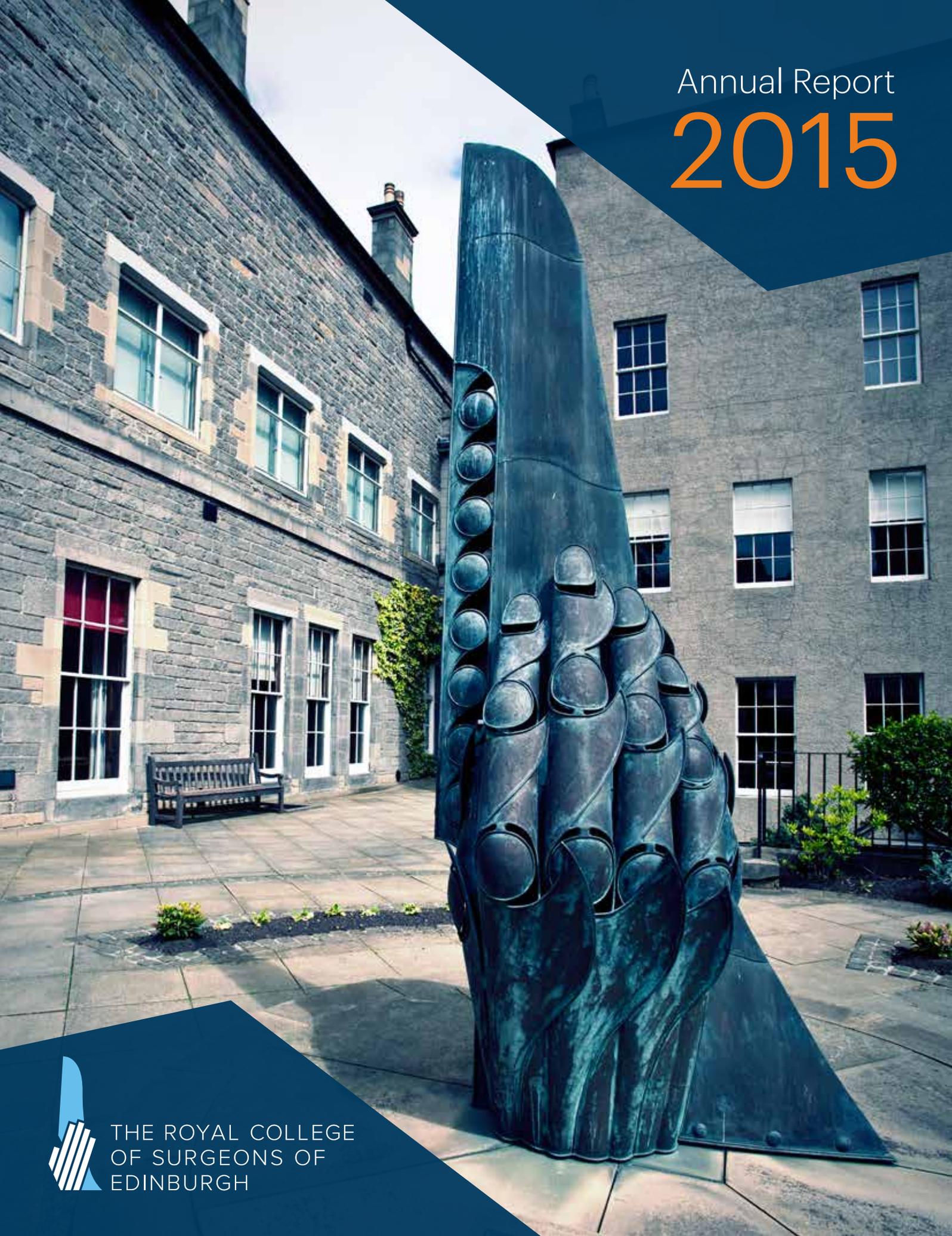


# Annual Report 2015



THE ROYAL COLLEGE  
OF SURGEONS OF  
EDINBURGH

# RCSEd Office Bearers & Council September 2015

## COUNCIL MEMBERS



Mr Charles Auld



Mr Roger Currie



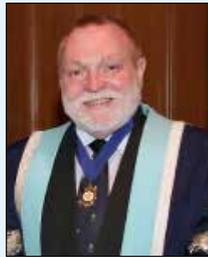
Dr Judy Evans



Mr John Duncan



**PRESIDENT**  
Mr Ian Ritchie



**VICE-PRESIDENT**  
Professor Jimmy Hutchison



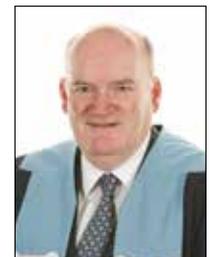
Professor Simon Fostick



Mr Alastair Gibson



Miss Elaine Griffiths



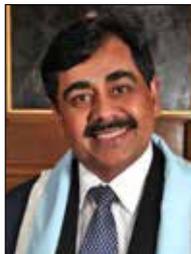
Mr Robert Jeffrey



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



**HONORARY TREASURER**  
Mr Richard Montgomery



Mr Sunil Kumar



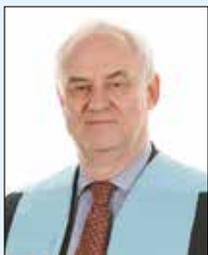
Professor Peter McCollum



Mr Richard McGregor



Ms Clare McNaught



**HONORARY SECRETARY**  
Professor Graham Layer



**DEAN OF THE FACULTY OF DENTAL SURGERY**  
Professor William Saunders



Professor Rowan Parks



Mr Simon Paterson-Brown



Mr Pala Rajesh



Professor Robert Steele



MR IAN RITCHIE

# Report from the Trustees

The Council of the Royal College of Surgeons of Edinburgh recently agreed the College's vision as being to 'achieve the best possible outcomes for patients worldwide'. They also defined our mission as 'the pursuit of excellence and advancement in surgical and dental practice through leadership, innovation, setting standards, education, training and CPD'. This clearly and appropriately puts patients at the heart of all that we do. In pursuing the best outcomes for patients, it is the College's ambition to provide support for surgeons, and those associated with the practice of surgery, to deliver the best possible care.

This is traditionally achieved through examinations and, to this day, we continue to deliver the MRCS as a collegiate enterprise across the UK and internationally. We pride ourselves on the high standard that is delivered in these examinations and our new Convener of Examinations, Professor Peter McCollum, has been active in ensuring that the quality of the examination, the process of its delivery and the support for our examiners is second to none. Working with our sister colleges, we have been instrumental in developing and delivering the Joint Surgical Colleges Fellowship Examination, which has had two successful initial diets in General Surgery. The next diet will be held in Kuala Lumpur and is eagerly anticipated by the international community. The standard of this examination is a 'day one consultant' in the United Kingdom. This is the international benchmark that we seek to support.

Alongside our examinations, we also deliver courses. Our previous Convener of Education, Mr David Smith, and new Convener, Professor Gerry McGarry, are tireless in ensuring that we have an impressive suite of courses for all needs, which are delivered in Birmingham, Edinburgh and internationally. It is a great pleasure to see the new ideas that come from our Conveners of Examinations and education to support our Fellows and Members in their different needs for education and standards.

The Dental Faculty has introduced a Convener of Dental Education to complement the work of the Surgical

**“It is the College's ambition to provide support for surgeons and those associated with the practice of surgery to deliver the best possible care”**



The president and CEO of the Foundation for Advancement of International Medical Education and Research, Professor John Norcini, gives the keynote lectures at the Faculty of Surgical Trainers' conference

Convener and the existing role of the Dental Examinations Convener. This role will undoubtedly further enhance the high standing of the Dental Faculty in dental practice across the UK and we are already seeing the benefits of this addition.

## FACULTY OF SURGICAL TRAINERS

The Faculty of Surgical Trainers (FST) goes from strength to strength. It has developed a Faculty of Dental Trainers (FDT) to support and recognise dental training in the UK along similar lines to the FST. Publication of the *Standards for Surgical Trainers* has also been an important development and one that has been widely supported by the surgical community across the UK and internationally.

On a more pastoral note, I was privileged to visit our surgical colleagues in Staffordshire for a second time last year. The surgical community in Staffordshire has faced significant challenges in the recent past and our follow-up visit recognises the major changes that have happened in the organisation of surgical delivery in that region. It was a privilege to see the response of our Fellows to the difficult times that they are facing in delivering surgical care for their patients. I was impressed by their resilience and their adaptability to change. As a College, we have the privilege of supporting our Fellows and Members as they work through these difficulties. This applies across the country and the world. I have been approached by surgeons going through difficult times and it has been my privilege



to point them in the direction of support from fellow surgeons and professionals who are able to help them gain perspective on their situation.

### REFURBISHMENT WORKS

The College campus in Edinburgh continues to develop with major building works; these are described in more detail in the Chief Executive's report. The museum refurbishment is well under way and we have been privileged to receive significant funding from the Wohl Foundation to assist us in providing a world-class surgical museum facility. The refurbishment and introduction of other buildings into the workings of the College continues apace. The College requires the additional space for the delivery of courses, holding meetings and other activities related to surgical practice as we continue to expand and develop in service of our fellowship. None of this is possible without the commitment of College staff, and I pay tribute to all staff both in Edinburgh and Birmingham for their commitment to the College's ethos. It is they who make sure our reputation for being the 'friendly College' is continued into the future.

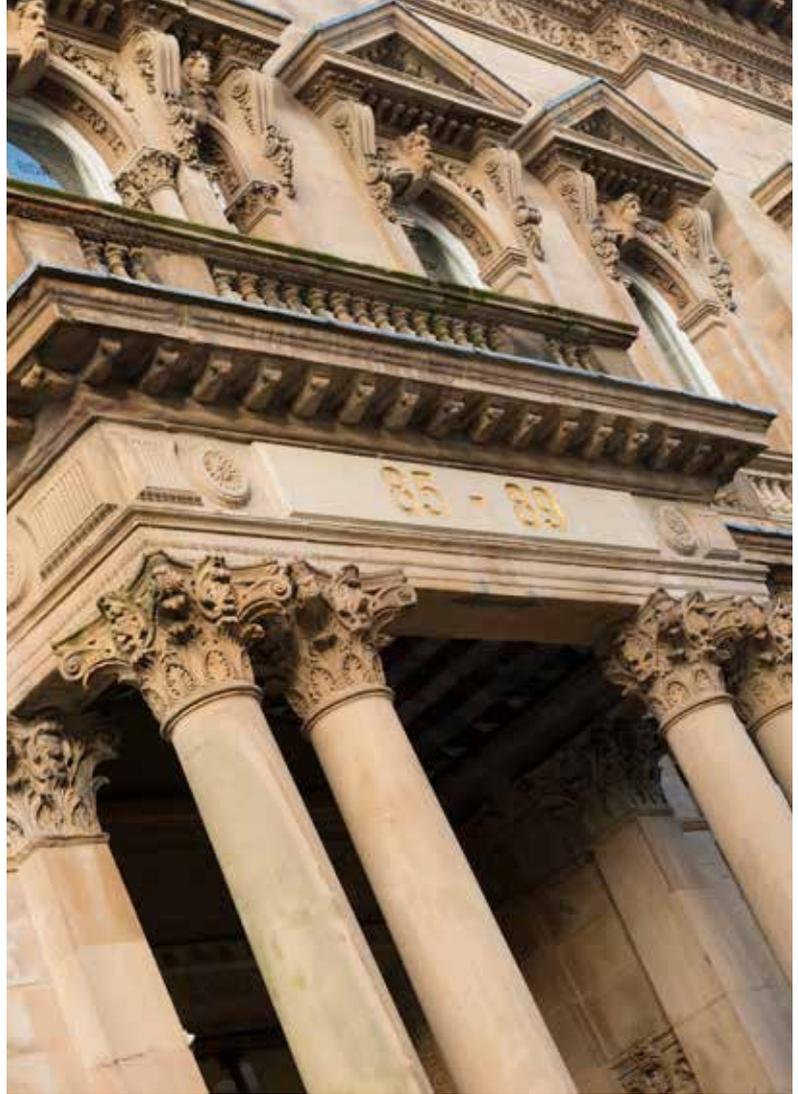
The Chief Executive and senior management team deserve a special mention for the way in which all the projects have been delivered to a tight timetable and within budget. The work involved is considerable and I commend the leadership of the Chief Executive and her team in delivering all these projects. Without their hard work on our behalf, the College's core activities would suffer.

The Office Bearers, along with the Chief Executive, are the group that help me and the Council to deliver the strategic priorities of the College. I pay tribute to the Vice-Presidents, Honorary Treasurer, Honorary Secretary and the Dental Dean for the work that they have achieved over the last year. In particular, I am pleased to mention that Mr John Duncan, former Honorary Treasurer and now a Member of Council, received an OBE in the Queen's Birthday Honours, which is an appropriate recognition of his commitment to healthcare in Inverness and to the ideals of this College.

### PRESIDENT'S MEETING

The President's Meeting on 20 March this year was a great success. The subject was the surgery of oncology and this provided the opportunity for surgeons to consider the latest advances in their specialties. It is as always a tribute to the organisers that the meeting was so successful, and it is with great pleasure that I recognise the efforts of Professors Bob Steele and Rowan Parks in delivering yet another excellent meeting.

The work of the College is wide and is delivered in many geographical locations. In Scotland, we continue to work with the Academy of Medical Royal Colleges and Faculties in Scotland in a variety of areas, including a call to the Scottish Government to consider how to deliver sustainable healthcare in the 21st century by working collaboratively with all healthcare professions in Scotland; and encouraging an increase in physical activity in surgical patients, as well as in surgeons, with a view to improving outcomes for patients. A short-life working group of the Scottish Academy has produced a document entitled



**“Our Birmingham facility is busy delivering courses in support of Fellows and Members nearer to where most of them live and work”**

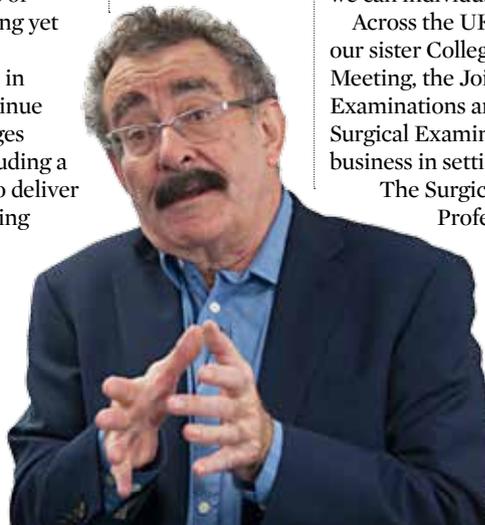
The Birmingham centre (above) has hosted keynote lectures by such luminaries as Lord Winston (below)

*Learning from serious failings in care*, which looked at a number of critical reports across the United Kingdom and made recommendations. The lessons are there for us to consider in the areas of leadership, culture and professional engagement, staffing, quality of care, and patient experience and external review. While it is easy to assume that many of these subjects are not within our individual control, I commend the report and some reflection on how we can individually make a difference in all these areas.

Across the UK, the College continues to interact with our sister Colleges through the Joint Surgical Colleges Meeting, the Joint Committee on Intercollegiate Examinations and the Intercollegiate Committee on Basic Surgical Examinations. These activities are part of our core business in setting standards.

The Surgical Forum has been ably chaired by Professor John MacFie over the past two years.

The Forum is a vital opportunity for the Colleges and the Specialty Associations to collectively provide authoritative advice to governments, the surgical community and our other medical colleagues on matters of universal concern to do



with surgery. We are also active with other Colleges in the Academy of Medical Royal Colleges in the UK, addressing concerns that affect the delivery of healthcare across the whole of the medical spectrum.

### **BIRMINGHAM SUCCESS**

The College's base in Birmingham has completed its first full year of activity. The report from the staff at the Birmingham centre indicates that our profile in terms of political engagement at Westminster has increased. We seek to promote the distinctive voice of the Royal College of Surgeons of Edinburgh and represent the views of our Fellowship at the highest level. In pursuit of this, we have led the opposition to Lord Saatchi's Medical Innovation Bill with support from other Colleges. Our Birmingham base is active in supporting our Regional Surgical Advisers network in England and Wales, and the facility is busy delivering courses in support of Fellows and Members nearer to where most of them live and work. The Birmingham centre has also hosted keynote lectures by commentators such as Lord Winston and Sir Bruce Keogh.

One of the key innovations introduced into the College is the shared funding of Clinical Leadership Fellows in Northern Ireland, Scotland and Wales. Our first Clinical Leadership Fellow, Nathan Stephens, is coming to the end of his year. The insights he has gained into the delivery of government policy and the workings of NHS Education for Scotland will no doubt enhance his ability to deliver as a surgeon and trainer. Within the College, Nathan's activities have brought a new insight into some of our actions, notably, the development of the Faculty of Surgical Care Practitioners. This Faculty development, led by Mr Charles Auld, and supported by Nathan, is a recognition of the importance of other members of the surgical team in the delivery of surgery. The College's ambition to provide better outcomes for patients worldwide is linked to our support for Surgical Care Practitioners.

Outside Scotland, we have developed links with the governments in Northern Ireland and Wales, where we will fund half the salary of Clinical Leadership Fellows. We



Professor Sir Bruce Keogh, who spoke to RCSEd Fellows in October

believe that widening surgeons' horizons beyond the need to provide first-class surgery for patients to also consider the context in which that service is provided is important for the future delivery of healthcare.

### **INTERNATIONAL PRESENCE**

Our international activities continue, and we look forward to celebrating the 25th anniversary of the College of Surgeons of Hong Kong in September 2015. Our associations with surgeons in Hong Kong and Singapore continue to develop and it is a pleasure to see the institutions in these countries maturing. Our partnership with these international organisations is one that continues to develop through the International School for Surgery.

We have other international partnerships, notably in India, Indonesia, Malaysia, Myanmar, the Philippines and Thailand, and with the College of Surgeons of Eastern, Central and Southern Africa. The nature of our partnership with each of these countries and organisations varies according to the requirements of each location, but as well as setting examinations, our activities help with curriculum development and support for trainers. A key element is our partnership with the Tropical Health and Education Trust (THET) in delivering urology training in Myanmar and assisting with the development of a curriculum tailored to local needs. This pilot has attracted funding from THET and it is our ambition to expand this to other branches of surgery and other countries.

One of the highlights of the last year was the Joint Meeting with the Royal Australasian College of Surgeons in Perth, Western Australia. The contribution from Fellows of the College to that meeting was considerable and was very well received. These links are important to the life and vigour of our College as we seek to deliver our mission of the best possible outcomes for patients worldwide.

It is inevitable that an annual report will not cover the full range of the College's activities, but I hope this gives you an understanding of the range and depth of activities of this College supporting surgeons across the UK and around the world.

The College's international activities continue to grow



# Report from the Chief Executive



**MS ALISON ROONEY**

One of the most exciting and 'consistent' features of the College is that it is constantly evolving and adapting to better serve the needs of you, our membership, and hence your patients. The opening of the College's Birmingham Regional Centre in 2014 was a milestone for the College because it is the first-ever base outside Edinburgh in its 500-year history. This, coupled with many other developments that I have included in my report, is enabling RCSEd to remain relevant and meet the challenges we face now and in the future. As ever, space is too limited to allow for an exhaustive listing of all that has happened, but I hope the following report highlights some of the key achievements of the last year.

## **PUBLIC AFFAIRS HUB**

The Birmingham Regional Centre has already made a significant impact, especially as a hub for the College's public affairs activity through enabling an increase in lobbying activity, participation in key stakeholder meetings, collaborative working with partners across the UK, development of policy statements, and responses to consultations, particularly relating to issues affecting our *circa* 10,000 membership in England and Wales.

The centre has been a hive of activity, used by the College and its Faculties for examinations, seminars, webinars and courses, as well as by several related organisations such as Specialty Associations and by external organisations for commercial bookings. Two very well-received 'expert sessions' for our members, given by Lord Winston and Sir Bruce Keogh, were also initiated at the centre and more are planned for the future.

A key rationale for the centre was to enable more outreach activity in England and Wales. To this end, the Birmingham team has supported careers fairs, MRCS lectures, trainee events and research symposia. It has also worked with the College's team of Regional Surgical Advisers to help support our membership on a more personal, local basis. All of this has contributed greatly to the College's visibility and influence on behalf of our growing membership base.

Looking ahead, a number of other developments have been set in motion, and these will support the College in driving forward its strategic aims in relation to setting and maintaining the highest standards of surgical care for patients. These include work to provide support and recognition for surgical care practitioners and surgical care assistants, the development of an Institute of Remote Healthcare within the College and the development of a Faculty of Dental Trainers to build on the success of the College's Faculty of Surgical Trainers.

## **STAFF: OUR KEY RESOURCE**

It is a tribute to our hard-working staff that we are able to deliver the new developments described, as well as maintaining the day-to-day operations of the College. I am deeply grateful for their continued enthusiasm and commitment to the College. We have made a number of

investments in staffing over the last year that will stand us in good stead moving forward. A key appointment has been our new Head of Development, whose fundraising experience will assist the College to deliver enhanced services and benefits that would otherwise lie beyond the scope of our core income streams.

A number of appointments were made in relation to the staffing of the Birmingham office, including the College's first dedicated public affairs and policy roles, and staff to operate the centre and support the outreach and educational activities run from that office. Investment was also made in new posts to strengthen the same activities run from Edinburgh.

## **CAPITAL PROJECTS**

The College's campus in Edinburgh has undergone much change in the last year and I am grateful to everyone who has endured the disruption caused by our capital projects. We are now beginning to see the benefits of this investment, with the College's new multipurpose events space, the Prince Philip Building, taking its first bookings.

The College's Heritage Lottery-Funded Lister Project has presented us with many challenges as it has progressed throughout the year. At the time of writing this report, the stonework repairs to the façade of the Playfair Building and the redevelopment of the College's archives are almost complete. The project has also recently reached an exciting milestone in its development with the commencement of the museums' exhibition fit-out works. This will be one of the final elements of the project ahead of the planned opening in the autumn.

A particular highlight of this project during the year was the discovery of a 105-year-old time capsule hidden within the Playfair Building. The capsule contained newspapers dated March 1909, two postcards and a list of names of the joiners who had been working on the building in 1909.

A further capital project is the creation of Café 1505 @ Surgeons' Hall in the College's retail property on Nicolson Street, adjacent to the College's main entrance. Operated by Surgeons Lodge Limited, it is due to open this summer and will be ideally placed to service members of the public and visitors to the museums.

The next chapter in the campus development will be the creation of new office space within the College's existing Edinburgh campus, thereby freeing up the Adamson Building, possibly as an extension to our thriving hotel, so providing strengthened financial sustainability.

## **MEMBERSHIP, ENGAGEMENT AND GROWTH**

The College is a membership organisation, so it is important to us that we continue to check that we are meeting the expectations of our worldwide membership. To this end, a membership survey was launched at the end of 2014. The results of this survey have just been collated and we were pleased with the level of response from RCSEd Members across the globe. We are busy interrogating that information to ensure we continue to provide and develop services that meet the expectations and desires of our membership. We

will also be undertaking a range of follow-up activities with the *circa* 1,000 individuals who indicated that they would like to engage with the College in various areas. This work will help us get behind the headline figures in the survey and gain a much deeper understanding of the results.

One clear message from the survey was the high value placed on the examinations, training and other educational activities, such as e-learning and influencing curriculum development, undertaken by RCSEd and, as such, this will remain a key area of focus for us going forward.

I am also pleased to note that our membership numbers continue to remain healthy at more than 22,500 Members, Fellows and Affiliates.

## **EDUCATION, ASSESSMENT AND ADVANCEMENT**

The College continues to expand its educational portfolio across all areas, including e-learning, where the webinar sessions have grown in popularity. More courses are being run overall, in both the Edinburgh campus and Birmingham Centre, and in offsite locations throughout the UK and beyond. Overall, there has been a substantial increase in the number of participants for the College's educational activities, with more than 4,000 delegates attending courses in 2014. Moving forward, the College will capitalise on the opportunities available through a blended learning approach of face-to-face and online learning.

RCSEd was also able to secure grant funding for various professional activities that otherwise would not have been able to go ahead. These include a grant from the Health Foundation for work relating to the use of Non-Technical Skills for Surgeons (NOTSS) and a ward-round-based structured checklist to reduce errors and improve safety on surgical wards; and a grant from the Tropical Health and Education Trust for a two-year partnership project to improve surgical training in Myanmar.

Future plans in education include developing a catalogue of services for the international market and supporting the revision of the College's overseas inspection programme.

There has been a small increase in the number of candidates sitting examinations since 2013. Quality assurance of the examination process continues to be of major importance to ensure that the College maintains its reputation for high standards. The College is also continuing to increase the number of examination centres at home and internationally.

The 2013-14 Dental Skills Competition, sponsored by Dentsply, was extremely successful with all but one dental school taking part. The final was held in Edinburgh in March 2014, and the winner was awarded an expenses-paid trip to the USA to attend the Chicago Dental Society's Midwinter meeting in 2015. The competition was the first of its kind and provided the next generation of dental surgeons with an opportunity to showcase their dental knowledge and skills. Following this success, the 2015-16 competition has been launched and will run in dental schools across the UK this autumn/winter.

The Faculty of Surgical Trainers continues to grow in strength and numbers, with its annual meeting, sponsored by Johnson & Johnson, very well attended once again. The theme for the meeting was assessment, and the Faculty was delighted to welcome keynote speaker Professor John Norcini, the President and CEO of the Foundation for Advancement of International Medical Education and Research, one of the world's leading experts in workplace-based assessment.

A new initiative, piloted in 2014, was RCSEd's Communication Skills Video Competition. This challenged entrants to 'get creative' and develop a three-minute video highlighting one of the three elements of good communication skills examined in the MRCS OSCE. The winning entry will now feature on the website as an aid for trainees preparing for the examination.

## **FINANCIAL SUSTAINABILITY AND COMMERCIAL DEVELOPMENT**

The College continues to be in good financial health, with the core activities of RCSEd and the wider group all doing well. It is this continued performance, particularly of the commercial activities, that enables the College to invest in the range of new projects and initiatives described above.

Surgeons Lodge Limited, the entity that manages most of the College's commercial activity, continues to go from strength to strength. Particular highlights have been the overall successful performance for 2014, linkages with the Edinburgh Festival, and the award of 'Conference Hotel of the Year' to Ten Hill Place at the Scottish Hotel Awards. The Hotel has also been awarded an AA Rosette.

## **HERITAGE**

I have mentioned above the building and fit-out works associated with the Lister Project. However, these are only part of the work in relation to this ambitious project. Behind the scenes, our Heritage Department has been working to develop the content for the new displays and to maintain the many artefacts that will be displayed in the redeveloped museums. This work is very labour intensive and involves both the creation of new written and digital content, and also the identification from the College's collections and archives of relevant film footage, photographs, paintings, images and archive documents that will be presented to visitors once the transformed museums open their doors.

A project archivist has also been employed to assist the Heritage Department in preparing and cataloguing the RCSEd archives ahead of their return to their now much-improved storage facility.

The College is indebted to the many individuals whose continuing efforts allow it to flourish. I am particularly 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, whose hard work has enabled the delivery of a heavy agenda and has put us in a good shape to meet the challenges to come.



**MR  
RICHARD J  
MONTGOMERY**

## HONORARY TREASURER

This is my first report as your Honorary Treasurer since I took over from John Duncan in November 2014. John ran a steady ship for five years through a period of economic uncertainty, while initiating and supporting many of our present exciting developments.

I think we can all be grateful to him for this.

The College is going through a period of ambitious development of our faculties, courses and examinations, as well as our campus. All these developments are carefully planned and closely scrutinised by the various College financial committees, which include members of the legal, financial and banking professions. We are grateful for the time and the expertise that these distinguished individuals devote to our charity.

Naturally, the pace of change at the College must be underpinned by a financial performance to match our aspirations. The group unrestricted income for 2014 was £14.9m, with a surplus of income over expenditure. The balance sheet shows assets for the group of £33.1m, up £2m from 2013.

The Lister Project is progressing towards an autumn completion, although it was held up slightly by the sort of unexpected findings that inevitably delay work on historic buildings. The College takes the preservation of its heritage very seriously, so this work is done to a high standard and, where possible, returns the building to its original specification. We have made provision for cost overruns on certain aspects within the separate budget allocated for this project. The project is supported by the generosity of our Fellows, Members, Foundations, Trusts and the Heritage Lottery Fund, without the need to draw on our reserves.

The Event Space project has now been signed off, and has been put to good use already for both social and professional functions. Members and Fellows who are planning professional events or medium-sized social functions would be well advised to take a look at this splendid facility overlooking the College Green, and opposite the Ten Hill Place Hotel. Listing of the building during the construction phase caused a change of plan and inevitably a modest overspend.

Surgeons Lodge Limited (SLL) is a College-owned company that runs the College's business ventures in accommodation and catering, principally the Ten Hill Place Hotel. SLL had another good year, with a turnover of £3.9m, generating a profit of £600,000, despite the temporary closure of the museums. The expertise of the SSL board, under the Chairmanship of George Borthwick, together with Commercial Director Scott Mitchell and his team, continues to drive the business forward for us.

The College Regional Centre at Colmore Row, Birmingham, is fully up and running, providing a local facility for many of our Members and Fellows. Naturally,

## Balance sheet as at 31 December 2014

	31/12/2014	31/12/2013
	£000	£000
Tangible fixed assets	20,594	19,150
Heritage assets	3,875	3,875
Investments	6,175	6,165
Current assets	11,846	10,876
Creditors: amounts falling due within one year	(5,002)	(4,194)
Creditors: amounts falling due after more than one year	(4,387)	(4,760)
	<b>33,101</b>	<b>31,112</b>
Represented by:		
Unrestricted funds		
General fund	14,988	13,698
Designated fund	6,166	6,330
	21,154	20,028
Restricted funds	11,947	11,084
Net assets	<b>33,101</b>	<b>31,112</b>

the staff at Colmore Row now show in the accounts as an increase in salary costs. Council views this as an efficient way of providing local facilities and services to our *circa* 10,000 Fellows and Members in England and Wales.

The College's investment portfolio is managed prudently by our investment managers, Cornelian, and in 2014 achieved 3–4% gross income yield. The Investment Committee considers this to be acceptable in the current circumstances for a low- to medium-risk portfolio.

The College does not invest in companies associated with tobacco or arms manufacture. Consideration was also given to divestment from companies involved in fossil fuels. To divest now, when the oil price is low, would crystallise a substantial loss and potentially threaten the College's ability to fulfil its charitable aims, which we have a legal duty to protect. In practical terms, almost all third-party funds contain some form of fossil-fuel exposure; many other companies use fossil fuels in their core activities, making divestment difficult. The College considers fossil-fuel divestment to be a reasonable aspiration for the future, and is already invested in renewable energy projects, but decided against it at present.

The number of Members and Fellows in good standing is now at 21,803, an increase over last year of 811. The College has endeavoured to keep subscription increases to a minimum, and believes its subscriptions to be lower than those of many other Royal Colleges. Subscriptions and examinations together provide over half of our income,

**“The College is a three-legged stool: subscriptions and examinations together provide over half of our income, although trading income is catching up”**

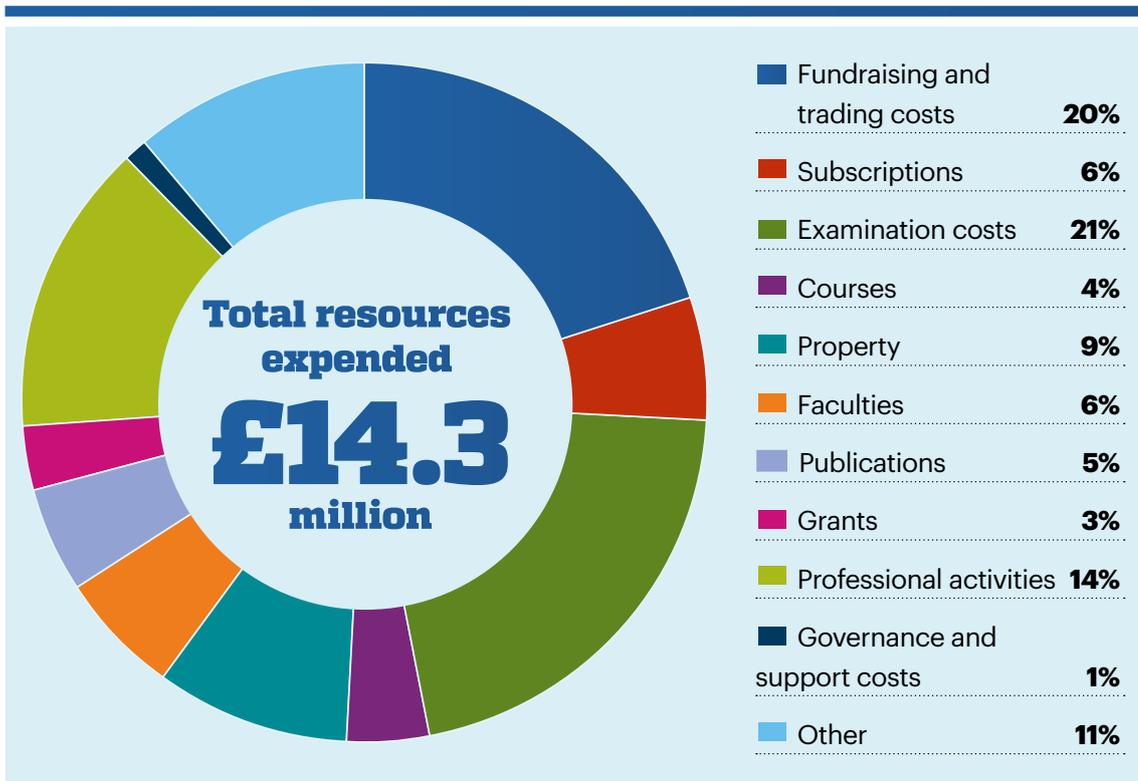
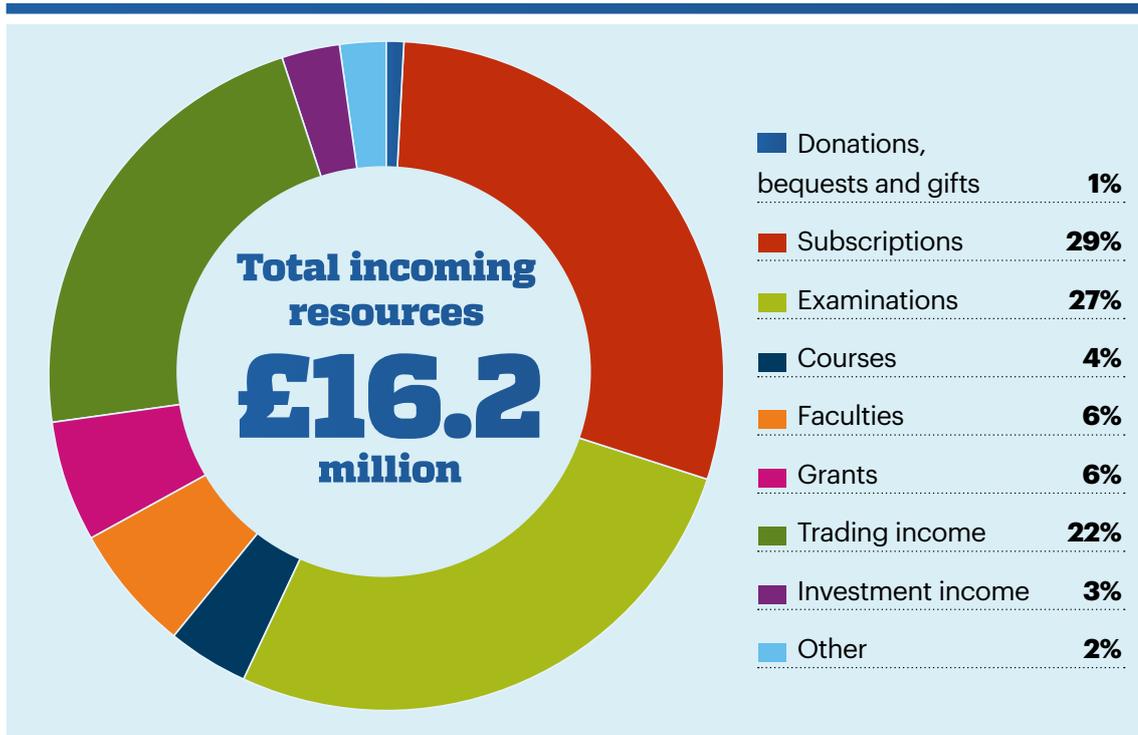
**Treasurer's statement on the summarised accounts of the Royal College of Surgeons of Edinburgh**

The financial statements on pages 62 and 63 are not the full statutory consolidated financial statements of the Royal College of Surgeons of Edinburgh, but are derived from the financial statements of the Royal College of Surgeons of Edinburgh, Hill Square Educational Trust and Surgeons Lodge Limited, a wholly owned trading subsidiary of the Royal College of Surgeons of Edinburgh.

The full financial statements for the year ended 31 December 2014 have been audited by Chiene & Tait LLP, Chartered Accountants and Statutory Auditors, and received an unqualified opinion.

The summarised accounts may not contain sufficient information to allow a full understanding of the financial affairs of the College. For further information, the full financial statements should be consulted. A copy of the full financial statements will be available from the Library, the Royal College of Surgeons of Edinburgh, Nicolson Street, Edinburgh.

**R J Montgomery**  
**Honorary Treasurer**



although trading income is catching up. Ultimately, we foresee that trading income could allow us to become even more competitive with our subscription levels. However, at the moment the College operates in a sector where inflation is higher than in the general economy.

This means that to maintain sound finances, we will have to consider a modest subscription increase in 2015.

Thanks to the efforts of our Fellows and Members, our staff, and the input from our supporters and Regents, our College remains in sound financial health.