Royal College of Paediatrics and Child Health

Vision: Leading the way in Children’s Health

Charity Objects:

i. To advance the art and science of Paediatrics
ii. To raise the standard of medical care provided to children
iii. To educate and examine those concerned with the health of children
iv. To advance the education of the public (and in particular medical practitioners) in child health; which means the protection of children, the prevention of illness and disease in children and safeguarding their optimal development

3 YEAR STRATEGY 2015 – 2018

- The health of infants, children and young people is at the core of all we do
- Ensure every paediatrician has the knowledge and expertise to promote child health and to care for infants, children and young people with health needs
- Improve the health and wellbeing of infants, children and young people in the UK and across the developing world
INFANT, CHILD and YOUNG PERSON

The health of infants, children and young people is at the core of all we do

Strategic Aims:

- Children’s rights are understood, protected and promoted
- Infants, children and young people are actively educating, collaborating, engaging and changing the shape of child health and healthcare for young patients

RCPCH Key Performance Indicators (to be achieved by 2018)

1. Number of &Us members involved in RCPCH activity increases by 5% p.a.
2. >85% of papers produced for the Board of Trustees, EC and Council include consideration of infant’s, children’s and young people’s wishes and needs and the impact of College activity upon their health, care and experience

Ongoing priorities are therefore to:

1. Support children, young people and families to join and contribute to & Us*, strengthening the collective voice for young patients
2. Provide children, young people and families with support, resources and personal development to educate, collaborate, engage and change
3. Inform, consult, involve and work with children and young people to represent their experiences, ideas and solutions
4. Develop the Engagement Collaborative to provide information, advice and guidance on engagement in child health and to collaborate on supporting RCPCH priorities
5. Identify and then campaign with relevant partner organisations on children's rights both in the UK and internationally (with particular reference to Article 4, 12, 23, 24, 28 and 31 UNCRC)
6. Provide ongoing support for the Beneficiary Trustee
This requires as strategic priorities for 2017-2018:

I. Increase reach and innovation in the & Us® and Engagement Collaborative programmes
II. Increase the engagement offer and form participation focused strategic partnerships in the nations
III. Implement and monitor division engagement plans embedding voice activity and impact across the College
IV. Develop the range of resources and information specifically written for CYP, parents, families and carers via Medicines for Children
Strategic Priority Area: **Education and Training:**

**Strategic Aims:**

- Set the standards for excellent training and lifelong education of paediatricians in the UK and overseas, including career advice and support for members at all levels, from trainee to consultant
- Facilitate the development of a knowledgeable and competent multi-disciplinary child health workforce by offering quality educational programmes

**RCPCH Key Performance Indicators:** (to be achieved by 2018)

3. >70% of level 1 trainees achieve MRCPCH within 3 years (FTE)
4. Minimum of 1 careers advisor per region, across 22 regions creating a RCPCH UK wide career long careers advice network
5. > 80% of those engaging with educational activity express satisfaction
6. Sustainability of PCO; fully funded and 10 new KPP’s per year

**Ongoing strategic priorities are therefore:**

1. Provide comprehensive careers guidance to ensure paediatrics attracts resilient capable doctors to improve competition ratios for paediatric recruitment, including academic careers, and achieve 95% fill rates for training posts
2. Set and monitor the standards for paediatric specialty training and assessment in accordance with the requirements set by the General Medical Council and support paediatric trainees throughout their training programme
3. Provide a quality portfolio of educational support to develop the multi-disciplinary paediatric workforce to better deliver child health services
4. Create a UK wide network to provide an expert careers advice service for paediatricians from entry into paediatrics through to retirement and beyond encompassing the breadth and depth of all paediatric careers
5. Support overseas paediatricians to access education and training opportunities, to increase international RCPCH membership
6. Increase the opportunities for training exchange through organised programmes (such as MTI and Global Links)
7. Engage in European activities, with the aim of improving paediatric and child health training and education across Europe
8. Promote ADC as the journal of the RCPCH
9. Continue with development of Paediatric Care Online UK to increase the usefulness of content to members and all child health professionals
This requires as strategic priorities for 2017-2018:

I. Review policies and guidelines relating to examinations, curricula and assessments to ensure that the College is meeting the general equality duty (or public sector equality duty), as stated in section 149(1) of the Equality Act 2010. This will also involve conducting a full equality impact assessment regarding any changes to policy or guidelines that affect those who share protected characteristics.

II. Approval of the revised curriculum by the General Medical Council, followed by successful pilot and launch programme, and population of the new model of the Paediatric Specialty Training Programme in response to the Shape of Training review.

III. Develop and implement a Recruitment strategy to attract doctors into paediatrics to increase the fill rate at ST1-4.

IV. Develop an International education strategy to support our overseas members in accessing education & training opportunities as well as increasing our overseas membership.

V. Offer a high quality programme of online and face-to-face educational opportunities to the multidisciplinary child health workforce.

VI. Update and promote Compass, the RCPCH online classroom to ensure a range of high quality online educational resources are always available for the child health workforce in the UK and overseas.

VII. Continue to maximise the opportunities for overseas placements via the MTI(p) scheme, whilst ensuring the scheme remains appealing and useful to all stakeholders.

VIII. Develop and maintain a programme of events and resources for Paediatric clinical leaders including supporting those ‘stepping up’ into consultant positions.
Strategic Priority Area: **Expertise and Influence**

**Strategic Aims:**
- Harness the experience and expertise of paediatricians to advocate on behalf of the College and the wider child health agenda
- Develop informed policy positions on key child health priorities and disseminate to influence

**RCPCH Key Performance indicators:** (to be achieved by 2018)

1. Additional 30 members trained for media panel each year
2. Each year secure the attendance of at least 10 influential parliamentarians/high level policy makers at RCPCH events in each of the 4 nations

**Ongoing strategic priorities are therefore:**

1. Influence the public, politicians and policy makers; to recognise the impact of national and local policies on child health, to improve the quality of health care delivered to infants, children and young people, and to promote and achieve healthier living to improve child health outcomes
2. Involve members in developing specific key messages, inform the public and influence the agendas of all key decision makers around their particular areas of expertise
3. Provide advice and support to members and other child health professionals on challenges they may face in their day-to-day practice, with a view to them advocating for change
4. Provide free media and public affairs training for members across the UK, including offering media training to specialist groups
5. Ensure members are up-to-date on the latest child health news, evidence, and research resources, and are aware of College external affairs activity
6. Inform and educate the public on child health issues, and further develop and disseminate educational resources
This requires as strategic priorities for 2017-2018:

I. Improve the state of child health by collaborating or taking the lead on campaigning on specific issues
II. Use evidence to influence national and local decision and policy makers
III. Promote and celebrate the RCPCH 21st Birthday (1st March 2017 to 28th February 2018)
IV. Increase awareness and impact within the NHS as independent providers of quality improvement tools and activities
V. Directly engage and support members to lead and influence the child health agenda and service provision in their localities
Strategic Priority area: Research and Evidence Base

Strategic Aims:

- All paediatricians have the opportunity to be involved in high quality research
- Paediatric practice and child health policy is underpinned by evidence
- High level representation of the interests of ICYP in UK life sciences and biomedical research agendas
- Strengthened focus of industry on the development of products that address the needs of ICYP

RCPCH Key Performance indicators: (to be achieved by 2018)

9. Have >3 key policy statements / clinical guidelines / research papers published in Archives of Disease in Childhood
10. Secure funding for >2 RCPCH research fellowships each year
11. Demonstration of biennial increase in paediatricians holding academic appointments

Ongoing strategic priorities are therefore:

1. Maintain a systematic approach to evidence and impact of all College activity, policies and external outputs using an evidence base where appropriate
2. Grow child health research capacity
3. Strengthen the contribution of RCPCH to national life sciences and biomedical research policies through RCPCH representation on national boards, working parties and committees
4. Increase the scientific and service improvement evidence base of the content of RCPCH Annual Conference that will underpin improvements in clinical practice and quality of care for patients
5. Strengthen paediatric research, grant writing and evaluation skills, supporting paediatricians to undertake research and to attract research funding
6. Prioritise research activity within training and throughout a paediatrician’s career including for new consultants
7. Provide an easily accessible evidence base for improved practice for all professionals working with infants, children and young people and monitor its availability, uptake and implementation into clinical practice and for those who manage the delivery of paediatric services
This requires as strategic priorities for 2017-2018:

I. Growth in child health research capacity through the further development of the Children’s Research Fund and UK Child Health Research Collaboration

II. Develop, disseminate and strengthen the impact of national audits

III. Develop, review and disseminate evidence-based guidelines that promote best practice, including collaboration with NICE to assure the standards and measure impact

IV. Strengthen acquisition, analysis and use of RCPCH sources of data to support evidence-based activity such as clinical good practice and outputs such as clinical guidelines and service standards

V. Explore the possibility of establishing a Child Health Surveillance Programme aimed at increasing the evidence base for clinical practice and service standards to improve child health outcomes for specific conditions
Strategic Priority Area: Workforce and Service Delivery

Ongoing strategic priorities are therefore:

1. Support paediatricians to be effective leaders and to influence service planning and delivery
2. Continue to provide expert paediatric input into the development of standards and clinical pathways by other organisations to support the redesign and integration of services
3. In depth knowledge of the current paediatric medical workforce to support compliance with current safe and supportive staffing models and future modelling
4. Develop, disseminate and audit best practice service standards to support paediatricians, and inform and guide commissioners, providers and regulators
5. Support for health service reconfigurations that will improve child health outcomes
6. Develop further the scope and experience of the Invited Reviews Service; benchmarking services against national standards and encouraging QI to support NHS Trusts to improve services for infants, children & young people

Strategic Aims:

- Influence service delivery through informed workforce planning and service design
- Develop and audit service standards

RCPCH Key Performance indicators: (to be achieved by 2018)

12. Accurate data about the UK paediatric medical workforce is available which is never more than two years from being current
13. Facing the Future Standards audited within 3 years of launch
This requires as strategic priorities for 2017-2018:

I. Ensure the ongoing delivery of complete data collection for 2017 Workforce Census to inform workforce and educational planning, workforce
II. Audit the Facing the Future suite of standards and develop new standards for ongoing medical conditions
III. Publish the intercollegiate standards on Emergency Care
IV. Support paediatricians by running a comprehensive clinical leaders programme providing the skills, tools and knowledge about the design of and levers, challenges and incentives in the NHS
V. Continue to increase invited review activity with lessons learnt disseminated to inform and improve standards of paediatric care and service configuration across the UK
VI. Develop a wider ranging, chargeable ‘Consultancy’ service
**Strategic Priority Area: Improve Child Health**

**Strategic Aims:**

- Improve child health outcomes through the development and implementation of evidence based standards
- Promote healthy living and better health outcomes

**RCPCH Key Performance Indicators:** (to be achieved by 2018)

1. State of Child Health Report published every 3 years
2. Global child health development income >£1 million pa

**Ongoing strategic priorities are therefore:**

1. Identify and prioritise members’ and infants, children’s and young people’s areas of concern about the health outcomes of specific client groups or services
2. Work in collaboration with others to identify and aim to reduce infant and child deaths in the UK and overseas through evidence-based interventions, education and campaigns for policy changes
3. Work in collaboration with other charities and organisations to influence the implementation of the State of Child Health report
4. Increase funded activity to enhance the impact of global child health development activity
5. Provide marketing support recruitment of members to take part in Global health programmes.
This requires as strategic priorities for 2017-2018:

I. Use evidence to influence national and local decision and policy makers: (a) highlight the impact of poverty on infants, children’s and young people’s health, (b) support the introduction of policies that will reduce health inequalities, (c) improve child health services and outcomes and (d) draw attention to the financial impact of early interventions that improve child health

II. Continue to influence policy and practice across the UK to help prevent and tackle obesity and work in coalition with the Obesity Health Alliance

III. Continue to advocate for the statutory provision of Personal, Social, Health and Economic Education in all UK schools

IV. Continue to work with other Royal Colleges and mental health organisations to deliver the commitment to parity of esteem between mental and physical health for ICYP and their families and develop a position statement on ‘local offers’ for mental health services

V. Work in collaboration with others to reduce the number of preventable accidents and injuries (and thus the reduction of Accident and Emergency attendances)

VI. Work with others to develop and promote a public campaign for top tips for healthy mothers, infants, children and young people including breastfeeding

VII. Work with others to develop a public facing campaign to improve immunisation rates in the UK

VIII. Revise and update the Child Protection Companion, provide expert guidance on perplexing presentations and produce a journal article about the evidence base on shaken baby syndrome

IX. Develop and share good practice in QI activity through the development of a QI-IQ web platform and the QI Forum

X. Develop QI resources and practices to support units to improve after participating in national audits

XI. Reduce medication and administration errors by developing and growing Meds IQ as a collaborative QI platform

XII. Increase and stabilise RCPCH Global portfolio of grant-funded programmes commensurate with in-house capacity

3 year internal College priorities are:
For these priorities to be delivered, the College, as a well-run organisation, has the following strategic aims:

1. **Ensure excellent governance and legal compliance across the College:**
   16 Key Performance Indicator: Ensure, from 2020, College compliance with the essential requirements of the information governance regulation

2. **Protect and correctly utilise all resources and College assets**
   17 Key Performance Indicator: Achieve the agreed College reserves target

3. **Improve membership satisfaction**
   18 Key Performance Indicator: Increase in membership satisfaction by 10%

4. **Make the RCPCH a ‘great place to work’**
   19 Key Performance Indicator: Turnover of staff to not exceed 12%