



## RCP strategy 2015–2020

### Our strategic plan and priorities

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The [RCP strategy 2015–2020](#) sets out our five strategic aims for the next 5 years. The strategy is underpinned by a more detailed strategic plan, as outlined in this document. The strategic plan sets out how we will translate our strategy from vision to action. It outlines a set of priorities for each of our strategic aims, and what we hope to have achieved by 2020.

For more information, please visit [www.rcplondon.ac.uk/strategy](http://www.rcplondon.ac.uk/strategy) or contact [strategy@rcplondon.ac.uk](mailto:strategy@rcplondon.ac.uk).

#### Our vision:

The best possible health and healthcare for everyone

#### Our mission:

We are the professional membership body for physicians, with over 30,000 members and fellows across the globe. Physicians diagnose and treat illness, and they promote, maintain and restore health. As the leading body for physicians in the UK and internationally, we will work to achieve our vision by:

- influencing the way that healthcare is designed and delivered
- promoting good health and leading the prevention of ill health across communities
- supporting physicians to fulfil their potential.

#### Our values:

The RCP sets higher standards and works to improve care in practice. We are committed to:

- **being patient centred:** we put patients at the centre of everything that we do
- **being clinically led:** we empower our members and value their knowledge, expertise and experience
- **wellbeing:** we are committed to promoting disease prevention, and good physical and mental health for individuals and communities
- **quality:** we deliver the highest quality and best value service
- **innovation:** we are forward looking and evidence based
- **openness:** we champion equality, promote diversity and are open and transparent in everything that we do.

## **Our strategic aims, 2015–2020:**

Over the next 5 years, our activities and resources will be focused on delivering five strategic aims.

- 1 We will improve care for patients.**
- 2 We will develop physicians throughout their careers.**
- 3 We will lead and support our members.**
- 4 We will shape the future of health and healthcare.**
- 5 We will invest in our future and build on our heritage.**

## **About the RCP**

Everything that we do at the Royal College of Physicians (RCP) aims to improve patient care and reduce illness. We are patient centred and clinically led. We drive improvement in the diagnosis of disease, the care of individual patients and the health of the whole population, both in the UK and across the globe.

Our 30,000 members worldwide work in hospitals and the community across 30 different medical specialties. They range from medical students to retired doctors. Physicians diagnose and treat illness, and promote good health. They care for millions of medical patients with a huge range of conditions, from asthma and diabetes to stroke and yellow fever. Physicians' clinical work ranges from caring for patients who are acutely unwell in hospital, to supporting patients to manage long-term health problems at home and encouraging people to stay fit and healthy in the community.

The RCP works to ensure that physicians are educated and trained to provide high-quality care. We improve the quality of care by auditing and accrediting clinical services against national guidelines, and we provide resources for our members to assess their own services. We involve patients and carers in every aspect of our work. We work in partnership with other medical royal colleges and health organisations to drive health improvement, enhance the quality of medical care, and promote research and innovation, so that our members are well equipped to diagnose and treat ill health. We also have a wider duty to reduce preventable illness from causes such as smoking and drinking, and to promote evidence-based policies to government to encourage healthy lifestyles.

We work in partnership with our faculties, specialist societies and other medical royal colleges on issues ranging from clinical education and training to health policy, meaning that physicians and other healthcare professionals can have a powerful and unified voice to improve health and healthcare.

# 1 Improving care for patients

## Ways of working

- We are person centred and we work across all domains of quality, including clinical outcomes, patient safety and patient experience.
- We consider the practice of medicine in its broadest sense – from prevention of ill health to diagnosis, treatment, recovery and self-care.
- We develop the best possible evidence, and we use this to establish patient-centred standards.
- We drive the implementation of higher standards of clinical practice and our vision of the [future hospital](#).
- We promote team working and strong clinical leadership.

## Key success measure

- By 2020, we will have established our vision of the [future hospital](#) at the centre of care, in the UK and beyond.

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 1</b></p> <p>Support physicians and multidisciplinary teams to <b>lead quality and service improvement</b></p>	<ul style="list-style-type: none"> <li>• <b>Increasing the quality improvement knowledge and skills of physicians</b> working within multidisciplinary teams, through RCP-hosted learning communities and active support for national fellowship programmes.</li> <li>• <b>Promoting direct participation in quality improvement work</b> by supporting our members to lead national projects and use their quality improvement skills locally within multidisciplinary teams.</li> <li>• <b>Supporting physicians and multidisciplinary teams around the world to embed improvement as part of normal practice</b> in order to achieve the greatest benefit for patients.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• Physicians in all medical specialties will have the opportunity to participate in quality improvement work, with access to resources that support them to use these skills to improve local services.</li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 2</b></p> <p><b>Set, measure and promote standards</b> that improve care for patients</p>	<ul style="list-style-type: none"> <li>• <b>Actively promoting clinical leadership</b> in order to encourage national and international healthcare initiatives that are rooted in evidence.</li> <li>• <b>Leading the development of evidence-based good practice</b>, co-designed with patients and promoted across the world. Our activities – including our programme of NICE guidelines – will drive the development of the evidence base across quality and service improvement.</li> <li>• <b>Driving the implementation of good practice on the ground</b> by working in partnership with physicians, clinical teams and healthcare organisations, and developing evidence-based tools that support the delivery of high-quality care.</li> <li>• <b>Delivering an expanding programme of clinical audit</b> across a wide range of medical specialties and patient groups, focused on impact and quality.</li> <li>• <b>Leading clinical accreditation schemes</b> that strive for higher standards of patient care, and are joined up across patient pathways and specialties.</li> <li>• <b>Developing and promoting standards for the structure and content of clinical records.</b></li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will be recognised globally as the leading source of evidence, expertise and practical support on quality and service improvement, with large-scale quality improvement activities across all major clinical areas.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>There will be:</i> <ul style="list-style-type: none"> <li>○ <i>year-on-year increase in the number of services enrolled in clinical audit and accreditation programmes</i></li> <li>○ <i>year-on-year improvements in patient care for participating teams and organisations across the NHS.</i></li> </ul> </li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
	<ul style="list-style-type: none"> <li>● <b>Influencing the standards landscape</b> by aligning our quality improvement programmes so that they drive the delivery of patient-centred care, integrated care and shared decision-making.</li> </ul>	
<p><b>Priority 3</b></p> <p><b>Implement our vision of the <a href="#">future hospital</a> and promote good practice in health service design</b></p>	<ul style="list-style-type: none"> <li>● <b>Implementing a new model of care through our Future Hospital Programme</b> by working with individual development sites and promoting roll-out across the wider NHS.</li> <li>● <b>Sharing learning across the medical profession, healthcare teams and the health service</b> by promoting examples of good practice and supporting evaluation through the development of new resources and professional networks.</li> <li>● <b>Promoting and developing the <i>Future Hospital Journal</i></b> and using it to disseminate learning from RCP programmes.</li> <li>● <b>Developing person-centred and evidence-based resources that support the design and delivery of effective local services</b> for people with medical illness.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>● The RCP will have established the vision of the <a href="#">future hospital</a> at the centre of care, in the UK and beyond.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>● <i>The RCP will have established:</i> <ul style="list-style-type: none"> <li>○ <i>the Future Hospital Journal as the authoritative journal of healthcare quality and improvement</i></li> <li>○ <i>Medical care: a guide to planning and delivering medical services for patients as the leading resource for those planning medical services in the UK.</i></li> </ul> </li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 4</b></p> <p>Develop health services that <b>promote patient safety, patient experience, staff wellbeing and service improvement</b></p>	<ul style="list-style-type: none"> <li>• <b>Developing evidence on the safety and effectiveness of clinical interventions</b> and making direct recommendations for clinicians to change their practice (eg related to prescribing, using particular interventions or reducing human error).</li> <li>• <b>Promoting shared decision-making and self-management</b> by supporting medical specialties to embed patient-centred care into their daily practice.</li> <li>• <b>Learning from patient experience</b> by promoting feedback that enables clinicians to reflect on and improve clinical decision-making, clinical practice and patient safety.</li> <li>• <b>Harnessing the potential of NHS staff</b> by working to improve staff health, wellbeing and engagement, and driving clinical leadership.</li> <li>• <b>Promoting better management and use of health information</b>, including supporting patients to have involvement in their electronic care record.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will have established NHS-wide networks operating across medical specialties to promote good practice and the <a href="#">future hospital</a> vision.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>The RCP's peer support networks and repository of good practice will focus on:</i> <ul style="list-style-type: none"> <li>○ <i>service improvement</i></li> <li>○ <i>patient safety</i></li> <li>○ <i>patient experience</i></li> <li>○ <i>shared decision-making</i></li> <li>○ <i>health informatics</i></li> <li>○ <i>staff health, wellbeing and engagement</i></li> <li>○ <i>clinical leadership.</i></li> </ul> </li> </ul>

## 2 Developing physicians throughout their careers

### Ways of working

- We anticipate the future needs of patients and support physicians to meet them.
- We promote diversity in the medical profession, and accessibility and broad participation in our programmes.
- We respond to doctors' needs as they develop throughout their careers, from graduation to retirement.
- We apply latest research and innovation to teaching, assessment and educational practice.
- We consider the training of physicians in the context of the wider healthcare workforce.

### Key success measure

- By 2020, we will be recognised as the leading expert on medical education and training in the UK and across the world.

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 1</b></p> <p><b>Shape the future of the medical workforce in the UK</b></p>	<ul style="list-style-type: none"> <li>• <b>Setting out a clear vision for the future of the medical workforce in the UK</b>, and working with key partners to deliver it. This will range from shaping the medical curriculum and career pathways, to ensuring robust assessment and researching new ways of deploying physicians, foundation doctors and their teams.</li> <li>• <b>Influencing the structure, content and delivery of medical training and assessment</b> to ensure an appropriate balance of knowledge and skills across specialties and career stages – from general and specialist clinical skills, to expertise in research, health promotion and leadership.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP's vision for the medical workforce will underpin the design and delivery of medical education and training in the UK.</li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
	<ul style="list-style-type: none"> <li>• <b>Promoting high-quality postgraduate medical training delivered in an excellent training environment</b> across specialties, including internal medicine.</li> <li>• <b>Promoting medical education and training as a core part of the health service</b>, and influencing key stakeholders to ensure that this is reflected in service plans.</li> </ul>	
<p><b>Priority 2</b></p> <p><b>Promote high-quality medical education and clinical leadership across the world</b></p>	<ul style="list-style-type: none"> <li>• <b>Being the global source of expertise on medical education and training</b> by delivering expert advice and practical support to national and international bodies.</li> <li>• <b>Delivering high-quality programmes of medical education and training</b> targeted to the needs of specific countries – from international capacity building, to designing training programmes and expanding access to our postgraduate programmes.</li> <li>• <b>Leading innovation in medical education</b> by delivering high-quality research and new educational techniques such as clinical simulation.</li> <li>• <b>Driving high-quality clinical leadership and high standards of medical professionalism through education and training</b> for physicians at all career stages – from workshops to postgraduate programmes.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will be recognised as the global expert on medical education and training, with specific workstreams focusing on clinical leadership.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>The RCP will:</i> <ul style="list-style-type: none"> <li>○ <i>work with an expanded number of countries internationally</i></li> <li>○ <i>increase its education research output, including through peer-reviewed publications</i></li> <li>○ <i>host more education research fellows.</i></li> </ul> </li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 3</b></p> <p><b>Promote lifelong learning</b> for physicians and aspiring physicians, and accessible opportunities for development</p>	<ul style="list-style-type: none"> <li>• <b>Promoting lifelong learning for all physicians</b> through a high-profile and varied conference, training and education programme. This will span the range of our members’ specialties, clinical and non-clinical development needs, geographical locations and career stages.</li> <li>• <b>Delivering and expanding our postgraduate and professional development programmes</b> to support physicians across the world to become excellent clinicians, great leaders, inspiring educators and effective communicators.</li> <li>• <b>Increasing the reach and accessibility of our programmes</b> by using live streaming and e-learning, and exploring the development of a network of RCP training hubs.</li> <li>• <b>Developing flexible new ways of providing and delivering education and training programmes</b>, and increasingly allowing participants to build their own tailored programmes.</li> <li>• <b>Encouraging learning in practice</b> by promoting participation in RCP activities, such as quality improvement programmes and examining, as a way to improve skills and increase learning.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• There will be increased participation in RCP events, training and education programmes.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>There will be:</i> <ul style="list-style-type: none"> <li>○ <i>significantly more conferences and workshops available online and in a wider range of locations</i></li> <li>○ <i>year-on-year increase in satisfaction scores</i></li> <li>○ <i>increased flexibility in the provision and delivery of our education and training programmes, including increased use of remote learning and simulation</i></li> <li>○ <i>expansion in our range of credit-bearing programmes.</i></li> </ul> </li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 4</b></p> <p><b>Support physicians throughout their careers</b></p>	<ul style="list-style-type: none"> <li>• <b>Establishing the RCP’s annual conference</b> as the most important annual event for physicians.</li> <li>• <b>Supporting the development of physicians across the world</b> by promoting international training opportunities that give medical graduates exposure to new training environments.</li> <li>• <b>Developing a comprehensive careers programme</b> for medical students, postgraduate trainees and consultants, with resources and events targeted at different career stages and across specialties.</li> <li>• <b>Delivering individual careers support</b> by expanding our mentoring programme and exploring the targeted support that we can offer to help physicians, foundation doctors and medical students fulfil their potential.</li> <li>• <b>Supporting physicians to reflect on their performance and learning needs</b> by developing our CPD diary and resources to support appraisal and, in the UK, revalidation.</li> <li>• <b>Promoting rewarding careers for physicians</b> by encouraging varied and flexible opportunities for career development – from rheumatology to research, palliative medicine to public</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will be the major national source of careers support for physicians and aspiring physicians, with a careers programme that covers each physician specialty and spans career grades.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>The RCP will:</i> <ul style="list-style-type: none"> <li>○ <i>host the major careers event for medical students, foundation doctors and core medical trainees interested in pursuing a career as a physician</i></li> <li>○ <i>have achieved year-on-year expansion in our medical careers mentoring programme</i></li> <li>○ <i>have developed a support system to help physicians to fulfil their potential</i></li> <li>○ <i>have established itself as a source of advice and support for mentoring training, and of advice on the implementation of mentoring systems.</i></li> </ul> </li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
	health and medical oncology to management.	
<p><b>Priority 5</b></p> <p><b>Promote medicine as a career</b></p>	<ul style="list-style-type: none"> <li>• <b>Promoting medical careers to people from a diverse range of backgrounds</b> and identifying opportunities to proactively support this.</li> <li>• <b>Celebrating medicine</b> and exploring opportunities to promote it in a range of forums – from schools to public events and the media.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will have established new ways of continuing to promote diversity in medicine.</li> </ul>

### 3 Leading and supporting our members

#### Ways of working

- We recognise that our members are our greatest asset – we listen to them, support them and learn from them.
- We challenge and improve professional practice, and support our members to learn from each other.
- We are responsive to the needs of our members, their patients, the public and our partners.
- We will develop a relationship with each member that is relevant to their needs and the context in which they work.
- We recognise that membership engagement is the responsibility of all RCP staff and officers.

#### Key success measure

- By 2020, we will have 40,000 members.

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 1</b></p> <p><b>Lead the medical profession and champion medical professionalism</b></p>	<ul style="list-style-type: none"> <li>• <b>Embedding medical professionalism in our members’ practice</b> and promoting the ethical practice of medicine through our education, training, improvement, publications and research activities.</li> <li>• <b>Setting out a clear vision for the future of the medical profession and medical professionalism</b> across the world.</li> <li>• <b>Demonstrating professional leadership in everything that we do</b> and supporting our members and fellows to do the same.</li> <li>• <b>Recognising the achievements of our membership</b> by celebrating excellence in research, patient care and education. This will include a new awards programme for members.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will publish and promote a new vision for the future of the medical profession and medical professionalism.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>The RCP will continue to build its reputation as a leading source of expertise on embedding medical professionalism into education programmes.</i></li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 2</b></p> <p><b>Increase our reach and relevance to all our members</b></p>	<ul style="list-style-type: none"> <li>• <b>Strengthening the support that we provide to our members internationally</b> by developing our network of international offices and advisers.</li> <li>• <b>Strengthening our presence in the UK</b> by developing our local networks in England, Wales and Northern Ireland.</li> <li>• <b>Promoting a plurality of member voices across our work</b> by developing a comprehensive and forward-looking equality and diversity action plan for the RCP and the medical profession as a whole.</li> <li>• <b>Promoting the RCP as the major hub of support, knowledge and expertise for our members</b> across the world – from excellence in medical education and training, to innovation in service improvement.</li> <li>• <b>Broadening access to the RCP’s resources, skills and experience</b> by developing innovative new ways of reaching out to members, including expanded use of digital technology.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• An increasing number of our members will report direct engagement with the RCP.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>There will be a strong RCP presence in every English region and in Wales and Northern Ireland, with direct support from RCP staff.</i></li> <li>• <i>The RCP will have an increased presence in target countries around the world.</i></li> <li>• <i>An increased number of members will access the RCP’s services, including through digital means.</i></li> </ul>
<p><b>Priority 3</b></p> <p><b>Support our members in their daily practice</b></p>	<ul style="list-style-type: none"> <li>• <b>Harnessing the skills and experience of our members in the UK and internationally</b> to support and inspire each other, share</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will deliver direct support to an increasing number of NHS organisations in</li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
	<p>learning and drive improvements in their local area.</p> <ul style="list-style-type: none"> <li>• <b>Developing practical tools and guidance</b> to support our members in their day-to-day work by listening and responding to what they need. This will range from toolkits on acute care to resources aimed at supporting members to lead medical research.</li> <li>• <b>Promoting the RCP's expertise to NHS hospitals</b> and delivering targeted interventions and advice to the organisations where our members work, including through our invited service review and consultant appointment programmes.</li> <li>• <b>Promoting a positive working environment for our members</b> by championing the health, wellbeing and engagement of physicians and the teams in which they work.</li> </ul>	<p>the UK, and to target countries across the world.</p>
<p><b>Priority 4</b></p> <p><b>Deliver an exceptional membership experience for all</b></p>	<ul style="list-style-type: none"> <li>• <b>Developing comprehensive member services and new ways of reaching our members</b>, including increased use of digital technology and strengthening our core membership services.</li> <li>• <b>Improving member experience and valuing our members</b>, by rolling out RCP-wide customer service training and ensuring that every RCP department, officer and member</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will have 40,000 members, with year-on-year increases in membership retention and satisfaction rates.</li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
	<p>of staff takes responsibility for membership engagement.</p> <ul style="list-style-type: none"> <li>• <b>Delivering a tailored service for every member</b> that reflects the varied support needs of our diverse membership. We will achieve this by developing our work on a detailed intelligence base of member engagement at different hospitals, career stages, geographical locations and specialties.</li> </ul>	<p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>All RCP projects will be supported by a membership engagement plan.</i></li> </ul>
<p><b>Priority 5</b></p> <p><b>Increase our understanding of the context in which our members work in the UK and around the world</b></p>	<ul style="list-style-type: none"> <li>• <b>Researching the pressures and challenges that our members face</b> and using their experiences to inform our priorities and shape the support that we provide.</li> <li>• <b>Gathering comprehensive and robust data on the UK medical workforce</b> (with a focus on consultant physicians and medical registrars), and developing increasingly sophisticated data interrogation and analysis tools.</li> <li>• <b>Increasing the availability and responsiveness of our workforce data</b>, and using these data to understand and promote the diversity of the medical workforce, anticipate future trends, inform national policy, and shape workforce planning and practice.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will be recognised as the major source of intelligence on trends in and experiences of the physician workforce.</li> </ul> <p><i>Supporting goals:</i></p> <ul style="list-style-type: none"> <li>• <i>Our annual workforce census will:</i> <ul style="list-style-type: none"> <li>○ <i>cover at least 60% of consultant physicians and medical registrars</i></li> <li>○ <i>publish UK data by country, region and specialty.</i></li> </ul> </li> </ul>

## 4 Shaping the future of health and healthcare

### Ways of working

- We reach out to physicians, patients and the public and ensure that their voices are heard.
- We empower patients and physicians to lead public debate on health and healthcare.
- We promote evidence-based and patient-centred policy at every level.
- We champion transparency in policymaking and challenge conflicts of interest.
- We find ways to engage the public on all aspects of health and healthcare, and support our members and fellows to do the same.

### Key success measure

- By 2020, we will be renowned for a seminal ‘State of the UK’s Health’ report that sets the national direction for our health and our health service.

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 1</b></p> <p>Use the expertise of physicians and the experience of patients to <b>influence the future of healthcare</b>, from parliaments to wards</p>	<ul style="list-style-type: none"> <li>• <b>Championing the Future Hospital model of patient-centred, joined-up care</b> as the national blueprint for the UK health service.</li> <li>• Empowering all physicians and the patients they work with to have a strong and influential voice in <b>shaping the health and healthcare policy agenda</b>.</li> <li>• <b>Being an authoritative and persuasive partner</b> whose advice is sought by governments, the media and other stakeholders, in the UK and internationally.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will be renowned for a seminal ‘State of the UK’s Health’ report that sets the national direction for our health and our health service (commencing 2018).</li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 2</b></p> <p>Ensure that <b>patients' and carers' experiences</b> shape everything that we do</p>	<ul style="list-style-type: none"> <li>• <b>Ensuring that patients are at the heart of all that we do</b>, with a named patient lead for every major RCP policy and project.</li> <li>• <b>Sustaining a thriving and diverse patient and carer network</b>, with broad reach across England, Wales and beyond.</li> <li>• <b>Working with the widest possible range of patient experiences</b> through new and more effective ways of engaging with people of different ages, backgrounds and geographical locations, and with different medical conditions.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP Patient and Carer Network will have links into every hospital in England and Wales.</li> </ul>
<p><b>Priority 3</b></p> <p><b>Improve the public's health</b> by championing evidence-based action to prevent ill health, nationally and internationally</p>	<ul style="list-style-type: none"> <li>• <b>Advocating for evidence-based action to improve the public's health</b> – from national action on air pollution to improved local treatment services for obesity.</li> <li>• <b>Promoting action to reduce health inequalities and the social determinants of health.</b></li> <li>• <b>Fostering the leadership role of physicians</b> in promoting improved healthcare services, advocating for better public health and championing prevention of ill health across the UK and internationally.</li> <li>• <b>Leading collective action on public health priorities</b> through national policy and partnerships on issues such as tobacco and alcohol.</li> <li>• <b>Supporting international efforts to improve health</b> across the globe.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will have secured national action to reduce major health harms in the UK, with physicians at the forefront of our public health activities.</li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 4</b></p> <p><b>Foster innovation</b> in health and <b>promote research</b></p>	<ul style="list-style-type: none"> <li>• <b>Supporting the NHS to be a better home for innovation</b> by promoting a healthcare system that fosters research and improvement.</li> <li>• <b>Growing the RCP's profile in the academic field</b> through our research and academic medicine programme and our work with partners.</li> <li>• <b>Promoting research</b> that enhances physicians' ability to prevent, diagnose and treat disease, and that reduces health inequalities.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will have established academic and research medicine at the centre of a thriving health and healthcare system.</li> </ul>

## 5 Investing in our future, building on our heritage

### Ways of working

- We make the best use of our expertise and assets for the present and for the future advancement of medicine.
- We cultivate equality and diversity, and value the benefits that they bring.
- We provide an outstanding and responsive service to members, patients, staff and visitors.
- We promote our charitable purposes and deliver public benefit.
- We value our people and support them to do their best every day.

### Key success measure

- By 2020, we will be renowned as an organisation that lives by its values, and that sets an example for the health sector as a socially responsible organisation.

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 1</b></p> <p>Deliver a <b>financially sustainable future</b> by making the most of our expertise and managing our finances well</p>	<ul style="list-style-type: none"> <li>• <b>Developing a fundraising approach</b> that opens up diverse new opportunities to support our work and promote our charitable purpose.</li> <li>• <b>Sharing our world-leading expertise</b> through consultancy support that improves patient care and medical education across the globe.</li> <li>• <b>Managing our finances</b> in a robust and transparent way, and being efficient, effective and commercially aware.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will have developed diverse revenue streams to sustain our ambition for better health and healthcare in the UK and globally.</li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
<p><b>Priority 2</b></p> <p>Run an <b>excellent organisation</b> that enables us to deliver our vision of better health and healthcare for everyone</p>	<ul style="list-style-type: none"> <li>• <b>Providing outstanding service</b> to everyone we work with, from members and fellows to patients and visitors.</li> <li>• <b>Being a smart, agile organisation</b> that innovates and adapts to changing needs.</li> <li>• <b>Supporting our officers and staff to deliver their best.</b></li> <li>• <b>Getting the best use and value</b> from our buildings and estate.</li> <li>• <b>Delivering systems and processes</b> that meet the demands of the RCP as an educational facility, conference venue and modern workplace.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will: <ul style="list-style-type: none"> <li>○ be ranked among the top 100 not-for-profit organisations in the UK to work for</li> <li>○ have embraced smarter working through the use of new technologies.</li> </ul> </li> </ul>
<p><b>Priority 3</b></p> <p>Be a <b>responsible organisation</b> that lives by the values which we champion in the health service</p>	<ul style="list-style-type: none"> <li>• <b>Supporting our staff and officers</b> to have good health and make healthy choices in the workplace.</li> <li>• <b>Developing a sustainable approach to buying goods and services</b> so that our suppliers offer fair employment, are environmentally responsible and make a positive contribution to communities and charities.</li> <li>• <b>Strengthening our commitment to environmental sustainability</b> through our green initiatives.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will be renowned as an organisation that lives by its values, and that sets an example for the health sector as a socially responsible organisation.</li> </ul>

Over the next 5 years, we will:	How will we achieve this?	What will be different in 2020?
	<ul style="list-style-type: none"> <li>• <b>Stimulating a culture of learning</b> for the future through partnerships such as the Knowledge Quarter and Med City.</li> <li>• <b>Promoting our charitable purposes</b> and delivering public benefit.</li> </ul>	
<p><b>Priority 4</b></p> <p>Make <b>our current knowledge and our long history</b> work for the benefit of present and future generations</p>	<ul style="list-style-type: none"> <li>• <b>Advancing knowledge and research</b> in academic fields ranging from the future of public health to the history of medicine by sharing our knowledge, information and collections.</li> <li>• <b>Engaging the widest possible public audience</b> by promoting our knowledge of health and healthcare, and sharing our unique historical collections and exceptional architecture with the wider public.</li> <li>• <b>Celebrating the 500th anniversary of the RCP and the innovative future of medicine</b> through a programme of public events and activities.</li> <li>• <b>Ensuring that our unique Grade I listed building is preserved</b> for the future benefit of the nation.</li> </ul>	<p><b>By 2020:</b></p> <ul style="list-style-type: none"> <li>• The RCP will have reached out to 60,000 people through our public benefit and heritage programmes.</li> </ul>