

# Our Strategic Plan

## 2018–2021

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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.



## President's Foreword

2016 saw the Royal College of Anaesthetists launch our first ever strategy. On the eve of our 25th anniversary as a Royal College, the strategy helped us celebrate the tremendous achievements and contributions of fellows and members and defined the vision, values and purpose of the College, providing a solid, coherent and focused foundation upon which to build our shared future.

Now that we are half way through that strategy, with a new president and governance structure, it is the right time to review progress against our existing strategy, celebrate our major achievements and update it where appropriate. It is vital that the College continues to evolve and that we improve how we operate and respond to the challenges facing patients, members and our clinical and regulatory partners.

The scope of practice of the modern anaesthetist often goes way beyond their clinical responsibilities – we are educators, communicators and medical leaders. The extended and integrated nature of anaesthesia, intensive care and pain medicine means that in addition to continuing to support our members in these roles, it is vitally important for the College to remain closely connected to the wider healthcare system and to advance perioperative practice. To realise this vision, the first major revision of the strategy calls for the establishment within the College of a cross-specialty centre that can promote, develop and advance perioperative care throughout the UK.

The original strategy sought to make a step change in the way we operate and interact with members and stakeholders. This revised strategy builds on that vision and has been shaped by feedback from them.

We must remain responsive to changing needs and new challenges, as well as fostering work environments that support and advance education.

We remain firmly focused on the provision of safe, high-quality patient care. We will achieve this by ensuring that 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 continue to attract the brightest and the best to our specialty to ensure its development, harnessing technology and tailored services for more personalised engagement with all fellows and members. Since this strategy was launched, College membership has risen by over 1,000 and that number reaches 1,500 when our two faculties are included.

This revised strategy will continue to guide our decision-making and resource allocation while providing patients and the wider public, as well as our staff, members and partners, with a clear understanding of our values and purpose. As a living document, it will be adapted as required to changing conditions but will always be guided by a robust, ethical and sustainable framework. It will support our development for the next five years and beyond, and will secure our future as a vibrant and responsive organisation.

**Professor Ravi Mahajan**  
President

**Note:** In the document 'members' refers to members and fellows. As in the College's Ordinances, anaesthesia can refer to anaesthesia, perioperative medicine, pain medicine and intensive care medicine.

# 1 Supporting anaesthetists throughout their career

## Vision

Anaesthetists and the specialty of anaesthesia and perioperative medicine have a central role 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, training and assessment 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 matched to the UK's requirements
- to work with medical schools to ensure that anaesthesia and perioperative medicine are integrated into undergraduate programmes
- to implement our undergraduate and foundation membership categories to support those considering anaesthetic careers.
- to conduct a review of the anaesthetic curriculum and associated assessment frameworks to ensure it remains fit-for-purpose in a modern healthcare system, responsive to patient and health service needs, and in line with GMC standards
- to act on the findings of our Specialty and Associate Specialist working party and continue to identify opportunities to provide additional support for this important group
- to promote our voluntary register of Physicians' Assistants (Anaesthesia) (PA(A)s) and help individual departments of anaesthesia decide if PA(A)s 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 continue embracing innovation and technology by developing a system of computer-based testing for local and international written examinations.

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

### Aims:

- to review the roles and responsibilities of Regional Advisers in anaesthesia, 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, we are committed to delivering a programme of education and events 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 be a world-leading provider of trusted anaesthetic educational opportunities and resources, presenting inspirational, relevant, high-quality content and experiences which are accessible and tailored to College and Faculty members at all stages of their careers, as well as to others practising anaesthesia and perioperative medicine in the UK and overseas
- e-Learning anaesthesia will form part of a blended learning experience that is delivered and promoted through the education platform, providing curriculum based e-learning sessions to members as well as others practising anaesthesia and perioperative medicine in the UK and overseas
- to develop and implement a simulation strategy to support and engage anaesthetists in the delivery and use of simulation across a range of patient safety, educational, professional and quality improvement activities.

**Forming global partnerships:** the College recognises that more than five billion people globally lack access to safe and affordable surgical and anaesthetic care, and that a further 2.2 million anaesthetists, surgeons and obstetricians will be required worldwide to satisfy this demand.<sup>†</sup> Through our global partnerships strategy, the College will engage with key stakeholders in the UK and overseas to improve healthcare provision across the world.

#### Aims:

- to implement and deliver the Global Partnerships Strategy in collaboration with key stakeholders. The primary focus of the strategy is on education, training and developing professional standards through developing of curricula, examinations and training of trainers
- the College will review our support for institutional and educational development in Zambia and via the College of Anaesthesiologists for East Central and Southern Africa (CANECISA)
- we will continue to work to develop anaesthetic training and examination systems in Iceland and Hong Kong
- following the successful development of e-SAFE (version 2) and Essential Anaesthesia, we aim to develop new e-learning opportunities for supporting anaesthetists in low/middle income countries and also for UK doctors preparing for working internationally
- the College will continue to engage with international members through our new international e-newsletter and through the establishment of Country Champions
- we will advocate for an expansion of and continue to provide high quality administrative support to the Medical Training Initiative (MTI) for anaesthesia in partnership with the Academy of Medical Royal Colleges (AoMRC) and other stakeholders, and will continue to develop support and networking mechanisms for MTI doctors.

<sup>†</sup>The Lancet Commission on Global Surgery ([www.lancetglobalsurgery.org](http://www.lancetglobalsurgery.org)).

## 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 specialty. 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 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:

- further development of the College's cross-specialty leadership role on perioperative care, including the establishment within the College of a cross-specialty centre dedicated to the promotion, advancement and development of perioperative care
- to enhance services and ensure better patient outcomes through collaborative and sustainable work on quality improvement
- to formalise the delivery of 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), a partnership with the Association of Anaesthetists and other national health organisations, brings together UK stakeholders for all anaesthesia-related safety issues.

#### Aims:

- to improve the reporting and dissemination of the Anaesthesia Safety Group (ASG) recommendations through national and international communications, our Patient Safety Conference and a comprehensive safety leadership network
- to define and implement a national patient safety strategy.

**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 (AACs) 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 is being reinforced by gaining 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 (NAPs)
- to deliver the Perioperative Quality Improvement Programme (PQIP) and support the wider adoption of PQIP by the medical profession
- having engaged the majority of hospitals in the UK in ACSA we are now focusing on engaging all NHS hospitals, while expanding the offer to the independent sector, at no cost to the NHS or the College, in a bid to ensure it remains a pre-eminent peer review scheme.

**Research collaboratively:** working in collaboration with the National Institute of Academic Anaesthesia (NIAA) and the Health Services Research Centre, we will develop high-quality collaborative research. This will be supported by the 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 £8.8 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 research and quality improvement
- to promote the involvement of anaesthetists in training in research and audit, including by supporting the work of the Research and Audit Federation of Trainees (RAFT) and associated networks.

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

### Vision

By championing 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 as a College and as a specialty with governments, regulators, healthcare providers, the public and media.

**Enhancing member engagement:** our members are central to the work of the College. We will broaden our reach, relevance, inclusivity and engagement with members, wherever they live or work, and will support them at every stage of their career.

#### Aims:

- to ensure that our members' opinions are listened to when making decisions
- to deliver information relevant to members, using dynamic digital platforms to increase engagement with College activity
- to ensure that our publications reflect the innovative nature of the specialty and support best clinical practice.

**Communicating the central role of 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.

**Influencing decision making in the health and social care sector:** we will ensure the positioning of the College as a key stakeholder which influences decision making across the health sector amongst policy makers and parliamentarians, primarily across the UK, including the devolved nations.

#### Aims:

- to develop evidence-based policy positions on issues that impact upon our members, the specialty and the health and social care system more widely
- to develop the College's public affairs work. This incorporates activities with key decision-makers, including parliamentarians, policy makers and other relevant organisations.

**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 its key role in healthcare.

**Aims:**

- to build on the thriving Lay Committee group to ensure that it represents the UK population and informs every level of College's work
- to review and refine the information available to patients and the public, and to improve its accessibility.

**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, specialist societies, the British Journal of Anaesthesia, a range of coalitions, patient groups and the wider health and social care sector.

## 4 Resourcing the future of anaesthesia

### Forward thinking

We are a responsible, sustainable organisation that is 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.

The College is committed to the principles of the Public Sector Equality Duty, and has due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out our activities.

**Valuing those members who are actively engaged in College activities:** the work of the College would be impossible without the members who volunteer 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 College 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 membership and customer focused high performance culture within a strong and agile workforce by attracting, retaining, and developing the best people for each role. This culture is underpinned by a robust competency framework, enabling our staff to provide an excellent service
- to remain a committed and exemplary employer by valuing our staff and guaranteeing that they and on-site contractors are paid fairly, with all earning at least 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 that strengthen our brand and reach. We will continue to harness technology 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 College 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
- to retain a strong presence in the devolved nations and to review the College's 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 that the College is getting value for money with their subscriptions.

**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 ensure diverse income streams
- to support our members at pivotal points in their career, such as doctors in training, the College will not seek to make any overall 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 specialties. 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, intensivists in training 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. The 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.

We will continue to integrate our technology to support members' needs, by:

- finishing the development of our lifelong learning educational online hub. Having launched the anaesthetists in training e-Portfolio and clinical logbook, we will launch a 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.

**Royal College of Anaesthetists**

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 RoyalCollegeofAnaesthetists

**Information correct as at December 2018**

## College structure



Department	Responsibilities (not exhaustive)
<b>CEO</b> Tom Grinyer	Budget Setting, Council, Devolved Nations, Elections, Faculties, Fundraising, Governance, Human Resources, Information Technology, Internal Communications (with comms), Operational Plans, Senior Management Team, Strategy.
<b>Education, Training and Examinations</b> Russell Ampofo	Careers (including student, FY, PA(A)s and SAS doctors), Curricular, College Tutors, CPD, e-Learning, Education, Equivalence, Events, Examinations, Global Partnerships, Recruitment, Regional Advisors Anaesthesia Revalidation, Trainee e-Portfolio, Training, Workforce and census.
<b>Clinical Quality and Research</b> 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.
<b>Communications and External Affairs</b> Kathryn Stillman	Archives, Communications, Consultations, Digital Communications, Health Policy, Journals ( <i>BJA</i> , <i>Bulletin</i> etc), Lay Committee, Media, Membership Engagement, Patient Information, Policy & Public Affairs.
<b>Finance and Resources</b> Mark Blaney	Audit, Budget and Budget Setting, Catering, Contracts, External Bookings and Conferencing, Facilities, Finance, Reception, Risk Register, Room Bookings, Trading Company.