Great doctors
great care
RCGP strategic plan 2017-2020
1. **Strategy 2017-2020**

At a time of increased pressure on all NHS services and growing patient demand, the role of general practice and primary care is under intense scrutiny. RCGP has developed its profile and influence in recent years. Thriving general practice and strong primary care services are crucial to the future of the NHS and the care of every patient in the land. RCGP must provide a lead in developing high quality general practice both as a key element in the future pattern of healthcare, as an invigorating environment in which to practise and as a cornerstone of great patient care.

The College is committed to the following four objectives:

1. **Shape the future of General Practice**

   If the College is to restore pride and confidence in general practice, and to defend the profession from perpetual underfunding and disparity of esteem, it must enhance its influence over the general practice environment.

   The College’s policy shaping capability is already an organisational strength, and the College has an excellent track record in developing innovation. In order to meet this strategic aim, its ability to coordinate across the College and drive the innovation agenda take on a new significance.

   Many GPs are already finding new ways to help their patients. As well as creating solutions, these leaders can be an inspiration to their colleagues and younger doctors. In order to create new pride and confidence within the profession, the College will identify, share and comment on the best current innovations. We will consider structures, workforce arrangements, leadership, premises, technology, quality improvement and patient engagement. We will focus particularly on developments in co-morbidity and extended care, mental health and children’s health and safeguarding.

2. **Ensure GP education meets the changing needs of UK primary care**

   The College will 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**

   The College will promote the value of membership, improve the member experience, build the perceived value of membership and strengthen links with and between all members. A loyal, enthusiastic and well supported membership is good for each individual, boosts the College’s authority and develops patient care.

4. **Be the voice of the GP (influence)**

   The College will 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.
2. **Values and Culture**

The College values shape how we work and how others relate to us. Our values are what distinguish us and set out what we stand for. They support a consistent, UK approach and underpin our people values that determine how we treat each other.

<table>
<thead>
<tr>
<th>CORE VALUES</th>
<th>VALUE</th>
<th>VALUE STATEMENT</th>
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<tbody>
<tr>
<td>CARE</td>
<td>Customer</td>
<td>We deliver <em>customer</em> satisfaction to our members, patients and colleagues through inclusivity and by representing their views, honouring commitments, listening to their views and acting on suggestions.</td>
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<td></td>
<td>People</td>
<td>We break out of our job roles and establish our identity as <em>people</em> who care.</td>
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<td></td>
<td>Professionalism</td>
<td>We promote <em>professionalism</em> by acting with integrity, providing quality reliable service and behaving responsibly.</td>
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<tr>
<td>LEADERSHIP</td>
<td>Courage</td>
<td>We act with <em>courage</em> as it means we challenge ourselves and are open to new ideas.</td>
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<td></td>
<td>Diversity</td>
<td>We promote equality across all areas of work and respect, value and celebrate <em>diversity</em> and the unique attributes, characteristics and perspectives of all people.</td>
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<tr>
<td></td>
<td>Innovation</td>
<td>We embrace <em>innovation</em> 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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<tr>
<td>EXCELLENCE</td>
<td>Evidence</td>
<td>We integrate the use of the best and most relevant <em>evidence</em> to enable effective decision making.</td>
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<tr>
<td></td>
<td>Quality</td>
<td>We take responsibility for <em>quality</em> and deliver excellence, strive for continuous improvement and respond vigorously to change.</td>
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<td></td>
<td>Sustainability</td>
<td>We are focused on <em>sustainability</em> by delivering solutions in response to the challenges that we and general practice face today and into the future.</td>
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<tr>
<td>TEAMWORK</td>
<td>Collaboration</td>
<td>We value <em>collaboration</em> as it enables us to work towards common goals and produce the best possible results.</td>
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<td></td>
<td>Transparency</td>
<td>We promote <em>transparency</em> to make our actions understandable and trustworthy.</td>
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<tr>
<td></td>
<td>Integrity</td>
<td>We value <em>integrity</em> and spend time developing and nurturing trusting relationships with partners, funders and in the workplace.</td>
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3. **Programmes 2017**

Programmes are designed to obtain the best of cross College working. Each programme will contribute to the achievement of the four strategic objectives. Whilst programmes and directorates are broadly aligned, each programme is dependent on the others to achieve results. Programmes are a robust means to organise our work whilst retaining sufficient flexibility to adapt to new challenges. Therefore programme membership will comprise those who can most readily contribute to programme aims.

The College will deliver eight programmes:

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.*

   The Policy, Campaigns and Workforce programme coordinates the College’s work on policy, campaigns and workforce issues. By monitoring the changing healthcare and political environment, consulting with members and carrying out research, it develops the College’s stance on key policy issues, and engages with politicians, decision makers and opinion formers across the UK to ensure that the views of frontline GPs are represented and the College is at the forefront of shaping the emerging policy agenda.

   The Programme Board is responsible for the College’s flagship *Put patients first: Back general practice* campaign to increase funding for general practice to 11% of the NHS budget and expand the size of the GP workforce, and carries out and responds to the College’s annual member consultation on policy and campaign priorities.

2. **Innovation and Research**

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

   General practice is under unprecedented burden, GPs are dealing with more patients, with more complex conditions and with less funding. Under these constraints it is accepted that more of the same will not do. Major change is required in order to meet the increasing demands being placed on primary care. Additional funding, from initiatives such as GP Forward View, will go a long way to relieving the immediate pressures on general practice. However, without significant change the NHS including general practice is no longer sustainable. The innovation and research programme aims to answer the questions:

   - What can be achieved with new resources, approaches, and potential delivery modes?
   - How do we unlock full potential from existing activities?
   - How do we stimulate grassroots innovators to encourage a culture of innovation and research?
   - How can we de-risk and stimulate translational research?
   - How do we identify, share and support nationwide implementation of the best of innovative practice?

   Innovation and research can be the key to improving the quality of care, driving efficiency and responding to the increasing demands on general practice all within a difficult financial environment.
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.

The Professional Training programme will oversee and set the direction of the College’s activities relating to training for general practice, including an advocacy role to ensure that adequate resources are available to underpin the delivery and continuing development of the curriculum, MRCGP examination, quality management of training standards, Trainee ePortfolio and GP Speciality applications as core RCGP functions.

It will work ensure that training for general practice is effective and fair, and that the MRCGP and all equivalent entry routes are set at an appropriate standard and meet the needs of patients, the profession and trainees. It will also ensure that there is appropriate support for General Practice as a profession, and career development resources for undergraduate medical education, and promote the profession to medical students.

Working closely with, and providing organisational, governance and resource oversight for the technical committees and groups which inform and advise the RCGP’s professional training, the programme will provide important external liaison with key stakeholders such as COGPEd, GMC, HEE, MSC SAPC HoTs, and equivalent bodies.

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.

The Professional Development programme will oversee and set the direction of the College’s activities relating to professional development, lifelong learning and the development of leadership skills for general practitioners, in order to support members and the profession and to support the delivery of high-quality and safe care for patients.

This will include responsibility for the oversight of all aspects of the College’s Quality Strategy, continuing professional development, revalidation support and MAP agendas. It will do this by developing high quality standards for individual GPs and practices, supporting quality development and improvement, scoping GP needs and engaging with other areas of the College to ensure that appropriate educational resources are developed, and providing information and a framework of support in relation to appraisal, revalidation, extended practice and membership by assessment. It will consider how these standards can be applied to new ways of working, including at scale general practice.

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 and networks that provides professional support, knowledge and inspiration.

Our College changes as our members change and their needs change. Our members are not one homogenous group; each wants to be engaged in a relevant and meaningful way that meets their professional needs.
To ensure we are member-centred, we focus on improving how members interactions with RCGP makes members feel better about the relationship between themselves and the RCGP. This is the Membership Experience approach.

Following extensive research and consultation, we have 5 important reasons to be a member of RCGP.

As a member of RCGP you are:

- Always learning (e.g. CPD / Courses / Training / Library)
- Part of a community (e.g. Networking / Mentoring / Peer to Peer/Faculties)
- Taking care of yourself (e.g. Wellbeing / Resilience / TeamGP)
- Shaping the future (e.g. Innovation / Bright Ideas / Students)
- Part of the conversation (e.g. Policy / Lobbying / Campaigns)

These 5 reasons are driven by our College working to encourage, foster and maintain the highest possible standards in general medical practice.

Membership Experience is not just what we do, but how we do it. Every part of our organisation can impact on the membership experience.

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*

For the College to operate successfully it needs to get its message across clearly and effectively to all its members, stakeholders and employees. This programme oversees that work, ensuring that the College is seen as the leading voice of general practice throughout the UK, representing the views of frontline GPs on the issues that matter most to them, and communicating the College’s identity, values, personality and brand clearly to all stakeholders. It will do this by working with Officers, members and staff across the College to ensure consistent messaging and a joined up, strategic approach, and by supporting the work of the College’s patient groups around the UK.

7. **International**

*To be a trusted international source of expertise providing advocacy for global general practice/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.*

The College is recognised as a global leader in general practice and family medicine (as it is described internationally) and is establishing itself as a Global Centre of expertise. This is reflected in the increasing strength and number of strategic partnerships and relationships the College has developed.

The growth of our endowment awards, international travel scholarships and young doctor international exchange programmes provides much needed financial support for GPs and GP trainees across the world to travel, study and develop their practice.
The MRCGP[INT] accreditation programme has matured, and whilst the College continues its relationships with those sites that still need our support to develop accreditation, some sites are now moving to a more independent position.

A significant objective of the International Programme is to undertake a review of the 10 year international strategy that was published in February 2011. The review will consider all international activity and will provide a refreshed strategic direction.

8. RCGP Business

To transform the RCGP into a focused, efficient provider of high quality products and services that meet the changing needs of primary care.

The RCGP Business programme develops and evaluates initiatives that enhance the College’s competitive advantage as a provider of products and services in the UK and internationally.

Business activity is any activity agreed by Leadership to be within the charity for tax or other reasons but principally which has a business (usually income generating) focus.

The Board will maximise the business potential of the College by coordinating the collection and dissemination of market insight, aligning and streamlining business processes, seeking operational efficiencies and making sure we present coherent propositions to our markets.

Each programme is led by a College Officer and a member of the Executive Management Team that will act as the Senior Responsible Owners (SROs). Together the SROs are responsible for the strategic direction, prioritising activity and ensuring delivery of the programme. The work of the programme will be governed by a Programme Board, chaired by one or other of the SROs.

The key responsibilities of the Programme Board are to:

- maintain focus on the development and achievement of programme objectives.
- ensure the programme delivers within its agreed boundaries (e.g. cost, organisational impact, risk tolerance, benefit realisation).
- resolve strategic issues and overlaps between projects/areas of work that need the input and agreement of senior stakeholders, to ensure the progress of the programme.
- define the acceptable risk profile and risk threshold for the programme and it’s constituent projects/areas of work.
- evaluate programme activity as it impacts patient care.

The programmes all have a defined vision statement and set of objectives that they will be measured against through a set of coordinated KPIs. The objectives are detailed statements explaining what needs to be delivered to achieve the programmes responsibilities against the College’s four strategic objectives. The programme objectives must be ‘SMART’. That is specific, measurable, achievable, resourced and time bound. Each objective will often incorporate a number of core projects and work priorities that will be managed and evaluated through highlight reporting and KPIs.
4. **Role of Trading Subsidiaries**

To realise the commercial potential of the RCGP brand and intellectual property, benefit from tax efficiencies and mitigate the associated risks of commercial activity, the two trading subsidiaries (RCGP Enterprises and RCGP Conferences) were reactivated in 2013 and are mandated to generate income from non-primary purpose trades in support of the objectives of the charity, with the aspiration to become the market leader by 2020.

Responsible for the on-going development of a diverse portfolio of commercial products and services – CPD (courses/e-learning/GP self-test), the RCGP Annual Conference, Advertising, Sponsorship, Publishing, Accreditation, Membership Affinity scheme and the management of 30 Euston Square (300 seat Auditorium, 40 meeting rooms and 41 boutique 4* bedrooms) - for RCGP members and those involved in Primary Care in the UK and Internationally.

Following the development of the RCGP Business programme a number of the products and services detailed above will fall under the responsibility and be managed by the RCGP Business Programme Board.

From 2013 to 2017 the subsidiaries have generated £38.663M income and covenanted £9.861M to the RCGP.

5. **Organisational Effectiveness and Enablers**

In order to be effective and to respond to the challenges identified throughout this paper the College will need to improve performance in the areas of:

- Authority and accountability
- Planning and reporting
- Resource allocation and utilisation
- Digital transformation
- One College approach – strength locally with national influence

The five areas highlighted above can be categorised as ‘enablers’ and provide the structures and processes for enabling the work across the programmes to be delivered.

**Authority and Accountability**

Authority and accountability are important enablers to improved performance, mainly due to the fact that with improvements in these areas we will increase both business efficiency and organisational effectiveness.

Clear governance structures and appropriate processes arise from clear knowledge of the way in which the organisation operates and of the regulatory framework in which it sits. This illustrates what its risk profile is and, therefore, what the appropriate control environment should be. Benefit derives from the initial stages of reviewing current processes and seeking to align the processes with the agreed appetite for risk. This alignment should improve organisational effectiveness through increased commercial ‘self-awareness.’
Planning & Reporting

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

Planning necessitates clarity of thinking over strategic goals and then seeks to marry resources to those goals. It enables management to prioritise and creates a road-map for Trustees as to how we intend to marshal resources prudently and effectively.

Reporting is vital as it allows for continual monitoring of performance, with analysis where significant variances occur. It therefore allows management to make informed, timely decisions which should create an environment of better decision making.

Utilising a programme management methodology enables the College to run multiple, related projects concurrently to achieve specified and significant benefits from the projects as a collective.

By adopting a consistent project management approach within the College programmes, greater clarity in monitoring and reporting will be achieved.

The alignment of resources by programme will empower Programme Boards to prioritise activity and ensure delivery against organisational objectives.

Resource Allocation and Utilisation

The allocation of resources – financial, human and other assets is fundamental to prudent management. It is a part of the planning and reporting process as ultimately in accordance with Charity law we should utilise resources in a way that most effectively delivers on our charitable objects.

Our buildings need to be utilised correctly to maximise their potential and deliver what is required of them. On a regional basis a strategy needs to be developed to create an improved model where faculties can occupy and potentially share accommodation to ensure maximum efficiency over costs.

We must continue to review the working environment within our buildings ensuring the best possible working conditions for our employees and tenants and to consider where efficiencies can be driven out of smarter building running.

The needs and priorities of the organisation must align with those of its workforce to ensure the College can meet its legislative, regulatory, service and production requirements as well as delivering its organisational objectives. Through workforce planning the flow into and out of the organisation is managed as well as planning for changes in personnel in roles of key importance.

The College is committed to providing support and development opportunities for all staff through its learning and development offer and via the development of the Employee Experience initiative.

Digital Transformation

The vision of Digital Transformation is to provide an agile, enabling and empowering leadership and governance to facilitate change across the College.
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 ensure joined-up thinking, solutions, deliverables and outcomes to meet the needs of our Members today and in the future. To do this, we expect to utilise the best available technology options to facilitate and enable this change and to be able to flex as required.

It is crucial that we do not think of Digital Transformation as purely, or mainly about technology. It does have a large technological component but is more about how we approach change and to what degree we work together as One College. If we are going to achieve the benefits we hope for our Members then it is going to require changes in technology, business processes, behaviour, capacity/capability, communication and implementation of change.

**One College approach – strength locally, with national influence**

Superficially the College appears to have the ideal organisational structure to meet the dual challenges of creating value for members and influencing the general practice agenda at a local level. The national Councils have exceptional profile and access to senior NHS leaders and media, and the resources to create new services in each of the four Devolved Countries.

There is considerable variability in our local structures in terms of activity and effectiveness.

If we are to achieve our ambitions to serve members and shape general practice we must review the arrangements between the centre and the College locally.

The productive structure is likely to feature:

- National and local buy-in to a vision of how we want to influence both at national and local levels across all four nations.
- A much stronger local emphasis within policy making and communications.
- The College locally to be connected to and influencing the structures of health care design in their regions, and feeding back key insights to support formation of national policy.
- For the College to be supporting innovation and quality both nationally and locally.
- For members to have access to core menu of support, regardless of their location.

For this to happen we will need to:

- Ensure our local structures are fit for purpose and aligned.
- Agree mutual responsibilities and how they are monitored.
- Describe what a core menu of member support looks like.
- Describe clear ambitions for regional influence.
- Agree a strategy for innovation, with goals and KPIs.
- Provide the local College with adequate resources to achieve our expectations.
- Reward regional and collaborative working.

6. **Implementing the Strategic Plan**

The College remains committed to working on the basis of ‘One-College.’ The programmes intend to draw the right membership from across the whole of the organisation and all parts of the UK. Improved planning and reporting will give a sharper focus to the output of programmes. We
need to sharpen the leadership of the programmes and ensure engagement by both Council and Trustee Board.

It is worth noting that there are a number of significant issues facing the College and its performance that cross over both the programmes, the enabler activity, and into governance.

Some of these include:

- Continuing to maintain a focus on declared priorities and avoiding the temptations of interesting but distracting new business that emerges along the way.
- The challenge of addressing an increasingly devolved UK and the differences emerging in four parallel health systems.
- The ongoing question of finding savings and terminating activity that has reached its sell-by date.
- The improvement in both decision-making and reporting that is important both for proper accountability and for accurate communication.
- The cultural challenge and employee engagement.
- The ongoing challenge to notice and celebrate when results have been achieved and new work can be introduced.
- The distinct possibility that management arrangements will need to be reviewed once the strategic plan is more widely agreed.

Work currently underway to identify charitable, membership related and commercial areas of activity should help delineate and prioritise activity.
Appendix 1 – College Governance structure