














# The Royal College of Veterinary Surgeons Advancement of the Professions Committee

Belgravia House, RCVS, 62-64 Horseferry Road, London, SW1P 2AF.

12 November 2019 14:00 - 12 November 2019 16:00



# AGENDA

#	Description	Owner	Time
	<p style="text-align: center;"><b>Agenda</b></p> <p>Agenda</p> <p> Agenda Nov 2019.docx 7</p>		
1	<p style="text-align: center;"><b>Welcome</b></p> <p>Apologies for absence, declarations of interest and minutes of the meeting held on 10 September</p> <p> APC minutes Sept 2019.docx 9</p>		
2	<p style="text-align: center;"><b>Matters Arising</b></p>		
3	<p style="text-align: center;"><b>Updates from APC workstreams</b></p> <p>i. Diversity and Inclusion Working Group            ii. Fellowship of the RCVS            iii. Global Activities            iv. Innovation            v. Leadership            vi. Mind Matters Initiative            vii. RCVS Knowledge            viii. VN Futures</p> <p> Work Stream Cover Page.docx 15</p> <p> APC DIG Report.docx 17</p> <p> APC Fellowship Report.docx 19</p> <p> APC Global Strategy Report.docx 23</p> <p> APC Innovation.docx 25</p> <p> APC Leadership Report.docx 29</p> <p> APC MMI Report.docx 33</p> <p> APC Reporting -RCVS Knowledge.docx 37</p> <p> EBVM Matters report CONFIDENTIAL Annex 1.pdf 43</p> <p> VN Futures Report.docx 63</p>		
4	<p style="text-align: center;"><b>Update to APC Remit – Professor David Argyle</b></p> <p> APC Remit Update.docx 67</p>		

#	Description	Owner	Time
5	Presentation on Big Data		
6	Results of the Survey of MsRCVS Practising outside the UK Paper to follow		
7	Any other business		

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## **Advancement of the Professions Committee (APC)**

**12 November 2019, 14:00**

**The Royal College of Veterinary Surgeons, Belgravia House, London**

### **Agenda**

- 1. Apologies for absence, declarations of interest and minutes of the meeting held on 10 September**
- 2. Matters arising**
- 3. Updates from APC workstreams**
- 4. Update to APC Remit – Professor David Argyle**
- 5. Presentation on Big Data]**
- 6. Results of the Survey of MsRCVS Practising outside the UK**
- 7. Any other business**
- 8. Dates of next meetings:**
  - 1) 11 February 2020 (14:00)
  - 2) 5 May 2020 (14:00)
  - 3) 8 September 2020 (14:00)
  - 4) 10 November 2020 (14:00)





Draft Minutes of the Advancement of the Professions Committee held on Tuesday, 10 September 2019 at 2pm at Belgravia House, 62-64 Horseferry Road, London SW1P 2AF

Members:

Dr C J Allen	Council Member
Professor D Argyle (Chair)	Council Member
Professor N Bacon*	Chair, RCVS Fellowship Board
Ms A Boag*	Senior Vice-President and Leadership lead
Dr N Connell	President, and Chair, Diversity and Inclusion Group
Professor S Dawson	Chair, Mind Matters Initiative
Ms L Lockett	Chief Executive
Miss R Marshall	Chair, Veterinary Nurses Council
Mrs J Molyneux	Chair, Board of Trustees for RCVS Knowledge
Dr C Tufnell	Innovation and Global lead
Mr T Walker	Lay Council Member
<b>In attendance:</b> Mr A Roberts	Director of Leadership and Innovation
Mr B Myring	Policy and Public Affairs Manager
Mr I Holloway	Director of Communications

\*absent

Welcome and apologies for absence

1. The Chair welcomed all present to the meeting of the APC. He noted he was new to the Committee and proposed a discussion about the function and future role of the Committee under 'Any Other Business'.
2. Apologies were received from:
  - Professor N Bacon
  - Ms A Boag

### Declarations of Interest

3. Lizzie Lockett noted she was now a member of the Communications and Fundraising Committee of the Mental Health Foundation.

### Minutes of the last meeting, held on 7 May 2019

4. The minutes were approved as an accurate record of the meeting.

### Updates from APC workstreams

5. The responsible Committee members or the relevant staff lead provided an update on each of the eight workstreams that come within scope of the APC, this reflected the contents of the paper (APC Sept 19 AI03).
6. The Committee considered these updates as well as specific matters raised, brought to it for discussion and in some cases decision. These are highlighted below in addition to the main questions and comments each area prompted.

### Diversity and Inclusion Working Group

7. It was noted that good progress was being made, despite the Group having only met twice. Feedback was sought from the Committee on a 'statement of intent' the Group had drafted on diversity and inclusion.
8. In discussion about the statement the following points were discussed:
  - a. Why have a statement when it just stated what was already the law? It was noted that evidence showed that having such a statement had a positive impact on organisations' culture in relation to diversity and inclusion;
  - b. The statement should also address how the profession looks to the wider public and issues of discrimination in relation to socio-economic status and access to veterinary care. In response it was proposed that 'access to veterinary services' should be included in the statement in addition to 'access to...the veterinary professions';
  - c. Concern was raised that the statement redefined protected characteristics, for example, it did not include pregnancy. There needed to be a need clear rationale if different language or characteristics were being used;
  - d. 'Staff team' should be extended to 'governance team' as well.
  - e. Where does the statement go? APC from a governance perspective and after that it becomes part of internal policy and 'how we work' documents. Its existence would be promoted via the usual media channels.

## Fellowship

9. It was noted that there was 'disquiet' amongst the Fellows about being asked to contribute financially or to bring an MRCVS to Fellowship Day. In response, it was noted that it was important that the Day engaged the veterinary community beyond the Fellowship and the contribution or bringing a colleague who may become a Fellow in the future helped to achieve this goal. No Fellow, however, was required to do either and they were still able to attend free of charge.
10. A proposal was made that Fellowship Day could be held on a rotating basis at the UK veterinary schools in order to reduce costs and improve engagement. It was noted that the Board was considering alternative formats and venues, and this would be fed into discussions.
11. Concern was raised about the gender split of new Fellows and the need to undertake further work to encourage women to apply. The Committee asked the Board to look at this issue and noted that it looked forward to promotion of a bold strategic vision from the Fellowship as to how it will become a thriving learned society.
12. The Fellowship was also encouraged to communicate more actively with the veterinary schools about the next wave of Fellows on Tour events, to ensure the continued success of this well-received initiative.

## Global

13. It was noted that there had been constructive discussions with the World Organisation for Animal Health (OIE) regarding its statutory bodies twinning scheme, a programme which seeks to share knowledge and raise standards in jurisdictions with no, or with emerging, statutory bodies. A shortlist of countries for potential twinning was being discussed.
14. Discussions had been held with the World Veterinary Association (WVA) about becoming members and the WVA was keen for the RCVS to become 'Observers'. A key concern about WVA membership had been the cost, but there was no cost to being an observer. Furthermore, the British Veterinary Association had been positive about the RCVS joining on this basis. The Committee, therefore, made a decision that the RCVS should become an WVA Observer Member.
15. There was a wider discussion about the potential global commercialisation of RCVS Knowledge resources, such as access to the online journal, Veterinary Evidence. Significant concerns and issues were raised about the implications of such a decision and further discussions would be required before any decisions were made.

### Innovation

16. It was noted that a new format of regional innovation networking evening had been successfully trialled at the University of Edinburgh's Easter Bush Campus. This would now be rolled out at other locations and universities.
17. There was a discussion about the forthcoming symposium and the wider difficulties that organisations had been experiencing in getting veterinary professionals to attend non-clinical continuing professional development (CPD). It was noted that all sessions at the symposium would be recorded and the content made available on the ViVet website to ensure the largest possible audience.
18. It was noted that a key challenge was convincing the profession to engage with innovation and the impact of technological change.

### Leadership

19. The Committee discussed Workstream Two of RCVS Leadership, which focused on making the RCVS an exemplar of leadership development. Discussion focused on the types of training that might be offered to staff and Council members, and how to utilise the Council skills matrix more effectively when populating committees and identifying skill gaps. The issue of introducing appraisals for committee chairs was also discussed. It was agreed that once the programme of work was developed it would go to the Officer Team before being taken forward.

### Mind Matters Initiative

20. It was reported that lots was happening with the initiative including: a series of resilience courses with the British Small Animal Veterinary Association; the presentation of the inaugural Sarah Brown Research Grant at RCVS Day; a pilot of Schwartz Rounds, the first Veterinary Student Mental Health and Wellbeing Roundtable and the second Veterinary Mental Health Research Symposium.
21. There was a broader discussion about mental health issues in the profession and wider society, and the fact that many support services were now becoming overwhelmed.
22. From a veterinary nursing perspective, improved support to help Clinical Coaches dealing with students suffering from mental health issues was highlighted as a critical issue. The CEO acknowledged this and said she had presented Mind Matters activities at the Clinical Coach Congress and that working with VN educators and coaches would be a priority in 2020. If the first Veterinary Student Mental Health and Wellbeing Roundtable proved successful, a similar event for VN students would be considered.

### RCVS Knowledge

23. It was reported that work to support the profession to adopt a culture of Quality Improvement (QI) was ongoing. There had been a successful joint bid with the University of Kent for a PhD to examine the impact of the College's formation on the profession. Veterinary Evidence continued to expand and was introducing QI resources and case studies. Consideration was being given to how the Knowledge could work with Fellows to help generate Knowledge Summary questions.

### VN Futures - Update

24. The Chair of the Veterinary Nurses Council provided a detailed update to the Committee on the progress made on the VN Futures programme.
25. It was noted the RCVS had tried to reinvigorate the project board, and had recently hired a project manager to drive the programme forward. The membership of all working groups had been reviewed, although the majority of members had remained in position. The working groups had identified priority issues and were focusing on addressing these. The Sustainable Workforce Group had previously identified diversity as a key issue, but the group had decided that promoting veterinary nurse STEM ambassadors was their top issue. The Careers Development Group was focusing on the delivery of webinars and the One Health Group had determined that Community Nursing was their main issue.
26. It was noted that discussions would be had with the British Veterinary Nursing Association (BVNA) regarding how to make the Board more effective and to improve its strategic role in driving the project forward.

### Any other business

27. The Chair noted that he understood the important governance role the Committee played, but he wanted to explore how the Committee could become better than the sum of its parts and use the reports it received to make a difference to the profession.
28. The Committee welcomed the proposed discussion and a number of members noted their frustration that the Committee was yet to fulfil its potential to bring together the exciting projects it governed, and to add value by aligning them behind a vision to advance the professions.

29. It was agreed that the governance role had worked well and brought transparency around key areas of work and expenditure. Guest speakers had work well too but there needed to be more focus as to what the Committee does with the intelligence and insights it gains.
30. It was proposed that at the next meeting a speaker could be sought on the issue of big data, as this is an area that will impact all aspects of the profession, the role of professionals and the role of the College.
31. The CEO proposed that an overarching theme for the year might help to unify workstreams and bring focus to the Committee and suggested 'Advancing the Professions through Primary Care Practice' as a theme as this had been something that two previous Presidents had been keen to explore but resourcing issues had made this impossible at the time. Each workstream reporting to the Committee was tasked with thinking about how work in their areas could be developed to support this theme in 2020 and be prepared to discuss this at the November meeting of the Committee.

**ACTION: Committee members and staff leads**

32. It was noted that the Committee must remember animals and their owners and not focus exclusively on the profession. The absence of animal owners around the table was notable compared to similar human healthcare settings, where patient groups always now had a voice.
33. The Chairman thanked members for their constructive input into this discussion and noted he felt reassured as to the direction of travel and role of the Committee.

[Date of the next meeting](#)

34. The date of the next meeting was confirmed as the afternoon of 12 November 2019.

<b>Meeting</b>	Advancement of the Professions Committee
<b>Date</b>	12 November 2019
<b>Title</b>	Updates from APC workstreams
<b>Classification</b>	Annex 1 - CONFIDENTIAL
<b>Summary</b>	<p>Provided below is an update on the outputs and outcomes of APC workstreams since the last Committee meeting in addition to looking forward to planned work for the next. Where relevant, also highlighted are matters arising as a result of these activities that would benefit from further APC scrutiny presently or in due course.</p> <p>The Summary is ordered as follows:</p> <ul style="list-style-type: none"> <li>i. Diversity and Inclusion Working Group</li> <li>ii. Fellowship of the RCVS</li> <li>iii. Global activities</li> <li>iv. Innovation</li> <li>v. Leadership</li> <li>vi. Mind Matters Initiative</li> <li>vii. RCVS Knowledge</li> <li>viii. VN Futures</li> </ul>
<b>Decisions required</b>	Discussions and decisions are invited by some workstreams.
<b>Attachments</b>	Annex 1, Evidence-Based Veterinary Medicine Matters – CONFIDENTIAL
<b>Author</b>	Ceri Chick <a href="mailto:c.chick@rcvs.org.uk">c.chick@rcvs.org.uk</a>





**Area of work**

Diversity and Inclusion Group (DIG)

**Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.**

Since the last meeting of APC, on 10 September, in relation to diversity and inclusion:

- The President (DIG Chair) wrote an article about RCVS DIG for the journal UK-Vet Companion Animal, which appeared September 2019
- We discussed issues of diversity with the Major Employers Group on 20 September
- The CEO took part in a session on diversity and inclusion at the British Cattle Veterinary Association Congress on 18 October
- The President met with Prof Lubna Nasir and Sarah Chiodetto, Glasgow Vet School, Diversity team on 25 October
- RCVS HR Manager attended Championing Diversity & Inclusion in the Workplace conference
- Staff at RCVS completed in the Stonewall Equality Survey
- A staff LGBT+ network has been set up at the RCVS and we have produced rainbow lanyards for the team to wear – which has prompted positive comments
- The Diversity and Inclusion statement, amended following the last meeting of the APC, has been placed on the RCVS website and will form part of our staff documentation, the amended statement is as below:

*In our work to enhance society through improved animal health and welfare, we believe diversity and inclusion are fundamental to our core values. No one should be discriminated against because of any difference, for example, those characteristics that are defined by the Equalities Act, that is age, ability, gender reassignment, marriage and civil partnership, pregnancy and maternity/paternity, race, religion or belief, or sex, together with other factors such as socio-economic status.*

*We aim to ensure that our regulatory policies and standards stimulate equity of opportunity and encourage diversity and inclusivity in terms of access to, and work within, the veterinary professions, and access to veterinary services.*

*Within our own team, we strive to generate an inclusive environment where each individual is valued for their uniqueness and recognised for their diverse experience, and where everyone can be themselves, both personally and professionally.*

*It is only by adhering to these values that we can best serve the public, our professions and animal health and welfare.*

<p><b>Proposed activities and issues to be managed before the next APC meeting. N.B.</b> Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.</p>
<p>A date is currently being sought for the next meeting, at which action plans around the six workstreams identified at the last meeting will be discussed.</p>
<p><b>Details of any budgetary or risk related issues that should be brought to the Committee's attention.</b></p>
<p>A risk is resourcing for this project, which needs to be addressed urgently.</p>
<p><b>Synergies with other workstreams that your current activities may introduce.</b></p>
<p>There continue to be strong links with the Mind Matters Initiative (MMI), and the MMI session at the Society of Practising Veterinary Surgeons/Veterinary Management Group in January 2020 will focus on diversity issues.</p> <p>More generally, the actions generated out of the plan will be worked upon by a broad range of departments within the College, including HR, Leadership, Communications, Veterinary Nursing and Professional Conduct. An internal action group will be set up to co-ordinate this now that the DIG has given broad approval to the workstreams.</p>
<p><b>Areas of your work that you would like to highlight for discussion by the Committee.</b></p>
<p>None identified.</p>
<p><b>Any other matters arising from your work that you wish to bring to the Committee's attention.</b></p>
<p>None at this time.</p>

<b>Area of work</b>
<b>RCVS Fellowship</b>
<b>Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.</b>
<p><b>Promoting Scientific evidence</b></p> <p><b>Fellowship Day</b> – The day was held on Friday, 20<sup>th</sup> September and the Royal Institution. Ninety five people registered to attend ahead of the day. This included:</p> <ul style="list-style-type: none"> <li>• 20 out of the possible 30 new Fellows – many of whom brought guests.</li> <li>• 8 Fellows who made a contributory donation of £50.</li> <li>• 8 Fellows of the Future.</li> <li>• 19 MRCVS.</li> <li>• 14 students.</li> </ul> <p>Feedback from the day has been broadly positive although some disquiet about the request for donations to contribute to the running of the day was expressed from some quarters.</p> <p>The programme generally worked well. The need to review the rules of the Fellows of the Future competition is probably warranted, however. Whilst there was a good topic spread and submissions from nearly all schools these were predominantly received from postgraduates. There might be merit in considering the creation of two separate categories to level the playing field in future years.</p> <p><b>Science Advisory Panel</b> – At its next meeting, the Fellowship Board will be considering a paper that proposes a collaboration between the Fellowship, through its science advisory panel, and RCVS Knowledge's <i>Veterinary Evidence</i> Journal. This collaboration would see the Panel generating questions using the recently developed Knowledge Summaries Question Generator. It is proposed that some of these questions would be opened to the wider field whilst others would be taken on by the FSAP to answer. Doing so should raise the profile of the Fellowship – in particular, the expertise it can draw upon. The results of these discussions will be brought back to APC for consideration.</p> <p><b>Furthering professional skills and practice and invigorating creativity</b></p> <p><b>Fellowship Directory</b> – the Fellowship Directory was officially launched at Fellowship Day. The Directory was initially opened up to the 2018-19 Fellow cohorts. There has been a high number of entries thus far (Approximately 2/3rds of those approached). All Fellows will soon be invited by email to complete their entry on the directory later in November.</p>
<b>Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.</b>

**Governance of the RCVS**

The first full meeting of the new Fellowship Board will take place on Friday, 6<sup>th</sup> December. At this meeting the new chair of the Profession credentials panel will be appointed. Doing this means the Fellowship Board will have its full membership.

**Promoting the RCVS Fellowship**

A communications push is being planned to principally raise awareness of the application process to become a Fellow. In particular, work will seek to demystify the process and in doing so emphasise the breadth of outstanding contributions which meet the criteria for Fellowship. It should also focus attention on the purpose of the Fellowship as the learned society of the RCVS, its strategy, and how its activities and the activities of its Fellows help deliver this.

**Promoting scientific evidence**

**Fellowship Day** – an evaluation of the 2019 day will be considered by the Fellowship Board. In tandem with this, RCVS events team will be reviewing the day alongside other events that it runs to consider what efficiencies in delivery might be achieved.

**Furthering professional skills and practice and invigorating creativity**

**Fellows on Tour** – The RCVS team is seeking to track the scheduling of these events and provide support, particularly in terms of promotion. It is understood that events at Surrey and Bristol are currently in the pipeline.

**Details of any budgetary or risk related issues that should be brought to the Committee's attention.**

**Not at this moment**

**Synergies with other workstreams that your current activities may introduce.**

RCVS Knowledge VE Journal

**Areas of your work that you would like to highlight for discussion by the Committee.**

Any other matters arising from your work that you wish to bring to the Committee's attention.



<b>Area of work</b>
<b>International strategy</b>
<b>Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.</b>
<p><b>World Organisation for Animal Health (OIE)</b></p> <p>Discussions have continued with respect to getting involved with the World Organisation for Animal Health (OIE) statutory body twinning programme following OIE's suggestion that the RCVS might consider becoming a 'parent' organisation. There have been exploratory conversations with the Botswana Veterinary Council and also with the UK CVO Christine Middlemiss who is the UK's representative to OIE, as well as the Deputy CVO Graeme Cook who leads on international engagement.</p> <p><b>Other global organisation links</b></p> <p>Arrangements have been made for the RCVS to host the International Accreditors Working Group (IAWG) in June 2020, immediately prior to (and in the same London venue as) the Federation of Veterinarians of Europe General Assembly. Between these two events the RCVS is aiming to host a joint IAWG-World Veterinary Association workshop on global education standards. These events put the RCVS in a strong position to influence global standards.</p>
<b>Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.</b>
<p>A meeting between Deputy CVO Graeme Cook and the RCVS will be arranged to seek his advice and support on collaborating with Botswana, as well as other possible candidate countries.</p> <p>Education Committee will be discussing the prospect of marketing Specialist and Advanced Practitioner Status aboard at its 12 November meeting; APC will receive an oral update thereafter.</p> <p>In due course, a paper will be brought forward exploring options for increasing the offer to our overseas members, influenced by the recent overseas members' survey.</p>

**Details of any budgetary or risk related issues that should be brought to the Committee's attention.**

Budgetary and risk issues will be included in future papers as individual options are worked up into full proposals.

**Synergies with other workstreams that your current activities may introduce.****Areas of your work that you would like to highlight for discussion by the Committee.****Any other matters arising from your work that you wish to bring to the Committee's attention.**



<b>Area of work</b>
Innovation (ViVet)
<b>Key activities and issues managed in the last quarter that the APC should be aware of.</b>
<p><b>ViVet Innovation Symposium 2019</b></p> <p>On Tuesday 1 October, at The Lowry in Manchester we hosted our biennial Innovation Symposium, bringing together veterinary professionals and stakeholders from diverse backgrounds to discuss the evolving role of the veterinary professions and the advancements in both companion and production animal care in the UK and across the world.</p> <p>The packed agenda included international keynote speaker Nancy Rademaker who opened the day's presentations with a thought-provoking talk on how technology has changed customer behaviour and how the profession must adapt to the 'new normal' in order to thrive. Nancy highlighted that the customer is looking for transparency, personalisation, convenience and speed and the challenges this presents for every sector.</p> <p>This was followed by a wide range of inspirational speakers, exploring the potential of emerging technology to improve the lives of veterinary professionals and the services they provide.</p> <p>Much discussion was held on the need to find a balance between being customer-centric and keeping the animal health and welfare at the centre of what veterinary professionals do. This nuance was the focus of the 'Future of the Professions debate' with informed arguments presented for both side of the motion: 'In order to thrive the veterinary professions must become truly 'customer-centric'.</p> <p>We will be hosting the event reports and full recordings on the ViVet website, these will be made available shortly.</p> <p><b>Vet Futures Student Veterinary Innovation Competition</b></p> <p>The teams successfully selected to compete in the 'What's your big idea? Student Innovation Competition' final represented three of the UK Vet Schools, students including Veterinary, VN and Bio veterinary students were supported in the months ahead of the symposium with dedicated mentors assigned to their team, two industry professional web calls and a Confidence and Presentation coaching session. Equipping the students with skills that would not only support their big pitch at the innovation symposium but also support them throughout their career.</p> <p>The VF Student Ambassador and Innovation Chair, Zoe Skinner (Nottingham 5<sup>th</sup> year student) took to the stage at the symposium to introduce the competition final which was being run as a 'Dragons Den Style' Pitching session.</p>

#### Finalist Teams Results –

- **Winners** - Liverpool Vet School, Christina Ratcliffe and Ana Almeida Warren – Veterinary Education, Case Studies App
- **Runner up**- Bristol Vet School and University of Bristol – Lauren Sweeney and Rohilla Rogers, Helping with Whelping App

We will now be evaluating the success of the competition to see if it is something we would host again. Growth options include the potential to partner with an international programmes such as The VEA (Veterinary Entrepreneurship Academy).

#### Digital Veterinary Summit

ViVet attended the Digital Veterinary Summit on the 9th & 10th October, where ViVet was an event partner.

Anthony Roberts, RCVS Director of Leadership and Innovation chaired the first day of the conference. Over the two days the ViVet team had nine pre-arranged one-to-one meetings with innovators within and outwith the profession.

Chris Tufnell, RCVS Council Innovation Lead, also took Chaired a panel discussion on behalf of RCVS and ViVet.

#### Proposed activities and issues to be managed in the next quarter that the APC should be aware of.

##### ViVet Innovation Evening

The next ViVet Innovation evening event to be hosted. We will be reaching out to Vet Schools to be able to create a calendar of events available across the UK.

##### Innovation Workshop

ViVet is looking into the potential to host a duel format (available online and attending the workshop at the college) workshop on 'Innovation Thinking'. This would be the 3<sup>rd</sup> workshop in the Innovation workshop series.

##### Reviewing the next steps and priorities for the ViVet programme

#### Details of any budgetary or risk related issues that should be brought to the Committee's attention.

N/A

#### Synergies with other workstreams that your current activities may introduce?

N/A
<b>Areas of your work that you would like to highlight for discussion by the Committee?</b>
N/A
<b>Any other matters arising from your work that you wish to bring to the Committee's attention?</b>
N/A



<b>Area of work</b>
<b>Leadership</b>
<b>Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.</b>
<p><b>Workstream 1 – Leadership for everyone</b></p> <p>In October, the Director of Leadership and Innovation gave a keynote at VetForum UK 2019. The interactive session titled “<i>Leadership: the key to healthy and fulfilling veterinary careers?</i>”, provided an opportunity to discuss leadership in the veterinary setting, to highlight how the RCVS is seeking to drive this agenda forward and to explore ways that this could be done further. The presentation was well received and a strong message from the audience was that RCVS involvement was welcomed in this sphere.</p> <p>The third run of the Jenner leadership programme will be launched on Monday, 18<sup>th</sup> November. The FutureLearn platform is already allowing registrations. In particular, the Leadership and VNF teams are collaborating closely to deliver a more concerted drive to raise awareness of the programme amongst VNs.</p> <p>A qualitative study involving participants on the Jenner programme is underway as part of its on-going evaluation. In depth interviews with a range of participants who have completed the programme have, and continue to be, carried out. The interviews cover a range of topics that fall within the leadership agenda. The data being collected will be analysed and interpreted over the forthcoming months.</p> <p><b>Workstream 2 – Leading the profession</b></p> <p>Scoping work to consider appropriate supportive interventions for Council members continues to be carried out.</p> <p>Steps towards a further push to encourage RCVS staff to participate in the November launch of the Jenner leadership programme are being taken.</p> <p><b>Workstream 3 – tomorrow's leaders</b></p> <p>There have been discussions on how to expand the Leadership Showcase. Potential options are being explored before a plan is developed.</p> <p>One minute leadership videos have been signed-off. These represent 11 members of the vet team, including 3 vet nurses. Plans are being worked up with RCVS communications team on how these can be most judiciously used, adopting appropriate channels to raise awareness of the important themes the showcase has raised - including mentoring, continuous learning, and change management.</p>

We have been in discussion with RVC, and RVC students' union, to carry out some focus group sessions with students. The purpose of these would be to explore how the Jenner programme could be offered in a feasible and attractive way – for example, how it is timed and targeted.

**Proposed activities and issues to be managed before the next APC meeting. N.B.** Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

**Workstream 1 - Leadership for everyone –**

Two runs of the Jenner programme run 3 (18<sup>th</sup> November) and 4 (27<sup>th</sup> January 2020) will launch. Consequently there will be continued promotional activity.

Data from the in depth interviews conducted with Jenner participants to be analysed with early findings and recommendations shared.

**Workstream 3 – Tomorrow's leaders**

Scoping work with vet students carried out with recommendations shared.

Leadership showcase comms plan agreed with moves to start implementing it.

**Details of any budgetary or risk related issues that should be brought to the Committee's attention.**

Not at this time

**Synergies with other workstreams that your current activities may introduce.**

VNF re. Jenner  
DIG re. leadership showcase

**Areas of your work that you would like to highlight for discussion by the Committee.**

**Any other matters arising from your work that you wish to bring to the Committee's attention.**





**Area of work**

Mind Matters Initiative

**Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.**

Since the last meeting of APC, on 10 September, we have:

- Organised and hosted the first MMI Veterinary Student Mental Health and Wellbeing Roundtable
- Organised and hosted the second biennial MMI Veterinary Research Symposium
- Held two wellbeing workshops at the British Veterinary Nursing Association Congress
- Spoken at an event around Culture of Care at Pirbright
- Presented at the British Cattle Veterinary Congress
- Hired a new MMI Officer, Rachel Pascoe, to support the Initiative
- Attended the External Reference Group for Vetlife
- Met with the American Veterinary Medical Association to discuss collaboration
- Met with Banfield/Mars to discuss best practice in mental health support
- Launched a series of resilience courses, jointly with the British Small Animal Veterinary Association (BSAVA)
- Continued to promote the MMI/Society of Practising Veterinary Surgeons Wellbeing Awards
- Published a new &Me story, on Mental Health Awareness Day
- Continued with the Schwartz Round pilot, and organised a 'Schwartz Round Live' for BSAVA Congress in April 2020
- Gained approval for mental health-related standards to be included in the Practice Standards Scheme
- Welcomed the Canadian Veterinary Medical Association, the Federation of Veterinarians of Europe and the World Small Animal Veterinary Association as co-signatories of our statement on mental health and wellbeing

**Proposed activities and issues to be managed before the next APC meeting. N.B.** Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

Now we have a new MMI Officer on board, we have more resources to progress planned activities, ie:

#### **Wellbeing Volunteers**

We have received several expressions of interest for the Wellbeing Volunteer scheme. A pack of materials now needs to be developed, then a formal recruitment process, training and safeguarding put in place.

#### **Return to Work Scheme**

Options are being explored for a Massive Open Online Course (MOOC) for individuals who are either returning to work following a period of mental ill health, or currently managing a mental health condition in the workplace. It is thought that this will run in tandem with a scheme that recognises employers who are supportive to returners.

#### **Five-year anniversary**

The end of this year marks five years since the conception of the Mind Matters Initiative. The MMI team is currently considering ways to mark and celebrate this milestone, with a publication covering the Initiative's achievements and plans for the future. The possibility of a five-year anniversary event is also being explored, probably in January 2020.

#### **Student wellbeing**

We will develop an action plan out of the Student Mental Health and Wellbeing Roundtable, for discussion at the forthcoming joint officers meeting with the Veterinary Schools Council and the Association of Veterinary Students. A similar event for VN students is under consideration.

#### **Mental Health Awareness Courses**

A new series of these courses, run for MMI by Trevor Bell, is under organisation to run during 2020.

#### **Series of MMI webinars**

We have already run webinars on bullying in the workplace and on the benefits of exercise for mental health. New webinars are planned on eating disorders, self-harm, recovery after work and cyberbullying.

**Details of any budgetary or risk related issues that should be brought to the Committee's attention.**

The Risk Register was recently reviewed when it was transferred to the new online system but no new major risks have emerged.

**Synergies with other workstreams that your current activities may introduce.**

There are potential synergies with ViVet around innovation; Leadership around wellbeing in the workplace; Knowledge around learning culture/quality improvement; and Global, around Mind Matters international.

**Areas of your work that you would like to highlight for discussion by the Committee.**

Nothing specific is highlighted but the MMI team would be happy to take questions on any area of current or future work.

**Any other matters arising from your work that you wish to bring to the Committee's attention.**

None at this time.



<b>Area of work</b>
<b>RCVS Knowledge</b>
<b>Activities carried out since the last meeting of the APC. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.</b>
<p><b>Evidence-based Veterinary Medicine Matters</b></p> <p>In April 2018 RCVS Knowledge and Sense about Science, a charity that challenges the misrepresentation of science and evidence in public life, agreed to collaborate on a publication <i>Evidence-based Veterinary Medicine Matters</i> that would set out the commitment from RCVS Knowledge and other key veterinary stakeholders to an evidence-based approach to veterinary medicine.</p> <p><i>Evidence-based Veterinary Medicine Matters (See attachment, final edits are underway at the time of writing this report)</i> will be published on the week commencing 18<sup>th</sup> November. It contains contributions from 14 leading veterinary associations, universities and institutions.</p> <p>The 14 case studies demonstrate the practical impact of EBVM across small animal, farm and equine specialisms.</p> <p>As well as the case studies representing the breadth of the sector <i>Evidence-based Veterinary Medicine Matters</i> contains a commitment to evidence-based veterinary medicine which all the contributing organisations have signed up to. This is the first time that this number of veterinary organisations have come together to demonstrate the strength of their commitment to EBVM. Further, we believe it is the first time that this large a number of authoritative bodies representing the breadth of the veterinary industry have collaborated on a publication and supported a single issue.</p> <p><b>Veterinary Evidence</b></p> <p>The journal software has undergone a major upgrade and now has increased usability for readers and authors/reviewers.</p> <p>Article views are increasing by 22% per quarter, international audience spanning 150+ countries, consistently publishing 3 papers and an Audio Summary Podcasts (26K downloads) per month, consistently receiving 3 new submissions per month.</p> <p>We have undertaken a reader and author survey with 100% of authors stating that they would submit to us again and recommend Veterinary Evidence to their colleagues. A feature that scored</p>

highly in our reader survey was for increased metrics at the article level (citations, downloads, shares, views). We have now subscribed to Altmetric and it is currently being embedded in the site and so the scores will soon be available next to each published paper.

Our top three Altmetric outputs are:

[Are Pressure Vests Beneficial at Reducing Stress in Anxious and Fearful Dogs?](#)

This paper has a weighted score of 22.

[Reducing Veterinary Waste: Surgical Site Infection Risk and the Ecological Impact of Woven and Disposable Drapes](#)

This paper has a weighted score of 19.

[When Preparing Veterinary Patients for Surgery Is the Friction \(Back and Forth\) Method of Scrubbing the Skin More Effective Than Concentric Circles at Reducing Bacterial Levels on the Skin?](#)

This paper has a weighted score of 16.

Altmetric has tracked 13,478,187 research outputs across all sources so far. Compared to these all three papers have performed well and are in the 90th percentile: in the top 10% of all research outputs ever tracked by Altmetric.

### **Quality Improvement Update**

The Quality Improvement programme supports practice teams to embed quality improvement (QI) techniques for a structured and evidence-based approach to animal care.

We presented the 2019 RCVS Knowledge Awards at RCVS Day (July 2019). We are working with the winners in various ways to champion their work. Deadline for applications for the 2020 Champions close at the end of November (<https://knowledge.rcvs.org.uk/grants/available-grants/knowledge-awards-quality-improvement-in-practice/>).

Roadshows (recently completed and upcoming):

- a. Clinical management of Hip Dysplasia: using QI to impact outcome x3 (Oct 2019, May and June 2020)
- b. A QI webinar on Webinar Vet (Sept 2020)
- c. Sessions covering our campaign – BVNA Congress 2019 x4.
- d. QI workshops for equine practice (Oct and Dec 2019)
- e. A QI workshop with SPVS/VMG (Nov 2019)
- f. A session on QI and a learning culture – LVS 2019.
- g. A QI stream at VMG/SPVS Congress 2020.
- h. A QI stream at BSAVA Congress 2020.
- i. In discussions for QI sessions at BEVA Congress 2020 and a QI stream at BVNA Congress 2020.
- j. QI workshops with Pam Mosedale x5 with CVS, x1 with VetPartners.

### **VetHistory**

Digitising work continues –

‘The Veterinarian’ Volumes 1-58 now online (1828-1885)

Draft memorial to the Governors of the RVC, 1840 – available online

Over 300 Letters written in support of Memorial to Governors of the RVC – available online

An ambitious project proposal is being drawn up to submit to the Alborada Trust in November. In addition to a partnership with RVC, the project will involve a call for historic veterinary practice records to be donated to the Archives for cataloguing and digitisation. A crowd-sourcing project would then aim to extract a dataset from these records to be made available to researchers, and potentially uncover forgotten methods of animal care worthy of further research from the pre-antibiotic era.

### Library and Information Services update

From 2020 individuals on BSAVA postgraduate courses will be offered LIS membership funded by BSAVA.

In addition to the growth in memberships from corporates, we are seeing a steady increase in new individual memberships, usually linked to undertaking qualifications.

LIS membership is currently 1,281, an increase of 345 members since the start of 2019.

**Proposed activities and issues to be managed before the next APC meeting. N.B. Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.**

### Evidence-based Veterinary Medicine Matters

Promotional assets are being prepared and will be distributed in partnership with Sense about Science, including a press release, social media posts, and a newsletter item. Contributing organisations and case study authors are being requested to share these using their own communications channels and networks to amplify the impact of the announcement. Print copies will be distributed to key influencers within the profession.

Additional materials are also planned to maintain momentum on an ongoing basis, such as a website where practices can add their support to the commitment, and materials that can be printed off locally for practices to demonstrate this commitment.

### Veterinary Evidence

We will be working with the Fellowship team in relation to the project compiling common conditions and the PICO questions in relation to these conditions.

### Quality improvement Project

We will be publishing the latest data from the Routine Neutering Complication Audit. Overall the complication rate for all neutering cat, dog and rabbit is 18.2%. However this varies depending on the procedure and is 25.83% for a bitch spay and 3.48% for a cat castrate. These percentages have remained stable over the last few years which has not demonstrated an improvement. We will be working on developing interventions to support practices to improve outcomes.

The following table shows the overall results of post-operative complications submitted to date.

Outcome	Frequency	Percent	Cum Percent
<b>Abnormal but no treatment necessary</b>	3417	9.41%	9.41%
<b>Abnormal requiring medical treatment</b>	2772	7.64%	17.05%
<b>Abnormal requiring surgical intervention</b>	381	1.05%	18.10%
<b>Fatality of animal</b>	35	0.10%	18.20%
<b>No abnormality present</b>	29696	81.80%	100.00%
<b>Total</b>	36301	100.00%	100.00%

Unclassified

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Abnormal but no treatment necessary	9.12%	9.72%
Abnormal requiring medical treatment	7.37%	7.91%

The strategy for the next phase of the Quality Improvement activity is to be signed off by RCVS Knowledge Trustee Board on the 12th November.

The proposals include –

- Development of an Equine AMR Audit.
- Set up a collaborative event between RCVS and RCVS Knowledge drawing on current synergies between QI and Leadership to extract and translate key lessons from human health
- Repeat the RCVS Knowledge Champion Awards to celebrate success and demonstrate to others what “good QI” looks like.
- Lead discussions between under- and post-graduate educators to provide a consistent, prioritised approach to teaching the principles of quality improvement and the associated themes of communication, team-work and team-morale, patient safety, and leadership.
- Establish Working Parties to focus on improvement challenges and interventions.

#### **Library and Information Services**

Seek to improve the retention rate for LIS membership through a number of actions including the introduction of a direct debit facility for library membership.

Continue to develop inFOCUS in conjunction with the Chair of the Clinical Review Team, developing additional content and resources.

#### **Details of any budgetary or risk related issues that should be brought to the Committee’s attention.**

#### **Synergies with other workstreams that your current activities may introduce.**

We will be working with the Fellowship team in relation to the project compiling common conditions and the PICO questions in relation to these conditions.

Set up a collaborative event between RCVS and RCVS Knowledge drawing on current synergies between QI and Leadership to extract and translate key lessons from human health

#### **Areas of your work that you would like to highlight for discussion by the Committee.**



In the previous meeting it was highlighted that the theme for next year would be focussing on the role and work of the generalist.

Almost all of the work that RCVS Knowledge undertakes is pertinent to the work of the generalist. Areas that we could highlight include

- Accessing relevant and up to date clinical information through Veterinary Evidence and the Library.
- Setting up and supporting Journal Clubs in practices.
- Contributing to the Routine Neutering Complication audit
- Undertaking quality improvement in their practice

**Any other matters arising from your work that you wish to bring to the Committee's attention.**



<b>Area of work</b>
<b>VN Futures</b>
<b>Activities carried out since the last meeting of the APC. N.B.</b> Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.
<p><b>Events</b></p> <ul style="list-style-type: none"> <li>▪ JM attended VETNNET conference and presented on VNF and the concept of 'VNF Europe'</li> <li>▪ Attendance at BVNA Congress, and provision of VN Futures 'Fringe' Event</li> <li>▪ JM attendance at VN Ceremony, 17<sup>th</sup> October. Discussed VNF with attendees and obtained new contacts</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>▪ Awaiting draft of new site – ongoing</li> <li>▪ Plan for meeting early November to discuss site and content</li> </ul> <p><b>VNFB</b></p> <ul style="list-style-type: none"> <li>▪ JM – created document outlining the member selection framework</li> </ul> <p><b>Chairs</b></p> <ul style="list-style-type: none"> <li>▪ Meeting held between JM, JD and Chairs of the working groups at BVNA congress</li> </ul> <p><b>Career progression group</b></p> <ul style="list-style-type: none"> <li>▪ Proposals for two of the three webinars obtained</li> <li>▪ Beginnings of creation of summary of leadership courses suitable for VNs in leadership role</li> </ul> <p><b>Workforce Group</b></p> <ul style="list-style-type: none"> <li>▪ School Ambassador Pilot planning and coordination</li> <li>▪ Planning for the ambassadors' Development Day</li> <li>▪ The Development Day will be held on 18<sup>th</sup> November</li> </ul> <p><b>One Health Group</b></p> <ul style="list-style-type: none"> <li>▪ Researched smoking cessation campaign – available training and resources</li> <li>▪ Becky Jones and Andrea Jeffery met with programme director at UWE to discuss frameworks for community/district nursing</li> <li>▪ Q+A session with above planned</li> <li>▪ Two nurses working in community nursing roles taken on as 'support' for the group</li> <li>▪ JM attended UKOHCG meeting, 16<sup>th</sup> October</li> </ul>

**Proposed activities and issues to be managed before the next APC meeting. N.B.** Information explaining how these activities contribute to the delivery of the workstream's agreed plan must be clearly stated.

### **Career Progression Group**

- Chair to produce action plan with timescales for key activities
- 1x webinar proposals still to be completed (and replacement speaker sourced), and a timeline for delivery agreed
- Comms for above webinars – JM to liaise with RCVS coms
- Production of 'case examples' regarding veterinary nurse revenue contribution to practice
- The above were included in previous report and are still ongoing

### **Workforce Group**

- Chair to produce action plan with timescales for key activities
- Create comms on the pilot project
- Awaiting approval of children's book (with comms at present?)
- Analyse gender and ethnicity data
- The above are still ongoing
- Obtain diverse images – this has moved forward and we have three practices for Jacob Cook to attend
- Sourced SVN member for group – however thus far have not responded – follow up in progress

### **One Health Group**

#### **Education**

- Contact main veterinary nursing BSc programmes to source examples of student projects within field of one health that could be showcased via BVNA posters or publication in journal
- Research current activities/themes under OH for potential publication/ongoing promotion
- Write an article giving an overview of OH in the current climate

#### **Community nursing**

- Collect profiles of veterinary nurses performing a community nursing role (ongoing)
- Source human-centred nursing profiles to use as a comparison against VN role and provide insight into unique skillset required
- Research the training requirements for student community nurses as guidance for developing the VN community role
- Write an article on the role of the community nurse from both perspectives

#### **Smoking cessation**

- Obtain information on initial launch – how can we relaunch differently?
- Promote in October with a view to launch for 'No Smoking Day' 12th March 2020

#### **Long term/ongoing**

- What the 'priorities' are regarding sustainability from organisations involved with this?
- What work is already being done?
- What are the opportunities for shared learning within education?
- Which institutions could we reach out to regarding collaboration in this field?
- Identify potential areas for research within one health field
- Confirm whether symposium would be 'VN Futures' or just One Health?
- The above are still in planning or ongoing

- Chairs requested to collate and report back a summary of the work of their group over the past 3 years
- Chairs to identify areas of overlap and synergy in the work of the groups
- Change to project structure may affect the above Working Groups' proposed activities

#### **Comms**

- Ongoing production of meeting summaries, press releases, blogs
- Plan to arrange meeting to develop a clearer comms strategy for the project

#### **Miscellaneous**

- Co-ordinate change in Board members
- Communicate with interested parties, collect profiles and direct information to the appropriate groups

The below are still ongoing, and changes to project structure may affect so will be put on hold at present

- Collect and collate Chair and Member profiles and DOIs
- Create CoC and commitment requirements for ToR

#### **Details of any budgetary or risk related issues that should be brought to the Committee's attention.**

The BVNA have a budgetary commitment for the project, however I am still not sure how this should be managed.

Change in project structure may affect budgetary requirements of the project. Currently the vast majority of the budget has been used for expenses to travel to meetings, and it is hoped that more frequent 'virtual' meetings will be held, and budget allocated to work to achieve actions.

#### **Synergies with other workstreams that your current activities may introduce.**

- Discussion with Lisa Quigley held on 25th April, regarding a potential project to support VN Clinical Coaches in promoting wellbeing and supporting their students, and the MOOC for wellbeing for vets and nurses in practice. This would benefit from being discussed further and an action plan devised.
- Explore potential for collaboration with VetFutures on Leadership.
- JM and OG in discussion over promotion of upcoming intake of Edward Jenner course to VNs
- Diversity – work with RCVS to highlight diversity in the VN role - ongoing

- Hoping to work with the diversity and inclusion group – and consider the potential for the Workforce group to feed into this dedicated group, rather than working on this separately.
- Creating communication with the UKOHCG may be beneficial in helping to feed in ideas to the VNF One Health Group.

**Areas of your work that you would like to highlight for discussion by the Committee.**

**Any other matters arising from your work that you wish to bring to the Committee's attention.**

Review of the project (JM and JD) with plan to produce interim report by Christmas. In the report we will outline the original ambitions and actions for the project, and detail the progress that has been achieved so far.

Plan for new approach to project work, and find a way forward that enables us to meet actions without putting all of the onus on working group members or the project manager, as this is not realistic when we consider the scope of our aims.

We plan to utilise the Working Groups for providing ideas and inspiration for the work of the project, and whilst still having an input to creating objectives and undertaking some of the activities where applicable; we will also aim to source external input (and internal in the form of RCVS resource) to carry out many of the activities that we will want to put into place. It may be that remuneration will be appropriate for some of this work where external sources are used. It may also be that the partner in the project, the BVNA, are best placed to specifically tackle some of the areas of the work. Following discussion, we may change the setup and focus of the groups as they currently exist.

I am unsure as to how the above may affect the structure and purpose of the current VNF Board.

<b>Meeting</b>	Advancement of the Professions Committee
<b>Date</b>	12/11/2019
<b>Title</b>	Plan for Additional Remit for APC
<b>Classification</b>	Unclassified
<b>Summary</b>	Proposed update to APC remit.
<b>Decisions required</b>	Whether the committee approves the updated APC remit
<b>Attachments</b>	
<b>Author</b>	Professor David Argyle <a href="mailto:david.argyle@roslin.ed.ac.uk">david.argyle@roslin.ed.ac.uk</a>

### Current Situation

APC committee currently serves as “governance conduit” able to report to council on multiple workstreams such as MMI, Fellowship, Global and Equality and Diversity. Whilst this fulfils an incredibly important function, the committee as a reporting function may be missing opportunities for innovation. At the last committee meeting we discussed creating a committee where the “the whole was greater than the sum of its parts”

### Proposed changes

- At the last APC meeting we proposed that an overarching theme for the committee would help to unify workstreams and bring focus to the Committee. We discussed a proposal to make the first workstream ***‘Advancing the Professions through Primary Care Practice’***. Each workstream reporting to the Committee would be tasked with thinking about how work in their areas could be developed to support this theme in 2020/2021 and be prepared to discuss this at the November meeting of the APC Committee.

- Advancing the profession committee would build on its governance function by creating “uplift and added value”. This would allow ***celebration of the profession and all of its branches***.
- The Committee would commit to a series of work streams to bring together component parts to influence and support all aspects of professional life. The work streams would be ***2-year programmes celebrating various branches of the profession***. Year one would be a data gathering and planning exercise, followed by a year of implementation which could include a series of events across the UK (mapped to current activity) and culminating in an biannual review and publication.
- As an example, the first work stream would be “***Advancement of the profession through celebration of primary care***”. Below are just some examples of how this could be delivered:
  - ***Fellowship*** could look at how the Fellowship could be embedded within primary care practice and promoting evidence-based medicine. Celebrating fellowship through clinical practice and strengthening that component. Knowledge transfer as a key element of primary care.
  - ***Mind matters***: specific issues relating to primary care.
    - i. How can we ensure excellent staff experience in primary care practice (whole clinical team including professional services).
    - ii. Support mechanisms and encouraging primary care practices to take ownership of mind matters initiatives and determine its own future.
    - iii. Include resilience training in primary care.
    - iv. Preparation of undergraduates for primary care
    - v. Primary care as a career opportunity
    - vi. Challenges and opportunities of remote and rural practice.
- ***Diversity and Inclusion*** could perhaps also be linked to other themes above and also to leadership and resilience training?
- ***Innovation***: Focus on transformation of clinical practice: linked to achievable aims in primary care: bring workshops of primary care and vet schools together. Open debates about technology and the impact of primary care. Primary care as a discipline in university structures.
- ***Global***: Knowledge exchange in primary care in a global context

**Resource Implication:** There is obviously a resource implication with this initiative but it could be linked to many of the current and planned activities across the college.