Great doctors great care

RCGP strategic plan 2017-2020
As a member of the RCGP you are:

always learning
part of a community
taking care of yourself
shaping the future
part of the conversation
Foreword

Today alone, over 1 million people will visit their local GP surgery. GPs and our teams are facing challenges that a decade ago would have been unthinkable. More and more of our patients are living with multiple, chronic conditions - our workload is increasing and becoming more complex, but staffing numbers are not keeping pace with the needs of the population.

Yet I’m still convinced that, if our service is properly resourced, being a GP can be the best job in the world!

I am immensely proud to be Chair of this College, representing and supporting over 52,000 hardworking and dedicated family doctors in delivering quality care to patients.

General practice is the foundation of the NHS. Our service is revered worldwide. We aim to keep it that way and to continue to improve and innovate.

Welcome to the College’s new Strategic Plan 2017-2020, Great doctors, great care.

It sets out the College’s main priorities to achieve over the next three years, and outlines our vision and ‘values’ - Care, Leadership, Excellence and Teamwork.

Vision and values are really important and provide a focus for the work we are all doing.

They demonstrate that we are all working as ‘One College’.

Every colleague in every area of the College’s business, in every part of the UK, is responsible for delivering the plan and getting results on behalf of our members and our patients.

Quality, excellence and continuous improvement are the watchwords of the College.

Everything we do aims to improve the support and services we deliver to our members and, ultimately, improve the care our patients receive.

Great doctors, great care is based around our members’ expectations and the issues that are having the greatest impact on frontline general practice, GPs and their practice teams.

It clearly sets out the direction for our work and, crucially, it will enable us to allocate our resources where they will produce maximum benefit.

It will ensure that the College maintains its focus so that we become a more efficient and effective organisation, able to support our GP members and their teams in meeting the challenges of the ever-changing world that is family medicine.
The work we will do

The College has set four strategic objectives to achieve over the next three years:

1. **Policy, Campaigns and Workforce**
   To shape healthcare policy by representing the views of members to politicians, decision-makers and opinion formers across the UK.

2. **Innovation and Research**
   To create a culture of innovation and research in primary care and to empower GPs to shape the future of general practice.

3. **Professional Training**
   To ensure that the training and assessment programme for general practice is robust, fair and set at a standard that will protect patients and prepare new GPs to meet the changing and complex demands of primary care.

4. **Professional Development and Quality**
   To support GPs to develop their skills and knowledge to enable them to provide high-quality and safe care for patients throughout their careers.

5. **Membership Experience**
   To keep our members at the heart of our College, and give them a membership experience that reflects a vibrant and relevant community network that provides professional support, knowledge and inspiration.

6. **Strategic Communications**
   To be the leading voice of general practice across the UK, representing the views of our members on the issues that matter most to the profession.

7. **International**
   To be a trusted international source of expertise providing advocacy for global family medicine and delivering high standards of education and training to promote the development of general practice as the foundation of effective and sustainable primary care worldwide.

8. **RCGP Business**
   To develop and evaluate initiatives required to be an effective organisation by delivering quality products throughout the UK and internationally.

How we will achieve our objectives

The College has eight main Programmes of work through which we will achieve our strategic objectives:

1. **Shape the future of General Practice**
   - to restore pride and confidence in general practice, and defend the profession from longstanding underfunding by enhancing its influence.

2. **Ensure GP education meets the changing needs of UK primary care**
   - to provide curriculum, training, assessment and CPD resources which will prepare and support GPs to deliver a first class patient service wherever they work and which will respond to the changes in primary care service delivery.

3. **Grow and support a strong, engaged membership**
   - to promote the value of membership, improve the member experience, build the perceived value of membership and strengthen links with and between all members.

4. **Be the voice of the GP (influence)**
   - to extend its stakeholder engagement (local and national), explain and celebrate the role of general practice in the future health and social care system, and promote the work of the GP as an attractive career choice.
In order to become more effective and to respond to challenges, the College will improve performance in the five areas listed below.

**Authority and accountability** – Clear governance structures and appropriate processes arise from knowledge of the way in which the organisation operates and of the regulatory framework in which it sits. Efficiency is also improved through the design and implementation of appropriate processes.

**Planning and reporting** – Planning and reporting are key to improved performance as they allow for better, more informed decision making and clear tailoring of resources to strategic objectives.

**Resource allocation and utilisation**
The allocation of resources – such as buildings, intellectual property and employee experience – is fundamental to prudent management. It is part of the planning and reporting process in accordance with Charity Commission law that we should use resources in a way that most effectively delivers on our charitable objectives.

**Digital Transformation** – Digital transformation aims to re-think the way we work as a College including our business processes, the way we engage with our Members and our approach to change so that we can meet the needs of our members, today and in the future. To do this, we will use the best available technology options to bring about change and be as flexible as possible.

**One College approach** – strengthening our influence locally and nationally, right across the UK.
## Our Values

We have 12 ‘values’ that will shape how we work and how others relate to us:

<table>
<thead>
<tr>
<th>EXCELLENCE</th>
<th>Evidence</th>
<th>We integrate the use of the best and most relevant evidence to enable effective decision making.</th>
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<tbody>
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<td></td>
<td>Quality</td>
<td>We take responsibility for quality and deliver excellence, strive for continuous improvement and respond vigorously to change.</td>
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<td>Sustainability</td>
<td>We are focused on sustainability by delivering solutions in response to the challenges that we and general practice face today and into the future.</td>
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<th>CARE</th>
<th>Users</th>
<th>We deliver customer satisfaction to our members, patients and colleagues through inclusivity and by representing their views, honouring commitments, listening to their views and acting on suggestions.</th>
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<td>People</td>
<td>We break out of our job roles and establish our identity as people who care.</td>
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<td>Professionalism</td>
<td>We promote professionalism by acting with integrity, providing quality reliable service and behaving responsibly.</td>
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<tr>
<th>LEADERSHIP</th>
<th>Courage</th>
<th>We act with courage as it means we challenge ourselves and are open to new ideas.</th>
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<td></td>
<td>Diversity</td>
<td>We promote equality across all areas of work and respect, value and celebrate diversity and the unique attributes, characteristics and perspectives of all people.</td>
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<td></td>
<td>Innovation</td>
<td>We embrace innovation and have a focus on finding improved ways to produce and deliver products, serve our members, patients and colleagues, market products, and support general practice.</td>
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<th>TEAMWORK</th>
<th>Collaboration</th>
<th>We value collaboration as it enables us to work towards common goals and produce the best possible results.</th>
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<td>Transparency</td>
<td>We promote transparency to make our actions understandable and trustworthy.</td>
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<td></td>
<td>Integrity</td>
<td>We value integrity and spend time developing and nurturing trusting relationships with partners, funders and in the workplace.</td>
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How the College works

- **Sub Committees**
  - Audit
  - Governance
  - Planning & Resources
  - Remuneration
  - Nominations
  - Investments

- **Charity Commission**

- **College Members**

- **Standing Committees**
  - Ethics
  - Fellowship & Awards
  - PCPG*
  - SFB**

- **Trustee Board**

- **Council**

- **Strategic Priorities**

- **Leadership**

- **Four Nation Initiatives**

- **Programmes**
  - Policy, Campaigns & Workforce
  - Innovation & Research
  - Professional Training
  - Professional Development & Quality
  - Membership Experience
  - Strategic Communications
  - International
  - RCGP Business

* Patient and Carers Partnership Group
** Scientific Foundation Board