



The Royal College of Emergency Medicine

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COUNCIL MINUTES

The Minutes of the meeting of the Council held in the Council Room at 7 – 9 Breams Buildings on 15th March 2018.

The meeting was chaired by the President, Dr Taj Hassan

In attendance (Trustees)

Dr Peter Ahee	<i>Chair, West Midlands Board</i>
Dr Nick Athey	<i>Chair, Northern Board</i>
Dr Adrian Boyle	<i>Chair, QEC</i>
Dr John Burns	<i>Chair, FASSGEM</i>
Dr David Chung	<i>Vice President, Scotland</i>
Dr Steve Crowder	<i>Chair, North West Board</i>
Dr Lorraine Greasley	<i>HM Forces Representative</i>
Miss Julian Harris	<i>Chair, TSC</i>
Dr Scott Hepburn	<i>Treasurer</i>
Dr Ian Higginson	<i>Registrar</i>
Dr Graham Johnson	<i>Chair, Yorkshire & Humber</i>
Dr Jason Long	<i>Dean</i>
Dr Chris Moulton	<i>Vice President</i>
Mr Derek Prentice	<i>Chair, Lay Group</i>
Dr Robin Roop	<i>Vice President, Wales</i>
Dr Dominic Williamson	<i>Chair, South West Board</i>
Dr Richard Wright	<i>Chair, East Midlands</i>

Representatives:

Dr Anna Buckley	<i>RCEM Careers Group</i>
Dr Duncan Carmichael	<i>RCEM Careers Group</i>
Mrs Suzanne Cosgrave	<i>Chair, Corporate Governance</i>
Dr John Heyworth	<i>Chair, RCEM Foundation Advisory Board</i>
Dr Ed Smith	<i>Chair, Service Design & Configuration</i>
Dr Will Townend	<i>Chair, Curriculum sub-committee</i>
Dr Anne Weaver	<i>PHEM representative</i>

Staff

Mrs Gerardine Beckett	<i>Office Manager</i>
Mrs Emily Beet	<i>Deputy CEO</i>
Mr Gordon Miles	<i>CEO</i>

C18.17 Welcome, apologies

Dr Hassan welcomed Dr Scott Hepburn as the new Treasurer, having been voted in at the last Council, succeeding Professor Suzanne Mason. He also welcomed Dr Ed Smith, the new chair of the Service Design and Configuration Committee and Dr Anne Weaver, the new Faculty of Pre-Hospital Care representative.

Dr Hassan also advised that Dr Will Townend (chair of the Curriculum sub-committee), Dr Anna Buckley and Dr Duncan Carmichael (Careers Group leads) as well as Dr John Heyworth would be coming to present to Council later in the day.

Also, Mrs Pauline Philip, National Urgent and Emergency Care Director, NHSI will be coming to talk to Council about the current situation in the NHS.

Apologies for absence were received from Dr Jim Crawford (East of England), Dr Carole Gavin (CPD Director), Dr Andrew Goddard (RCP representative), Dr Alasdair Gray (R&P Chair), Dr Katherine Henderson (London), Mrs Lisa Munro-Davies (Vice President), Dr Jerry Nolan (RCoA representative), Dr Paul Stewart (EMTA) and Dr Julian Webb (South East Coast).

C18.18 Visit from Mrs Pauline Philip, NHSI

Dr Taj Hassan welcomed Mrs Philip, who enquired about the format and confidentiality of the meeting. Dr Hassan advised the make-up of Council. Mrs Philip then advised of some statistics on extra beds being made available, NHS streaming and flow options. An open and frank discussion followed with several Council members expressing some concern about their departments and Mr Prentice articulating his strong concerns for patients attending EDs currently. Dr Hassan concluded the discussion confirming that EDs in England and the UK continue to remain under intense pressure and not only in December. Mrs Philip hoped the College can continue to collaborate with NHSI and NHSE on crowding and exit block. She advised that CQC will be issuing a statement on Friday (16th March) which will be welcome. Dr Hassan thanked her for coming and promised to continue the dialogue.

C18.19 Conflicts of interest

The President reminded members of their duties as trustees of the College and requested any declaration of interests be declared now. There were none.

C18.20 Minutes

The Minutes of the meeting held on 24th January 2018 were accepted as a correct record.

C18.21 Matters arising/Action points

- i. C18.02 Conflicts of interest – the Conflicts of Interest policy to be recirculated. This has been done
- ii. C18.03 Minutes – to amend to indicate who are trustees – this has been completed
- iii. C18.04v Policy for social media – Mr Miles confirmed that he had drafted a policy which was currently being implemented by the Global EM sub-committee and appears to be working satisfactorily.
- iv. C18.05i Nursing representation – the ECA at the RCN will be invited to send a representative to Council.
- v. C18.05ii Workforce strategy – will be discussed later in the agenda
- vi. C18.05vi Setting up email addresses for officers, regional and national board chairs and chairs of committees – this is under way.
- vii. C18.06iv Amended Terms of Reference for the Global EM committee – this will be reviewed by Corporate Governance Committee at their next meeting
- viii. C18.07 CEO's report – the regional board report is now being managed by the Corporate Governance Committee

C18.22 President's report

- i. *Making sense of the integrated care systems, integrated care partnerships and accountable care organization in the NHS in England* - Dr Hassan had asked our Policy Research Manager to write this document to help us understand the terminology and implications and since being written the terminology has changed again. Dr David Chung spoke about the system in Scotland as did Dr Roop regarding Wales where he has slightly more engagement with the Welsh government. Dr Hassan felt that we would be best placed to connect with this work on STPs etc via the AoMRC. Mr Prentice advised that the topic was discussed at the AoMRC lay group where the talk of privatization was a large concern. Dr Hepburn advised of work with some charities in Scotland such as the Red Cross who were taking on the transport of patients and this has been fairly successful, Mr Miles feels this all points to the next wave of structural change in the NHS.
- ii. Workforce strategy – Dr Hassan reported on some progress since the last Council. Miss Harris will provide details on recruitment. Dr Hassan advised that when the strategy was launched in October he hoped it would be helpful for the devolved nations to use this as a opportunity with their governments. Dr Hassan was concerned that our progress was slower than we had hoped. The NHSE has set aside £1m for the leadership programme and the international strategy has had some positive feedback. Work on sustainability and older consultants continues. Miss Harris updated Council on work on trainees. ACCS work is now completed and the “+75 posts” is confirmed with a second round planned. ST recruitment took place this week. DRE-EM numbers are up and with HST there has been some changes to the person specification and the deadline extended as a consequence. Recruitment overseas in parts of the world where the MRCEM is available could be in the Middle East, India and Pakistan. Mrs Beet confirmed that Dr Maya Naravi will be the new TSC chair, following Miss Harris's term finishing in May. Dr Hassan also spoke of the various CESR programmes around the country and how we might best support them. Dr Hassan then thanked Miss Harris for her work as TSC chair and her invaluable input into College work. This was warmly acknowledged by Council.
- iii. Clinical Directors forum – This commenced as a WhatsApp group and has gained momentum. Dr Hassan described on ways to increase the connectivity between the EM Clinical Directors forum and the College. These have included the development of an area for them to access via the RCEM website for them to share information, materials and have online discussion which can then better inform and support a range of College work. This is currently being tested by some of the group. All agreed it was good for these Fellows to be connected to the College more closely but concerns about data protection and appropriate governance and moderation were raised. It was agreed that the subject be discussed at Corporate Governance but testing should continue. **Action:** GM for Corp Gov agenda
- iv. Exemplar guide – this was discussed at the last Council meeting and some changes have been made. It is for England but Dr Hassan was keen that the content could be used by devolved nations to tailor to their needs if necessary. It's not yet public. **Action:** LOR to request comms strategy from NHSI.

C18.23 Vice President reports

Dr Moulton reported that HEE have sent out a request for response on the workforce strategy which contains work we have already carried out.

C18.24 Registrar's report

- i. Dr Higginson's paper on frequency of Council and Executive meetings will be deferred till July Council as some Council members had left due to time constraints and therefore a full discussion and agreement would not be possible.
- ii. Reports from EMTA, FASSGEM, RCEM50 Committee and the GEM committee were noted
- iii. Applications for Fellowship and Membership were noted and a discussion on resignations ensued. If possible, it would be good to write to those who have resigned to ascertain the reason for resignation. **Action:** IH/Membership team
- iv. Membership cluster report was noted, and a discussion took place on the fact that the largest growing number of members are in the Associate Membership group of ACPs and we need to provide a suitable forum for those who will have credentialed. Member benefit generally was also discussed. **Action:** IH/EB

C18.25 Treasurer's Report

Dr Hepburn spoke briefly on his new role, thanking his predecessor Professor Mason for her comprehensive handover.

The accounts for 2017 are showing a surplus of £500k despite the months of November and December looking challenging cash-flow wise. We have £2.8m in the bank and £1.8m in an investment portfolio.

On the horizon, with the employee terms and conditions review, facilities management at Octavia House and the recent resignations all need to be carefully considered. Dr Hepburn felt that the work on the new curriculum will probably need staffing resource as well as the Career Group.

The Employee Review has a clear focus and its purpose is not about reducing the payroll of the College.

Dr Hepburn is not expecting that any adverse issues will be raised by the auditors.

C18.26 CEO's report

- i. The paper on the Employee Terms and Conditions Review was considered but by this time in the agenda Council was no longer quorate and will therefore be circulated by email to approve and support. Mr Prentice is leading on the review. The College has not had its pay structure reviewed since 2008 and therefore this is timely. Mr Miles asked Council to note the risk associated with this review. This will also be discussed fully at the next Executive and Council. **Action:** Agenda for Executive and Council.
Action: GB for Council and Exec agenda
- ii. RCEM Foundation Fund Advisory Board Annual Report – the report was noted and Dr Heyworth sought support and help from Council to move this initiative forwards. He thanked Dr Boyle for his fundraising efforts as well as Miss Sam McIntyre (Quality Manager). We have received modest donations so far and it's clear that this is a long and slow process, which the other major colleges have undertaken. He requested Council members to review their contacts both in the UK and overseas to see whether any can be approached for donations in some format. Dr Heyworth also advised that we would want to approach industry and pharma. Dr Boyle suggested that we might want to consider employing a professional fund-raiser and Mr Miles agreed this would be a good move and had we not bought Octavia House this may have been an option.

C18.27 Dean's report

- i. Research & Publications Committee – this report was tabled and highlighted the ways which the Committee is seeking to develop and showcase high quality research within the specialty in the following ways: organizing the ASM which showcases state of the art EM research from UK and international experts. The 2017 conference was held in Liverpool and was extremely successful with 400 delegates and a large body of high calibre research. There was excellent fellow and member feedback. Peer review and award of a number of grants to support research in the field of EM. Applications for grants are assessed and prioritized by the R&P committee. These grants are extremely competitive and eligible for National Institute for Health Research (NIHR) portfolio status and therefore accrue additional funding for applicants. Three grants were successfully funded in late 2017. The R&P encourages international research development through the award of an annual international grant for researchers from middle and low income countries. There has been no international grant award since the last report. Mentoring and developing of academic trainees, awarding Royal College Professorships and contributing the management of the EMJ also are tasks and responsibility of the Research & Publications Committee.
- ii. Curriculum sub-committee (CSC) – Dr Will Townend attended Council to update on this work. His committee has input from all four nations, ordinary fellows, head of school, TPDs, ACCS, PEM and the Dean. The GMC has stated that all specialty curricula must be updated by 2020 according to its 2017 guidance. This guidance introduces Generic Professional Capabilities. These are nine domains that are common to all training programmes and must underpin all curricula by 2020. Its guidance also introduces a Specialty Outcome approach to curriculum design. These are activities that describe the scope of independent practice that a person completing training can be entrusted to deliver. So far, the RCP and the RCPCH have had curricula approved against these standards. The approval process is two stage: A curriculum Oversight Group (COG) (lead Deans and devolved nations input) review high level objectives and a “purpose statement” for the proposed curriculum. If COG are in agreement the curriculum will go for full approval to the Curriculum Advisory Group (CAG). Work has begun, and the sub-committee have drafted a Purpose Statement and has a proposed structure for the curriculum which has been reviewed by the Education Committee and the Training Standards Committee. The next steps are for full stakeholder engagement with RCEM bodies – Fellows and Members, lay groups, trainees, supervisors for review of the proposed structure and content of our proposed curriculum training. This will take place over the next 12 months. We aim for full CAG submission in the summer of 2019. Dr Hassan and Dr Long thanked Dr Townend for this work which is a huge undertaking. Dr Townend flagged up that some internal resourcing would be required for this core business piece of work. Dr Long was also concerned about the increased number of non-training schemes.
- iii. Careers sub-group – Dr Anna Buckley and Dr Duncan Carmichael gave a presentation to Council and highlighted their work which includes attending careers fairs either in person or by providing materials. They have run Careers Days at the College which have become increasingly popular. A 25-minute film has been produced to inform and entertain participants at Careers Days. Posters and a bespoke stand has been used. Their target audience is mainly medical students or foundation doctors but also those a little further on in their career. The aim is to keep the message broad and inclusive. There is also the need to motivate and empower Emergency Physicians throughout the country to maximise recruitment at a local and regional level. Drs Buckley and Carmichael sought guidance from Council on the future steer and suggestions for advertising slogans, catchphrases and buzzwords. They hope to submit a budget bid for the next 6, 12 and 24 months to move forward with this work. Dr Hassan and several other members of Council expressed interest and general approval of the work done

so far and all agreed it should continue. **Action:** Volunteers to support this group requested to come forward

C18.28 Report from the Quality Care Cluster

Dr Boyle's report contained information on:

- a. Quality Assurance and Improvement. There is good participation from EDs across the UK. We have recently been through a tendering process for the IT supplier for the audit software, as the L2S2 software is out of date and offers limited QI functionality. We received two good bids and conducted interviews in late February. We have offered the contract to NETSOLVING, this represents a significant saving and better functionality.
- b. Safer Care: This sub-committee continues to publish Safety Alerts, which are effective in pointing out where care goes wrong. These generate welcome interest and awareness.
- c. Best Practice: They are preparing two key guides on whistleblowing, one for internal RCEM processes and one on how to support doctors.
- d. Mental Health sub-committee are effectively representing us to the CQC, NCEPOD, The College of Policing, and the RCPsych.
- e. The Invited Services Review have been invited to a number of trusts, raising a small revenue for RCEM
- f. There are smaller special interest groups; Major Trauma, Ambulatory Care and Public Health. These are new and finding their feet, but all delivered popular study days.

Dr Hassan thanked Dr Boyle for his report and for all the work undertaken by his cluster of committees.

C18.29 Report from the Service Design & Configuration Committee

Dr Hassan welcomed Dr Ed Smith to Council so that he could report on the document *RCEM Workforce Recommendations 2018*. Its purpose is to provide members some understanding on the details of consultant staffing. Dr Hassan thanked Dr Smith and his committee for this large piece of work which although currently England-centric it can be evolved and developed for Scotland, Wales and Northern Ireland. **Action:** further revision for submission to May Council.

C18.30 Reports from the Regions

Reports from Yorkshire & Humber, East Midlands, East of England, London, North East and North West were received for information and duly noted.

Dr Wright requested guidance on the structure of a board and he felt his region had little structure. Mr Miles advised that some work is being carried out on structure and functionality of boards and he will circulate this when it's available.

C18.31 Progress report on the Spring Conference in Cardiff, 17th – 19 April

Mrs Beet advised of a slightly slower uptake of registrations but there has been a late surge so is very positive about numbers.

C18.32 Progress report on the Annual Scientific Meeting in Glasgow in conjunction with EuSEM – September 2018

Dr Long had nothing further to report at this time.

C18.33 Any other business

There was none

C18.34 Date of next meeting

The next meeting of Council will take place on 17th May 2018 starting at 10.00am and finishing at approximately 4.00pm

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