



# The Royal College of Emergency Medicine

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## RCEM

# Corporate Plan 2021 – 2023

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## Our Strategy

The Royal College of Emergency Medicine (RCEM) corporate plan 2021-2023 highlights the College's mission for the next three years, detailing our commitment to improving patient care and support our 10,000 strong membership of emergency physicians and associated health professionals.

We aim to remain patient focussed and clinically led as we aspire to drive improvement in the diagnosis of disease, the care of individual patients and the health of the population, both in the UK and across the globe.

## Our Vision

Emergency healthcare should deliver truly high-quality patient centred care for all. High quality care is safe, effective, timely, efficient, equitable, and people centred. In short, our vision is to see excellence in emergency medicine.

## Our Mission

With a worldwide membership of over 10,000, The Royal College of Emergency Medicine is the professional membership body for emergency physicians in the United Kingdom. As the leading body for emergency medicine in the UK and internationally, we will work to achieve our vision by:

1. Improving patient care
2. Support our membership to achieve sustainable satisfying careers
3. Advancing the practice of Emergency Medicine through research and engagement in Global Health
4. Support our membership with the delivery of high quality day to day care in Emergency Departments

## Corporate Planning 2020 - 2023: Strategic Aims

Our strategic goals provide the foundation of RCEM CARES campaign. Over the next three years, our activities and resources will be focused on delivering these goals in accordance with the four strategic aims set out in our mission. Informed by our values, our strategy is backed by a three-year delivery plan, annually refreshed to clarify objectives for the coming year.

### Strategic Aim 1: Improving patient care

Over the next 3 years, our focus will include:

- Ensuring high quality emergency care is at the heart of everything we do by continuing to focus on the most appropriate and efficient care set out in [RCEM CARES<sup>1</sup>](#).
- Holding the government, policymakers and NHS to account to help implement the RCEM CARES policy and building a cross-party network of parliamentary supporters to lobby and advocate for emergency care in the process.
- Amplifying the patient voice throughout RCEM's work, facilitating high quality two-way communication between the specialty and patients.
- Tailoring policy approaches to meet the specific needs of patients in England, Scotland, Wales, and Northern Ireland.
- Supporting the development and rollout of patient services aimed at improving the patient experience when accessing urgent and emergency care. Seeking opportunities to improve the patient experience through reducing health inequalities, improving access for vulnerable patients.
- Assessing the equality of care by better understanding of the care experience for Black, Asian, and minority ethnic groups, those with protected characteristics or who may experience social exclusion.

## Strategic Aim 2: Support our membership to achieve sustainable satisfying careers

Over the next 3 years, our focus will include:

- Continue to focus on the development of the emergency medicine workforce through retention, recruitment and skill development, as described in RCEM CARES.
- Implement the new curriculum, and associated changes to the eportfolio and specialty examinations to support the training and development of the future emergency medicine workforce.
- Develop the career path for those entering the specialty through the CESR and credentialing routes.
- Continue to offer high quality elearning, Continuing Professional Development and support Career Progression, including developing our programme of scientific conferences, study days and events to continue to grow the skills set of the specialty.

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<sup>1</sup> [https://www.rcem.ac.uk/RCEM/Quality\\_Policy/Policy/RCEM\\_CARES/RCEM/Quality-Policy/Policy/RCEM\\_CARES.aspx?hkey=55bc6020-0493-4d68-8657-e91e4b81b411](https://www.rcem.ac.uk/RCEM/Quality_Policy/Policy/RCEM_CARES/RCEM/Quality-Policy/Policy/RCEM_CARES.aspx?hkey=55bc6020-0493-4d68-8657-e91e4b81b411)

- Continuing to increase our reach and relevance to all our membership, by developing best fit membership value propositions, and delivering high-quality membership experience that supports our membership throughout their careers.
- Champion equity and promote diversity in the College and work towards addressing systemic issues such as differential attainment, improve data we hold on our membership, and increase representation of minoritized groups in College committees.
- Promote emergency medicine as a fulfilling career for all clinicians working within the multi-disciplinary team.

### **Strategic Aim 3: Advancing the practice of Emergency Medicine through research and engagement in Global Health**

Over the next 3 years, our focus will include:

- Developing and implementing an international strategy that enables us to continue our development and support Emergency Medicine programmes, practice and systems, and grow our international profile.
- Implementing the College's Research Strategy<sup>2</sup>, celebrating and promoting research and academia in Emergency Medicine.
- Encouraging novel emergency care research by providing funding grants in the UK and low and middle income countries.
- Continuing to develop the Emergency Medicine Journal (EMJ) as the scientific journal of choice for the emergency medicine community.
- Supporting effective workforce planning by researching and providing data-based guidance on expected demand growth and patterns, underlining the need for better resourcing of Emergency Departments

### **Strategic Aim 4: Support our membership with the delivery of high quality day to day care in Emergency Departments.**

Over the next 3 years, our focus will include:

- Continue to focus on reducing crowding, as described in RCEM CARES, which means there needs to be a focus on delivering increased hospital acute bed capacity, alongside a wider set of actions as described in the RCEM CARES strategy.

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<sup>2</sup> [http://www.rcem.ac.uk/docs/Research/RCEM\\_Research\\_Strategy\\_2020.pdf](http://www.rcem.ac.uk/docs/Research/RCEM_Research_Strategy_2020.pdf)

- Supporting UK Emergency Departments and the emergency medicine workforce to lead on quality, safety of care and service improvements.
- Support the development, continuous improvement and implementation of Infection Prevention and Control measures in Emergency Medicine.
- Increase regional engagement with key stakeholders to improve regional improvements and support.
- Build support for fragile and challenged emergency care systems, including remote, rural and coastal locations.
- Continuing our contextual analysis of the workplace for our membership in the UK and across the globe.
- Influencing and supporting infrastructure improvements, including hospital facilities, building design and implementing physical improvements to the environment in which Emergency Medicine is practiced.
- Support the development of effective regulatory advice to the specialty.
- Enhancing the growth in the numbers of the emergency medicine trained workforce and their training and development to continually improve the quality of care. This to include the development of new approaches such as the concept of ring-fenced training time and that the core EM service should be provided by those trained in and qualified in EM.

## Strategic Enablers

We have developed a suite of enabling support strategies informed by this Corporate Plan that detail how we plan to leverage our assets i.e. employees, technology, finances, estates and charitable status to help achieve our strategic aims. These include:

- Digital Transformation Strategy
- Estates Strategy [in development]
- Budget
- Fundraising Strategy
- Talent Management Strategy

Our governance arrangements are also changing as we aim to bring them in line with Charity Governance Code. Our membership approved recommendations from our Corporate Governance Code Project at our Annual General Meeting in October 2020. And our aim is to introduce the new structure in the summer of 2021.