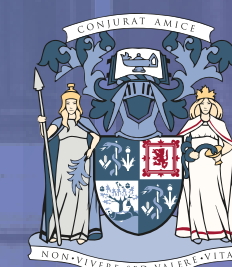




End of Year Report 2020-21

Our response to the
Covid pandemic



ROYAL COLLEGE OF
PHYSICIANS AND
SURGEONS OF GLASGOW

Thank you

In the 12 months from April 2020 to March 2021, our College witnessed a year like no other in its 400 year history. When we entered the first lockdown on 23 March 2020, we could not have anticipated how devastating, persistent and prolonged the pandemic would be.

As the year progressed, we went through a roller coaster of emotions from phases of easing and hopefulness, to restrictions and despair. New strains of the virus brought second and third waves of infections, increasing death rates, and a lingering burden that impacted societies on a global scale.

By April 2021, people across all populations and different walks of life were exhausted. Drained from the relentless uncertainty, the highs and lows, the absence of social interaction, and the devastation of loss of loved ones, of employment, of freedom. This exhaustion was felt heavily among healthcare workers, faced with the daily physical and emotional demand of hospitals under immense strain and extremely sick patients in their care. As well as dealing with the immediate urgency to cope with high admission rates, they were also mindful of the growing number of people waiting for treatment for other conditions leading to huge backlogs of patients needing care. And they were also concerned about the significant mental health burden that has been spreading across our society as a direct consequence of this pandemic.

We pulled together. Peer support, compassion and kindness came to the fore across our communities and in our hospitals. We identified opportunities and delivered new ways of working, the focus always being to ensure that we were doing our best for our patients and for each other. Our College reached out with opportunities to connect, provided access to learning and resources, and acted as a voice for the profession to influence action when action was needed.

Today our College is far stronger than it was one year ago. Our membership has grown, we have strengthened our connections, and our voice has been heard. Most importantly, we have been humbled by the incredible passion, resilience and dedication that our membership has shown to their patients and to each other during this most challenging of years.

Thank you.

Professor Jackie Taylor, President



A renewed focus

At the beginning of April 2020, our College staff were all working from home, many for the first time ever. In the space of a matter of weeks, we had transformed the way the College worked from office based staff to remote working. Risk assessments had been completed to ensure the safety of staff working from home environments and access to the equipment they needed to do their jobs provided. We had installed Microsoft Teams to facilitate meetings and interactions. It was essential to us that physical separation would not result in social isolation.

From the outset, our President and leadership team met on a daily basis – initially in the offices before lockdown, and subsequently from our home working environments. These meetings served to be critical in shaping our journey through the transformational changes that we would make to the way in which we operated our business.

Throughout all of this work, we made a commitment to ‘provide certainty in uncertain times’, and we have used this commitment to shape our decision making and develop new ways of delivering our activities and supporting our members. Throughout this pandemic, we have taken a values based approach to guide our journey to recovery. Our priorities have remained the same, with a focus on ensuring members continued to feel connected and supported, and able to access the education and assessment they need for their career progression.

Over the course of one year, we have transformed our delivery of online education, webinars and hybrid events. We have introduced online exams across medicine, surgery and dental surgery. We have challenged and improved our approach to equality, diversity and inclusion. We have celebrated, connected and engaged with more members than before. We have reshaped the way we are governed and ensured equity of voting rights for our members, wherever they live. We have lobbied, influenced and challenged government to make the right choices for the profession. And we have installed a new CRM and self-service portal that will significantly improve the way we interact with each other. We have undertaken all these changes in a financially responsible manner and taken measures to safeguard the long term prosperity and financial sustainability of the College.

2020 was a year like no other and I am extremely proud of what we have achieved as a College. It is an incredible testament to the dedication, loyalty and professionalism of all our members, our office bearers and our staff to come to the end of this year in a strong position, with new ways of working, and a renewed focus for what we can achieve.

Dr Steve Graham, Chief Executive Officer



This is **who we are**

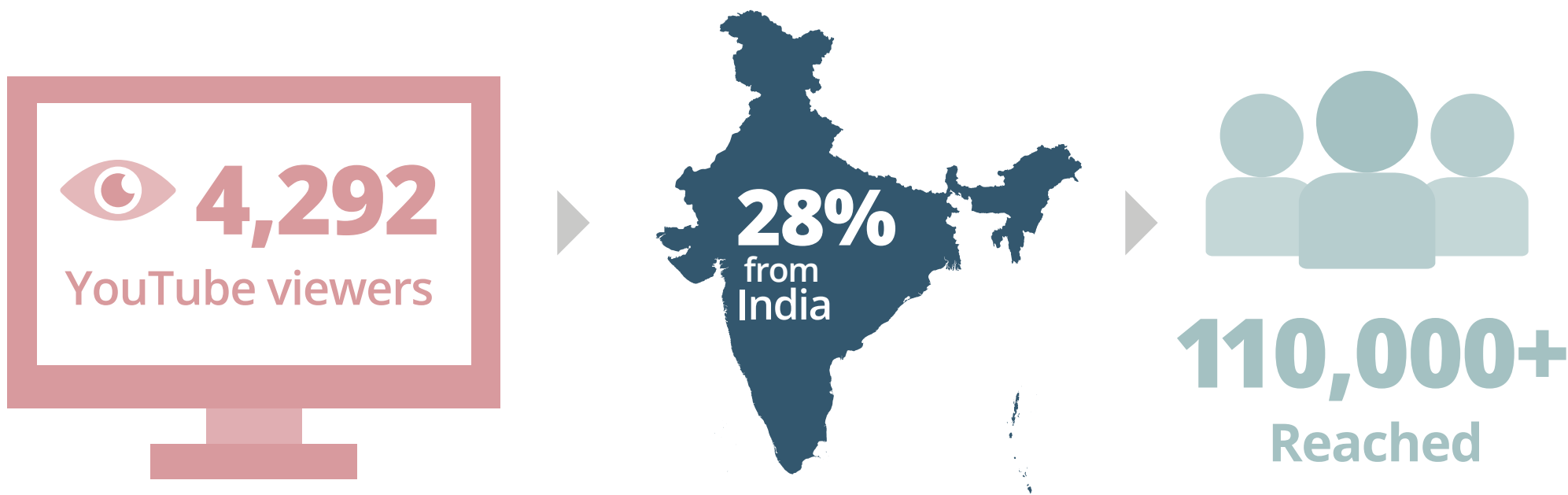
This is **who we are**



Virtual Diploma Ceremony


Our Diploma Ceremony celebration, initially planned for June 2020 was cancelled because of the pandemic. We were determined to ensure our new members, and those progressing to higher grades of membership and fellowship, would not miss out on their opportunity to celebrate their achievements and to feel that important connection which comes from being a member of our College.

This commitment evolved into our first virtual diploma ceremony, held in September 2020, at which we welcomed 175 new Fellows and Members. The event was broadcast on YouTube and watched by 4,292 people - 28% of whom were in India - and reached more than 110,000 viewers across our social media channels.




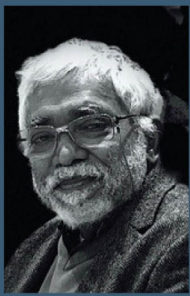


Celebrating our members




#RCPSGceremony #WeAreRCPSG #ThisIsWhoWeAre








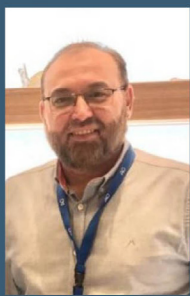
ROYAL COLLEGE OF
PHYSICIANS AND
SURGEONS OF GLASGOW






















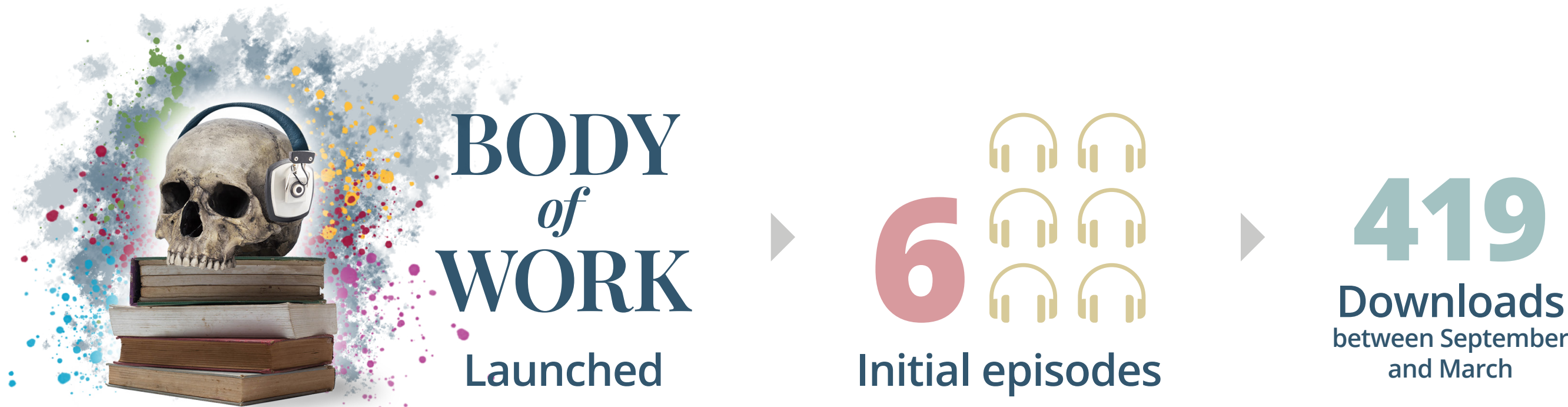
Connecting with our heritage and our story

Losing the ability to physically showcase and visit our College buildings, we enhanced our already advanced online heritage exhibitions. Over the course of the year we have developed four new digital exhibitions, nine bitesize videos and 79 digital health products. The heritage website has had over 28,000 page views – an increase of 80% on 2019-20 – and was listed number 6 in the UK museum “Exhibitions to Access from Home” in January 2021. We have also seen a 126% increase in engagements on our heritage focused social media channels.

We developed the ‘Visit Us’ pages of our website with a new interactive online tour, and we participated in Glasgow’s Digital Doors Open Day festival.

We have used the opportunity to work with academia, health and the cultural sector by developing digital collections workshops for students and researchers. These were attended by 191 students from the Glasgow School of Art, Glasgow Clyde College, University of Edinburgh and University of Glasgow.

We launched a new podcast series ‘Body of Work’, with six episodes downloaded 419 times between September and March.



28,000
Heritage website
page views

80% ↑
Increase on
2019-20

#6
In the UK museum
“Exhibitions to Access from Home”
in January 2021

126% ↑
Increase in heritage
social media engagements

Who we are

Throughout the last year, we have celebrated our members on our online communications channels. Our members have been wonderful in sending in their profile pictures and telling us what matters to them. And we have shared this with our wider community through regular update emails and social media content featuring our members from all over the world. The result is a remarkable reflection of the huge diversity of our multidisciplinary community. On our social media channels, these insights into our members’ interests and ambitions are consistently the posts which get the highest number of engagements. Our most viewed Facebook post this year featured Mohamed Asser Khaled.

5,282

People reached

1,374

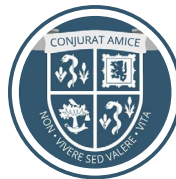
Engagements

747

Post clicks

627

Reactions, comments
and shares



Royal College of Physicians and Surgeons of Glasgow
1 October 2020 • Glasgow

We're very excited to bring you stories from our College community again, in our #ThisIsWhoWeAre series. First up is Mohamed Asser Khaled, an orthodontist from Alexandria, Egypt.

[What matters to you?] Seeing more dental awareness among Egyptian society would really help to improve quality of life and help people to live with more self-confidence and ability to work and perform.

[What motivates you in your career?] The smiles I see on de-bonding of braces are really priceless... [See more](#)



Engaging with our networks

Over the past year, we have seen a marked increase in engagement with our College Networks. The implementation of MS Teams across the business has enabled us to deliver a regular programme of virtual engagement with both our UK and international networks. The increase in connectivity has also supported the recruitment and induction of new Advisors in India, Pakistan, Hong Kong and Egypt, alongside a number of key areas within the UK.

The developments over the past 12 months have helped better connect the College to the areas where our members are living and working, providing an opportunity to share knowledge and learning as the profession rapidly adapted to deal with the pandemic.

Our Trainees’ Committee has similarly undergone a period of change over the past 12 months. The committee held its first virtual meeting in April 2020, which (alongside subsequent meetings) gave a vital opportunity for trainees to interact with the key College representatives and influence decisions on examinations, education and trainee progression. In the autumn of 2020 the committee agreed a new terms of reference which saw the appointment of five new office bearers, including two co-chairs representing both medicine and surgery. This was followed by an election for ordinary members of the committee in January 2021, with trainees appointed to the new committee from locations across the UK. The Trainees’ Committee education and wellbeing subgroups continued to welcome new members and have progressed a number of key projects that meaningfully impact upon the trainee experience. The newly created communications subgroup was formed to further enhance the digital presence and connectivity of the group and promote all the good work being produced. The Trainees’ Committee has worked tirelessly over the past year to represent and support trainees through an incredibly difficult time. The insight and learning from this period will prove invaluable as the committee continues to find new ways of supporting and connecting with trainees.

Our Senior Fellows’ Club (SFC) had a highly successful 45th session despite the pandemic. Thanks to the commitment and ability of speakers and staff alike, it was able to keep going – and break new ground – as ‘SFC online’. A test event with a presentation by the new Chair, Alistair Dorward, led the way for a full (October-to-April) and diverse programme of interesting and enjoyable webinar lectures. The speakers were Cameron Shepherd, Dick Mindham, Rhona McLean, David Hamblen, Robert Carachi, Jon Cossar and David Smith. Attendances reached over 80, and the evaluations were very positive. The SFC hopes to be back in the College before the end of 2021 but plans to continue with webinar transmission indefinitely, as an add-on to widen accessibility. The Club is open to College Fellows and Members who have retired from substantive practice, and newcomers are warmly welcomed.



Senior
Fellows'
Club



Empowering our staff

The first lockdown in Glasgow in March 2020 was shock for many of us. Our 100+ members of staff who were used to working together in our offices in the city centre, were suddenly required to cope with delivering their work from home while also coping with the other life-changing implications of the pandemic – social isolation, home schooling, inability to care for loved ones, fears for their wellbeing, and severe restrictions in movement and the usual freedoms we enjoy.

We made a commitment to ensure our staff felt:



Valued
and respected



Connected
and engaged



Informed
and up to date



Able to access the
information they need

And we delivered on this commitment by:

- Rapidly shifting to MS Teams and ensuring staff had access to adequate equipment and resources to work from home
- Developing a new staff intranet with access to information and resources
- Reviewing and relaunching our staff wellbeing benefit to support mental and physical health needs
- Expanding access to flexible working and early closing on Friday afternoons to give a better work-life balance
- Regular staff email newsletters, interactive staff meetings, and coffee breaks with colleagues
- Launching a Staff Recognition Scheme Award to celebrate staff who demonstrate our values
- Conducting regular polls and providing opportunities for feedback to monitor staff wellbeing
- Awarding all staff with an end of year non-consolidated payment to recognise their outstanding performance

People Strategy

We commenced work on a new People Strategy, setting out a vision to be an inspiring and agile organisation with an open, inclusive, and transparent culture that enables our people; employees, trustees, council members and clinical volunteers, to be the best version of their professional selves. The People Strategy has been built on five pillars of: recruitment and onboarding; reward, recognition and retention; learning and development; wellbeing; HR processes, procedures and systems. Work on the strategy was developed throughout 2020-21 and will be implemented in 2021-22.



This is **what we stand for**

This is **what we stand for**

Workforce



A depleted workforce is the greatest threat to the provision of quality healthcare. The issues of staff shortages and unfilled posts were concerns which we had raised before the pandemic. In the last year, the situation has significantly worsened with a workforce, which had already been working beyond capacity, exhausted – both physically and emotionally – and with huge numbers of patients waiting to receive treatment. Action urgently needs to be taken to protect the workforce, our healthcare system and our patients.

Over the year we have been outspoken on multiple platforms on this issue – through direct lines of communication with government and through media interviews and publications.

We have called for:

- A coordinated approach to workforce planning, with one responsible body
- More medical school places and widening of access to them
- Improving the experience for doctors in training with a focus on value, teaching and retention
- Better understanding of the reasons why so many talented health professionals decide to leave
- Listening to the needs of healthcare workers around contracts, flexibility and experience
- Innovative approaches that learn from the pandemic
- Increased ethical recruitment of staff to the NHS from outside the UK and ensuring health and social care workers are not disadvantaged by Brexit
- Development of the roles and training capacity for enhanced roles, such as physician associates and surgical care practitioners, to maximise the workforce
- An urgent focus on consultant retention

Wellbeing



The healthcare workforce has been placed under immense pressure throughout the Covid pandemic. Many have experienced exhaustion and anxiety. Many have gone for months without a break due to the relentless workload. This level of expectation and delivery cannot be sustained – our message has been loud and simple: We need time to heal. And we need to be allowed that time to heal.

Our College has spoken out on the need for a healthy workforce before we can fully begin system recovery. We have engaged with government and featured on many media interviews to raise our concerns, and to ensure the voice of our profession is heard. We need time to recover, and then renew.

Throughout the last year, we have worked hard to support our members’ wellbeing. This has included the development of a dedicated wellbeing section on our website with links to resources, signposting of support services, and provision of online education focused around wellbeing.

We have supported local hospitals by providing sponsorship and catering during local events and meetings, and we have consistently shared and promoted positive messages and videos through our social media channels with content from our ‘Little Book of Wellbeing’.

We worked with the Royal College of Physicians of Edinburgh and the Royal College of Physicians of London to produce a snapshot survey of physician wellbeing. The survey highlighted some of the key issues around burnout and stress being faced by the profession. We have lobbied vigorously for government action to deliver mental health and wellbeing support for the NHS workforce, which subsequently led to a Scottish government commitment to establish the Workforce Specialist Service, which will provide confidential assessment and treatment for mental ill health for NHS staff.

Towards the end of March 2021, we started planning for our President’s conference, which will take place in the Autumn of 2021 and will focus on wellbeing and leadership in our health service.

We have endorsed the recommendations of the report “Caring for doctors, Caring for patients” and called for government action:

- Provide peer support, psychological support and specialist mental health services
- Basic facilities such as access to hot food and somewhere to sit and have a break are available to healthcare workers 24 hours a day
- Realistic workloads and workforce planning

Equality, Diversity and Inclusion

We established an Inclusion Advisory Group to help shape our thinking, our policies and the direct action we need to take as an organisation to address equality, diversity and inclusion. The call for members to join this group resulted in an overwhelming response from our College community. There was clearly a desire and a will from people across our whole College to get involved. As a result we have established both an Inclusion Advisory Group to oversee our EDI policy and action plan, and an Inclusion Forum for members who want to influence positive change, inspire our inclusion priorities, and provide insights on key EDI issues.

We produced a new EDI policy that reinforces our purpose and values, and makes a commitment to monitoring and reviewing all aspects of equality, diversity and inclusion, taking action to address discrimination and inequality. The ethos of treating people fairly and with respect is inherent in putting this policy into practice.

We reviewed our governance structures and processes and updated our regulations around voting rights for Fellows and Members who do not live in the UK or Ireland. The resolution was passed at our AGM in December 2020. In addition, new seats were opened up on College Council and our Faculty Executive Boards to enable Fellows and Members living outside the UK to hold office and participate in the governance of the College and its Faculties.

In order to continue moving forward, we need to also acknowledge our past. Inequalities exist in every aspect of society, in every period of history, and many institutions have been built on foundations of inequality and exclusion. Throughout 2020-21 we have run a series of digital events that reframe our College’s heritage and address issues of equality, diversity and inclusion. These events, which involved conversations with experts with different viewpoints were often difficult and challenging, but also helped to begin a process of change. Some of the areas discussed included the ‘white saviour complex’, admitting women to the College, and records of mental illness.

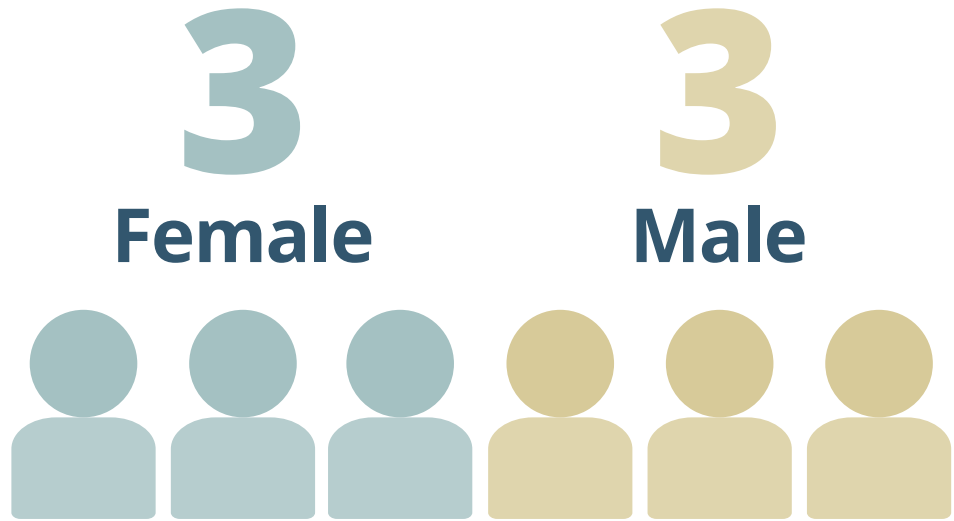


While looking inside our own College, we have also reached out to government, calling on action to address the inequalities we see across our societies, within our leadership, and in our healthcare systems. The Covid pandemic has been a stark reminder of the inequalities that exist in our society – evidence has shown that those from deprived areas are significantly more likely to die from the virus than those in affluent areas. **Both independently, and with colleagues in the Scottish Academy of Medical Royal Colleges and Faculties we have called for:**

- An income for all that supports healthy living and proactive public health measures such as healthy diet and active transport
- Access to high-quality education for all and barriers to higher educational attainment removed
- Bold action to address the societal damage of drug and alcohol misuse
- Mandatory health impact assessments integrated into policy making at all levels of government
- Assessing and addressing the additional health risks faced by people from a BAME background, and promoting equal access to the health service for all
- Increased support for school students from areas of multiple deprivation and from non-traditional backgrounds to help them choose a career in medicine and additional funding for medical schools and organisations supporting students from these groups

Despite the advancement of previously under-represented groups in the health workforce, more work needs to be done to ensure those in leadership roles are representative of the wider workforce and the patients in our care. We have called for an expansion of the Scottish Clinical Leadership Fellowship scheme providing more opportunities for people from under-represented groups. Our College’s first Leadership Development programme for women completed in 2020, and will provide a springboard for many colleagues. And our College leadership team has maintained a good balance of diversity over the last number of years. However, a reminder of the challenges that still exist in our society, was the lack of female nominations for our most recent Council elections. There is clearly a lot more work to be done to continue to develop and encourage people from all backgrounds into leadership roles – there is great strength in diversity.

Senior Leadership Team gender balance



Advocacy, raising awareness and promoting best practice

Throughout the year, we have supported many campaigns and initiatives that celebrate and promote people and initiatives, such as Allied Health Professionals Day and World Diabetes Day.

Obesity Action Scotland continued in its valuable and important work to achieve healthy weight in the Scottish population through advocacy for effective preventative public health measures. Our College and Obesity Action Scotland published two joint briefings and held an MSP engagement event about the links between Covid-19 and obesity. Obesity Action Scotland also undertook public polling during the first national UK lockdown to understand the secondary impacts on diet and physical activity. Throughout the year they have published other important reports including ‘Primary School Meals in Scotland: a snapshot and a future vision’ and ‘Survey of Food and Drink Promotions in an Online Environment’. They also supplied briefing to civil servants and MSPs throughout the year and provided submissions to many of the national Covid-19 recovery groups.

We joined the Inequalities and Health Alliance and the UK Health Alliance on Climate Change to ensure our position and voice could shape and influence work in these areas.

We published Good Practice Guidance for Providing a Travel Health Service which will form as a foundation for the development of education, regulation and consistency across travel health services.

Through our HOPE Foundation, we promoted and supported the Scotland-Malawi Partnership Appeal for Oxygen equipment and monitors, including a donation of £5,000.



A voice for the profession during the pandemic

Throughout 2020-21, we were outspoken on the range of issues impacting on the profession that were specific to changes as a consequence of Covid. This included guidance and review of PPE, greater flexibility for local services in terms of reducing elective activity, and increased access to testing for healthcare staff during the early stages of the pandemic. The issues we raised received significant media coverage across many print and broadcast channels, and were raised during First Minister's questions in the Scottish Parliament. Following meetings with the President and Cabinet Secretary for Health, the Scottish government published a new clinical framework that addressed many of the key issues we had raised, including plans to begin testing for NHS staff which incorporated our recommendations.

We consistently supported government guidance around restrictions in relation to the pandemic. With our hospitals under immense pressure during multiple waves of the infection, it was imperative to reduce the number of hospital admissions and deaths. While some of the restrictions seemed harsh, we encouraged everyone to follow the guidance to reduce community transmission.

As vaccines became available, our Faculty of Travel Medicine stepped forward with an offer of support to the four Chief Medical Officers of the UK on the topic of using skills and experience of travel health professionals to assist with the roll-out of the Covid vaccine programme. Working in collaboration with the Scottish government, we surveyed members of the faculty and provided details of 11 travel clinics operated by our members who could facilitate the roll out of the vaccination.

Towards the end of March 2021, the health inequalities that exist around the world, including equity of access to the vaccine, were evident. Different countries were at different stages of managing the pandemic, some with it under control, some experiencing new strains and new waves of infection. This pandemic truly is a global one and will continue to demand international efforts to overcome. With the UK Academy of Medical Royal Colleges and Faculties we have called for UK support to vaccination programmes globally, and have opposed the reduction in overseas aid recently announced.



This is **what we do**

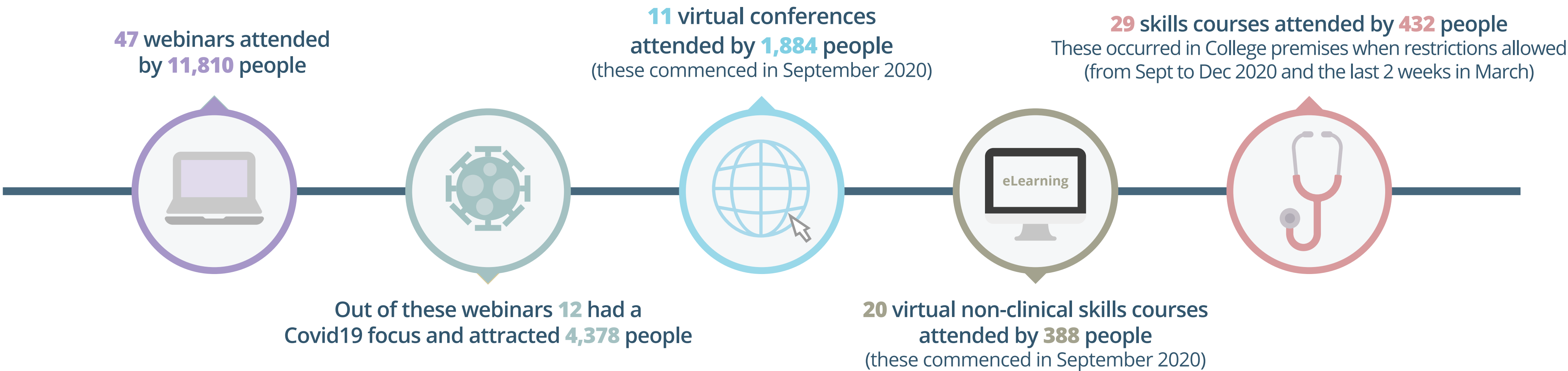
This is **What we do**

Widening the scope and reach of our education

Before the pandemic, the majority of our educational activity was delivered in lecture theatres, training laboratories and tutorial rooms. The pandemic forced us to rethink our delivery methods and quickly respond to the sudden change in need from the healthcare workforce, who still had to access information, education and training – but were unable to attend in person. Driven by a desire to ensure our members had access to the latest Covid-related educational content, and that those in training posts would not be held back or disadvantaged in their training, we launched a series of Covid-specific webinars, created specialist digital learning products, and introduced blended programmes for skills training combining both online and face-to-face learning.

We worked closely with colleagues in the other Royal Colleges and the GMC, to ensure the hands-on skills training needed for progression through medical, surgical and dental training, was categorised as "essential" and allowed to continue in a physical setting. All of our clinical skills training facilities were adapted to ensure they were Covid secure to enable this training to take place.

Wherever possible, we moved our educational content to an online or virtual format. **Over the course of the year we have delivered:**



The College responded rapidly in supporting clinicians with topical and practical updates on Covid including free monthly webinars from March 2020. The initial nine webinars attracted a total of 4,277 attendees with a further 16,422 unique clicks on the content. The most popular of these webinars was in May 2020, on the topic of ‘The new normal: sustainable leadership lessons from lockdown’. This attracted 811 attendees and unique clicks of 3,505.

We also developed and released 21 bite-sized learning resources, which have been viewed a total of 13,774 times. The topics ranged from Self-care for health professionals during COVID-19 (2,764 clicks) to Managing diabetic patients during the COVID-19 pandemic (1,294 clicks). Following the initial Covid response, the monthly Covid webinars changed their focus to more general topics and were rebranded as College webinars, however they remained free and open to all. Topics included; Health Inequalities, Climate Change and Health: Challenges and Solutions and The future of surgery: aspirations, challenges and reality.

As well as delivering additional Covid resources and re-developing current educational content we also developed a number of new initiatives including the Professional Development Certificate (PDC) in Travel Medicine, which was launched in May 2021 with 11 candidates from around the world.

As we look to the future, we have adapted a blended approach to our educational delivery including both online and in-person interaction. Our conference and educational facilities have been adapted to enable this hybrid approach and we are excited to be hosting our first conference in this new format in September 2021.

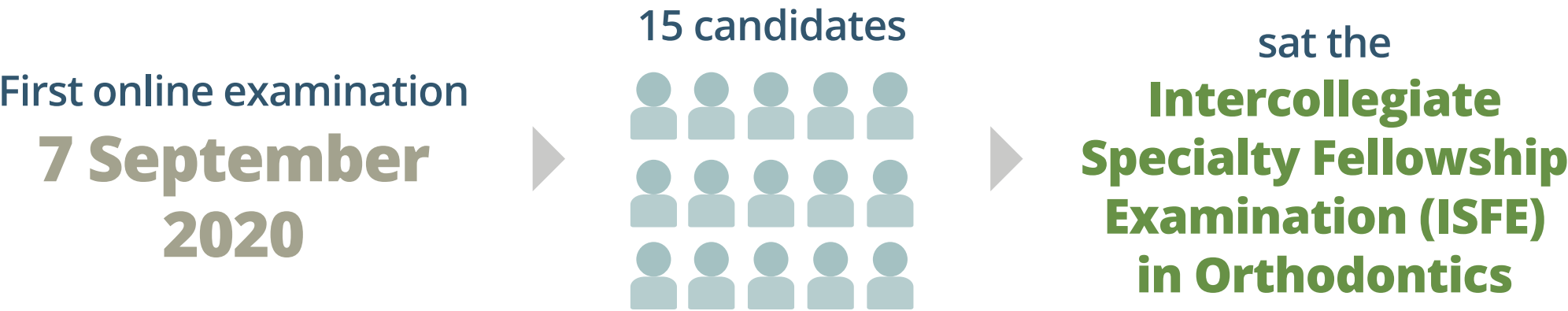
The greatest benefit of this advance in our educational delivery is the improved accessibility for people all over the world. We are no longer restricted by physical space, and have expanded our reach to a much wider audience.



Rapidly adapting our exam delivery model

The exam format, established in 1876, incorporating a written assessment, oral assessment and clinical exam has, for more than 100 years, required candidates to travel many miles to complete the assessments needed for their progression through to completion of training. The impact of the Covid pandemic had huge implications for doctors, surgeons and dentists in training who needed to complete their examinations in order to progress in their specialties. The healthcare workforce was, and is, also under incredible pressure with insufficient capacity to cope with the demands of patient care. It was essential to ensure that access to examinations – and the subsequent ability to progress in their careers – could continue despite the pandemic. We moved rapidly to explore options for online exam delivery – a completely new format for our College but one we embraced with a positive and open mind.

After significant and extensive investigation, testing and review, our first online examination was delivered on 7 September 2020, when 15 candidates sat the Intercollegiate Specialty Fellowship Examination (ISFE) in Orthodontics.



Through the remainder of the year, we have worked with our intercollegiate partners to move many of our exams online.

By the end of **March 2021** we had:



This includes:

- FRCS Ophthalmology Part 1 and 2 (2 diets of each)
- MFDS Part 1 (2 diets), Membership in Orthodontics Part 1 and 2 (1 diet of each) and ISFE exams (8 diets across 6 specialties)
- DO-HNS Part 1 (2 diets) and MRCS Part A (2 diets)

In autumn 2020 we delivered COVID-secure MRCP(UK) Part 1 and 2 written exams to 417 candidates in centres. We subsequently worked with our intercollegiate partners to move these exams online with a total of 2,065 candidates across the three Colleges sitting Part 1 and Part 2 online by March 2021.

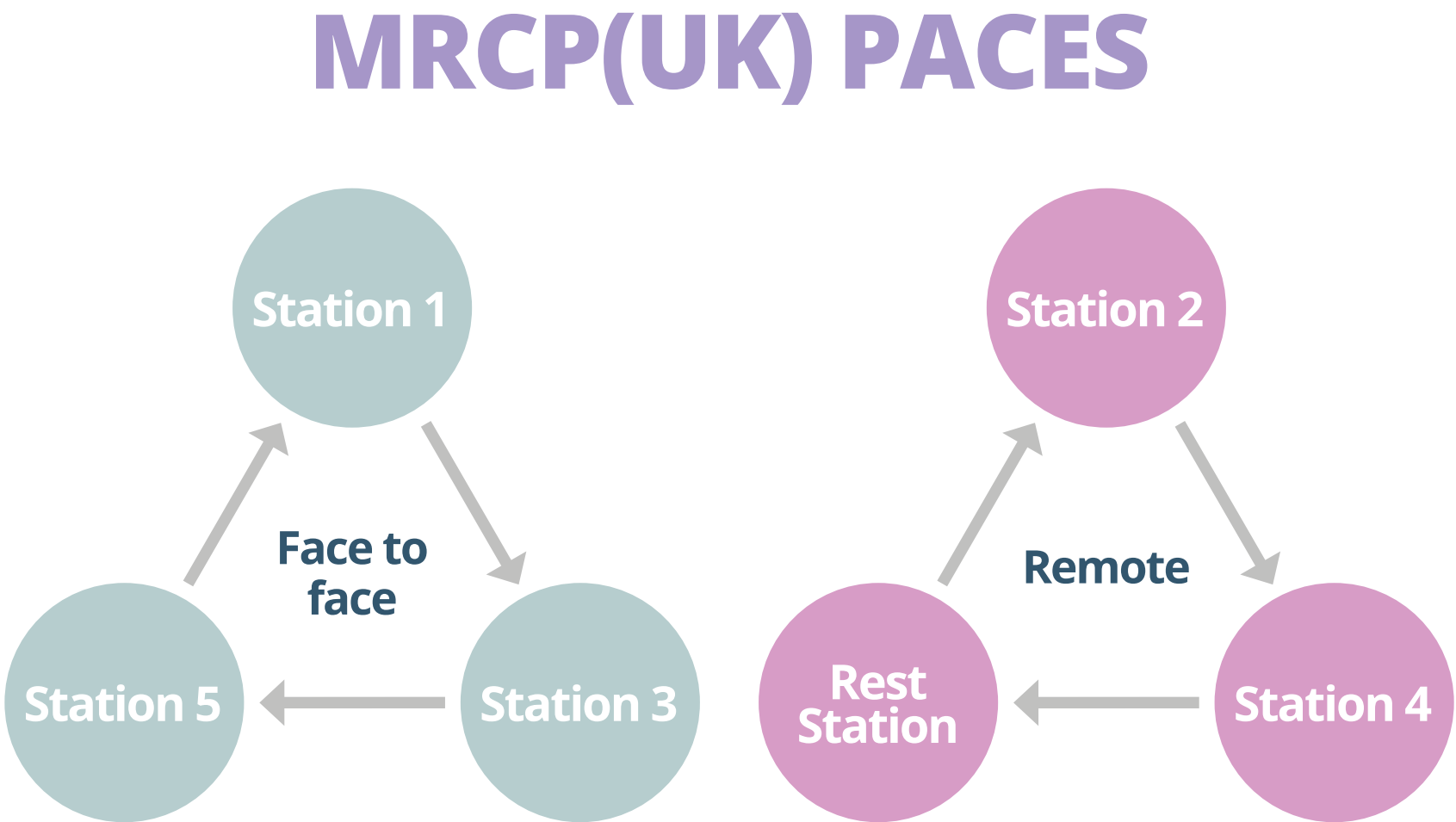
Following extensive intercollegiate discussions and preparations, by the end of March 2021 we had successfully delivered 5 COVID-secure face to face clinical examination diets across 10 exam centres to 281 candidates. **This included:**

**MFDS
Part 2**
1 diet in
2 centres

**DO-HNS
MRCS Part B**
1 diet
1 diet

**MRCP(UK)
PACES**
2 diets across
6 centres

Two of these exams were delivered very successfully in hybrid formats. For DO-HNS Part 2 the unmanned stations were delivered remotely as a written assessment, with the manned stations delivered face to face in centres. MRCP(UK) PACES adopted a proposal to split the exam carousel into two parts with stations 1, 3 and 5 delivered face to face in centre and stations 2 and 4 delivered remotely. For both exams, this reduced the number of people required to attend the clinical centres therefore reducing associated risk.



Supporting Personal and Professional Development

We completed a review and subsequently enhanced our suite of membership benefits to ensure they consistently support and provide the professional and personal development needs of our members.

We also reviewed and refreshed the way in which we communicate these benefits to our members, to ensure the best knowledge of, and access to, the wide range of opportunities and services we offer. Our benefits were grouped into:

Core **benefits**

- postnominals
- voting rights
- verifications for employment
- networking opportunities

Added **value**

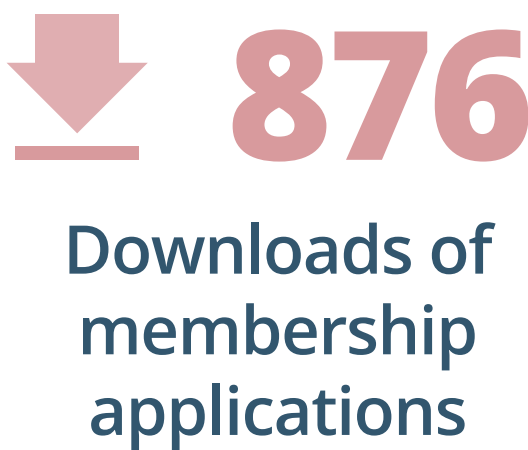
- free inter-library loans
- awards and scholarships
- Athens password
- VOICE magazine
- daily health news updates

Our website and members’ dashboard were updated to reflect this positioning and ensure ease of access to the benefits of most relevance to our members.

A new added value digital learning offer was introduced in March 2021. The offer delivered professional and personal development for our members based around wellbeing, work-life balance and leadership, generating unprecedented interest and a great encouragement to timely membership renewals.

We have seen a 73% increase in visits to our website homepage, and a 181% increase in traffic to our Join Us page. This has been reflected in the increasing number of application downloads for Affiliate membership (+307%) and Fellowship (+250%) in particular. There have been more than 11,000 visits to our membership dashboard in 2020-21 – an increase of 81.6% from the previous year.

In 2020-21 we have:



A focus on Foundation Years

Due to the high admission rates in our hospitals throughout the pandemic, there was an urgent need to ensure the capacity of healthcare staff could meet the growing needs. Staff shortages were already a great concern before the pandemic and the situation had worsened. Many new medical graduates were placed into Foundation Year posts sooner than expected in order to meet the urgent demand. The first work-based role after graduation is daunting enough for new doctors in any year – the challenge they were faced with in 2020 could not be underestimated.

We reached out to new doctors working across the UK to provide them with our support. We provided welcome packs including a water bottle and a ‘Top Tips’ guide with tips from trainees and consultants on what to expect and how to protect themselves. We ran a campaign on our social media channels with video messages from our members offering top tips and messages of support. And we provided information on the wide range of resources, educational opportunities and support that our College can provide.

Many of our College Tutors attended local induction sessions to welcome the new trainees and answer any questions they had.

We were also mindful of the need to support those at the end of their Foundation Training moving into Core Training posts. We were delighted to sponsor the FY graduation at Forth Valley hospital, providing 50 Foundation Year doctors with graduation certificates, mortar board hats and cupcakes to celebrate the occasion. Our Trainees' Committee also delivered a virtual event over two evenings – Beyond FY2 – which was attended by more than 50 trainees.



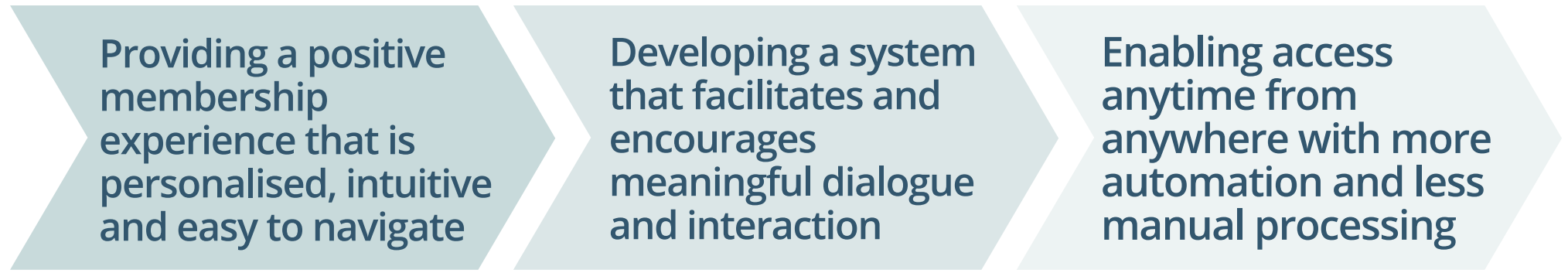
Improving online access and services

At the beginning of 2020, it was apparent that our ICT infrastructure and associated services were nearing end of life and were no longer fit for purpose. Before the pandemic we had already commenced a programme of digital transformation with the key objectives of:



The initial challenge, driven by the pandemic, was to get our staff and core internal and external services online. Rapid deployment of Microsoft Teams facilitated business as usual through home working, and the implementation of our new online exams platform and technology improvements in education delivery ensured a successful transition to online business.

We subsequently embarked on an ambitious project to put in place a new CRM platform by the end of March 2021 which would enable us to deliver on our strategic priorities more efficiently and effectively with the key benefits of:



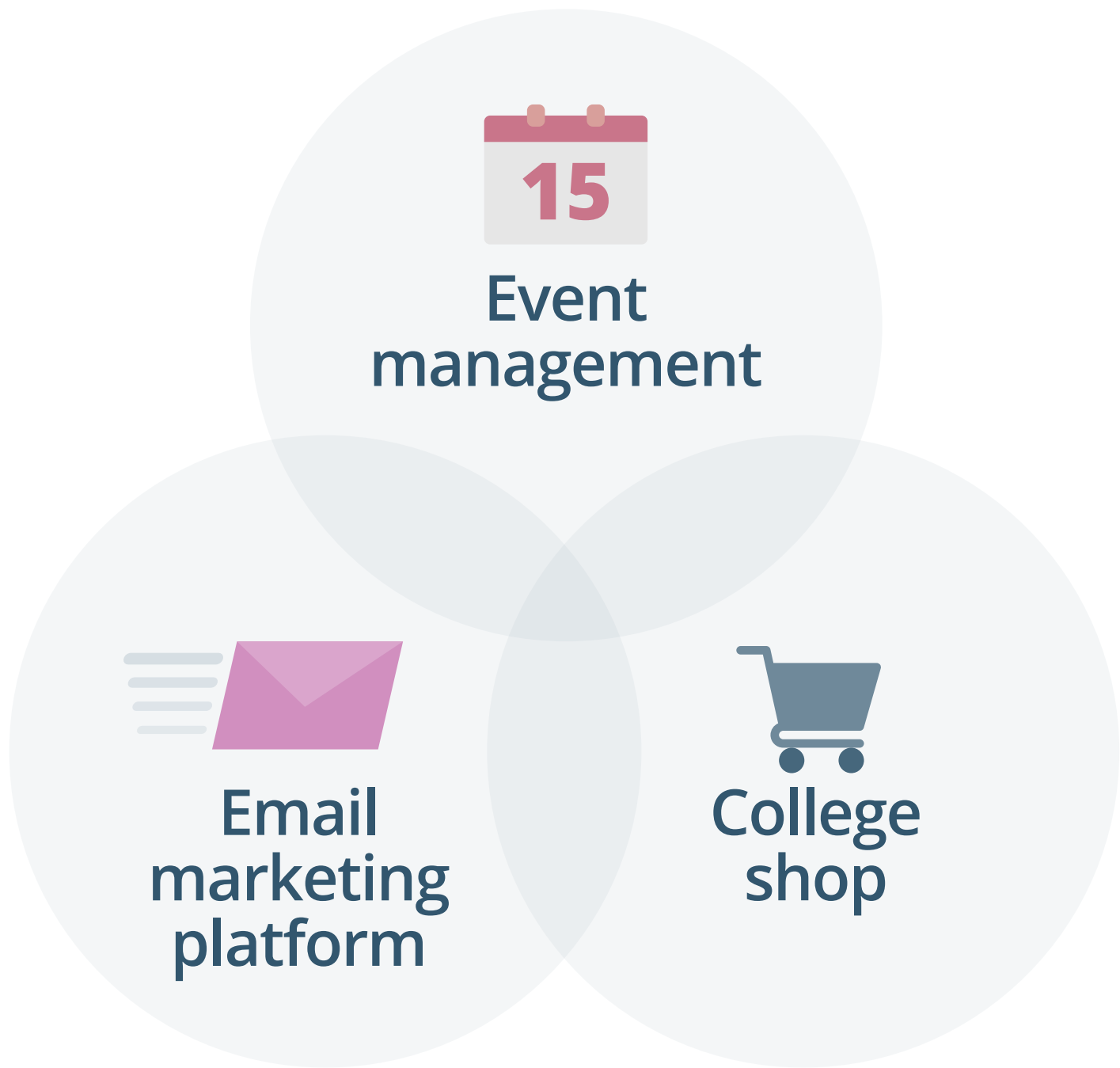
Following detailed requirements gathering and tendering in 2019-20, in April 2020 we announced a partnership with Centrepont Computer Service to use their OOMI platform to develop and deliver our new CRM system. Development of the system involved extensive commitment from our staff and members who inputted to the requirements, development, testing and installation of the many different components of the system.

Phase 1 of the project completed in December 2020 with a focus on delivering key services within the areas of:



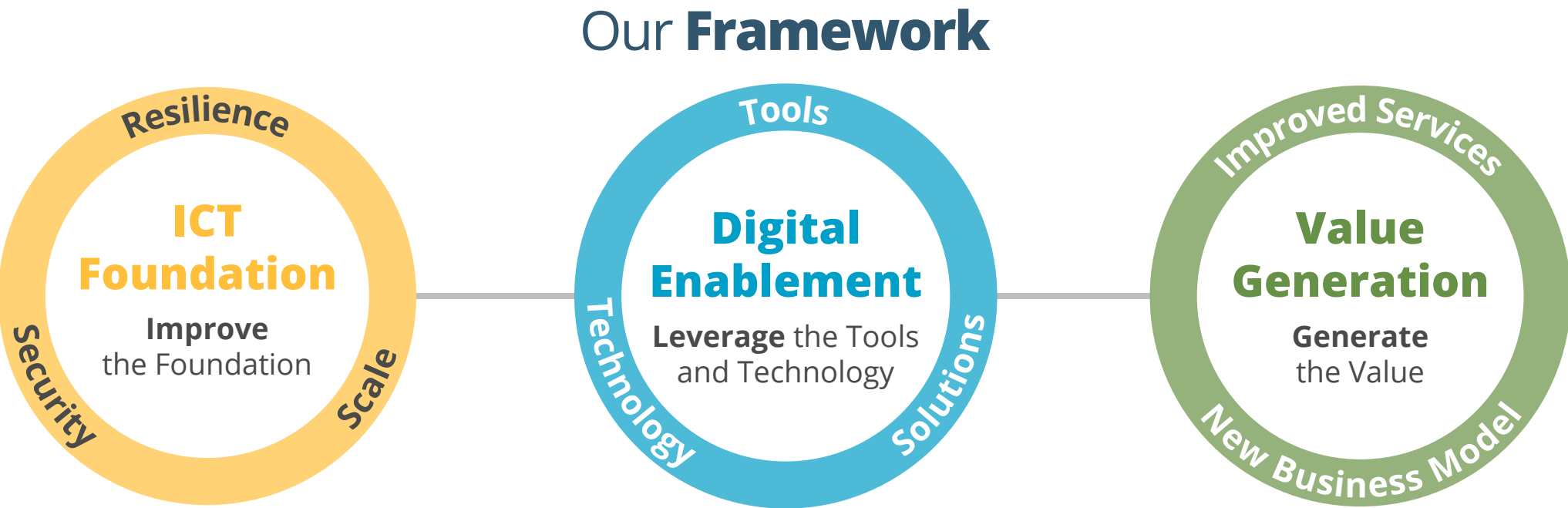
During phase 1, we also completed a review and refresh of our members’ dashboard to develop new functionalities and access to improve our members’ experience.

Phase 2 was also well underway with work ongoing on a number of modules including:



Phase 1 of the project was delivered to budget with a successful launch with little to no downtime experienced during the switchover from our old system to our new CRM. In the first two months after launch, we had seen an 81% increase in visitors to our members’ dashboard and more than 2,800 visits in less than one week to our events section.

The success of this project and our digital transformation as a whole, places us in a strong position to further enhance the member experience and realise the benefits of greater connection and engagement with each other through our online platforms in the year ahead.

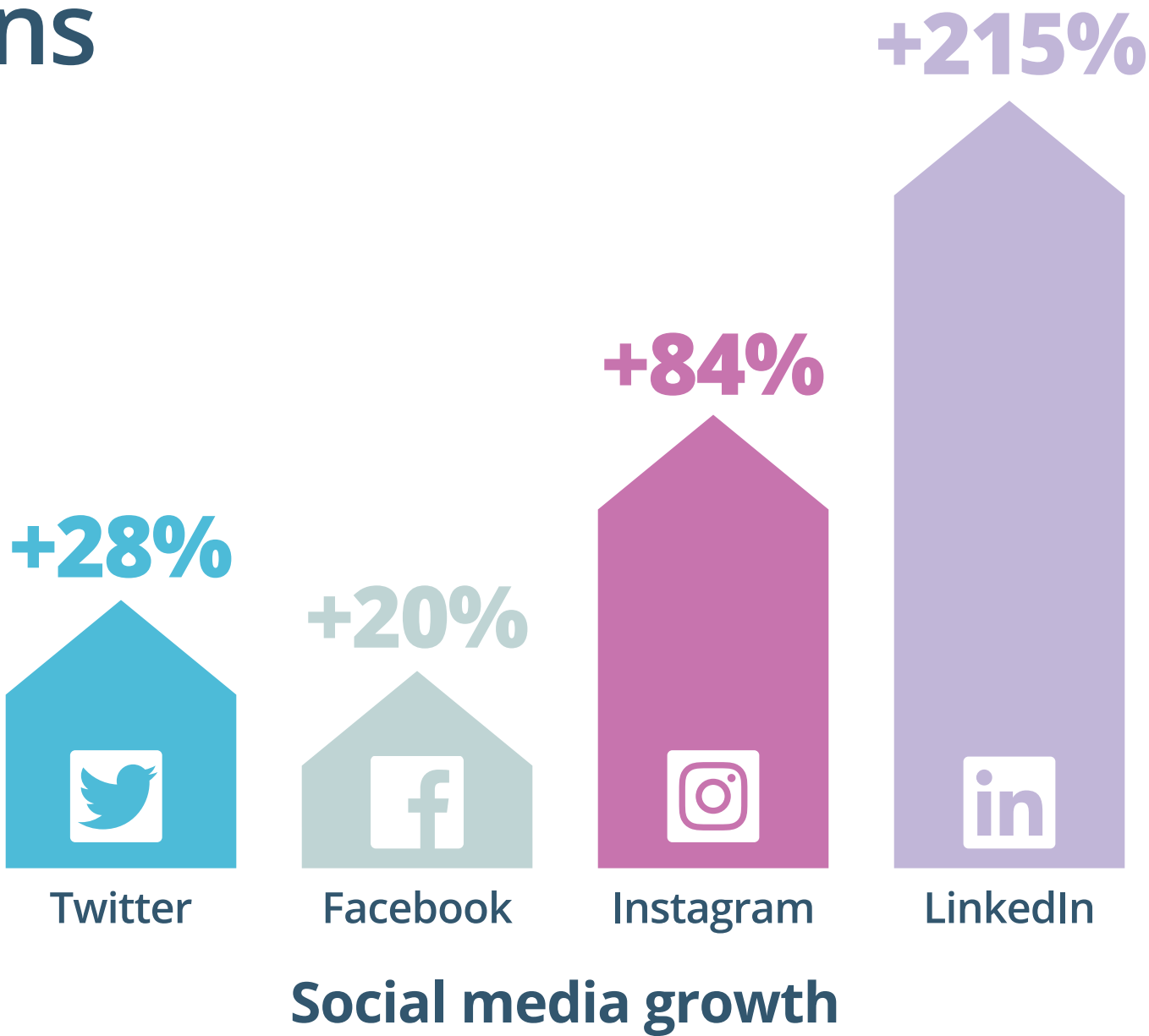


A digital first approach to our communications

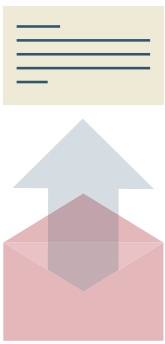
We transformed our communications from a predominantly print based approach to a fully integrated communications and marketing strategy. This incorporated a number of elements to support our marketing and communications with our members and others who interact and engage with our College, including:

- Enhanced self-service portal
- More intelligent, automated communications
- Development of a digital asset library
- A new staff intranet
- Improved online access to content and resources
- Digital-first marketing strategy incorporating targeted email marketing, online advertising and social media engagement

By adapting to a digital-first model of communications, we have been able to demonstrated significant improvements in levels of interaction and engagement across all of our communications channels.



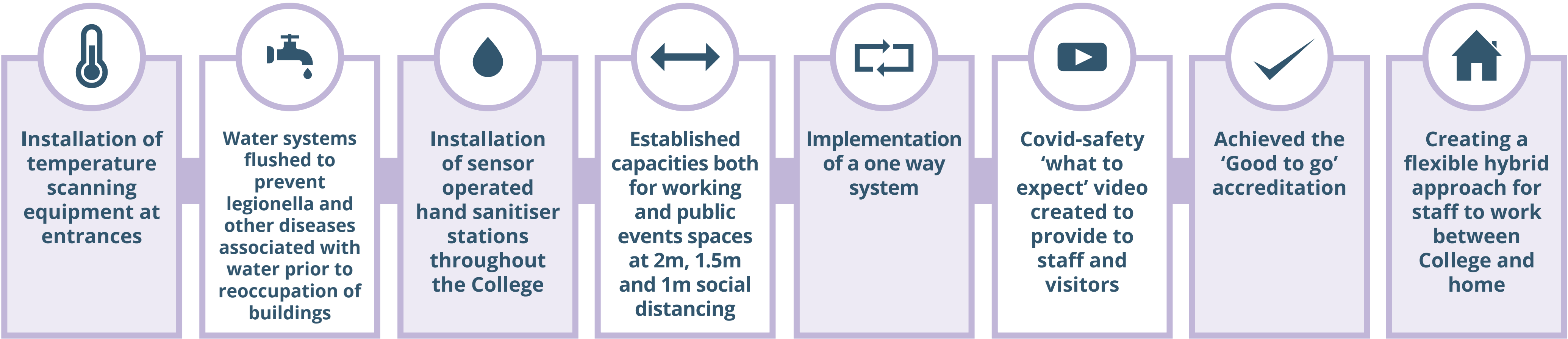
69 marketing campaigns were delivered, including the production of 1,233 creative items

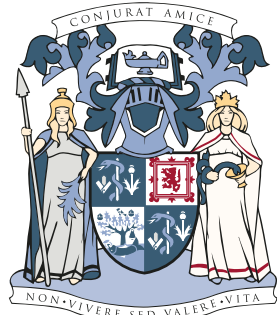


Above industry average open and click rates on our email communications

Creating a Covid-safe environment

While a significant proportion of our delivery was moved onto online platforms, it was also critical that we were in a position to deliver procedural skills courses and clinical face-to-face examinations that are essential for the progression of medical, surgical and dental training. Comprehensive risk assessments were completed to ensure a Covid-secure environment for all activities taking place in our College and at remote locations. Measures were also put in place to ensure the safety of all those who visit our College. **This included:**





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