



THE ROYAL COLLEGE  
OF SURGEONS OF  
EDINBURGH

# ANNUAL REPORT

# 2014

# RCSEd Office Bearers & Council September 2014

## COUNCIL MEMBERS



Mr Charles Auld



Mr Roger Currie



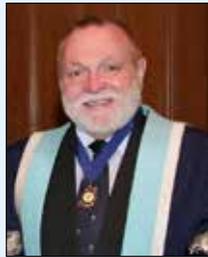
Dr Judy Evans



Professor James Garden CBE



**PRESIDENT**  
Mr Ian Ritchie



**VICE-PRESIDENT**  
Professor Jimmy Hutchison



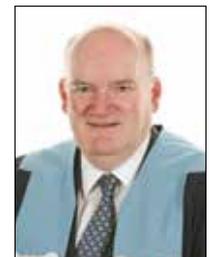
Mr Alastair Gibson



Professor Michael Griffin OBE



Miss Elaine Griffiths



Mr Robert Jeffrey



**VICE-PRESIDENT**  
Mr Mike Lavelle-Jones



**HONORARY TREASURER**  
Mr John Duncan



Professor Peter McCollum



Mr Richard McGregor



Mr Richard Montgomery



Professor Rowan Parks



**HONORARY SECRETARY**  
Professor Graham Layer



**DEAN OF THE FACULTY OF DENTAL SURGERY**  
Professor Richard Ibbetson



Mr Simon Paterson-Brown



Mr Pala Rajesh



Ms Cate Scally



Professor Robert Steele



# Report from the Trustees

MR IAN RITCHIE

In this, my second annual report, I hope to outline the advances that have been made in the College over the past year. It is inevitable in such a report that only a light gloss can be given to the many exciting initiatives that have been started and which continue to develop within a thriving and vigorous organisation such as ours. At this point, I wish to pay tribute to the Council of the College. All major decisions are carefully considered by Council and can progress only with Council support. I am very grateful to the Council for the care they take when considering these matters of importance. I am supported ably by the College's Office Bearers who advise on the daily running of the College, along with the senior management team.

The staff of the College also provide the day-to-day support to our ever-growing membership and it is widely recognised that they are the face of the College, which is known to be friendly and supportive. I wish to record my thanks to them for their dedication.

## PROFESSIONAL ADVANCEMENT AND DEVELOPMENT

The purpose of the College is to support the maintenance of high standards in surgical practice and in surgical training. We continue to do this by delivering a suite of courses and supporting examinations, both intercollegiate and collegiate, in this country and internationally. The College's courses are wide ranging, from generic ones such as Training the Trainers (TtT) and a programme on the delivery of Procedure-based Assessments (PBA), down to highly specialised courses in areas of surgical practice across the whole range of the 10 surgical disciplines. There is also the very successful Edinburgh Surgical Sciences Qualification (ESSQ), which is an online course that received the Queen's Anniversary Prize for Higher and Further Education, widely regarded as the highest national honour in UK education and which was acknowledged at a ceremony in London attended by Professor James Garden.

The examinations continue to develop, particularly internationally, with successful diets in Sri Lanka, Myanmar and Malaysia, alongside our regular

examinations in India. The Joint Surgical Fellowship Examination (JSCFE) had its first diet in October 2013. This was a success and the second diet will be held in October 2014 in Sri Lanka. There are also plans to develop examinations in trauma and orthopaedics, cardiothoracic surgery, neurosurgery and urology in the next stage of this process.

The Non-Technical Skills for Surgeons (NOTSS) courses remain popular and there is increasing demand for this learning that can facilitate teamwork. NOTSS has been incorporated into the Intercollegiate Surgical Curriculum Programme (ISCP) website for the benefit of trainees in all colleges. The NOTSS course has also been delivered in an ever-growing number of international locations, including Macau and Vienna, in 2013/14. The College's Patient Safety Board has also secured a grant of £75,000 from The Health Foundation to conduct research into using an adapted NOTSS system and structured checklist to reduce errors and improve patient safety on surgical wards.

Revalidation continues to make steady progress. The Revalidation Helpdesk has not received a large number of enquiries, which suggests that the principles and processes of revalidation are working well for the majority of our Fellows and Members. *The Surgeon* continues to do well, with an impact factor of 2.207, and our collaboration with our sister college, the Royal College of Surgeons in Ireland, is very successful in this regard.

The Surgical Skills Competition did not run this year, although this gave the Dental Faculty an opportunity to carry out a similar, very successful exercise with dental students. They plan to do the same in 2014 and we are actively examining the possibility of a further surgical skills competition for students in 2015.

## FACULTY OF PRE-HOSPITAL CARE

Over recent months, under the leadership of Colville Laird, the Faculty of Pre-Hospital Care (FPCH) has been rolling out a new regional faculty structure. At the time of writing, regional meetings have been held in 10 locations across the UK and two further meetings are planned. A meeting is also scheduled to provide an opportunity for the Faculty's regional leads to come together.

**“The President's Meeting this year on the subject of emergency surgery was one of the most successful we have held, with excellent speakers and a very high turnout”**



## ◀ FACULTY OF SPORTS & EXERCISE MEDICINE

This has been another very successful year for the Faculty, with the high profile gained by Sports and Exercise Medicine from the Olympic Games in 2012 being reinforced by the high profile of the Commonwealth Games in 2014.

Closer to home, Mr Jon Dearing has represented the College on the Faculty Board and has been pivotal in developing a physical activity programme for surgeons and patients, with information sheets that will be useful for surgical patients in the pre and post-operative periods.

## FACULTY OF SURGICAL TRAINERS

The Faculty of Surgical Trainers continues to flourish with an increasing membership, currently sitting at 372. The Faculty is on the point of publishing standards for surgical trainers, which will prove of great value to those surgeons who wish to be accredited as trainers by the GMC from 2016 onwards. This will aid surgeons in the process and make it a relatively pain-free experience to be incorporated in annual appraisals and the revalidation cycle. The Faculty also ran an extremely successful second annual meeting in Birmingham in 2013 on the subject of simulation. The next meeting in October 2014, at the College in Edinburgh, will be on assessment.

## NETWORKING AND OUTREACH

The President's meeting this year on the subject of emergency surgery was one of the most successful we have held, with excellent speakers and a very high turnout. The feedback received has been very good and we have seen a steady increase in the numbers registering for the next meeting in March 2015 on oncological surgery.

In the early part of this year we held a launch meeting in the College for a planned joint conference in May 2015 with the Royal Australasian College of Surgeons in Perth, Western Australia. This will undoubtedly prove to be a very popular event, despite the distance from the UK. With an exciting programme and a beautiful location, this must be high on the list of priorities for surgeons in 2015.

The College had a very successful visit to the Association of Surgeons in Training (ASiT) meeting in Belfast in April 2014. The President attended with the Vice-President, Mr Mike Lavelle-Jones, winner of the coveted ASiT Silver Scalpel Award (2014) for excellence in surgical training. Membership of the College continues to increase and the opening of our base in Birmingham is part of the College's strategy of increasing its visibility, relevance and influence on behalf of our members in England and Wales. The staff of the centre, headed by Mr Chris Sanderson, have already been active in running courses and networking in Birmingham and beyond. While it is anticipated that it will be at least three years before we can judge the success of the Centre, early showings suggest that there will be no shortage of work and activity in the new premises at Colmore Row in the heart of Birmingham.

## INTERNATIONAL

The International School of Surgery continues to have a high presence on the College website, with an opportunity to signpost visitors to the Joint Surgical

Colleges Fellowship Examinations. Alongside this, the International School of Surgery is promoting educational activities for the international community. I have visited a number of locations around the world in the past year, including the Philippines, Thailand, Sri Lanka and India. In a new venture in Indonesia, we have been supporting Basic Surgical Skills courses and we have also delivered the Training the Trainers course and a PBA course. Professor Simon Frostick, the College's adviser on curriculum development, and Mr David Pitts have been working with Malaysia on curriculum development, which supports the process of bringing together the universities and the Ministry of Health in a common pathway for surgical training. Mr Trevor Crofts attended the Global Health Initiative Conference in Sierra Leone on behalf of the College and this represents an exciting and important part of the College's work on the international stage in promoting safe surgery as a means of improving the health of populations in 'developing' countries.

## GOVERNANCE

Our new Council Members have settled in well and have contributed widely to the work of the College. Our thanks to Professor James Garden and Ms Cate Scally for their contribution to the work of the College, as they now demit from Council. Mr Bob Jeffrey has assumed the role of lead for Continuing Professional Development from Professor Graham Lyster, and Mr Charles Auld is leading on the relationship of Professions Allied to Surgery, whose activities fit well with the surgical practice. Mr David Smith, Convenor of Education, is coming to the end of his term of office and Mr Gerry McGarry has been appointed to succeed him. I am very grateful to Mr Smith for his commitment to the education portfolio and the development of many new initiatives, not least webinars, which are proving very popular internationally. In the Examinations Department, Mr Ken Hosie is demitting office as Convenor of Exams. He is succeeded by Professor Peter McCollum. Under Mr Hosie's leadership the international exams have been developed in several new locations, and in the UK continue to thrive in Edinburgh, Sheffield and Coventry.

## TRAINEES

The Trainees' Committee has been enhanced by the election of the remaining five members. They are already proving to be a dynamic group, led by Mr Richard McGregor, the elected Trainee Member of Council, whose challenges to Council are well received. The latest topics have been on the subject of bullying and harassment. A very successful Trainees' Committee day with Council was held on 3 July 2014. Members of the Trainees' Committee are also interacting well with the Academy trainee doctors group and other institutions, such as ASiT and BOTAs. This goes a long way to demonstrating the Royal College of Surgeons of Edinburgh's interest in trainee matters and the importance it attaches to these.

## INTERCOLLEGIATE

The College continues to play its full part in intercollegiate discussions, and in the management



The College continues to provide sought-after qualifications

of intercollegiate bodies. The four presidents held a day of interviews at RCSEd in April for the very important intercollegiate roles of chairs of the Joint Committee on Surgical Training, the Joint Committee on Intercollegiate Examinations, and the Intercollegiate Basic Surgical Exams Committee. One of the topics of most importance to the immediate future of the colleges and surgeons in general is the Greenaway Report. This has been considered at the Surgical Forum of Great Britain and Ireland, and a collective view of the colleges and specialty associations has been produced by Professor John MacFie, Chair of the Forum. He has published this document and it is available for review. However, there is a lot more to be done in the detail of exactly how the principles underpinning the Greenaway Report are applied to surgical training, not only in the generality of surgery, but also in the particular areas of the subspecialty interests.

The College has had a very busy year. The activity of the College is focused on providing excellent surgeons through high-quality training for the needs of patients. The vibrant activity of the College is an indication of its prominence and its relevance in these debates.

## COLLEGE CAMPUS

Hot on the heels of the delivery of our Birmingham Centre, our contractors have commenced work on site in Edinburgh to refurbish the Surgeons' Hall Museums. This is a very exciting project and will enable the College's collections to be shared with a much wider audience. There are also several other developments to the College's Edinburgh campus in the pipeline which together will radically improve the facilities available to our membership and put the College in great shape to adapt to meet future challenges and demands.

**“The College is focused on providing excellent surgeons through high-quality training for the needs of patients”**

# Report from the Chief Executive

The fruits of our labours over the last 12 months can be seen in a number of exciting developments in 2014. In this report it is not possible to do justice to all the activity that has taken place, but only to pick out some of the highlights from a very busy year. Of particular note are the opening of the College's new regional centre in Birmingham, the Lister project for the redevelopment of the Museums, and the launch of the International School of Surgery, all of which feature below.

## MEMBERSHIP, ENGAGEMENT AND GROWTH

The College's total membership continues to grow within the UK and internationally, and now stands at circa 22,000. Within this number the Dental Faculty is flourishing and has experienced growth, particularly within its Fellowship.

In autumn 2013, College Council took the decision to have a regional centre in Birmingham, the College's first base outside Edinburgh in its 500-year history. Following an intensive period of premises negotiations, fit-out, and staff recruitment, the Birmingham Centre opened in April of this year. The opening was marked by a week of events of relevance to a broad spectrum of the membership. The Birmingham Centre will allow us to enhance the support provided to the 80% of the College's UK membership who live and work in England and Wales. It is a venue within the heart of our membership base in which the College can run courses, meetings and events, and it is also a hub for delivery across the regions led by our network of Regional Surgical Advisers (RSAs) and Regional Dental Advisers (RDAs). The restructuring of the network to more closely align RSAs and RDAs will help facilitate this.

During 2013, we continued to deliver a busy programme of outreach activity, which included a series of successful forum events that brought together students, trainees and experienced consultants. Our goal is to significantly enhance our regional delivery of College activities across the UK.

The College's Faculty of Pre-Hospital Care remains at the forefront of new developments. During 2013, the Faculty set up a UK-wide regional structure to enhance training and delivery, and established a Faculty professorship. Ongoing activity includes the development of additional diplomas, which will improve the standards of pre-hospital care and contribute to better patient outcomes.

Our international membership, across more than 100 countries, represents a significant part of the College, and is continuing to grow. A key development in 2013 was the launch of the International School of Surgery (ISS). Although still in its infancy, the ISS has been well received and is supporting our membership outwith the UK through the provision of a single point of contact and information on RCSEd's range of international activities.

The 2014 President's meeting, on the subject of emergency surgery in the 21st century, was very successful and highlights from it can be found on the College's website. The College's first Dental Clinical Skills Competition,



**MS ALISON ROONEY**



**The Birmingham Centre opened in April 2014**

generously sponsored by Dentsply, was held in 2013/14. All but two of the UK dental schools participated, hosting regional heats for 300 participants. The 14 finalists met in Edinburgh in March for the grand final and the winner received an all-expenses-paid trip to the Chicago Dental Society's Midwinter meeting in February 2015.

All of the above gives a flavour of our activities; keeping the membership informed is key and, during 2013, the use of social media and e-communications was greatly increased and the College's web presence improved. *Surgeons' News* has also been given a new look and *The Surgeon* is now ranked 58th out of 200 surgery journals with a 12% increase in impact factor, which is testament to the effort of all those involved in our partnership with the Royal College of Surgeons in Ireland.

## EDUCATION, ASSESSMENT AND ADVANCEMENT

RCSEd continues to expand its educational portfolio across all areas, including e-learning, where our webinar sessions have proved very popular. More courses are being run from the Edinburgh campus and offsite, resulting in a substantial increase in the total number of participants. This step change in activity is anticipated to continue with the opening of the Birmingham Centre.

The expansion in the number of international centres offering a range of RCSEd examinations has resulted in an increase in our candidate numbers from that of 2012. Internationally, the MRCS Part A examination is now held in 23 locations. Dental and ophthalmology examinations continue to be in high demand; tri-collegiate specialty dental examinations have been introduced and new diplomas are being developed. The Faculty of Pre-Hospital Care is also expanding its suite of examinations.

Overall, during 2013, more than 5,000 candidates presented for examinations and, of these, around 2,000 were based in the UK and 3,000 international.

Following its formal launch in 2013, the Faculty of Surgical Trainers continues to grow in strength and numbers, and held its second annual meeting, sponsored by Johnson & Johnson, in Birmingham in October 2013 on the theme of simulation. With the introduction of revalidation for surgical trainers on the horizon, the Faculty is developing the mechanisms required to support its membership through the process. Plans are well developed for the Faculty's 2014 meeting in Edinburgh in October on the subject of assessment.

The College has been involved significantly with intercollegiate activities with its three sister colleges in the UK and Ireland, in particular through its successful running of the Joint Committee on Intercollegiate Examinations (JCIE). The Joint Surgical Colleges Fellowship Examination (JSCFE), the newly introduced international fellowship examination, is also administered under the auspices of this College and I am pleased to report that the initial diets have been undertaken successfully, with additional specialties under development.



Many other professional skills-related activities have been supported and developed throughout the year, a selection of which has been included within the Trustees' section of this annual report. In concluding this section, I would like to highlight the College's joint Fellowship award with the Medical Research Council, the establishment of the College's Standards Office and our work in invited reviews around assisting overall good practice, and our work with the Dental Faculty in undertaking a comprehensive review of the Dental Regulations.

### **CAPITAL PROJECTS**

In November 2013, the College was delighted to receive £2.7m from the Heritage Lottery Fund towards our transformational Lister Project to redevelop the Surgeons' Hall Museums and the College's library and archives. This funding, along with the very generous donations received through the College's Heritage Society, has allowed this project to get under way and, as I write, our contractor has started work on site. The Museums are due to re-open next summer with considerably improved physical access and exciting new exhibitions and displays.

The design for the College's multipurpose events building has been finalised and the process is under way to identify a contractor to undertake the refurbishment works. This new addition to the campus will enhance RCSEd's facilities in Edinburgh and provide a high-quality venue suitable for examinations, courses, conferences and other events.

Work on our other capital projects, including our property on Nicolson Street, the feasibility studies for the hotel expansion and the refurbishment of our major office space are ongoing – all in all, a very busy time and a significant investment in the asset base of the College.

### **FINANCIAL SUSTAINABILITY, INFRASTRUCTURE AND COMMERCIAL DEVELOPMENT**

As the Honorary Treasurer reports, the College remains on a firm financial footing with mainstream operations and the College group as a whole performing well. This is in no small part due to the contribution of the College's commercial operation, Surgeons' Lodge Limited (SLL), which supplements the income received from membership subscriptions and supports the delivery of the wide range of new initiatives and developments discussed within this report. Contributing to its success is the appetite for pursuing innovation and quality. Of particular note are the activities run by SLL in connection with the Edinburgh Festival, which attract growing numbers to the College each year and the achievement of the Conference Hotel of the Year Award at the Scottish Hotel Awards by our four-star Ten Hill Place Hotel.

The College's infrastructure continues to improve year on year, with the latest investments, including an up-to-date telephony system, virtual server environment and enhancement to business information hardware and software systems.

Fundraising remains important if we are to realise the College's many ambitions and, as we complete the target needed for the Lister Project, work will continue apace in the areas of education and research.

### **HERITAGE**

The focus of our Museums and Heritage Department has been on the delivery of the Lister Project, as described earlier. While the most visible aspect of the project is the building works, the department's staff have been busy individually packing, recording and decanting the *circa* 4,000 exhibits to keep them safe, and working with professional exhibition designers to develop the narratives for the new displays to be featured in the refurbished museums. Museum visitor numbers continue to exceed expectations; indeed, in the final weekend before closure for refurbishment record numbers crossed the threshold. The library and archives are also a key aspect of the Lister Project and staff have been successful in their bids for a significant sum of money to assist with archiving work.

### **COLLEGE STAFF - OUR KEY RESOURCE**

Undoubtedly, our staff are our key resource and I have quite deliberately left this aspect of my report to the end as I believe that reading through the rest of the report will give the best flavour of the huge amount of work that the College and SLL teams have undertaken, none of which would have been possible without their skill and determination. Throughout the year, we have endeavoured to keep staff engaged through all-staff briefing events, the introduction of management team development events, and the launch of a staff 'intranet'.

The numbers employed overall have increased in support of significant new activities. Six members of staff have been recruited for the Birmingham Centre, led by Chris Sanderson, the College's newly appointed Public Affairs Manager and Head of the Birmingham Regional Centre. These staff will deliver activities related to education, examinations, outreach, public affairs and policy.

In support of the College's Lister Project and its associated, post-opening activity plan, additional posts have been created within the Museums and Heritage Department. Appointments have also been made to strengthen the College's online activities and ESSQ programme as it expands its ChM portfolio in partnership with the University of Edinburgh.

### **AND FINALLY ...**

I would like to take this opportunity to extend my sincere thanks to the many individuals whose continuing efforts allow the College to flourish. In particular, I am grateful to the President, Office Bearers, Members of Council and Fellows and Members who volunteer their time to undertake work on behalf of the College. I would also like to thank my senior management team and the College's staff for their support. Their hard work has enabled the delivery of a heavy agenda and has put us in good shape to meet the challenges to come.

## HONORARY TREASURER

To operate effectively, a charity needs to have a secure financial base. Our College continues to be in that position. The consolidated accounts for 2013 show a turnover of £15.6m, once again with a surplus of income over expenditure. The balance sheet for 2013 shows assets for the group of £31m, up £2.8m from 2012. This year we have benefited from two substantial bequests, which are being used to further increase our charitable activity.

The funding for the non-HLF proportion of the costs of the Lister Project has been given a major boost by the award of a very significant sum from a charitable foundation, subject to the College satisfying the foundation's due diligence process. This, coupled with the contributions from Fellows, Members, other Trusts and the Heritage Lottery Fund will complete the £4.6m funding required for the project overall, without the need to draw from our College reserves. The work to renovate the building at 19 Hill Place, which is planned to be completed by early 2015, is being funded from our own resources. This building will deliver further facilities for core College activity, as well as providing space that SLL can use for external events.



**MR JOHN DUNCAN**

**“The number of Members and Fellows in good standing has increased by 1,500 in the past year, and our subscription income has remained strong despite once again not increasing subscriptions for Members and making only a modest increase for Fellows”**

SLL had another strong year in 2013 with a turnover of £3.7m, generating an operating profit of £430,000. This is in addition to the income the College receives from the company through its licence to occupy 10 Hill Place Hotel and the College's other buildings. This would not have been possible without the diligence and energy of the SLL Board, under the chairmanship of one of our Regents, Mr George Borthwick, the College's Commercial Director and the staff of SLL. The events side of the business has had very strong first and second quarters in 2014. Due to the building work hampering primarily events activity, the income budgeted for the third and fourth quarters for SLL has been significantly reduced. Similarly, the licence to occupy fees payable by SLL have also had to be reduced. Income from the Museum will also be much reduced in 2014, reflecting it being open for only four months of the financial year. All of this will result in a combined reduction in income for the College in 2014, which was taken account of at the budget planning stage.

In 2014, we took on the lease of the property in Colmore Row, Birmingham. The facility has been fitted out and six members of staff have been appointed. The renovation was carried out under budget and the salaries for the staff members and the cost of the fit-out have been budgeted for in 2014. This important development is core charitable activity to provide a better service for our Members and Fellows.

The number of Members and Fellows in good standing has increased by 1,500 in the past year and our subscription income has remained strong despite once again not increasing subscriptions for Members and making only a modest increase in the subscription for Fellows. The College's investment portfolio has performed well given the conservative investment strategy appropriate for a charity.

This is my fifth and final report as Treasurer. In my first report I explained the need to make a prior year adjustment to the accounts and to include a provision against the share capital and liabilities of SLL. I am glad that in 2013 we have released all of the provision against liabilities and that in 2014 SLL has moved into a positive balance sheet. In those five years, assets on the balance sheet of the Group have risen from £19.4m in 2009 to £31.1m in 2013. The College is in a sound financial position, which will enable us to continue to pursue our charitable activities ever more vigorously.

### Balance sheet as at 31 December 2013

	31/12/2013	31/12/2012
	£000	£000
Tangible fixed assets	19,150	19,514
Heritage assets	3,875	3,875
Investments	6,165	5,778
Current assets	10,876	8,202
Creditors: amounts falling due within one year	(4,194)	(3,958)
Creditors: amounts falling due after more than one year	(4,760)	(5,134)
	<b>31,112</b>	<b>28,277</b>
Represented by:		
Unrestricted funds		
General fund	13,698	12,211
Designated fund	6,330	6,047
	20,028	18,258
Restricted funds	11,084	10,019
Net assets	<b>31,112</b>	<b>28,277</b>