

ACADEMY OF MEDICAL ROYAL COLLEGES

STRATEGIC PLANS 2012-15 AND BUSINESS PLAN 2012-13

Purpose

This document sets out the strategic plan for the Academy of Medical Royal Colleges (“the Academy”) for 2012-15 and work programme the period April 2012 to the end of March 2013 for information and comment.

We hope this will be of interest and value to those on whose behalf we work and with whom we work.

Context

The Academy introduced new governance arrangements in April 2012 establishing a separate Board of Trustees with externally appointed members and an Academy Council comprising the Presidents of member organisations. The Board is responsible for the governance of the Academy in terms of its business planning, resources and risk management whilst the Council is responsible for healthcare policy issues.

As part of the agreed process for the Academy’s business planning and financial cycles there is an opportunity for members to input and stakeholders to comment on the organisation’s business plan as developed by the Council and Board of Trustees.

The Academy’s overall objectives

The Academy’s overall objectives were set by its members in 2009. They have been kept under review by the Academy Council and Board of Trustees since that time but are still felt to be relevant

- 1. To maintain the primary purpose of supporting and promoting the work of the Medical Royal Colleges and their Faculties and providing a forum for discussion and collaboration among the Medical Royal Colleges and their Faculties.*

We do this by

- Holding meetings of the Academy Council, which comprises the Presidents of all member Colleges and Faculties patient and trainee doctor representatives, to share information, develop policy and co-ordinate activity
 - Holding other meetings for representatives of all Colleges and Faculties e.g. our various education committees, Quality Committee, Revalidation Group which discuss issues of common interest
 - Promoting and sharing the outcome of these discussions and our other work amongst members and with other stakeholders
- 2. To undertake an agreed programme of work in response to emerging common needs of the Colleges and Faculties in meeting their objectives*

We do this by

- Carrying out projects or producing reports on agreed topics

- Examples would include our support to Colleges on revalidation, the development of the new Foundation Curriculum, our report on the *Benefits of Consultant Delivered Care* or our proposed project on obesity
3. *To provide a collective voice on behalf of the medical collegiate bodies of the UK by making agreed authoritative responses to formal consultations on health policy or proposed legislation and in relationships with government, the regulatory bodies, major professional institutions, and independent organisations with remits in health, with the media and the public on generic issues and where it is agreed by the Colleges and Faculties that a collective approach is appropriate.*

We do this by

- Drafting and agreeing Academy consultation responses or submissions examples of which include evidence to the NHS Future Forum, the House of Commons Health Committee and responses to GMC consultations
 - Producing agreed statements for parliament and the media as, for example on the Health and Social Care Bill
4. *To strengthen the governance and internal working arrangements of the Academy and to ensure the financial sustainability of the Academy for the benefit of the public*

We do this by

- Implementing new governance arrangements with a separate Board of Trustees
- Improving management processes and the control of finances and expenditure

Our key strategic aims 2012-15

This year the Academy Board and Council agreed the following as strategic objectives for the following three years (2012-15)

1. To ensure that the Academy acts and is seen to act as the “professional conscience” of doctors in support of the highest standards of patient care
2. To ensure that the Academy takes a pro-active role in the early identification of issues of concern to patients and the profession
3. To ensure that in taking forward the this work
 - a. the Academy takes a UK wide-perspective on its approach to policy issues in general and in response to specific issues
 - b. actively promotes collaborative working between Colleges and Faculties
 - c. works to raise its profile in actively engaging and working with external organisations
4. To actively seek to find alternative and additional sources of income provided they are in line with organisations values and objectives
5. To ensure that the Academy’s expenditure remains in line with the income generated.

It will be the task of the Board and Council to identify in practical plans as to how these aims are realised over the next three years.

Work programme to April 2013

The key work areas are

- Education and training
- Quality
- Revalidation
- Health policy and projects
- External relations
- Governance and administration.

Education and training

Overarching purpose

- Ensuring that the Academy and its Colleges and Faculties continue to shape the development and implementation of medical education and training in all four nations of the UK
- Supporting Colleges and Faculties delivering on their education and training agendas through the co-ordination of cross-cutting issues

Key issues and aims in the coming year

- Influencing the development of Health Education England (HEE) and arrangements for the commissioning and delivery of post-graduate medical education
- Influencing Department of Health/Medical Education England (MEE) work on the Shape of Training, Shape of the Medical Workforce and Better Training Better Care
- Improving coordination of education and training developments between the four nations
- Pursuing new arrangements for selection into specialty training
- Working with Colleges to identify funding for their Education and Training work.
- Strengthening the Academy Trainee Doctors Group

Specific work streams

- Running the Academy Education Committees (Strategy Committee, Joint Academy/Conference of Postgraduate Medical Deans Group (JACTAG), Foundation Committee, Assessment Committee, Specialty Training, Directors of CPD, Academy Trainee Group)
- Running the Medical Training Initiative (MTI)
- Developing effective patient feedback mechanisms within the Foundation Curriculum

Quality

Overarching purpose

- Ensuring that the Academy continues to raise its profile, activity and input to issues around quality and standards of clinical care
- Supporting Colleges and Faculties on cross-cutting issues on quality and standards of care through the work of the Quality Improvement Leads Committee

Key issues and aims in the coming year

- Identifying how Colleges can input to effective clinical commissioning
- Responding effectively to specific joint work commissioned by the Departments of Health e.g. on relationships with carers
- Development of an Academy response to tackling obesity
- Shaping a College role in the identification and early warning of failings in care

- Input to development of the Outcomes framework

Specific work streams

- Running the Quality Improvement Leads Committee
- Obesity and sexual exploitation guidelines projects
- Joint work within the “Four professions” group (medicine, nursing, pharmacy and midwifery) on Venous Thromboembolism VTE and other issues
- Input to Patient Records Standards Development Board

Revalidation

Overarching purpose

- To seek to ensure College/Faculty influence on the shape and implementation of Revalidation
- To continue to support Colleges and Faculties and co-ordinate their work as appropriate

Key issues and aims in the coming year

- Final approval (Summer/autumn 2012) and start of revalidation (early 2013)
- Evaluation of second round pilot projects
- Development of College advice and training
- Determining the College role in remediation
- Determining Academy role in revalidation post-implementation

Specific work streams

- Running Revalidation Committees
- Project governance of remaining revalidation projects
- Revision of specialty guidance
- Advice and training support

Health Policy

Overarching purpose

- To co-ordinate College and Faculty input and responses to policy development providing a unified Academy view as appropriate
- To take a pro-active role where appropriate in the development and influencing of health policy
- To ensure that the Academy and its constituent Colleges and Faculties are recognised by Government and other relevant bodies as an essential stakeholder in policy development

Key issues and aims in the coming year

- Amending the Health and Social Care Bill effectively
- Implementation of the Health and Social Care Bill proposals
- The development of Clinical Commissioning
- The development of a vision for the long term future of the NHS both within the Academy and working with external organisations
- Development of proposals for seven day working in line with consultant delivered care
- To support the development of the Faculty of Medical Leadership and Management

Specific work streams

- Policy work for the Academy Council on the issues above
- Running Academy Patient Liaison Group

- Running the UK Donation Ethics Committee
- Taking forward work on clinical commissioning arising from the summit
- Clinical vision for the future of the NHS
- Faculty of Medical Leadership and Management
- Matched Funding Project governance

External relations

Overarching purpose

- To maintain and develop the Academy's relationships with external organisations
- To build the Academy's profile and reputation as a respected voice for Colleges and Faculties

Key issues and aims in the coming year

- Ensure effective communications with members and stakeholders
- Building relationships with the National Commissioning Board in England
- Ensuring effective relationship with HEE and the General Medical Council
- Developing appropriate relationships and communications with the devolved administrations
- Working with external organisations on the development of proposals for the longer term future of the NHS
- Establish relationships for new Academy Chairman

Specific work streams

- Work in "Four professions" group with nursing, pharmacy and midwifery representatives
- Development of HEE
- Active stakeholder management and communications
- External introductions programme for new Chairman

Governance and administration

Overarching purpose

- Efficient and effective running of the Academy

Key issues and aims in the coming year

- Ensuring sufficient income and financial balance as income from Department of Health declines
- Planning any required staffing changes
- Ensuring a smooth transition for the new Academy Chairman

Specific work streams

- Running the Board of Trustees
- Financial management

The resources to carry out our work

The Academy is a small organisation with limited resources directly available to spend on its own projects. We have a staff of eight who support our project and committee work but we also rely on the active participation of representatives from our member organisations to take forward and deliver our work.

Our funding comes from two sources:

- Subscriptions paid by our members on an annual basis.
- Funding obtained from external sources to undertake specific projects which, besides paying for the specific work, make a contribution to our overhead costs.

The most significant source by far is the money provided by the Department of Health to undertake and support College work on revalidation.

A summary of our finances for 2012/13 is set out below

AOMRC BUDGET April 2012/ March 2013	FUNDS (Brought forward and income) £'000	EXPENDITURE
Core Budget (includes staffing, administration costs, core meetings)	480	478
Designated Funds * (includes MTI allocations, Matched funding projects and accommodation)	695	448
Restricted Funds* (includes specific projects on e-Learning for Health, patient feedback in Foundation, Donation Ethics, medical leadership,	385	227
Revalidation*	2,212	1,412
Brought forward general fund	375	-
TOTAL	4147	2,565

* Where funding is shown as significantly above expenditure it is allocated beyond April 2013

How we ensure we deliver our work

The Academy has clear processes for monitoring the progress of projects and ensuring they deliver on their objectives within agreed budgets.

The Academy's work falls into two categories which require somewhat different performance management approaches:-

- Academy funded projects delivered by member organisations
- Projects/work programmes delivered directly by Academy staff or contracted consultants.

Academy funded projects delivered by members

Projects funded by the Academy but delivered by member organisations may be part of Revalidation, the DH Matched Funding Scheme or other work areas. Whilst Colleges or Faculties have the responsibility for the day to day management of projects the Academy has a responsibility to ensure that projects

- deliver on the agreed objectives
- meet the agreed timetable
- stick within the agreed budget
- return any significant underspend to the Academy.

Responsibility for this process rests with the Revalidation Project Governance Committee and the Academy Project Governance Committee for Matched Funding and all other projects.

In their respective areas the two Committees have responsibility for

- Considering and agreeing applications for funding or endorsing Officer decisions in the case of small projects
- Approving the objectives, deliverables and budgets for projects
- Reviewing and evaluating progress on projects through the receipt of regular reports.
- Seeking further information or action from Colleges on a project if appropriate
- Receiving and signing off an “end of project” report

Projects/work programmes delivered directly by Academy staff or contracted consultants.

Work delivered by Academy staff is covered in broad terms in their job descriptions with specific objectives agreed and recorded in the annual appraisal. Where staff are working with an Academy Committee the work programme for the year will be determined by the Committee. It is also the responsibility of the Committee to monitor progress on their work programme.

It is the responsibility of the Chief Executive to ensure that staff meet their objectives and deliver on agreed work programmes.

For some specific projects, the Chief Executive will require a project plan to be prepared and monitor progress against the plan.

Where the Academy contracts out work to an outside individual or organisation it is the responsibility of the Chief Executive to ensure that:

- The contract for the work required clearly sets out the work required, the timetable and budget
- Work is progressing and delivered according to the timetable concerned
- Take remedial action if required

It will be the overall responsibility of the Academy Board of Trustees to hold the Chief Executive to account for delivery of the work programme for the organisation.

Comments

The Academy would welcome comments or views on the proposals set out in the document. Comments should be sent to alastair.henderson@aomrc.org.uk