



ROYAL
COLLEGE OF
PHYSICIANS
OF IRELAND

TRAINING, EDUCATION AND GLOBAL CONNECTION TO IMPROVE PATIENT HEALTH

RCPI STRATEGIC PLAN 2021 – 2024



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OVERVIEW

Established in 1654, the Royal College of Physicians of Ireland (RCPI) is a postgraduate medical training college dedicated to ensuring that doctors have the skills to provide patients with the best possible care.

Medicine is constantly evolving. Most recently, the COVID-19 pandemic has changed the world: the way we live, socialise, work, interact with each other, and the way we care for patients. It has raised the visibility of doctors and healthcare professionals like never before and underlined the indispensable role that the healthcare sector provides to society.

Education and training are lifelong commitments. We offer postgraduate specialist training programmes and examinations and are committed to healthcare advocacy.

Our education programmes are available to doctors and healthcare professionals. We house six of the 13 accredited postgraduate medical training bodies in Ireland (see below). Although we have six separate training bodies, we operate as a single organisation.

We have 12,000 trainees, licentiates, members and fellows across 29 different specialties in over 90 countries. This network provides the knowledge, expertise and commitment to enable us to achieve our strategy and drive constant improvements in patient care.



**INSTITUTE
OF MEDICINE**

ROYAL COLLEGE OF
PHYSICIANS OF IRELAND



**FACULTY OF
PAEDIATRICS**

ROYAL COLLEGE OF
PHYSICIANS OF IRELAND



**FACULTY OF
PATHOLOGY**

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**INSTITUTE OF
OBSTETRICIANS &
GYNAECOLOGISTS**

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**FACULTY OF
PUBLIC HEALTH
MEDICINE**

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PHYSICIANS OF IRELAND



**FACULTY OF
OCCUPATIONAL
MEDICINE**

ROYAL COLLEGE OF
PHYSICIANS OF IRELAND



FOREWORD

PROFESSOR MARY HORGAN PRESIDENT

While our role in society has undergone profound changes since our foundation in 1654, we remain first and foremost a college dedicated to medical education and training.

We are committed to helping doctors and healthcare professionals enhance their skills and competencies, and are a leader in healthcare through advocacy, influence, expertise and support.

This document sets out our vision for the future and ten

core strategic initiatives. This strategy was informed and developed in consultation with a wide range of stakeholders including the RCPI Council, Executive, senior management and staff as well as external stakeholders. It is the shared vision for the College.

This strategic plan builds on core areas of focus for the College and provides a roadmap for the future and sets out our priorities for the next three years.

I look forward to working with you to achieve this.



“This strategic plan builds on core areas of focus for the College and provides a roadmap for the future.”

Professor Mary Horgan, President



INTRODUCTION

DR TERRY MCWADE CHIEF EXECUTIVE OFFICER

The 2021-2024 strategy shapes the future of RCPI. It provides an opportunity to transform the College through training, education and healthcare leadership.

It will improve the experience for our learners, trainees, members, fellows and society as we work together to create a globally connected community of doctors improving people's health.

This strategy acts as an enabler to everything that we want to do and will position RCPI as a forward

thinking, globally active, dynamic and sustainable organisation.

Ten core strategic initiatives underpin the strategy with quantifiable measures of success.

I would like to thank those who created this strategic plan, including many colleagues, Executive and Council, who were members of the working group.

I look forward to working with you all to achieve this ambitious strategic plan.



“This strategy will position RCPI as a forward thinking, globally active, dynamic and sustainable organisation.”

Dr Terry McWade, CEO



NEW STRATEGY

VISION:

A globally connected
community of doctors
improving people's health

MISSION:

To develop and support our
learners, trainees, members
and fellows to be leaders
in healthcare delivery and
transformation through training,
education and advocacy

VALUES:

Welcoming

Supportive, inclusive, open, caring
and diverse

Connecting

Engaged across faculties, with
society, our partners and members
across the globe

Respectful

Mutual respect and how we behave
internally with each other and with
the public, learners, members,
fellows, trainees and trainers

Responsive

Innovative, progressive, agile and
receptive to change

Challenging

Inquisitive, questioning, ambitious,
brave and independent

Trustworthy

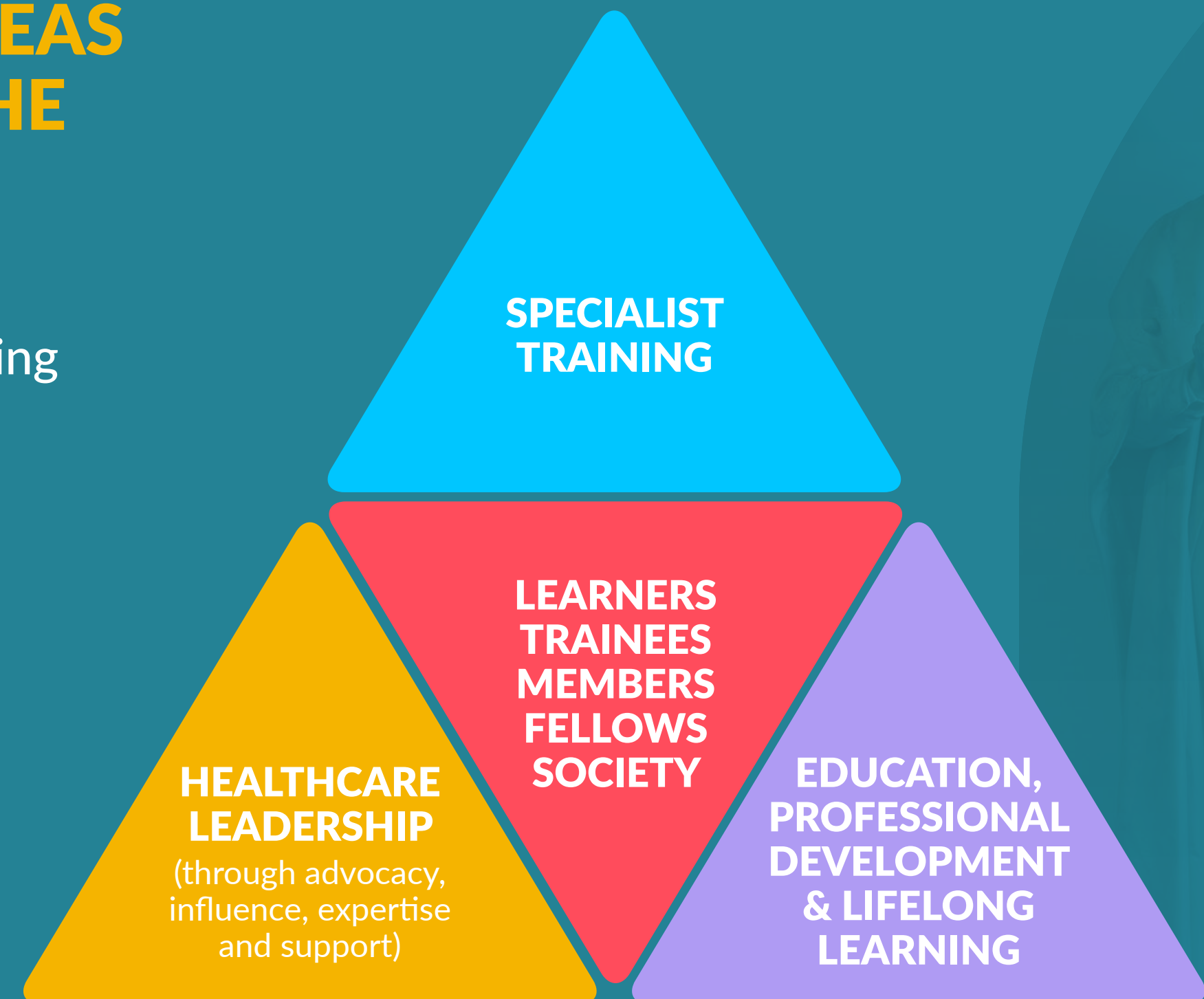
Trusted because of our heritage,
professionalism, reputation and
honesty

STRATEGIC FRAMEWORK

RCPI'S THREE MAIN AREAS OF ACTIVITY UNDER THE STRATEGY ARE;

- Education, Professional Development and Lifelong Learning
- Specialist Training
- Healthcare Leadership, through advocacy, influence, expertise and support

At the centre of what we do are our learners, trainees, members, fellows and society.



STRATEGIC OBJECTIVES

1

FORWARD THINKING

Ensuring we continue to innovate and evolve; incorporating best practice and the latest thinking into all our offerings and into everything we do.

2

GLOBALLY ACTIVE

Being an active global group of doctors with an increased presence across the world and greater international membership, collaborating and sharing knowledge and expertise across borders.

3

DYNAMIC ORGANISATION

Being a responsive, agile, efficient organisation with leading technologies, efficient processes and the right skillsets and expertise to enable us to provide an excellent and valuable experience to all our stakeholders.

4

FINANCIAL STRENGTH

Being financially independent with additional and diverse revenues from both national and international markets and from both public and private sectors; allowing us to invest to make us stronger and better at what we do.



STRATEGIC INITIATIVES

- 1 To enhance the quality of our training programmes and supports offered to ensure they meet the needs of doctors
- 2 To develop our exam membership offering to best meet the needs of doctors
- 3 To extend our global engagement and enhance our international training programme offering
- 4 To measure and improve core RCPI processes and use data to support evidence-based decision making
- 5 To promote excellence across the organisation to maximise performance and realise College goals
- 6 To offer lifelong learning opportunities
- 7 To be the voice of physicians, shaping and influencing healthcare policy, at a national level
- 8 To create a new membership model and enhanced membership engagement
- 9 To develop, preserve, catalogue and make accessible RCPI's heritage collections
- 10 To champion equality, diversity and inclusion in all College activity



STRATEGIC INITIATIVE 1:

TO ENHANCE THE QUALITY OF OUR TRAINING PROGRAMMES AND SUPPORTS OFFERED TO ENSURE THEY MEET THE NEEDS OF DOCTORS

Training doctors to become world-class specialists is at the heart of what we do.

At any one time, more than 1,700 doctors are enrolled on our postgraduate medical training programmes in hospitals across Ireland.

Our ambition is to further develop our training programmes and to embed a culture of quality and structures of support that ensures we are responsive to the needs of trainees and trainers. We aim to ensure that we monitor and evaluate our performance continually and systematically.

This initiative is set within the overall context of the Sláintecare ten-year programme to deliver whole system reform to achieve a universal single-tier healthcare system. A key element in enabling this vision will be ensuring that doctors are trained appropriately for a reconfigured health system and that our training programmes are aligned to the needs of the health system.

What we do:

- We have two stages of training - Basic Specialist Training (BST) and Higher Specialist Training (HST) which help develop the clinical, communication, management and interpersonal skills doctors need to deliver world-class patient care
- We offer training programmes in 29 specialties and our postgraduate training programmes are accredited by the Medical Council
- We work closely with the Health Service Executive (HSE) to plan for and agree the number of training posts

From now through to 2024 we will:

- Commit to and achieve continuous quality improvement, quality assurance and best practice
- Ensure that survey findings are addressed effectively and efficiently, and that innovative and good practice is identified and shared
- Assist in the development of clear and coherent systems of support for trainees and trainers
- Implement outcome based education curricula for all training programmes

MEASURE OF SUCCESS:

By 2024, we will be recognised as a leader in terms of the supports offered to trainees and trainers and as a provider of training programmes benchmarked against best practice.



STRATEGIC INITIATIVE 2:

TO DEVELOP OUR EXAM MEMBERSHIP OFFERING TO BEST MEET THE NEEDS OF DOCTORS

RCPI's examinations are internationally recognised benchmarks of excellence, valued by healthcare employers worldwide.

Doctors become a member of the College by passing the MRCPI examination and in so doing, gain a prestigious international qualification. Being conferred as a member marks a major milestone on the path to becoming a specialist. Members join a global network of 12,000 respected physicians dating back to 1654.

Our postgraduate examinations help doctors develop their skills and demonstrate competency in General Medicine, Paediatrics, Obstetrics and Gynaecology, Public Health Medicine and Occupational Medicine.

Our membership examinations are recognised as the foremost knowledge-based assessment in Ireland for these specialties. As we move forward, we will review our examination model and offering to ensure it is fit for purpose and designed to meet the future needs of doctors, increase capacity and locations globally and deliver an attractive offering considering the range of alternatives available.

What we do:

- We offer five membership examinations. Candidates from all over the world take our examinations
- We deliver the written examinations by remote invigilation
- We deliver our clinical examinations in person with senior examiners, both in Ireland and overseas

From now through to 2024 we will:

- Continually review our exam membership offering to ensure the highest international standards and practice are met
- Increase capacity and locations for our membership examinations nationally and internationally
- Identify opportunities to expand the portfolio of examinations
- Embed a best-in-class governance model for examinations

MEASURE OF SUCCESS:

By 2024, we will offer an enhanced portfolio of examinations with wider global reach.



STRATEGIC INITIATIVE 3:

TO EXTEND OUR GLOBAL ENGAGEMENT AND ENHANCE OUR INTERNATIONAL TRAINING PROGRAMME OFFERING

Ireland has a proud tradition of providing world-class postgraduate specialist training opportunities to doctors around the world.

As a globally recognised Tier 1 training body, RCPI contributes to the development of medical training internationally and the medical workforce abroad. RCPI has, in collaboration with the HSE and key overseas partners, developed two training programmes designed specifically to meet the needs of sponsored international medical graduates:

- International Residency Training Programme (IRTP)
- International Clinical Fellowship Programme (ICFP)

RCPI recognises that it can further contribute to the development of postgraduate medical training internationally. As a College, RCPI has the capacity, expertise and experience to support other countries in the development of their national medical workforce and their postgraduate medical training programmes.

What we do:

- We develop and deliver international training programmes to medical graduates from overseas
- We establish and maintain strong relationships with international Ministries and other government bodies to assist with the development of their national medical workforce and postgraduate medical training programmes, through the provision of training opportunities in Ireland
- We work closely with key stakeholders in RCPI, the HSE and other relevant organisations to provide appropriate governance and management of the international training programmes

From now through to 2024 we will:

- Further develop the existing IRTP and ICFP in line with market need, including delivery of increased subspecialty training opportunities
- Develop a route of access for international medical graduates to equivalent BST and HST programmes, with equivalent certification
- Fully integrate the governance, management and delivery of the international programmes within the national training programme structures in RCPI
- Identify and agree training capacity at a specialty and training site level for utilisation within the international programmes

MEASURE OF SUCCESS:

By 2024, we will provide sponsored international trainees with access to training programmes which are equivalent to our national training programmes.



STRATEGIC INITIATIVE 4:

TO MEASURE AND IMPROVE CORE RCPI PROCESSES AND USE DATA TO SUPPORT EVIDENCE-BASED DECISION MAKING

Data lies at the heart of what we do. It drives decision making, shapes strategy, and is central to the delivery of all RCPI activities. As the College evolves so too does the demand for improved use of data.

This strategic initiative aims to put in place a series of measures to improve how data is governed, managed and used in a secure, efficient and transparent manner across the College for the benefit of our stakeholders.

For our processes we want to be able to continually measure and improve based on industry recognised process maturity frameworks.

For our information and data, by replacing and upgrading our systems, we will support our processes by implementing master data management methodology to improve data and information governance and quality.

In terms of our systems and platforms, we will develop strategies to modernise, maintain, and future-proof systems and platforms.

What we do:

- We provide technical, project management and business analysis support for Information Technology (IT) and business change projects
- We provide support as a service catalogue for RCPI providing staff with the IT and resource capabilities to achieve strategic objectives and to respond to the future needs of the College

From now through to 2024 we will:

- Deliver operating efficiencies in membership, training and education administration
- Improve the member experience and level of services
- Develop a core membership relationship management solution
- Redesign and implement best practice processes to achieve efficiencies and take advantage of the opportunities offered by new platforms and systems
- Achieve operational efficiencies and utilise realised time for organisational priorities

MEASURE OF SUCCESS:

By 2024, all College processes and data will be assessed and quantitatively measured to proactively analyse required service and performance to meet and exceed our stakeholders' needs and expectations.



STRATEGIC INITIATIVE 5:

TO PROMOTE EXCELLENCE ACROSS THE ORGANISATION TO MAXIMISE PERFORMANCE AND REALISE COLLEGE GOALS

RCPI's approach to organisation development is focused on working with employees to develop the organisation to achieve our strategy, goals and core purpose.

Our employees are focused on a shared purpose, values and ambition and this is engrained in everything we do. This enables us to deliver value, be a leader, and help drive the organisation forward.

Our people and organisational development strategy is focused on delivering value to all stakeholders through managing, supporting and rewarding our people. This is achieved through nurturing, developing and empowering employees across the College by promoting communication, learning, opportunities, mentorship and leadership.

Our priority is to maintain and foster an inclusive, respectful, welcoming, vibrant and forward-thinking culture.

What we do:

- We are a forward-thinking College focused on support and delivery to our stakeholders
- We are committed to fostering an open and transparent culture and helping employees balance work and home
- We are focused on the learning and development of all our employees
- We are an organisation that adapts and changes as internal and external challenges arise
- We are focused on effective communication across the College

From now through to 2024 we will:

- Create a strong employer reputation with clear values and behaviour
- Assess the working model into the future
- Manage performance – goal setting, reviewing and assessing progress
- Develop careers and embed a culture of learning and development
- Remunerate and reward fairly – assess pay and benefits
- Communicate effectively – continuously improve the channels and forms of communication
- Review and modernise Human Resources (HR) systems and support

MEASURE OF SUCCESS:

By 2024, we will be an open and agile organisation that empowers and develops our employees and is committed to professional growth.



STRATEGIC INITIATIVE 6:

TO OFFER LIFELONG LEARNING OPPORTUNITIES

RCPI is committed to the continuing professional development (lifelong learning) of physicians and other healthcare professionals.

Working closely with national and international partners, our clinically led education programmes are continually updated to meet the demands of changing healthcare needs. In a constantly changing healthcare environment, we provide quality educational programmes to meet the needs of physicians and healthcare professionals by responding to feedback from our learners and teaching faculty as well as researching the changing trends in medical education.

Our ambition as we move towards 2024 is to:

- Offer accredited, accessible and responsive educational programmes to meet the needs of healthcare providers
- Work with partners in supporting our learners to maximise their career potential
- Support multidisciplinary learning leading to quality improvement in services to improve care for patients
- Adapt our teaching to respond to the increasing diversity and wellbeing of our learners

What we do:

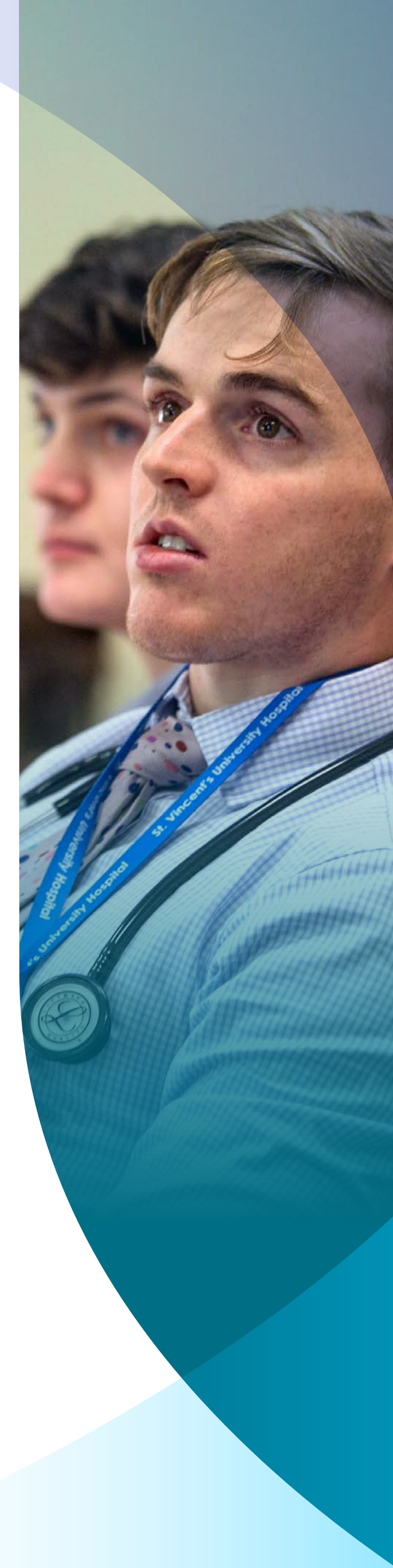
- We develop accredited programmes which meet the requirements of robust academic processes and provide career opportunities to our learners
- We provide lifelong learning opportunities for future healthcare leaders
- We offer education programmes, primarily in a blended online format, to adapt to the learning needs of the busy physician

From now through to 2024 we will:

- Provide a range of accredited programmes to meet the needs of our learners
- Offer flexible learning within our digital environments and more multidisciplinary programmes
- Collaborate with partner provider to increase our international learners
- Create more learning pathways to provide career options for our learners
- Develop and support teaching faculty
- Build partnerships with other education providers for the recognition of prior learning for our programmes

MEASURE OF SUCCESS:

By 2024, we will be recognised as a leading expert on continuing medical education in Ireland and internationally.



STRATEGIC INITIATIVE 7:

TO BE THE VOICE OF PHYSICIANS, SHAPING AND INFLUENCING HEALTHCARE POLICY, AT A NATIONAL LEVEL

RCPI currently plays a significant role in improving the quality of patient health through the training and postgraduate education of specialist doctors and through advocacy in the area of public health.

In partnership with a range of stakeholders, RCPI provides leadership in areas such as National Quality Assurance System (Specialty Quality Improvement), National Immunisation Advisory Committee, National Office for Traffic Medicine and National Clinical Programmes.

As the implementation of Sláintecare commences and the HSE Corporate Plan 2021-2024 is implemented, RCPI is committed to engaging with other stakeholders to realise the vision of a healthier Ireland with the right care, at the right time and in the right place.



As the voice of physicians in Ireland, our members and fellows will continue to lead initiatives and discussions that realise this vision and inform and influence government policy on public health.

What we do:

- We are a respected voice in public health debates and inform and influence government policy on public health
- We leverage the expertise and voice of doctors to make a difference to health and healthcare
- We support the policy issues that are of concern to our trainees, members and fellows across all our faculties and institutes
- We focus on areas of healthcare delivery and professional practice where the voice of RCPI has the greatest potential to make an impact

From now through to 2024 we will:

- Lead initiatives and discussions in the area of healthcare delivery and professional practice
- Be the voice of physicians to inform and influence the future of healthcare and government policy on public health
- Empower trainees, members and fellows to leverage their experience and research to drive national policy advocacy
- Identify and address the information needs of patients, families, carers, patient representatives and advocates, and ensure this shapes advocacy priorities
- Foster a culture of partnership and collaboration with external stakeholders to support public health policymaking

MEASURE OF SUCCESS:

By 2024, we will be central to shaping and influencing the direction of national healthcare policy to promote excellence in patient care.



STRATEGIC INITIATIVE 8:

TO CREATE A NEW MEMBERSHIP MODEL AND ENHANCED MEMBERSHIP ENGAGEMENT

RCPI is a global community of 12,000 respected physicians based in over 90 countries and is a community that is growing and strengthening every day.

RCPI is a professional membership body. Doctors at all stages of their career are part of our community from trainees who are beginning their specialist training up to fellows who are highly experienced specialists and include the leaders of health services around the world.

Achieving membership and fellowship of RCPI is a clear sign that a doctor has reached a very significant milestone in their medical career - one that is recognised around the world.

Our community provides value through knowledge sharing, collaboration and enabling doctors to play their part in advocating for better patient care.

Our trainees, members and fellows are our most important resource who we rely upon to help shape our policy, inform our leadership and change the future of medical practice and healthcare.

What we do:

- We offer membership by examination and fellowship by nomination
- We have a range of membership categories including associates and licentiates.
- We are responsive to the needs of our members and fellows
- We value our members and fellows and support them in their role as physicians

From now through to 2024 we will:

- Review best practice internationally for membership organisations
- Improve recruitment of new members and define a membership growth model
- Seek input on how we can provide greater value to national and international members and fellows and consider how this might vary by career stage
- Develop and implement strategies for increasing membership reach, engagement and satisfaction, nationally and internationally

MEASURE OF SUCCESS:

By 2024, we will have a new membership model that supports members and fellows at every stage of their career.



STRATEGIC INITIATIVE 9:

TO DEVELOP, PRESERVE, CATALOGUE AND MAKE ACCESSIBLE RCPI'S HERITAGE COLLECTIONS

RCPI's heritage collections are an internationally important resource for the history of medicine and medical education in Ireland. Dating back to the seventeenth century, they include archives, objects, artworks and printed books.

RCPI's Heritage Centre was founded in 2010 to bring together the College's collections and ensure their preservation and future development. In 2018 we received full accreditation under the Museum Standards Programme for Ireland, recognising that the collections are being cared for in line with best practice in the sector.

The purpose of RCPI's Heritage Centre is to develop, preserve, catalogue and make accessible RCPI's historic collections. To interpret and promote these collections to RCPI's trainees, members and fellows, the research community and the general public. We do this so we can become a centre of excellence for education, research and public engagement with the history of medicine and medical humanities in Ireland.

What we do:

- We are Ireland's only accredited medical museum
- We preserve the cultural heritage of RCPI and the wider Irish medical community
- We provide stimulating and informative platforms for interactions with this cultural inheritance for the medical community and the public
- We develop the collections to record our past and capture today's experience of medicine for future generations
- We catalogue, digitise and display our collections to make them accessible to the widest possible audience

From now through to 2024 we will:

- Plan and fundraise for a publicly accessible museum space within RCPI's home on Kildare Street
- Invest in a digital repository to ensure the long-term preservation of our digital collection and make them accessible online
- Reduce our cataloguing backlog to make more of our collections accessible
- Develop and implement a conservation plan for our collections to ensure their long-term survival
- Maintain our full accreditation under the Museum Standards Programme for Ireland

MEASURE OF SUCCESS:

By 2024 we will be a central hub, both physical and virtual, for research and public engagement with the history of medicine and the medical humanities in Ireland.



STRATEGIC INITIATIVE 10:

TO CHAMPION EQUALITY, DIVERSITY AND INCLUSION IN ALL COLLEGE ACTIVITY

RCPI recognises the importance of equality, diversity and inclusion and leads initiatives that support, promote and demonstrate a culture of mutual respect, inclusivity and diversity.

We are committed to creating an environment where diversity is celebrated and everyone is treated fairly regardless of gender, age, race, disability, ethnic origin, religion, sexual orientation, civil status, family status, or membership of the Traveller community.

We aim to champion equality, welcome diversity and support inclusion in all our activities, including:

- Staff recruitment, development and policies
- Education, training and examinations; and
- Governance

Embedding the principles of equality, diversity and inclusion in all College activity is of paramount focus. RCPI will provide leadership, advocate for equality and respect for all and support inclusive learning and workplace environments. We aim to ensure that we continuously strive to stay true to our values of being respectful and welcoming all.

What we do:

- We are committed to the principles of equality, diversity and inclusion
- We are open and transparent in everything that we do
- We value the benefits that equality and diversity bring
- We have a responsibility to promote equality, dignity and respect, to celebrate diversity and to challenge unfairness and discrimination

From now through to 2024 we will:

- Implement equality, diversity and inclusion policies and action plan
- Enact a range of measures to improve equality, diversity and inclusion
- Proactively remove barriers to equality, diversity and inclusion
- Embed the principles of equality, diversity and inclusion into the way we work
- Attract and retain a diverse cohort of learners, faculty, and staff
- Raise understanding of equality, diversity and inclusion through communication, learning, and the work of staff, members and fellows

MEASURE OF SUCCESS:

By 2024, equality, diversity and inclusion will underpin everything that we do and the choices we make.





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