



Annual Review 2017

Who we are and what we do

The Royal College of Anaesthetists is the professional body which ensures the quality of patient care through the maintenance of standards in anaesthesia, critical care and pain medicine across the UK.

22,000
fellows and members

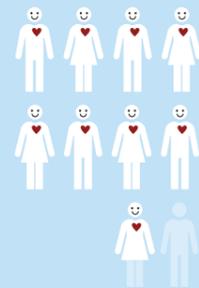


The RCoA, with our Faculties, is the third largest Medical Royal College by UK membership



Anaesthesia
is the single largest UK hospital speciality

99%
of patients would recommend their hospital's anaesthesia service to family and friends



Our Anaesthesia Clinical Services Accreditation supports quality improvement in hospitals across the UK, and is recognised by the Care Quality Commission and Healthcare Inspectorate Wales



24/7 service
delivered by our members in anaesthesia, critical care and pain medicine



of our membership received their primary medical qualification outside the UK

2 in 3 patients

in hospital are cared for by an anaesthetist



185
RCoA Perioperative Medicine Leads are based in hospitals across the UK

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Our values

Expert	We must be expert in what we do to be effective in our aims. We aim for excellence in all our disciplines
Positive	We are constructive, collaborative and proactive. We focus on achieving positive outcomes
Inclusive	Our membership is as diverse and vibrant as the community at large and, to support them, the College is direct, open and approachable
Forward-thinking	As our specialty continues to advance, so must the College. We look for opportunities to innovate and improve. We intend to stay ahead and set the healthcare agenda
Ambitious	We are committed to remaining a world leader in anaesthesia and for our members to be at the top of their profession

President's statement

Dr Liam Brennan, President

In the year the College celebrated the 25th anniversary of receiving its royal charter, I am pleased to report an organisation with a thriving membership, a strong financial footing and the ambition to continue to grow its influence.

In January 2017, Council began the process of [reviewing its governance](#) and decision-making processes to prepare the organisation for its next quarter-century. This work has continued throughout the year, and at the annual general meeting in May 2018 a number of recommendations will be brought forward for the membership to consider.

Engagement with our events programme this year has seen 4,900 delegates attending more than 100 College-run events across the UK. Much of this programme was tied to our 25th anniversary celebrations, including our Anniversary Meeting in March, which was opened by the College's Patron, Her Royal Highness, The Princess Royal. The number, format and location of events will continue to adapt to the evolving needs of the College's membership, and 2018 will see new events introduced.

The 2017 diplomates ceremony, which took place in the shadow of Parliament at Central Hall, Westminster, enjoyed a record-breaking attendance of 378 diplomates and more than 800 guests. The responsibilities of the Communications and External Affairs Directorate have also expanded, with two new functions established: membership

engagement and policy, and public affairs. This investment has already begun to bear fruit, as the College becomes an increasingly influential voice in the health and social care debate.

During 2017 the communications team secured high volumes of coverage in the national press and television, providing a platform to promote the specialty to the public and patients.

Moving the College outwards beyond its bricks and mortar in London is something I have [discussed before](#), and I am pleased by the geographical diversification of College activities this year. The boards in Scotland, Wales and Northern Ireland now all have local administrative support, coordinating with new central functions.

Beyond the UK borders, in the summer the College launched its first [Global Partnerships Strategy](#), informed by the sobering [Lancet Commission report](#) which showed that five billion people worldwide lack access to safe, affordable surgical and anaesthetic care. This work was a key component of the College's [five-year strategic plan](#) and, I believe, represents a major opportunity for the organisation to meet its global responsibilities.

'I am pleased to report an organisation with a thriving membership, a strong financial footing and the ambition to continue to grow its influence.'



Another big undertaking, which has commenced this year, is the review of the CCT (certificate of completion of training) curriculum as part of a broader consideration of the [future of training](#). This couples with the development of the College's offer to our membership at every stage of their career. Almost 500 candidates achieved the FRCA this year, and in November a [new membership service](#) for medical students and foundation year doctors was launched.

The high level of engagement from anaesthetists in training across the UK and the general positivity about the specialty offers a silver lining on what were concerning findings on welfare and morale [reported in December 2017](#). Council will consider the findings of this report as a matter of the utmost priority, and where recommendations are made to the College, we will take action and engage with employers, government and other national stakeholders to address the issues raised in the report.

A central tenet of the development of a sustainable anaesthetic workforce will be the further advancement of physicians' assistants (anaesthesia) (PA(A)s), and we were pleased to see the UK government launch a consultation which we hope will lead to statutory regulation of this group.

Our flagship [Anaesthesia Clinical Accreditation Scheme](#) (ACSA) continues to flourish, and now 50 per cent of NHS trusts/boards within the UK are engaged with the scheme. Both the [Care Quality Commission](#) in England and [Health Inspectorate Wales](#) now consider ACSA accreditation status as part of their inspection methodology, signalling the esteem in which ACSA is held.

The [Third Annual Report of the National Emergency Laparotomy Audit](#) (NELA) also demonstrated the specialty's continued role at the forefront of patient-centred quality improvement activity, as the focus of our research strategy progressed via the College's [Health Services Research Centre](#).

Our [perioperative medicine](#) (POM) programme made further progress, including the incorporation of anaesthesia and POM as part of the national [Getting It Right First Time](#) programme, with two national leads appointed. The College will be able to utilise the outcomes of this ambitious programme, and I look forward to progress in 2018-19.

The College [lay committee](#) continues to give an informed, patient-focused view on the activities of the College. Both the lay committee and the [Patient Information Group](#) have continued to play a crucial

'Every investment of time, energy and expertise has made a valuable contribution to making the College what it is today.'



The Summer Symposium and College Tutors Meeting were the College's largest ever events held in Northern Ireland, reflecting our commitment to the RCoA membership throughout the whole of the UK.

role in ensuring that professional considerations remain wedded to a focus on patient care with all developments in the specialty.

I would like to extend my gratitude to all our fellows and members who have contributed to the work of the College, attended an educational event, or responded to a survey this year. Every investment of time, energy and expertise has made a valuable

contribution to making the College what it is today and I hope that you are encouraged by the more detailed reports that follow in this review.

[@RCoAPresident](#)

'Almost **500** candidates achieved the **FRCA** this year, and in November a new membership service for medical students and foundation year doctors was launched.'

'I would like to extend my gratitude to all our fellows and members who have contributed to the work of the College.'

Chief Executive's statement

Tom Grinyer, Chief Executive Officer

In many ways, 2017 was both a milestone and record-breaking year for the College. Below I report on the highlights of our 25th anniversary, but first I would like to reflect on what was a momentous year.

A year of records

The president (pages 2 to 5) has outlined the many achievements of 2017. It is particularly noteworthy that August 2017 saw the College pass two important landmarks. For the first time we had more than 18,000 fellows and members and a combined total of over 22,000 when our [Faculties of Intensive Care](#) (FICM) and [Pain Medicine](#) (FPM) are included. The beginning of 2017 also saw the FICM pass the milestone of 3,000 fellows and members for the first time.

On other fronts, as reported in this Annual Review, the College continued to deliver its [2016-2021 strategy](#) across all areas. November 2017 saw us launch a [new membership service](#) for undergraduates and foundation year doctors – with 100 joining in the first few months – alongside the launch of a [framework for medical schools](#) on anaesthetic education.

The College remains in a strong fiscal position, with a surplus of £0.96 million in 2016-17, meaning that we can continue to invest in the future of anaesthesia.

We continue to refine new revenue streams, including an innovative strategy to monetise Churchill House. The College also increased its unrestricted reserves by one-third, which further strengthens the balance sheet and puts the College in a healthy position to meet commitments to invest in areas such as the Technology Strategy Programme.

A year of celebration

The College's 25th Anniversary year has been a momentous one. It has provided us with the perfect opportunity to draw attention to the pivotal role of our specialty, celebrate the work and achievements of all who work in anaesthesia, and build a legacy as we embark on the next phase in our history.

The celebrations comprised a wide-ranging programme of events and activities that sought to further the key themes of the College's five-year strategic plan by enhancing membership engagement, working in partnership and championing anaesthesia with the general public. The anniversary programme has been underpinned by our goals – reducing pain and improving outcomes for patients.

Careful consideration was given to ensure the anniversary programme was outward looking and inspirational. The majority of activities that formed the anniversary programme, such as the Meet the Experts days held at science museums and universities, trainer, photography and essay awards, and the regional bursary scheme, have been new initiatives for the College. We have therefore been able to pilot activities that have resulted in a set of recommendations that will be implemented in the future.

The anniversary also provided us with the opportunity to forge new partnerships and strengthen existing ones. These partnerships, such as those with the London Mathematical Laboratory, Gresham College and the Inspiring the Future programme, have enabled us to

2017 was both a milestone and record-breaking year for the College



further champion anaesthesia with members of the public, young people, medical students and anaesthetists in training.

2018: building on success

Turning to 2018, the annual general meeting in May will consider the findings of the College's governance review. Since the College was granted its Royal Charter in 1992 it has grown enormously, and we are now a thriving medium-sized business employing 100 staff, with an annual income of more than £13 million, and total assets, including our headquarters in Red Lion Square in London, of more than £40 million. The College governance review will propose better structures within the College to ensure that we continue to successfully oversee the professional and business aspects of the College.

Another major event in 2018 for all membership organisations is the introduction in May 2018 of the [EU General Data Protection Regulation](#) (GDPR), which will replace the current Data Protection Act. The new regulation means there will be greater transparency around areas such as consent,

privacy notices and transfer of data outside the EU. Over the last 12 months, we have reviewed our processes and policies to ensure that they are GDPR compliant and that we continue to protect the data we collect and hold.

Thanks

All the above would not be possible without the dedication and enthusiasm of fellows and members, volunteers, partnership organisations, and the RCoA's Council and staff. I thank them all for their efforts and for the hard work that has made our achievements in 2017 and our ongoing work, not only possible, but such a success.

[@RCoANews](#)

Enhancing education and learning

Events and courses

In 2017, a total of 4,900 delegates attended more than 100 College events across the UK. From the Anniversary Meeting to our Summer Symposium, fellows and members heard talks from engaging international speakers including Professor Carol Peden, Dr Kevin Fong and Professor Lord Ara Darzi.

One of the annual College highlights is our diplomates ceremony, a special occasion where the next generation of fellows of the College and associated faculties are welcomed. A record number of 378 diplomates attended our ceremony in May 2017 and, with more than 800 guests, 2017's Diplomates Day was our biggest ever event.

2017 saw our award-winning [e-Learning Anaesthesia](#) (e-LA) programme celebrate its tenth anniversary. We are proud that e-LA continues to provide high-quality education to doctors working in perioperative medicine. With more than 46,000 registered users, 2.2 million sessions launched and 999,600 hours of learning completed, e-LA continues to be a highly valued learning resource.

The College's education programme continued to include the popular [Anaesthetists as Educators](#), [Leadership and Management](#) and [Airway](#) series of events. A review of all events is currently underway, with the education committee set to launch a programme with a new strategy in 2018. This will drive the College to become a world-leading provider of trusted anaesthetic educational opportunities and resources, delivering inspirational, relevant and high-quality content tailored to the needs of everyone practising anaesthesia and perioperative medicine.

2017 also saw the launch of [Anaesthesia 2018](#), our new flagship international meeting that will take place on 22 and 23 May 2018 at the British Museum in London.

Training

During 2017 we continued to engage in activities to support anaesthetists throughout their careers. We launched a [framework](#) for medical student education in anaesthesia, intensive care, pain medicine, and perioperative medicine, also establishing a network of undergraduates leads across the UK.



The College's new [lifelong learning platform](#) will replace the e-Portfolio and is due to go live in August 2018

In May, the [General Medical Council](#) (GMC) published [revised curriculum standards](#), alongside guidance for the integration of the [Generic Professional Capabilities framework](#) into all specialty curricula and assessment processes. We have established a working group to undertake a review of the curriculum to ensure that it meets the new regulatory requirements.

As part of our workforce strategy, we conducted regional engagement sessions with [Health Education England](#) to better understand workforce challenges and to develop local solutions to these pressures in the UK. We are grateful to regional advisors anaesthesia, College tutors, heads of school and training programme directors, with whom we have worked closely to deliver our workforce strategy and gather robust data. In addition, a series of listening events, which took place across the UK and were attended by the president and senior officers, allowed us to obtain information on the issues faced by anaesthetists in training and to explore ways the College can best support and represent them.

2017 also saw a number of regional workshops where members outlined their preferences for the [new lifelong learning platform](#). The system is due to go live in August 2018 and will replace the existing RCoA e-Portfolio and include integrated logbook features. In 2018 the College will explore the incorporation of continuous professional development features into the platform.

FRCA examinations

There were 3,780 attempts recorded in all FRCA exams in the 2016/17 academic year, including

multiple attempts. The overall pass rate recorded against all attempts was 61.2%.

A total of 1,135 attempts at the Primary MCQ (multiple-choice question exam) were registered – a 0.5% increase on last year's figures. The pass rate was 55.7%, 5.6 percentage points higher than last year. There were 1,024 attempts at the Primary OSCE (objective structured clinical examination) or SOE (structured oral examination), an increase of 5.5%. The 2016-17 pass rate was 54.3%, 5.9 percentage points lower than in 2015/16. The pass rate for single components was 68.3% for SOE and 83.9% for OSCE.

There were 858 attempts at the Final Written, a 0.4% decrease on last year's figures. Of these, 568 (66.2%) passed, a pass rate 20.4 percentage points higher than last year.

Candidates made 763 attempts at the Final SOE examination, an increase of 43.2% on last year.

The fellowship was achieved by 499 candidates in 2016-17, with a 65.4% pass rate – 3.2 percentage points lower than last year.

The College's computer-based testing project has begun, with all written examinations due to move to this method within the next two years. Examiners will implement GMC-approved exam changes – SAQ (short answer question exam) to move to CRQ (constructed response question exam) and Final SOE changes by September 2019.

Examiners continue to carry out a detailed study on the data and wider issues of differential attainment within anaesthesia.

'A record number of 378 Diplomates attended our national ceremony in May 2017 and with over 800 guests, 2017's Diplomates Day was our biggest ever event.'



Our clinical quality and research work

The College sets and maintains the highest standards for anaesthesia, and delivers healthcare improvements to secure the best outcomes for patients.

We have continued to lead an impressive programme of work demonstrating our commitment to improving the safety and outcomes of patients. Our [Anaesthesia Clinical Services Accreditation](#) (ACSA) scheme best illustrates this, with benefits delivered to patients, clinicians and anaesthetic departments across the UK. ACSA continues to grow, with 50 per cent of NHS trusts/boards within the UK now engaged with the scheme. In total, the College's ACSA team has visited 35 departments since the 2013 launch, with 18 so far gaining accreditation.

National recognition

The [Care Quality Commission](#) (CQC) has long recognised ACSA, and has recently gone further by stating that engagement in the ACSA process is an indicator of a quality agenda within a trust or hospital. [Health Inspectorate Wales](#) (HIW) has also recently recognised the ACSA process, meaning that accredited departments across Wales can now formally demonstrate their commitment to delivering and maintaining a high level of patient safety. Both the CQC and HIW take account of ACSA accreditation status as part of their inspection methodology.

Safety and standards

The accumulating evidence of safe practice that we receive from ACSA-accredited departments also helps inform the development of our NICE-accredited [Guidelines for the Provision of Anaesthetic Services](#) (GPAS).

Led by the College and the [Association of Anaesthetists of Great Britain and Ireland](#), the [Safe Anaesthesia Liaison Group](#) (SALG) provides an important platform to promote perioperative safety-related issues. SALG has disseminated patient safety updates every three months since October 2010. The annual SALG Patient Safety Conference once again showcased the excellent work that frontline clinicians do to improve the delivery of safe patient care.

Perioperative medicine: realising the vision

We remain committed to embedding the principles of [perioperative medicine](#) across the NHS through our collaborative work and by championing the work of anaesthetists through the growing number of [perioperative medicine local leads](#) – currently standing at 185.

In line with the national agenda for patient-centred care, in 2017 our perioperative medicine programme placed a strong focus on shared decision making. Working in conjunction with the [Academy of Medical Royal Colleges](#), we are leading on the development of a 'training the trainers' programme for shared decision making, and developing a toolkit to help hospitals set up anaemia services.

The appointment of national leads in anaesthesia and perioperative medicine for the [Getting it Right First Time](#) programme will enable the College to share the excellent practice taking place across the country to help reduce unwanted variation in perioperative care.



In 2017 our perioperative medicine programme placed a strong focus on **shared decision making**

Enabling improvement through the use of data

The [National Emergency Laparotomy Audit](#) (NELA), an audit programme aiming to enable the improvement of the quality of care for patients undergoing emergency laparotomy, has successfully received funding for a further three years. In its first five years, NELA has reported data on more than 80,000 patient cases, and findings from the [Third Patient Report](#) show that approximately 300 patients' lives are saved each year compared to 2013-2014.

2016 and has enrolled 73 hospitals. The PQIP methodology supports clinicians and managers in using data to bring about improvement, and a live dashboard is available on the web tool as well as supporting films and podcasts.

Our [sixth National Audit Project](#) focuses on perioperative anaphylaxis, and its report will be published in May 2018.

In collaboration with the [National Institute of Academic Anaesthesia](#) we have:

- recruited more than 280 investigators for the UK Perioperative Medicine Clinical Trials Network, and launched the UK Chief Investigator recruitment scheme
- awarded £8.8m in grant funding on behalf of our funding partners.

The [Health Services Research Centre](#) ran the second [Sprint National Anaesthesia Project: Epidemiology of Critical Care Services](#) in March 2017. More than 250 sites and 2,700 collaborators contributed to the project in the UK, with participation also coming from Australia and New Zealand.

Our research and quality improvement work depends on the expertise, skills and commitment of our local and regional networks. Throughout 2018 we will be promoting the work of the clinical directors, who through their national meetings, help NHS employers and individual doctors provide a consistent approach to issues raised in the management of anaesthesia-related services.



Data from NELA's Third Patient Report shows that **approximately 300 patients' lives are saved each year compared with 2013-14**

The [Perioperative Quality Improvement Programme](#) (PQIP), which collects perioperative data on patients undergoing major surgery and tracks their long-term outcomes, began data collection in December



RCoA Vice President Dr Janice Fazackerley (right) presents the ACSA plaque to Dr Lucy McManamon, ACSA lead at Bolton NHS Foundation Trust

Highlights of 2017

A look back at some of the College's highlights from 2017 including major projects, events and publications

JANUARY

- RCoA's 25th anniversary year begins



- RCoA becomes member of HQIP Clinical Service Accreditation Sponsor Group
- RCoA and AAGBI publish guidance on anaesthetists working outside scope of practice
- First annual meeting for perioperative medicine local leads is held at the College

FEBRUARY

- RCoA publishes initial findings from welfare and morale survey of anaesthetists in training
- RCoA publishes GPAS 2017
- Council member Dr William Harrop-Griffiths speaks at the Museum of London on the history of anaesthesia
- FPM's Essential Pain Management course is held in Uganda, the first of five courses in Africa in 2017

MARCH

- RCoA's Anniversary Meeting takes place – Patron HRH Princess Anne praised anaesthetists at the event



- An RCoA-themed cake marks our 25th birthday at a regional event in Warrington supported by the College
- The SNAP-2 research project runs in over 250 sites across the UK, with over 2,700 collaborators participating

APRIL

- RCoA publishes consultation response on long-term sustainability of NHS
- College calls for a 'New Deal' for the NHS ahead of the 2017 general election
- RCoA hosts a special screening of 'The Checklist Effect'



- FPM in partnership with BMA produce guidance on safe prescribing of analgesics and on end of life pain management
- The UK Perioperative Medicine Clinical Trials Network (POMCTN) celebrates its first anniversary

MAY

- The College holds its first Council meeting and strategy weekend in Scotland
- Diplomates Day 2017 – the largest attendance at any College event



JUNE

- The College's Summer Symposium and College Tutors meeting are held in Belfast for the first time
- The College publishes its report into the SAS doctor workforce
- Listening events are held with anaesthetists in training in Belfast and Cardiff
- ARIES Talks are recorded to mark our 25th Anniversary



JULY

- RCoA perioperative medicine leads Dr Chris Snowden and Dr Mike Swart are announced as Joint Clinical Leads for the Getting It Right First Time (GIRFT) workstream on Anaesthesia and Perioperative Medicine
- RCoA implements updated Invited Review service
- A free Massive Open Online Course in Perioperative Medicine is launched, developed by UCL in collaboration with the RCoA

AUGUST

- RCoA and FPM issue joint statement regarding the drug fentanyl
- e-Learning Anaesthesia celebrates its tenth anniversary

SEPTEMBER

- RCoA launches SafeguardingPlus, an educational resource to help anaesthetists identify, manage and prevent harm to vulnerable patients
- Royal College of Physicians' Women in Medicine exhibition features portraits of RCoA fellows Professor Ramani Moonesinghe and Dr Anna Batchelor



- SNAP-2 goes international: data was collected in Australia from 21-27 June and New Zealand from 5-11 September
- Stakeholder engagement events are run by the College seeking feedback on a new lifelong learning platform

OCTOBER

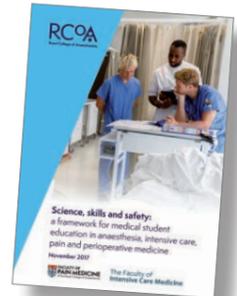
- RCoA hosts a global anaesthesia event on World Anaesthesia Day
- The Third NELA Patient Report is published, showing that around 300 patients' lives are being saved each year compared with 2013-14
- Dr David Wilkinson speaks on the history of anaesthesia at The Old Operating Theatre Museum and Herb Garret
- An RCoA delegation delivers the first 'Train the Trainer' packages in Iceland and Hong Kong



NOVEMBER

- RCoA in partnership with FICM and FPM publishes a new undergraduate framework

- The College launches a new membership service for undergraduates and foundation year doctors
- RCoA formally maps ACSA standards to Health Inspectorate Wales' inspection domains, in addition to the CQC key lines of enquiry
- The 2017 SALG Patient Safety Conference takes place in Manchester
- Anaesthetists feature in a segment on BBC's The One Show in a feature coordinated by the RCoA



DECEMBER

- RCoA publishes report into the welfare and morale of anaesthetists in training
- Winner and runner-up of the RCoA photography competition is announced
- FPM's 10th Annual Meeting takes place
- HSRC recruits its first cohort of Regional Fellowships to work on research and quality improvement projects
- RCoA submits consultation response on the regulation of medical associate professions roles in the UK



Communicating with our members and informing the public

Championing anaesthesia

The College spoke with an authoritative and engaging voice on issues that influence the health sector, demonstrating anaesthesia's central role within secondary care to the broadest possible audiences.

Our media work has been diverse, ranging from coverage in the medical and trade press, to a feature on the BBC's consumer programme 'The One Show', which showcased the wide-ranging work of anaesthetists. Over 2017, the College responded to multiple media enquiries and featured in media coverage across all outlets, from regional and industry publications to the national press, including the *Guardian*, *The Times*, and the *Mail on Sunday*.

The College's policy and public affairs work continued to evolve, with the president and the chairs of the RCoA [Northern Irish](#), [Scottish](#) and [Welsh](#) boards engaging with politicians and policy makers at Whitehall, Westminster and in the devolved nations' governments.

Meetings were held with the Chief Executive of [NHS England](#), Simon Stevens; the then Minister of State for Health, Philip Dunne MP; and the Shadow Secretary of State for Health, Jonathan

Ashworth MP. The Welsh Board met with [Chief Medical Officer](#), Dr Frank Atherton, and a meeting with the [Cabinet Secretary for Health and Social Services](#), Vaughan Gething AM, is planned in early 2018. The Scottish Board met with Dr Catherine Calderwood, Scotland's [Chief Medical Officer](#). In Northern Ireland, the breakdown of the power-sharing agreement restricted opportunities for political engagement. However, we were pleased to be joined at our Summer Symposium in Belfast by Dr Michael McBride, Northern Ireland's [Chief Medical Officer](#), and the NI Board will be meeting with Richard Pengelly, Permanent Secretary at the Department of Health, early in 2018.

The College responded to more than 55 clinical and wider health [policy consultations](#) on a range of topics, from responses to the government Migration Advisory Committee's call for evidence on the European Economic Area workforce in the UK labour market, to the GMC consultation on introducing a medical licensing assessment.

Enhancing member engagement

We represent a combined membership of 22,000 doctors in the areas of anaesthesia, pain medicine and intensive care. During 2017, we have held



RCoA President Dr Liam Brennan recorded a podcast on the history of our specialty at the Anaesthesiology 2017 meeting in Boston, USA

Photograph:
© John Adrian

[@RCoANews](#) | [RoyalCollegeofAnaesthetists](#) | [YouTube](#)



The College featured in media coverage across all outlets in 2017, from **industry publications** to the national press

more regional events and launched regular e-newsletters for members in Northern Ireland, Scotland and Wales. The College also held a series of listening events across the UK with anaesthetists in training and SAS doctors to hear their views on a wide range of issues.

The College's membership engagement panel is a group of 1,700 members at all career stages who help us improve what we do and how we do it. Over the year, the panel gave us their views on a range of topics, including our events programme and perioperative medicine, which helped us develop our work in these areas.

A major milestone this year was the launch of our [new membership service](#) for medical students and foundation year doctors. This will provide support for those interested in learning more about a career in anaesthesia, pain medicine and intensive care.

Supporting patients

It is important that patients and carers have access to information about anaesthesia. Our [patient information group](#) and [lay committee](#) work together to provide current information. A survey was carried out with anaesthetists in preoperative

assessment clinics to ascertain how they used our patient information, with the results helping to inform the development of new resources. A new series of leaflets was commissioned and work started on the planning of new formats, including easy-read versions and animations, which will be developed in 2018.

Working in partnership

The College has a collaborative approach to its work. We house the [Faculty of Pain Medicine](#), host the [Faculty of Intensive Care Medicine](#), and work closely with the [Academy of Medical Royal Colleges](#), with our president also being the vice-chair of the Academy. We regularly collaborate with other health organisations, including the [GMC](#), [Health Education England](#) and [NHS England](#).

The College belongs to a range of coalitions, including the [Obesity Health Alliance](#), the [Cavendish Coalition](#) and the [Academy of Medical Research Charities](#). In addition, the work of our College representatives, who sit on external panels and committees, ensure that the voice of anaesthesia, pain medicine and intensive care is heard across the sector.



The College's membership engagement panel is a group of **1,700 members** who help us improve our work

Resourcing the future of anaesthesia

Financial surplus and commitments

The College has maintained a secure and sustainable financial position in 2017. For further details on the 2016 to 2017 financial year, see the summarised financial statements on page 20 or view the full statements on [our website](#).

The College's net worth at June 2017 was more than £30m, with its main asset being the buildings in Red Lion Square. We generated a surplus of £0.96m in 2016/17.

We intend to use this surplus mainly in three areas:

- 1 Technology:** the College is investing in a multimillion-pound technology programme to enhance the membership experience by modernising and integrating all our member-facing technology, enhancing online accessibility and improving our overall IT capability.

The College has completed a design review of all processes and systems. This has informed planning for the provision of all internal and external systems. We aim to ensure that our systems are resilient, integration-capable, and compliant with regulatory requirements (data protection).

Work continues with the provision of a [new lifelong learning platform](#) which combines e-portfolio, CPD diary and logbook systems. The new platform is due to be launched in August 2018. The College has updated its email and communication systems to Office 365

and Skype for Business. This will allow for an enhanced telephone and video conferencing system, and provide an overall reduction in meeting costs.

- 2 College estate:** the RCoA is seeking to revitalise the College estate. This will improve the experience for members when they visit Red Lion Square and allow us to maximise income generation from external sources which we will reinvest in events and services across the UK. The College has commissioned a full building survey to inform this project.

The College now has a presence in all the devolved nations, with all boards having local administrative and office support.

- 3 Reserves:** The Charity Commission expect charities to set monetary reserves targets that demonstrate that they are well managed, and are building organisational resilience to protect delivery of their charitable aims. In 2016 the College set an unrestricted reserves target of £2.5m (three months operational expenditure) to be built up over ten years. In the first year, as well as investing in the delivery of the College's five-year strategy, we have added £125,000 to the reserves, bringing the total at June 2017 to £431,000.



The College is investing in a multimillion-pound technology programme to **enhance the membership experience**



RCoA, Churchill House, London

Delivering financial stability and minimising risk

The College risk register categorises risks as 'financial', 'reputational' and 'operational'. The trustees keep the register under constant surveillance, and have this year undertaken a significant review of the following risks:

- 1 Public Sector Equality Duty:** the College continues to undertake research around differential attainment in exams in order to develop and implement plans to minimise this.
- 2 Data protection:** in anticipation of new regulations that will come into force in 2018, the College has been updating its policies, including the data retention policy.
- 3 Financial governance:** we have instituted a scheme of delegation that details responsibilities for financial decision making within the College.
- 4 Trustee fiduciary responsibilities:** oversight of College finances has been enhanced in 2017 by constituting:
 - an investment committee with expert support to manage our investment portfolio
 - a general purposes committee to review staff and non-pay costs.

Expenditure and income developments

The College invested significant resource in its Communications and External Affairs Directorate over 2016-17, increasing expenditure by more than £0.5m (see financial statements) to support the delivery of the strategic objective of promoting anaesthesia.

To enhance the service and value for money that members receive, the College implemented a full staff pay review in 2017. This allows us to recruit and motivate staff with an attractive remuneration package while still using resources effectively.

We have constituted an employee forum that meets regularly with senior management to discuss staff matters. Following feedback, the College has aligned its employee values to the College's strategic values. We have also consolidated the staff competency framework and the appraisal system by which staff are assessed.

During 2017, the College has undertaken a comprehensive review of the membership categories and fee structure. Final proposals will be presented to the 2018 annual general meeting.



Lay committee: the patient perspective

Robert Thompson, Chair, RCoA Lay Committee

2017 has been another busy year for the College's [lay committee](#). We have continued to work across all directorates, giving us a unique perspective on the work and development of the RCoA's activities. We strive to represent the views of patients and the public to ensure that the College remains patient-focused in all aspects of its work.

Communicating with patients and carers

One of our priorities this year has been to ensure that the College communicates clear and accurate information to patients and their carers. To this end, the lay committee plays an active role in the development of patient information leaflets, and has developed strong ties with the [patient information group](#) to ensure that information about anaesthesia is accessible and that content is easy to read for all.

Lay members are also involved in policy discussions, and frequently debate issues around end of life care, dementia and the College's perioperative medicine programme. The lay committee remains focused on ways to support doctors in maintaining and improving their skill at communicating with patients. The assessment of communication skills has gained increasing importance in the education of postgraduate anaesthetists in training, with the ability to communicate with patients now being widely

accepted as an important determinant of being an effective doctor. The College's 25th Anniversary celebrations over 2017 have seen anaesthetists across the country engage with patients and the public through initiatives such as 'Meet the Expert' events, and these activities can only be positive in raising awareness of the specialty and in terms of reassuring patients of the expertise of clinicians.

ACSA visits, exams and technology

The College's [Anaesthesia Clinical Services Accreditation](#) scheme continues to go from strength to strength, and I am delighted that lay members play their part in this flourishing accreditation scheme. We contribute to the annual standard-setting process, support every accreditation visit, and also provide support for the RCoA's [Invited Review](#) service. With the scheme developing at such a pace since its launch in 2013, all new lay committee members are required to undertake training to ensure that we can continue to contribute to this evolving and important accreditation service.

We continue to contribute to the development of the FRCA examinations, especially in the area of communication skills. A specific focus on communication skills, including information-giving and empathy/respect, is now included in the

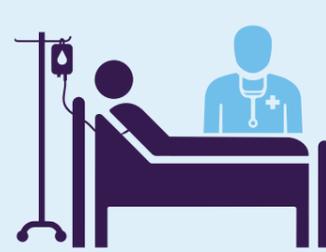
assessment of many of the Communications and History questions in the OSCE. This is a positive development, and the committee will continue to review and contribute to patient-focused aspects of the examinations.

We have actively supported the College's Technology Strategy Programme (TSP), which is aimed at developing new high-quality technology resources for fellows and members. Our views have been welcomed at every stage, and it has been particularly useful for the committee to input into areas of importance to patients and members of the public, such as the development of a new College website. We look forward to continuing to contribute in all areas of the College's TSP.

The future

The governance review undertaken by the College has been a major piece of work over 2017. Council has approved the recommendations proposed by the review group, and we think this development will give the College a clear focus going forward. The four boards established to work across the College's functions will enhance efficiency across directorates. My lay colleagues and I will need to adapt to these new structures and ways of working when they take effect in 2018, and we will, as ever, work to ensure that good patient care remains the ultimate focus of all the work carried out by the College.

Enhancing patient care and outcomes is at the heart of the College's work, including its governance review, which has been approved by Council

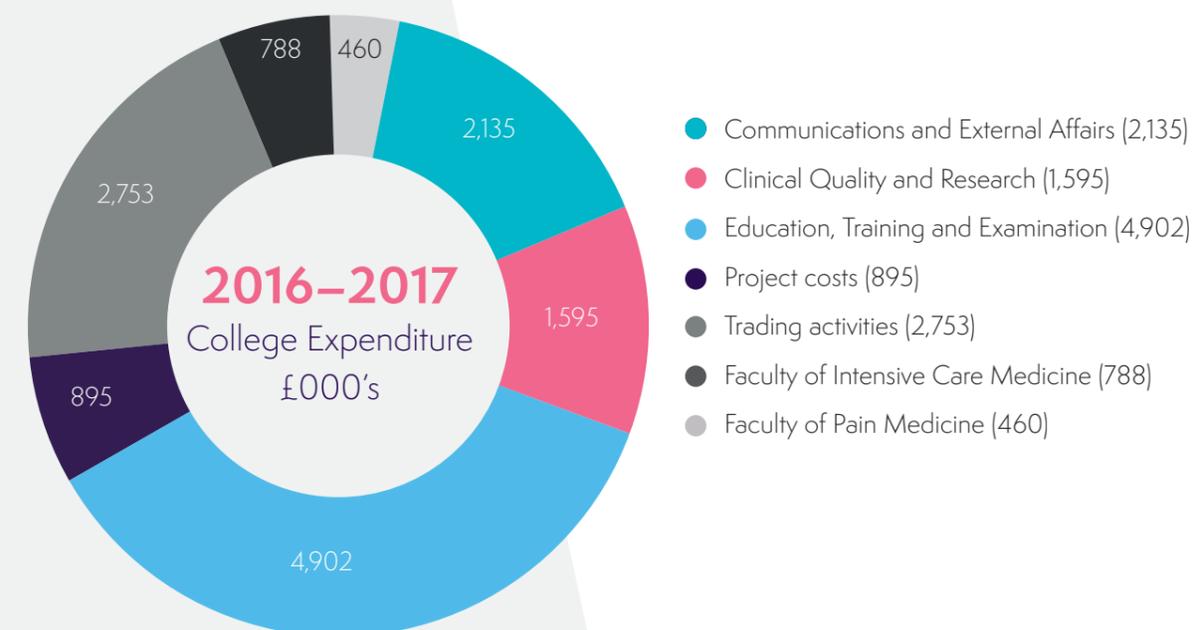
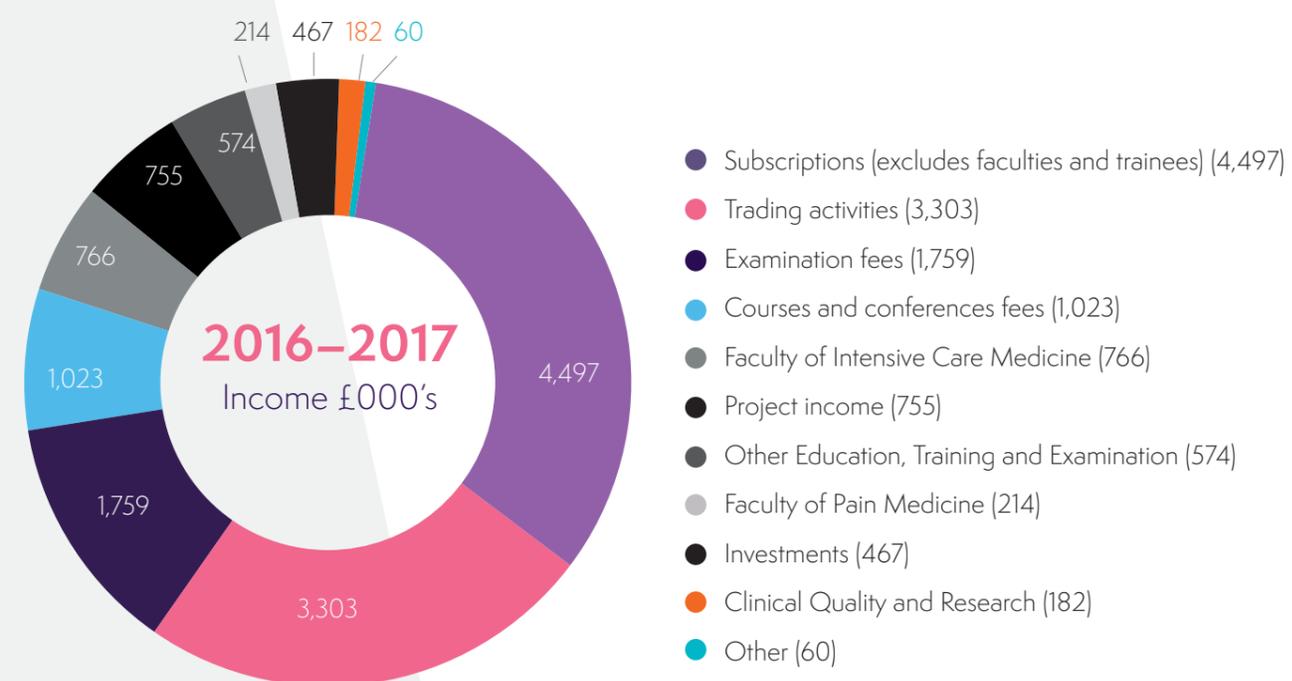
One of our priorities has been to ensure that the College communicates **clear and accurate information to patients and their carers**

Summarised financial statements

Statement of financial activities for the year ended 30 June 2017

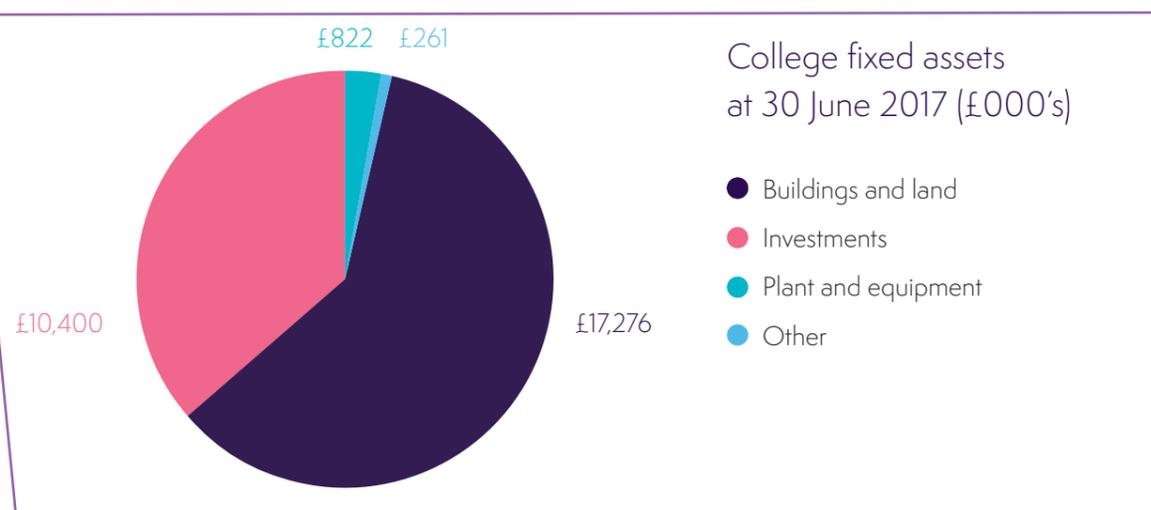
	Total Funds 2017 (£000's)	Total Funds 2016 (£000's)
Income from:		
Subscriptions (excludes faculties and anaesthetists in training)	4,497	4,326
Examination fees	1,759	1,610
Courses and conferences fees	1,023	1,214
Other Education, Training and Examination income	574	561
Clinical Quality and Research	182	124
Faculty of Pain Medicine	214	233
Faculty of Intensive Care Medicine	766	685
Project income	755	622
Trading activities	3,303	2,476
Investments	467	338
Other	60	83
Total	13,600	12,272
Expenditure on:		
Communications and External Affairs	2,135	1,475
Clinical Quality and Research	1,595	1,441
Education, Training and Examinations	4,902	4,823
Faculty of Pain Medicine	460	363
Faculty of Intensive Care Medicine	788	547
Project costs and research grants	895	984
Trading activities	2,753	2,078
Total	13,528	11,711
Gains on investments	890	503
Net movement in funds	962	1,064
Total funds brought forward 01 July 2016	29,220	28,156
Total funds carried forward 30 Jun 2017	30,182	29,220

The RCoA strategy commits us to supporting members at pivotal points in their career. The College will not make an operational surplus on examinations, training or educational events.



Consolidated Balance Sheet at 30 June 2017

	Total Funds 2017 (£000's)	Total Funds 2016 (£000's)
Fixed assets:		
Tangible and intangible assets	18,359	18,427
Investments	10,400	9,510
	28,759	27,937
Current assets:		
Stocks	11	16
Debtors	1,085	990
Cash at bank	5,754	6,155
Total current assets	6,850	7,161
Liabilities: Amounts falling due within one year	5,354	5,707
Net current assets	1,496	1,454
Provision for liabilities and charges	73	171
Net assets	30,182	29,220
The funds of the charity:		
Endowment funds	6,001	5,530
Restricted income funds	891	784
Unrestricted – general funds	18,790	18,732
Unrestricted – designated funds	4,500	4,174
Total charity funds	30,182	29,220



Staffing Headcount

	2017	2016
Communications and External Affairs	14	11
Clinical Quality and Research	16	12
Education, Training and Examinations	33	33
Faculty of Pain Medicine	2	2
Faculty of Intensive Care Medicine	6	5
Other departments	23	27
Total	94	90

Staffing costs in 2017 were £4,284k (2016: £4,185k)

Report by the trustees on the summarised financial statements

The summarised financial statements above are an extract from the full statutory trustees' annual report and financial statements, which the trustees approved and signed on 18 October 2017. The full financial statements, on which the auditors, Crowe Clark Whitehill LLP, gave an unqualified audit report on 25 October 2017, have been submitted to the Charity Commission.

The auditors have confirmed to the trustees that, in their opinion, the summarised financial statements are consistent with the full financial statements for the year ended 30 June 2017.

These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full statutory trustees' report, financial statements and auditors' report are available on the College website www.rcoa.ac.uk.

Signed on behalf of the trustees
30/11/2017

There are 24 elected members of Council including the president and two vice-presidents. There are 20 consultant seats, two staff and associate specialist seats and two trainee seats. Co-opted members to Council include representation from AAGBI, FICM, FPM, the RCoA Welsh, Northern Irish and Scottish boards, the lay committee and clinical directors.

Council members in 2017/2018:

- Dr L Brennan, President
- Dr A Batchelor*
- Dr D Bogod
- Dr C Carey
- Dr J Cheung
- Dr J Colvin*
- Dr F Donald
- Dr J Fazackerley
- Dr S Fletcher
- Professor M Grocott
- Professor J Hall
- Dr W Harrop-Griffiths
- Dr J Langton*
- Dr J-P Lomas*
- Professor R Mahajan
- Dr K May
- Professor M Mythen
- Professor E O'Sullivan
- Professor J Pandit
- Dr N Penfold*
- Dr R Perkins
- Dr K Ramachandran
- Professor R Sneyd*
- Dr L Williams

*Council members demitted in 2018

New Council members joining the College in 2018:

- Dr Mark Forrest
- Dr Helgi Johannsson
- Dr Claire Mallinson
- Dr Sarah Ramsay
- Dr Claire Shannon
- Dr Jamie Strachan

RCoA Council

College Council met 11 times in 2017 and members participated in over 70 committees across all areas of the College's work. The College is grateful to anaesthetists of all grades who volunteer their time in Council roles and the wealth of other positions across the College.





Royal College of Anaesthetists

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 @RCoANews

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Information correct as at March 2018