The Royal Society of Medicine

EDUCATION STRATEGY
2018 AND BEYOND

IMPROVING HEALTHCARE THROUGH EDUCATION AND INNOVATION
1. RSM learning
- Create a contemporary portfolio of education to complement existing specialty-based programmes reaching out to healthcare professionals across the UK
- Develop learning opportunities about healthcare, organisation as well as medical technical advances
- Work with RSM specialties to enhance programme delivery, increasing impact beyond events using appropriate mix of learning techniques

2. Patients and the public
- Involve public, patients and other service users to deliver richer learning experiences for healthcare professionals
- Implement programmes demonstrating the importance of patient and public engagement
- Evolve the RSM’s Medicine and Me programme scope and engage with a more diverse audience

3. Digital technology
- Increase accessibility to RSM education through expansion of digital learning
- Encourage multidisciplinary learning through access to RSM digital resources and face-to-face and online learning technologies
- Provide greater access to RSM education resources

4. RSM supporting innovation
- Support healthcare innovators, building on our demonstrable success in this area
- Disseminate innovation knowledge and cascade of innovation into evidence-based practice
- Create spaces for innovators to network and undertake research using library resources

5. NHS and healthcare organisations
- Increase RSM participation in NHS and other healthcare-related events
- Interact with other healthcare organisations to provide team-based learning programmes
- Support translation of policy into practice through debate and discussion
- Develop education through innovative, effective adult learning

6. Transforming the RSM
- Focus on digital activities with more intelligent customer engagement, website and customer relationship management system
- Develop space at No.1 Wimpole Street to ensure the learning environment is relevant, dynamic and supports interactive learning
- Introduce strong and robust new product development and quality assurance processes
- Develop internal systems and processes
The NHS and health systems across the globe are in a time of changing and challenging health care environment and continue to provide effective, safe and patient centred care. Healthcare professionals, teams and organisations: a focus of learning

Healthcare is delivered by teams: patients depend both on the skills individual practitioners and on how they work together within complex organisations. One individual may work in several teams and be responsible for care delivered across organisations. The educational and learning implications of this are: first, health care professionals must be competent team leaders and team members, able to work in teams that may be virtual; secondly, although professional assessments measure individual competency, patients depend on competent teams; and thirdly most learning is delivered to individuals. However, it is the level of public health measures are muted by difficulties in working in a complex system; of connecting healthcare with social and community care and having to do more with less. Despite the challenging context, health care professionals must keep up their professional commitment to maintain good practice, learn about new interventions, gain new skills and maintain old ones. Staff development, education and training, are arguably more critical than ever, but time for reflection and learning is limited. A challenge for staff and for those supporting and providing training is to develop learning that is relevant, accessible and a worthwhile use of very limited time.

The RSM is one of the foremost providers of continuing professional development events in medicine. Last year over 26,500 delegates (from medical and other healthcare professions) attended one of the RSM’s 360 education and highly valued learning events. Most events are organised through the RSM’s 64 specialty Sections and focus on best clinical practice and many of the exciting developments in medical technology. In addition, the RSM runs public lectures and programmes for patients and service users such as the very successful “Medicine and Me” series. The RSM’s three-year strategy for education and learning has been designed in the current context of rapid integration of innovation into practice; significant challenges to health service delivery and the opportunities for enhanced learning provided by today’s digital technology. The RSM believes that comprehensive and accessible continuing education and development, for both individuals and teams, is crucial if health care professionals are to work successfully in today’s complex, changing and challenging health care environment and continue to provide effective, safe and patient centred care.

A time of change for health care professionals and their patients

Today’s health care professionals work in a system that is often very stressed and stretched. Benefits of rapidly changing health interventions and the impacts of sustained...
EDUCATION STRATEGY – 2018 and beyond

The RSM Education: 2018 to 2021

The RSM’s Mission
Improving healthcare through education and innovation.

Aim
To be a recognised as a trusted voice in healthcare education, and is viewed as relevant, leads debate and change, while being the “go to place” for providing responsive, blended learning that will support better and safer healthcare. The RSM encourages and facilitates the translation of innovation and research into evidence based clinical practice.

The RSM’s Education Provision
The RSM will be a contemporary and highly relevant organisation which seeks to work collaboratively with a range of partners and individuals, using a blend of on and offline learning techniques and resources that will allow interaction with experienced healthcare professionals.

The RSM will deliver high quality education and learning which enables healthcare professionals to provide high quality and safe care to today’s and tomorrow’s patients.

RSM’s delegate experience
Engaged in highly relevant learning and networks that makes a measurable difference to the way in which healthcare is delivered now and in the future.

Changing landscape of educational delivery
Understanding and using the most effective approaches to adult learning are crucial for health care professionals and their patients. Traditional lectures, no longer perceived as the best way to promote understanding or transfer knowledge, work best when interactive and participants are actively involved and challenged through the learning process. Today’s digital age provides new ways of enhancing learning and of connecting individuals and groups and there is much value in a blend of “face to face” with digital or e-learning technologies.

The RSM: The opportunity
The RSM has a multidisciplinary and increasingly multi-professional scope. It is in a unique position to devise and curate educational programmes of relevance to the whole health care team and attract delegates from different specialties, professions and organisations. It is undoubtedly simpler to put together programmes for one single group and the RSM programmes will necessarily continue to be largely for individual delegates with a focus on individual knowledge, skills and attitudes. However, for the RSM to deliver its mission of “improving healthcare through education” it is clear that the knowledge and learning gained by an individual should translate into learning to be shared and discussed with team members and used at some point and in some way to improve the care of patients or other service users.

The RSM wants to respond more completely and consistently to the educational needs of current and future healthcare professionals, through construction of educational programmes and events of benefit to both individual practitioners and the whole system that delivers and supports care. This strategy outlines the RSM’s aims and the changes it will make to both modernise the content and delivery and scope of its learning programmes and introduce ways of connecting healthcare professionals through learning with their teams and organisations.

Dr Fiona Moss
Dean Royal Society of Medicine

Content and product development
A central part of the RSM 2018 educational strategy is a proactive approach to the development of the content of its programmes. Horizon scanning with a process of reaching out widely within the NHS to determine educational need will be used to enhance the considerable expertise already in the RSM including the vast knowledge base within the RSM Speciality Sections. For example, the RSM will seek views from Trusts – including medical directors and nursing directors- GPs and their practices and others responsible for supporting professional CPD, to understand the education considered useful for today’s health care professionals and relevant to care of patient and communities.

The RSM has one of the largest postgraduate biomedical lending libraries in Europe and this resource will be key to content development. The RSM library will, for example, support horizon scanning, provide resources on topics of relevance across specialties and professions and be integral to the RSM “educational hub”. The library will continue to develop innovative approaches to its services and collections for all users, whether delegates, library visitors or those accessing e-services remotely.

Provision of high quality specialist education including programmes reflecting current best practice and new technologies and interventions as they come on stream, will continue as a main part of the RSM educational portfolio. However, proactive content development will enable the RSM to pursue themes that cut across specialties and speak to the whole team as well as individual practitioners. Consideration will be given to the balance between technical programmes and those that reflect organisational competencies. Programmes that include both technical and organisational competencies, and those that blend face to face learning with digital technologies will be encouraged.

The RSM, though active content development, will aim to have an educational portfolio reflecting more fully the educational
EDUCATION STRATEGY – 2018 and beyond

Programmes beyond the event.

RSM and its Sections will also work with delegates and other working within increasingly complex environments. The assesses patient centeredness and considers the relevance is to design, quality assurance that informs the process of assurance process as a tool for continuous improvement. That RSM Section Presidents and others to develop a quality But as part of its 2018 strategy, the RSM will work with the

needs across the health service including, for example, an increased emphasis on primary care and mental health; programmes relevant to multidisciplinary and multi-professional teams; and more discussion about successful organisational interventions.

The RSM will develop the capability of swift reaction to current external events or policy changes that are considered to have immediate educational value or those challenging, contemporary and controversial topics that may have important ramifications.

Quality assurance: a culture of continuous improvement in learning

A robust process of quality assurance with feedback from delegates and other customers will be an essential component of content development. The RSM, as all organisers of continuing professional development, obtains delegate feedback mostly focused on the presentation and content of individual sessions. Ideally, it would be helpful to know how much difference an educational programme makes to patient care. Such feedback is unlikely to be easily obtainable.

But as part of its 2018 strategy, the RSM will work with the RSM Section Presidents and others to develop a quality assurance process as a tool for continuous improvement. That is to design, quality assurance that informs the process of content development across the RSM educational portfolio, assesses patient centeredness and considers the relevance of the RSM programmes to today’s health care professionals working within increasingly complex environments. The RSM and its Sections will also work with delegates and other customers to seek ways of assessing the impact the RSM Programmes beyond the event.

Objectives

Our ambition is to provide an “educational hub” that delivers high quality education programmes designed to make a demonstrable impact on the quality and safety of health and care. We will increasingly become a voice of learning and development in healthcare for individuals and teams in the UK and beyond.

Build the ‘RSM Hub for Education’, drawing in Specialty Sections and developing a wide professional development portfolio, that reaches out to healthcare professionals across the UK.

The RSM aims to broaden its geographic reach within the UK and beyond, using technology as an enabler along with face to face delivery.

The RSM to work differently with its specialties to enhance content, delivery and scope of programmes, ensuring impact of education beyond the event.

Using an appropriate mix of learning techniques, the RSM will enable the demonstrable achievement of education objectives.

2. Influenced by patients and public

The RSM is both informed and influenced by patients and public in all that we do. Learning opportunities reflect priority areas of need in healthcare and programmes are influenced by patients and the public from concept to delivery.

Revising its approach to programme and content development presents the RSM with a singular opportunity to review patient and public involvement. All stakeholders involved in the discussions that informed the strategic planning process called for the RSM to respond more explicitly to the views and voices of patients and the public and be influenced by them. The RSM has a successful programme of events “Medicine and Me” that brings together patients with a particular condition, with experts in the field and a relevant patient charity. The learning at these events is clear, with experts learning as much if not more than anyone else. Finding ways of including the views and voices of patients and other service users within the RSM educational portfolio is a strategic aim.

The RSM aims also to include more public view points on wider health topics. This could be achieved through engaging patients in a range of forums, allowing controversial and forefront discussion and expression of views whilst recognising the RSM is not a lobbying organisation.

In addition, the RSM will also seek to find ways of involving service users and the public throughout the process of programme creation and content development. Working at first with a small group of specialties the RSM will explore the benefits and barriers to this approach and take forward and disseminate successful components. The RSM will take the adage “nothing about me without me” into the heart of educational development for health care professionals and create a unique niche.

Objectives

Our aspiration is to make RSM programmes reflect patient centred, effective and safe health care. In addition, the RSM will increasingly incorporate the patient voice and use co-production within programme development. The RSM aims to ensure that all learning enhances and improves the delivery of healthcare in practice.

Explore approaches to involving public, patients and other service users in developing the RSM’s approach to delivering richer learning experiences for healthcare professionals.

Develop, pilot and disseminate ways of engaging patients in programme development; find ways of including patient influence on approaches to and outcomes of learning.

Design and implement new programmes that demonstrate the value of patient and public engagement.

Evolve the scope of the RSM ‘Medicine and Me’ programme, and seek engagement with a more diverse audience.
3. Improving relationships, engagement and the learning experience through digital technology and networks

To be ambitious in the use and adoption of the most appropriate and effective approaches to digital learning technologies to enhance and enrich the learning experience and allow a wider audience to be engaged in the RSM Learning and its networks.

Digital technology is both a key strategic theme and key enabler of the strategic process for the RSM educational programmes. The increasing reliability and availability of digital technology in education offers an approach to increasing the accessibility to the RSM programmes. It is crucial that the RSM grasps this opportunity and, for example, embeds effective digital learning solutions into its learning programmes; creates on-line resources; and makes best use of its state of the art Audio Visual capability to enrich face to face lectures. The RSM will also harness the potential of digital technology to acquire more intelligent marketing approaches, and consider to what extent learning can be customised and focused and linked to delegate or member preferences.

Digitisation is an imperative from both business and learning perspectives. The new website and customer relationship management system will provide a perfect platform to drive the customer exchange process and provide a highly intelligent approach to the RSM communications and customer engagement. The need to put the right educational programmes in place at the right time for the right individual using a blend of face to face and technology or digitally based learning is an essential for the RSM’s internal transformation and for modernisation of its external links.

Increased use of and support for new interactive technologies will aid learning and engagement at live events and encourage a broader geographic reach and engagement. The aim is to increase the range of people able to participate in the RSM learning programmes and attract and secure new talent to support the development of specialty and general programmes.

The RSM library will be dedicated to ensuring that each interaction with its services meets the high expectations of its users. As part of the RSM’s online strategy we will explore the concept of ‘My Library’ to provide a personalised on-line space for information and education resources tailored for individual users’ own requirements. Healthcare professionals need access to a wide range of sources of information, including that of their own and related specialties, as well as material on important non-technical skills.

After market testing there will be a phased roll-out of a series of digital technologies. In addition to increasing access to the RSM learning, the aim is to consider what it would take to create a series of learning networks for healthcare professionals through which they could, for example, share views and perspectives on good practice with the aim of improving knowledge and understanding of the other factors that help individuals and teams to deliver effective, safe and appropriate care.

4. RSM supporting innovation

The RSM supports innovation, through providing space, information and development for innovators and through actively spreading innovation through partnerships, events and other learning opportunities.

The RSM’s own vision outlines its commitment to advancing health through education and innovation and support of the translation of innovation into practice. A strong focus on an approach to innovation is evolutionary for the RSM and follows the 2008 start of the RSM medical innovations programme, led by Lord Darzi, launched in response to the NHS England initiative of finding ways of encouraging and facilitating innovation within the NHS. In the past nine years, the RSM has hosted over 215 presentations by innovators describing a very wide range of medical and other health care innovations. These are RSM flagship events.

In 2017, the RSM became a partner for NHS England’s Clinical Entrepreneur Programme (CEP). Entrepreneurs on this scheme are able to use the RSM facilities, have access to learning and information and use the RSM as a focus for networking. The RSM aims to support innovator networks by facilitating conversations that will inspire innovation and, follow the cascade from idea through innovation, into evaluation and into practice.

The RSM will undoubtedly benefit from hosting the CEP entrepreneurs who will be able to mix and meet with the thousands of the RSM members and community of programme delegates who represent a broad range of health care professions and specialties. The RSM believes this role in providing support for clinical entrepreneurs could extend to offering space and opportunities for individuals to learn organisational skills essential for the change management necessary for the early adoption of innovation within the NHS.

Objectives

Our ambition is for the RSM to become an organisation that blends contemporary with traditional through the introduction of a wide range of learning technologies that will provide greater flexibility and access to learning.

Learning will be bespoke and customised to meet the needs of individuals and specialties.

- Increase accessibility to the RSM programmes and secure new revenues through the implementation of a new digital education strategy, supported by the RSM website, linking learning and resources in an easy to navigate way.

- To build a series of learning networks which include specialities, cross-cutting topics and learning themes, supported by both face to face and online learning technologies.

- Provide greater access to the wealth of the RSM resources, including podcasts, webinars, and supported by the library to provide a flexible approach to learning.

Objectives

The RSM’s objective is clear, to advance health care through education and innovation. The RSM will build on its success in being selected as a partner for the NHS England’s Clinical Entrepreneur Scheme and promoting innovation through its innovation summits, while also exploring other opportunities for supporting innovation through wider healthcare organisations.

- Developing approaches to supporting innovators of healthcare, building on its current success in this area, and explore working with other partners.

- Disseminate knowledge of innovation and the cascade of innovation into evidence based practice.

- Promote diversity, encouraging minority groups, non medics, and aspiring medical students to participate in the widening innovation programme.

- Create appropriate space that lends itself to innovators, providing opportunities for networking and supporting research.
Building on its reputation for quality and blend of programmes, facilities, and reach, the RSM will be a partner of choice for providing contemporary, cutting edge education and development for healthcare.

The RSM is committed to providing the best possible learning solutions for individuals and healthcare organisations. The RSM as an “educational hub” must be explicitly relevant not only to specialists and generalists but also across the health service. The RSM will work with a wide range of customers to develop learning solutions to support improvement in the management of care within complex healthcare systems where individuals and teams care for patients who may require input from several specialties, several departments and often several organisations.

The RSM will continue to develop and evolve its relationship with the NHS and other healthcare organisations to determine the problems that would be helped through learning programmes or opportunity for discussion and debate. To do this the RSM will build on its strength as an organisation that is multi-disciplinary and increasingly multi-professional. It is well placed to consider learning not only across professional boundaries but, importantly, also from the perspective of the patient who experiences care across the whole of a care pathway, that needs to be co-ordinated and connected and not simply through the lens of one part of the system.

The RSM will provide not just individual learning, but consider, with its partners and customers, what is needed for effective team-based learning. The RSM will seek to work with healthcare trusts, primary care and community healthcare organisations to understand the barriers and potential facilitators to learning across boundaries. The RSM will thus seek to produce learning programmes that go to the heart of the many challenges and demands facing health care professionals, their organisations and their patients.

The RSM’s bold aspiration is to play a leading role in translating policies and new thinking about service delivery into practice. This will be achieved both through engaging with policy makers as well as clinical and other health care professionals; facilitating discussion and debate about the implications of innovations in service delivery and including within the RSM portfolio the many factors that contribute to effective, patient centred and safe care.

The RSM seeks to work more closely with the NHS and healthcare organisations to provide relevant and broad based education that supports translation of policy into practice through engaging a broad stakeholder network that draws together policy makers and front line health care professionals.

Objectives
Increase participation in NHS and other healthcare related events across the range of clinicians and disciplines, to share knowledge, best practice and build meaningful.

Interface with a wide range of healthcare organisations to provide organisational and team-based learning programmes that aim to enhance and improve delivery of care within complex systems.

Support through educational programmes the active translation of policy into practice. To be a place to debate the educational implications when putting policy into practice.

Develop the RSM programmes that are responsive to changing health practices through innovative, effective adult learning using intellectually challenging, collaborative, action based techniques.
Ambitious strategic objectives inevitably require significant organisational changes. The RSM will transform its organisation, including the structures and processes that support delivery of its educational programmes, so it can both deliver the aims at the heart of this educational strategy and have the organisational flexibility to be able to respond to the future educational expectations and needs of health care professionals. Past changes to the RSM educational programmes have mostly been incremental.

This strategy will require possibly the biggest organisational step change in the RSM’s 250-year history but this is only possible because of the RSM’s strong heritage. The aim is to build on this history, and so position the RSM as a stronger driving force for learning and be a voice for education within the broader healthcare spectrum in a variety of ways. A focus on business and financial effectiveness is critical for the RSM to deliver effectively, its charitable objectives through developing effective, sought after educational programmes. From a business and financial effectiveness perspective the RSM will focus on:

- Taking our events to more people, doctors and healthcare professionals and a wider geographical reach.
- Develop the mix of our events programme, balancing what is for the public good with other types of events to ensure financial stability and growth.
- Effective utilisation of our existing resources - capitalise on the information specialists and information available through the library to add value to events and educational products as well as using more fully the AV capability and the space as flexibly as we can.

6. RSM Learning: Organisational transformation

As the RSM moves to more innovative forms of learning, including high tech digital tools blended with greater exchange and interaction to promote delivery of learning of practical relevance, the building will need modernisation. The aim is to build highly interactive learning environments, with appropriately designed flexible flat floor space and agile break-out rooms capable of linking the three magnificent lecture theatres to workshops and other opportunities for in-depth discussion and perhaps, in future, into the work place.

The RSM library already provides innovative teaching, learning and social spaces and its specialist staff provide information skills training. Further transformation of this space will increase capacity; provide a range of high quality individual study places; establish areas for researchers and improve access to the Library’s collection of rich holdings and of special collections and exhibitions.

Objectives

The RSM will reform its operational structure, systems and processes to support this strategy, across content development, design, delivery and quality assurance of programmes.

- Be more accessible and engaging for members and delegates, through a new approach to customer services, faster response times, single point of contacts supported by a new customer relationship management system and a strong and more robust approach to intelligent marketing.

- Will be financially robust, and through market penetration and a changing business model enable a growth in revenues that in turn will be used to deliver the RSM’s charitable objectives and deliver effective education.

- Introduce strong and robust new product development and quality assurance processes to ensure high quality, relevant and beneficial postgraduate education for healthcare professionals.

- To ensure the RSM learning environment is relevant to today’s healthcare professionals, dynamic, innovative, encourages and supports interactive learning.

**Business and financial effectiveness**

The benefits of this strategic approach for the RSM’s stakeholders and partners are highly significant and will open-up broader opportunities for learning and networking across the healthcare spectrum in a variety of ways. A focus on business and financial effectiveness is critical for the RSM to deliver successfully its charitable objectives through developing effective, sought after educational programmes. From a business and financial effectiveness perspective the RSM will focus on:

- Effective product development process for generating ideas, and managing new events that will attract existing and new delegates.
- Strong and robust quality assurance that focuses on delivering high quality education programmes that also encourages strong feedback calibrated and fed into future product development as a process of continuous improvement.
- Strengthened customer services that are more efficient, effective and easier to navigate. These will be focused on meeting customer needs at the point of contact based on stronger customer knowledge.
- Internal efficiencies leading to more funds for investment in better education for meeting the RSM’s Charitable objectives.
- Intelligent and preference based marketing to build a closer and more relevant relationship with its members and delegates.

**RSM space review**

A major strength of the RSM is its venue, No 1 Wimpole Street. The sheer size and variety of accommodation is excellent and the library is viewed as “best in class” in terms of space and content. Whilst the space has served previous generations well, it is now time to review this space in the context of today’s learners, the need for workshop discussions to enhance lectures, and learners’ needs for digital connectedness.

**Effective product development process for generating ideas, and managing new events that will attract existing and new delegates.**

**Strong and robust quality assurance that focuses on delivering high quality education programmes that also encourages strong feedback calibrated and fed into future product development as a process of continuous improvement.**

**Strengthened customer services that are more efficient, effective and easier to navigate.**

**Internal efficiencies leading to more funds for investment in better education for meeting the RSM’s Charitable objectives.**

**Intelligent and preference based marketing to build a closer and more relevant relationship with its members and delegates.**
What benefits will the RSM strategy deliver?

The RSM aims to become increasingly relevant to the concerns across the whole of the NHS and other healthcare systems. Teams made up of clinical and other professionals are the backbone of delivery of good quality care. There is a compelling argument for a more formalised approach to the development high quality learning interventions, blended and accessible across healthcare communities. By developing a strong engagement across the healthcare workforce the RSM will continue to sustain its charitable objectives of ‘improving healthcare through education and innovation’.

Modernised, unique and cutting-edge education that reflects the ongoing evolution of healthcare and the way it practices underpinned by an organisation that plans carefully to deliver high quality learning, integrated and embedded with rich learning resources from the RSM library, and delivered to meet the needs and want from a professional development perspective for the RSM members, specialties and delegates.

Volunteers who are expert contributors, who are valued and engaged in delivering high quality learning, utilising latest technologies, providing learning that is relevant, accessible and engaging and based on inputs and involvement from patients and public.

Delegates and members are at the heart of the organisation and will experience improved customer experience and enhanced quality of delivery, greater programme choice, based on strong quality assurance and product development principles.

An education and learning organisation that operates to achieve charitable objectives and meets the requirements of its Royal Charter.

An organisation that is public, and patient focused in every aspect of its work and will benefit both patients and publics as part of its education provision.

The RSM is strong, visible, valuable, relevant and meaningful to the NHS, its employees and wider healthcare organisations in the UK and beyond.

Ultimately, the RSM is here to provide learning to support healthcare professionals as they work to deliver, good quality and safe, patient centred care.