

The Royal College
of Psychiatrists
Strategic plan 2008–2011



Excellence
Leadership
Engagement

The core purposes of the Royal College of Psychiatrists are to:

Set standards and promote excellence in psychiatry and mental healthcare

The Royal College of Psychiatrists is committed to improving the understanding of psychiatry and mental health. We want there to be a greater understanding of the interaction between mental and physical health and the social and cultural context in which people live. We are at the forefront in setting and achieving the highest standards through education, training and research. We lead the way in developing excellence and promoting best practice in mental health services. We promote research and publish the results in our world-class psychiatric journals.

Lead, represent and support psychiatrists

The College actively promotes psychiatry as a career. College structures are robust and provide dedicated support to our members and associates. Nationally and internationally, the College has a vital role in representing the expertise of the psychiatric profession to governments and other agencies. This is key to promoting best practice in mental health.

Work with service users, carers and their organisations

We collaborate with key players in the mental health field and are champions for improvements in the quality of mental healthcare throughout all sectors of society. Public education is at the heart of our activities and is an essential component of our website.

The College is committed to patient-centred practice through:

Professionalism

Innovation and research

Lifelong learning

Fairness and inclusion

Ethical practice

Multidisciplinary working

The Royal College of Psychiatrists promotes mental health. Mental health can be compromised by many factors, including mental and physical illnesses, learning disabilities, personality disorders, lifestyle and life experiences.

There are thirteen specialist areas within psychiatry:

- Academic Psychiatry
- General and Community Psychiatry
- Psychiatry of Old Age
- Addictions
- Liaison Psychiatry
- Psychotherapy
- Child and Adolescent Psychiatry
- Neuropsychiatry
- Rehabilitation and Social Psychiatry
- Eating Disorders
- Perinatal
- Forensic Psychiatry
- Psychiatry of Learning Disability

Our key audiences are:

Membership – members and associates of the College

Members are the lifeblood of the College and we could not exist without them. We need their commitment and energy to take forward our aims and objectives. The College membership continues to grow year on year, although recruitment and retention remains a problem within services. We are committed to attracting more psychiatric trainees and staff and associate specialist grades.

Service users, carers and mental health organisations

For many years we have been building bridges between psychiatry and service user/carer organisations. While recognising our differences, we have worked together effectively. This has been proven by our public education campaigns and through the work of the Mental Health Alliance. These positive steps need to be built on, with increased service user and carer involvement and alliances in all areas of our work.

Multidisciplinary teams in mental health services

The role of the psychiatrist within the multidisciplinary team is changing. We need to harness the knowledge and authority of other members of multidisciplinary teams through their organisations to help deliver the best mental health service possible.

Psychiatrists in medical management

Psychiatrists are playing an increasingly important part in medical management. The College has a key role in training the future medical managers in psychiatry.

The medical profession

There is no health without mental health. The College is working with other medical disciplines to ensure that this message reaches all doctors (including medical students) and that the relationship between physical and mental health is better understood.

Public

The public education activities of the College, including media work, campaigns, working with school and university students and our award-winning mental health information, have raised awareness of the high prevalence of mental disorders. Incidents involving people with mental illness, which are widely covered in the media, perpetuate the public's fears and prejudices towards people with mental illness. We are committed to championing public understanding of mental illness, psychiatry and psychiatrists through our campaigning and political activities.

Government of the UK and the EU, civil servants, other parliamentarians and policy formers

Mental health is high on the political agenda. The College has good access to the government within all its jurisdictions, civil servants, other parliamentarians and policy makers. We are increasingly involved in advising governments on policy and actively responding to mental health and other relevant legislation. Increased European interest in mental health issues means we need to develop broader relationships with the European legislature.

Media

The College has worked hard to develop media contacts through its press work and public education campaigns. Members of the College are increasingly interested in working effectively with the media. Some media continue to portray people with mental illness as dangerous, thus increasing stigma. Developing understanding and building awareness of what psychiatry is and can do continues to underpin our media strategy.

National Health Service and independent healthcare: purchasers and providers

The College works with all purchasers and providers of services in mental healthcare to ensure that high-quality services are developed and maintained. The growth of private sector healthcare means that there are many members of the College who have chosen to work in this sector.

College staff

Our staff are central to the delivery of the services that we provide. We must embrace and develop their professional expertise, communicate effectively with them and constructively manage their skills to realise our shared goals.

Set standards and promote excellence in psychiatry and mental healthcare

Value	Honorary Officer	Objectives	Actions	Department
<ul style="list-style-type: none"> ■ Professionalism ■ Lifelong learning 	Dean	1. Ensure that postgraduate education, training and assessment, and recertification in psychiatry exceeds required educational standards	<ul style="list-style-type: none"> 1.1. Influence the curriculum for foundation year doctors so that psychiatry is more prominent 1.2. Implement and monitor new MRCPsych examination structure, entry requirements and regulations 1.3. From foundation year to consultant, refine the current training process, structure and examination methods 1.4. Working with the General Medical Council (GMC) and other medical Royal Colleges, devise the appropriate systems for recertification of psychiatrists 1.5. Define the professional standards and competencies required by all psychiatrists 	<ul style="list-style-type: none"> Professional Standards Professional Standards Professional Standards Professional Standards Professional Standards
<ul style="list-style-type: none"> ■ Professionalism ■ Lifelong learning 	Dean Director of Conferences	2. Provide appropriate education and training programmes to College members and other mental health professionals at all stages of their career	<ul style="list-style-type: none"> 2.1. Survey and develop College meetings for Divisions, Faculties and Sections 2.2. Survey consultant psychiatrists to identify continuing professional development (CPD) needs 2.3. Produce targeted CPD products, involving the College Education and Training Centre (CETC), CPD Online and <i>Advances in Psychiatric Treatment</i> 2.4. CETC to extend training opportunities to other mental health professionals 2.5. Increase membership of the 360° appraisal scheme for consultant psychiatrists 	<ul style="list-style-type: none"> Membership Standards Professional Standards Publications/ College Research and Training Unit College Research and Training Unit College Research and Training Unit

Set standards and promote excellence in psychiatry and mental healthcare

Value	Honorary Officer	Objectives	Actions	Department
<ul style="list-style-type: none"> ■ Ethical practice ■ Innovation & research ■ Multidisciplinary working 	Dean Registrar	3. Promote quality improvement in mental health services by developing, implementing and evaluating clinical best practice in mental health services	<ul style="list-style-type: none"> 3.1. Increase membership of the existing College Centre for Quality Improvement (CCQI) subscription networks 3.2. Establish new, viable national clinical audit projects, accreditation schemes and quality networks 3.3. Develop, revise and help implement the National Collaborating Centre for Mental Health (NCCMH) guidelines produced for the National Institute for Health and Clinical Excellence (NICE) 3.4. Collaborate with NICE in guideline implementation according to the Memorandum of Understanding with NICE 	<p>College Research and Training Unit</p> <p>College Research and Training Unit</p> <p>College Research and Training Unit</p> <p>College Research and Training Unit</p>
<ul style="list-style-type: none"> ■ Innovation & research 	Registrar	4. Ensure continuing development of psychiatric and mental health service research in academic psychiatry	<ul style="list-style-type: none"> 4.1. Faculties and Sections to advise the Academic Faculty on their research priorities in psychiatry 4.2. Academic Faculty to compile a report of these research priorities 	<p>Membership Relations</p> <p>Membership Relations</p>
<ul style="list-style-type: none"> ■ Professionalism ■ Innovation & research 	Dean Registrar	5. Ensure that the College has all the necessary data and the evidence base for its activities	<ul style="list-style-type: none"> 5.1. Identify research programmes that support College activities 5.2. Ensure that College membership data are used appropriately 5.3. Maintain accurate census data to aid workforce planning 	<p>Communications and Policy</p> <p>Membership Relations</p> <p>Professional Standards</p>

Set standards and promote excellence in psychiatry and mental healthcare

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<ul style="list-style-type: none"> ■ Lifelong learning ■ Innovation & research ■ Multidisciplinary working 	Editor	6. Increase the influence of College journals and publications	<ul style="list-style-type: none"> 6.1. Obtain Continuing Medical Education (CME) approval in the US for <i>Advances in Psychiatric Treatment</i> and CPD Online 6.2. Audit the number of papers in the College journals concerning interdisciplinary working, including contributions from other professions 6.3. Revise, publish and disseminate the Good Psychiatric Practice series of College reports 6.4. Work with psychiatric trainees to increase their involvement in <i>Advances in Psychiatric Treatment</i> 6.5. Develop the standing of the <i>Psychiatric Bulletin</i> as a journal for publishing primary research, and achieve citation by ISI 6.6. Increase the influence of online journals by using current technology 	<ul style="list-style-type: none"> Publications Publications Publications Publications Publications Publications
<ul style="list-style-type: none"> ■ Professionalism ■ Innovation & research 	President	7. Recognise innovative service development and promote this to the College membership	<ul style="list-style-type: none"> 7.1. Set up mechanisms to recognise and reward excellent practice 	<ul style="list-style-type: none"> Communications and Policy

Lead, represent and support psychiatrists

Value	Honorary Officer	Objectives	Actions	Department
<ul style="list-style-type: none"> ■ Professionalism ■ Multidisciplinary working 	Dean Registrar	8. Define and promote the professional aspirations of psychiatrists and their contribution to health services	8.1. Disseminate the findings of the College's recent work on professionalism	Professional Standards
<ul style="list-style-type: none"> ■ Professionalism ■ Fairness & inclusion ■ Ethical practice 	Registrar	9. Ensure that College activities and objectives reflect the diversity of its membership	9.1. Ensure that the work carried out by the Special Committee on Ethnic Issues is embedded in all College activities 9.2. Collate and publish all membership data showing trends in ethnicity and gender	All departments Membership Relations
<ul style="list-style-type: none"> ■ Ethical practice 	Registrar	10. Manage the relationship between psychiatry and commercial influences, including the pharmaceutical industry	10.1. Disseminate final guidance on relationships with pharmaceutical and other commercial organisations 10.2. Establish a commercial relationship monitoring committee	Membership Relations Membership Relations
<ul style="list-style-type: none"> ■ Professionalism ■ Lifelong learning 	Dean Registrar	11. Maintain and increase the number of doctors choosing a career in psychiatry	11.1. Promote psychiatry as a career to young people, medical students and junior doctors 11.2. Market the new student associate grade and develop related web pages 11.3. Promote the strategy to influence undergraduate teaching in psychiatry so that it is engaging and supportive 11.4. Maintain and develop College support for psychiatric trainees 11.5. Construct a report and action plan on developing academic psychiatry as a career 11.6. Encourage flexible work patterns throughout the career pathway	Professional Standards Membership Relations Professional Standards Professional Standards Professional Standards

Lead, represent and support psychiatrists

Value	Honorary Officer	Objectives	Actions	Department
<ul style="list-style-type: none"> ■ Professionalism ■ Multidisciplinary working ■ Fairness & inclusion 	Dean President Registrar	12. Strengthen the voice of psychiatry in medicine by promoting effective working of psychiatrists within multidisciplinary teams and with other medical specialties	12.1. Evaluate the College's role in New Ways of Working and develop an appropriate work plan 12.2. Prepare a strategy for increased collaboration with other medical specialties, mental health professionals and their organisations 12.3. Establish the competencies required of all psychiatrists to ensure the delivery of good physical health for our patients by understanding the implications of the environment in which patients live 12.4. Develop stronger links with other organisations involved in disability issues	Professional Standards Communications and Policy Professional Standards Communications and Policy
<ul style="list-style-type: none"> ■ Multidisciplinary working 	President Editor	13. Promote best clinical practice in the treatment of mental illness at primary-care level	13.1. Consolidate the strategic and working relationship with the Royal College of General Practitioners 13.2. Establish a strategic and working relationship with health commissioners 13.3. Explore strategic and working relationships with other organisations involved in primary care 13.4. Produce and market new publications for all primary-care practitioners	Membership Relations Membership Relations Membership Relations Publications

Lead, represent and support psychiatrists

Value	Honorary Officer	Objectives	Actions	Department
<ul style="list-style-type: none"> ■ Professionalism ■ Multidisciplinary working ■ Ethical practice 	Editor Registrar	14. Strengthen the voice and influence of psychiatry by ensuring that the College communicates effectively with its members, staff and other stakeholders	<ul style="list-style-type: none"> 14.1. College staff involved in Membership Communications Group to review and revise member communications programme and mechanisms 14.2. Audit all existing membership communication strategies, including RCPsych E-News 14.3. Expand and promote RCPsych E-News 14.4. Prepare a plan to strengthen links and influence specified key external audiences 14.5. Evaluate the work of the Psychiatrists' Support Service and consider its future direction 14.6. Review support for Faculties, Sections and Divisions 14.7. Increase the College's profile as the national representative body for psychiatrists by promoting best practice in mental health 14.8. Set up an intranet to strengthen internal communication 	<ul style="list-style-type: none"> Membership Relations Communications and Policy Communications and Policy Communications and Policy Membership Relations Membership Relations Communications and Policy Publications/ Membership Relations
<ul style="list-style-type: none"> ■ Professionalism ■ Fairness & inclusion ■ Ethical practice 	Registrar	15. Further develop the College's influence on public policy relevant to mental health	<ul style="list-style-type: none"> 15.1. Policy Unit to assist in the development of the College policy agenda 15.2. Policy Unit to advise Divisions, Faculties and Sections 15.3. College to influence reforms to mental health legislation and other relevant acts, across all jurisdictions 15.4. Pursue the College's national Fair Deal for Mental Health campaign and its agreed strategies and initiatives 	<ul style="list-style-type: none"> Communications and Policy Communications and Policy Communications and Policy Communications and Policy

Lead, represent and support psychiatrists

Value	Honorary Officer	Objectives	Actions	Department
			15.5. Prepare a report on the Policy Unit's achievements by the end of 2009	Communications and Policy
<ul style="list-style-type: none"> ■ Professionalism ■ Multidisciplinary working ■ Ethical practice 	Dean President	16. Ensure that the College engages with international members and influences international psychiatry	<p>16.1. Promote the College as an international representative body for psychiatrists</p> <p>16.2. Collaborate with key international agencies, international psychiatric associations, European psychiatric organisations, EU structures, relevant UK government departments and other relevant bodies</p> <p>16.3. Increase the number of College Associates in the UK and elsewhere</p> <p>16.4. Support College members overseas in their activities</p> <p>16.5. Implement existing, and develop new, international memoranda of understanding</p> <p>16.6. Support low- and middle-income countries with issues in the mental health field</p>	<p>Professional Standards</p> <p>Professional Standards</p> <p>Professional Standards</p> <p>Professional Standards</p> <p>Professional Standards</p> <p>Professional Standards</p>
<ul style="list-style-type: none"> ■ Professionalism ■ Lifelong learning 	Registrar	17. Increase membership involvement in College activities	<p>17.1. Evaluate levels of involvement annually</p> <p>17.2. Through the Fair Deal for Mental Health campaign, develop a programme of activities to involve the membership nationally</p> <p>17.3. Promote post-retirement roles and activities for psychiatrists within the College</p>	<p>Membership Relations</p> <p>Communications and Policy</p> <p>Membership Relations/ Communications and Policy</p>

Lead, represent and support psychiatrists

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<ul style="list-style-type: none"> ■ Professionalism ■ Multidisciplinary working 	Registrar	18. Work effectively with National Health Service (NHS) medical management, including medical directors	18.1. Strengthen the Medical Directors' Network and National Mental Health Partnership 18.2. Collaborate with the mental health network of the NHS confederation to influence the development of mental health services	Membership Relations Membership Relations
<ul style="list-style-type: none"> ■ Professionalism 	President Registrar	19. Ensure that the College structure and its management processes are fit for purpose	19.1. Regularly review the Strategic Plan 19.2. Explore technology for improved audio/videoconferencing for College committees 19.3. Regularly review IT to ensure maximum support for College activities	All departments Finance and Operations Membership Relations
<ul style="list-style-type: none"> ■ Professionalism 	Treasurer	20. Review the College estate, the College's future needs and the effective use of College resources	20.1. Receive a report from an external advisor with an accommodation strategy and options appraisal 20.2. Prepare and implement a fundraising strategy for the new building 20.3. Identify new fundraising activities and donors	Finance and Operations Finance and Operations Communications and Policy/ Finance and Operations
<ul style="list-style-type: none"> ■ Professionalism ■ Multidisciplinary working 	President	21. Ensure that psychiatry is appropriately recognised within medicine: there is no health without mental health	21.1. Establish joint working groups with other medical specialties 21.2. Ensure maximum input into the work of the Academy of Medical Royal Colleges	All departments All departments

Work with patients, service users, carers and their organisations

Value	Honorary Officer	Objectives	Actions	Department
<ul style="list-style-type: none"> ■ Fairness & inclusion ■ Ethical practice 	Dean	22. Promote equal access to and quality of mental healthcare for people from all sections of society	22.1. Maintain strategic and working relationships with all mental health and learning disability service user and carer charities	Communications and Policy/ Membership Relations/College Research and Training Unit
	Registrar		22.2. Establish a Black and minority ethnic service user and carer programme	Communications and Policy
			22.3. Ensure that Black and minority ethnic service users and other minority groups have equal access to and choice within mental health services	Communications and Policy
			22.4. Monitor service user and carer participation in psychiatric training programmes	Communications and Policy
			22.5. Ensure that the views of service users and carers are sought as part of the CCQI's quality improvement programmes	College Research and Training Unit
<ul style="list-style-type: none"> ■ Fairness & inclusion ■ Ethical practice ■ Multidisciplinary working 	Dean	23. Maintain and develop service user and carer involvement with the College	23.1. Ensure that the Service User Recovery Forum and Carers Forum work effectively and influence College policy	Communications and Policy
	Registrar		23.2. Promote joint working between the Service User Recovery Forum and the Carers Forum	Communications and Policy
			23.3. Establish a national network of service users and carers, involving Faculties, Sections and Divisions	Communications and Policy
			23.4. Ensure that service users and carers are involved in committees that steer the work of the CCQI	College Research and Training Unit

Work with patients, service users, carers and their organisations

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<ul style="list-style-type: none"> ■ Professionalism ■ Fairness & inclusion ■ Multidisciplinary working ■ Ethical practice 	Editor	24. Develop and disseminate high-quality public education materials and publications	24.1. Ensure that mental health information reaches primary care and other audiences	Communications and Policy
	Registrar		24.2. Increase the number of translated materials and disseminate them	Communications and Policy
			24.3. Launch the young people's website	Communications and Policy/ Publications
			24.4. Publish a new book for the general public on child and adolescent mental health	Publications
			24.5. Promote and disseminate public education materials more widely	Communications and Policy

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