



STRATEGIC PLAN

2017-2019

June 2017



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A MESSAGE FROM THE PRESIDENT OF THE ROYAL ACADEMY OF MEDICINE IN IRELAND

Colleagues

On behalf of the Royal Academy of Medicine in Ireland (RAMI), I am delighted to present the new Strategic Plan 2017-2019, which sets out our Mission, our key Strategic Objectives and expected Outcomes for the next three years.

My appreciation goes out to members of the Executive Team for their enthusiasm and participation in the strategy development process. My sincere gratitude to RAMI members and fellows who have extended continued support. I wish to extend our special thanks to Prospectus Management Consultants for facilitating our work and providing independent external insights that were invaluable.

It is the first time that a RAMI Strategy has been developed and as such the task required a great deal of flexibility, discussion and commitment from all involved. We look forward to a further three years of working together guided by this comprehensive Strategic Plan which sets out the parameters within which the work of the Executive Team will be carried out. We are confident that with the expertise, skills and experience of everyone, we will see successful attainment of all our strategic objectives.

Dr. Dermot Power

President of Royal Academy of Medicine in Ireland (RAMI)

1. BACKGROUND AND CONTEXT

1.1 About Royal Academy of Medicine in Ireland

Royal Academy of Medicine (RAMI) in Ireland, founded in 1882, is a medical society that provides a forum for exchange of scientific information and promotes academic discussions essential for the progress of science. The Academy currently has 25 sections that span all medical specialties operating independently, and governed by a section President and Section Secretary.

The main objectives of the Academy are as follows;

- To foster all branches of medical and allied sciences
- To facilitate the course of scientific advance
- To encourage communication within the medical profession and between the medical and allied professions
- And through its journal to encourage the publication of scientific and clinical observations

Since its inception, the Academy has undergone tremendous change to cater to the evolving needs of it's members and the medical profession in general. The Academy consists of a President and Council, Fellows, Members and also Honorary Fellows. RAMI was founded principally to provide multi-specialty engagements whilst maintaining independence and autonomy of sections. Initially, it consisted of four main disciplines i.e. Medicine, Surgery, Obstetrics and Pathology. With the advent of time, new sections were formed that pursued their aims by conducting meetings, competitions and lectures. The main services that RAMI currently offers to members is described below.

1.1.1 RAMI Sections

The main work of the Academy involves reading of papers, demonstration of clinical signs, exhibition of specimens and exchange of scientific information which is pursued in section meetings. Each section is governed by the President, a Secretary and Council. The Academy currently has 25 sections listed below:

List of sections			
Anaesthesia	Bioengineering	Biomedical Sciences	Dermatology
Epidemiology and Public Health Medicine	General Practice	Genito-Urinary Medicine	Healthcare Informatics
Healthcare Management	History of Medicine	Interns	Medicine
Neurological Sciences	Obstetrics & Gynaecology	Odontology	Ophthalmology
Orthopaedic Medicine	OtoRhinoLaryngology – Head & Neck Surgery	Paediatrics	Pathology
Pharmaceutical Medicine	Psychiatry	Radiology	Rheumatology and Rehabilitation
Surgery			

Table 1 List of Sections in RAMI

1.1.2 Irish Journal of Medical Science

The Irish Journal of Medical Science is an asset of the Royal Academy of Medicine in Ireland that is published by Springer. This journal consists of papers published by international specialists in all specialties of medicine that are applicable to the daily practice of clinicians and surgeons. Established in 1882, this quarterly journal is a contribution to medical science and an ideal forum for the younger medical/scientific professionals to enter medical literature. Following submission of articles, a strict review process is followed to ensure high standards of publication.

1.1.3 Lectures and Events

RAMI holds Presidential meetings, Prize lectures and Registrars' competitions for members. Presidential meetings are convened to discuss medical questions of interest which are presided over by the President. Honorary Fellowships are also presented at the Academy.

Several annual lectures are conducted by the Royal Academy of Medicine in Ireland. Below is a brief list:

Lectures
1. Annual Presidential Lectures
2. Conway Review Lecture
3. Donal Burke Lecture
4. Graves Lecture
5. Haughton Lecture
6. St. Luke's Lecture
7. St. Luke's Young Investigator's Award

Table 2 List of Lectures conducted at RAMI

1.2 Strategic Planning Process

With the appointment of a new President and Council in 2016, it was considered timely to develop a formal plan that would set out the strategic direction of the organisation over the coming term. The Council felt that this would help reinvigorate RAMI as an organisation, deliver greater value for members and make a positive contribution to the wider Irish health system.

The strategy was developed with input from the Executive Team. A series of strategic planning workshops, facilitated by Prospectus Management Consultants were undertaken in order to identify priority areas and to plan and establish the strategic direction of RAMI for the next three years.

As a part of the strategy development process, it was important to undertake an analysis of the major drivers of change within the environment in which RAMI operates. The strategic process involved a number of working sessions with the executive team which focused on identifying priority areas and developing the strategic plan. An on-line survey of RAMI members and a series of one-to-one consultations with eminent colleagues from the medical fraternity were carried out to help inform the development of RAMI strategic plan 2017-2019.

This strategic plan builds on the feedback received from RAMI members, external stakeholders and the context of changing and evolving needs of society. A list of all those involved in the strategic planning process is provided in Appendix 1 of this document.

1.3 Objectives and Core Elements of the Strategy

This strategy is designed to build on RAMI's achievements to date and outlines the ambitions and plans of the Academy over the next three years. Specifically, it:

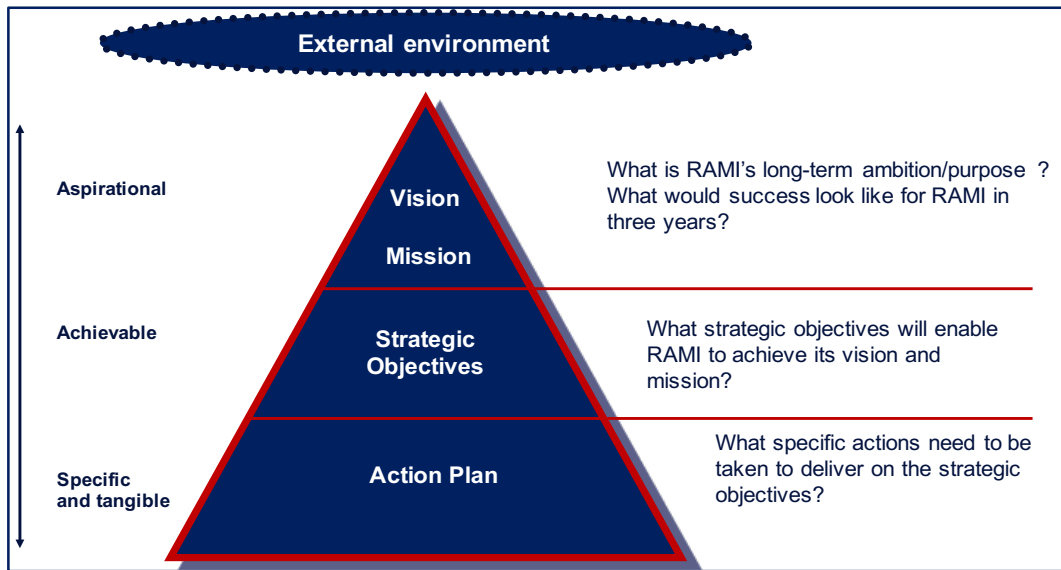
- Builds on the thinking to date within RAMI in relation to the future direction and role of the Academy
- Outlines RAMI's mission statement for the next three years
- Sets out seven strategic objectives for RAMI to focus on as priority areas
- Details a high-level action plan to enable RAMI to deliver on its strategic objectives and key indicators to monitor progress
- Sets out critical success factors to be considered to enable successful implementation of this strategic plan

Simply put, a strategy involves a planning exercise that determines:

- Where the organisation is today
- Where it wants to be in three years
- What it is going to do to get there
- How will it know if it got there or not

An effective strategy typically outlines a mission, strategic objectives and an action plan for the organisation going forward. The focus of the strategy is on the entire organisation. The strategy should be realistic, and attainable and all aspects should be complementary to the core values of the organisation. The figure below is a diagrammatic representation of the core elements of strategy.

Figure 1 Core Elements of Strategy



2. RAMI'S STRATEGIC DIRECTION

Within the context of the challenges and opportunities identified by the environment in which RAMI operates, the Executive Team have outlined below the strategic direction of RAMI over the next three years.

2.1 Mission

The survey results and external consultations played a key role for the executive team to define the Mission Statement for RAMI.

Our Mission Statement articulates how we will work towards our Vision. It is a clear and succinct representation of RAMI's purpose of existence, indicating who we are, what we do and who we serve.

Our Mission

“Facilitate and support the pursuit of excellence in clinical practice, research and education”

Our Mission Explained:

Our mission statement sets out our purpose of seeking to propagate and reinforce excellence in clinical practice, research and education by way of delivering high quality initiatives and services in Ireland and abroad.

2.2 Strategic Objectives

In order to achieve RAMI's ambition, the Executive Team identified seven priority areas of focus and over the next three years it is our intention to concentrate on these seven priority areas. These reflect the findings from the environmental context study and key learnings from stakeholder consultations and member survey.

A series of clear Strategic Objectives was developed for each of the priority areas. The Strategic Objectives state exactly what is to be achieved, within the timeframe of the strategic plan. They are not only realistic given the external context and resources available to us, but are also relevant to our Mission statement.

The priority areas and corresponding Strategic Objectives for each priority area are presented below:

Priority Areas	Strategic Objectives
1. Advocacy	•Promote the evolution of medical practice to continuously improve the lives of individuals and society
2. Services	•Expand range of membership services so as to support the evolving needs of members
3. Brand	•Increase public profile of RAMI
4. Business	•Develop funding models to advance the long-term viability of RAMI
5. Membership	•Grow membership numbers, mix and participation levels
6. Organisational development	•Develop RAMI's organisational structure to enable it to support the future strategic direction
7. Partnerships	•Develop partnerships in Ireland and abroad

3. HIGH LEVEL ACTION PLAN

The Strategic Objectives determine the priority areas for RAMI to focus on in the next 3 years. The high level action plan that will support the achievement of these strategic objectives is outlined in the current section. This includes defining **High level actions** and **Key Indicators** that will be the measures of success for each strategic objective.

The high level actions need to be measured and monitored over the duration of the execution phase to ensure that progress is being tracked and reported in a timely manner. We have identified 2-3 target indicators that are measures of the high level actions to achieve the Strategic Objective. This approach provides an organised and focused structure for tracking progress on delivery of 7 strategic objectives.

Building on these key focus areas, more detailed performance measures will ensure that the strategic objectives agreed are delivered upon. The executive team have identified high-level indicators aligned with the underpinning actions, as described below for each objective which will ensure the effective implementation and monitoring of the strategy.

3.1 Advocacy

Strategic Objective 1: Promote the evolution of medical practice to continuously improve the lives of individuals and society

Advocacy is the primary objective of RAMI, by which the Academy aims to exchange scientific information for the advance of medicine and the healthcare sector in general. The main actions and indicators that will need to be implemented to achieve this are outlined below:

High- Level Actions

- Raise the public and professional profile of RAMI
- Build collaborative and effective working relationships with training bodies/organisations
- Fund research activity
- Provide a forum for multidisciplinary exchange of scientific information and ideas

Measures of Success

- Increased National Profile
- Grant research funding
- Increased engagement with stakeholders
- Enhanced digital outreach
- Improved member engagement and participation
- Developed strong Coalition/ partnership

3.2 Services

Strategic Objective 2: Expand range of membership services so as to support the evolving needs of members

To attain strategic objective 2, RAMI will implement a set of actions to re-invigorate RAMI as an organisation and add value to members. This will involve diversification of services as well

as identifying niche unexplored areas. The actions identified under strategic objective 2 are as follows:

High- Level Actions

- Enhance relevance of meetings by providing a multidisciplinary forum for exchange of scientific information to cater to evolving needs of members
- Promote and develop innovative new services and offers
- Provide flexibility in member engagements and access to online resources
- Develop and strengthen RAMI as the independent provider of “Continuous Professional Development” initiatives

Measures of Success

- Developed new offers/ services/ CPDs
- Improved impact factor of Journal
- Increased member engagement and satisfaction levels
- Developed new online channels
- Enhanced flexibility in engagement

3.3 Brand

Strategic Objective 3: Increase public profile of RAMI

Brands convey a uniform quality, credibility and experience. Hence it is extremely important to translate and build RAMI’s purpose into a strong brand that members would want to be associated with. The full suite of actions to be undertaken to achieve strategic objective 3 are as follows.

High- Level Actions

- Develop strong brand identity
- Enhance the public profile by launching marketing campaign to support the brand development
- Develop a strong brand that adds value to medical practitioners and medical profession in general
- Show RAMI added-value compared with other national bodies and Colleges

Measures of Success

- Developed marketing plan
- Increased loyalty of members
- Expanded unique offers

3.4 Business

Strategic Objective 4: Develop funding models to advance the long-term viability of RAMI

Growing and expanding business will be critical to deliver on the mission and purpose that RAMI has set out to achieve. The set of high-level actions and indicators to achieve Strategic Objective 4 are as follows:

High- Level Actions

- Sustain and grow existing income streams
- Develop additional income streams through commercial offers, philanthropy or other
- Obtain public / state funding for new offers/initiatives

Measures of Success

- Increased revenue
- Diversified income streams
- Diversified funding channels
 - Public sector
 - Commercial
 - Philanthropic
- Improved journal circulation
- Developed Business partners

3.5 Membership

Strategic Objective 5: Grow membership numbers, mix and participation levels

Expanding and growing membership is key for sustainable Academy operations. To achieve strategic objective 5, the executive team has identified the following high-level actions and indicators.

High- Level Actions

- Enhance value of membership by addressing the 'what is in it for me' question for all categories of members
- Consolidate and communicate the value of RAMI membership
- Provide greater flexibility in engagement and participation of members
- Grow membership numbers by attracting new members and retaining existing members

Measures of Success

- Enhanced membership levels
- Improved member attraction and retention
- Increased member engagement levels
- Increased member satisfaction
- Enhanced involvement of members to running of the organisation
- Increased flexibility in engagement

3.6 Organisational Development

Strategic Objective 6: Develop RAMI's organisational structure to enable it to support the future strategic direction

RAMI recognises that organisational effectiveness is crucial in delivering the 2017-2019 Strategic Plan. Reflecting on the current operating environment, RAMI recognises the importance of operating in an efficient, effective and accountable manner. The set of actions to be undertaken and indicators of the measures of success in relation to strategic objective 6 is as follows:

High- Level Actions

- Review governance at appropriate intervals
- Develop IT capabilities to support business development & advocacy
- Conduct a skills audit to ensure RAMI has the appropriate skills to support its strategic objectives
- Attract, retain and develop staff to ensure they fulfil their potential
- Develop succession planning strategy

Measures of Success

- Completed skills need assessment annually
- Initiated staff development activities
- Implemented effective IT systems
- Developed succession plan
- Reviewed Organisation structures and Governance every 3 years

3.7 Partnership

Strategic Objective 7: Develop partnerships in Ireland and abroad

As identified by the executive team, it is clear that RAMI needs to proactively engage with and manage a number of key stakeholders and develop strong partnerships to advance the strategic plan. The high-level actions and indicators under strategic objective 7 are as follows:

High- Level Actions

- Establish strategic partnerships/alliances with training bodies or other peer organisations to increase attractiveness of RAMI to members.
- Identify commercially beneficial partnerships to progress RAMI's strategic objectives

Measures of Success

- Developed new partnerships
 - Commercial
 - Peer organisations/ Universities

4. CRITICAL SUCCESS FACTORS

The strategic plan outlines an ambitious programme for RAMI over the next three years. Successful implementation of this strategic plan will be contingent on building on the positive momentum and engagement established during the strategy development process, in addition to ensuring that the appropriate systems, resources and supports are developed and are in place. Some of the critical success factors that need to be considered to support the implementation of the Strategic Plan are identified below;

Critical Success Factors

1. Developing an Implementation Plan

There is a need to support the achievement of the Strategic plan with development of a pragmatic implementation plan. This will involve mapping activities/tasks for execution of each high-level action plan undertaken through a comprehensive planning phase. The activities, deliverables, outcomes etc. should be outlined against a realistic timeframe.

2. Strong Leadership

A clear statement of commitment to the Strategy by the leadership team as a collective is an indispensable requirement for progress. The presence and development of a strong leadership team with a clear mandate to oversee the strategy at section level, as well as implementing the strategic plan across the Academy, will be critical to success.

3. Appropriate Organisation Structure and Governance

In order to most effectively implement the strategic plan, it is important that RAMI ensures its organisational structure is fit for the agreed purpose. This will include ensuring that, within ongoing constraints of limited funding, the number and mix of staff and allocation of responsibilities is best suited to the activities taking place within the Academy. As the needs of Sections evolve, it will be important to review the organisational structure to ensure it is still appropriate and sustainable.

4. Support from key Stakeholders

Each Section should seek support opportunities to engage and work collaboratively with key external stakeholders to deliver on the mission of RAMI and the identified priority areas.

5. Resourcing

It is imperative to ensure that there are adequate resources/staff with required skills, experience and commitment to deliver the outputs required to achieve objectives and outcomes of the Strategy

APPENDICES

Appendix 1 Strategy Planning Process

The development of RAMI Strategic Plan development 2017-2019 was driven by the RAMI Executive team and facilitated by Prospectus Management Consultants.

RAMI 2017- 2019 Strategy Steering Group

- Dr. Dermot Power, President
- Professor Ken O'Halloran
- Dr. Patrick O'Sullivan
- Dr. Bill P Tormey
- Professor James Jones
- Ms Helen Moore

The Steering Group was responsible for providing vision, insights and guidance over a series of workshops to shape and inform the core components of this plan. Prospectus Management Consultants were responsible for facilitating the process, providing independent challenge and developing the final output.

The objective of the process was to develop a Strategic Plan for RAMI, which would build on current realities and requirements. The strategy development process was conducted during the period October 2016 - February 2017. It sought to be inclusive, participative and was characterized by the following key components.

- Workshops with Executive Team
- One-one external stakeholder consultations
- Desk research on international comparisons
- Member survey

The result is the formulation of clearly defined objectives that will guide RAMI over the next three years. These are supported by high level action plan and a series of indicators/metrics to ensure that the delivery of the strategic Plan is monitored and any necessary adjustments are identified and made as *required*.

One-to-one external stakeholder Consultations

One-one meetings and phone calls were conducted with a number of external stakeholders during which they were asked about RAMI's services, purpose and future priorities. A list of those consulted is listed below;

- Professor Frank Murray (President, RCPI)
- Professor Freddie Wood (President, Medical Council)
- Professor Eilis McGovern (Director, National Doctors Training and Planning, HSE)