

*The* ROYAL COLLEGE *of*  
OPHTHALMOLOGISTS

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# Our Strategic Plan 2015-19





# Our Strategic Plan 2015-19



After broad consultation, the strategic plan outlines the direction, priorities and resources for the College over the next five years.

As ophthalmologists we are highly skilled, qualified professionals who are at the forefront of clinical practice and eye health research. We make an enormous difference to people's lives by treating eye disease and preventing loss of vision. The dominant issue we face is the continued increase in the numbers of patients we have to see on a daily basis. Whilst our specialty has been at the forefront of redesigning and reconfiguring eye health services, we all recognise that this is becoming more difficult as the need for increased capacity keeps growing due to successful treatments for chronic eye conditions.

As the College represents the voice of ophthalmology, I believe our Strategic Plan 2015-2019 provides a comprehensive framework for the College to help shape eye care services of the future and to raise eye care higher on the health agenda. To help focus resources and make an impact in the most relevant spheres of influence, the Strategic Plan outlines the direction and scope of three priority areas for the College over the next five years.

The first is to continue to develop and deliver the core services of training, education and assessment so that ophthalmologists of the future are equipped to meet the needs of patients in a changing world.

We will recognise and respond to external forces and changes in practice that have impact on the work of all grades of ophthalmologist. Training and examinations were highlighted as areas of achievement in the July 2014 membership survey and they must remain the jewel in our crown.

The second is to influence and uphold standards in eye health through proactive leadership and expertise in the field of ophthalmology for the benefit of patients. The College aims to be more outward-looking to promote ophthalmology as a specialty and to uphold standards in ophthalmic care including our role in leading the multidisciplinary team. We will develop accredited guidance and protocols to support the correct delivery of eye care for each individual and for service frameworks to meet the increasing demands of the population.

The third is to better represent, support and engage with our membership. Opening up College roles to every member who is in a position to contribute because of his or her specific experience or expertise is the best way to encourage membership participation and this will be actively pursued.

I believe that it is important to engage with members regularly with timely and relevant information that supports the aims of the Strategic Plan. The activities of Council and committees will be more visible to all members as we work to dispel the perception of a London-centric organisation by holding seminars around the regions and identifying the requirements of all four home nations.

All College activities will align with the three strategic aims as outlined in more detail in this document. This will help to ensure our energy is directed to make a positive difference to our specialty and, more importantly, to our patients.

**Carrie MacEwen, President**

## Our Vision

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Our vision is that everyone has access to and receives high quality eye care for the prevention and treatment of eye disease in order to optimise, preserve and restore vision.

## Our Mission

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To ensure that the highest achievable standards of eye care are delivered for patients through excellence in the training, education and assessment of eye doctors and their continuing professional development. This will be achieved through the promotion of standards of ophthalmic care, scientific study and research for the benefit of patients.

## Our Approach

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### We will strive to be

- Open and transparent
- Rigorous, basing our policies on clinical, financial and environmental evidence
- Inclusive, listening to patients and professionals
- Consistent in pursuit of improved standards
- Proactive, positive and persuasive

The College believes that everyone has a right to access and to receive the best standards of eye care. We will aim to achieve this by focusing our energies and resources on three strategic aims over the next five years.

### Strategic Aim 1

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To continue to develop training, education and assessment to meet the needs of ophthalmology specialists now and for the future in the UK and overseas.

### Strategic Aim 2

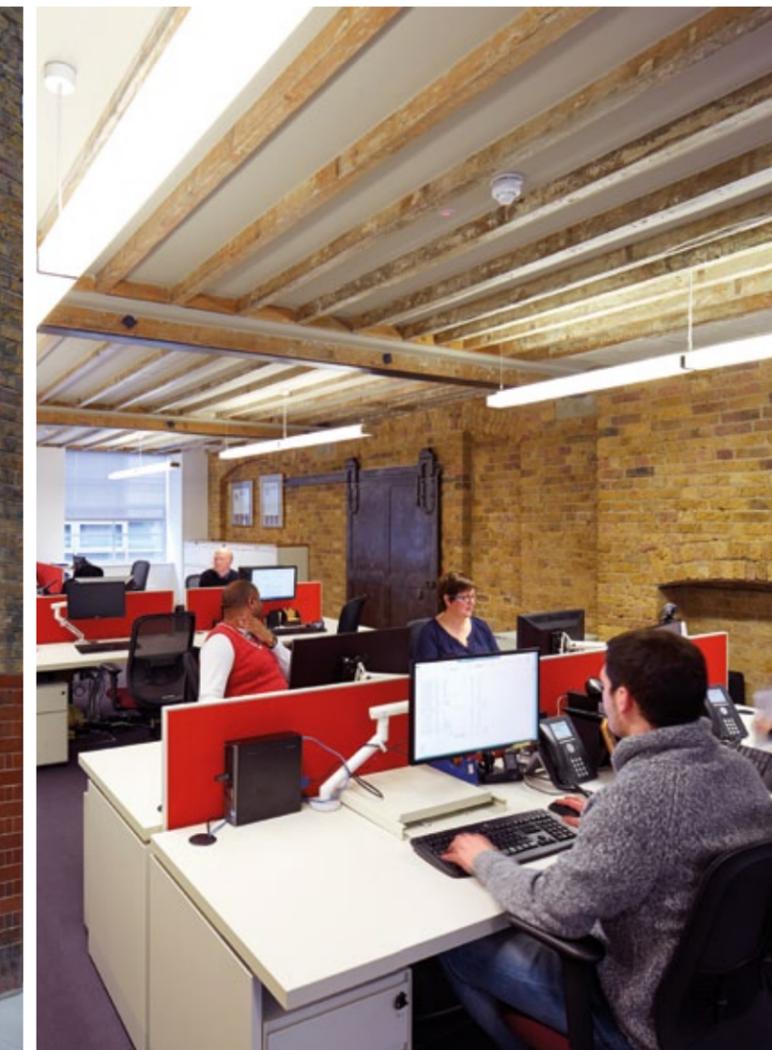
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To influence and uphold standards in eye health through leadership and expertise in the field of ophthalmology for the benefit of patients.

### Strategic Aim 3

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To better represent, support and engage with our members.





## STRATEGIC AIM 1

# Develop training, education and assessment to meet the needs of ophthalmology specialists now and for the future in the UK and overseas

### This matters because

Ophthalmologists are expected to be highly trained, motivated and enabled to achieve and sustain quality standards throughout their careers for the benefit of patients.

### We will actively

- Provide a living curriculum for ophthalmologists to meet changing healthcare needs and medical progress
- Debate and influence on behalf of our trainees the optimum approach to training to deliver ophthalmologists of the future
- Develop a proactive approach to recruitment so that the brightest and best doctors want to be, and become, ophthalmologists
- Deliver an examination system which is fit for purpose
- Provide educational and professional resources, tools and events for members at all stages of their career
- Encourage leadership, communication and management skills
- Promote Academic Ophthalmology and research
- Ensure workforce planning is accurate and meets the needs of patients

### Success will be measured by

- Congress and an innovative seminar programme which attract full attendance and achieves a high level of delegate satisfaction
- OST trainees completing training successfully
- Examinations that continue to meet General Medical Council rigorous standards
- Uplift in the number of readers and impact factor of Eye
- Evaluation of the numbers of doctors applying for specialist ophthalmology training posts as a first choice specialty
- Vigorous competition for academic training posts and the College's award and scholarship programme
- Active engagement with international ophthalmic organisations and agencies.

## STRATEGIC AIM 2

# Influence and uphold standards in eye health through proactive leadership and expertise in the field of ophthalmology for the benefit of patients

### This matters because

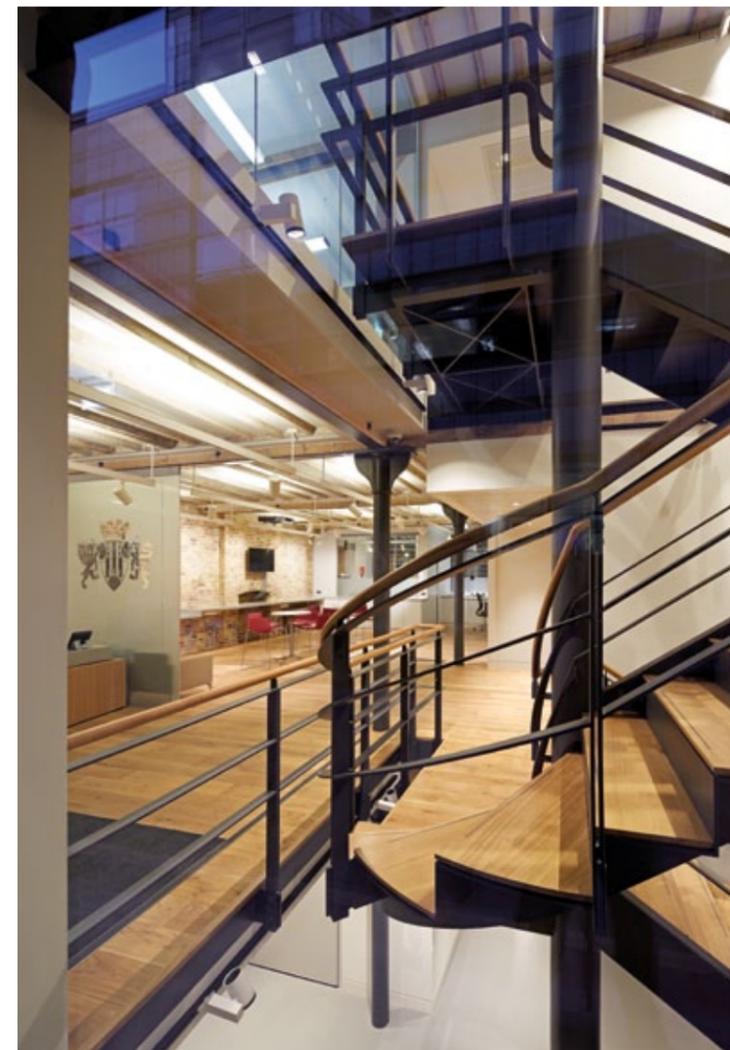
Ophthalmologists, as the only medically qualified eye care specialists, must provide leadership for the entire sector on diagnosis, treatment and management of eye disease. This leadership will be vital in ensuring that best use is made of resources to deliver effective and timely patient treatment.

### We will actively

- Engage with opinion formers and decision-makers in the health sector to influence implementation of the right eye care services to meet the needs of patients
- Raise awareness of ophthalmology as a speciality and the part we play in delivering high quality eye care
- Work as a College and with allied professionals so that there is an appropriately trained and informed workforce across the continuum of eye care
- Clarify the role and position of the ophthalmologist in the health service of the future
- Develop and update clinical, management and commissioning guidelines
- Optimise resources and partnerships to make the most impact on eye health policy in a sustainable way
- Support ophthalmic departments and members through engagement with hospitals, funders, policy-makers and the Clinical Leads Forum
- Collect data and evidence to influence improved service provision and patient safety

### Success will be measured by

- Capacity problems being reduced through cooperative working by ophthalmologists and all relevant health professionals
- Ophthalmology patients being assessed, treated and reviewed within a clinically safe period
- Surveys to measure awareness and perception of the College and its aims with policy-makers, commissioning bodies, health, government departments and our members
- Successful delivery and impact of the National Ophthalmic Database
- Agreement by health organisations to collect systematic and relevant eye care service provision and patient data and to share it with clinicians
- Timely publication of appropriate updates and development of guidelines on the website and disseminated to all relevant organisations
- College commissioning and clinical guidance receive NICE accreditation





### STRATEGIC AIM 3

## Represent, Support and Engage with our members

#### This matters because

The College is a membership organisation and an engaged membership is a powerful and collective voice that can impact eye care provision and ensure a self-sustaining and strong body of all grades of ophthalmologist.

#### We will actively

- Encourage membership participation in College work and act on feedback
- Open up College roles more widely to all levels of the membership
- Engage all grades in all regions across the UK through a variety of specialty days, courses and seminars
- Promote College representation at regional level through members of College Council
- Review extension of membership eligibility with a view to potential widening of access
- Communicate regularly with members on activities, events and achievements that support the strategic plan of the College
- Develop and motivate College staff to maintain high standards of customer service and work practices through relevant training and by identifying any skills gaps

#### Success will be measured by

- Recruitment and retention of members
- Broader representation of members on College committees
- Strong competition for College roles
- Feedback from College-run events
- Website and social media analytics
- Staff surveys

18 Stephenson Way  
London, NW1 2HD  
T. 020 7935 0702  
[contact@rcophth.ac.uk](mailto:contact@rcophth.ac.uk)



[rcophth.ac.uk](http://rcophth.ac.uk)  
[@RCOphth](https://twitter.com/RCOphth)