

**OBJECTIVES AND STRATEGIC PLANS 2013-16
WORK PROGRAMME 2013-14**

1. PURPOSE

This document sets out the objectives and three year strategic plan for the Academy for 2013-16 as agreed by the Board and Council. It also sets out the specific work programme and details of the budget for 2013-14.

The Board is circulating the document to Academy members and other stakeholders so they can have an understanding of our forthcoming work programme. The Board will sign off the work programme and budget at its meeting on 20 March and would welcome any comments on the document before then.

2. 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

- 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 *Seven Day Service* or *Obesity*

- 3. To provide a collective voice on behalf of the medical collegiate bodies 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 DH consultations, the House of Commons Health Committee and responses to GMC consultations
- Producing agreed statements for parliament and the media

4. *To ensure sound governance and financial sustainability of the Academy for the benefit of the public*

We do this by

- Operating the governance arrangements with a separate Board of Trustees
- Improving management processes and the control of finances and expenditure
- Seeking additional sources of project funding

3. OUR KEY STRATEGIC AIMS 2013-16

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
 - d. works with representatives of other clinical professions as appropriate
4. To respond to the new NHS arrangements in England through active engagement with the new system and supporting College activity in relation to the commissioning and delivery of services
5. To actively seek to find alternative and additional sources of income provided they are in line with organisations values and objectives
6. To ensure that the Academy’s expenditure remains in line with the income generated

4. WORK PROGRAMME 1 APRIL 2013 - 31 MARCH 2014

The key work areas are

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

Education, training and continuing professional development

Overarching purpose

- Ensuring that the Academy and its Colleges and Faculties continue to shape the development and implementation of medical education, training and CPD in all four nations of the UK
- Supporting Colleges and Faculties delivering on their education, training and CPD 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 ensuring appropriate representation
- Influencing and responding to the Shape of Training Review
- Responding to the developing work of LETBs in the commissioning and delivery of post-graduate medical education in England
- Influencing HEE work on the Better Training Better Care
- Making recommendations of staggered changeovers
- Influencing the workstreams of the MDRS programme
- Influencing the GMC's work on quality assurance of education and training
- Improving coordination of education and training developments between the four nations, (strong relationships particularly with the GMC, COPMeD, COGPeD will support this)
- Strengthening the effectiveness of Academy Trainee Doctors Group
- Support for COPMED/COGPED through the provision of administrative support

Specific work streams

- Running the Academy Education Committees (Strategy Committee, Joint Academy/Conference of Postgraduate Medical Deans Group (JACTAG), Foundation Programme, , Assessment Committee, Specialty Training, Directors of Continued Professional Development, Academy Trainee Doctors' Group)
- Running and developing the Medical Training Initiative (MTI)
- Administrative support for the chairs of COPMED/COGPED
- Developing and piloting an effective patient feedback mechanism within the Foundation Programme
- Carrying out an evaluation of the use of Supervised Learning Events in the Foundation Programme.
- Supporting the launch of the broad based programme pilot in at least seven deaneries
- Develop and support an evaluation of the broad based programme
- Revising the *Improving Assessment* report, with input from Supervised Learning developments and learning, with input from relevant stakeholders
- Revising the *Common Competences Framework to Doctors* further to the GMC's agreed developments on Generic Outcomes
- Taking forward recommendation to improve patient care and safety during trainee changeover dates, including recommendations derived the *Staggered trainee changeover working group* of JACTAG

- Influencing the development of Better Training, Better Care programmes, including “harmonisation” and the role of the trainee doctor
- Supporting and further development selection and recruitment in medicine, led by MDRS
- Influence the revision of the *Gold Guide*
- Input to GMC proposals on quality assurance of education and training
- Maintaining and improving the educational quality of CPD activities across the Colleges and Faculties by harmonising quality evaluation processes.
- Support and influence the GMC’s work on training and approval of trainers

Quality

Overarching purpose

- Ensuring that the Academy and its Colleges and Faculties take a proactive role in the early identification of quality issues of concern to patients and the profession.
- Ensuring that the Academy and its Colleges and Faculties provide active input to the NHS Commissioning Board and DH to shape national and local policy and operating processes in relation to quality and standards of clinical care, acting and being seen to act, as the professional conscience of doctors.
- 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

- Effectively supporting the achievement of clinical standards to improve patient safety.
- Proactively responding to the Francis Inquiry and its recommendations.
- Supporting the restructuring of services to provide safer higher quality services through guidance on reconfiguration and seven day service provision
- Effectively supporting implementation of the Speaking Up charter.
- Proactively responding to the Information Governance review and its findings.
- Supporting the Secretary of State four priority areas

Specific work streams

Commissioning

- Ensuring co-ordinated clinical input to the National Commissioning Board and undertaking any specific projects
- Input to the implementation of the Outcomes framework

Clinical Standards

- Working with the NICE Implementation Collaborative to improve uptake of NICE Guidelines
- Work to support the implementation of seven day consultant present care including a second stage of the project and possible support for NIHR project
- Work with HQIP to spread Colleges engagement in the quality improvement agenda and the spread of audit
- Specific projects on clinical standards commissioned from the NHSCB
- Continuing any work arising from the Obesity report

Professionalism

- Developing and implementing a response to the Francis Inquiry.
- Supporting clinical leadership and engagement through matched funding projects

Informatics

- Developing and implementing a response to the Information Governance Review.
- Support for the development of electronic patient records
- Input to Patient Records Standards Development Board

Revalidation

Overarching purpose

- To seek to ensure Academy and College/Faculty influence on the 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

- Introduction of Revalidation in 2013
- Development of College advice and training
- Determining Academy role in revalidation post-implementation
- Ensure that appraisers are familiar with the specialty aspects of appraisal for revalidation.
- Work with other key agencies to consider how the effectiveness of revalidation will be evaluated.

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 (NB Specific policy work relating to quality and education issues are set out in those sections of the work programme)

- Responding to consultations from the NHSCB, DH or other bodies
- Monitoring implementation of the Health and Social Care Act proposals
- 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
- Running the Health Inequalities Forum
- Support for the International, Flexible Working and SAS Committees
- In-put to external policy forums e.g. NHS Confederation Policy Forum, Kings Fund
- Supporting the Faculty of Medical Leadership and Management
- Completion of the Joint Reconfiguration Project

External relations

Overarching purpose

- To maintain and develop the Academy's relationships with members and external organisations
- To build the Academy's profile and reputation as a respected and authoritative 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 relationships with HEE and the General Medical Council
- Developing appropriate relationships and communication with devolved administrations
- Relations with UEMS
- To strengthen relations with the Welsh and Scottish Academies

Specific work streams

- Work in "Four professions" group with nursing, pharmacy and midwifery representatives
- Ensuring appropriate involvement and relationships in the development of HEE and relevant workstreams
- Active stakeholder management and communications

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

Specific work streams

- Running the Board of Trustees
- Financial management
- Personnel support

5. BUDGET AND RESOURCES

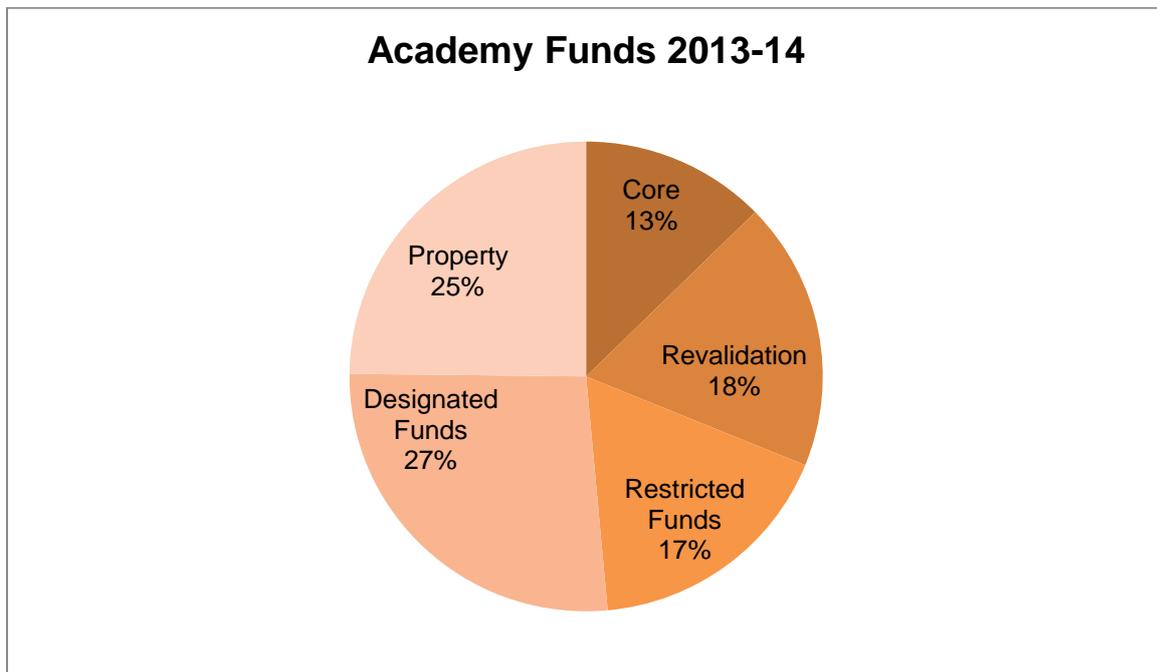
The Academy is a small organisation with limited resources directly available to spend on its own projects. We have a staff of ten who support our project and committee work but we also rely on the active participation of representatives from our member organisations to take forward and deliver our work.

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.

Academy expenditure is divided into

- Core services. This covers the salaries for core staff, office running costs, communications, Council and Committee meetings etc.
- Restricted funds i.e. funds whose usage has been explicitly restricted to a particular purpose.
- Revalidation fund. In effect another restricted fund but separated out because of its size.
- Designated funds i.e. funds that Trustees designated for a particular use but where there is potentially more flexibility (although in effect some are equivalent to Restricted Funds)



Some key figures - Expenditure 2013-14 - £'000 Total £2,202k

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|------------------------|------------|
| Core Budget | 500 |
| Salaries | 320 |
| Office administration | 34 |
| Building running costs | 29 |
| Professional services | 45 |
| Communications | 11 |

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|--------------------------------|------------|
| <i>Meetings</i> | 32 |
| <i>Chairman office</i> | 12 |
| Restricted Funds | 429 |
| <i>Donation Ethics</i> | 102 |
| <i>COPMED</i> | 154 |
| <i>E-LF</i> | 100 |
| <i>Core Curriculum</i> | 33 |
| Revalidation | 546 |
| <i>Salaries</i> | 136 |
| <i>Projects</i> | 320 |
| Designated Funds | 665 |
| <i>MTI</i> | 326 |
| <i>DH Matched Funds</i> | 330 |
| Property (Depreciation) | 62 |

Whilst the Academy currently has total resources of £4.5million, in practice the sum over which it has complete discretion is very considerably smaller. This is because of the resources that are in the property, restricted and specific designated funds. In total just about 70% (£3.1m) of the total resources of the Academy are not available for discretionary use.

6. GOVERNANCE AND DELIVERING THE WORK PROGRAMME

The Academy Council, which comprises representatives from each of our member organisations together with co-opted representatives from the Academy Patient/Lay Group, Trainee Doctors Group and the Welsh Academy, is responsible for determining the overall priorities for the year and content of our work programme. In practice, individual Committees will determine their specific work programmes within the overall priorities.

The Academy Board of Trustees comprising Council and independent members is responsible for the governance of the organisation including the production of the annual business plan and budget and proper management of financial and staffing resources.

The distribution of funds by the Academy to member organisations for specific projects and the progress of those projects are overseen by Project Governance Committees comprising Council, Trustee Board and external membership.

Work programmes delivered directly by Academy staff or contracted consultants is overseen by the appropriate Committee with the Chief Executive being accountable to the Council and Board of Trustees for their delivery

7. FURTHER INFORMATION

Detailed information about the Academy's work is available on our website <http://www.aomrc.org.uk/> and of our previous work in our 2012 annual review http://www.aomrc.org.uk/publications/reports-a-guidance/doc_details/9499-academy-review-2012.html

If you have any questions or comments please contact
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