

Annual Review 2018

Our Strategic Plan 2018–2021

2016 saw the launch of our first ever strategy which sought to make a step change in the way we operate and interact with our fellows, members and stakeholders. This revised 2018–2021 strategy builds on that vision and has been shaped by feedback from them. Here is a summary:



1 SUPPORTING ANAESTHETISTS THROUGHOUT THEIR CAREER

By setting recruitment, training and assessment standards, we attract and support the best doctors into our specialty



2 SETTING AND MAINTAINING THE HIGHEST STANDARDS FOR ANAESTHESIA

The College is committed to setting the highest standards for anaesthesia and patient care



3 CHAMPIONING ANAESTHESIA BY ENGAGING MEMBERS, POLICY MAKERS AND THE PUBLIC

We provide our specialty and our membership with a powerful and collective voice



4 RESOURCING THE FUTURE OF ANAESTHESIA

The College will demonstrate public benefit and invest in the future of anaesthesia

Contents

President's statement	4
Chief Executive's statement	8
Enhancing education and learning	10
Our clinical quality and research work	12
Highlights of 2018	14
Championing anaesthesia by engaging members, policy makers and the public	16
Resourcing the future of anaesthesia	18
Lay Committee: the patient perspective	20
Summarised financial statements	22



BUCKINGHAM PALACE

As Patron of the Royal College of Anaesthetists I am pleased to see that the College continues to go from strength to strength, growing in size and influence over an ever more demanding healthcare agenda. I would particularly like to thank Dr Liam Brennan, who during his three-year Presidency from 2015-2018 initiated an extensive modernisation and development programme within the College – work which continues to deliver enhanced benefits for patients and members alike today.

While anaesthesia remains the single largest hospital specialty in the NHS, under Dr Brennan's leadership the College collaborated across anaesthesia, pain medicine, critical care and other medical specialties to enhance the care clinicians provide their patients. The College continues to provide tireless support for anaesthetists in training and is strengthening the College's governance and information technology. The specialty is now stronger than ever before and more capable of facing the challenges of our ever changing health landscape.

I wish the College's new President, Professor Ravi Mahajan, a successful term in office and, as your Patron, I look forward to continuing my close relationship with you and your members.

President's statement

Professor Ravi Mahajan, President

2018 was an extremely significant year for the College as we welcomed our Patron, HRH The Princess Royal to a summer reception to commemorate the 70th anniversary of the formation of the Faculty of Anaesthetists of the Royal College of Surgeons of England, which ultimately led to the creation of the College. The NHS too turned 70 in 2018 and we marked the occasion with a campaign looking at some of our member's proudest moments working in the NHS.

2018 was a busy and successful year. Through the strong leadership and direction of Dr Liam Brennan as my predecessor, I am able to report that we ended the year on a sound financial footing, with increasing membership numbers and significant successes in terms of improving the IT capacity of the College and the services we provide for our fellows and members.

During the year, the College commenced work to deliver a new education strategy, which, in the coming years, will help us to achieve our vision of educating, informing and inspiring anaesthetists in the UK and around the world. One of the first achievements of this new strategy was the launch of our annual flagship event, Anaesthesia 2018, which was a sell-out to more than 320 delegates from 14 nations. Anaesthesia 2019 is set to be even bolder, with an extended three-day programme. Work will continue in 2019 to ensure the development of an education strategy which is relevant to members of all grades and departments.

The College's new Lifelong Learning platform was launched in August 2018 to replace the e-Portfolio and incorporate a new Logbook facility. Designed and built after extensive member consultation and input, the platform will be further developed with the introduction of offline working for the Logbook and the incorporation of a Continuing Professional Development (CPD) Diary that will integrate user reflections.

Our work to support anaesthetists throughout their careers was further enhanced in 2018 following welcome support from the General Medical Council (GMC) for our plans to revise and align the anaesthetic Certificate of Completion of Training and Acute Care Common Stem Curriculum with new regulatory standards. A programme of stakeholder activities to receive feedback was initiated in 2018 and will continue during 2019 to inform our work, as we believe that this will meet the future needs of patients and the workforce.

'We ended the year on a sound financial footing, with increasing membership numbers and significant successes.'

'It is heartening to see the continued commitment shown by so many towards helping the College continue to be ambitious, forward-thinking, and inclusive.'

I was pleased with the Department of Health and Social Care's decision to proceed with the regulation of Physicians' Assistants (Anaesthesia). The College has long been advocating the statutory regulation of PA(A)s, as we believe this will provide the standardised framework of governance and assurance for the clinical practice and professional conduct that will enable these healthcare professionals to make an even greater contribution to patient care.

Our clinical quality and research work continued to influence the health sector and these teams enjoyed a number of successes in 2018. The Perioperative Quality Improvement Programme published its first annual report, recommending ways in which the perioperative pathway could be improved for patients. The largest-ever study of anaphylaxis in anaesthesia was also published. The National Audit Project (NAP6) findings were wide-ranging and will, we hope, lead to changes in not only the practice of individual anaesthetists and their training but also in hospital support systems both nationally and internationally.

2018 also saw the first hospital or trust to be re-accredited under the College's flagship Anaesthesia Clinical Services Accreditation (ACSA) scheme. Homerton University Hospital

NHS Foundation Trust was first awarded ACSA accreditation in 2014, and we were pleased to re-accredit the anaesthetic team for continuing to provide quality improvement and high standards of anaesthetic service to patients.

During 2018, the College continued to champion the rights of its members and spoke with an authoritative and engaging voice on issues that influenced the healthcare sector, demonstrating anaesthesia's central role within secondary care. We spoke out on issues concerning winter pressures within the NHS, Brexit, and in support of Physicians' Assistants (Anaesthesia), among many other issues at the forefront of concern to our members.

We also continued to reach out to and incorporate non-medical viewpoints through our work with the Lay Committee in 2018. Whether it be ACSA visits, contributing to curriculum renewal and development, or supporting research projects, we ensured that all our professional considerations had patient care at its core. One great example of this was the development of an easy-read booklet to help patients and their carers prepare for an operation. This booklet was designed to help make patient information more accessible to people with a variety of accessibility needs.



L-R: Council Member Dr Helgi Johannsson, Past President Liam Brennan and College President Professor Ravi Mahajan with HRH Princess Royal during the College's Summer Reception, commemorating the 70th anniversary of the formation of the Faculty of Anaesthetists of the Royal College of Surgeons of England

I would like to take this opportunity to pay tribute to Dr Liam Brennan, who stepped down as College president in 2018. His strong work ethic and his dedication to the specialty have been instrumental in modernising the College.

Lastly, I would like to sincerely thank all our fellows and members who gave their time to help influence and advance the work of the College and the specialty through their many varied roles. Whether it is volunteering on committees, being an examiner, an ACSA reviewer, speaking at events, or in a

whole host of other ways, it is heartening to see the continued level of commitment shown by so many anaesthetists and others towards helping the College continue to be ambitious, forward-thinking, and inclusive.

@RCoAPresident

'Our work to support anaesthetists throughout their careers was further enhanced following welcome support from the General Medical Council (GMC).'



Chief Executive's statement

Tom Grinyer, Chief Executive Officer

For an array of reasons, 2018 was another important year for the College. It was the year in which we reached the halfway point in our Five-Year Strategic Plan. We also revised and improved our governance structure, which led to the development of Directorate Boards and the appointment of the College's first Board of Trustees (including Lay Trustees). 2018 saw the College celebrate an important milestone in its history, and we continued to build on our successes.

The new Board of Trustees, Council and the College's Senior Management Team continued to work together to help shape and deliver our strategic direction. The College's original strategic plan, launched in 2016, sought to be a step change

in the way we operate and interact with members and stakeholders, and was designed to provide a solid, coherent and focused foundation upon which to build our values for a shared future. We are now half way through the cycle of this strategy and,

with a new president and governance structure, it was the right time to review progress against the existing plan, to celebrate our achievements, and to revise the plan where appropriate. The 2018–2021 revised strategy has been shaped by feedback from fellows and members, and amplifies the original vision. It is vital that the College continues to evolve and improve how we operate and respond to the challenges facing patients, our fellows and members, and healthcare more broadly. In 2019 we will be addressing this by establishing and leading a collaborative Centre for Perioperative Care (CPOC), which will be based at the College and have the aim of facilitating closer and more effective cross-College and cross-organisation working for the benefit of patients.

CPOC will build on the success we have already achieved in the development and delivery of perioperative medicine, and will focus on standard setting, training curricula, professional education, quality improvement, research, and policy development in relation to perioperative medicine.

The multimillion-pound Technology Strategy Programme (TSP) was a major focus for the College during 2018 and will continue to be throughout 2019. In 2018, work began in earnest to improve and enhance our technology systems to enable us to better support our fellows, members, staff and the public. I was pleased when the Lifelong Learning platform launched in mid 2018 – a project of true collaboration between staff and doctors of all grades and locations. In 2019, the next milestones will include the launch of the College's new website and new finance ledger. Single sign-on for fellows and members across all the College IT systems is a goal I know we are working incredibly hard to achieve, and I look forward to updating fellows and members on this during 2019. A new finance ledger will also streamline many aspects of College work, allowing us to continue to provide fellows and members with ease of access and value for money.

2018 was the year in which we celebrated the 70th anniversary of the formation of the Faculty of Anaesthetists of the Royal College of Surgeons of

England, which ultimately led to the creation of the College as we know it today. While it is important that we occasionally reflect on major milestones such as this, we will remain forward-looking and welcoming to those who will help shape our future. In 2018 we said goodbye to Dr Liam Brennan as College President, who I would like to thank for his unstinting support. Many of the achievements in this report he led. In September we welcomed Professor Ravi Mahajan, as new College president, and Dr Simon Fletcher as vice-president. We were also pleased to welcome back Dr Janice Fazackerley as vice-president.

We remain steadfast in our values and to our commitment to building a strong, supportive and inclusive membership and professional body. Our 2018 membership survey showed that a clear majority of fellows and members rated the College 'good' or 'very good' as a membership organisation and for 'value for money', something we are proud of and remain dedicated to maintaining and improving. We continue to be sensitive to the needs of our membership, and this year introduced a less-than-full-time discount rate and removed the anomaly of time-limited College membership categories.

The College has reported a secure and sustainable financial position in 2018, generating a surplus of £0.6m (4%). Mitigating our exposure to financial risk has freed resources to use for our charitable aims.

Everything that we have achieved as a College for our membership throughout 2018 would not have been possible without the commitment and fervour of fellows and members, volunteers, partnership organisations, the new Board of Trustees, and the College's Council and staff. I would like to thank you all for your energy and creativity in helping this College continue to evolve into the future.

 @RCoANews



Enhancing education and learning



Russell Ampofo
Director of Education,
Training and Examinations



Professor Mike Grocott
Chair, Education, Training
and Examinations Board

April 2018 saw work start on the delivery of our new education strategy, which, over the next five years, will help achieve our vision of educating, informing and inspiring anaesthetists in the UK and around the world.

Education

One of the first achievements of the new strategy was the launch of Anaesthesia 2018, which was a sell-out event with more than 320 delegates from 14 nations hosted by the College at the British Museum. Anaesthesia 2019 is set to be even bolder, with high quality content spread across an extended three-day programme. Across the rest of the College's 2018 education programme further successes were achieved, with more than 5,000 delegates attending more than 100 CPD events across the UK. The programme of CPD continued to include the popular Anaesthetists as Educators, Leadership and Management, and Airway series of events. In May we celebrated the ceremony of the Presentation of Diplomates – an annual College calendar highlight that marks our welcoming of the next generation of fellows to the College.

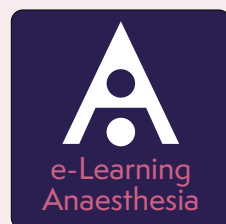
In 2019 we look forward to delivering more events using online channels, as well as increasing the number of events held regionally – our aim is to deliver 50% of our events programme outside of London by 2020.

2018 was another positive year for our award-winning e-Learning Anaesthesia (e-LA) programme, with more than 15,000 people launching more than half a million sessions – a record for the platform. We are constantly improving e-LA to make sure it continues to be a highly valued learning resource.

2018 also saw the launch of a Simulation Strategy that aims to position the College as a national and international leader in the effective use of simulation to enhance professional development. The strategy will also improve the quality of patient care while also supporting patient safety and staff wellbeing.

Training

In August 2018, we launched our new Lifelong Learning platform to support training. Specifically tailored to member's needs, the platform is fully supported by a service desk that manages user requests. In 2019 we will continue to work towards introducing offline working for the Logbook and the incorporation of a CPD Diary that integrates existing functions such as user reflections.



'2018 was another positive year for our award-winning e-Learning Anaesthesia (e-LA) programme, with more than 15,000 people launching more than half a million sessions.'

'Anaesthesia 2018 was a sell-out event with more than 320 delegates from 14 nations.'

Following strategic support from the GMC for our plans to revise and align the anaesthetic Certificate of Completion of Training and the Acute Care Common Stem Curriculum to the new regulatory standards, we will meet the future needs of patients and the workforce. A programme of stakeholder activities to receive feedback was initiated in 2018, and we will continue to use this to inform our work during 2019.

The Global Partnerships stream of work has continued to develop throughout 2018, and we continue to make headway in both the College of Anaesthesiologists of East Central and Southern Africa (CANECISA) and Zambia projects. The team has continued to engage globally, with the completion of two MCQ (multiple choice questions) examinations in Hong Kong and the delivery of a second year of Acute Care Common Stem training in Iceland.

2019 will see proposals to allow non-UK physician anaesthetists to join the membership of the College. This would allow physician anaesthetists who are registered with the relevant authorities in their home countries, regardless of their grade, to register with the College.

FRCA examinations

In the academic year 2017–2018 there were 3,920 attempts recorded in all FRCA exams, and the overall pass rate was 64.6%.

The number of attempts at the Primary MCQ was 1,177, a 3.6% increase on last year. The pass rate was 62.7%, seven percentage points higher than last year. There were 1,058 attempts at the Primary OSCE (objective structured clinical exam) or SOE (structured oral exam), 3.2% more than in 2016–2017. The 2017–2018 pass rate was 59.2%, 4.9 percentage points higher than last year.

There were 819 attempts at the Final Written exam, a 4.5% decrease on last year's figures. Of these, 586 (71.6%) candidates passed, which was 5.4 percentage points higher than the previous year. Candidates made 866 attempts at the Final SOE exam, an increase of 13.5% on last year. The fellowship was achieved by 584 candidates in 2017–18, with a 67.4% pass rate.

The Primary and Final exam chairs' annual reports for 2017–2018 are now available on the College website: bit.ly/Examstatistics

Two Constructed Response Questions (CRQ) pilot exams took place at the January and July 2018 Final master courses. The first exam using CRQs will run in September 2019. The new Final SOE structure is now in place and was used for the Final SOE exams held in the week commencing 3 December 2018.

Our clinical quality and research work



Sharon Drake
Deputy Chief Executive,
Director of Clinical Quality
and Research



Dr Will Harrop-Griffiths
Chair, Clinical Quality and
Research Board

The College is firmly focused on the provision of safe, high-quality patient care, and is demonstrating this through its work in setting, measuring and promoting standards of good anaesthetic practice and through its high-quality research and innovation.

Expansion of Anaesthesia Clinical Services Accreditation

ACSA continues to expand, with 60 per cent of NHS trusts/boards now engaged with the scheme. In total, 29 departments have gained accreditation. ACSA was recently made available to the independent health sector following two successful pilots.

Our *Guidelines for the Provision of Anaesthetic Services* (GPAS) remain the definitive UK anaesthetic service reference document, and they underpin our audit and accreditation work. The 2019 edition of GPAS, for the first time includes all chapters

developed using the evidence-based process accredited by the National Institute for Health and Care Excellence.

Our research and audit programme has gone from strength to strength

Our Sprint National Anaesthesia Project (SNAP) studies continue to have substantial impact, with the most recent SNAP-2 study, led by the Health Services Research Centre, highlighting the rates of and reasons for cancellation of major surgery in the UK – findings that generated widespread media coverage. More SNAP-2 publications will follow in 2019.

Topic selection for SNAP-3 is currently open and all fellows and members are encouraged to submit proposals for research topics that could be best investigated using the SNAP approach.

The Perioperative Quality Improvement Programme (PQIP) published its first annual report in April 2018, highlighting opportunities to improve care before and during the perioperative hospital stay. In particular, our top improvement targets for hospitals over the next 12 months and beyond are: the preoperative optimisation of the condition of patients with anaemia and diabetes, the implementation of and adherence to enhanced recovery pathways, and the optimisation of pain management.

With more than 100 hospitals enrolled, PQIP supports their healthcare teams and managers to use data to bring about improvement. More than 250 collaborators attended the two events held in London and Manchester in 2018, and a major event is being planned for 2019.

In May 2018, we published the report of the Sixth RCoA National Audit Project (NAP6) – the largest-ever study of anaphylaxis in anaesthesia and surgery. The three-year study identified and investigated every case of life-threatening anaphylaxis that occurred in NHS hospitals during one year. The findings are wide-ranging, highlighting new trends in the drugs causing anaphylaxis and the need for changes to hospital procedures and training combined with better reporting and investigation of incidents.

In 2018, we were also pleased to announce the topic of NAP7 as perioperative cardiac arrest.

Towards the end of 2018, we published the *Fourth Patient Report of the National Emergency Laparotomy Audit* (NELA), which presented the outcomes and care processes of approximately 24,000 patients who underwent emergency

laparotomy (bowel surgery) between December 2016 and November 2017. The findings in the fourth report continue to be encouraging, with enhanced care of these patients leading to the national 30-day mortality rate decreasing from 11.8 per cent to 9.5 per cent over the last four years. This represents approximately 700 patients' lives saved in 2018 compared to 2013. We also know that more consultants than ever before are caring for these high-risk patients, with more of them receiving the expected standards of care more of the time.

What underpins all of these programmes is the hard work and commitment of local and regional teams, without which we could not achieve the high level of participation that characterises all of our research and audit programmes.

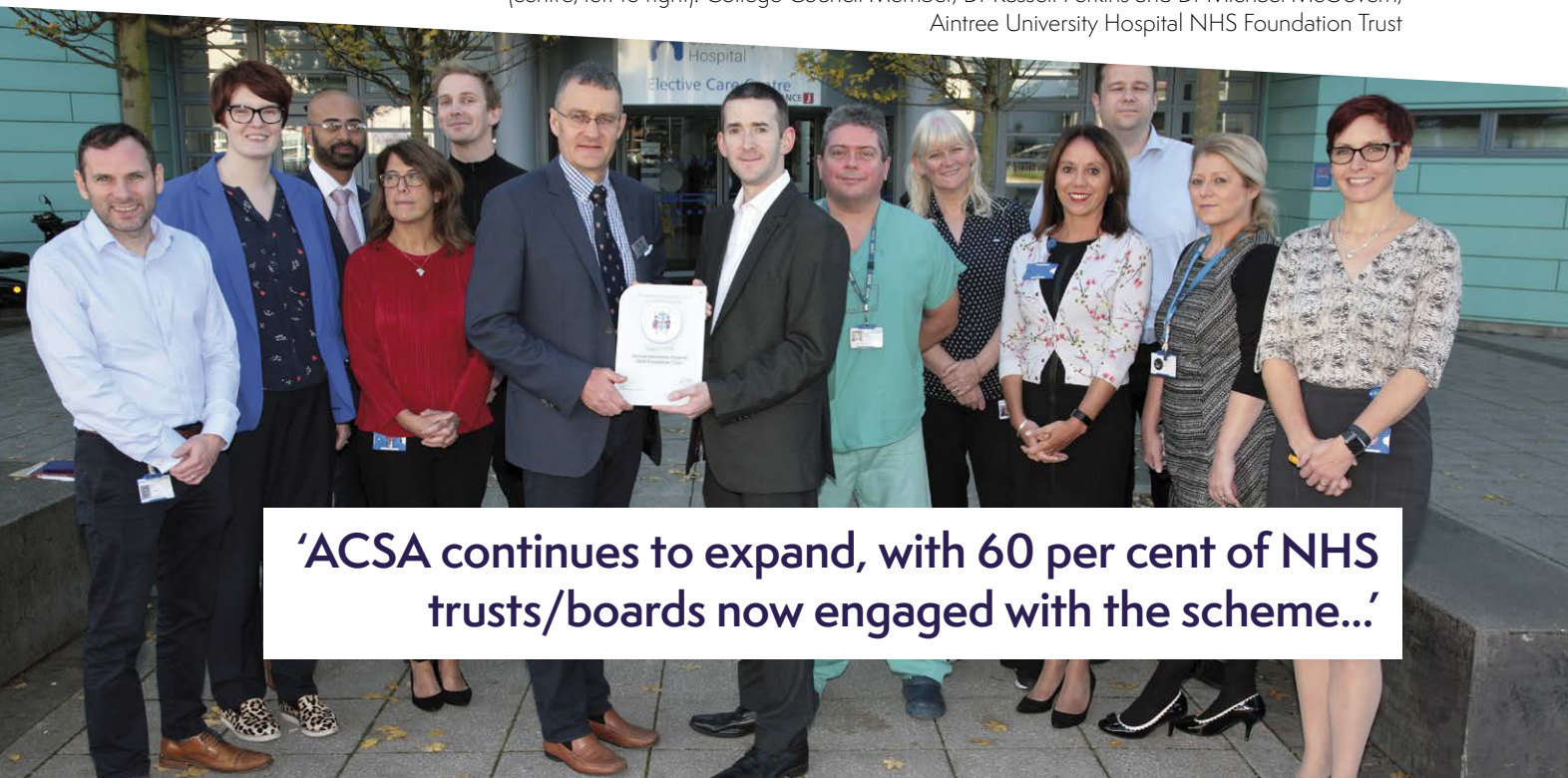
In collaboration with the National Institute of Academic Anaesthesia, we have recruited three Chief Investigators and more than 300 Investigators for the UK Perioperative Medicine Clinical Trials Network, and awarded £9.9m in grant funding on behalf of our funding partners.

Centre for Perioperative Care

In 2019, we will establish and lead a collaborative Centre for Perioperative Care (CPOC), which will be based at the College and will have the aim of facilitating closer and more effective cross-College and cross-organisation working for the benefit of patients.

Working with stakeholders and partners, CPOC will build on the success we have already achieved in the development and delivery of perioperative medicine, and will focus on standard setting, training curricula, professional education, quality improvement, research, and policy development in relation to perioperative medicine. In doing so we will align with national priorities on public health, workforce, and effective integration of primary, secondary and social care.

(centre, left to right): College Council Member, Dr Russell Perkins and Dr Michael McGovern, Aintree University Hospital NHS Foundation Trust



'ACSA continues to expand, with 60 per cent of NHS trusts/boards now engaged with the scheme...'

Highlights of 2018

A look back at some of the College's highlights from 2018 including major projects, events and publications

JANUARY

- Dr Philip Bolton, Dr Jonathan McGhie and Dr Stephen Cole are elected to the RCoA Scottish Board

FEBRUARY

- College Council member Dr Jeremy Langton and Vice-Dean of the Faculty of Intensive Care Medicine Dr Alison Pittard attend 34th Annual Academic Congress of the College of Anaesthesiologists and Intensivists in Sri Lanka
- First RCoA international e-newsletter, *The International Anaesthetist*, is launched



- College president, Dr Liam Brennan, met with Welsh Minister Vaughan Gething and Chief Medical Officer Dr Frank Atherton to discuss the anaesthetic workforce in Wales

MARCH

- RCoA fellow, Dr Sethina Watson curates [@NHS twitter](#) account

- The College, the Association of Anaesthetists, and the Faculty of Intensive Care Medicine collectively launch #FightFatigue to provide practical solutions to addressing fatigue in the healthcare workforce



- 70th anniversary of the inaugural meeting of the Faculty of Anaesthetists of the Royal College of Surgeons of England – the group that laid the foundations for the College's formation
- The College responds to Health Education England's consultation on its draft health and care workforce strategy
- National Institute of Academic Anaesthesia celebrates its 10th anniversary

APRIL

- The College and Academy of Medical Royal Colleges host the SAS (Staff and Associate Specialist Grade) doctors' conference
- Perioperative Quality Improvement Programme launches its first annual report

- The College holds its first fellows networking event for anaesthetists in a leadership, management or educational fellowship post



MAY

- The College holds its inaugural annual flagship event – Anaesthesia 2018



- National Audit Project (NAP6) report into perioperative anaphylaxis is published
- Professor Ravi Mahajan elected as eleventh president of the Royal College of Anaesthetists
- The College hosts its largest-ever Diplomates Day ceremony with more than 1,000 attendees



JUNE

- First meeting of College's Board of Trustees takes place
- Largest-ever College Tutors' meeting, with approximately 400 delegates is held in Leeds



JULY

- The College joins the rest of the Medical Royal Colleges and the NHS in celebrating NHS70
- Her Royal Highness The Princess Royal, the College's Royal Patron, joins College staff at the College's Summer Reception commemorating the 70th anniversary of the formation of the Faculty of Anaesthetists of the Royal College of Surgeons of England



AUGUST

- The College's Lifelong Learning platform launches with integrated Logbook and e-portfolio functionality

SEPTEMBER

- Professor Ravi Mahajan is sworn in as new president of the College



OCTOBER

- Launch of a patient information toolkit, *Fitter Better Sooner*, to encourage patients to get fit for surgery
- The College welcomes Department of Health and Social Care's decision to proceed with regulation of Physician's Assistants (Anaesthesia)
- *The Anaesthetist* booklet launches in partnership with the Patients' Association to mark World Anaesthesia Day (16 October)



- The College joins national alliance to tackle bullying behaviour in the NHS

NOVEMBER

- *Fourth National Emergency Laparotomy Audit Report* published
- The College and British Medical Association jointly call for Secretary of State for Health and Social Care to provide high-quality rest facilities for staff at the end of their shifts

DECEMBER

- The College launches an easy-read booklet and Browsealoud web tool providing patients and the public greater access to College information
- The College's Strategic Plan is updated and shared with membership
- One million interactions are recorded on the College's new Lifelong Learning platform



- Dr Felicity Laat, Dr Mike Swart and Dr Sarah Muldoon are elected to College Council

Championing anaesthesia by engaging members, policy makers and the public



Kathryn Stillman
Director of Communications
and External Affairs



Professor Monty Mythen
Chair, Communications and
External Affairs Board

Enhancing member engagement

Our fellows and members are central to the work of the College, and we are committed to building a strong, supportive and inclusive membership and professional body.

Our 2018 membership survey showed that a clear majority of fellows and members rated the College as 'good' or 'very good' both as a membership organisation and for 'value for money' – something we are proud of. Membership numbers in 2018 grew to their highest so far, with the College now representing a combined membership of almost 22,500 across the three specialties of anaesthesia, intensive care and pain medicine.

An important milestone in 2018, achieved in response to requests from fellows and members, was the launch of a less-than-full-time membership rate, which is helping to better support the wide spectrum of contracts and working patterns found within our membership.

Communicating the central role of anaesthesia

During the year, the College spoke with an authoritative and engaging voice – and to the

broadest possible audiences – on issues that influence the health sector, demonstrating anaesthesia's central role within secondary care. These audiences included patients, the public, policy makers and parliamentarians, the wider healthcare sector and the media. We also communicated widely with the College's membership; the publications sent out by the College – the *British Journal of Anaesthesia* (BJA), *BJA Education*, and the College membership magazine, the *Bulletin* – were the most valued membership benefit.

Media engagement has been diverse and far-reaching, with reporting on topics such as workforce, welfare and morale, and perioperative care being at the core of this messaging. During 2018, the College responded to 54 media enquiries and featured in 241 pieces of media coverage, from industry publications to the national media including *The Times*, *Daily Mail*, *Health Service Journal*, *British Medical Journal*, and *BBC News*.



Our 2018 membership survey showed that a clear majority of fellows and members **rated the College as 'good' or 'very good'**.



President Professor Ravi Mahajan outside No10 prior to meeting the Prime Minister's Health Adviser to discuss perioperative care issues

In 2018, work started on the development of a new College website, and this will be launched in 2019. With features such as single sign-on and a members' portal, it will provide easier ways to interact with the College, and improve access to information.

Influencing decision-making in the health and social care sector

One of the top five current and future priorities for the College that fellows and members reported back on in the 2018 membership survey, was 'to act as the voice of the specialty'. Through our policy and public affairs work in 2018, 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.

In September, the College and the Faculty of Pain Medicine submitted their joint response to help shape the long-term plan for the NHS in England. The submission detailed 19 recommendations in all, with a particular focus on the role that perioperative medicine can have in the long-term vision for the NHS. In October we were pleased to hear the Secretary of State for Health and Social Care announce plans for the statutory regulation of Physicians' Assistants (Anaesthesia) following our sustained lobbying on this issue. Statutory regulation will provide the standardised

framework of governance that will enable these healthcare professionals to make an even greater contribution to patient care under the supervision of a consultant anaesthetist.

Supporting patients

The work of the College's Patient Information Group ensures that patients and carers have access to a wide range of information about anaesthesia.

In the autumn, the College launched its Fitter Better Sooner toolkit in the form of an animation along with electronic and printed resources aimed at advising and encouraging patients to improve their health and activity levels before surgery, as fitter patients have been shown to recover more quickly from surgery. Working collaboratively, the toolkit was endorsed by the Royal College of General Practitioners and the Royal College of Surgeons of England.

Working in partnership

The College belongs to a wide range of coalitions and also has representatives who sit on external panels and committees, ensuring that the voice of anaesthesia, pain medicine and intensive care is heard across the sector. In November, the College held round-table talks with Diabetes UK, with a focus on inpatient perioperative care. Further work with Diabetes UK is planned for 2019.

Resourcing the future of anaesthesia



Mark Blaney
Finance and Resources
Director



Dr Fiona Donald
Chair, Finance and Resources
Board

The College has reported a secure and sustainable financial position in 2018, generating a surplus of £0.6m (4%). 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 or visit our website at: bit.ly/financialstatements17-18

The College's net worth at June 2018 was more than £32.8 million, with the main assets being the buildings in Red Lion Square and the College's investments.

Incoming resources

This year we have reclassified one of our two buildings as an investment property and have consequently already met our reserves target of three months operational expenditure that we planned to meet by 2026. This has had the dual effect of mitigating our exposure to financial risk and freeing up resources to be used for our charitable aims.

In addition, our investments allow us to generate non-charitable income that we can use for our charitable activities and to maintain College

subscriptions and exam fees at rates lower than those of comparable Royal Colleges.

In 2018 we completed the College governance review and, along with this, we re-assessed all College and faculties subscription fees. We listened to our membership, and have launched a less-than-full-time discounted rate and removed the anomaly of time-limited College membership categories. Subscription rate details can be found at: bit.ly/RCoAsubscriptionrates

Outgoings

Technology

We continue to invest in a multimillion-pound technology programme. This year we successfully launched the new Lifelong Learning platform with

an integrated Logbook. As was planned, we have now commissioned the developer to provide an integrated CPD system. This will bring more of the systems our membership utilise into one linked and easily accessible space.

A new improved telephony system in the College allows fellows and members to attend meetings remotely, reducing both their time away from work, and the College's carbon footprint and expenditure on travel and accommodation.

2019 will see the launch of the College's new website and its new finance ledger. The website will allow members to easily access all services using single sign-on.

Staffing

A happy workforce is a productive workforce. Our latest employee survey showed that the College is seen as a good place to work, but that there is still some room for improvement. Senior management and our employee forum are working together to make sure we become the exemplary employer we aspire to be.

All College staff are already paid at least the London Living Wage, and we are now extending that to contractors, including caterers and cleaners.

The building

We are working on making the building an attractive place for our members and guests to visit and for the staff to work in. We have refurbished a further three floors of offices to allow for expansion of the workforce as required for future initiatives and to

improve the working environment for our current staff. We have recently contracted with a new caterer to improve the quality and sustainability of the food served at the College, and intend to work with them during 2019 to modernise the reception and café areas on the ground floor.

Delivering financial stability and minimising risk

■ Board of Trustees

The board was formed in 2018 so that trustees would have dedicated time to focus on governance, regulatory and statutory compliance, finances, and risk to ensure that the College is a well-run organisation.

■ Trustee fiduciary responsibilities

The College now has an Investment Committee and a General Purposes Committee that give trustees oversight of significant areas of activity that previously could have been overlooked.

■ Public sector equality duty

The College takes its responsibilities in this area very seriously. We have modified our strategy to encompass the aims of the public sector equality duty for all our activities. We are updating our policies and practices to encourage equality of opportunity and working to address as best we can differential attainment in our examinations.

■ Data protection

We have an action plan to ensure compliance with the General Data Protection Regulations that came into force in May 2018.

'We continue to invest in a multimillion-pound technology programme. This year we successfully launched the new Lifelong Learning platform with an integrated Logbook.'

RCOA
Royal College of Anaesthetists

Churchill House

Faculty of Pain Medicine
Faculty of Intensive Care Medicine
British Pain Society
Intensive Care Society

Lay Committee: the patient perspective



Carol Pellowe
Chair, Lay Committee

I became Chair of the Lay Committee at the beginning of 2018 and I lead members who come from a range of backgrounds, including health, management, law and engineering. We bring varied perspectives to the College's work.

The Lay Committee works across the College directorates, supporting each of them in their key projects and everyday work so that, as a group, we have good insight into the College's activities. In addition, through our affiliation to the Academy of Medical Royal Colleges we have started to meet with other lay committees to share best practice.

Clinical Quality and Research Directorate

2018 has been a busy year. Our time with the Clinical Quality and Research Directorate has been spent consulting on the publication of the Sixth RCoA National Audit Project (NAP6) on perioperative anaphylaxis, the launch of PQIP, and an increasing schedule of ACSA visits. These visits have included the first re-accreditation and visits to independent sector hospitals. There have been several challenges for lay members, with many having to master new subjects and nuances. However, lay members have enjoyed contributing to these projects, and appreciate being treated as equal team members. In addition, we have continued to support the National Emergency Laparotomy Audit and GPAS.

Education, Training and Examination Directorate

Much of the work with this directorate relates to ongoing examinations and CPD, to which lay members add their support. Lay members have actively contributed to the renewal and

development of the curriculum. Their suggestions for increasing the testing of communication skills have been successfully piloted in OSCE exams. The Lay Committee has also assisted in reviewing the person specification of examiners to ensure a continuing supply of volunteers without diluting the experience or knowledge of the examiner pool.

Communication and External Affairs Directorate

Representing the patient and public view in the College's work continues to be our main focus. Improving the clarity and accuracy of information and ensuring its ready availability has been central to our work with the Patient, Carer, Public Involvement and Engagement Group. This year an invitation was extended to all committee members to attend an education day, which we found extremely informative and hope will be repeated. The Lay Committee plays an active part in developing and editing patient information leaflets with the Patient Information Group.

During 2019 we shall be sorry to say goodbye to John Hitchman, Carole Green and Bob Evans, who will all be stepping down from the Lay Committee. They have all made tremendous contributions to the College and the Lay Committee, and we will continue to draw on the examples they set and the inspiration they showed to direct our future work.

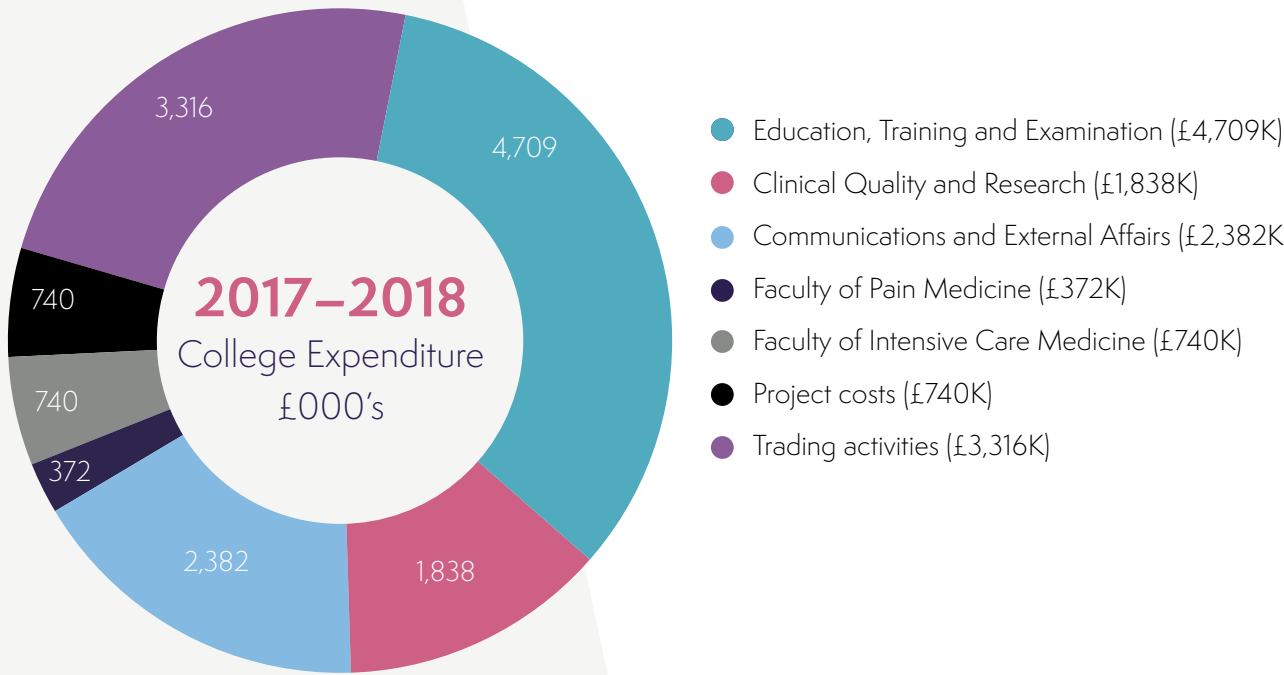
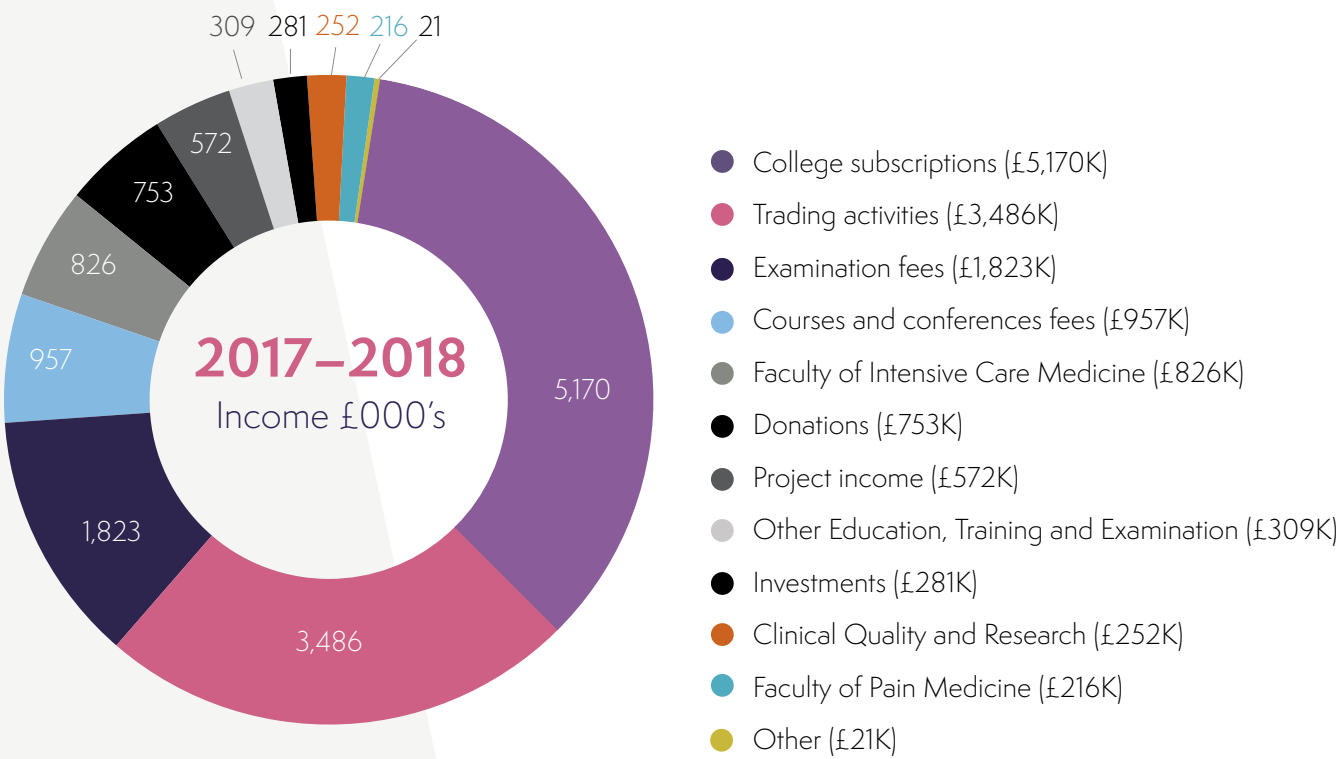


'Representing the patient and public view in the College's work continues to be our main focus.'

Summarised financial statements

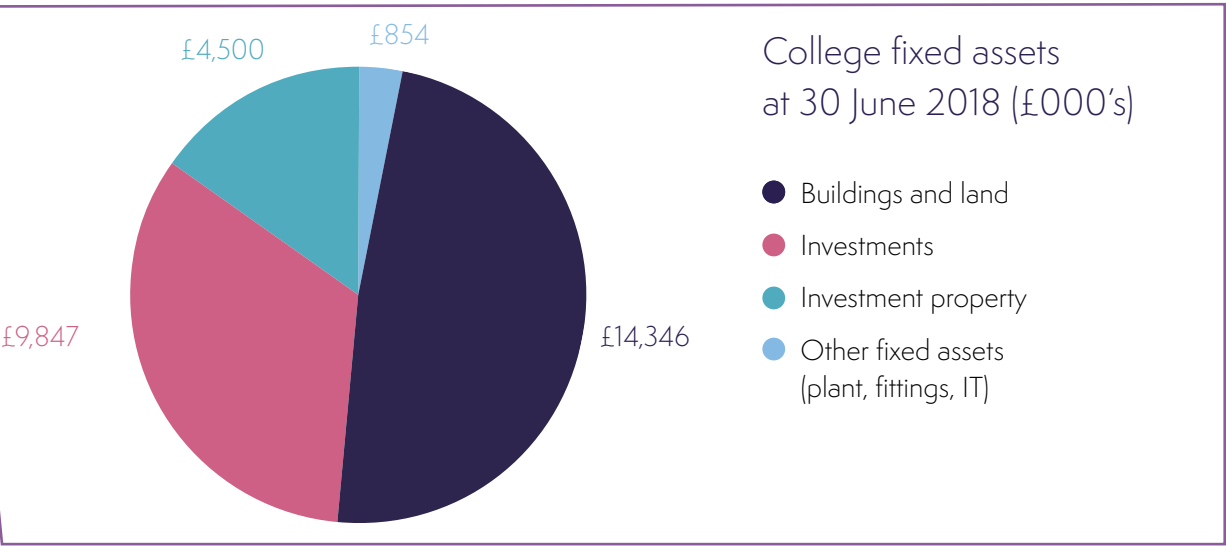
Statement of financial activities for the year ended 30 June 2018	Total Funds 2018 (£000's)	Total Funds 2017 (£000's)
Income from:		
College subscriptions	5,170	4,978
College examination fees	1,823	1,759
College courses and conference fees	957	1,023
Other education, training and examination income	309	93
Clinical quality and research	252	182
Faculty of Pain Medicine	216	214
Faculty of Intensive Care Medicine	826	766
Project income	572	755
Donations	753	5
Trading activities	3,486	3,303
Investments	281	467
Other	21	55
Total	14,666	13,600
Expenditure on:		
Education, Training and Examinations	4,709	4,902
Clinical Quality and Research	1,838	1,595
Communications and External Affairs	2,382	2,135
Faculty of Pain Medicine	372	460
Faculty of Intensive Care Medicine	740	788
Project costs and research grants	740	895
Trading activities	3,316	2,753
Total	14,097	13,528
Gains on investments	2,002	890
Net movement in funds	2,571	962
Total funds brought forward 01 July 2017	30,182	29,220
Total funds carried forward 30 June 2018	32,753	30,182

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 2018

	Total Funds 2018 (£000's)	Total Funds 2017 (£000's)
Fixed assets:		
Tangible and intangible assets	15,200	18,359
Investments	9,847	10,400
Investment property	4,500	0
	29,547	28,759
Current assets:		
Stocks	9	11
Debtors	1,055	1,085
Cash and deposits	6,990	5,754
Total current assets	8,054	6,850
Liabilities: Amounts falling due within one year	4,848	5,354
Net current assets	3,206	1,496
Provision for liabilities and charges	0	73
Net assets	32,753	30,182
The funds of the charity:		
Endowment funds	6,415	6,001
Restricted income funds	872	891
Unrestricted – general funds	21,354	18,790
Unrestricted – designated funds	4,112	4,500
Total charity funds	32,753	30,182



Staffing Headcount

	2018	2017
Education, Training and Examinations	36	33
Clinical Quality and Research	16	16
Communications and External Affairs	16	14
Faculty of Pain Medicine	4	2
Faculty of Intensive Care Medicine	6	6
Other departments	26	23
Total	104	94

Staffing costs in 2018 were £4,697k (2017: £4,284k)

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 19 September 2018. The full financial statements, on which the College's auditors, Crowe UK LLP, gave an unqualified audit report on 21 September 2018, 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.

Signed on behalf of the trustees
30/11/2018

2018: the College in numbers...



15,000 people
launched more than
500,000
e-Learning sessions



60%
of NHS trusts/boards
now engage with
ACSA

Over **one million**
interactions
took place on the
Lifelong Learning
Platform in the
first three months



The College now has a
combined membership of

22,500



3,920
attempts recorded in all
FRCA exams in academic
year ending in 2018

Anaesthesia 2018
was a **sell-out**
with more than
320 delegates in
attendance

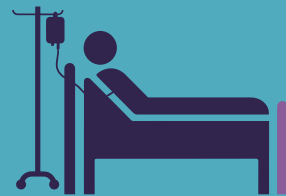


£32.8m
the College's net
worth at June 2018

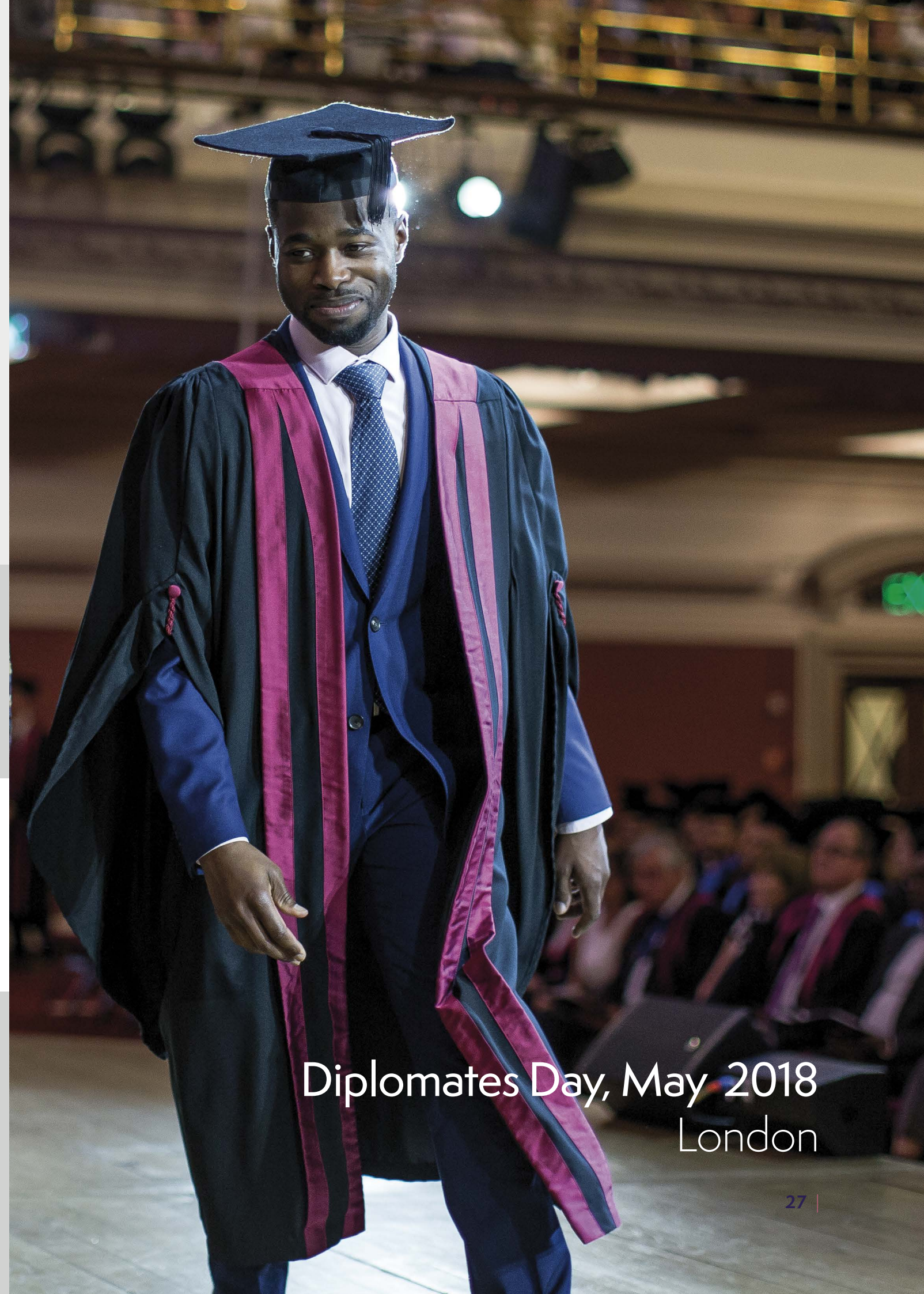
241
pieces of media
coverage
generated by
the College



More than
5,000
delegates attended
more than 100 CPD
events across the UK



More than
100
hospitals had
enrolled with
PQIP



Diplomates Day, May 2018
London



RCoA Council and Board of Trustees

College Council met six times in 2018 and members participated in over 70 committees across all areas of the College's work. The Board of Trustees met three times in 2018. 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.

RCoA Council 2018

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 2018/2019:

- | | | | |
|---|-------------------------|--------------------------|---------------------|
| ■ Professor R Mahajan,
President <i>(from Sept 2018)</i> | ■ Dr F Donald | ■ Dr H Johannsson | ■ Dr K Ramachandran |
| ■ Dr L Brennan,
President* <i>(to Sept 2018)</i> | ■ Dr J Fazackerley | ■ Dr C Mallinson | ■ Dr S Ramsay |
| ■ Dr D Bogod | ■ Dr S Fletcher | ■ Dr K May | ■ Dr C Shannon |
| ■ Dr C Carey | ■ Dr M Forrest | ■ Professor M Mythen* | ■ Dr J Strachan |
| ■ Dr J Cheung* | ■ Professor M Grocott | ■ Professor E O'Sullivan | ■ Dr L Williams |
| | ■ Professor J Hall | ■ Professor J Pandit | |
| | ■ Dr W Harrop-Griffiths | ■ Dr R Perkins | |

*Council members demitted in March 2019

New Council members joining the College in 2019:

- Dr Sarah Muldoon
- Dr Felicity Plaat
- Dr Mike Swart

Royal College of Anaesthetists

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Information correct as at April 2019