

President's Foreword



As we approach our 25th year as a Royal College and celebrate the tremendous achievements and contributions of fellows and members, past and present, this strategy defines the values and purpose that will provide a solid, coherent and focused foundation upon which to build our shared future.

Now is the right time to think carefully about our priorities and aims. It is vital that the College continues to evolve, improve how we operate and respond to the challenges impacting patients, members and our clinical and regulatory partners.

With two-thirds of hospital in-patients interacting with an anaesthetist, anaesthesia remains the UK's largest single secondary care specialty. The scope of practice of the modern anaesthetist often goes way beyond their clinical responsibilities – we are educators, communicators and medical leaders. To put it simply we are the glue which holds secondary and tertiary healthcare together. It is due to the extended and integrated nature of anaesthesia, intensive care and pain medicine that it is vitally important for the College to remain intricately connected to the wider healthcare system and to advance perioperative practice.

To ensure we remain focused in a climate of uncertainty, Council has defined this compelling vision, set ambitious aims and a clear purpose that has shaped this strategy.

We are making significant changes in the way we operate, interact with members and stakeholders, and how we communicate both internally and externally. Seeking feedback from our members and using this information to further our joint aspirations is a key ambition.

We must remain responsive to changing needs and new challenges, as well as fostering work environments that support and advance education. The very positive response to our membership survey, demonstrates that we are on the right track.

We remain firmly focused on the provision of safe, high-quality patient care. We will achieve this by ensuring we provide services to ensure anaesthetists are well trained and supported throughout their careers. We will improve how we communicate and promote anaesthesia and engage with our stakeholders. We must ensure that messages about safe and high-quality anaesthesia, perioperative care and pain medicine are clearly voiced and acted upon.

We will also work to attract the brightest and the best to our specialty to ensure its continued development, harnessing technology and tailored services for more personalised engagement with all Fellows and Members.

This strategy will guide our decision-making and resource allocation while providing patients, as well as our staff, members, and partners with a clear understanding of our values and purpose. As a living document, this strategy will adapt to changing conditions but always be guided by a robust ethical and sustainable framework.

This flexible yet robust roadmap will guide our future development for the next five years and beyond, and secure our future as a vibrant and responsive organisation.

Dr Liam Brennan
President

Note: In the document 'members' refers to members and fellows

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Our vision

The Royal College of Anaesthetists is committed to improving patients' safety, wellbeing and outcomes through the maintenance and advancement of standards in anaesthesia, critical care and pain medicine. Through our services, anaesthetists will be well trained and supported, and we will continue to uphold a central role in the development and delivery of high-quality healthcare.

Our values

Expert

We must be expert in what we do to be effective in our aims.
We aim for excellence in all our disciplines

Positive

We are constructive, collaborative and proactive. We focus on achieving positive outcomes

Inclusive

Our membership is as diverse and vibrant as the community at large and, to support them, the College is direct, open and approachable

Forward-thinking

As our specialty continues to advance, so must the College. We look for opportunities to innovate and improve. We intend to stay ahead and set the healthcare agenda

Ambitious

We are committed to remaining a world leader in anaesthesia and for our members to be at the top of their profession

1

Supporting anaesthetists throughout their career

Vision: we have a clear understanding of the central role of anaesthesia and anaesthetists in the future of healthcare. Our work is focused on delivering that vision, in the UK and overseas.

The College supports and develops doctors through all stages of their career, and at all levels and grades. By setting recruitment and training standards we can attract and then support the best doctors from medical schools into our specialty.

Supporting careers and workforce planning: The College supports the careers of anaesthetists, from the time they consider a career in medicine through to retirement.

Aims:

- to gather timely, accurate and locally-sourced data via regular workforce censuses. These data will be used to influence the further development of the specialty, ensuring that workforce numbers and skills are delivered to meet the UK's requirements
- to work with medical schools to ensure that anaesthesia and perioperative medicine are integrated into undergraduate programmes
- to launch undergraduate and foundation membership categories to support those considering anaesthetic careers
- to undertake a review of the services which the College provides for SAS doctors and identify opportunities to provide additional support for this important group
- to help individual departments of anaesthesia decide if Physicians' Assistants (Anaesthesia) might usefully augment their anaesthetic services.

Delivering examinations: The College's examinations are internationally recognised for their fairness and high standards. They have evolved to reflect contemporary best educational and assessment practice and developments in anaesthesia, intensive care and pain medicine.

Aims:

- to maintain our renowned standards of practice by selecting, training, inducting and quality-assuring our examiners
- to continually embrace innovation and technology by developing a system of computer-based testing for local and international written examinations.

Enhancing education and training: The speciality of anaesthesia is renowned for delivering high-quality training through an enthusiastic network of anaesthetists who hold specific educational roles and responsibilities.

Aims:

- to review the roles and responsibilities of regional advisers, enabling them to contribute more as local decision makers, influencers and ambassadors for the College. They will have a greater role in furthering our training and clinical standards
- to continue developing and delivering high-quality education for anaesthetists at all stages of their career. Through a new strategy for our events and education, we are committed to delivering a programme of education tailored to the needs of our members and fellows. This strategy will be supported by our award-winning e-Learning Anaesthesia platform. Working with clinical directors, we will build on our leadership, management and educators' programmes
- to develop a simulation methodology strategy to support anaesthetists' roles.

Forming global partnerships: The College supported The Lancet Commission on Global Surgery which found that over five billion people lack access to safe and affordable surgical and anaesthetic care and that a further 2.2million anaesthetists, surgeons and obstetricians will be required worldwide to satisfy this demand. To meet this challenge we are committed to working in partnership with organisations to improve healthcare provision across the world.

Aim:

- to publish and implement an international strategy in collaboration with key stakeholders. The strategy will facilitate the development of standards of clinical practice appropriate to local needs, in partnership with other countries and organisations.

2

Setting and maintaining the highest standards for anaesthesia and delivering healthcare improvements to secure the best outcomes for patients

Excellence: We aim for excellence in the College, our members and our speciality. We are committed to remaining a world leader in standards of anaesthesia practice, education and research.

The College is committed to setting the highest standards for anaesthesia and patient care, and to working with anaesthetists to improve the service they provide. This work is supported by high-quality research and innovation and is focused on improving patients' safety, wellbeing and outcomes.

Improving quality: We are committed to improving quality by defining competencies through examinations and training, setting evidence-based standards for clinical practice and funding world-class research. We support hospital-based quality improvements by using nationally-gathered data to help members deliver real time, measurable improvements.

Aims:

- to enhance services and ensure better patient outcomes through collaborative work on quality improvement
- to define and implement a vision for perioperative medicine across the NHS, empowering patients to have greater choice regarding their own healthcare.

Ensuring safety: Anaesthesia is central to the delivery of effective hospital care and we remain committed to ensuring patient safety. The Safe Anaesthesia Liaison Group (SALG), housed at the College and working in collaboration with the Association of Anaesthetists of Great Britain and Ireland and other national health organisations, brings together UK stakeholders for all anaesthesia-related safety issues.

Aim:

- to improve the reporting and dissemination of SALG's recommendations through national and international communications, our Patient Safety Conference and a comprehensive safety leadership network.

Delivering high standards, audit and accreditation practices: Our work in setting, measuring and promoting standards of good anaesthetic practice is world-class and underpinned by our award-winning national audit programme. Anaesthesia Clinical Services Accreditation (ACSA) is our peer review accreditation scheme for anaesthetic departments. ACSA is highly regarded and makes a positive impact on improving anaesthetic services across the health sector. Our expert advice is sought at individual and departmental level through our invited review service, and our established contribution to Advisory Appointment Committees supports recruitment of the highest quality anaesthetists.

Aims:

- to ensure our Guidelines for the Provision of Anaesthetic Services (GPAS) remain the definitive UK anaesthetic service reference document, underpinning our audit and accreditation work. This will be reinforced by seeking full National Institute for Health and Care Excellence accreditation
- to expand our national programme of clinical audit, building on the lessons learned from the National Emergency Laparotomy Audit (NELA) and National Audit Projects (NAP)
- to deliver a Perioperative Quality Improvement Programme (PQIP) pilot and support the wider adoption of PQIP by the medical profession

- to focus on engaging the majority of NHS hospitals in ACSA, while extending the offer to the independent sector in a bid to ensure it remains a preeminent peer review scheme.

Research collaboratively: Working in collaboration with the National Institute of Academic Anaesthesia and the Health Services Research Centre, we will develop high-quality collaborative research. This will be supported by our Perioperative Medicine Clinical Trials Network, which will develop, support and co-ordinate the delivery of large scale clinical trials to improve outcomes for patients.

Aims:

- to build on the £6.6 million of current NIAA funding and continue to invest strategically in national healthcare priority areas as defined by patients, the public and the profession
- to continue developing and supporting local and regional networks in the delivery of quality improvement
- to promote trainee involvement in research and audit by supporting the work of the Research and Audit Federation of Trainees (RAFT) and associated networks.

3

Promoting anaesthesia by engaging members and informing the public

Membership & Development: We are committed to equipping and supporting our members at every stage of their career. Our members are central to the work of the College. We remain committed to identifying methods and opportunities to increase our reach and relevance to our members, the broader healthcare community, policy makers and the public.

By communicating the central role of anaesthesia in patient care, we will strengthen our position as the expert anaesthesia body, extend our influence and share our expertise. We provide our specialty with a powerful and collective voice that influences the health sector. We will continue to increase our profile with governments, regulators, hospitals and the media.

Championing anaesthesia: We will continue championing the specialty by promoting its innovative research, medical advances and central role within secondary care to the broadest possible audiences.

Aims:

- to continue improving and investing in communications to medical and non-medical audiences and promoting the central role of anaesthesia, critical care and pain medicine to the more than two-thirds of hospital in-patients who will come into contact with an anaesthetist
- to create a culture within the College of using all available channels of communication to promote the College's work, supporting the specialty and members at all stages of their career.

Enhancing member engagement: We will broaden our inclusivity and engagement with members, wherever they live or work.

Aims:

- to ensure that our members' opinions are better listened to when making decisions. We will deliver information relevant to members, using dynamic digital platforms to increase engagement with College activity. Our journals will reflect the innovative nature of the specialty and support best clinical practice
- to develop a consistent brand identity which reflects the unique role of anaesthetists and maximises the content and visual impact of our communications.

Supporting patients: For many patients, engagement with anaesthesia can be daunting. The College recognises the need for robust lay and patient input to ensure members of the public are better informed about the specialty and their health.

Aims:

- to build on the thriving lay group by ensuring it can represent the UK population and inform every level of College work
- to review and improve the information available to patients and the public.

Working in partnership: We will continue to collaborate with partner organisations. We house the Faculty of Intensive Care Medicine and Faculty of Pain Medicine, which are full partners in this strategy (see Appendix 1). We also work with other Royal Colleges, Faculties, other professional anaesthetic bodies such as the Association of Anaesthetists of Great Britain and Ireland, specialist societies, patient groups and the wider healthcare sector.

4

Resourcing the future of anaesthesia

Forward-thinking: We are a responsible, sustainable organisation, committed to delivering a first-class service to our members. The College will make best use of its resources to achieve our strategic vision and charitable objectives, demonstrate public benefit and invest in the future of anaesthesia.

Valuing those members who are actively engaged in College activities: The work of the College would be impossible without the members who give their time to support the activities within this strategy:

Aim:

- to ensure adequate recognition by employers to allow time to engage in this important work on behalf of the wider NHS and healthcare systems across the UK.

Supporting RCoA staff: People are our most valuable and dynamic resource. Our staff's hard work and dedication is key to the College meeting the needs of our membership and achieving this strategy.

Aims:

- to embed a high performance culture within a strong and agile workforce by attracting, retaining, and developing the best people for each role. This is underpinned by a robust competency framework, enabling our staff to provide an excellent service for membership, partners and external stakeholders
- to remain a committed and exemplary employer by valuing our staff and guaranteeing that they are paid fairly, with all earning more than the London living wage.

Enhancing information technology: We will use information technology to meet our membership's needs most effectively, while developing the College website and applications which strengthen our brand and reach. Technology will be harnessed for more sophisticated engagement with members, patients, public and external stakeholders (see Appendix 2).

Aim:

- to install a robust membership database aligned with other modernised systems. These systems, refreshed and updated continually, will enable us to create efficient and effective workflows and processes.

Maintaining the RCoA estate: The College aspires to operate from premises that are environmentally sustainable, well designed and of good quality. We house, collaborate and share services with like-minded organisations.

Aims:

- to ensure the College space is suitably maintained for the running of College events and to provide excellent amenities to other appropriate organisations
- by 2020 the College will have a presence in all the devolved nations and will have reviewed its need for a greater presence in England outside of London.

Delivering financial stability: The College will deliver this strategy with robust and transparent financial and operational planning. We are committed to delivering value for money, ensuring that members know their subscriptions are being put to best use.

Aims:

- to maintain sufficient financial reserves to safeguard our long-term financial stability
- to maximise our income by taking full advantage of all our assets, including Churchill House, and other opportunities as they arise, including fundraising
- to support our members at pivotal points in their career, such as doctors in training, the College will not make any operational surplus on our UK examinations and educational events.

APPENDIX

1

Our Faculties and the College: collaboration and support

In 2007 the College supported the re-organisation of the Pain Management Committee into the Faculty of Pain Medicine. In 2010, the Faculty of Intensive Care Medicine was founded by seven parent Colleges (later joined by an eighth). With the support of and often in collaboration with the College, the Faculties concentrate on issues of training, assessment, workforce, patient care, education and standards for their respective specialities. The College and the two Faculties continue to work together in mutually beneficial partnership.

The Faculty of Intensive Care Medicine (FICM)

The growth of FICM presented an opportunity to develop a strategic operational plan for intensive care medicine (ICM). In its first five years the Faculty has:

- written the curricula for single-specialty intensive care medicine (ICM) training and Advanced Critical Care Practitioners (ACCPs)
- almost trebled the number of training posts in ICM
- developed the FFICM Fellowship examination
- produced Guidelines for the Provision of Intensive Care Services, ensuring their adherence to national specifications
- led the development of the Critical Care Leadership Forum, which now brings together 20 organisations
- implemented strategies for workforce planning and the quality management of training.

Over the next five years FICM will build on this work to ensure it is responding to the needs of its members, by representing ICM to the wider medical and political world, producing further guidelines and standards, championing a well-resourced workforce (consultants, trainees and ACCPs), and improving its training, education and career support.

The Faculty of Pain Medicine (FPM)

The foundation of FPM gave the multi-professional area of pain medicine a strong single voice within anaesthesia and the wider healthcare community. FPM has joined with other key pain organisations in a range of national initiatives, including a major UK pain summit.

The FPM has had a decade of achievements, including:

- the foundation of the Fellowship of the Faculty of Pain Medicine of the Royal College of Anaesthetists exam
- the production of the first multi-professional service provision standards for pain management, and other guidelines
- the development of a rigorous and quality-focused system for pain medicine training
- collaborative work with Public Health England to produce resources for wider education in Pain Medicine.

Focusing on engagement at all levels of the healthcare system, as the Faculty moves into its second decade, it will build on this important work across training and clinical quality. This will include working at undergraduate level, engaging acute pain medicine and non-anaesthetists in the Faculty, and working with its partner organisations on a national strategy for pain management.

APPENDIX

2

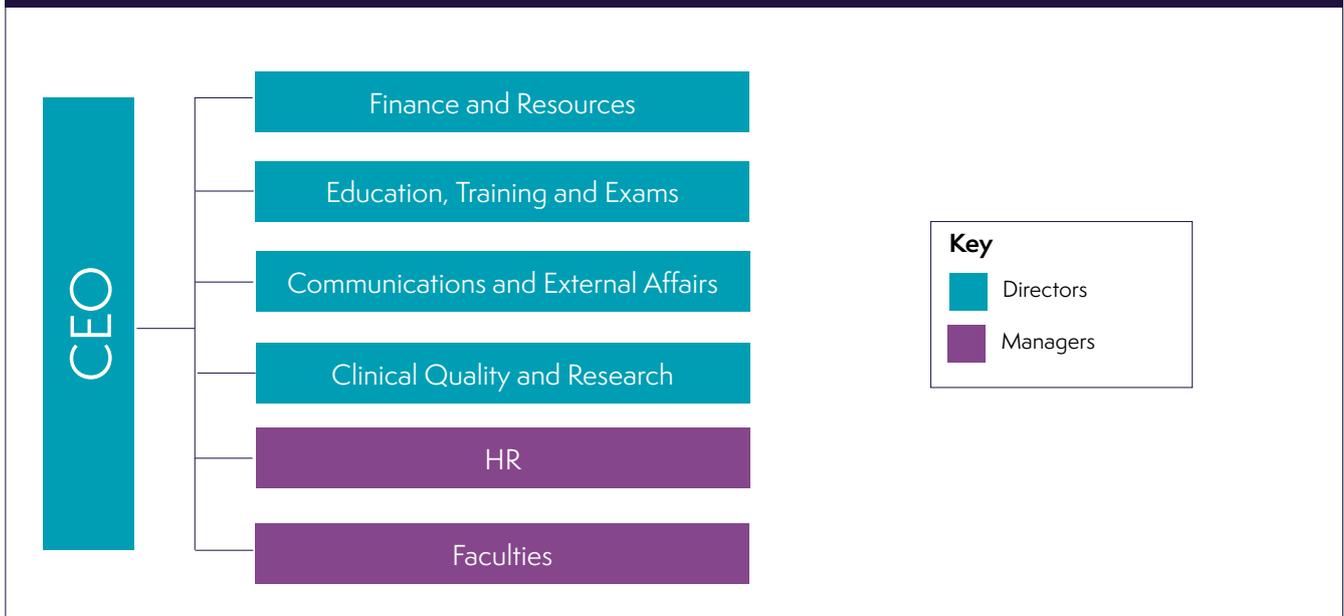
Harnessing the power of technology to support our membership, staff and wider anaesthesia

Digital technology is transforming the way the College accesses and processes information. As part of our five-year strategy, we are implementing a Technology Strategy Programme. This transformative programme will review, modernise and integrate all our existing member-facing technology, and we will improve our internal technology to support this.

Over the next five years we will integrate our technology to support members' needs, by:

- developing a lifelong-learning educational online hub including the trainee e-Portfolio, assessment data and outcomes, clinical logbook and the CPD online diary. This seamless offering will support members throughout their career and will meet their needs for revalidation
- increasing online accessibility and interaction through an easier to navigate website with improved social media, regular electronic communications and a broader range of online, personalised content available to our membership
- integrating the College's data into a single system, so that we hold the most up-to-date knowledge of UK anaesthetic workforce and activity. This will inform our decision-making and underpin work in areas including national clinical audits and ACSA, as well as increasing our influence with key stakeholders, government and other external bodies
- ensuring we have the highest standards of data protection and information governance.

New RCoA structure (from 1 July 2016)



Department	Responsibilities (not exhaustive, from 1 June 2016)
CEO Tom Grinyer	Budget Setting, Council, Devolved Nations, Elections, Faculties, Fundraising , Governance, Human Resources, Internal Communications (with comms) , Operational Plan, Senior Management Team, Strategy
Education, Training and Exams Russell Ampofo	Careers (including student, FY, PA(A)s and SAS doctors), Curricular, College Tutors, CPD, e-Learning, Education, Equivalence, Events, Examinations, Recruitment, Revalidation, Trainee e-Portfolio, Training ↑ Global Partnerships ↓ Regional Advisers ↓ Workforce and census
Clinical Quality & Research Sharon Drake	Academic, AACs, Accreditation, Clinical Audit, Clinical Quality, Clinical Standards, Clinical Trials Network, HSRC, Invited Reviews, NIAA, Patient Safety, Perioperative Medicine, Research, Quality Improvement, Sustainability
Communications & External Affairs Kathryn Stillman (Interim)	ACTA, Archives, Communications, Consultations, Digital Communications, Health Policy, Journals (BJA, Bulletin etc), Lay Committee, Marketing , Media, Membership Engagement , Patient Information, President’s Office and secretarial support to Council, Policy & Public Affairs
Finance & Resources Mark Blaney	Audit, Budget and Budget Setting, Catering, Contracts, External Bookings & Conferencing , Facilities, Finance, Information Technology, Partners, Reception, Risk Register, Room Bookings, Trading Company