

# RCOA

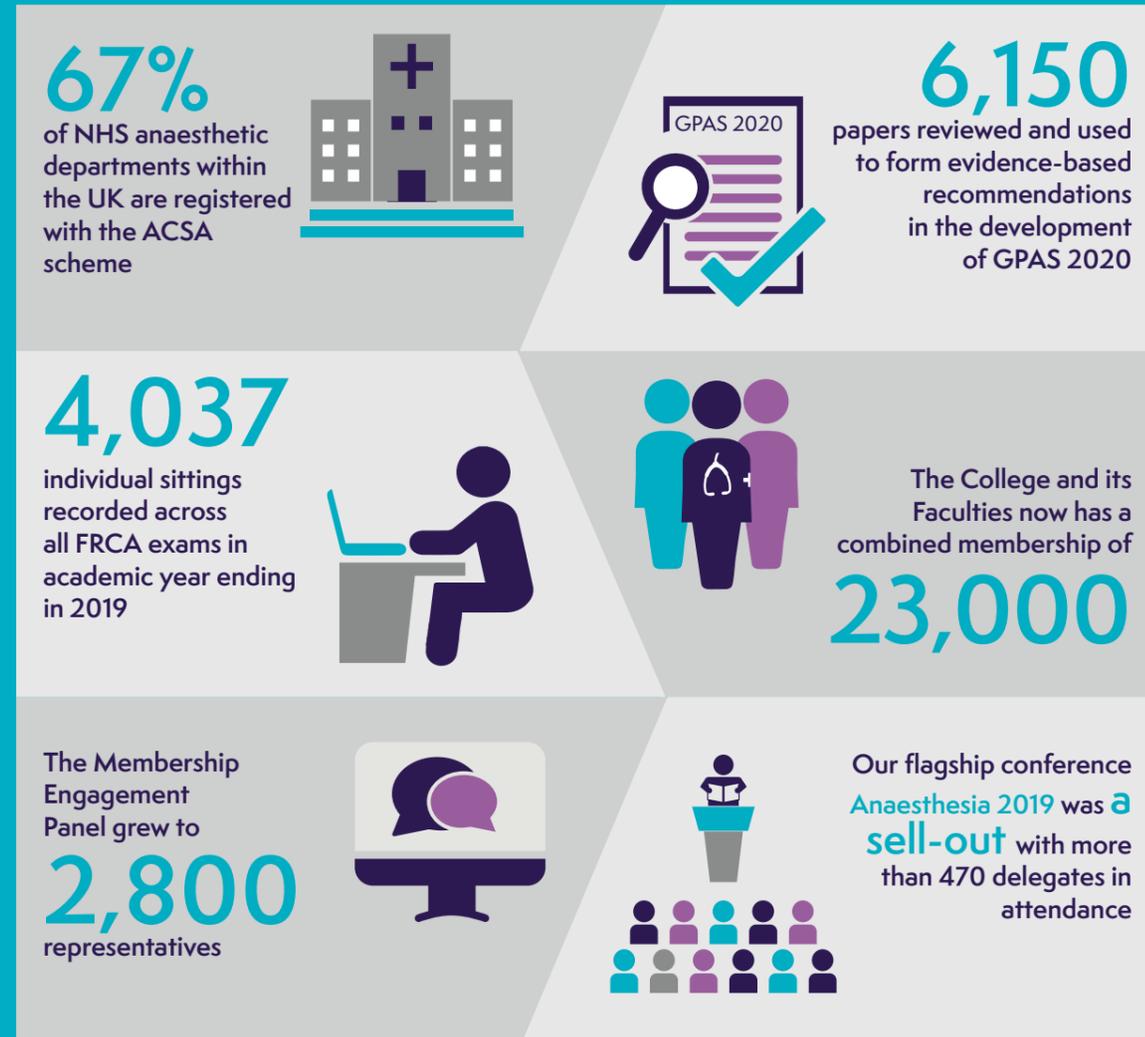
Royal College of Anaesthetists



patient care | perioperative care | training | examinations | events | championing anaesthesia

# 2019 Annual Review

# 2019: the College in numbers...



**£34m**  
the College's net worth at June 2019



**5,000**  
views for RCoA videos collection



**1.2 million**  
individual cases entered in the clinical logbook

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## President's statement

Professor Ravi Mahajan, President

After completing my first full year as president of the Royal College of Anaesthetists, I remain enthusiastically optimistic about the future of our specialty for a number of reasons. Not only does anaesthesia remain a popular career choice, with anaesthetists holding a uniquely central role in patient care, but in my position as the College's president and a working anaesthetist, I can see directly how the work of our College is positively impacting upon healthcare across the United Kingdom and internationally.

During 2019, we made significant advances in many areas of work across the College, both with and on behalf of our membership. Some, but not all, of this work is highlighted within this report. Without the unwavering support, dedication and commitment of our fellows and members – to whom I am personally grateful – this College could not deliver the amount and quality of work we achieve year after year. Thank you.

I would also like to thank Tom Grinyer, our CEO until July 2019, who was so instrumental in reinvigorating the College's governance policies and helping Council and staff through a period of significant change. It was sad to lose Tom to the BMA, but it's great to have such a close ally within such an important stakeholder. I would also like to personally thank Sharon Drake who ably stepped into the Interim CEO post for six months. Sharon excelled at the role, all the while continuing to steer a large and critically important Clinical Quality and Research Directorate, and keeping us in line before a permanent CEO was found in the person of Jonathan Brüün ('Jono').

I would like to welcome Jono to the College where he joined us from the British Pharmacological Society. College Council, staff and I look forward to working with Jono, and I know he is incredibly keen to engage and work with the membership to ensure that the College continues to put our fellows and members and their patients at the heart of our work.

Brexit remained the hot topic across healthcare during 2019. I am pleased we were consistently clear in our communications regarding our call for government not to compromise the availability of life-saving medicines and medical devices, or to reduce the UK's participation in European research and collaboration on data-sharing and health security.

Establishing the cross-specialty Centre for Perioperative Care was an important step forward for the College and for our work to improve the level of care provided to NHS patients. I'm pleased that medical royal colleges and other partners have come on board with this work, which aims to promote the advancement and development of perioperative care for the benefit of patients at all stages of their surgical journey.

**Without the unwavering support, dedication and commitment of our fellows and members this College could not deliver the amount and quality of work we achieve year after year.**



While the College may have its bricks and mortar in London, our reach most certainly extends across England and the devolved nations. In addition to having already established representation in the three devolved nations more than 15 years ago, we are continuing to look at regional engagement, including the important and wide-ranging work of regional networks. In response to our members' calls, over the past two years we have also been working to ensure that our education and event programmes, including our major flagship conferences and events, have had more of a regional focus.

Workforce remained a priority for the College during 2019. One achievement in this area was the successful outcome of our campaigning for the government to introduce statutory regulation for Physician Assistants (Anaesthesia) – now known as Anaesthesia Associates (AAs). Since their introduction in 2003, Anaesthesia Associates have delivered high-quality patient care and maintained patient safety while also enhancing the work of the entire perioperative team. Statutory regulation of AAs and other medical associate professions has the potential to improve patient safety by providing

a standardised framework of governance and assurance across the UK for clinical practice and professional conduct.

One workforce issue in 2019 which gained national headlines and which the College continues to monitor is the consultants' pension crisis. We raised this with senior government officials and NHS stakeholders throughout the year and were pleased to see the in-year solution brought forward.

I'd like to round off this introduction by highlighting some fantastic achievements made during the year by the College and our fellows and members:

- we were proud to announce that the anaesthetists at Homerton University Hospital were the first to be re-accredited under the College's Anaesthesia Clinical Services Accreditation (ACSA) scheme. Homerton was also the first department to receive ACSA accreditation, so it was a double celebration
- staying with ACSA, the anaesthetic team at Benenden Hospital Trust became the first within a UK independent hospital to be awarded ACSA accreditation
- Sandwell and West Birmingham NHS Trust won the College-sponsored 2019 *BMJ* Anaesthesia and Perioperative Medicine Team of the Year award for their 'Perioperative Trauma Care Bundle', aimed at improving outcomes in older patients with hip fractures

- the College celebrated NHS Sustainability Day by launching its first sustainability strategy. Developed with our members, this strategy will ensure we are able to embed sustainability into everything we do.

I would like to congratulate Dr Fiona Donald and Professor Mike Grocott on their election as vice-presidents of the College. I would also like to pay tribute to Dr Janice Fazackerley and Dr Simon Fletcher, who stepped down as vice-presidents during 2019. Their impressive work ethic and dedication to the College and the specialty have been instrumental in modernising the College.

Finally, I would like to thank our fellows and members who gave their time to help advance the work of their College and specialty. Volunteering at the College has proved incredibly beneficial to so many of our membership. No matter what grade you are, where you're located, whether you're an anaesthetist, intensivist or pain practitioner, there are a multitude of ways you can get involved in supporting and advancing your College or Faculty. Visit our websites or speak to the Membership team, who would love to help you find an opportunity to get involved and volunteer to ensure your College or Faculty remains ambitious, forward thinking, and inclusive.



[@RCoAPresident](https://twitter.com/RCoAPresident)



Homerton University Hospital team receiving the ACSA plaque from the College President Professor Ravi Mahajan

The College celebrated NHS Sustainability Day by launching its first sustainability strategy. Developed with our members, this strategy will ensure we are able to embed sustainability into everything we do.

## Interim Chief Executive's statement

Sharon Drake, Interim Chief Executive Officer

The year 2019 was another significant one for the College, marked especially by the launch of one major ambition and the completion of another. It was the year in which we established the cross-specialty Centre for Perioperative Care based at the College and in which we marked the end of our multimillion-pound Technology Strategy Programme, which has enabled major improvements in how we communicate with and support our fellows, members, staff, and the public. 2019 also saw the College reach a record number of fellows and members.

The College is proud to support its members across the UK and overseas, and we were delighted to reach a combined membership of 23,000 representing the specialties of anaesthesia, intensive care and pain medicine. In 2019 we approved a new international membership category which will be launched in 2020. The category will help us better support and expand the College's overseas membership.

In May 2019 we launched the Centre for Perioperative Care (CPOC) – a cross-specialty partnership, dedicated to the promotion, advancement and development of perioperative care for the benefit of patients. CPOC builds on the extensive work we have already achieved in perioperative care and will focus on improving quality, empowering patients, supporting the workforce, influencing policy, harnessing technology for the benefit of patients, and research and innovation.

Working closely with patients and the public and in partnership with key national stakeholders, CPOC is dedicated to focusing on the whole patient pathway and will help health professionals to look beyond their individual specialties and, as a multidisciplinary team, see where they can improve their patients' care and overall outcomes.

The CPOC Board met twice in 2019, and we were delighted to appoint Dr David Selwyn, Consultant in Anaesthesia and Critical Care, as the inaugural CPOC Director, with Dr Jugdeep Dhesi, Consultant Physician in Geriatrics and General Internal Medicine, and Mrs Scarlett McNally, Consultant Orthopaedic Surgeon, as deputies. I look forward to updating members and fellows on progress with this unique opportunity for healthcare.

After three-and-a-half years and the successful delivery of 28 individual projects, our Technology Strategy Programme (TSP) is now drawing to a close.



A cross-specialty partnership, dedicated to the promotion, advancement and development of perioperative care.



Three new websites for the College, the Faculty of Pain Medicine and CPOC went live in November with vastly improved design and user experience for our members, potential members and the public. We also saw the addition of an integrated Continuous Professional Development (CPD) system with the facility for realtime reflection, as part of our Lifelong Learning platform. Investment in IT infrastructure continued, ensuring that we continue to hold our members' data safely and securely.

December saw our new College finance system go live, and this will allow us to continue to provide fellows and members with ease of access and value for money along with a near total removal of paper, which reduces our environmental impact in line with our sustainability strategy.

The Board of Trustees, Council and Senior Management Team led by our president have continued to work well together to deliver our ambitious 2018–21 Strategic Plan.

As a College it is important that we continue to evolve and improve how we operate, while remaining responsive to the challenges that face patients, our fellows and members, and healthcare

more widely. I am pleased to report that the College remains in a strong financial position and in 2019 generated a surplus of £500,000 (4 per cent), which is sufficient resource to both enable delivery of the College's strategic objectives and provide institutional stability.

Everything that I have highlighted here, and the wider achievements of our College directorates – Education, Training and Examinations, Clinical Quality and Research, Communications and External Affairs, and Finance and Resources – which are included throughout this report, would not be possible without the commitment, energy and hard work of our fellows, members, volunteers, partnership organisations, the Board of Trustees, and College Council and staff. I thank them all for their valued participation and input, which has helped ensure another highly successful and sustainable year for our College.

 @RCoANews

## Enhancing education and learning



**Dr Chris Carey**  
Chair, Education, Training  
and Examinations Board



**Russell Ampofo**  
Director of Education,  
Training and Examinations

2019, the second year of the Education strategy, saw us concentrate on informing and inspiring more anaesthetists across more areas of practice and delivering our content via new channels. *Anaesthesia 2019*, our flagship conference, delivered world-class educational content via an exciting programme of workshops, lectures and networking. More than 470 delegates attended the conference, 80 of whom were from overseas.

During the year we delivered more than 80 educational events across the UK in Liverpool, Birmingham, Newcastle and Bristol. Feedback was excellent, with 91% of delegates achieving their expected learning outcomes and rating value for money at 4.1 out of 5. Both these are an increase on our 2018 ratings. We have also worked hard to ensure speaker gender balance, increasing female representation to 46% compared to 36% in 2017.

e-Learning Anaesthesia had another successful year, with a 17% increase in session launches year on year to more than 550,000 annually. We continually work to update content, with 134 sessions updated in 2019. The RCoA videos collection has been updated and hosts new content which has been viewed more than 5,000 times over the past year.

This year's contribution to the delivery of the Simulation Strategy has involved the inclusion of simulation in the new anaesthetic curriculum as well as in the Guidelines for the Provision of Anaesthesia Services. We have worked with our simulation leads across the UK to share best practice and resources that allow anaesthetic teams to simulate complex

work situations and drills without the involvement of patients. We are working on securing funding to produce more resources over the coming year.

### Training

Following the launch of the Lifelong Learning platform last year, we have continued to work to deliver additional functionality and have introduced offline working for the Logbook as well as the incorporation of a CPD Diary.

Continuing our major project to revise the anaesthetic CCT curriculum and align it to the new regulatory standards, we have worked tirelessly to develop and modernise its content. 2019 saw a busy programme of stakeholder-engagement activities to generate feedback, ensure that our curriculum remains fit for purpose in meeting the needs of patients and enable the workforce to meet future challenges. The proposed new anaesthetics curriculum was submitted to the GMC in October.

Finally, following the announcement that the GMC will be the statutory regulator for anaesthesia associates, we look forward to working with the

government, the GMC, and wider stakeholders to ensure a statutory register is implemented as soon as possible.

Our Global Partnerships workstream has made considerable progress with a project run by the College of Anaesthetists for East Central and Southern Africa to develop a regionally recognised curriculum and assessment for an anaesthesiology postgraduate training programme.

### Examinations

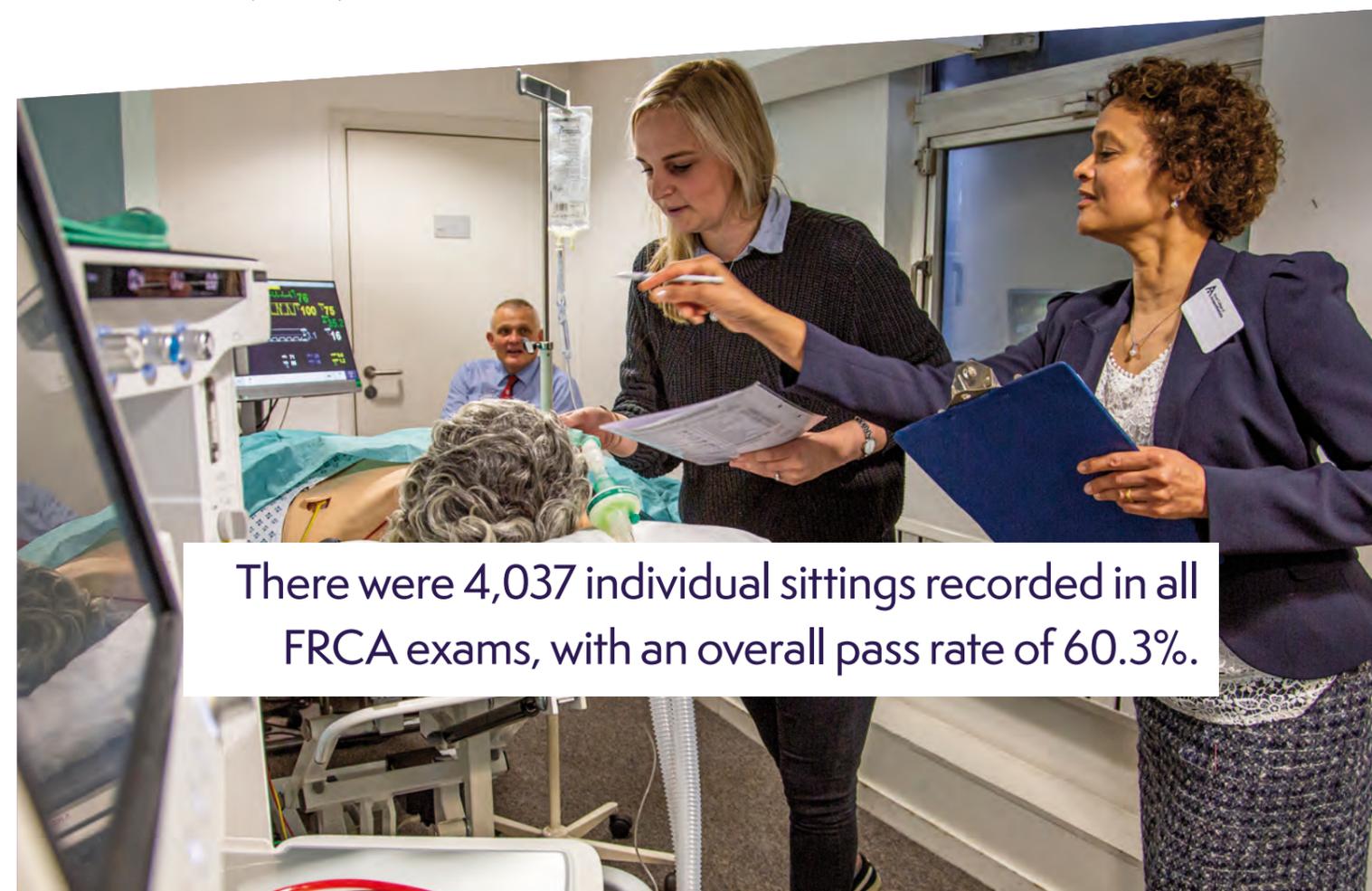
In the academic year 2018 to 2019, there were 4,037 individual sittings recorded in all FRCA exams, with an overall pass rate of 60.3%.

The number of sittings at the Primary MCQ (multiple-choice questions exam) was 1,184, a slight increase on last year. The pass rate was 64%, again a slight increase on the previous year. There were 1,182 sittings at the Primary Objective Structured Clinical Exam (OSCE) and/or the Structured Oral Exam (SOE) – 11.7% more sittings than in 2017 to 2018. However, the pass rate was 52.2%, a decrease on the previous year.

There were 943 sittings at the Final Written exam, a 15.1% increase on last year's figures which reflected the increase in candidate numbers for the Primary OSCE/SOE. Of these, 55.1% passed – 16.4% lower than the previous year. Candidates made 728 sittings at the Final SOE exam, a decrease of 15.9% on the previous year. Of these 728 sittings, fellowship was achieved by 518 candidates with a pass rate of 71.7% – an increase on the previous year's 67.4% pass rate.

The first Final Written examination using constructed response questions (CRQs) ran in September 2019. This was a hybrid paper comprising six short answer questions (SAQs) and six CRQs. A full CRQ paper will be run in March 2020.

Thank you to all our volunteer examiners none of our exams could be delivered without their efforts. In 2019 we have recruited 20 new examiners.



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## Our clinical quality and research work



**Professor William Harrop-Griffiths**  
Chair, Clinical Quality and Research Board



**Sharon Drake**  
Interim Chief Executive,  
Director of Clinical Quality and Research

Our world-class programme of clinical accreditation, audit and research continues to expand and gain international recognition.

The Anaesthesia Clinical Services Accreditation (ACSA) scheme grew from strength to strength in 2019, with 63% of NHS organisations now registered. In total, 33 anaesthetic departments, including one independent site, have gained accreditation. We have aligned the scheme closely with the national regulators, who have included ACSA in their inspection frameworks and self-assessments.

The College remains a lead member of the national Clinical Services Accreditation Alliance, hosted by the Healthcare Quality Improvement Partnership, which provides us with a strong voice in shaping the future accreditation of clinical services in healthcare.

We will launch our new online web portal for our ever-growing ACSA community in 2020. This will provide anaesthetic departments across the NHS and at independent hospitals with the ability to track and progress their ACSA journeys and to engage with College staff in ways not previously possible.

In 2018, we appointed two new lead assessors to the Advisory Appointments Committee (AAC) who, in addition to the important role of advising and training our assessors, are developing new guidance

specifically for clinical directors and reviewing how to improve consistency of job descriptions throughout the UK. We have 229 dedicated AAC assessors who travel the country as external representatives on interview panels, and we thank them for this important work in recruiting future consultants.

Since the first edition in 2000, the Audit Recipe Book has provided a popular manual of audit topics for anaesthetists. The new edition of this manual *Raising the standards: RCoA Quality Improvement Compendium, 4th Edition* will be launched in 2020 and will provide comprehensive recipes for quality improvement and audit in all subspecialties of anaesthesia. It will link to national audit and quality improvement (QI) priorities in anaesthesia, such as the National Audit Project recommendations, the Perioperative Quality Improvement Programme (PQIP), and the National Emergency Laparotomy Audit (NELA). We are grateful to the 120 volunteers who have written the chapters.

The College and the Association of Anaesthetists continued to work closely under the umbrella of the Safe Anaesthesia Liaison Group (SALG), with new

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initiatives including the SALG BIDMC Fellowships and a review of the 'Stop Before You Block' campaign on behalf of the Healthcare Safety Investigation Branch.

PQIP published its second annual report in September 2019. With more than 125 hospitals now participating in the study, PQIP has examined data from almost 20,000 patients. Notable successes include a drop in major postoperative morbidity and length of stay and an increase in returning patients to normal function as soon as possible after surgery.

The Health Services Research Centre has launched data collection for the Children's Acute Surgical Abdomen Programme, its first ever paediatric project. The programme's aim is to characterise the type and quality of care being delivered to children undergoing urgent/emergency abdominal surgery including appendectomy.

We have launched the College's seventh National Audit Project (NAP7) to examine perioperative cardiac arrest, and it has been very encouraging to see the speed at which sites and local coordinators have signed up. We also ran a topic selection process for the third Sprint National Anaesthesia Project (SNAP3), which will examine frailty and delirium, with a commissioning brief now published.

NELA published its annual patient report, later than usual due to election purdah, in early December. Quarterly reports are available via the NELA webtool, as are reports relating to the emergency laparotomy Best Practice Tariff.

### Teamwork

As with all these projects, the key component is the hard work of our fellows and members as part of local teams. The superb level of participation and data input that goes into all of our projects is a huge testament to the spirit of 'Team Anaesthesia UK'.

Having celebrated its 10th birthday in 2018, the National Institute of Academic Anaesthesia (NIAA) passed another milestone in 2019 when the total grant funding awarded on behalf of the College and its other funding partners passed £10 million. We have recruited four additional chief investigators for the UK Perioperative Medicine Clinical Trials Network. The successes of the NIAA and its partners was celebrated at the new *Anaesthesia Research* event, held for the first time in December 2019.

## Championing anaesthesia by engaging members, policy makers and the public



**Dr David Bogod**  
Chair, Communications and External Affairs Board



**Kathryn Stillman**  
Director of Communications and External Affairs

The College provides a powerful and collective voice for raising the profile of our fellows and members, their work, and of the specialty amongst patients and the public, government, regulators, the media, and various other stakeholders.

### Enhancing member engagement

Our fellows and members are central to the work of the College, as is our commitment to building a strong, supportive and inclusive membership and professional body. Our membership numbers in 2019 continued to grow, with the College now representing a combined membership of 23,000 across the three specialties of anaesthesia, intensive care and pain medicine.

During 2019 we further developed the involvement of our fellows and members through the College's Membership Engagement Panel. This is a growing cohort of more than 2,800 fellows and members at all career stages, whose views we seek so that they can contribute to the work, strategy and direction of their professional body. We were pleased to start the development of a new customer-relationship management system which, when complete in 2020, will replace the College's current membership management system and bring further benefits to our fellows and members.

### Influencing decision-making in the health and social care sector

The College plays an important role in shaping healthcare policy and practice by campaigning for change, working collaboratively with key partners and with local and national governments, and

ensuring that our members' opinions are at the heart of policy work. As the experts in the field, what we say is evidence-led, authoritative and independent.

Early in 2019, an influential policy report was produced that looked at the delivery of perioperative care in integrated care systems, and this laid the groundwork for the further development of public policy around perioperative care throughout the year. Workforce issues were also prominent during the year. We responded to a number of consultations, including Health Education England's *Call for Evidence for the Future Doctor*, and carried out extensive work around the draft NHS Improvement *People Plan*, and also responded to the *Prevention Green Paper*. The College president and the chairs of the advisory boards for Northern Ireland, Scotland and Wales engaged with politicians and policy makers across the UK and attended party conferences, taking part in a variety of panel discussions.

### Communicating the central role of anaesthesia

The College spoke with an engaging and authoritative voice on issues that influence the health sector, demonstrating anaesthesia's central role within patient care. Our independence is our asset, and we speak on behalf of our membership to influence, raise awareness, and effect change.



Left to right: Sir David Behan, Chair of Health Education England, Professor Ravi Mahajan, RCoA President and Stephen Powis, National Medical Director of NHS England

During 2019, our communications have been diverse and far reaching, with bespoke newsletters and articles for our membership and a wide coverage of national, regional, and trade-media articles on a range of topics, including challenges and opportunities within the NHS workforce, and perioperative care. In total, the College was featured in 140 pieces of media coverage. As a team, we also played a central role in the launch of the Centre for Perioperative Care. A major project over the year was the development and launch of websites for the College and its Faculty of Pain Medicine, and for the Centre for Perioperative Care.

### Supporting patients

With anaesthetists playing a critical role in the care of two-thirds of all hospital patients and more than three million operations involving anaesthesia being given each year, ensuring that patients and carers have access to a wide range of information about anaesthesia is high on the list of priorities for the College. In 2019, we launched a patient information infographic summarising the risks of anaesthesia for patients, and reviewed our paediatric patient information resources in collaboration with the Royal College of Paediatrics and Child Health.

The College was pleased that the *Fitter Better Sooner* toolkit, which advises and encourages patients to improve their health and activity levels before surgery, was highly commended in the 'self-care' category in the BMA Patient Information Awards.

### Working in partnership

The College has a collaborative approach to its work and works in partnership with key stakeholders. We are proud to be a member of a number of coalitions which are invaluable in our collaborative work to advocate for policy change. These include the Academy of Medical Royal Colleges, The Cavendish Coalition, the Centre for Perioperative Care, the UK Health Alliance on Climate Change, and a range of public health coalitions. In addition, our members act as representatives for the College by sitting on external panels and committees, ensuring that the specialty has a voice in key areas. We are the home of the Faculty of Pain Medicine, host the Faculty of Intensive Care Medicine, and work closely with the Academy of Medical Royal Colleges.

# Highlights of 2019

A look back at some of the College's highlights from 2019 including major projects, events and publications



## JANUARY

Launch of the joint RCoA and NIHR Research Awards 2019 to recognise outstanding contributions to NHS research.

Representatives from the Indian College of Anaesthesiologists were welcomed to the College to share ideas on global anaesthesia.



## FEBRUARY

Our perioperative care report launched, showcasing a number of innovative and award-winning programmes in hospitals that are improving patient care before, during and after surgery.



## MARCH

First College Sustainability Strategy introduced embedding sustainability in everything the College does.

Hosted *Global Anaesthesia: Engaging the Collective* to champion anaesthesia care for patients in low and middle income countries.



## APRIL

Bournemouth Hospital won the College-sponsored Anaesthesia & Perioperative Team of the Year at the 2019 BMJ Awards.

#RCoAFootprint campaign put words into action by challenging our Council members to reduce their carbon footprint for College meetings.



## MAY

The Centre for Perioperative Care, a cross-specialty partnership, was launched.

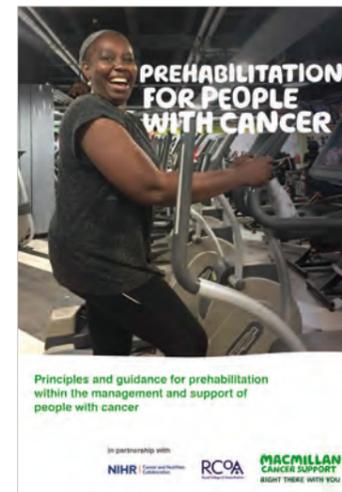
Anaesthesia 2019 sold out extending its programme to three days for its largest-ever audience of over 470 delegates.



## JUNE

The annual College Tutors' meeting took place in Chester to discuss current issues in training and share best practice.

Buckinghamshire Healthcare NHS Trust and Norfolk and Norwich University Hospitals NHS Foundation Trust receive ACSA accreditation.



## JULY

The College, Macmillan and NIHR launched a report calling to redesign cancer care, focusing on prehab.

Anaesthesia Associates announced to receive statutory regulation by the General Medical Council.



## AUGUST

Jonathan Brüun was appointed as new College CEO starting his role in January 2020.

Upgraded our Simulation dummies with the latest software to make them more realistic and responsive and enhance our training course experience.



## SEPTEMBER

390 diplomates attended and were celebrated at the Diplomates Day ceremony.

*Fitter Better Sooner* highly commended at BMA Patient Information awards.



## OCTOBER

Reached a combined membership of 23,000 representing the specialties of anaesthesia, intensive care and pain medicine.

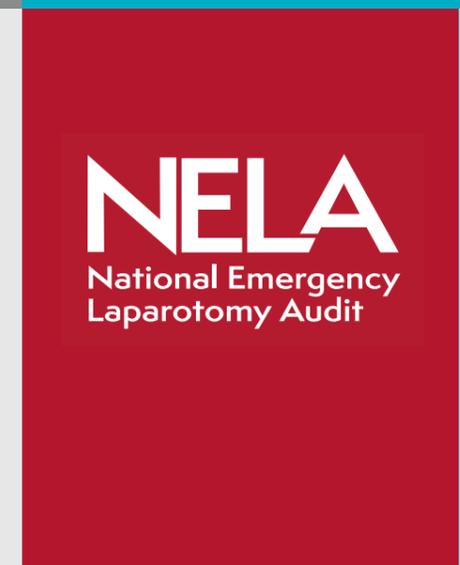
Published joint Clinical Standard Assessment statement to encourage independent clinical services assessments in the UK health sector.



## NOVEMBER

New websites for the College, CPOC and Faculty of Pain Medicine launched improving content, layout and user experience for members and stakeholders.

The College published its manifesto for a 21st century NHS focusing on wellbeing and integrated care.



## DECEMBER

5th NELA report showed that 700 lives were saved and more patients heading home sooner after emergency bowel surgery.

Dr Jugdeep Dhesi and Mrs Scarlett McNally were appointed as Deputy Directors of CPOC.

## Transformation through technology



**Dr Janice Fazackerley**  
Chair, Technology Strategy  
Programme Sub Committee



**Aaron Woods**  
Technology Strategy  
Programme Director

The College's Technology Strategy Programme (TSP) was successfully completed in 2019. The TSP was a £2.4 million, 3½-year transformation initiative which formed a part of the College's current five-year strategy. It was set up to modernise and improve the role of technology in supporting members and staff, and to increase awareness and engagement with patients, carers and the wider public. From ensuring strong cyber security through to developing bespoke digital learning tools for trainees, the TSP covered every process, team and technology in use at the College.

The programme had four clear overall aims:

- to have a better supported membership and staff
- to have effective new ways to engage and inform the public
- to use insights from our data to improve learning and patient outcomes
- to ensure all our technology is compatible, cost effective and secure.

In total the programme had 28 separate initiatives spread across seven individual workstreams. Each workstream addressed a specific area such as technology governance, digital services, internal applications and IT infrastructure.

Key achievements of the programme include the development of a bespoke Lifelong Learning Platform to support members at every career stage, a range of new websites and digital platforms such as an ACSA portal for scheme members, and a centralised online clinical logbook. In the longer term, the new systems delivered by the TSP will

enable insights into the patterns of behaviour which result in the best learning and patient outcomes – the online Logbook being one example where millions of anonymised clinical interactions can be analysed to spot the most successful combinations of care provision.

Beyond the delivery of any one new technology system, the TSP has also helped the College develop its global approach to many areas, such as procurement, risk management, project management and member engagement.

The TSP was completed in December 2019 on time and on budget.



Over **1.2 million** individual cases entered over one year in the clinical logbook



**3,400** event and exam bookings made in the first six months of using the new EventsForce online booking platform



## Resourcing the future of anaesthesia



**Dr Fiona Donald**  
Chair, Finance and Resources  
Board and Vice President



**Mark Blaney**  
Finance and Resources  
Director

The College has reported a secure and sustainable financial position in 2019, generating a surplus of £500,000 (4 per cent). This means we can continue to pursue our charitable aims of training, research and education for the benefit of our membership and the public. For further details see the summarised financial statements in this review.

The College's net worth at June 2019 was more than £34 million, with the main assets being the buildings in Red Lion Square and the College's investments.

### Sustainability

The College, recognising our responsibility with regard to the environmental and health impacts on climate change, launched its first sustainability strategy in 2019 to coincide with NHS Sustainability Day. Our strategic objectives are to:

- reduce the carbon footprint of the College
- encourage members to consider the environmental impact of their anaesthetic practice
- continuously review the social and environmental credentials of our investments.

We are already working towards reducing our carbon footprint by greening our utility usage and increasing use of video conferencing to limit travel

NHS Sustainability Day: Council members help reduce the College's carbon footprint.



Reducing our carbon footprint by greening our utility usage and increasing use of video conferencing to limit travel miles for College business.



miles for College business. We have appointed 'green champions' from among the staff to drive this work forward.

Our RCoA environmental advisor to the President is working with the Association of Anaesthetists on their anaesthetic carbon emissions task group, and his greenhouse gas calculator is available through our website.

Our investments are held by fund managers, two of whom have disinvested from carbon intensive industries. The third believes that engagement will have a greater impact on the long-term sustainability of the environment. Our Investment Committee keeps our carbon investments under constant review.

*Postscript: In February 2020, the Board of Trustees agreed to divest from fossil fuel providers, over the next two years, whose business model is not aligned to meet the goals of the Paris Agreement.*

### Technology

We continued to invest in our multimillion-pound Technology Strategy Programme, and in 2019 the development highlights for members and stakeholders were:

- the successful launch of three new websites for the College, the Faculty of Pain Medicine and the Centre for Perioperative Care
- the addition of an integrated CPD system, with facility for realtime reflection, to our new e-Portfolio and Logbook

- investment in IT infrastructure within the College to ensure that we hold our members' data safely and that we protect ourselves from malicious cyber-attacks.

2020 will see the launch of the College's new customer-relationship management system which, in the fullness of time, will allow members to review and update their data as they see fit. We are working towards integrating all systems through a single sign-on to allow members seamless access to all their College services.

### Value for our learners

The College does not make a surplus from the provision of examinations and training courses to our membership. We monitor this annually and can confirm that this was the case for the financial year ending 30 June 2019 and that we have set a budget with the same aim for 2020.

### Pay fairness

As a responsible employer, the College believes it is important that all our contracted staff receive the London Living Wage. In 2018, we achieved this for the catering staff and in 2019, having retendered our cleaning contract, we have been able to extend this to the cleaning staff. All directly employed College staff are already paid above the London Living Wage. The College is now looking to join the Living Wage Foundation.

## Lay Committee: the patient perspective



**Carol Pellowe**  
Chair, Lay Committee

The Lay Committee is made up of lay volunteers who support, advise and influence the College to continually improve patients' experience of anaesthesia and perioperative care.

During 2019 we were pleased to welcome five new lay members to replace those whose term of office has completed. We aim to represent a wide field of expertise, not necessarily medical, and I'm pleased we have representatives for Scotland and Wales. We continue to work to identify a permanent representative for Northern Ireland.

### Clinical Quality and Research Directorate

The Lay Committee has contributed to the establishment of the Centre for Perioperative Care, and we remain represented on its board in partnership with another externally appointed lay member.

Nearly every member of the Lay Committee undertakes up to three Anaesthesia Clinical Services Accreditations or invited reviews per year. This includes those members recently retired, which is especially welcome as we increasingly have re-accreditation events in addition to new visits in the schedule. These visits are important to the Lay Committee as they help us to see at first hand the work of the College in practice, and provide an opportunity to give a lay perspective in real time.

The Perioperative Quality Improvement Programme continues to develop, and this year two lay members participated in a panel discussion alongside the president of the Royal College of Surgeons and the NHS England medical director for clinical effectiveness and professional leadership.

Whenever research bids are submitted to the College, a lay member reviews the applications and may even sit on the awarding panel of the National Institute of Academic Anaesthesia.

As regards the National Emergency Laparotomy Audit, lay members sit on the Project Board and the Clinical Reference Group to actively contribute to the direction and priorities of the group which delivers critically important work for the College.

Patient, Carer and Public Involvement and Engagement (PCPIE) is a major focus of work for the committee. Three members represented PCPIE at the Perioperative Medicine Clinical Trials Network day in May and acted as patients whose consent was being sought for their involvement in research. This is a difficult area to get involved in, but it is an important one for getting doctors to appreciate the role of the patient's view in research.

In 2019 the QI Book was revised for launch in spring 2020, and the Lay Committee participated and commented in this process

### Education, Training and Examination Directorate

The key work for this directorate has been the rewriting of the anaesthetic CCT curriculum. Several lay members have been allocated to this task, which includes writing a letter of support to the GMC.

The Equivalence Committee is an ongoing and currently increasing commitment for the Lay Committee. While accepting the importance of this work, there is considerable reading involved, and it is hoped that the system can be streamlined.

We continued to contribute to the Education, Examinations and Training Committees. Members have also attended a number of the College's events and national conferences to update themselves on current issues.

### Communications and External Affairs Directorate

During 2019 the College's website was updated, and we contributed to the content and logistics of the new site.

The Patient Information Group of the College remains very active and our three lay members on this group have contributed substantially to the development, testing and production of the College's patient information resources.

Lay members have contributed substantially to the development, testing and production of the College's patient information resources.

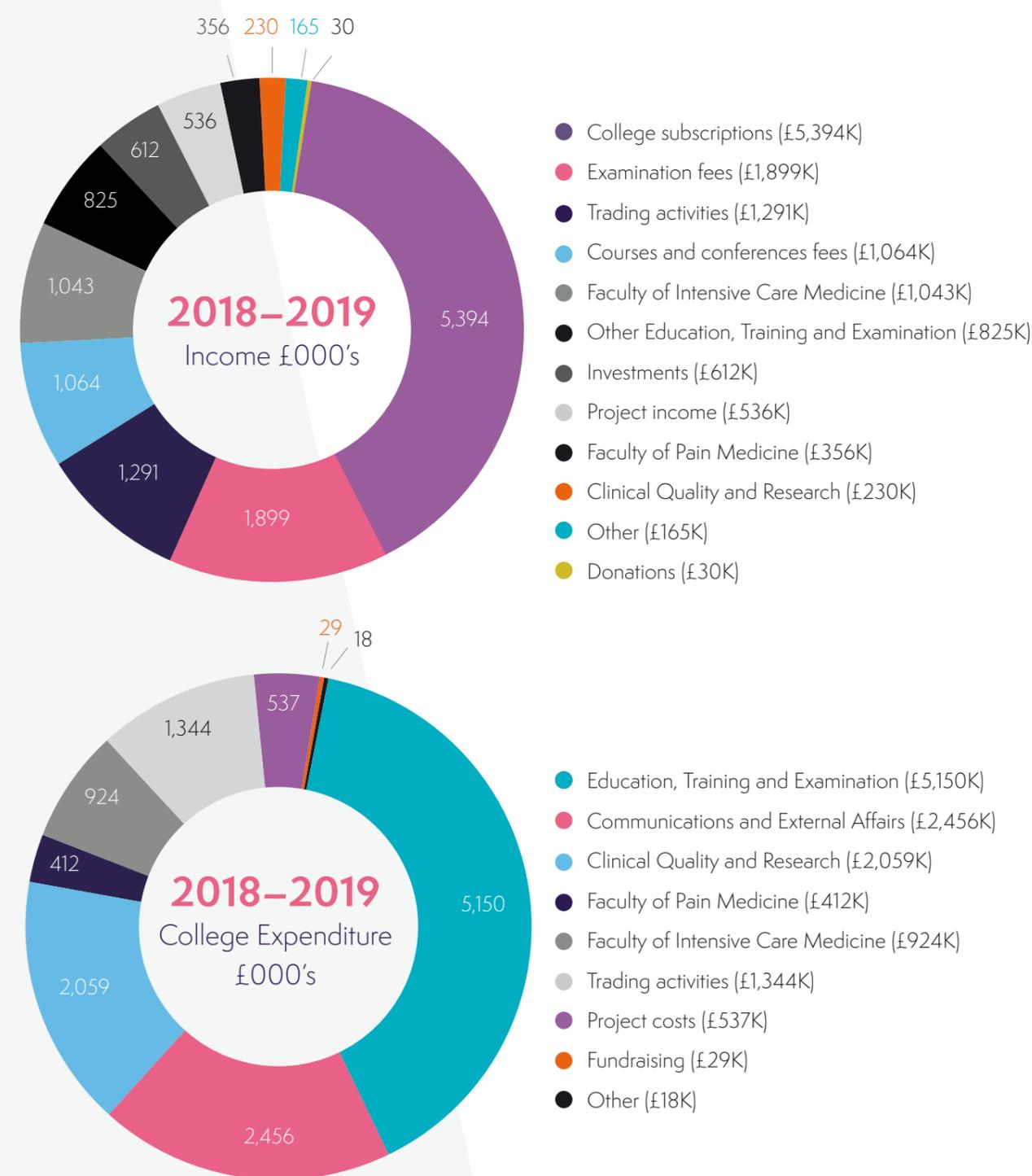


## Summarised financial statements

### Statement of financial activities for the year ended 30 June 2019

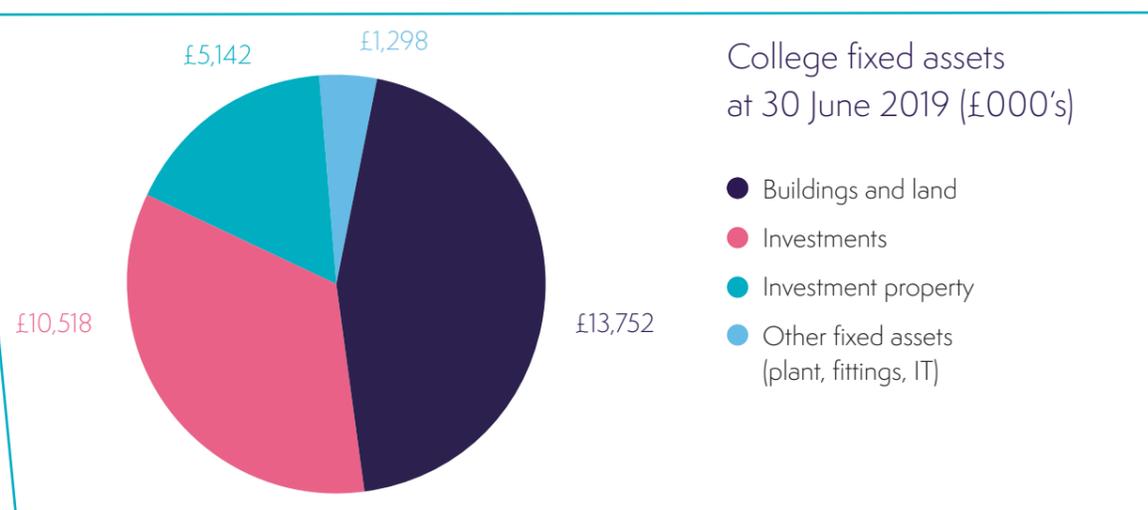
	Total Funds 2019 (£000's)	Total Funds 2018 (£000's)
<b>Income from:</b>		
College subscriptions	5,394	5,170
College examination fees	1,899	1,823
College courses and conference fees	1,064	957
Other education, training and examination income	825	309
Clinical quality and research	230	252
Faculty of Pain Medicine	356	216
Faculty of Intensive Care Medicine	1,043	826
Project income	536	572
Donations	30	753
Trading activities	1,291	3,486
Investments	612	281
Other	165	21
<b>Total</b>	<b>13,445</b>	<b>14,666</b>
<b>Expenditure on:</b>		
Education, Training and Examinations	5,150	4,709
Communications and External Affairs	2,456	2,382
Clinical Quality and Research	2,059	1,838
Faculty of Pain Medicine	412	372
Faculty of Intensive Care Medicine	924	740
Project costs and research grants	537	740
Trading activities	1,344	3,316
Fundraising	29	0
Other	18	0
<b>Total</b>	<b>12,929</b>	<b>14,097</b>
Gains on investments	772	2,002
<b>Net movement in funds</b>	<b>1,288</b>	<b>2,571</b>
Total funds brought forward 1 July 2018	32,753	30,182
Total funds carried forward 30 June 2019	<b>34,041</b>	<b>32,753</b>

The RCoA strategy commits us to supporting members at pivotal points in their career. The College will not make an operational surplus on examinations, training or educational events.



Consolidated Balance Sheet at 30 June 2019

	Total Funds 2019 (£000's)	Total Funds 2018 (£000's)
<b>Fixed assets:</b>		
Tangible and intangible assets	15,050	15,200
Investments	10,518	9,847
Investment property	5,142	4,500
	<b>30,710</b>	<b>29,547</b>
<b>Current assets:</b>		
Stocks	6	10
Debtors	964	1,055
Cash and deposits	7,452	6,989
<b>Total current assets</b>	<b>8,422</b>	<b>8,054</b>
Liabilities: Amounts falling due within one year	5,091	4,848
<b>Net current assets</b>	<b>3,331</b>	<b>3,206</b>
Provision for liabilities and charges	0	0
<b>Net assets</b>	<b>34,041</b>	<b>32,753</b>
<b>The funds of the charity:</b>		
Endowment funds	5,767	6,415
Restricted income funds	1,555	872
Unrestricted – general funds	7,079	21,354
Unrestricted – designated funds	19,640	4,112
<b>Total charity funds</b>	<b>34,041</b>	<b>32,753</b>



Staffing Headcount

	2019	2018
Education, Training and Examinations	40	36
Clinical Quality and Research	18	16
Communications and External Affairs	15	16
Faculty of Pain Medicine	4	4
Faculty of Intensive Care Medicine	7	6
Other departments	31	26
<b>Total</b>	<b>115</b>	<b>104</b>

Staffing costs in 2019 were £5,303k (2018: £4,697k)

Report by the trustees on the summarised financial statements

The summarised financial statements above are an extract from the full statutory trustees' annual report and financial statements, which the trustees approved and signed on 16 October 2019. The full financial statements, on which the College's auditors, Crowe UK LLP, gave an unqualified audit report on 25 October 2019, have been submitted to the Charity Commission.

These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full statutory trustees report, financial statements and auditors' report are available on the College website [www.rcoa.ac.uk](http://www.rcoa.ac.uk).

Signed on behalf of the trustees  
30/11/2019

Thank you to our 1,700 volunteers in 2019



***“Volunteering as an examiner has been the single most satisfying and rewarding role. It involved commitment and hard work but as a result I’ve gained personal and professional satisfaction.”***

Dr Kevin O’Hare, Chair of the FRCA Final Examination

Volunteers at the Anaesthetists at Educators course



## RCoA Council and Board of Trustees

College Council met six times in 2019 and members participated in over 70 committees across all areas of the College's work. The Board of Trustees met four times in 2019. The College is grateful to anaesthetists of all grades who volunteer their time in Council roles and a wealth of other positions across the College.

There are 24 elected members of Council including the president and two vice-presidents. There are 20 consultant seats, two staff and associate specialist seats and two trainee seats.

Co-opted members to Council include representation from the Association of Anaesthetists, the Faculty of Intensive Care Medicine, the Faculty of Pain Medicine, the Welsh, Northern Irish and Scottish RCoA boards, the Lay Committee and clinical directors.

### Lay Trustees:

- Craig Jones
- Jane Ingham
- Colin Millar

### Council members in 2019/2020:

- |                                  |                         |                          |                 |
|----------------------------------|-------------------------|--------------------------|-----------------|
| ■ Professor R Mahajan, President | ■ Dr M Forrest          | ■ Dr Sarah Muldoon       | ■ Dr C Shannon  |
| ■ Dr D Bogod*                    | ■ Professor M Grocott   | ■ Professor E O'Sullivan | ■ Dr J Strachan |
| ■ Dr C Carey                     | ■ Professor J Hall      | ■ Professor J Pandit     | ■ Dr Mike Swart |
| ■ Dr F Donald                    | ■ Dr W Harrop-Griffiths | ■ Dr R Perkins           | ■ Dr L Williams |
| ■ Dr J Fazackerley*              | ■ Dr H Johannsson       | ■ Dr Felicity Laat       |                 |
| ■ Dr S Fletcher*                 | ■ Dr C Mallinson        | ■ Dr K Ramachandran      |                 |
|                                  | ■ Dr K May              | ■ Dr S Ramsay            |                 |

\*Council members demitted in March 2020

### New Council members joining the College in 2020:

- Dr Ros Bacon
- Dr Sridhar (Sri) Gummaraju
- Dr Jonathan Thompson

