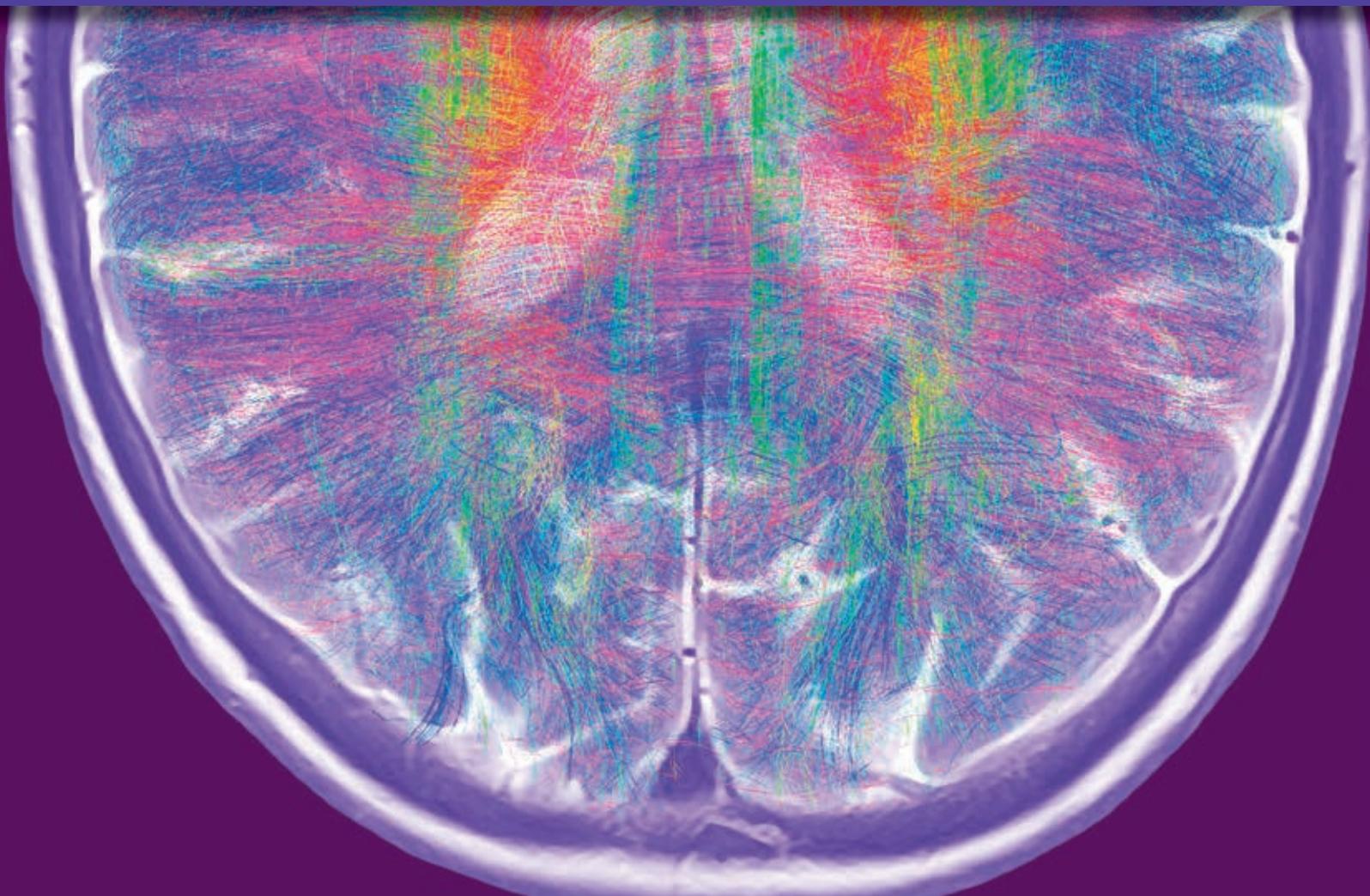




Excellence in psychiatry,
High-quality, person-centred care

Strategic Plan 2019-20



About our organisation

We work to secure the best outcomes for people with mental illness, intellectual disabilities and developmental disorders by promoting excellent mental health services, supporting the prevention of mental illness, training outstanding psychiatrists, promoting quality and research, setting standards and being the voice of psychiatry.

We are building a strong and progressive College, that strives to ensure its members are able to deliver high-quality, person-centred care in well-resourced psychiatric and wider mental health services.

Our determination to achieve this outcome shapes our vision, values, mission and strategic objectives. Our members are psychiatrists who deliver outstanding services to patients and carers across the UK, and all over the world, and hundreds of mental health services are signed up to our quality networks.

We deliver impact and value for our members.

Our members, working together with our employees, are our key resource. That is why we are committed to delivering both an excellent membership, and employee, experience.

As at the start of 2019, we have:

- 18,400 members across the UK, and globally
- 1,500 mental health services, across the UK, signed up to our quality networks
- 235 staff
- 3,400 entrants, each year, to components of our MRCPsych examination, the gateway qualification to specialist training.



RCPsych Specialty Doctors' Committee Chair Dr Monique Schelhase

Our vision for 2019-20

A strong and progressive College that supports its members to deliver high-quality, person-centred care across the UK, and all over the world.

Our values

Courage

- Champion the specialty of psychiatry and its benefits to patients
- Take every opportunity to promote and influence the mental health agenda
- Take pride in our organisation and demonstrate self-belief
- Promote parity of esteem
- Uphold the dignity of those affected by mental illness, intellectual disabilities and developmental disorders.

Innovation

- Embrace innovation and improve ways to deliver services
- Challenge ourselves and be open to new ideas
- Seek out and lead on new, evidence-based, ways of working
- Have the confidence to take considered risks
- Embrace the methodology of Quality Improvement to improve mental health services and the work of the College.

Respect

- Promote diversity and challenge inequalities
- Behave respectfully – and with courtesy – towards everyone
- Challenge bullying and inappropriate behaviour
- Value everyone's input and ideas equally
- Consider how own behaviour might affect others
- Respect the environment and promote sustainability.

Collaboration

- Work together as One College – incorporating all members, employees, patients and carers
- Work professionally and constructively with partner organisations
- Consult all relevant audiences to achieve effective outcomes for the College
- Work together with patients and carers as equal partners
- Be transparent, wherever possible and appropriate.

Learning

- Learn from all experiences
- Share our learning and empower others to do the same
- Value and encourage personal feedback
- Use feedback to make continuous improvements
- Create an enabling environment where everyone is listened to, regardless of seniority
- Positively embrace new ways of working.

Excellence

- Deliver outstanding service to members, patients, carers and other stakeholders
- Promote excellent membership and employee experience
- Always seek to improve on own performance
- Promote professionalism by acting with integrity and behaving responsibly
- Demonstrate accountability in all that we do
- Uphold the College's 'Core Values for Psychiatrists'.



Psychiatric Trainee Committee Chair Dr Alex Till (right)

Our mission statement

The College works to secure the best outcomes for people with mental illness, intellectual disabilities and developmental disorders by promoting excellent mental health services, supporting the prevention of mental illness, training outstanding psychiatrists, promoting quality and research, setting standards and being the voice of psychiatry.



Former PTC Chair Dr Charlotte Blewett

Our strategic objectives 2019-20

1. To deliver education and training, and promote research in psychiatry.
2. To promote recruitment and retention in psychiatry.
3. To improve standards and quality across psychiatry, and wider mental health services, and support the prevention of mental ill health.
4. To be the voice of psychiatry.
5. To support psychiatrists to achieve their professional potential, by providing an excellent member experience.
6. To ensure the effective management of resources, and provide an excellent employee experience, so as to efficiently deliver agreed priorities.

Delivering education and training, and promoting research in psychiatry

By the end of 2020, we will have delivered key reforms to the curriculum. We will be ensuring the UK has a highly skilled psychiatric workforce through continuing to train new, outstanding psychiatrists; developing excellent CPD opportunities for existing psychiatrists; and promoting research. We will do this by:

- **Ensuring our curricula are updated** in line with GMC requirements.
- Delivering the final phase of the **Integrating Neuroscience Project**, which will aim to ensure that the rapid advances in basic and clinical neuroscience are made more accessible to trainee psychiatrists and embedded into the curriculum.
- Developing **programmes of high-quality events and training courses** to support psychiatrists globally, through all stages of their careers.
- Continuing to deliver an **excellent annual International Congress**.
- Supporting overseas psychiatrists to enhance their training through access to the **Medical Training Initiative** and other schemes.
- Delivering **CPD Online (CPDO) and Trainees Online (TrON) eLearning modules** for psychiatrists.
- Enabling psychiatrists to easily and efficiently update their **CPD submissions** via the College website, with an excellent user-experience.
- **Collaborating with our publishing partner, Cambridge University Press** to implement a strategy to develop our academic journals, including the British Journal of Psychiatry, and academic books, for the advancement of psychiatric research and practice around the globe.
- Supporting **clinical fellowships and research projects**.
- **Developing a research-ready workforce**.
- Setting standards in training through the **MRCPsych examination**, and ensuring that it continues to be of a high standard.



RCPsych President Professor Wendy Burn (right) with newly-qualified College member, Dr Kiran Sanghera



Military psychiatrist Lt Col Elizabeth Hunt, in the RCPsych Choose Psychiatry promotional video

Promoting recruitment and retention in psychiatry

By the end of 2020, we will have further helped increase recruitment into psychiatry. We will also have persuaded governments, arms-length bodies and employers, around the UK, to make significant progress towards achieving our ambition for the creation of thousands of new psychiatric posts, and take practical steps to improve the wellbeing of frontline psychiatrists. We will do this by:

- Increasing the number of doctors applying for a career in psychiatry through **Choose Psychiatry**, by reinforcing the campaign's brand, and placing its funding on a longer-term sustainable footing.
- Promoting recruitment into psychiatry to hundreds of medical students and foundation doctors through **local summer and autumn schools, careers fairs and events** and running the **National Psychiatry Conference** for medical students attended by 200 potential applicants each year.

- **Promoting psychiatry to sixth-formers**, through the College website, and by encouraging sixth-formers to sign up for information on careers in psychiatry, inspirational psychiatrists, opportunities in psychiatry, and training.
- Promoting the specialty of psychiatry to exceptionally talented foundation doctors, via the **Foundation Fellowships**, through which participants in the schemes receive mentoring support, free attendance at the College's annual International Congress, and free access to the College's CPD online and TrOn modules.
- Working to **persuade the Westminster government to commit to growing the psychiatric workforce in England by 4,000 posts by 2028**, and collaborating with Health Education England to grow the wider mental health workforce.
- Working with Health Education England and other responsible bodies to **develop innovative responses to the workforce challenge**, including developing physician associates.
- Persuading decision-makers and employers to take practical measures to **improve the wellbeing of mental health staff, increase retention and encourage those, who have left the workforce, to return to work.**
- Ensuring adequate **recognition by employers to allow time to engage in the important work of the College** on behalf of the wider NHS, and patients and carers.
- **Taking a leading role in a new cross-professional collaboration to increase recruitment** to the wider mental health workforce.
- Ensuring that **all governments in the UK match the mental health workforce plans of the most ambitious UK administration.**

Improving standards and quality across psychiatry, and wider mental health services, and supporting the prevention of mental ill health

By the end of 2020, we will have worked with every mental health trust in England to help improve standards and quality in mental health services, and will be working with an increased number of services in Scotland, Wales and Northern Ireland. We will do this by:

- Continuing to develop concise, evidence-based **standards and good practice guidance** for mental health care.
- Continuing to provide **accreditation and peer-review** networks for hundreds of mental health services, across the UK, that help them improve standards and quality of patient care.
- Increasing participation in our accreditation and peer-review networks, including working with more services in **Scotland, Wales and Northern Ireland** to improve standards and quality of patient care.
- Continuing to run **national clinical audits** of specific areas of mental health care, such as anxiety and depression, psychosis and dementia.
- Promoting the wider use of **Quality Improvement (QI)** methods in mental health services to help improve outcomes for patients, carers, communities and staff.
- Running **QI collaboratives** to support trusts, in England, in their work to improve safety, such as through reduced restrictive practice or preventing suicide.

- Working with trusts, in England – while using a QI approach – to **provide bespoke safety improvement plans** in collaboration with NHS Improvement and the CQC.
- Continuing to work with national NHS bodies to develop evidence-based **competency frameworks** across mental health services.
- Undertaking **research and evaluation** that contributes to a better understanding of factors influencing the quality of mental health care.
- **Promoting the sharing of policy and best practice**, to psychiatrists and other mental health professionals, across the four nations of the UK.
- Coordinating a piece of work on **helping psychiatrists to influence the commissioning and provision of mental health services in their area**, which focusses on integrated care systems, and involves a clear idea of what good looks like in terms of process and outcome.
- **Ensuring mental health is considered in major incident planning** and responses to national disasters.
- **Striving to prevent poor mental health and promote mental wellbeing** by pursuing the well-evidenced public mental health agenda, in order to improve people's lives and reduce the need for health care in the future.
- **Preventing the excessive deaths of users of specialist mental health services from physical health causes** through promoting the more widespread use of evidence-based interventions, such as health checks, extended lifestyle support, medicine reviews, and community falls prevention.

Being the voice of psychiatry

By the end of 2020, we will be winning the argument with decision makers that parity of esteem means parity of funding for mental health services, and that psychiatry and psychiatrists are essential to the delivery of high-quality patient care. We will do this by:

- Increasing **the quality and impact of the College's media profile**, with key messages that continue to highlight the benefits of psychiatry and set the agenda on mental health across the UK.
- Implementing a digital strategy to **establish the College at the forefront of digital communications** among medical royal colleges.
- Ensuring that the new **College website** provides an excellent user experience for members, patients, carers and other stakeholders.
- Engaging via **social media**, with an ever-growing number of followers and high-quality content including video, images and infographics.
- Campaigning to persuade the Westminster government to **increase the share of NHS funding, in England, for mental health services** from 10.8% in 2017/18 to 13.1% in 2028/9.
- **Holding the Westminster government and arms-length bodies to account for the delivery of the Five Year Forward View for Mental Health**, by developing an online tool to collate and analyse available data, updated to provide a quarterly snapshot of the state of mental health services in England.
- Ensuring that **all governments in the UK match the mental health spending plans of the most ambitious UK administration**.
- Having a **strong voice** on global mental health issues.



RCPsych Registrar Dr Adrian James outside the House of Commons with MP Helen Whately

- **Supporting the influential All Party Parliamentary Committee** on Mental Health.
- Working to ensure that **College reports and position statements**, and our public information materials are useful, high-quality and evidence based.
- **Safeguarding and enhancing the College brand** and reputation.
- **Working with the Academy of Medical Royal Colleges and other medical royal colleges** to influence the roll out of new models of integrated care.



RCPsych Honorary Fellow Alastair Campbell with Dr Sri Kalidindi, RCPsych 'Psychiatrist of the Year' 2017

Supporting psychiatrists to achieve their professional potential, by providing an excellent member experience

By the end of 2020, our members will be receiving an excellent membership experience, and feel supported and valued by the College. We will do this by:

- **Embedding the College's values** across the membership and staff team, in order to create a culture that is enabling, empowering and positive.
- Ensuring that we continue to **promote diversity and challenge inequality** as a membership organisation and an employer.
- Implementing and maintaining a **membership strategy**, that sets out what the College will deliver to its members – to ensure we provide an excellent member experience.
- **Carrying out at least one substantive membership survey**, to gauge membership satisfaction.

- Ensuring **RCPsych Insight** continues to help deliver a great member experience – with accessible articles, excellent features and a vibrant design.
- **Promoting Fellowship** of the College, as a key indicator of excellence and contribution to the specialty.
- Ensuring an excellent member experience is delivered to all of those attending the **RCPsych Awards, Fellowship and New Members' Ceremony**.
- **Supporting our newly-created Devolved Councils** as they are rolled out in Scotland, Wales and Northern Ireland.
- **Ensuring excellent membership engagement, at a local level, through the College's eight English Divisions** – Eastern, London, Northern and Yorkshire, North West, South East, South West, Trent, and West Midlands.
- **Promoting membership engagement through the work of our six International Divisions** – African, European, Middle Eastern, Pan American, South Asian, and Western Pacific.
- **Enabling excellent membership engagement through providing support to our 13 Faculties**, which represent the specialties and sub-specialties of Liaison, Child and Adolescent, Rehabilitation and Social, Addictions, Medical Psychotherapy, Intellectual Disability, General Adult, Eating Disorders, Neuropsychiatry, Academic, Perinatal, Forensic and Old Age psychiatry.
- **Promoting membership engagement through the work of our 15 Special Interest Groups (SIGs)** – Adolescent Forensic Psychiatry, Arts and Psychiatry, Evolutionary Psychiatry, Forensic Psychotherapy, History of Psychiatry, Neurodevelopmental, Occupational Psychiatry, Philosophy, Private and Independent Practice, Rainbow, Spirituality, Sports and Exercise Psychiatry, Transcultural Psychiatry, Women and Mental Health, and Volunteering and International Psychiatry.
- Introducing best practice to the delivery of our IT systems and applications, to ensure that our members, staff and other stakeholders have a seamless experience of interfacing with secure **College IT platforms** – including the College website, the membership database and other business applications.
- Providing a **first-rate physical and online library, and archive service** for our members.
- **Supporting psychiatrists in all forms of practice and whatever their employment status**, including those who have portfolio careers, and those working to support the safeguarding of patients – such as those sitting on Tribunals, Second Opinion Doctors, and doctors carrying out Medico-Legal and Mental Health Act work.

Ensuring the effective management of resources, and providing an excellent employee experience, so as to efficiently deliver agreed priorities

By the end of 2020, we will ensure the College is governed in accordance with best practice and manages its resources as effectively as possible, as well as delivering an excellent employee experience. We will do this by:

- Ensuring **the College is governed effectively**, in accordance with the Charity Commission's Governance Code for Larger Charities.
- Ensuring that the **Trustee Board, Council and the Senior Management Team** (and all related bodies) are effective decision-making bodies.
- Ensuring that the **President's Quarterly Meeting and the Officers' Management Meeting** are effective fora in which issues are handled before being sent to the Trustee Board, Council or Senior Management Team for a final decision.
- Ensuring that **the College's 236 committees** are managed in the most effective way possible, always ensuring that while they provide a valuable platform for membership engagement they also provide value for money.
- Ensuring the **Finance team provides excellent financial control and business support** to teams across the College.
- Ensuring that **management information** is clear and transparent, so that Trustees and staff can make informed decisions based upon them, and guarantee good stewardship of the organisation.

- Continuing to run a dynamic **employee engagement strategy** – which is supported by an annual staff survey – to drive up our employees’ sense of being supported and valued.
- Ensuring that the staff **pay and benefits’ package** is attractive and relevant, to enhance recruitment and retention.
- Delivering a **learning and development programme** that helps staff at all levels enhance their skills and knowledge, in line with best practice.
- Ensuring our **Mental Health at Work** Plan continues to align with best practice, to support the mental health of our workforce.
- Ensuring that we maintain **our premises** to a high standard to provide an appropriate working environment for staff, and an attractive meeting venue for members.
- Ensuring the College meets **best practice on health and safety**, for the benefit of our staff and members.
- Ensuring that we **adhere to best practice and the law on data protection** (set out in the GDPR) to ensure we protect the personal data of our members, staff, patients, carers and other relevant stakeholders.
- **Developing diverse income streams**, through better use of our brand and intellectual property, delivered through structured packages of content and services.
- Ensuring that **funding is raised for discrete but important workstreams**, such as scholarships and fellowships, that further support the College’s objectives.
- Ensuring that we **respect the environment and promote sustainability**, always limiting the use of unnecessary plastic and striving to drive down the carbon emissions generated by our activities.



CHOOSE PSYCHIATRY

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