Better education, Better care

Strategic plan 2018 ➤ 2020
Our vision
The global leader in specialty medical education and care.

Our mission
We serve patients, diverse populations and our Fellows by setting the standards in specialty medical education and lifelong learning, and by advancing professional practice and health care.

Our values
The following organizational values define how Royal College staff and volunteers will work together to achieve our Vision and Mission, and provide value to our Fellows:

Accountability
Respect
Collaboration
Integrity
Strategic planning helps an organization assess its strengths, adjust its direction and set a course for the future. The plan you are reading is a milestone document that has sprung from extensive consultations between the Royal College and the groups and networks that affect the daily lives of Fellows. The insights we have gained from consulting with groups such as the National Specialty Societies, governments and our medical school partners, to name just a few, have enabled us to develop a forward-looking plan that is firmly grounded in the work Fellows undertake every day.

Our strategic plan has evolved since its last iteration in 2015. Our streamlined set of strategic priorities reflect the ways in which the Royal College can provide the greatest value to Fellows and Canadians in a rapidly changing health care landscape: by leading in specialty medical education to meet the needs of patients; providing value to Fellows through all stages of their careers; using research and innovation to advance specialty care and health systems; and enhancing and learning from specialty medical education abroad. Taken together, these priorities will contribute to the transformation of patient care, and support Fellows by reducing the barriers they face in their efforts to deliver high-quality care.

In this plan, we have sharpened our focus on practice, as you will see under our Value to Fellows and Professional Practice priority. We have already begun this direction through the Royal College’s new Professional Practice and Membership Office. Its mandate is to enable us to become even more responsive and supportive of Fellows’ needs throughout their professional lives.
Perhaps most noticeably, we have set an aspirational new vision for the Royal College as *The global leader in specialty medical education and care*. The Royal College has always placed a priority on working on behalf of its membership to bring the best possible standards to medical education, lifelong learning and patient care here in Canada. Our new vision aspires to continue that same active commitment, and reach beyond it to bring high standards of care to populations around the world.

The Royal College belongs to all Fellows as we work together to improve patient care. We invite you to review this plan, and welcome your ideas about how we can engage with you.

Françoise P. Chagnon  
MDCM, FRCSC, FACS, CHE, C.Dir  
*President*

M. Ian Bowmer  
MDCM, FRCPC, FRCP (Lon)  
*President-Elect*

Andrew Padmos  
MD, FRCPC, FACP  
*Chief Executive Officer*
The global leader in specialty medical education and care.

The Royal College’s work is to enable our Fellows to deliver the best possible specialty care for patients and populations.

The Royal College of Physicians and Surgeons of Canada is a professional organization that exists to maintain the highest standards in specialty medical education and professional practice throughout a physician’s career. We develop policies and programs so that all specialists in Canada will practise under a uniformly high standard of competence. We also work to analyze complex and abundant information about health care and health system issues with the goal of enabling better health systems for all Canadians.

We are committed to sharing knowledge, expertise and ideas as widely as possible, not only with our members, but also with partners such as family doctors and other health organizations, educators and practitioners. As well, we link actively with partners internationally, building new ways to share our expertise and learn from others.

Ultimately, the Royal College is here to serve the public good by enabling our Fellows to deliver the best specialty care for patients, and contribute to the improvement of population health in Canada and abroad.
Better education, Better care

Strategic plan 2018-2020
Strategic Plan Overview

Four strategic priorities make up our Strategic Plan, 2018–2020. These strategic priorities will guide our areas of focus as we continue to deliver on our mission and achieve our vision: The global leader in specialty medical education and care.
VISION
The global leader in specialty medical education and care.

MISSION
We serve patients, diverse populations and our Fellows by setting the standards in specialty medical education and lifelong learning, and by advancing professional practice and health care.

RESPONSIBLE STEWARDSHIP
We will continuously review our Royal College services and operations, ensuring that we make responsible use of our human, financial and physical resources to fulfil our vision, mission and strategic plan. We will deliver our four strategic priorities with an ethic that focuses on operational effectiveness and responsible stewardship of our resources. Throughout, we will work strenuously to ensure that our key areas of activity continue to support high-quality care and meet our members’ needs.
Education and Lifelong Learning

We will lead in lifelong learning in specialty medical education to better meet changing patient care and the health needs of diverse populations.
The Royal College is committed to recognizing the needs of diverse populations. We will ensure that patients receive care from specialists and aspiring specialists who are achieving the highest standard of evidence-informed professional competencies, while practising with cultural humility and fostering an environment of patient safety. We will also show leadership for technological change, supporting specialists as they embrace innovation and evolve their roles within a changing health care system.

HOW WE WILL DELIVER ON THIS STRATEGIC PRIORITY

- Advance the delivery of the highest-quality standards of medical education for specialists and residents through Competence by Design (CBD).
- Monitor and address changes related to specialty medical education, professional practice and the evolving role of the physician so that specialists are prepared to practise in the future.
- Create and administer modern programs of assessment for specialists and aspiring specialists, using leading-edge methodologies and leveraging appropriate technology.
- Support lifelong learning that will achieve beneficial outcomes for patients and health systems by creating a continuing professional development system focused on continuous improvement.
- Incorporate Indigenous health into postgraduate medical education by collaborating with our Indigenous and medical education partners to identify, plan and implement program changes.
- Build on the Royal College’s brand as an international leader in medical education by undertaking collaborative research with Fellows, researchers and international stakeholders.
- Share our standards, accreditation processes, assessment techniques and research findings internationally through the delivery of specialty medical education services.
Value to Fellows and Professional Practice

We will ensure our value to Fellows by supporting them in their careers for the benefit of the public and the profession.
The Royal College is committed to understanding and addressing the needs of specialists and aspiring specialists as they serve patients and populations throughout their careers. We will remain responsive to changing professional requirements by fostering dialogue and engagement, and by providing them with relevant tools and supports to practise lifelong learning. We will continue to reinforce Fellowship as a valued designation — one that signifies excellence to the public and the profession.

HOW WE WILL DELIVER ON THIS STRATEGIC PRIORITY

• Support Fellows by engaging with them in meaningful ways, and by recognizing their diverse perspectives and career stages.

• Provide relevant and inspiring educational content for Fellows in professional practice and the health care teams with which they work.

• Provide Fellows with access to high-quality continuing professional development and learning tools.

• Promote the value of Royal College volunteer opportunities, and recognize Fellows for exceptional commitment to the Royal College and the profession.
Specialty Care and Health Systems

We will respond to the changing needs of patients and populations, and advance high-quality specialty care and health systems improvement through research, innovation and policy development.
The Royal College supports the continuous improvement of Canadian specialty health care and health systems, placing a particular focus on Indigenous and other underserved populations. We do this by conducting and supporting research relevant to specialty care and training within the broader health system. We also participate in select advocacy and health policy initiatives that advance high-quality specialty care, safe practice and service to patients. Through these endeavours, we encourage and facilitate inter- and intra-professional collaborative practice.

HOW WE WILL DELIVER ON THIS STRATEGIC PRIORITY

• Identify and promote research, innovation and advocacy on key health and care issues for the benefit of peoples in Canada and Fellows.

• Conduct and support targeted research about specialty medical education and practice that is focused on patient and population needs, models of health care, collaborative practice and the needs of health systems.

• Advocate for the highest-quality specialty medical education and health care.

• Partner and collaborate with other organizations and governments on health systems improvements to advance high-quality care.

• Contribute to improving the health and care of rural, remote, Indigenous and other underserved populations of Canada.
International Collaboration

We will improve the health of international populations by enhancing specialty medical education and practice abroad, and learn from our international experience to improve Canadian specialty medical education.
International population health is complex and determined by multi-faceted socio-economic factors. Understanding this, the Royal College will strengthen its commitment to international health by providing our international partners with knowledge and support in specialty medical education, assessment, standard setting, accreditation and practice. We will do this by delivering evidence-informed consulting and international development activities to our partners in a respectful, collaborative manner. And we will endeavour to cultivate institutional and organizational partnerships alongside a network of local and Canadian collaborators.

HOW WE WILL DELIVER ON THIS STRATEGIC PRIORITY

• Operate within an ethical and transparent framework, and reflect strong social responsibility.

• Support local development and capacity building by emphasizing knowledge transfer and exchange about specialty medical education, care and the development of health systems.

• Deliver specialty medical education services that respond to the needs of partners.

• Collaborate with Fellows, international and domestic partners to identify shared opportunities.
A flexible, responsive plan

The Royal College has made significant progress in all its priority areas since the release of our last strategic plan in 2015. In the intervening years, we have commenced transformation to a new era of competency based medical education. The continuing implementation of Competence By Design supports physician competency in residency, and we are making plans to evolve continuing professional development to support physicians throughout their careers. This transformation helps our members meet their patients’ expectations for high-quality and safe care, and assures Canadians that physicians are prepared to meet the challenges of modern medicine.

We have also engaged in a number of initiatives that help inform Fellows’ decision making, such as the establishment of a medical workforce database and the publishing of a major physician employment study. Our efforts have focused principally on supporting Fellows, their practices and their efforts to deliver high-quality patient care. We have built resources to strengthen physician competency in Indigenous health, and have made considerable strides in our international and humanitarian outreach efforts, including opening Haiti’s first simulation centre and accrediting various institutions abroad.

Our work continues. In the consultations we undertook to establish our new strategic priorities, we heard in detail about the rapidly changing and complex world of practice and patient care. We heard about how artificial intelligence and advanced technology, including robotics, nanotechnology and genomics are transforming physicians’ roles. The translation and interpretation of such transformative technologies is becoming paramount; whether or not Fellows embrace such technologies in their own practices, it is clear that we ignore them at our peril.
As we navigate an increasingly complex and rapidly changing health care landscape, the Royal College’s strategic plan will continue to shift priorities and focus as circumstances require.

We would like to thank the Royal College’s 52,000 members, 3,000 volunteers and committed staff members for their confidence in this work and their support of the Royal College’s mission. We are proud and pleased to serve the people of Canada and are grateful for their continued confidence in our organization.

Thank you to our Fellows, and all national and international partners who contributed to the creation of this new strategic plan. With your help, we examined our purpose through the eyes of the many communities we aim to serve: patients, members, researchers, medical educators and other health care system collaborators. We are proud to work with you as we carry out our mission and pursue our vision.