



**END OF YEAR REVIEW
June 2014 to June 2015**

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1. INTRODUCTION

Welcome to the first End of Year Review. Whilst the Forward Plan is a good tool for reporting progress against the College's strategic aims and objectives, much of the day to day 'business as usual' is not captured in that document. The SMT have, therefore, prepared this End of Year Review to highlight the breadth of activities undertaken by the various teams during 2014/15.

2. COLLEGE

2.1 Property transactions

During the last year we have disposed of the College's interest in 2 Carlton House Terrace, found temporary premises and negotiated the lease and fit out contract for the 4th floor at 21 Prescott Street, sourced and completed the purchase of 6 – 8 Alie Street, and purchased a College flat at 71 Alie Street. Significant work was required to successfully achieve all of the above. In addition the plans for the redevelopment of 6 – 8 Alie Street are well under way with 'RIBA Stage 2' approval and sign off from the trustee board in June, tendering and appointment of a host of advisors and contractors for the project, and approval from HSBC bank has been obtained to finance the redevelopment.

2.2 The Great Move

The successful relocation from 2 Carlton House Terrace to 21 Prescott Street and the effective transfer of all RCPATH functions to the new building was a momentous achievement. The move took place over the weekend of 6 – 9 February with no unscheduled down time. The project team responsible for the planning and coordination of the move are grateful to everyone involved in the process. In particular;

- the Communications team were responsible for the development of webpages, membership emails, President's blog, drafting templates of letters to stakeholders and production of a written guide to 21 Prescott Street for staff
- the Facilities and IT teams worked well together to ensure that the office move went smoothly with staff at their new desks working by Monday 9th. Staff fully cooperated with the move and managed to maintain high levels of service throughout the period
- subsequent to the move, the facilities team have maintained good communication with the managing agents, Tuckerman's, to monitor issues that have arisen at Prescott Street such as heating and ventilation. Regular updates have been requested as well as inclusion on service reporting to ensure that work is being undertaken
- the Facilities team have fostered good relationships with the RCPsych Facilities team and caterers to ensure that College activity continue as normal, managing all requests where possible and ensuring all members/ visitors to the College have a good user experience.

2.3 6-8 Alie Street

- Legal completion of the purchase of the Goodman Building took place on 18 March 2015.
- To protect the building from intruders a night security service has been organised. In addition, the facilities team undertake regular patrols to ensure the security of the building during the day and allow access to contractors.
- A project board has been established to manage the governance of the redevelopment project comprising all of the advisors, together with the Treasurer, Chief Executive and Facilities Manager. The facilities team have been involved in discussions regarding the future logistics of areas such as AV, conferencing and facilities management to ensure that a professional service is offered to members and visitors.
- Plans for the demolition of the existing site and the construction of the new building are being drawn up for submission to the London Borough of Tower Hamlets.
- The President has begun a blog to keep Members updated on progress with the Alie Street project.

2.4 New Appointments

- In November 2015 there was a change to 5 Trustees, namely:
 - Dr Suzy Lishman - President
 - Dr David Bailey – Vice President
 - Professor Tim Helliwell – Vice President
 - Dr Lance Sandle – Vice President
 - Dr Bernie Croal – Chair of Scottish Regional Council
- In addition to this Ms Avril Wayte was appointed Assistant Registrar in June.
- New Directors were appointed:
 - Director of Training and Assessment – Professor Philip Cachia
 - Director of Examinations – Dr Andrew Day
 - Director of International Affairs – Dr Maadh Aldouri
- Recruitment for the remaining Director vacancies is underway.
- Induction process for new and existing post holders developed and delivered in November 2014. 35 people attended the meeting.

2.5 Staff Recruitment

The following appointments have been made in 2014/15:

- Head of Corporate Services
- Regional Co-ordination Assistant

- Examinations Co-ordinator (OSPE)
- Examinations Co-ordinator (Histo)
- Public Affairs Officer
- Workforce Administrator.

2.6 The College Website

- Led by the Communications team and supported by a College wide project team, this initiative is entering the final stage of the first implementation phase. In redeveloping the site, the aim is to improve engagement with the membership, members of the public and politicians. This stage of redevelopment will improve the current functions, such as booking events or exams, logging CPD or updating workforce information with improved design, clearer navigation and more effective search. Another key aspect of the redevelopment is to make sure that the new site is easy to use from a mobile phone or tablet.
- The Database Manager has been working with Pixl8 and Hart Square to finalise the details of the integration to the new website, most of which is now almost in place and ready for testing. Currently ready to test: Member Handbook, Login and Events. Still to complete: exams/training bookings, workforce and CPD.
- As part of the project team the IT team developed a staff-wide application for converting PDFs to Word documents. The software enables the bulk conversion of PDFs to Word on demand, making the process far simpler and less costly than the alternative of purchasing Adobe Acrobat for each member of staff.

3. MEMBERSHIP & FINANCE

- Throughout the year the monthly processing cycles and management accounts production have all been run to time and a new format for the monthly reporting has been introduced in anticipation of the requirements of the lender for the Alie Street redevelopment project.
- Approximately 4,200 invoices and expense claims have been processed and paid.
- The annual subscription upgrade process took place in October/November with invoiced being sent out immediately after November's AGM. The monthly direct debit collection of subscription payments has been made on time each month
- The year end annual statutory accounts have been produced within our severely tight timescales with the audit progressing smoothly and in record time.
- An updated set of financial standing orders has been produced.
- The department has dealt with approximately 17,000 external emails and approximately the same number of internal ones during the year.

- Revised treasury management has been introduced to maximise amounts of interest earned on deposit as the College has had larger cash balances to manage as a result of the property transactions.
- The budget for the financial year commencing 1 July 2015 was put together and presented to the Trustee Board in May.

4. **LEARNING**

4.1 a) Infection Project

- The Training, Examinations and Assessment Departments have contributed to the ongoing infection project which accepts the first trainees in August 2015.
 - Revised 2010 medical microbiology and medical virology curricula (for trainees unable to transfer to the 2014 medical microbiology and medical virology curricula incorporating Combined Infection Training (CIT)) submitted to and approved by the General Medical Council (GMC) and published.
 - Joint CIT SAC established with first three meetings administered by the RCPATH. CIT programmes approved.
 - New e-portfolio for all medical microbiology, medical virology and infectious diseases trainees developed with the Joint Royal Colleges of Physicians Training Board (JRCPTB).
 - Transitional arrangements approved by the GMC and published.
 - Trainees due to move to the 2014 medical microbiology or medical virology curriculum exempted from the MM&MV Year 1 OSPE.
 - Questions developed for the new Combined Infection Certificate Examination (CICE) and agreement for transfer of questions from the Infectious Diseases Specialty Certificate Examination (SCE) implemented.
 - Revised Virology FRCPATH Part 2 examination submitted to the GMC for approval.
- b) Shape of Training: The College attended all six Shape of Training events held in autumn 2014.
- c) Joint Training Committee: A Joint Training Committee between the RCPATH and JRCPTB was established, and has met twice, to oversee training and its development in all current or potential new specialties with a joint interest.
- d) Histopathology BMS Project: Examinations and assessments for the BMS's undertaking the histopathology pilot took place in September 2014. A terms

of reference between the RCPATH and the IBMS for conjoint board examinations to support the pilot were approved by Trustee Board.

4.2 Assessment

- The Learning Environment for Pathology Trainees (LEPT) system has been reviewed and moved to a new platform.
- Supervised Learning Events (SLEs) have been developed, ready for piloting.
- Workplace-based assessments for the Online Assessment Tool (OLAT) for Clinical Scientists in support of the Higher Specialist Scientific Training have been developed for the first stage of each of the 11 Clinical Scientist curricula.
- A conference about the future of medical training in Chemical Pathology and examination changes to FRCPath was held in Manchester on Thursday 23 April. This included a presentation from the GMC about the Shape of Training and discussions about the future for the profession and potential changes to the examination.

4.3 Examinations

- The Examinations Department have provided examinations and issued results for 1221 FRCPath, Certificate and Diploma candidates (548 in autumn 2014 and 673 in spring 2015). A further 126 candidates undertook the Year 1 OSPE examinations and had results issued.
- A full Examinations Department of six members of staff was recruited and have been in place since August 2014.
- An examinations e-management system has been procured, which will be implemented over the next year.
- Revisions to Examiner Code of Practice were made and a full audit of all examiner panels undertaken.
- New policies regarding examiner and candidate misconduct have been approved and published.
- The Year 1 OSPEs have been integrated into the work of the Examination Department. iPads were used for the first time to deliver images in the Histopathology OSPE.
- Responsibility for the evaluation of published works applications has been transferred to the Research Committee.
- Examinations data by candidate was submitted to the GMC for the first time.
- Significant contribution to the development of the College's revised Equality Policy following the BAPIO vs RCGP case.

4.4 International

- The pilot of the Medical Training Initiative (MTI) in Pathology scheme has been launched and an MTI Clinical Lead within the International Committee has been appointed.
- The first 'Pathology is Global' Symposium took place on 5 November 2015 as part of International Pathology Day. The symposium was well attended and 95% of delegates stated it should become an annual event.
- New guidance and procedures for establishing overseas FRCPATH Part 1 exam centres were approved by Council and published on the College website.
- Following a successful search, the College will partner with the Faculty of Medicine at the Jordan Institute of Science and Technology to establish its first overseas centre for the FRCPATH Part 2 Histopathology examination in Irbid. The centre in Jordan will be the first of a regional network of FRCPATH Part 2 exam centres in the College's Middle East and North Africa region.
- The College hosted an International Roundtable meeting between the President of the Guangdong Association of Laboratory Medicine (GALM) and members of the Pathology Alliance. Work is now under way to explore the development of a Sino-UK collaboration between pathology and laboratory medicine organisations in the UK and China.
- The College partnered with the Egyptian Committee for Pathology Training (ECPT) and the Supreme Council of Universities of Egypt (SCUE) to deliver a two-day regional conference on postgraduate specialty training, examinations and assessment practices in Cairo. A Trainee Development Day was also held and a Memorandum of Understanding was signed between the College, ECPT and SCUE to strengthen training standards and practices in pathology and laboratory medicine.
- The establishment of a network of Country Advisors is now well under way with thirteen appointments made in the Republic of Ireland, Hungary, Canada, Qatar, Saudi Arabia, Sudan, India and Pakistan.
- Implementation of LabSkills Africa continues to progress in accordance with the project's work plan. Notable achievements include:
 - 14 Course Mentors undertaking visits to laboratories in Kenya, Tanzania, Uganda, Zambia and Zimbabwe to deliver on-site training and assess progress
 - 2 laboratories improving their World Health Organisation's Stepwise Laboratory Improvement Process Towards Accreditation (WHO SLIPTA) star ratings
 - Organising a LabSkills Africa exhibition at the Association of Pathologists of East, Central and Southern Africa (APECSA) Congress in Arusha, Tanzania in September 2014. The exhibition was opened by the President of Zanzibar.

4.5 Training

- The Training Department monitors approximately 800 trainees throughout the year and has processed 83 CCT applications, 1 CESR (CP) application and 16 CESR applications.
- The transfer of approximately 175 histopathology trainees to the 2010 histopathology curriculum was completed and all previous versions of the histopathology curriculum decommissioned.
- A revised histopathology curriculum has been submitted to the GMC and approved.
- A veterinary pathology curriculum has been developed and a consultation undertaken with the veterinary pathology members.

5. COMMUNICATIONS

5.1 Media

- A contact programme for the President was delivered. Media included a BBC Radio 4 Woman's Hour interview, BMJ Confidential and a BMJ careers article on specialty stereotypes.
- The College has consistently made the case for the introduction of medical examiners. There was significant media coverage on the anniversary of the gaoling on Harold Shipman, with interviews by the President on the Today Programme, BBC News Channel, Radio 5 Live and a range of national and regional press stories.
- Using this fresh media interest, we were able to re-engage with parliamentarians and stakeholders. Following clear cross-party briefing, commitment from Earl Howe, Parliamentary Under-Secretary of State, was given: '... the Government remain totally committed to the principle of these reforms.' Stakeholder meetings have been held with Lord Hunt, Baroness Masham, Dr Sarah Wollaston, Chair of the Health Committee, Professor Sir Mike Richards, Care Quality Commission, and Prof Nick Black, who has been asked to review ways to improve rates of avoidable deaths.
- The need for implementation was further supported in The Report of the Morecambe Bay Investigation and raised in the recent Hutton Review of Forensic Pathology in England and Wales. Following the May election, the indication was given that action on implementation is unlikely to happen before the November 2015 Comprehensive Spending Round.

5.2 Public Affairs

- On the public affairs side, there has been stronger engagement with parliamentarians and stakeholders. Meetings have been held with the Conservative Chair of the Health Committee, shadow ministers and influential

crossbench peers. Collaboration with other medical Royal Colleges saw the defeat of the Medical Innovation Bill which was deemed to risk patient safety and not offer better opportunities for medical innovation.

5.3 Public Engagement

- Our “Blood and Bugs” activities were delivered in partnership with BBC Learning, as part of BBC regional road shows to commemorate the start of the First World War. With a presence in eight cities across the UK, *Blood and Bugs* relied on over 200 pathologist volunteers and reached a diverse audience of over 25,000. Activities were rated as excellent or good by 97% of participants and we were rated as the best activity on the BBC site in the BBC’s visitor evaluation.
- Aspects of the activities were developed into a self-guided exhibition (displayed at the Royal Artillery Museum during National Pathology Week) and a resource pack was produced for members.
- National Pathology Week saw 229 events take place around the country with the College organising 14 events as part of the week, including arranging for politicians to take part in an event at St Thomas’s Hospital with Vice-President David Bailey.
- Four Science Communication Training activities took place during the year, with over 70 people attending who went on to organise 40 events. An advanced course took place in September and gave attendees the opportunity to run an event at the Science Museum. A Fellow who, as a result of attending the Science Communication Training, entered the ‘Access to Understanding’ writing prize for reporting a scientific article to a lay audience has won the British Library led award.
- Support was given to the Fellow organising the Chelsea Flower Show; this included advising on stand design, writing and designing the public information leaflet and managing media relations with our Charity partner, Eve Appeal.

5.4. Publishing

- We published four issues of The Bulletin, the Annual Report for 2013/2014 and 25 College documents including 11 datasets, four tissue pathways, nine guidance documents and a revised Guide to the College.
- The first issue of the Bulletin under its VP guest-editor Dr Lance Sandle was themed around quality. A 25 page ‘Quality’ section of the July included in-depth features on continuous quality improvement, how a focus on quality can improve outcomes for patients and an A3 problem solving exercise which may be featured again in future issues. Work is underway on the July 2015 issue, Dr David Bailey is the guest editor and the theme is communications.
- This year we have tendered for the design of the annual report – the first time for five years. The aim is to refresh the design and produce a document that gives clearer reporting for members and is more engaging for a wider range of audiences.

6 **PROFESSIONALISM**

6.1 **Professional Standards**

- A statement on remediation was published on the College website (<http://www.rcpath.org/professional-standards/remediation>) in September 2014
- The Department has successfully implemented the final changes in the year long programme to modify the management of the CPD scheme. These were: the implementation of the new quality improvement category in the online portfolio, the move to electronic only CPD returns, facilitated by the IT Manager, annual CPD participation statements sent electronically, and the new in-house CPD review from 1 April 2015. Staff continue to provide telephone support and assistance to users of the online portfolio.
- The team processed 4,183 annual returns between 14 February – 30 June 2015.

6.2. **Clinical Effectiveness**

- The development of guideline production programme is progressing well. The following guidelines are in development.
 - *Datasets* (Total 27) Breast (x2) Central nervous system, Neuroendocrine tumours of the GI, Parathyroid, Adult adrenal gland, Conjunctival melanoma, Oesophagus & Stomach (combined into one dataset), Liver, Bile duct and pancreas, Gastrointestinal stromal tumours, Ovary, Cervix, Vulval, Head and Neck (x6), Lymphoma, Adult kidney, Prostate, Anal cancers, Intestine cancer, Cutaneous lymphomas and Carcinoma of unknown primary (CUP).
 - *Tissue pathways* (Total 9) GI, Breast, Bone & soft tissue, CVS, Cytology, Lymph node (spleen, bone marrow), Skin non-neoplastic, Urology and colorectal biopsies in inflammatory bowel disease.
 - *Autopsy guideline series*, consists of 17 guidelines. The first guideline in the series on 'Sudden death with likely cardiac pathology' is currently under open consultation. The guideline series will be produced following the Clinical Effectiveness NICE accredited process to enable us to work towards the goal of applying for NICE accreditation for all our guidelines.
 - *National Minimum Re-testing Intervals In Pathology* – Dr Bernie Croal is leading the revision of this guideline. The final draft of the document has been submitted and is currently under consultation with the Pathology Demand Optimisation Group Membership before it goes out for open consultation.
 - *The communication of critical and unexpected laboratory results to primary and secondary care* - Dr Bernie Croal is leading the revision of the guideline. The first draft of this guideline has been sent to the SACs for comments on the main body of the document and a complete re-draft of their discipline specific appendix.
 - *Guidance on the reporting of thyroid cytology specimens* - Dr Paul Cross is leading the revision of this guidance. A first draft is expected to be submitted in Summer 2015.
- In addition to work on our own programme the team have working with the International Collaboration for Cancer Reporting (ICCR) by managing the production of the Thymus dataset which is on schedule and expected to be out for open consultation in the 3rd quarter of 2015. The Working Group on Cancer

Services is represented at the ICCR and plans to align RCPATH datasets with ICCR datasets where possible.

- The team have completed 23 NICE guideline consultations and coordinated input into a further 54 during the last year.
- Published a response to Pathology Quality Assurance Review in January 2015.
- Completed two clinical leadership programmes in collaboration with NHSE, RCR and AOMRC in Feb 2015.
- Provided governance and content development support for the development of the NLMC.

6.3 Workforce

- Achieved update of 52% of UK medical member records over the last 2 years.
- Submissions of evidence to HEE in 6 specialties to inform workforce planning and to establish the College's position as a trusted source of advice on the medical pathology labour force.
- Workforce Working Group meeting held on 11 March 2015 to co-ordinate preparations for College specialty submissions to HEE's 2015 Call for Evidence.
- Centralisation of job description review was implemented in November 2014 and the College has successfully reviewed 175 job descriptions in England since then to the end of May 2015.
- Organised 366 College Assessors to attend Advisory Appointment Committees in England, Wales and Northern Ireland.
- Recording of job descriptions and appointment committees for which a College representative was sent was moved to the Integra database from January 2015 in preparation for the introduction of a quality assurance process. This was delivered with extensive assistance from the Data Manager.

7. CORPORATE SERVICES

7.1 Committees/ Secretariat

- Administered 60 committee meetings, 5 Trustee Board Meetings, 4 Council Meetings and 1 AGM.
- New process for electing committee chairs finalised.
- 50 external consultations considered.
- The process for administering the College submission for Clinical Excellence Awards for 2016 is well underway. There were 26 applications for Bronze, 19 for Silver and 9 for Gold. A total of 54 applications were scored at the RCPATH ranking meeting on 27 May 2015. Out of these, 20 were supported by the College for Bronze, 13 for Silver and 4 for Gold.

7.2 HR

- The College has 56 established posts and 54 people in post.
- During the course of May and June, end of year staff appraisal meetings took place across the College. During this end of year meeting, performance during the year 2014-2015 was discussed and new objectives were set for 2015-2016. Learning and development was also extensively discussed at these meetings. From the appraisals all of the learning and development needs are collated by the HR and Development Manager who conducts a training needs analysis of them and from this develops the organisational training plan for the year 2015-2016. This plan should be completed and agreed by the Senior Management Team by September 2015.
- Lucy Maxwell-Scott, a well established HR consultant with extensive experience of pay and benefits, has been appointed on a consultancy basis to conduct a pay and benefits review on behalf of the College.
- Procurement and implementation of a Human Resources Management System. Work continues to focus on reporting and workflow processes.
- Retention of Investors in People accreditation.
- Introduction of College values and behaviours and service standards.

7.3 Data

- Orbis Task Centre is up and running with automated emails of CPD attendance certificates now being sent after events as well as automatic reminders to potential LEPT Assessors. Also now incorporating this within the OSPE application process so that automated acknowledgements can be sent during the next round. Have moved the exams candidate number allocation to a Task Centre task which can be fired by staff from Integra – removing the current need for export and re-import of data to spread sheets and will be trialling this within the next week
- .Assisting Finance with year end/audit queries.
- Sending out of all bulk email through integra.
- Improved collection and reporting on Workforce data.
- Job Description and AAC data now centralised within the Integra database.
- Automation of some College communications e.g. CPD certificates following events.
- Improved reporting on exam applications and results.
- Worked with Pixl8 and Hart square to support integration of the new website with Integra.

7.4 IT

- Responded to 518 staff requests for IT support or advice.

- Commissioned a new server (replacement for existing servers plus increased backup facilities), the new server uses a virtualisation technology called VMWare. Transfer of services and decommissioning of some very old servers.
- Automated daily backup of databases from main College website and CPD online portfolio to local storage.
- Implementation of VOIP telephone system.
- In conjunction with Professionalism, developed software to automate the issue CPD participation statements to individual participants via email. This contributed to the achievement of the College's objective of running the CPD scheme on an entirely electronic basis from 1 April 2015.
- Produced a brief for the central College IT infrastructure update and led on the procurement process. Five Companies were asked to submit proposals to provide IT support services to the College. Each company was invited to an initial interview and then the shortlisted two were asked to give a presentation on their proposal. One provider in particular had analysed the College's needs and proposed a well thought through solution taking account of existing problems and future needs. We are currently undertaking due diligence before seeking authority to award the contract.
- 3 multi functional printers have been acquired to enhance the College's print, copy and scanning capabilities.
- In conjunction with Professionalism, developed software to automate the issue of CPD participation statements to individual participants via email. This contributed to the achievement of the College's objective of running the CPD scheme on an entirely electronic basis from 1 April 2015.

7.5 Events

- The Annual Dinner was held at Gibson Hall with over 100 guests in attendance. Guests on the evening included Sir Bruce Keogh, Baroness Marsham, the Lord Chief Justice and many Presidents from other Royal Colleges and kindred Societies.
- The ever popular 2-day Transfusion Medicine Conference attracted £10,000 sponsorship, and we welcomed speakers and delegates from all over the world.
- We created a working partnership with Public Health England creating a one-day Conference and a separate onsite laboratory workshop on Whole Genome Sequencing at Colindale, we hope to continue this partnership for future activities.
- Virology Trainee Day in January, it is hoped that the same format can be used for other speciality trainee events in the future.
- Took a multidisciplinary approach to emerging zoonoses and antibiotic resistance and ran an event welcoming veterinary surgeons, medical

practitioners, medical and veterinary microbiologists, infectious disease physicians and clinical and veterinary scientists.

- Hosted the launch event for the Undergraduate curriculum in June and the first Summer School for undergraduates in August 2014.

7.6 Regions

- Established an inaugural event for College Regional Leads during June 2014.
- Strong cross-departmental support for requests for regional information.
- On-going support for Devolved Nations' Regional Councils as they seek to restructure.
- Regular outputs include: bi-monthly regional e-newsletter, regional briefings to CSTCs.
- Review completed of the role of the College Regional Leads.

SMT
July 2015