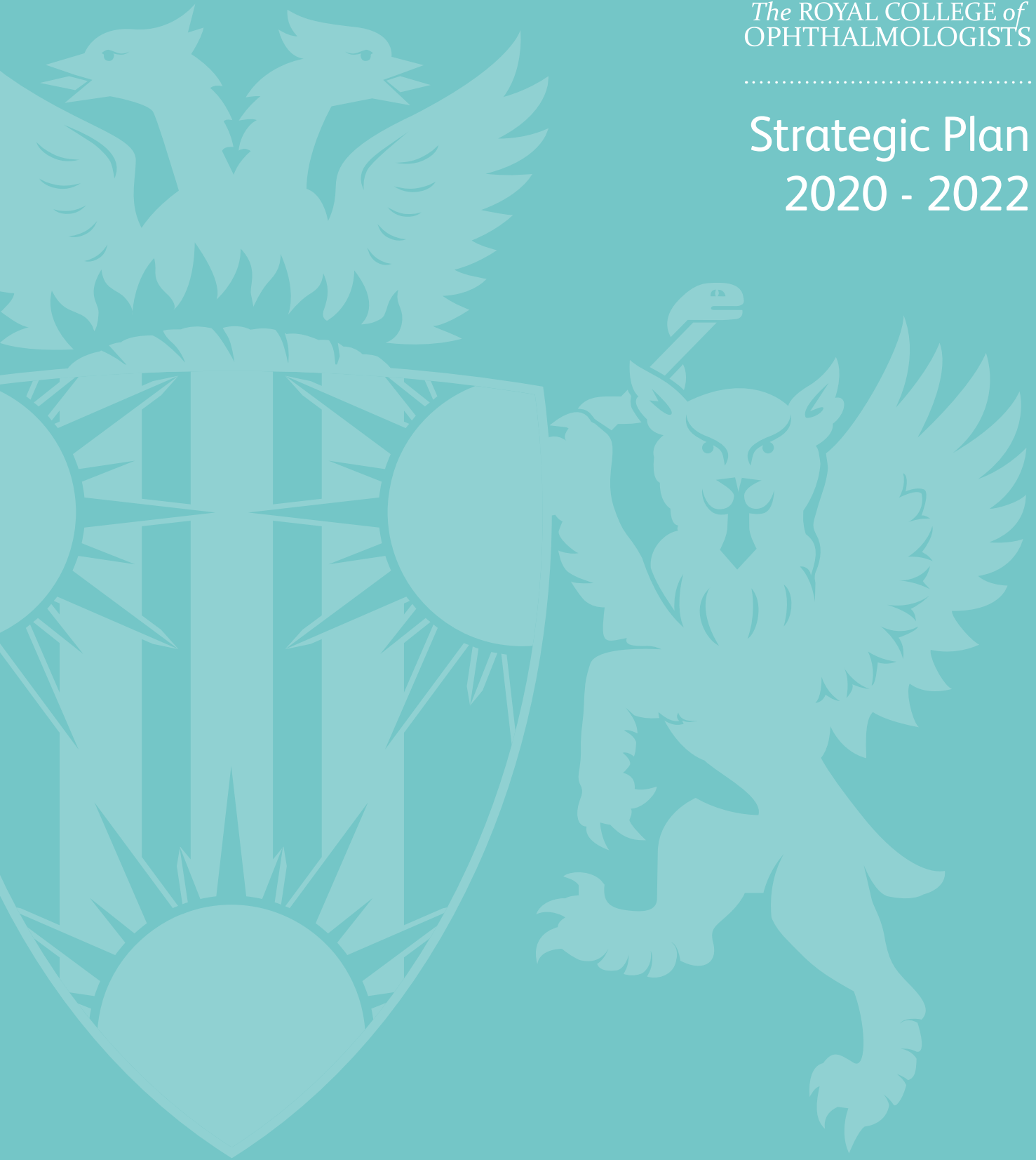


The ROYAL COLLEGE of
OPHTHALMOLOGISTS

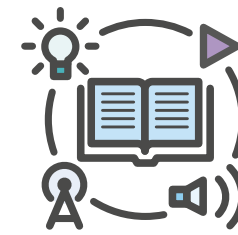
Strategic Plan 2020 - 2022





We believe that everyone should have access to high quality eye care

Our mission is to ensure the highest achievable quality of eye care for patients through excellence in training, education and assessment of ophthalmologists; to uphold standards and promote research and innovation



The RCOphth will promote life-long learning and support for all members throughout their career

Our Purpose

We will empower all our members to achieve the life-long learning and expertise needed for the future of ophthalmology

Our charter sets out our obligations as a medical royal college

- Advance the science and practice of ophthalmology
- Educate medical practitioners in the science and practice of ophthalmology
- Maintain proper standards in the practice of ophthalmology for the benefit of the public
- Promote study and research in ophthalmology and related subjects and publish the useful results of such study and research
- Further instruction and training in ophthalmology both in the United Kingdom and overseas
- Educate the general public in all matters relating to vision and the health of the human eye

Strategic aims

- To deliver our charter in ways that are relevant to modern ophthalmic care
- To offer ophthalmologists in the UK and overseas, throughout their working lives, relevant training, education and guidance

We will

- Work with national regulatory bodies to develop and maintain high-quality standards for ophthalmic practice
- Update standards and guidance to translate advances in knowledge and scientific understanding into practice
- Work with the General Medical Council to maintain an ophthalmology curriculum fit for the future
- Maintain a membership strategy that reflects members' priorities
- Ensure our annual Congress evolves to meet and anticipate the needs of members and other ophthalmic healthcare professionals



We need a workforce with the right skills and resources to meet the growing demand in patient care

Workforce

We will define the workforce and resources needed to deliver safe sustainable care

The College and members have a vital role to ensure that the care patients receive is delivered by a workforce equipped with the appropriate skills and resources to meet the dramatic rise in demand.

We understand that the daily pressures our members face in eye clinics affects their well-being and motivation to continue in ophthalmology. We know that there are too few training places to provide the number of ophthalmologists needed and that eye care is being compromised to the point of some patients suffering avoidable loss of vision.

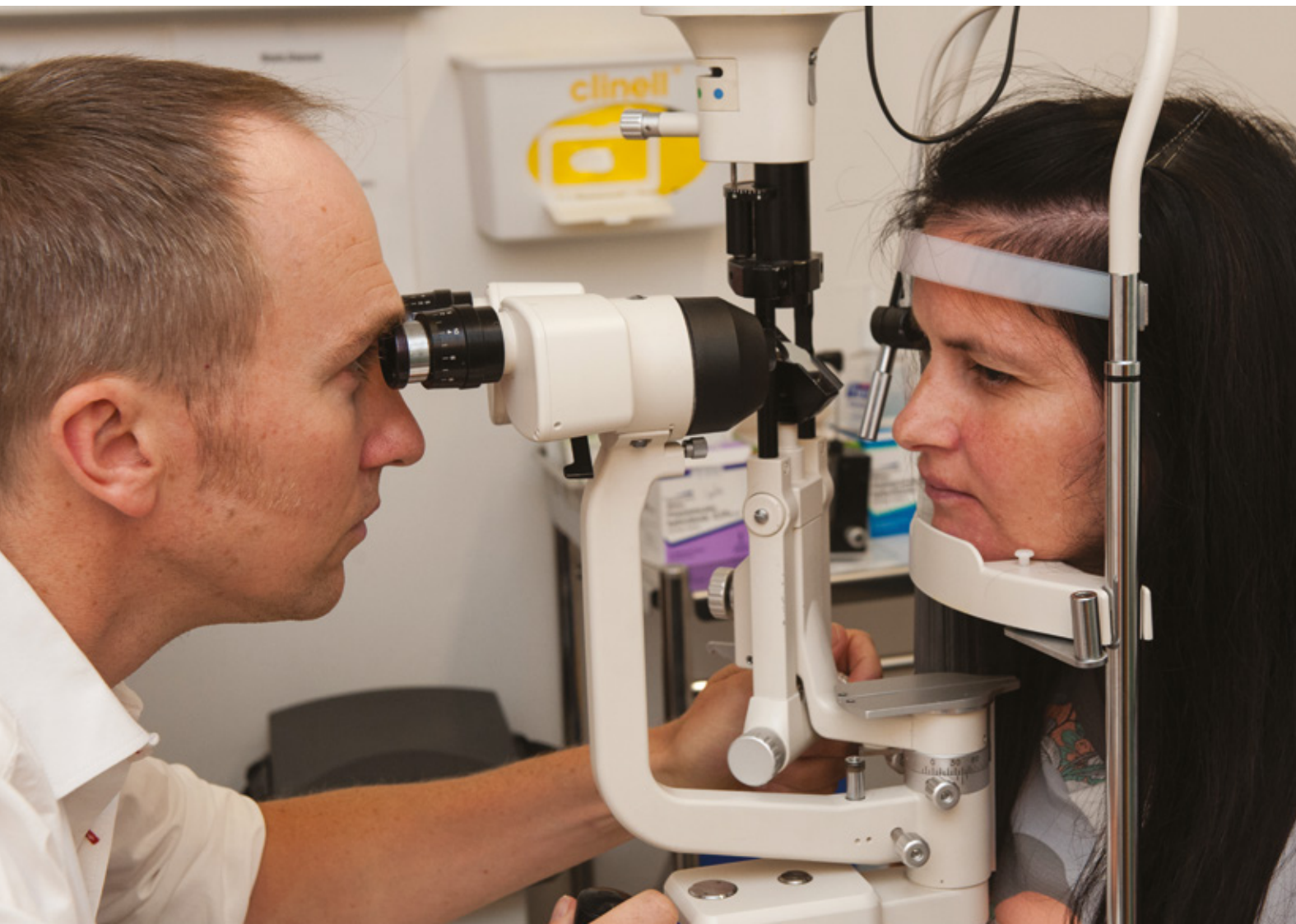
Overcoming the shortfall in workforce capacity, space and resources will not be easy nor resolved in the short term but we will give workforce, and its impact on patient care, our highest priority. Influencing workforce policy and service design in all four nations will underpin high quality, accessible and timely patient care, provided by the most appropriate professional in the right location and at the right time.

Strategic aims

- To define the UK workforce required and campaign to ensure that it is developed and sustained
- To invest in research to understand the future demand for eye care
- To improve service transformation through guidance and leadership

We will

- Constitute a strategic workforce planning group
- Work with medical, non-medical, hospital and community professionals to develop safe sustainable care pathways
- Work with national regulatory, education and training bodies to support the ophthalmic profession and our trainees
- Share best practice and innovation in ophthalmology to shape the future of eye care





We will advocate and uphold standards to safeguard patient care with those who influence and make policy

Leading

We will promote the highest achievable standards of eye care and speak out if care falls short

We will provide clinical leadership and expertise through the use of robust evidence, informed policy development and targeted communications to influence healthcare leaders.

Together with our members, we will work with national organisations, charities and patient groups to reinforce the message that long-term ophthalmic workforce planning, training, policy and commissioning is critical to patient safety. A skilled workforce working to high standards to meet demand has far-reaching benefits for all those involved in delivering and receiving eye care

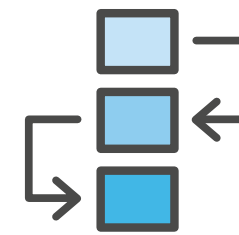
Strategic aims

- To continue to develop a proactive public affairs programme of activity in the UK
- To implement and maintain strategic membership communications

We will

- Ensure that commissioners and providers of healthcare as well as the public appreciate the impact that saving or restoring sight has on patients' lives
- Lobby government, the Department of Health and Social Care, commissioners and providers of healthcare for improved services and better resources
- Work to ensure members are given professional leave to educate the next generation of ophthalmic professionals and participate in College work
- Seek the establishment of sustainable national clinical audits for all high-volume ophthalmic subspecialties to drive and demonstrate improvement in the quality of ophthalmic care
- Invest in better use of digital technology and social networks to highlight our aims
- Develop a user-led website that showcases the work of the College and members





Having clarity and sound organisational processes will enable a consistent approach to our work and delivery of our priorities

Evolving

Our work will be delivered through efficient, flexible and transparent processes

We want to create an engaged, supportive and diverse College community; an environment that will inspire members and staff to work together to shape the future of ophthalmology. We will introduce ways of working to provide time-pressured members with new opportunities to contribute their skills to our strategic aims.

Our resources are limited, but we will work innovatively and efficiently to deliver value to all existing members and appeal to new members. We will continue to ensure rigorous management of our finances, fulfil our responsibilities as a registered charity, and seek new income streams.

To meet our ambitious strategic aims and priorities, we will invest in our people and technology. We will rely on data and research to inform our decision-making. We will encourage a strong and supportive staff cohort to challenge and guide good working practices together with our members.

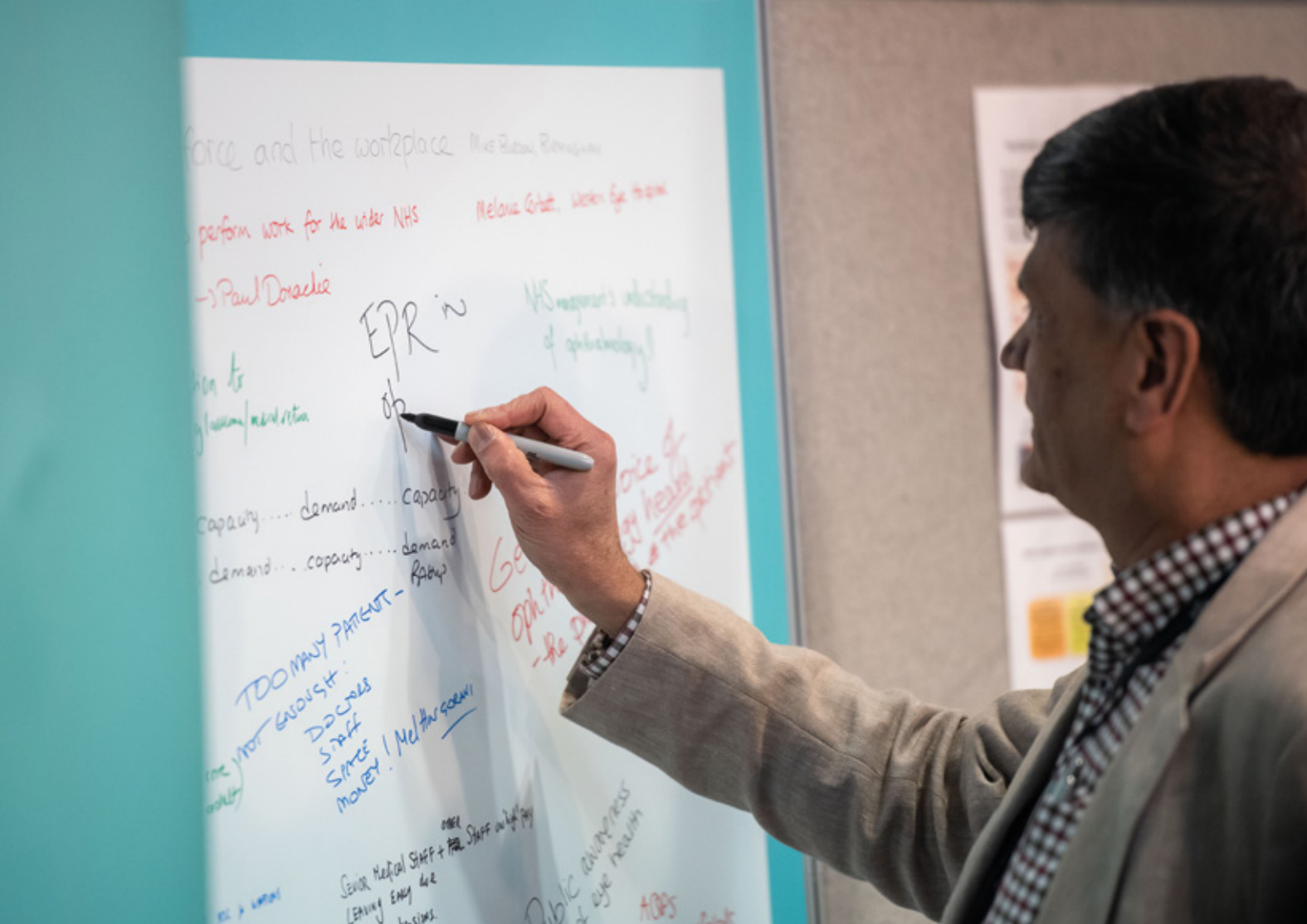
Strategic aims

- To implement a robust operational structure supported by efficient and consistent processes
- To invest in the development of our staff and recruit effectively to attract the right skills and experience
- To implement a strategy to broaden our sources of income

We will

- Ensure that all our operations are driven by evidence-based, robust research data and that our performance is tracked and measured
- Review the terms of reference for every committee, subcommittee and working group to ensure clarity in their aims, relevancy and value
- Ensure that the activities of our committees and working groups are aligned to our strategic aims
- Encourage more members to be involved in the work of the College
- Maintain our facilities to provide high quality working and training environments





Based on the feedback from our members, we are better prepared to face the future challenges that the next 3 years bring.

Next Steps

We consulted widely with our members and staff through surveys, committee workshops and inviting members to comment on the **'biggest challenge facing ophthalmology'** at the Annual Congress in 2019.

We found that members considered the mismatch between capacity and demand to be the key priority for the College. Workforce development will have implications across all areas of our work from training to campaigning. Our workforce strategy will be developed over the first 12 months of this plan and will be part of our ongoing strategic review and operational planning. We will continue to provide our core services as efficiently and effectively as possible.

The College does not work in isolation from political and healthcare strategy and policy development at a national level. We will be mindful of changes that may influence what we do strategically and operationally within ophthalmology. We will work collaboratively and in partnership with those who are accountable for national healthcare policy and workforce planning.

Our three-year strategic plan will help direct and prioritise the work of the College for, and on behalf of, members as well as patients and will be supported by stretching but realistic operational plans. These plans will identify the workstreams as well as the resources required to deliver them. Staff in partnership with our College Officers, Council and the Trustees will lead the development and implementation of the plans.

These operational plans will include targets to measure success, manage challenges as well as ensure financial and operational accountability. We will regularly report on our progress and members will be encouraged to review *"what we said we would do and what we are doing"*.

The national healthcare environment will remain challenging. We will strive to achieve our aims, with the support of our members, other healthcare professionals and staff. But we will look to, and hold accountable, government and health departments in all the four nations to provide the strategic oversight and funding to secure a sustainable healthcare system and workforce for the future.

Thank you to everyone who contributes to the work of The Royal College of Ophthalmologists.



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