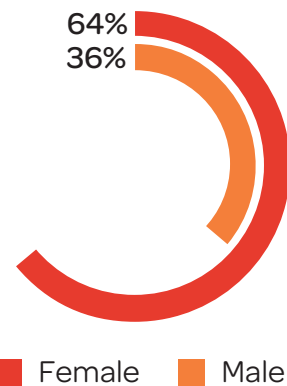
Our Values

- Excellence
- Innovation
- Professionalism
- Customer Service

Workforce composition

RCPAQAP is female skewed relative to overall Australian workforce composition*.

*Industry standard:
46% Female; 54% Male.



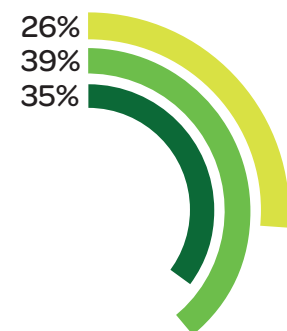
Women in leadership

Management composition* reflects overall gender ratio of the organisation.

*Industry standard:
Management Personnel 29%



Generational Ratio

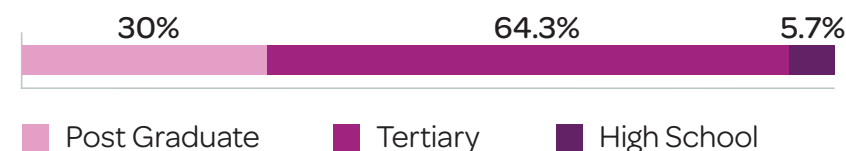


■ Silent (1925-1944)
■ Boomer (1944-1964)
■ X (1965-1984)
■ Y (1985-2004)

Cultural Background

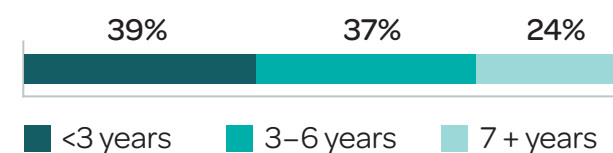


Education levels



Workforce Tenure

Average years of service per employee.



Staff Engagement



Staff Development Investment

\$3,152
per person*

Activities included:

- Blended learning opportunities (online and workshops)
- Study Support
- Attendance at Scientific Meetings and Conferences
- Coaching

*Industry standard: AUD 2,500 per person

One Team

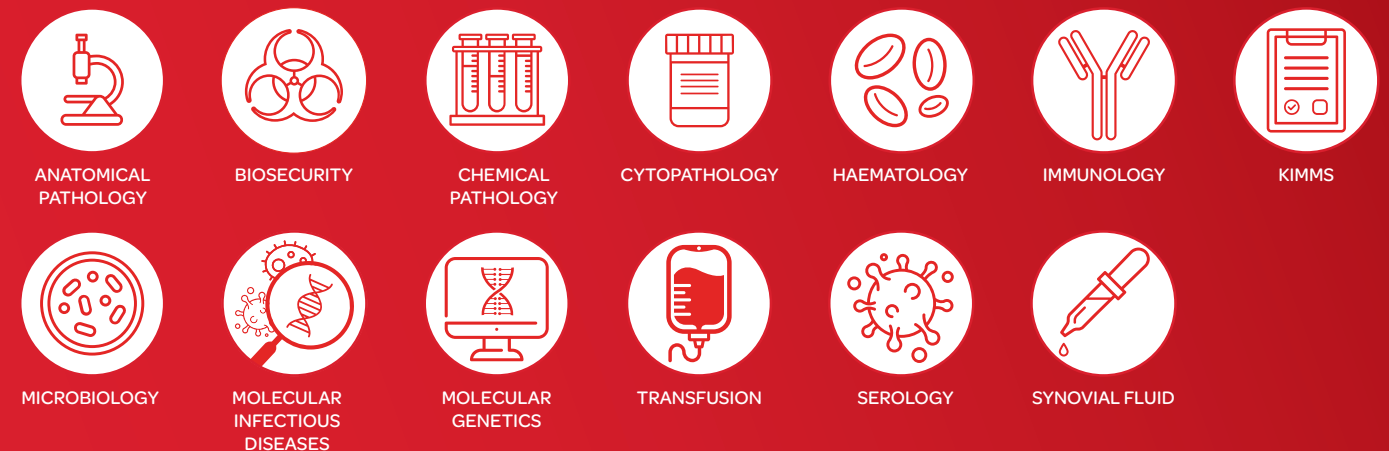
Our core business is to provide resources, products, services, data, and insights for assessing the diagnostic and technical proficiency of laboratories in each discipline of Pathology and to support patient safety, continuing medical education and research.

Our EQA programs are offered in Australia and internationally in over 80 countries, and are accredited for compliance by both the National Association of Testing Authorities (NATA) - ISO/IEC 17043:2010; and the BSI Group - ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018.

We also support the quality practice of Pathology by:

- Directly delivering education and professional development to customers by way of workshops, seminars, and presentations.
- Disseminating essential information and insights about laboratory methodology and broader industry performance to initiate and support improvement activities and desired outcomes.

We achieve this by delivering EQA programs in:



These programs are supported by:



Our Partners

The RCPAQAP partners with:

- European Molecular Genetic Quality Network (EMQN);
- Australian Society for Diagnostic Genomics (ASDG);
- Australasian Association of Clinical Biochemists (AACB);
- Quality Control for Molecular Diagnostics (QCMD); to extend our capabilities and services.

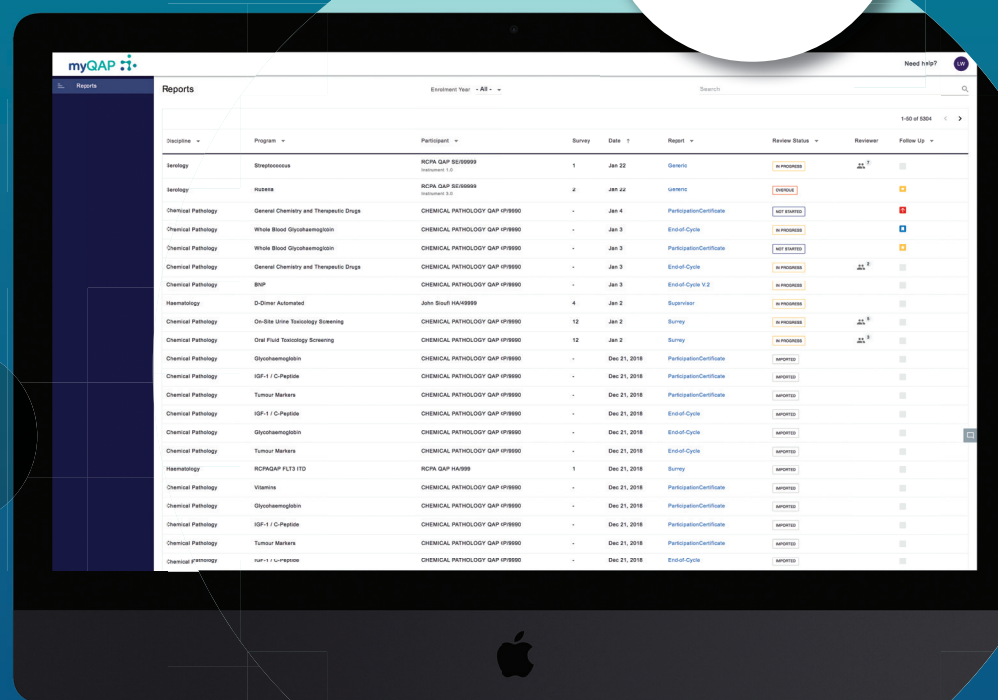
RCPAQAP delivers the QAAMS (Quality Assurance for Aboriginal and Torres Strait Islander Medical Services) Program – which provides a culturally appropriate and clinically effective diabetes diagnosis and management service for Aboriginal and Torres Strait Islander (ATSI) people. The QAAMS program is funded by the Commonwealth Government Department of Health and underpins our 'Reflect' Reconciliation Action Plan (RAP) – which will launch in January 2020.



Developing our technology to meet changing needs

Since RCPAQAP was formed, a number of systems have been implemented to meet the needs of our business and our customers.

Building
world class
EQA
software



powered by
RCPAQAP

'As part of a large digital transformation project, RCPAQAP needed to provide their customers with a faster, easier, and more intuitive EQA (External Quality Analysis) online experience that would meet their expectations and save them time to focus on other important day to day tasks.

Taking a human-centric creative approach to building solutions (aka "design thinking"), RCPAQAP partnered with Trineo to refashion the inefficient aspects of their software into clear, valuable methods of working. This engagement with Trineo would:

- Maximize the likelihood of building what people want
- Save the organisation time and money by focusing on the right work
- Create an outstanding customer experience

Case Study: UX Design at RCPAQAP - Trineo

We've been busy building a new myQAP experience throughout 2019.

In August, customers were upgraded to the new myQAP report review experience. This upgrade gives our customers a simplified process for reviewing and commenting on their quality assurance reports.

Five programs were upgraded to the new myQAP portal in 2019 with the plan to migrate all our programs from Classic myQAP to the new portal by 2021.

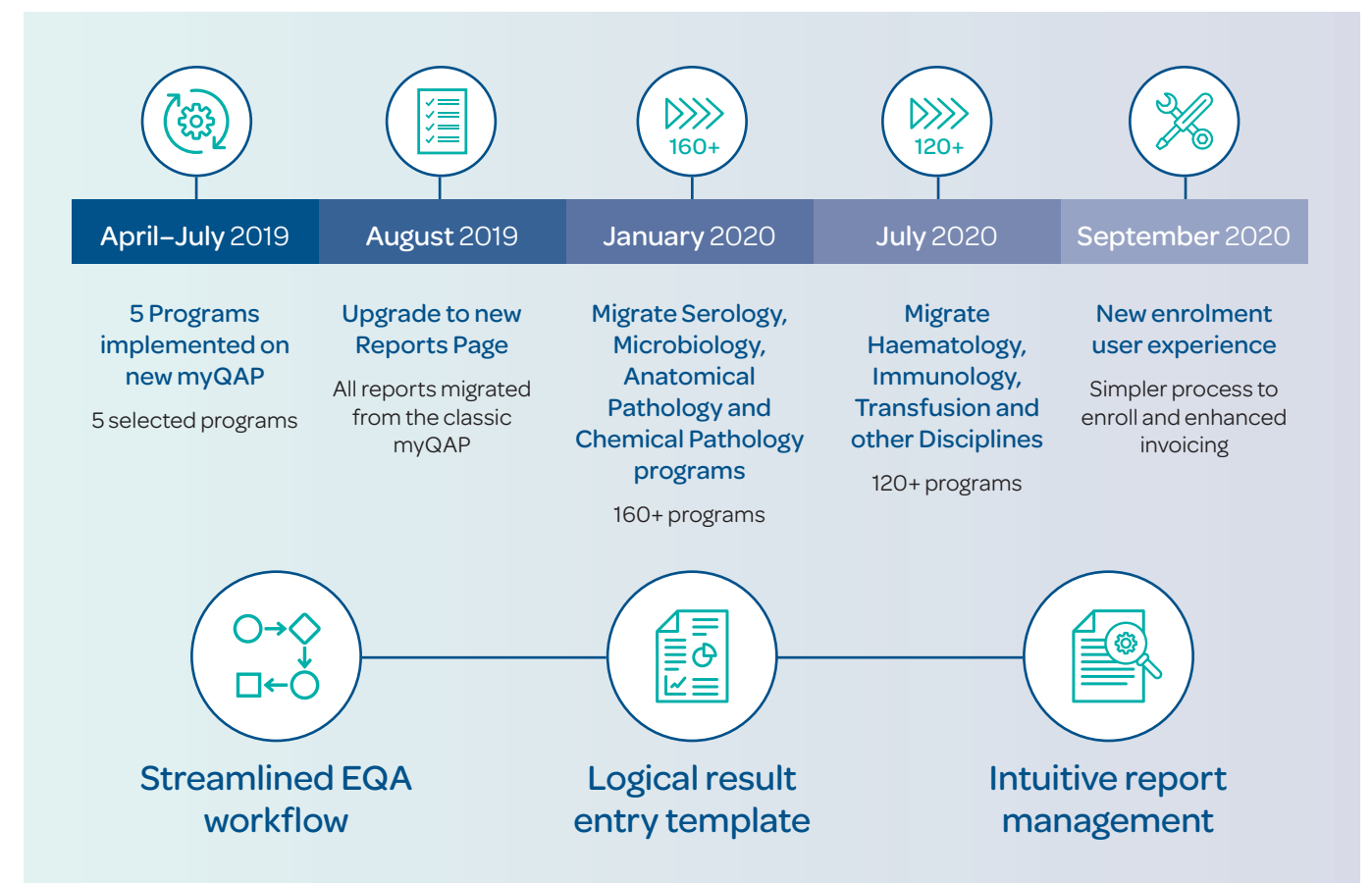
What to expect when a new program migrates:

Our customers will receive an email notification from myQAP guiding them to the relevant result entry screen for their program. Along with more targeted email notifications, our customers can expect an enhanced result entry screen that has been modelled to be more responsive and user-friendly. The report layout has been re-designed making it easier to use the review and follow-up features.

RCPAQAP is continuously rolling out new features every month based on external and internal feedback we receive. We encourage our customers to send through their suggestions and experiences to help us build them the best portal possible.

To keep up to date with future releases, we've created a dedicated 'What's New' section on our website. Here customers can find details about what we are building and how it impacts them.

Building a World Class EQA Platform 2019–2020 Timeline



Awards and Recognition

ISO Accreditation and Certification

The RCPAQAP has long been committed to accreditation and compliance to relevant standards. The organisation has held accreditation to ISO/IEC 17043:2010 General requirements for proficiency testing for many years and this ensures we continue to meet the requirements for competence in developing and providing proficiency testing schemes. Our commitment to quality management principles is supported by certification to ISO-9001 and in 2018 the organisation achieved certification to the latest (2015) version of this standard.

In 2018 RCPAQAP achieved certification to ISO 14001:2015 Environmental Management System and seeks to minimise any harmful environmental impact as a result of its operations, to comply with existing laws and regulations and to embrace steps to continually improvement environmental performance. Opportunities to reduce waste and reuse and recycle materials and to improve environmental awareness and performance across the organisation is at the core of this commitment.

The RCPAQAP is dedicated to its obligations in regard to Workplace Health and Safety and is pleased to announce that certification to the new international occupational health and safety management system standard – ISO 45001:2018 – was achieved in 2019. This standard signifies a significant step forward to the overall effort to improve OHS worldwide and to our organisation's commitment to managing WHS risks and opportunities, eliminating hazards, cultivating active participation of all workers, and ensuring the health, safety and wellbeing of our staff, visitors, and contractors.



Accredited for compliance with ISO/IEC 17043:2010
Accreditation Number: 14863



Business Excellence Awards

In August 2018 RCPAQAP was awarded with a 'Recognition in Excellence' from Business Excellence Australia (BEA) who are well recognised as hosting Australia's premier business awards.

The Australian Business Excellence Framework (ABEF) has been built on a set of proven Principles of Business Excellence, structured around seven distinct categories. The benefits of independent assessment of the organisation by experienced ABEF evaluators forced the RCPAQAP to look beyond standard technical requirements for accreditation and apply the same rigor to enhance its business activities.

The ABEF and evaluation process has provided support in our efforts to continuously improve the organisation, clarify opportunities and identify ways of bringing the desired future for the RCPAQAP.

We will continue to work with BEA in 2020.

Employer of Choice

This year we were also announced as an Employer of Choice by the Australian Business Awards and are now in the running for the World Business Awards. This highly competitive, data driven assessment includes demonstration of achievements across key areas of:

- Organisational culture and leadership
- Employee education
- Training and development
- Employee health, safety, and satisfaction
- Performance management
- Recognition and remuneration

We are proud of our team and their collaborative commitment to making RCPAQAP a great place to work. This external validation is testimony to the efforts of everyone in the business.

RECOGNISING AUSTRALIA'S
**BUSINESS,
INNOVATION
& TECHNOLOGY LEADERS**



Publications produced in 2019

Over **45** papers published

25 posters developed across all disciplines

RCPAQAP Events

January - October 2019

Total Number of Registrations: 610
Total Number of Events: 13
Total Number of Speakers: 86

Survey Feedback Overview

- From 2018 there have been over 1000 delegates surveyed post event. From these, less than 2% indicated that they would not recommend a QAP event to their network and approximately 95% would attend another themselves.
- 30% said the workshop was better than expected and 93% said the content was helpful, very helpful or extremely helpful.
- 50% of event presentation email campaigns delivered were opened and engaged with post workshop.

90% of events in 2019 have been sold out

Location	Attendees
NSW	296
Hong Kong	118
Victoria	67
NZ	32
QLD	31
SA	20
Unknown	11
Tasmania	8
ACT	7
WA	7
Singapore	4
Northern Territory	2
Spain	2
Slovakia	2
China	1
UK	1
South Korea	1



Giving Back

We are proud to be able to provide ongoing financial and non-financial support to RCPA and its philanthropic activities delivered by way of the RCPA Foundation and the Pathology Education and Outreach Program.

The RCPAQAP Fellowship Training Grant is a recent initiative, and has been established to support Fellows undertaking an advance training program designed to support the development and interpretation of Quality Assurance Programs. It is envisaged that such a project would enhance the delivery of external quality assurance throughout Australia and overseas.

This year saw the launch of our Community Sustainability Program (CSP). This program formalises and provides ongoing oversight of our corporate giving. It encompasses a range of activities including our grant program as outlined, our pro bono endeavours with the World Health Organisation and other NGOs and now, charity partners including:

- UNICEF
- Sunnyfield disAbility Services
- Sydney Dogs and Cats Home
- Rotary Australia

Each member of staff can contribute by way of workplace giving and is supported to undertake their own voluntary work and to participate in our CSP activities.



Partnership with Sunnyfield

Our Partnership with Sunnyfield has become a vital part of RCPAQAP's operational process since inception.

The jobs we partner with Sunnyfield are meaningful and fulfilling work to the high dependency teams based locally in the Sunnyfield Chatswood facility.

RCPAQAP provide consistent volumes of work on a monthly basis that are high volume and time consuming to complete. These jobs are a perfect level of complexity for the Sunnyfield team to successfully complete to our exacting standards.



Environmental Sustainability

Helping to create a sustainable planet is seen as a significant responsibility to most individuals and the wider community, but increasingly important to businesses and organisations who want to minimise their environmental footprint and maximise the effective use of resources.



Implementation of environmental sustainability objectives
that align with the company's strategic plan

Integration of an environmental management system
into our existing quality management system

Cost savings in the order of
\$800,000
over three years



A 50 % reduction in the amount of printed paper used onsite



The use of new survey packaging materials will result in a **1.5 tonne** reduction in plastic annually

Correct separation of general, hazardous and recyclable waste



Cultural change among staff members

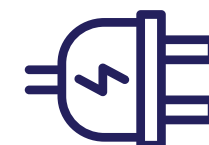
Disposal of 33% of chemicals and solvents stored on site, that were either no longer in use or had expired



Thinking green with recycling and purchasing, including life cycle of products



Preference for suppliers with environmental credentials



Energy consumption reduced from an average of
46000kW to 33000kW
per month representing a 28% decrease over 3 years



The Royal College of Pathologists of Australasia
Quality Assurance Programs

Each year we will create this Report and we would value your thoughts on what else you would like to know about RCPAQAP. If our work has helped you in your workplace then we'd welcome your stories to share in future reports too.

RCPAQAP

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