

Advancement of the Professions Committee (APC)

22 November 2018, 14:00

The Royal College of Veterinary Surgeons, Belgravia House, London

Agenda

- 1. Apologies for absence**
- 2. Welcome and Introduction**
- 3. Declarations of interest**
- 4. Approval of APC Terms of Reference (overleaf)**
- 5. Summary of APC work streams and activities**
- 6. The future direction of the RCVS Fellowship – discussion paper**
- 7. Any other business**
- 8. Dates of next meetings:**
 - 1) 31 January 2019 (PM)
 - 2) 7 May 2019 (PM)

Advancement of the Professions Committee – Terms of Reference

1. The Advancement of the Professions Committee will oversee work that is non-statutory in nature and contributes broadly to the advancement of the veterinary and/or veterinary nursing professions.
2. Such activity includes, but is not limited to, leadership, innovation, mental health (Mind Matters), the Fellowship, international strategy, Vet Futures, VN Futures and other workstreams to be defined by Council.
3. This will exclude work that is non-statutory but sufficiently covered by existing standing committees, such as postgraduate education.
4. The Committee will comprise the chairs of relevant working parties or taskforces, or appropriate Council member champions, together with four other members of Council (chair, lay member, veterinary surgeon, veterinary nurse), together with relevant members of the Senior Team. Other Committee members may be co-opted if necessary. RCVS Knowledge, an independent charity, will contribute by means of its Chair of Trustees who will be an invited observer. Although they each have responsibility for individual projects or areas of work, they will review and input across all areas, with collective responsibility.
5. The Committee will:
 - a) Take regular reports from the leads on these areas of work and consider the ongoing effectiveness of the work against agreed strategy, timing and resourcing, making recommendations for changes, where appropriate. Consider any additional budgetary impact of these workstreams, which would then be escalated via the Financial Controls process
 - b) Ensure that potential synergies between the various projects and initiatives reporting into the Committee are identified and exploited, and that opportunities for working collaboratively to maximise the impact of workstreams is explored.
 - c) Provide a forum for in-depth consideration of the issues surrounding or arising from the projects and initiatives that report into the Committee, and blue-sky thinking to support the identification and development of new non-statutory projects which would serve to advance the professions
 - d) Flag up any issues of concern to the Audit and Risk Committee, via the Risk Register, particularly in terms of financial, reputational or legal risks associated with the project and initiatives reporting to the Committee
 - e) Make recommendations to Council for any new streams of work which may be appropriate under our Royal Charter
 - f) Make a report to Council on a regular basis summarising the work that comes under its purview

Meeting	Advancement of the Professions Committee
Date	22 November 2018
Title	Summary of APC work streams
Classification	Unclassified
Summary	<p>Provided below is a summary outlining the RCVS activities that come within the scope of the Advancement of the Professions Committee.</p> <p>The Summary is ordered as follows:</p> <ul style="list-style-type: none"> i. Equality, Accessibility and Diversity Working Group Page 2 ii. International strategy Page 5 iii. Fellowship of the RCVS Page 6 iv. Innovation Page 8 v. RCVS Knowledge Page 11 vi. Leadership Page 18 vii. Mind Matters Page 20 viii. VN Futures Page 22
Decisions required	<p>Committee members are asked to consider:</p> <ul style="list-style-type: none"> i. where synergies might exist between work streams; ii. where cross-collaboration between work streams would be most appropriate; and iii. how learning and experience from individual work streams can be most effectively shared to inform other areas of work.
Attachments	<p>Annex A - Global reach section of Strategic Plan, with progress as of 18 months into plan</p> <p>Annex B – RCVS Innovation programme (ViVet) three-year plan</p> <p>Annex C – RCVS Leadership programme three-year plan</p> <p>Annex D – RCVS Knowledge strategy</p> <p>Annex E – Overview of Mind Matters activities</p>
Author	Oliver Glackin o.glackin@rcvs.org.uk

Background and purpose of paper

1. The purpose of this paper is to provide a summary of each of the work streams that come within scope of the Advancement of the Professions Committee.
2. In detailing each work stream's genesis, rationale, objectives and outputs the paper should act as a prompt for a conversation to identify where synergies might occur, where opportunities for cross-collaboration exist and how learning and experience from individual work streams can inform others.

Equality, Accessibility and Diversity Working Group

3. The creation of a Working Group to consider equality, accessibility and diversity issues within the College (staff, Council and other groups) and the wider professions is in line with the objective within our current strategic plan to 'encourage diversity in our Council, our staff and other groups allied to the RCVS'. The setting up of the WG was agreed by the Operational Board at its 31 October 2018 meeting, the precise name of the group is yet to be agreed.
4. Proposed terms of reference, to be finalised by the WG, are as follows:
 - i. To make an assessment of the current state of diversity within the veterinary professions, taking account of ethnicity, gender, sexuality, disabilities and any other relevant groups, based on available statistics, and to benchmark these against other professions. The commissioning of some research may be required at this stage.
 - ii. To develop an understanding of the barriers to a more diverse profession, considering factors such as selection and recruitment to veterinary school; recruitment to the workplace; attitudes and support within the workplace and other aspects – this would involve liaison with specific groups that represent the interests of minorities, for example, the Facebook groups Veterinary Spoonholders and Vets Stay, Go, Diversify.
 - iii. To consider what the role of the RCVS might be in changing the culture, making direct interventions, encouraging change from others and supporting other relevant organisations. This would include a review of what other regulators do, both within and outside the veterinary profession, in the UK and overseas.
 - iv. To ensure RCVS staff, Council and committee members and other groups have adequate awareness of the issues and are provided with training and development to mitigate any unhelpful behaviours. This may include surveys to understand current levels of conscious and unconscious bias.
 - v. To establish what success would look like, how long this might take and how it might be measured.

5. The Terms of Reference, together with an action plan for an initial series of four meetings, would be discussed and agreed at the first meeting of the Working Group.
6. The Working Group will be chaired by the Junior Vice-President for the duration of its existence (i.e. regardless of role changes).
7. The secretariat for the Working Group will be provided by the RCVS HR team, with support from other departments in terms of the preparation of papers, as relevant.
8. Meetings of the WG will also be attended by members of the Senior Team and other staff members, as appropriate to the agenda. Specific guests with expert views/experience will be invited to contribute to meetings as per the topic at hand, for example, those who have carried out successful diversity programmes elsewhere.
9. It is envisaged that the Working Group would meet for the first time in the New Year, in order to give time to recruit the relevant members and to set dates. Dates for the first four meetings will be set at the same time, to help to ensure consistency of membership.
10. Without prejudicing the outcomes of the Working Group, but to give a sense its potential activities, the following types of actions are likely to be considered:
 - i. Reviewing the **Supporting Guidance** to the Code of Professional Conduct around how professionals treat their colleagues to make it more explicit that this includes zero-tolerance for discriminatory behaviour (review what other regulators are doing)
 - ii. Reviewing what's in **Practice Standards** – particularly the modules around 'Team' – to ensure they are supporting positive behaviour in this area
 - iii. Developing a series of **short videos** to address some of the behaviours that BVEDS and others flag up as being particularly upsetting, to be used in vet schools and as part of a social media campaign
 - iv. Reviewing all of our **communications materials** – and developing a protocol for future materials – to ensure they do not unwittingly reinforce negative images
 - v. Helping **those organisations that represent minority groups to develop their profiles** by retweeting/liking appropriate social media
 - vi. Helping **those organisations that represent minority groups to gain relevant speaker opportunities**
 - vii. Adding a BVEDS talk or video to the **Overseas CPD day**
 - viii. Asking for support with our **careers materials** – around messaging and role models
 - ix. Asking for BVEDS support with **research into black and minority ethnic (BAME) school students** and why they are not considering veterinary medicine

- x. Thought to be given to developing a **Royal College statement** around diversity
- xi. Thought to be given to financially supporting the inclusion of relevant content in the **Vetlife Helpline training**
- xii. Sustained effort to be made in encouraging **greater diversity** into our Council and committees
- xiii. Working with the **Major Employers Group (MEG)** to find out what they do in this area and how it can be improved– longer term we could support a **Roundtable** discussion including MEG, Society of Practising Veterinary Surgeons, British Veterinary Association and others
- xiv. Find out if there have been any **relevant cases ref discriminatory behaviour via the Veterinary Client Mediation Service (VCMS)**, if so, how they were handled and if VCMS can provide any learning opportunities
- xv. Ask the Veterinary Defence Society (**VDS**) if they could consider a scenario around discriminatory behaviour as part of their role-playing communications training

International Strategy

Our global activities

1. 'Global reach' is one of the five strands of the current strategic plan. The first item on the list concerned Brexit, and that is where the lion's share of our activities has been to date.
2. The other strands are mostly in an early stage of development. Operational Board recently grouped them into five workstreams:
3. **Workstream One: Ensure that there is a global dimension to everything we do.** For our core activities around setting, upholding and advancing standards (conduct, disciplinary, education, leadership, innovation etc) we should be aware of global initiatives and ensure we maintain pace, while supporting countries that are further behind in their development
4. **Workstream Two: Develop our international network.** We need to ensure we are engaged with existing networks and organisations – particularly important post-Brexit
5. **Workstream Three: Maximise the time, relationships and influence of our Council members who have overseas connections.** Many of our Council members are engaged in overseas activities as part of their 'day jobs' – this is an opportunity lost for the College
6. **Workstream Four: Improving our offer to overseas members and recruiting more.** We currently do not specifically support our overseas members or fully understand their motivations or needs and we can improve on this; we could potentially boost this category of membership as a feed into UK membership (dependent on immigration rules post-Brexit)
7. **Workstream Five: Marketing of our services and products to overseas territories.** There may be opportunities to commercialise some of our leading activities – such as the Practice Standards Scheme (PSS), Certificate in Advanced Veterinary Practice (CertAVP) – and offer advice (paid for or not) on best practice in other areas such as educational standards, professional conduct, mental health
8. See the annex A for details of activities in this area to date, as well existing and future actions and timeframes.

Fellowship of the RCVS

1. In 2014 a proposal to reconstitute the criteria and routes for achieving Fellowship of the RCVS were agreed and implemented, following consultation. In October 2016 the first cohort of Fellows to be accepted under its new terms was inducted.
2. The Fellowship is the highest category of membership to the RCVS and is now awarded in recognition of outstanding contribution to the veterinary profession with applications judged on a broader criteria of meritorious contributions, specifically to:
 - i. knowledge (MCK);*
 - ii. clinical practice (MCCP); or*
 - iii. the profession (MCP).*
3. Aligning the Fellowship with these criteria has sought to ensure that it is attainable irrespective of professional background, specialism or interest. Adopting these expanded criteria should secure its growth, relevance and identity and in so doing assist in achieving the purposes of a learned society.
4. The Fellowship now sits within the Leadership and Innovation team and reports through the Advancement of the Professions Committee. This move reflects the leadership role that the Fellowship seeks to develop over time within the profession and society at large. The Fellowship should be independent in its thinking but it does remain firmly within the structures and governance of the RCVS.
5. The Fellowship is overseen by a Fellowship board chaired by Professor Nick Bacon. To date this has principally been concerned with refining the Fellowship application criteria and developing a process for assessing and deciding on applications. Going forward it could also take responsibility for driving its three-year plan. This was agreed by RCVS Council at its September 2018 meeting, and set out how the Fellowship should aim to:
 - i. promote scientific excellence and drive scientific thought that is of the highest standards;*
 - ii. harness the expertise of its Fellows to further professional skills and practice and to invigorate a curiosity for innovation and its uses; and*
 - iii. undertake activities that enrich public discourse about the importance of veterinary science to everyone.*

6. To do this, a series of activities have been proposed, these are outlined in a paper (The future direction of the RCVS Fellowship – discussion paper) prepared separately and included in this bundle.
7. An important part of that paper considers the proposal to set up a Fellowship Science Advisory Panel. This would have the aim of providing further scientific underpinning for RCVS activities by examining scientific and research-related issues. APC are required to agree its terms of reference, structure and processes.

Activities that have already been delivered

- i. Fellowship Day – an annual event that provides Fellows with an opportunity to showcase their contribution to the profession and inspire early career vets. This year's event included the first *Fellows of the Future* section that gave students or recently graduated vets the opportunity to present their original research.
- ii. Fellows on tour – a series of events hosted at vet schools which provide students with the opportunity to learn more about the Fellowship. Four event have been held thus far.

Resourcing the Fellowship

8. Fellows volunteer their time to the Fellowship Board and the respective panels that are in place to judge applications. There is a mechanism to provide for loss of earnings where appropriate in these instances. The Fellowship is also supported by College staff as necessary.

Innovation

- 1) Following the recommendation and actions that emerged from the Vet Futures project one of the five ambitions in the RCVS Strategic Plan 2017-2019 was 'to become a Royal College with... innovation at its heart, and support this creatively and with determination.'
- 2) The RCVS 2017-19 Strategic Plan outlined three key areas work which will help to deliver this ambition (outlined below):
 - i. Develop a biennial Innovation Symposium, to showcase new technologies, educational and business models etc from within veterinary and related fields, and encourage a culture of innovation.
 - ii. Review the regulatory framework surrounding new technologies, to ensure it is proportionate, enforceable and encourages innovation, while maintaining high standards of animal health and welfare.
 - iii. Collaborate with other competent authorities, associations, educational bodies and the commercial sector to establish a framework for the management of the impact of new technologies, such that animal health and welfare remains centre stage, regardless of from where veterinary services are being delivered into the UK and beyond.
- 3) On 20 September 2018 the RCVS launched ViVet (www.vivet.org.uk) a wide-ranging programme designed to make veterinary professionals the driving force behind innovation in animal health sector.
- 4) A three-year plan (see Annex B) outlines the aims and objectives of the ViVet programme and how these support the delivery of the RCVS Strategic Plan and Vet Futures Recommendations, and provides details of the ViVet workstreams and projects over the next three years.
- 5) ViVet's mission is: *'Enabling creative veterinary solutions for the good of animal health and welfare'*.
- 6) The main aims of ViVet are to:
 - i. Foster innovation in the sector and encourage innovators to think about the veterinary profession, so as to put vets and vet nurses at the centre of innovations in animal health.

- ii. Help incumbents and new-entrants navigate the regulatory landscape, ensuring high standard of animal health and welfare continue to be maintained.
- iii. Showcase innovative products and business models to the profession, thus helping the profession to better serve existing clients and access new ones.
- iv. Provide market intelligence and prepare the profession for the impact of innovation whilst at the same time allowing the College to reflect on the future relevance of its regulations

7) The ViVet was designed on the basis of the following premises:

- i. Innovation and exponential technological progress will lead to disruption in the veterinary market.
- ii. Without revisions current regulations will increasingly become less relevant as new technology and business models emerge.
- iii. Regulation should support and foster innovation not discourage it.
- iv. Innovation is an irresistible force – the only choice is whether to engage with it.

Activities completed to date

- i. The first RCVS Innovation Symposium on 20 September 2017 saw the launch of ViVet
- ii. The Vivet website has hosted 10 blogs from experts on topics such as the impact new technologies like AI, Portable Microscopes and 3D printers on the industry. Four innovator case studies covering Disruptive Innovation, access to virtual specialist services, and blockchain or distributed ledger technologies have also been published.
- iii. Several innovation podcasts and webinars have been delivered.
- iv. Numerous meetings with veterinary innovators to provide support and regulatory advice have been held.
- v. Series of awareness raising sessions have been carried out at various UK veterinary events.
- vi. Vivet has attended or presented 14 key industry congresses and events.
- vii. On six occasions ViVet has engaged with global regulators and associations to discuss issues relating to innovation and regulation.

Resourcing

Chris Tufnell is the Council sponsor for the RCVS Innovation Programme and Anthony Roberts is the staff lead. He is supported in this by an Innovation Executive Sophie Rogers.

RCVS Knowledge

1. Project purpose

RCVS Knowledge advances the use of evidence based veterinary medicine in veterinary practice. We support the thousands of dedicated veterinary professionals in delivering high quality evidence based veterinary medicine to the millions of animals in their care.

Our work focuses on providing and translating accurate and up to date evidence to the front line of veterinary practice. Our supportive approach puts evidence and knowledge into the hands of the vet and vet nurse to improve the quality of care they deliver, through our peer reviewed journal, online quality improvement tools and face to face workshops and podcasts.

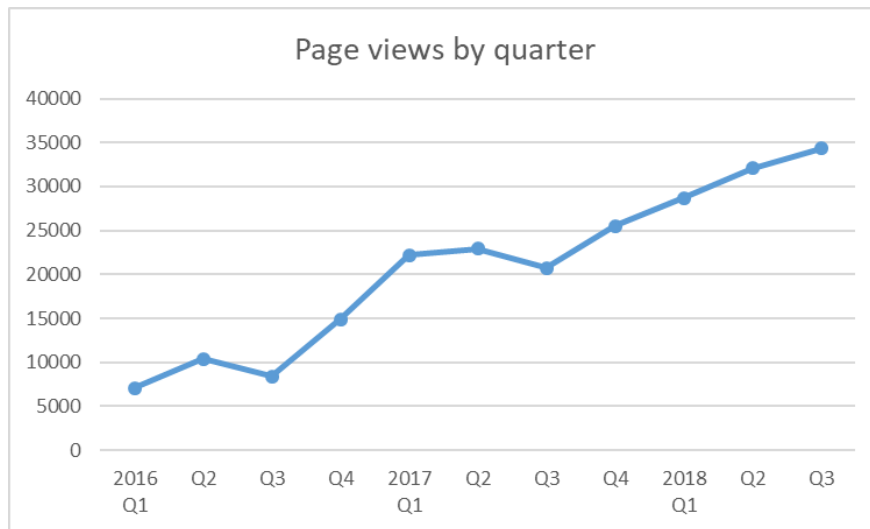
2. What we have achieved

a. Champion the use of an evidence based approach to veterinary practice.

This year we have launched the first comprehensive journal watch for the veterinary profession, inFOCUS. With over 7,500 current subscribers, it is an innovative service that keeps practitioners up-to-date with the latest research papers, critically appraised topics, articles and more that have the potential to positively impact patient care.

Our online journal Veterinary Evidence is rapidly becoming one of the most popular research publications in the veterinary profession. Veterinary Evidence has engaged with an international audience spanning more than 140+ countries and the 122 published content types have been viewed over 227,300 times. We are also offering podcasts to support the accessibility of our content, so far we have published 73 podcasts which have been downloaded 15,222 times.

Since launch, readership of Veterinary Evidence has continued to grow relentlessly, increasing by 24% each quarter, and with nearly 13,700 views in October of 2018 alone, Veterinary Evidence has firmly established itself as one of the most prominent online veterinary resources in the country.

Total Content views by Quarter:

Veterinary Evidence publishes Knowledge Summaries that translate existing evidence in order to help veterinary professionals make informed decisions about delivering care.

Mike Steele MRCVS, Advisor, Global Technical Marketing – Dairy, Elanco Animal Health authored a Knowledge Summary in September 2016 asking the question ‘Does Heat Stress Affect Immune Function in Dairy Cows?’

He recently wrote to Veterinary Evidence regarding the impact of his work as a direct result of the Knowledge Summary.

“I have a project going on with Nestle in Pakistan. They have a milk supply problem in the hot months and their farms don’t have the knowledge to implement good heat abatement.

“I went out there to meet our Elanco and their Nestle teams in April 2017 and assessed the situation: a measured 6.5M litre drop in supply as a result of heat from ten farms. We used the information from this Knowledge Summary along with other heat abatement data to implement a pilot project on ten farms and we are collecting the analysis now to see the actual impact but initial reports are a 25% increase in milk supply in the hot months (Apr-Oct).

“If Nestle implement our heat abatement protocols on half of their 1000 commercial farms there, they will have gone a long way to achieving their goal of increasing milk efficiency in the country in five years.

“KS/CAT techniques changed my career for the better and I wouldn’t be where I am today without them.”

b. Support the development of a culture of continuous improvement.

RCVS Knowledge has developed its quality improvement resources to support safe, effective, client- and patient-centred, timely, efficient and evidence-based care.

The Quality Improvement Project was launched in 2017 with a specific aim: to engage the wider veterinary community within the concept, value, and delivery of quality improvement (QI) in practice.

To achieve this the Trust worked hard to influence a cultural change within the profession; one that supports the values of a learning culture, one that is without blame, open to the prospect of analysis, change, and ultimately, improvement.

The success of this project was underpinned by key activities, a suite of tools and resources was released on the RCVS Knowledge website. These templates, guidelines and case studies

- provided to the profession free of charge - build upon the foundations of knowledge established at Skills Day, giving veterinary professionals the support they need to implement change and improvement in their practice.

c. **Build skills and knowledge**

Following on from the highly successful inaugural Skills Day in, our latest event focused on quality improvement (QI) and its potential impact within the veterinary profession.

Combining informative and exciting plenary sessions with engaging workshops, Skills Day 2017: Quality Improvement in Practice intended to outline the concept of QI and its various facets, while providing delegates with the technical skills to implement it in their practices.

Talks looked at the inception of QI in the National Health Service, the need for a learning culture in the veterinary profession and the history and usefulness of checklists. Workshops delved into clinical audits, guidelines and significant event audits.

The start of the day saw the official launch of RCVS Knowledge's Quality Improvement Project. The headline video, Quality Improvement in Veterinary Practice, was premiered, alongside the announcement of Knowledge's new dedicated e-learning site, onCOURSE

Mark Turner, Veterinary Surgeon Medivet, reflecting on Skills Day commented that

"It's been really useful to get some idea of how to go about writing protocols and setting them up in practice so that the approach to certain clinical syndromes is more standardised. It's been nice to meet likeminded people.

I have an interest in patient safety culture so it's quite inspiring to come to a day where everybody's singing from the same hymn sheet. It feels a bit like [the start of a change] today. It's the very first time there's been a day dedicated to this aspect of our profession so it feels unique."

The most tangible measure of the day's success came via the 'understanding of quality improvement' section included on the post-event feedback form. On a scale of one to ten, delegates, on average, rated their understanding of QI at just above five before the day, which, after the event, leapt up to an average of just below eight. In fact, no single attendee left Skills Day with a knowledge of quality improvement below five, while all but two departed with at least a seven. Every single delegate's understanding improved; furthermore, 97% of delegates rated

their likeliness of putting QI into practice after attending the event as 'likely' or 'very likely'. This is a particularly positive result considering the long-term aim of the Quality Improvement Project is to implement QI as the cultural norm within the veterinary profession.

The Library service has been going from strength to strength, with a doubling of the membership over the last two years. We have had particular interest from the large corporate groups and block memberships which we are continuing to support. (£125 MRCVS/£50RVN)

d. Open up our world-leading knowledge, expertise and assets for a broader public benefit

Our Vet History programme is a global leader in providing public and professional access to an extensive archive and digital collection on veterinary history. We have 2201 archive catalogue records online and 1152 works on the Digital Collections website, including 'The Veterinarian' Volumes 1-43 (1828-1870) and the complete Frederick Smith Correspondence 1910-1919 (288 letters).

In addition to a solid online following, the archive collection was well received at the British Equine Veterinary Associations conference in Birmingham and there has been strong engagement with the veterinary community.

Together with the University of Kent's School of History, Knowledge are applying to the Consortium for the Humanities and the Arts South-East England (CHASE) for a Collaborative Doctoral Award to fund a three year research project based on the history of the RCVS and the Veterinary Surgeons Act 1881

The collection of 19th century anatomical artwork discovered in December has now been cleaned and restored by conservators and returned to Belgravia House. Selected items from the collection have been scanned and uploaded to an on-demand print shop, along with a few other items from the archives. Prints can be ordered online here: <http://shop.rcvsvethistory.org/>

3. Future steps

RCVS Knowledge are continuing to deliver and refine our offering to the profession to support a continual improvement in the quality of care that is delivered. We are refining veterinary Evidence to update the website and deliver new functionality including Knowledge Summaries linked to decision support trees.

We are now in the process of planning our VET 2019 conference to be held in 27-28th June 2019 at the Oval, London. Following feedback from attendees and the conference committee

in 2016 this will be a shorter event looking to deliver the latest knowledge and evidence to the practicing veterinary professional. The focus of RCVS Knowledge is to support the improvement in the quality of veterinary care and so we are hoping to develop a programme which will appeal the widest audience and help them achieve this ambition. We are intending to have three streams, latest clinical evidence, improving quality and developing the evidence.

Our Quality Improvement project will continue. Ultimately, this project aims to bring about a greater uptake of quality improvement processes in practice. It is envisioned that through supporting the development of both local and national improvement initiatives, and through the creation of baseline data, practices will be able to demonstrate an improvement in clinical and process outcomes across the profession. This is a long-term ambition and has taken considerable education, commitment and resources to achieve within the NHS, although this should not be a deterrent, but an opportunity to learn.

Over the next three years we will continue to

- a) Cultivate networks to help promote understanding of issues in the veterinary profession, and what may be an effective way forward
- b) Collaborate and partner with other groups from within and outside of the veterinary sector
- c) Develop our resources and target them for use by frontline veterinary professionals.

We are continuing to catalogue, conserve and digitise the historical collections held by the College and RCVS Knowledge, in 2019 we will be focusing on the history of the College. We are also aware that the work of the RCVS is only one part of the story of veterinary history in Britain. There are other collections, including those of vet schools, research institutions, and practices, that tell more of the story. One such collection is that held by the Royal Veterinary College in London, which also includes voices with conflicting views to those held by RCVS. As such, if captured by the Vet History project, it will perfectly complement the material already catalogued and digitised, and become an even more attractive resource to historical researchers, veterinary professionals and the general public. A proposal to continue the Vet History Project beyond the current funding, involving the collections held by RVC, has been submitted to the Alborada Trust for consideration.

Leadership

1. Leadership is a major theme in the RCVS Strategic plan 2017-2019. The ambition is for the College to have 'leadership... at its heart, and support this creatively and with determination'.
2. The key leadership actions in the RCVS 2017-19 strategic plan was to:
 - i. Identify and support the next generation of veterinary leaders and develop leadership opportunities across the veterinary and veterinary nursing professions, within all branches of the professions, at all levels – locally, nationally and internationally.
 - ii. Through completion of our governance review, ensure that we are an effective and efficient organisation, better able to lead the profession and serve the needs of the public, including the carrying out of training and the provision of coaching for RCVS Council members who take, or are considering taking, leadership roles.
3. The leadership programme (See Annex C) comprises three work streams:
 - i. *Leadership for everyone*. This has the aim to promote the importance of self-reflection and the development of leadership skills as a key aspects of veterinary professionals' continuing education and to provide the resources to help support such development.
 - ii. *Leading the profession*. This has the aim to ensure that as an organisation the RCVS is an exemplar of leadership development and is fit to lead the professions.
 - iii. *Tomorrow's leaders*. This has the aim to highlight the diverse range of leadership development opportunities for veterinary surgeons and nurses, the roles and positions these could lead to, and the impact they could have on the future of the professions.
4. A number of activities to realise these aims have been delivered to date and are summarised below:
 - i. The development of the Edward Jenner Leadership programme in collaboration with the NHS Leadership Academy. The Massive Open Online Course provides everyone in the professions with the opportunity to gain a foundation in the art of good leadership. The first course in the programme was piloted by over 550 veterinary professionals in July 2018 and this month the second course in the programme is being piloted. An open version of the first course is expected to launch in November
 - ii. Work to develop further the RCVS Fellowship as a learned society that takes a role in leading the veterinary profession and society at large. A new strategy for the Fellowship was agreed by Council in September 2018. Turning this strategy into a practical action plan is now underway.

- iii. Gathering evidence to more fully understand the professions' perception of leadership as a basis for making more effective interventions.
 - iv. Updating the induction programme for new RCVS Council members to emphasise the value of leadership behaviours.
 - v. Contributing to the programme to reenergise leadership development amongst RCVS senior staff.
5. Other work that is planned includes:
- i. The development of resources to showcase the multitude of leadership development course, training and opportunities available to vet professionals.
 - ii. Producing an interactive section of the RCVS website which can be used to highlight the diversity of the leadership roles that exist in the profession.
 - iii. Identify the barriers to vet surgeons and vet nurses accessing advanced level leadership development training and how bursaries might be able to overcome these.
 - iv. Identify any sections of the profession where intervention from the RCVS would be helpful and ensure the diversity of the profession is reflected in leadership roles.

Resourcing

6. Amanda Boag is the Council sponsor for the RCVS Leadership Programme and Anthony Roberts is the staff lead. He is supported in this by Leadership Initiative Manager, Oliver Glackin and Dr Greer Wild, RCVS Policy Officer, who is seconded part-time to support the development of the MooC.

Mind Matters

Background and governance

1. The Mind Matters Initiative was conceived in late 2014 and launched in 2015, with £1m funding over an initial five-year period. Its inaugural chair was Neil Smith and it was run day to day by Lizzie Lockett.
2. The Initiative is a response to the high levels of veterinary suicide and mental ill health within the veterinary professions. Veterinary surgeons are three to four times more likely to die by suicide than members of the general public. Members of the veterinary team also struggle with high levels of anxiety, depression and stress.
3. A Taskforce, comprising representatives from the Association of Veterinary Students, the British Small Animal Veterinary Association, the British Veterinary Association, the British Veterinary Nursing Association, the Society of Practising Veterinary Surgeons, the Veterinary Benevolent Fund, the Veterinary Defence Society, the Veterinary Management Group and the Veterinary Schools Council, together with a recent graduate, meets to discuss the project and its progress, acting as a sounding board for ideas, a facilitative group for promotion and communication, and providing assistance and services (either in kind or financially).
4. The Taskforce initially met three times a year, this has now gone down to twice – typically April and October.
5. The Taskforce may give a steer on where money should be spent but the RCVS-appointed Chair makes final decisions, within the pre-agreed budget, delegating these decisions to the Director or Manager, as appropriate.
6. To-date, the Operational Board has acted as the Project Board for MMI, receiving regular updates. This will now transfer to the APC.
7. The Mind Matters Initiative is currently chaired by Stuart Reid and directed by Lizzie Lockett who leads on strategy and international collaboration. Lisa Quigley took up the role of Mind Matters Initiative Manager in May 2018 and is responsible for its day to day running.

Work streams

11. The Mind Matters Initiative was initially conceived with five streams of activity. In 2017, following Stuart Reid taking up the role of Chair, these were streamlined into three activity streams.

- a. **Prevent** – looking at the issues that are causing poor mental health and wellbeing and addressing those root causes, for example, via a focus on student support, workplace wellbeing, mental health skills for managers and destigmatisation
 - b. **Protect** – recognising that while the above activities will need time to take effect, members of the veterinary team may be working in difficult circumstances, so we provide training and other interventions to give them the skills and knowledge they need to survive and thrive (mental health awareness training, mindfulness, wellbeing guidance, culture change talks etc)
 - c. **Support** – providing support to those who are struggling with their mental health. This is largely done via funding and marketing support for independent sources of help such as Vetlife and Vet Support NI. To offer more direct one-to-one support could be a conflict with our regulatory role
12. The principles underpinning this work are: evidence-based, innovative, accessible, collaborative, destigmatising and outward-looking.
13. The most recent activity update, prepared for the 2 October 2018 meeting of the MMI Taskforce, is included at Annex One, in order to give an indication of ongoing work.

The future

14. In September 2018, Council agreed to extend the Mind Matters Initiative for a rolling three-year term from January 2019. Furthermore, it agreed to increase the level of funding from £200k per annum to £250k, such funding to be reviewed annually as part of the budgeting process.
15. A breakdown of predicted spend for 2019, based on major costs, was requested by Council when the increased funding was agreed, and will be prepared for the 17 January 2019 meeting.
16. A Mind Matters Risk Register is under development and will be discussed with the Audit and Risk Committee in due course.

VN Futures

1. VN Futures is a joint RCVS/BVNA project which aims to help the veterinary nursing profession to understand the challenges it is likely to face over the coming years and how best to respond to them to ensure a vibrant and sustainable profession.
2. For the project to be a success, members of the veterinary nursing team, and those involved in the education, training, regulation and employment of nurses met to discuss the current barriers, priorities, hopes and ambitions for the profession. Since the launch of the VN Futures Report in July 2016 and its Action Plan in September 2016, the VN Futures Action Group created a number of working groups focusing on addressing the identified ambitions and creating specific actions to ensure their completion over the next five to ten years.
3. Terms of reference for the Project Board and Working Groups can be found at Annex A.
4. Key deliverables so far:
 - i. Career Case Studies produced and uploaded to the website – October 17
 - ii. www.vnfutures.org.uk url created – October 2017
 - iii. Workshop on RCVS Career Materials – January 18
 - iv. Webinar on how overseas VNs can apply to join the RCVS – recorded October 17
 - v. OSCE Familiarisation Workshops for overseas qualified nurses
 - vi. Long service and retirement recognition at admission ceremonies
 - vii. RCVS Registration ceremonies also include inviting registered overseas nurses and DipAVN
 - viii. Initial relationship has been formed with STEM Ambassadors – April 18
 - ix. Review of the current Advance Diploma in Veterinary Nursing framework was completed
 - x. Survey of potential providers and wider consultation with the professions – August 18
 - xi. VN Futures Event: Career Progression Development - How to influence people and remain friends – July 2017
 - xii. VN Futures Event: Flexible working - how it can benefit you and your team – May 2018
 - xiii. Build links with the Royal College of Nursing (RCN) - 2017
 - xiv. Smoking cessation research in conjunction with RCN – 2017
 - xv. Creation and dissemination of case studies proving guidance on Schedule 3 – 2018
5. Upcoming deliverables:
 - i. Update careers materials to include more diversity in imagery and terminology
 - ii. Online career resource pack

- iii. Ambassador resource pack
 - iv. Ambassador recruitment and training day
 - v. Children's book
 - vi. Draft proposal for post-registration qualifications
 - vii. Consideration of Advanced Practitioner Status for VNs
 - viii. Regional event: Maximising nurses potential (profit not cost)
 - ix. One Health resources and symposium
 - x. Review TP criteria/requirements
6. To date, the budget for VN Futures has been provided through the RCVS Discretionary Fund. Furthermore, BVNA has confirmed that it is now in a position to provide funding towards deliverables and will be presenting a paper for consideration to its Council in November. At this stage, the amount to be contributed is unknown.

Annex A - Global reach section of Strategic Plan, with progress as of 18 months into plan

Ambition: to improve animal health and welfare on an international basis by raising veterinary standards overseas, contributing to the improvement of the One Health agenda and ensuring that our regulation keeps pace in a global market

We will do the following to meet our ambition:

1. Develop a strategy to make sure that the profession is in charge of its future by maximising the opportunities and minimising the risks of Brexit

Progress

- Set up of Taskforce
- Agreement on principles
- Prepared paperwork for Migration Advisory Committee, jointly with British Veterinary Association (BVA) re Skills Shortage and student numbers
- Surveys to non-UK EU members (2)
- Westminster Hall roundtable February 2017
- House of Commons event planned for December 2018
- Ongoing discussion with members of parliament
- Council agreement around potential future relationship with EAEVE – June 2018
- Work with Defra and BVA as part of the joint Veterinary Capability and Capacity Project (VCCP) across three streams
- Work with the RCVS Legislation Working Party on broadening roles within the veterinary team
- Work with ViVet around smarter working within the profession based on technology and other innovations

2. Collaborate with other competent authorities, associations, educational bodies and the commercial sector to establish a framework for the management of the impact of new technologies, such that animal health and welfare remains centre stage, regardless of from where veterinary services are being delivered into the UK and beyond (VF ambition five, recommendations four and 23, action S) [see also B5 and C4]

Progress

- Until we have agreed our UK position this is a little premature although we have had meetings with the American Veterinary Medical Association (AVMA), the American Association of Veterinary State Boards (AAVSB) and the North American Veterinary Community (NAVC) Veterinary Innovation Council to discuss innovation and in particular telemedicine. We have also attended the NAVC Congress and the Texas A&M Veterinary Innovation Symposium to explore the regulatory challenges of innovation. We are members of the College of Veterinarians of Ontario Innovation and Technology Advisory Group, which brings together regulators and associations from across the globe to explore new challenges and approaches.

3. Improve our support for, and communication with, overseas graduates working in the UK and those considering working in the UK (VF ambition three, recommendation 13, action K)

Progress

- Continuing to hold joint events with the Veterinary Defence Society (VDS) - next one takes place 20 November
- Video to be shown at non-UK registration ceremonies on the 'wishlist' for future development

4. Clarify our offer for overseas members and consider expanding the number of members in this category, revising the Registration Regulations, if required

Progress

- Paper was discussed at June 2017 Operational Board meeting but has not been a priority to move forward given focus on Brexit; carrying out a survey amongst overseas members will be the next step

5. Investigate the global market for RCVS qualifications and Advanced Practitioner and Specialist status

Progress

- Some preliminary investigation has taken place around the likely appetite for offering Advanced Practitioner status in Europe. Outcome not encouraging as few European vets have certificate-level qualifications on which the status is based. CertAVP providers already offer the qualification to vets overseas. More work to take place to establish need

6. Consider the global market for the RCVS accreditation of undergraduate veterinary education, particularly in the light of Brexit

Progress

- A scoping visit to India has taken place, which included a range of meetings with key stakeholders; some initial interest from Pakistan in terms of RCVS advice on reaching educational standards but no recent contact and security issues to be considered. Follow-up bilateral meetings to be arranged alongside Commonwealth Veterinary Association Conference in Bangalore in March 2019

7. Investigate the global market for the RCVS accreditation of veterinary practices

Progress

- Some interest in PSS from Singapore, not followed up yet
- We have approved one veterinary nursing Training Practice in Singapore and two in Finland

8. Share knowledge with developing world countries to help raise standards around regulation and also animal health and welfare

Progress

- We aim to improve our relationship with OIE

9. Stimulate and communicate global career opportunities for UK graduates, including around One Health (VF ambitions two and four, recommendations seven, eight, 17-22, action G)

Progress

- None

10. Support the Federation of Veterinarians of Europe's Vet Futures Europe initiative (VF ambition six, recommendation 33, action W)

Progress

- Worked with FVE to develop and publish Vet Futures Europe
- Have volunteered support across relevant areas

Other global activities

Europe

- Attending and contributing to Federation of Veterinarians of Europe, especially Vet Futures Europe
- Chairing the Accreditation Committee for Veterinary Nurse Education (ACOVENE)
- Working with EAEVE
- Moving towards ENQA membership (achieved November 2018)
- Working with European Colleges to award status of Specialisation to their diplomats
- Work around Brexit

US/Australia/NZ/South Africa

- Attending American Veterinary Medical Association (AVMA) and Association of American Veterinary Medical Colleges (AAVMC) meetings
- Mind Matters International – starting with US, recent joint statement with AVMA
- Harmonisation of accreditation standards and joint visitations through International Accreditors Working Group (IAWG)
- Relatively recent outreach visits to Australia and South Africa

Global organisations

- International Accreditors Working Group
- Attending World Veterinary Association events
- OIE – could do more here

Rest of the World

- Outreach meeting in Hong Kong
- Study visit to India and interest ref education – vet and VN
- Interest from Pakistan ref vet education
- Interest from Singapore ref PSS

ViVet Three-Year Plan

Introduction

Following the recommendation and actions that emerged from the Vet Futures project (see Annex A), one of the five ambitions in the RCVS Strategic Plan 2017-2019 was *'to become a Royal College with leadership and innovation at its heart, and support this creatively and with determination.'*

The RCVS 2017-19 Strategic Plan outlined three key areas work which will help to deliver this ambition (outlined below):

1. Develop a biennial Innovation Symposium, to showcase new technologies, educational and business models etc from within veterinary and related fields, and encourage a culture of innovation.
2. Review the regulatory framework surrounding new technologies, to ensure it is proportionate, enforceable and encourages innovation, while maintaining high standards of animal health and welfare
3. Collaborate with other competent authorities, associations, educational bodies and the commercial sector to establish a framework for the management of the impact of new technologies, such that animal health and welfare remains centre stage, regardless of from where veterinary services are being delivered into the UK and beyond.

On 20 September 2018 the RCVS held the inaugural Innovation Symposium at the Warwick Business School Campus in the Shard, London. At this event the College launched ViVet (www.vivet.org.uk) a wide-ranging programme designed to make veterinary professionals the driving force behind innovation in animal health sector.

ViVet was inspired by the Vet Futures project research which highlighted concerns that 'vets could miss out on developments in technology, such as genomic sequencing, if they fail to be proactive about grasping the opportunities' and identified a pressing need for the veterinary professions to be proactive and demonstrate they 'not only welcome, but are driving, innovation in animal health'.

Technologies such as telehealth, wearable or implantable devices, fast and low-cost genomic sequencing, big data and artificial intelligence present veterinary practices with huge opportunities for improving the provision of veterinary services and facilitating access to veterinary care, but they also come with challenges in terms of how they are regulated and the impact they could have on existing models for the delivery of veterinary care.

This three-year plan outlines the aims and objectives of the ViVet programme and how these support the delivery of the RCVS Strategic Plan and Vet Futures Recommendations, and provides details of the ViVet workstreams and projects over the next three years.

Mission and Aims

ViVet's mission is: *'Enabling creative veterinary solutions for the good of animal health and welfare'*.

The main aims of ViVet are to:

1. Foster innovation in the sector and encourage innovators to think about the veterinary profession, so as to put vets and vet nurses at the centre of innovations in animal health.
2. Help incumbents and new-entrants navigate the regulatory landscape, ensuring high standard of animal health and welfare continue to be maintained.
3. Showcase innovative products and business models to the profession, thus helping the profession to better serve existing clients and access new ones.
4. Provide market intelligence and prepare the profession for the impact of innovation whilst at the same time allowing the College to reflect on the future relevance of its regulations

Premises and Principles

The ViVet was designed on the basis of the following premises:

1. Innovation and exponential technological progress will lead to disruption in the veterinary market.
2. Without revisions current regulations will increasingly become less relevant as new technology and business models emerge.
3. Regulation should support and foster innovation not discourage it.
4. Innovation is an irresistible force – the only choice is whether to engage with it.

The following guiding principles have been developed to ensure the programme achieves its mission and aims, and to provide a yardstick against which to assess the appropriateness of projects and interventions:

1. As the mission suggests animal health and welfare must always be paramount and the innovation ViVet seeks to support and foster should serve to improve the quality, efficiency or accessibility of veterinary services. Equally, however, the RCVS must not be or perceived to be protectionist of traditional models for the delivery of veterinary care and should always work in the public interest.
2. As a regulatory body the RCVS must ensure that its neutrality and impartiality is not compromised. To this end it is not considered appropriate for the RCVS to directly invest the innovations that ViVet showcases or supports.

3. Innovation is a wide ranging term and is not exclusive to technology, the programme will cover innovation in all its forms including, but not limited to product, service, business model, marketing, process, supply chain, customer experience and technological innovation.
4. ViVet should seek to provide support and resources to as wide an audience as possible and therefore the focus of activities should be the development of resources, materials and educational programmes that can be widely accessed. Where the programme does seek to directly support small groups or individuals the focus should be on earliest stages and when they may be exploring the viability of turning an idea into an innovation or their futures as entrepreneurs. This support the aims of the VetFutures programme, helping veterinary professions embrace innovation, explore diverse career paths, take control of their own futures and to improve retention in the professions.
5. Innovation brings opportunities to improve animal health and welfare, however, new technologies and novel approaches also bring potential risks. In order to mitigate risk Standards Committee and the Ethics Review Panel should be closely involved in the ViVet programme.

Resourcing

Chris Tufnell is the Council sponsor for the RCVS Leadership Programme and Anthony Roberts is the staff lead. A new role of 'Innovation Executive' has been created to support the delivery of the following workstreams and recruitment is underway.

Workstreams

Over the next three years the Programme will comprise three workstreams:

1. Showcasing Innovation

Delivering ViVet Aims: 1 and 3

This workstream focusses on showcasing innovation to the veterinary professions to help busy veterinary professionals to horizon scan, understand the impact of innovation, how the market is evolving and the opportunities innovation could provide to improve the care they provide, meet better the needs of their existing clients or to adapt and expand their services to access new markets, animals and clients.

There is also an externally facing element to this workstream designed to position the veterinary professions as being open and welcoming to innovations and innovators from outwith the professions and thereby to encourage innovators to engage with the veterinary professions when launching new products or services.

The website provides the key resource to deliver this workstream. Already the website www.vivet.org.uk has a number of case studies and blogs from innovators and thought leaders to showcase new and emerging innovation, resources useful to veterinary professionals engaging with

innovation or seeking to launch new products or services, and links to events and sources of advice. It is critical, however, that the website remains up-to-date, relevant and vibrant, which will demand significant resources in terms of staff time.

The website will also be supported by a quarterly ViVet newsletter which will provide a round-up of ViVet activities and signpost individuals to latest website content and upcoming activities.

Events will provide another medium through which to showcase innovation and the work of ViVet. The biennial Innovation Symposium will be the flagship event, but in order to ensure the programme does not lose momentum consideration will be given to hosting or collaborating to host additional events which support the programme's aims or address issues of importance. One such event currently under consideration is a collaboration with the Royal Veterinary College to curate a conference on innovation in translational medicine.

2. Accelerating Innovation

Delivering ViVet Aims: 1 and 3

The workstream builds on workstream one and seeks to accelerate innovation in the veterinary space by identifying and addressing any obstacles to innovation or to veterinary professionals launching new products or services.

Research will be undertaken to identify the road-blocks to veterinary innovation and online resources will be developed to provide practical advice on launching new products and services. Consideration will be given to the demands and need for more in-depth innovation education resources such as a dedicated Massive Open Online Course (MooC).

Events can provide another tool to accelerate innovation with hackathons and MBA style case-competitions providing a model which could be adapted for the veterinary context. The VetFutures Student Ambassadors have presented proposals for a dragon's den style innovation competition which will bring together the UK veterinary schools and other university departments to come up with innovative solutions to a pre-defined challenge. The ViVet programme has already committed its support to this initiative. Innovation is best fostered in context such as this, when a diverse range of people are brought together from different fields to share, discuss and refine their ideas. The ViVet programme could have a key role to play in providing a platform for such interaction to occur and to facilitate interactions between veterinary professionals, innovators and professionals from other fields.

The veterinary professions are full of individuals wanting to make a difference and with ideas as to how the delivery of veterinary services could be improved. It is not always apparent, however, how to turn such ideas into innovations, to scale-them and to develop sustainable business models for their delivery. As a part of this workstream ViVet will seek to pilot supporting groups of veterinary professionals on a number of early stage accelerator programmes. The viability of supporting veterinary professionals on the Founders Institute (<https://fi.co/>) and / or the NHS Accelerator (<https://nhsaccelerator.com/>) is currently being explored.

3. Regulation and Innovation

Delivering ViVet Aims: 2 and 4

This workstream focusses on the provision of regulatory advice and guidance to help veterinary professionals working at the forefront of innovation or those from outside the profession seeking to bring new products or services to the veterinary or animal health market. This will provide veterinary professionals and innovators with the confidence to launch new products and services, whilst at the same protecting animal health and welfare. Moreover, the workstream will also assist the RCVS to gain insights into the market and how it is evolving, allowing the College to develop a regulatory framework that is adaptable to 21st century technology.

In 2017 the RCVS launched the first initiative to review our regulatory frameworks in the light of new technology in the form of our consultation on 'The use of telemedicine within veterinary practice', the results of which are under-review by Standards Committee and Council. The market intelligence provided by the ViVet programme will help to identify the need for similar exercises in relation to other emergent technologies or models for the delivery of veterinary services.

Over the next three years the RCVS will seek to form collaborations with regulators and competent authorities globally to develop a joined-up approach to the how new technologies can be regulated. As a first stage the RCVS is already participating on the global Innovation and Technology Advisory Group set up by The College of Veterinarians of Ontario.

Through ViVet the RCVS will continue to explore best practice in terms of regulatory involvement in supporting innovation and will monitor existing programmes such as the Financial Conduct Authority's 'Innovate' programme.

A priority action in this workstream will be the development of a formalised system for dealing with those contacting the College through ViVet seeking regulatory advice and guidance on innovative products, services or approaches.

Key projects and campaigns

The following table outlines the key projects and campaigns in each of the three workstreams during this initial three-year period. It also includes an estimate of the likely costs incurred by the various projects, it is important to note, however, that these estimates do not take account of staff time or where existing budgets may be accessed. Where costs have already been included in the leadership budget for 2018 this is indicated within the plan.

Workstream 1:

Project	Work packages	Year	Milestones / Key Events
Blogs and case studies	Develop a rolling six month programme of potential blog contributors and case studies to showcase innovation on the ViVet website	2018-2020	Ongoing
ViVet newsletter	Develop a template for the ViVet newsletter and produce the first issue Agree a regular schedule for the newsletter and initiatives to ensure maximum reach.	2018	First issue (Q1/Q2 2018) Q2 2018
Event programme	Develop a one-year rolling programme of events to ensure the continued momentum of the programme in showcasing innovation – identifying key events to attend and potential collaborations.	2018-20	First iteration (Q1/Q2 2018), then ongoing
	Innovation in Translational Medicine Conference	2018 <i>[2019 event under consideration]</i>	Investigate the potential for collaborate with RVC on an Innovation in Translational Medicine Conference (Q1/Q2 2018)
	Biennial Innovation Symposium	2019	Secure venue and draft agenda (late 2018/early 2019) Symposium (Autumn 2019)

Workstream 2:

Project	Work packages	Year	Milestones
Identifying roadblocks to innovation	Develop and undertaken research to understand the roadblocks to innovation in the veterinary sector.	2018	Q4 2018
	Develop and cost evidence based initiatives to address obstacles to innovation	2019	Q1 2019
Innovation Accelerator	Pilot the use of innovation accelerator programmes	2018/9	<p>Investigate the potential for veterinary professions to join the Founders Institute and/or NHS Accelerator Programmes (Q2 2018)</p> <p>Investigate the cost of support vets to attend such programme (Q2 2018)</p> <p>Promote the opportunity (TBC 18/19)</p> <p>Monitor group and seek feedback on impact (TBC 18/19)</p>
Events programme	Hackathon	2018/9	<p>Develop proposals for a hackathon around the use of the RCVS Find-a-Vet API (Q2/Q3 2018) <i>[delayed to 2019]</i></p> <p>Seek collaborators (TBC)</p> <p>Run Hackathon (TBC)</p>
	Support Vet Futures Student Ambassadors Innovation Competition	2018	<p>Scope project and gather support (Q1/Q2 2018)</p> <p>Agree industry challenge (Q3/Q4 2018)</p> <p>Promote competition (Ongoing)</p> <p>Dragons Den event (June 2019)</p>

Workstream 3:

Project	Work packages	Year	Milestones
Regulatory Advice and Guidance	Develop formal protocols for providing advice and guidance on innovation and the scope of support that can be offered.	2018	<p>Agreed scope of support provided (Q2 2018)</p> <p>Develop protocols and provide necessary staff support (Ongoing)</p> <p>Clarify offering (Ongoing)</p> <p>Gather feedback and monitor advice requests (ongoing)</p>
	Online resources	2018-20	Formulate an advisory group to help develop practical online content on innovation and entrepreneurship (Q3 2018) <i>[postponed]</i>
	Examine potential for innovation MooC	2020	<p>Scope demand and potential for MooC (Q4 2019)</p> <p>Seek collaborators, secure funding and formulate working party (2020)</p>
Review of telemedicine in veterinary practice	Complete review and disseminate results	2018	<p>Publish consultation summary (Q2 2018)</p> <p>Further review by Standards Committee and Council (Q2 2018 onwards)</p> <p>Disseminate results</p>
Global collaboration	Identify global innovation initiatives from veterinary regulators and associations and seek to collaborate.	2018-20	Identify key organisations and working parties at a global level and position RCVS as supportive party (ongoing)

Measuring success

Strategic plans need metrics against which success can be measured and programmes refined to meet better their aims and objectives. Such metrics are difficult to develop in relation to projects that seek to bring about cultural or attitudinal change. The following, however, are proposed as acceptable proxies that could be used to assess the impact of the programme over the next three years. More detailed measures will be developed in relation to individual projects.

- Newsletter subscribers / click rate
- Website analytics / social media impressions
- Events attendance and feedback
- Feedback from innovation accelerator initiatives / businesses launched
- Engagement with consultations
- Appropriateness of subsequent regulatory guidance when dealing with 'real-life' scenarios – to be measured via RCVS Advice team and RCVS concerns process.

Annex A

Vet Futures Report: summary of innovation ambitions and recommendations

- Review the regulatory framework for veterinary businesses to ensure a level playing field, enable a range of business models to coexist, ensure professionalism in commercial settings, and explore the implications for regulation of new technologies (eg telemedicine).
- Establish a business and innovation hub to showcase new technologies, services and business models, celebrate the innovators and ensure appropriate regulatory underpinnings are in place.

Vet Futures Action Plan

Innovation Programme

Innovation symposium

Organise a biennial symposium to showcase new technologies from within veterinary and related fields.

Rationale

The digital veterinary market is nascent, however, the innovation 'revolution' is on the horizon for the profession. It is important to showcase innovation at an early stage that can be adopted by the profession, and new technologies which are nearer to market, in order both to enable the profession to become comfortable with them, and to inspire members of the profession to pursue day-to-day clinical innovation.

In order to encourage innovation and entrepreneurship, and to ensure the profession becomes comfortable taking advantage of opportunities presented by digital developments, it is essential that leadership is shown. The profession must move away from conservatism and embrace change and, if those organisations in leadership positions, including RCVS and BVA, are able to demonstrate this it will help to engender a positive culture across the profession

The Action Group recommends that a biennial symposium, supported and promoted by key organisations within the veterinary profession and the fields of human medicine/technology, will provide opportunities to showcase innovation, celebrate the innovators and inspire the profession.

Next steps

- Confirm scope/structure of innovation symposium/summit
- Consider working with existing events, such as the Royal Society of Medicine (RSM) Medical Innovations Summit and SPVS Technology Day Timeframe Planning for the first symposium during 2017, with a view to holding it in 2018.

Who?

The RCVS to jointly lead on developing the scope for the symposium, working alongside suitable partners, such as BVA and other veterinary associations, the RCVS Fellowship, RCVS Knowledge, universities (veterinary and non-veterinary), relevant start-ups and blue-chip companies, industry, relevant human medical organisations (for example, healthcare accelerators, start-up hubs and communities of practice, such as Health 2.0).

Evaluation

- Event attracts appropriate speakers and support
- Number of, and feedback from, delegates

Review regulation of new veterinary technologies

Undertake a review of the regulatory issues relating to new technologies with a view to establishing a framework to encompass future innovations.

Rationale

The Vet Futures report highlighted that there is “no limit to the impact that technological advances may have on the veterinary profession”, from genomic sequencing and Big Data, to new diagnostic tools, including those for remote diagnosis, and genetically modified organisms. New technology brings a new set of questions for veterinary ethics and regulation, and the profession has recently debated issues such as ‘treating as far as we should, not as far as we can’.

It has been recognised by the RCVS for some time that innovations in delivering healthcare in the veterinary sector will require changes to the regulatory framework to ensure animal health and welfare remain front and centre. It is also essential that new technology that may improve access to veterinary care (for example, financially or geographically) is not stifled, and that a positive and creative environment for the development of new technology is developed.

Work in this area has already been started by RCVS Standards Committee and an evidence-gathering exercise will commence towards the end of 2016.

Next steps

- RCVS Standards Committee to develop a timetable for the review, to ensure maximum consultation with stakeholders

Timeframe

Consultation to run from the end of 2016.

Who?

RCVS Standards Committee to lead the review, working with RCVS Science Advisory Panel, RCVS Knowledge, the RCVS Fellowship and VSC, in consultation with industry and the wider profession.

Evaluation

- Engagement with consultation
- Appropriateness of subsequent regulatory guidance when dealing with ‘real-life’ scenarios – to be measured via RCVS Advice team and RCVS concerns process

RCVS Leadership Initiative

Three-year Plan 2018-20

Introduction

Following the recommendations and actions that emerged from the Vet Futures project (see Annex A), one of the five ambitions in the RCVS Strategic Plan 2017-2019 was *'to become a Royal College with leadership and innovation at its heart, and support this creatively and with determination.'*

The 2017-19 Strategic Plan outlined two key areas of work which will help to deliver this ambition (outlined below), however, it is important to recognise that leadership is a cross-cutting theme that permeates many of the actions in the Strategic Plan even when not explicitly stated. This three-year plan therefore seeks to provide further details as to the nature of the wider RCVS Leadership Programme, key work streams and projects.

Key leadership actions, RCVS 2017-19 Strategic Plan.

1. Identify and support the next generation of veterinary leaders and develop leadership opportunities across the veterinary and veterinary nursing professions, within all branches of the professions, at all levels - locally, nationally and internationally.
2. Through completion of our governance review, ensure that we are an effective and efficient organisation, better able to lead the profession and serve the needs of the public, including the carrying out of training and the provision of coaching for RCVS Council members who take, or are considering taking, leadership roles.

RCVS Leadership Programme Aims

For the next three years the RCVS Leadership Programme will focus on positioning leadership skills as an integral part of veterinary professionals' continuing education; making the RCVS an exemplar by supporting the leadership development of its Council, committee and staff members; and highlighting the diverse range of leadership development opportunities for veterinary surgeons and nurses, the roles and positions these could lead to, and the impact they could have on the future of the professions.

Resourcing

Amanda Boag is the Council sponsor for the RCVS Leadership Programme and Anthony Roberts is the staff lead. Dr Greer Wild, RCVS Policy Officer, is seconded part-time to support the development of the programme. Over time it is envisaged that a further staff support will be added to the Leadership and Innovation team.

Work streams

The first three years of the programme will comprise three work streams:

1. Leadership for everyone

Aim: *To promote the importance of self-reflection and the development of leadership skills as key aspects of veterinary professionals' continuing education and to provide the resources to help support such development.*

This work stream seeks to gain acceptance for the idea that, whether they realise it or not, all veterinary professionals are leaders and face leadership challenges on a daily basis. Every day practitioners are making many clinical judgements, often based on imperfect information, and communicating with a wide variety of colleagues and clients. Leadership skills development helps provide veterinary professionals with the resources to work and thrive in such a complex and uncertain environment, and to take control of their own futures.

Moreover, cultural change such as that envisioned in the Vet Futures initiative, demands the combined actions of many across the professions and cannot be delivered by the actions of those in traditional leadership positions alone.

The key project within this work stream will be the development of a free massive open online course (or MOOC) in conjunction with the NHS Leadership Academy to help veterinary surgeons and veterinary nurses start their leadership development journey.

The RCVS will also investigate how 'experiential' leadership development programmes could be developed and made accessible to veterinary and veterinary nurse students. This could build upon successful past programmes such as the RVC led Veterinary Team: Leadership and Professionalism programme and the Veterinary Leadership Experience in the United States.

Key stakeholders: *NHS Leadership Academy, Graduate Outcomes Working Party, vet students and recent graduates, veterinary schools, Vet Schools Council, veterinary nurses and practice managers.*

2. Leading the profession

Aim: *To ensure that as an organisation the RCVS is an exemplar of leadership development and is fit to lead the professions.*

In 2018 a Legislative Reform Order is expected to be enacted, which will start a three-year transition process towards new governance arrangements that will improve the efficiency and accountability of our decision-making processes.

This process provides an opportunity to review the training and coaching we provide to Council and committee members to ensure they are prepared for the leadership roles they fulfil. Governance reform will also bring new challenges in relation to ensuring that the smaller Council does not restrict the diversity of membership.

This work stream will involve close collaboration between the Leadership and Innovation and the Human Resources Team, with support from the Communications Department to develop appropriate training and support mechanisms for Council, Committee and staff members, and initiatives to foster diversity across leadership positions at the RCVS.

We will also seek to share our learning and approaches to leadership development to ensure the wider profession also benefits.

Finally, in seeking to make standing for Council a development opportunity we will create a cadre of people that can go on to take up leadership positions elsewhere in the professions after their time on Council.

Key stakeholders: Council, Committee members, RCVS Fellowship, RCVS Staff, HR and Communications Departments.

3. Tomorrow's Leaders

Aim: To highlight the diverse range of leadership development opportunities for veterinary surgeons and nurses, the roles and positions these could lead to, and the impact they could have on the future of the professions.

This work stream will focus on signposting the multitude of leadership development opportunities and the programmes available to veterinary professionals that have emerged since the publication of the Vet Futures report.

Work will also be undertaken to assess where there may be gaps in the market or where intervention from the RCVS in the form of scholarships or bursaries may be appropriate to allow veterinary professionals to take advantage of the opportunities available.

Online resources will be developed to showcase the diverse leadership roles open to veterinary surgeons and the impact that veterinary professionals can have on the future of the professions, the delivery of veterinary services, and animal health and welfare. A key element of this will be a series of veterinary role models similar to the RIBA Role Models Campaign (<https://www.architecture.com/RIBARolemodels>)

Key stakeholders: Veterinary associations and private training providers, conference organisers, veterinary thought-leaders, RCVS Fellowship, major employers, business schools, external leadership programmes.

Key projects and campaigns

The following table outlines the key projects and campaigns in each of the three work streams during this initial three-year period. These have already been included in the leadership budget for 2018 this is indicated within the plan.

Work stream 1: Leadership for everyone			
Project	Work packages	Year	Milestones / Key Events
Development and launch of the veterinary leadership MOOC	Develop MOOC in conjunction with NHS Leadership Academy	2018-20	Spring 18 – taster materials and course overview ready for BSAVA Congress Summer 18 – Beta testing of course with small pilot group Autumn 18 – first cohort Autumn 18 onwards – review effectiveness of course and make revisions for future cohorts.
	Promotion of MOOC through website, conferences and Vet Futures Student Ambassadors.	2018-20	Spring 18 – BSAVA launch event Autumn 18 – web resources to support launch of MOOC Winter 18 – engage with Vet Futures Student Ambassadors Winter 18 – London Vet Show
Graduate outcomes	To engage with the Graduate Outcomes Working Party to establish how best to embed leadership skills development in veterinary education and training.	2018	Spring 18 – Present to the meeting of the Graduate Outcomes Working Party.
Veterinary / Veterinary Nurse Student Leadership Training	To investigate developing or supporting an experiential leadership course for veterinary students.	2018/19	

Work stream 2: Leading the profession

Project	Work packages	Year	Milestones
Governance Review	Completion and implementation of LRO	2018-2020	<p>Spring/Summer 18 – preparation for new LRO including lay person appointments</p> <p>Summer 18 – commencement of LRO</p> <p>Summer 20 – completion of transition to new Council size and structure</p> <p>Autumn/Winter 20 – review impact of changes to Council</p>
	Review of governance structures	2018	Spring/Summer 18 – review of governance and committee structures.
Council induction and training	Set up a cross-functional working group to review the programme for the induction of Council members and the training provided for those on Committees.	2018-19	<p>Spring/Summer 18 – set up internal working group (including Comms HR and Exec Office) to review current procedures and best practice</p> <p>Spring 18 – develop a skills matrix for Council and committee members.</p> <p>Spring/Summer 18 –seek feedback from new Council members on induction processes(2017 intake)</p> <p>Summer 18 – implement new induction for Council members.</p> <p>Autumn/Winter 18 –seek feedback from new Council members on induction process (2018 intake)</p> <p>Autumn/Winder 18 – develop a skills matrix for Council and committee members.</p>
Diversity on Council	Work with HR and Communications to ensure that changes to the size and structure of Council do not have a negative impact on diversity	2018-20	<p>Autumn/Winter 18 – set up working group and review best practice</p> <p>Spring/Summer 19 – implement measure to ensure the 2019 election encourages participation representing diversity across the veterinary professions.</p> <p>Autumn/Winter 20 – review impact of changes to Council.</p>
Senior Leadership Team	Senior Team to discuss and develop its leadership role and approach, and to identify training needs.	2018	<p>Spring/Summer 18 – Discussions regarding the Senior Team leadership role and approach.</p> <p>Spring / Summer 18 – Work with HR to develop a programme to develop Senior Team’s leadership role.</p>

Everyday leaders initiative	Work in coloration with HR to build on the work at the 2017 Staff Away day to create a culture that fosters and supports the concept of everyday leadership.	2018-19	Spring/Summer 18 – develop proposals with HR Summer 18 – present plan for feedback at 2018 Staff Away Day Summer 18 – Summer July 19 – trial programme, seek feedback and review impact.
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Work stream 3: Tomorrow's Leaders

Project	Work packages	Year	Milestones
Leadership development opportunities	Develop resources to showcase the multitude of leadership development courses, training and opportunities available to veterinary professionals.	2018-20	<p>Spring/Summer 18 - research market, gaps and how barriers to accessing such opportunities</p> <p>Summer 18 – develop website and other materials to highlight what is available</p> <p>Spring 19 – link leadership development opportunities to ‘Veterinary Role Models’ work and develop links to external projects such as the Vet Futures Careers Hub.</p>
Veterinary Role Models	Produce an interactive section of the RCVS website which can be used to highlight the diversity of leadership roles and opportunities in the veterinary professions.	2018-20	Autumn/Winter 18 – identify and film videos with first wave of role models.
Fellowship	Engage with the Fellowship Board to develop a vision of the future through/clinical leadership role of the Fellowship	2018-19	Summer 18 – initial meeting with Fellowship Board.
Scholarship and Bursaries	Identify the barriers to veterinary surgeons and veterinary nurses accessing advanced level leadership development training and how bursaries or scholarships could be used to facilitate access.	2019	<p>Spring 19 - research the range of high-level leadership development training that is available and the barriers to accessing this</p> <p>Summer 19 – investigate whether a bursary fund supporting particular leadership programmes would be beneficial</p> <p>Autumn/Winter 19 – potentially launch such a programme</p>
Leadership Diversity	Identify any sections of the profession where intervention from the RCVS would be helpful and ensure the diversity of the profession is reflected in leadership roles.	2019	<p>Autumn/Winter 18 – investigate veterinary leadership diversity and initiatives across the globe – e.g. the Women’s Veterinary Leadership Development Initiative (WVLDI) in the US.</p> <p>Spring 19 – develop proposals for the launch of inventions / initiatives in the UK.</p>

Measuring success

Strategic plans need metrics against which success can be measured and programmes refined to meet better their aims and objectives. Such metrics are difficult to develop in relation to 'soft' and intangible outcomes such as changing attitudes to leadership development and the improvement of individuals' skills, the following metrics, however, are proposed as acceptable proxies that could be used to assess the impact of the programme over the next three years. More detailed measures will be developed in relation to individual projects such as the MOOC.

- Percentage of CPD logged relating to leadership development per annum via sampling of records.
- Percentage of new graduates undertaking the new MOOC per annum.
- Percentage of major UK veterinary conferences with sessions dedicated to leadership per annum.
- Council and committee membership being representative of diversity within the professions and society.

Annex A

Vet Futures Report: summary of leadership ambitions and recommendations

- Encourage veterinary nurse leaders to develop a report and recommendations which are directly relevant to veterinary nurses and their future, and complementary to the Vet Futures report
Explore options for bringing greater coherence to the support and representation of the veterinary profession
- Explore ways to develop the next generation of veterinary leaders including by identifying and nurturing talent, and providing them with the skills and opportunities to succeed
- Develop and communicate clear routes to a wide range of leadership roles
- Look to develop a proactive veterinary-led EU/global agenda where the UK can lead in public health, education, regulation and improving standards
- Develop lifelong learning in leadership, including mentoring and targeted leadership programmes, in particular for groups underrepresented in leadership (eg women and people from minority ethnic groups)

Vet Futures Action Plan

Veterinary leadership programme

Develop a veterinary leadership programme

The Vet Futures report suggested that, to date, the profession had given leadership insufficient focus – concerns had been raised over the number of vets and vet nurses stepping forward for leadership roles and the report found that mechanisms to identify tomorrow's leaders were lacking.

Although there are events and short courses available, there is a requirement for a more sustained programme. The report set out an ambition for a diverse range of leadership opportunities to exist throughout the profession, from government, research, academia and politics to business and industry.

The Vet Futures Action Group recognises the benefits for every individual in developing leadership skills, whether they are in a formal leadership role or not. The Action Group therefore recommends that a veterinary leadership programme should be developed using the NHS Leadership Academy Healthcare Leadership Model, which describes leadership behaviours and helps users across a whole variety of roles to see how they can develop as a leader. The model helps users to understand how their leadership behaviours affect the culture and climate that they, their colleagues and teams work in.

The programme should also act as a catalyst for the development of other lifelong learning opportunities around leadership.

Next steps

- Draw on the example of the NHS Leadership Academy Healthcare Leadership Model to develop a fully worked up proposal for a programme for the veterinary professions (vets and vet nurses) that could be delivered easily, for example, via a MOOC
- Develop plans to recruit and support mentors
- Consider evaluating the 'change capability' of the profession to inform how the programme is developed and marketed
- Explore options to secure joint funding from key organisations and companies to set up the programme
- Explore options for exporting the programme to other countries (particularly English-speaking countries), for example, through achieving an internationally-recognised accreditation
- Consider how existing CPD in leadership and soft-skills training can complement the programme

Timescale

Scoping for the project proposal and requests for funding support to be undertaken during 2017, with a view to launching the programme during 2018.

Who?

BVA and the RCVS, working in particular with the RCVS Fellowship, to develop the project proposal in consultation with employers (across the whole profession – clinical practice, government, academia etc), external accrediting bodies and current CPD providers, and work with potential funders to assess the appetite for such a programme.

Evaluation

- Programme is successfully developed and attracts funders
- Attendance on the programme and at other leadership opportunities
- Feedback on the programme



Annex D – RCVS Knowledge strategy

Strategic Plan 2017-2022

RCVS Knowledge's mission is -

To advance the quality of veterinary care for the benefit of animals, the public, and society.

Over the next three years we want to

- Advance the use of evidence-based veterinary medicine in veterinary practice
- Inspire quality improvement in veterinary practice
- Build upon our heritage, and invest in our future

To meet these aims we will

- Champion the use of an evidence based approach to veterinary medicine.
- Support the development of a culture of continuous improvement.
- Build upon existing skills and knowledge
- Make available our knowledge, expertise, and assets for the benefit of the broader public.

In doing so we will

- Collaborate and partner with other groups from within and outside of the veterinary sector
- Cultivate networks to help promote understanding of issues in the veterinary profession, and what may be an effective way forward
- Develop our resources and target them for use by frontline veterinary professionals

1. Champion the use of an evidence based approach to veterinary practice.

We will do this by

- Producing relevant evidence based *Knowledge Summaries* for veterinary professionals to support effective clinical decision making.
- Driving the implementation of good practice on the ground by working in partnership with veterinary surgeons, veterinary nurses, practice teams and veterinary organisations, and developing evidence-based tools that support the delivery of high-quality veterinary care.
- Developing **Knowledge Updates** on new and changing knowledge central to everyday veterinary practice
- Providing a support service for practitioners to source and use the best available evidence



2. Support the development of a culture of continuous improvement.

We will do this by

- Increasing the quality improvement knowledge and skills of veterinary professionals through RCVS Knowledge hosted learning communities, tools and resources.
- Promoting engagement and uptake of quality improvement activity by supporting veterinary professionals to use their quality improvement skills locally within practice teams.
- Supporting veterinary surgeons and vet nurses to embed improvement as part of normal everyday practice.
- Developing a network and community, culture to contribute to continuous improvement
- Supporting a grants programme directed at improving safety, quality improvement and etc

3. Build skills and knowledge

We will do this by

- Delivering Skills Day workshops, focusing on specific outcomes
- Producing targeted online resources, tutorials, advice, and support developing skills and knowledge.
- Holding a national conference, bringing together all members of the veterinary community
- Expanding the library membership
- Providing support to the RCVS Fellows, enabling them to contribute to improving the quality of care delivered

4. Open up our world-leading knowledge, expertise and assets for a broader public benefit

We will do this by

- Investing in our staff, and be recognised as a great place to work
- Developing the historical collection and archives
- Delivering and publicising the digitisation project so that its widely used
- Maximising commercial values and increasing the financial sustainability of RCVS Knowledge



Meeting	Mind Matters Taskforce
Date	2 October 2018
Location	Belgravia House
Title	Overview of activities since last meeting
Classification	Confidential
Summary	This paper summarises activities carried out since the last meeting of the Taskforce (2 April 2018)
Decisions required	Discussion welcomed on all points
Attachments	None
Author	Lisa Quigley MMI Manager l.quigley@rcvs.org.uk

Summary of activities since 2 April 2018

Background

1. This paper summarises key Mind Matters Initiative (MMI) activities since the last meeting. The activities have been reorganised under the three activity streams, ie prevent, protect, support, although some straddle more than one category.

Prevent

2. The majority of the 'prevent' activities have been developed out of Vet Futures, and are summarised in the table below:

VF Action Plan theme	Relevance to MMI	Led by	Status/progress
G Online careers hub	Will support MMI by helping to promote alternative veterinary careers to clinical practice	BVA	BVA leading on the development of this resource. Likely to be launched at London Vet Show in November
H Review student recruitment, selection and support	Working with Vet Schools Council to develop a roundtable ref student support	VSC/MMI	Aiming to organise a roundtable for spring 2019
I Review outcomes for graduates	Will include review of non-clinical skills training	RCVS	On schedule, likely to report 2019; consultation period will be launched at London Vet Show in November
K Support for overseas graduates	Will include mental health awareness and support	RCVS, with support from VDS	A short MMI overview is now included in our overseas CPD days and we will facilitate overseas grads attending VDS graduate reunions
L Veterinary Workforce study	Will include consideration of salaries, working patterns etc	BVA (RCVS on working group)	Prof Michelle Ryan of University of Exeter has been tasked with research project, update to be given at London Vet Show in November
N Support MMI	This is for others to support us... including here for completeness		

VF Action Plan theme	Relevance to MMI	Led by	Status/progress
O Focus on reflective practice	This is part of the development of resourcefulness and resilience	RCVS/MMI	Review of CPD policy – ongoing; RCVS Strategic Plan Blame Culture/Learning Culture work underway; Schwartz Round pilot - see update later in this paper
P Online mentoring	To increase support, help develop leadership skills	TBC	BSAVA launched mentoring scheme at Congress; BVA partnering with Grad to Vet programme, which includes mentoring
Q Leadership	To improve resilience skills	RCVS	MMI/BSAVA resilience courses in the pipeline for 2019; RCVS Leadership MOOC pilot underway, with great feedback; course to be launched fully towards the end of the year
W Vet Futures Europe	Working with FVE to develop this programme	FVE with support from RCVS	LL and Christoph Buhot did mental health workshop at Nov 2016 FVE General Assembly; Rosie Allister attended in June 2018; they are seeking a cyberbullying speaker for a future meeting. Vet Futures Europe now includes mental health as one of its streams but not as a priority for year one

Research

3. We supported Lucy Whitehall, a masters student, in her research around wellbeing in the veterinary profession by giving her access to vets and nurses who had agreed to being contacted about third-party research. This yielded interested results around stress as a 'positive'. She will be asked to present at a future Taskforce meeting.
4. We promoted a study being carried out by Suzanne Williams into working hours and wellbeing. This highlighted the importance of 'recovery time' as a protective factor against workplace stress.
5. Plans are underway for the second MMI Veterinary Mental Health Research Seminar, following the successful event in January 2017. This will be held on 24 September 2019 in London, and we are currently looking into venues.
6. The development of a research officer role is being considered at the RCVS, which should help with better research around our MMI interventions.



Student support

7. LL and LQ spoke with Kate Gazey, VN Educator from Warwickshire University, to brainstorm ideas around wellbeing for VN students. There is potential for mental health awareness training to be delivered at Clinical Coach meetings to help support students in practice. The development of a classroom resource is also under discussion. A small working group will be set up to take these activities forward.
8. Meanwhile the roundtable for veterinary students remains in the pipeline. This is something that would be run jointly with the VSC but their contact has had a heavy workload.

Compassionate regulation roundtable

9. A roundtable of regulators has been under consideration to discuss the impact of regulation on mental health and how this can be mitigated and a more compassionate approach developed. The GPhC are currently developing a similar idea, with a focus more on support for staff working within the regulatory environment. The first meeting will take place on 16 October.

Audit of the impact of the RCVS complaints process on mental health and wellbeing

10. Open Minds/Connecting with People has carried out an audit of the concerns process and its impact on the mental health of those who go through it. A draft was discussed at the April meeting and a further iteration will be under review at the October meeting.

&Me

11. This joint project with the Doctors' Support Network (DSN) aims to reduce stigma (prevent) and encourage people to seek help early (protect/support). We have published more stories since the last meeting. The campaign continues to be well received and although it was initially envisaged as a 12-month campaign, it has been decided to continue.
12. Following the success of our last **&Me Live** session, we will be holding another at BSAVA Congress 2019. Volunteers are currently being sought – support from the Taskforce would be helpful in this.
13. We are also seeking volunteers via the American Veterinary Medical Association to give an international dimension to the campaign.

Mental health and wellbeing in the Practice Standards Scheme

14. There has been a plan for some time to include more about mental health and wellbeing within the Practice Standards Scheme, as was discussed at the April meeting of the Taskforce. LQ and LL met with Pam Mosedale and Lisa Grannell, PSS Manager to discuss potential ways of doing this. This will be discussed further in an additional paper – see agenda item 8.

Protect

SPVS/MMI Wellbeing Awards

15. The SPVS/MMI Wellbeing Awards link to both prevent and protect in that they can address issues that might give rise to poor mental health and wellbeing, and also help protect individuals who may be at risk.
16. Now entering its third year, we launched this year's awards in August at the WellVet Weekend in Cambridge.
17. A new approach has been taken this year, which will allow for a more streamlined application and judging process. A communications plan is in place, demonstrating learning from last year's winners. This includes a new booklet to launch the awards and a series of podcasts. The closing deadline is 24 November.
18. Support from the Taskforce organisations in promoting the awards would be much appreciated.

Webinars

19. A series of five webinars has been purchased to cover general MMI issues. These are now being developed and the first three topics - bullying, sport and wellbeing, and innovation in wellbeing – have been chosen, along with possible speakers. These will be held on 17 October, 14 November and 11 December 2018.

Training

20. The training programme for 2018 has now been launched with Trevor Bell running six sessions of Mental Health Awareness training. Two of these are already fully booked. Future courses may be run with BVNA. Course locations and dates are as follows:

Newcastle upon Tyne: 4 October – Village Hotel, Newcastle NE27 0BY

Taunton: 12 October – Taunton Rugby Football Club TA2 8BU

Glasgow: 15 October – Mecure Glasgow City Hotel G1 1DQ

Wrexham: 1 November 2018 – Holt Lodge Hotel LL13 9SW

Courses at the following locations are fully booked:

Crawley: 18 October – Arora Hotel RH10 6LW

Peterborough: 29 October – Park Inn by Raddisson PE1 1BA

21. We will be piloting a series of resilience training courses with BSAVA, due to be launched in late spring 2019. We are currently researching potential providers that we will invite to tender for the work.
22. LQ is developing a programme of training for practice managers that will be launched in the New Year.



23. We have agreed to fund mental health training for Street Vet/Street Paws volunteers. Unfortunately the planned training day has had to be postponed; we await a new date.
24. MMI are providing support for an online seminar run by SkillsTree and AVS on 24 November.

BEVA Animation

25. LL and LQ were approached by Sarah Gasper, Learning Manager at the British Equine Veterinary Association, regarding the possibility of collaborating to produce an animation on mental health and wellbeing in an equine practice context. It was decided to take this forward, pending agreement on budget following the receipt of tenders for the work.
26. LQ spent a day shadowing an equine vet to learn about the specific challenges of equine practice and is in the process of writing a brief for an external agency who will be commissioned to produce the animation.

Schwartz Rounds

27. A pilot Schwartz Round for veterinary practice is under development. This will ideally consist of two small practices, two corporates and three vet schools.
28. LL and LQ met with Aggie Rice and Joanna Goodrich from the Point of Care Foundation to discuss the proposal further. Aggie and Joanna explained that applications were now being accepted on a rolling basis, with training dates available in Manchester and London from November and into 2019.
29. Aggie has now left the Point of Care Foundation but Joanna is currently producing a costing summary – which will take into account the huge market potential that the veterinary profession will represent to them.

Support

Vetlife – *please treat this information confidentially*

30. REDACTED FOR CONFIDENTIALITY REASONS
31. REDACTED FOR CONFIDENTIALITY REASONS
32. REDACTED FOR CONFIDENTIALITY REASONS
33. REDACTED FOR CONFIDENTIALITY REASONS

Vet Support NI

34. David McKeown from Vet Support NI has provided an update, which will be discussed under AI 5.

General awareness raising

Marketing collateral

35. The notebooks, pens, coasters and badges continue to be well received and prove a good way of promoting MMI and the Vetlife Helpline. They are frequently ordered by practices organising their own wellbeing days and used at conferences and events.
36. A smaller A6 notebook has been designed and ordered, which more closely reflects the MMI branding than the old orange A5 booklet.
37. The website is in the process of being updated, to include new banners to promote core projects and refreshed sources of support.

Digital

38. Our **Twitter** followers currently stand at 1,622, up nearly 300 since April 2018. Where appropriate, we retweet via the RCVS Twitter account, which has 16,600 followers. In September we took part in a Vet Hour Twitter chat which generated a high level of engagement.
39. We use the RCVS Facebook account as we have not to date had sufficient MMI news at present to justify a separate Facebook presence. Now we have more resource on the team we will aim to launch this in January 2019.
40. We issued an MMI e-news on 21 September 2018 and have received advice, since the last taskforce meeting, that this does not contravene GDPR providing an opt-out is available.

Congresses, talks and public events

41. We have attended the following since the last Taskforce meeting:
 - **BSAVA Congress** – we held an &Me Live session on 7 April
 - **Bicester Vets** – LL gave a practice talk on 19 April
 - **RVC** – LL gave a talk to students on 23 April
 - **Garston Veterinary Group** – LL gave a practice talk on 16 May
 - **National Academies of Science, Engineering and Medicine** - LL spoke at a global event on wellbeing support for the medical professions in Washington DC on 27 April
 - **VET Festival** – MMI featured on our stand on 8 and 9 June and LL gave a talk/
 - **Wellvet Weekend** – LL and LQ had a stand at this event on 24-26 August and launched the Wellbeing Awards in a talk on the Sunday morning, jointly with SPVS President Peter Brown.
 - **Medivet Talk** – LQ delivered a talk about MMI at the Medivet HQ in Watford on 30 August.
 - **American Association of Veterinary State Boards Conference** – LL delivered a talk at this event in Washington DC which included MMI work

The following are in the pipeline (list until 31 December 2018):

- **The International Practitioner Health Summit 2018: The Wounded Healer** – Louise Freeman of DSN and LL have a short speaking slot on Day 2 of this conference (4-5 October), which focuses on the mental health and wellbeing of medical practitioners.

- 🌐 **PDSA** – LQ visiting PDSA practices in Birmingham and Cardiff in the next couple of months to deliver ‘Lunch and Learn’ sessions on MMI
- 🌐 **APHA Wales Conference** – LQ due to deliver a series of workshops on 28-29 November
- 🌐 **Student Support Conference**– MMI has been invited to the Student Support Conference being held in Leeds on 6-7 December. The theme is ‘transitions’ and we are considering potential topics for our contribution.

Stonewall

42. RCVS completed the Stonewall Equality Index on 24 September and are awaiting the results. It is hoped that, once we are confident that RCVS is demonstrating best practice, we will be able to share this learning with practices.

MMI International

43. As a first action as part of our co-operation on Mind Matters International, a joint RCVS/AVMA statement on mental health was agreed at the AMVA Conference in Denver in July 2019 and published on 13 September.

Other activities on the radar and not to be forgotten...

44. Other activities that remain on the wish list, but have not yet been actioned, include:
- 🌐 Support for those veterinary surgeons who are trained to be first responders via the British Animal Rescue and Trauma Centre (BARTA)
 - 🌐 Online myth-busting quiz
 - 🌐 Joined up health support programme with other healthcare professions
 - 🌐 Practice packs eg leaflets, posters, pens, materials such as Mind literature
 - 🌐 Online CBT
 - 🌐 Develop ‘returnship’ network
 - 🌐 Support based on life-stage (student, new grad, returner, buying practice, retiring)
 - 🌐 Employee Assistance Programmes via the RCVS or other bodies
 - 🌐 Critical support for practice (or other workplace) colleagues if there has been a tragic circumstance in the practice (eg suicide, fatal car accident)
 - 🌐 Neurodiversity and the veterinary profession
 - 🌐 Pilot joint veterinary and agricultural MHA training
 - 🌐 Art therapy project / Writing workshops
 - 🌐 NHS Recovery College
 - 🌐 Wellbeing calendar – tip a month
 - 🌐 Buddying scheme for those involved with a complaint
 - 🌐 International researchers/trainers/advocacy Linked In group

Meeting	Advancement of the Professions Committee
Date	22 November 2018
Title	The future direction of the RCVS Fellowship – discussion paper
Classification	Unclassified
Decisions required	<p>The Committee is invited to discuss the on-going and proposed activities of the RCVS Fellowship over the next three years.</p> <p>Additionally, the Committee is asked to agree the terms of reference for a newly formulated Fellowship Scientific Advisory Panel and to consider the Panel's proposed structure and processes.</p>
Attachments	<p>Annex A: Council Paper Sept 18 AI06c</p> <p>Annex B: Table outlining the proposed key outputs across the activity areas with possible timings.</p> <p>Annex C – Fellowship Science Advisory Panel draft terms of reference, structure and process</p>
Author	<p>Oliver Glackin Leadership Initiative Manager o.glackin@rcvs.org.uk</p> <p>Anthony Roberts Director of Leadership and Innovation a.roberts@rcvs.org.uk</p>

Background

1. In 2014 a proposal to reconstitute the criteria and routes for achieving Fellowship of the RCVS were agreed and implemented, following consultation. In October 2016 the first cohort of Fellows to be accepted under its new terms was inducted.
2. The Fellowship is the highest category of membership to the RCVS and is now awarded in recognition of outstanding contribution to the veterinary profession with applications judged on a broader criteria of meritorious contributions, specifically to:
 - i. *knowledge (MCK);*
 - ii. *clinical practice (MCCP); or*
 - iii. *the profession (MCP).*
3. Aligning the Fellowship with these criteria has sought to ensure that it is attainable irrespective of professional background, specialism or interest. Adopting these expanded criteria should secure its growth, relevance and identity and in so doing assist in achieving the purposes of a learned society.
4. There is now a total of 383 Fellows, of these 127 have been accepted since 2016 when the new criteria were introduced.
5. The Fellowship has been rehoused within the RCVS, moving from the Education Department to the Leadership and Innovation team and reporting through the Advancement of the Professions Committee. This move reflects the leadership role that the Fellowship seeks to develop over time within the profession and society at large. The Fellowship should be independent in its thinking but it does remain firmly within the structures and governance of the RCVS. Oversight by the Advancement of the Professions Committee should ensure that the work of the Fellowship is better joined up to that of the rest of our non-statutory work.

Agreeing a long-term strategy for the Fellowship

6. At the September 2018 meeting of the RCVS Council, following a presentation by the Chair of the Fellowship Board, a three-year strategy for the Fellowship was supported by RCVS Council (Annex A, paper Council Sept 18 AI06c).
7. The Fellowship has the principal aim:

‘to advance veterinary standards by providing a resource of independent knowledge for the benefit of the veterinary profession.’
8. In expanding on this aim, it was agreed that the Fellowship should also have the objective to:
 - i. *promote scientific excellence and drive scientific thought that is of the highest standards;*
 - ii. *harness the expertise of its Fellows to further professional skills and practice and to invigorate a curiosity for innovation and its uses; and*

- iii. *undertake activities that enrich public discourse about the importance of veterinary science to everyone.*

Activity stream 1: Promoting Scientific Excellence

For the Fellowship to support opportunities to advance veterinary standards by: working collaboratively to examine the current knowledge base; identifying knowledge gaps; and supporting the translation of knowledge and research to veterinary practice.

9. This work should affirm the fundamental value that scientific excellence has to improve veterinary outcomes. Guided by the College's strategic objectives and working collaboratively with RCVS Knowledge the Fellows will be proactive in overseeing the review of scientific evidence as the basis for offering recommendations to benefit the public, professions, RCVS and animal welfare.

Activity stream 2: Furthering professional skills and practice and invigorating creativity

To be committed to helping enhance the professional skills and practice of all veterinarians, wherever they are on their career path, by sharing best practice and lessons learnt. To also act as a spur for creative thinking and innovation to address the challenges the profession faces now and into the future.

10. Fellows should be exemplars of the range and diversity of veterinary career paths that exist. They should use their accumulated knowledge and experience to further grow understanding of the future factors that will influence career development in the professions and how to capitalize on these. The fellowship can also help solve some of the practical and technological issues the profession faces.

Activity stream 3: To promote public awareness of veterinary science

To be one of the trusted and authoritative voices within the veterinary profession that is able to engage with the general public to raise awareness and further understanding of veterinary science, and its importance to everyone.

11. To be a successful learned society, it is essential that there is awareness and understanding of the Fellowship's unique identity, culture and purpose. Initially, the Fellowship can play an important role in lending its support to existing RCVS work and activities. As it starts to publish the findings of its own reviews it can be guided to speak on the outcomes and implications for professionals and in time, and where appropriate, the general public.

Current Fellowship activities

On-going

12. A substantial degree of time is devoted to assessing and deciding on applications to become Fellows. Currently, Fellows mostly volunteer their time to do this with support provided by College staff – although there is a mechanism for claiming for loss of earnings if they choose. Going forward, however, delivering activities of the type proposed below will require more from Fellows and there is a need to consider whether compensation for loss of earning should reflect this and in what instances it would be appropriate.
13. Fellowship Day (*Scientific Excellence*) is a yearly event that provides Fellows with an opportunity to showcase their contribution to the profession and inspire early career vets. Three Fellowship Days have been successfully held to date. This year's event featured the inaugural Fellows of the Future section, which provided students or recently graduated vets with the opportunity to present their original research.
14. Four Fellows on tour (*Furthering professional skills and practice*) events have been held. These were hosted at Surrey, Nottingham, Cambridge and Liverpool with volunteer Fellows at each school comprising the local organising committee. The events provided students with the opportunity to learn more about the Fellowship in addition to hearing the experiences of a number of Fellows on their professional interests and specialisms. These have been generally well attended and very well received. There is an intention for events to be held at all schools in time and a suggestion that the series could be broadened out to appeal to vets whatever stage of their career they are at.

Discussion points and decisions required

Future activities and resourcing

15. The strategic plan (Annex A) agreed by Council contained a list of proposed activities that the Fellowship could explore pursuing with an attending timeline (Annex B). The Committee is invited to consider them – first, to identify the potential for synergies across work streams the APC covers and, second, to agree the prioritisation of activities and any resourcing implications. This will help to inform a budget variation request going to the January meeting of RCVS Council in relation to the activities of the Fellowship.

Science Advisory Panel

16. The setting up of a Fellowship Science Advisory Panel (FSAP) is proposed as a key activity under the 'promoting scientific excellence' workstream. The FSAP has the purpose of providing further scientific underpinning for RCVS activities by examining scientific and research-related issues.
17. The Fellowship Advisory Panel, whilst independent in its thinking, will need to be closely aligned to the strategic direction of both the RCVS and RCVS Knowledge, to this end it is proposed that the Panel will report to the College through the Fellowship Board and the Advancement of the

Professions Committee, with a member of staff managing the relationship between the Panel, Committee and wider RCVS structures. It is proposed the panel will also include a lay RCVS Council member who will attend in an observer capacity. Processes, however, remain to be established as to how the FSAP will determine its areas of research and focus.

18. The Committee is invited to consider approval of the Fellowship Science Advisory Panel Terms of Reference as presented at Annex C.
19. The Committee is further invited to review the structures and process outlined in Annex C and to consider:
 - i. whether more detailed procedures need to be developed regarding how research topics are identified and selected;
 - ii. whether different processes are required for questions generated by the RCVS, the Fellowship or externally;
 - iii. how to ensure appropriate collaboration with RCVS Knowledge, and the role RCVS Knowledge could play in offering guidance on appropriate themes and topics as well as offering practical support by way of access to literature and editing services;
 - iv. how members of the FSAP should be compensated for their time.

Annex A – Council Paper Sept 18 AI06c.

The future of the RCVS Fellowship Three-year plan

Background

20. The Fellowship of the Royal College of Veterinary Surgeons (RCVS) has been in existence for 142 years. In 2014 a proposal to reconstitute the criteria and routes for achieving Fellowship was agreed and implemented, following consultation. In October 2016 the first cohort of Fellows to be accepted under its new terms was inducted.
21. The RCVS Fellowship is now awarded in recognition of outstanding contribution to the veterinary profession with applications judged on broader criteria of meritorious contributions, specifically to:
- i. knowledge (MCK);*
 - ii. clinical practice (MCCP); or*
 - iii. the profession (MCP).*
22. Aligning the Fellowship with these criteria has sought to ensure that it is attainable irrespective of professional background, specialism or interest. Adopting these expanded criteria should secure its growth, relevance and identity and in so doing assist in achieving the purposes of a learned society. To this end the review '*Future of the RCVS Fellowship*' also recommended updated and revised overarching objectives for the Fellowship. It identified how it should:
- i. Advance veterinary standards by undertaking independent scientific reviews to establish scientific fact;*
 - ii. Be a source of evidence-based fact and promulgate these findings;*
 - iii. Promote excellence in the veterinary profession and communicate this to the public; and*
 - iv. Nurture the next generation of veterinary professionals.*
23. Recently the Fellowship has been rehoused within the RCVS, moving from the Education Department to the Leadership and Innovation team and reporting through the new Advancement of the Professions Committee. This move reflects the leadership role that the Fellowship seeks to develop over time within the profession and society at large.

Clarifying the purpose and ambitions of the Fellowship

24. It is proposed that activity around the RCVS Fellowship will focus on creating a thriving learned society. Its prestige will be built upon its ability to attract veterinary surgeons whose activities demonstrate excellence across the entire veterinary landscape and who have distinguished themselves on account of their ongoing commitment to using their experience and knowledge to enhance the profession further. To achieve this, the Fellowship requires clarity of purpose.
25. The RCVS Fellowship currently articulates its purpose with a single objective:

'to advance veterinary standards by providing a resource of independent knowledge for the benefit of the veterinary profession.'

26. There is merit in expanding upon and articulating how the Fellowship will work to achieve this objective. It is proposed, therefore, that the Fellowship should seek to:
- i. *promote scientific excellence and drive scientific thought that is of the highest standards;*
 - ii. *harness the expertise of its Fellows to further professional skills and practice and to invigorate a curiosity for innovation and its uses; and*
 - iii. *undertake activities that enrich public discourse about the importance of veterinary science to everyone.*
27. The aim is for an independent-thinking Fellowship that remains within RCVS structures and governance. Whilst the Fellowship must be independent in thinking, in the public's perception the RCVS and the Fellowship are strongly linked. This relationship introduces significant risk and potential conflicts with the core regulatory duties of the RCVS. As the Fellowship progresses, develops its own work, and so raises its profile, this might create some risks and potential conflicts.
28. A key challenge for the Fellowship therefore is to remain 'independent of thought' whilst still operating within the structures of the RCVS. Fellowship remains a category of RCVS membership. The new Advancement of the Professions Committee will provide a clear reporting structure for the Fellowship and will provide a framework for beginning to address such issues. Nevertheless, detailed consideration must be given to how risks can be mitigated without adversely impacting upon its independent thinking.

Future activity streams

Promoting scientific excellence

Aim: For the Fellowship to support opportunities to advance veterinary standards by: working collaboratively to examine the current knowledge base; identifying knowledge gaps; and supporting the translation of knowledge and research to veterinary practice.

29. This area of work seeks to affirm the fundamental value that scientific excellence has to improve veterinary outcomes. When considering the focus for this area of work, the Fellowship will operate proactively, guided by strategic objectives agreed by RCVS Council.
30. RCVS Knowledge is leading work to support Evidence Based Veterinary Medicine and it is proposed that the Fellowship should seek opportunities to work collaboratively with RCVS Knowledge on scientific reviews, with Knowledge offering guidance on appropriate themes and topics as well as offering practical support by way of access to literature and editing services.
31. Based on this, Fellows could organise themselves around themes and collaborate accordingly. The possibility of Fellows acting as ambassadors to promote the findings of scientific reviews – specifically the practical implications – and encouraging implementation where appropriate to deliver effective outcomes could be explored.

Summary of Proposed activities

Events

32. The Fellowship Day provides an opportunity to showcase the breadth of expertise within the Fellowship along with the scientific contribution the Fellowship has made, whilst also providing an opportunity to discuss other scientific developments in the field. In the future, consideration could be given to additional dedicated events that would provide further scope for exhibiting the scientific contribution of the Fellowship and the Fellows.

Fellows Award

33. The possibility of a Fellows Award providing a grant or bursary for research should be considered. Principally for early career vets, the grant would support research examining questions considered to be within the fields identified to be of strategic priority to the RCVS and conducted under the aegis of a host academic institution. This would be overseen by a senior sponsor who would also be a Fellow. Funding will cover a 12-month period and would provide for research costs, such as data collection, lab resource and travel expenditure. Applications would be encouraged from all areas of the profession.

Science Advisory Panel

34. Terms of reference have been drafted for a Fellowship Science Advisory Panel which has the purpose of providing further scientific underpinning for RCVS activities by examining scientific and research-related issues. Once operational, the Panel will report to the College through the Fellowship Board and the Advancement of the Professions Committee – the panel will also include a lay RCVS Council member who will attend in an observer capacity. It is proposed therefore that RCVS Knowledge should be approached to discuss how they might be able to collaborate with the Panel. This relationship would be overseen and administered by a member of College staff. The Fellowship Advisory Panel, whilst independent in its thinking will need to be closely aligned to the strategic direction of both the RCVS and RCVS Knowledge, to this end processes need to be established to determine its areas of research and focus. The involvement of a Fellow who already has a presence within the RCVS Knowledge structure should be scoped out to ensure this focus. Overall, the panel's operations will likely be managed through the new RCVS Advancement of the Professions Committee.

Furthering professional skills and practice and invigorating creativity

Aim: *To be committed to helping enhance the professional skills and practice of all veterinarians, wherever they are on their career path, by sharing best practice and lessons learnt. To also act as a spur for creative thinking and innovation to address the challenges the profession faces now and into the future.*

35. Fellows represent many years of accumulated skill and knowledge and their contributions have distinguished them. This area of work demonstrates the Fellowship's commitment to assisting the profession to broaden the range and diversity of veterinary.
36. A standing Fellowship theme of work should be a continued drive to more deeply understand and appreciate the future factors that will influence career development by engaging effectively with veterinarians at all stages of their careers.
37. The Fellowship should act in a way that exemplifies the breadth and diversity that exists already in the profession and Fellows should proactively communicate their experience and what they have learnt over the course of their careers. Informed by the Advancement of the Professions Committee and its knowledge of the wider work of the RCVS, activities could be undertaken to encourage Fellows to take a more active role in helping solve some of the more pressing practical and technological issues that the profession faces.

Summary of Proposed activities

Events

38. The Fellows on Tour series at which the Fellows will talk to the profession is already planned. Initially, this is almost exclusively targeted at vet students with volunteer Fellows at each school comprising the local organising committee. Further work needs to be undertaken to assess the resource needs to deliver these events and to evaluate their success. Based on the experience of running these events consideration could be given to expanding them to reach veterinary surgeons at other stages in their careers, possibly centred on the schools due to geographic distribution and local resources. Activities to raise the profile of the Fellowship by creating blogs, news features, podcasts and/or YouTube posts, hosted on the Fellowship online platform, should also be explored.

Mentoring

39. The Fellowship should give consideration to how it might develop a formalised and structured mentoring system whereby Fellows could provide mentoring to veterinary surgeons wishing to join the Fellowship or engage with its work. A way of securely posting a list of Fellows willing to be mentors will need to be explored as will providing protocol for managing the mentoring relationship.

Online platform

40. The Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) Fellowship organises much of its activities using an online platform. This model could provide a framework for growing the Fellowship's network and creating the space for ideas to be exchanged and developed. It would also provide a home for Fellow-authored blogs, news articles and recorded presentations. Resource would be required to develop this web portal and to manage the ongoing administration of the site and its contents. Much of the portal's content, such as blogs

and articles, would be freely accessible to all. Some, including a detailed directory and forum, would be exclusively for Fellows.

Catalyst grants

41. The RSA offers a series of catalyst grants to support its Fellows to turn their ideas into positive action. Similarly, the RCVS Fellowship should give consideration to the creation of an annual catalyst grant for all veterinarians that recognises creative and collaborative activity. This would provide seed-funding to support the development and implementation of innovative ways of working or processes that improve the efficiency and effectiveness of veterinary practice. In addition to funding, the grant would also provide for a Fellow mentor, with expertise in the relative area of focus, who would give their experience and knowledge.
42. Such a grant programme would require support from the College and considerable thought would need to be put into developing robust processes for the assessment of applications. This might be conceived as the next generation of RCVS Knowledge's Blue Sky Grant – and accordingly would be closely tied to strategic outcomes. Consideration could also be given to a platform to allow for the crowdfunding of activities. Again, however, consideration would need to be given to how to assess which projects were posted for potential funding.

To promote public awareness of veterinary science

Aim: *To be one of the trusted and authoritative voices within the veterinary profession that is able to engage with the general public to raise awareness and further understanding of veterinary science, and its importance to everyone.*

43. Understandably, owing to it still being in its nascent stages, there is significant room to improve the visibility of the revitalised Fellowship. Consequently, this area of work will seek to generate increased levels of awareness and nurture greater understanding of its identity, culture and contributions.
44. Initially, the focus will be in relation to opportunities identified where Fellows can lend support to current work and activities. This might include, for example, the Fellowship providing a strong voice for existing activities such as One Health, and RCVS Knowledge work on Evidence-Based Veterinary Medicine (EBVM) and Quality Improvement (QI).
45. Over time as the Fellowship creates its own work through the Science Advisory Panel and other activities it will promote these to the profession and, depending on the topic, to the public. In this way, the Fellowship – represented by selected Fellows – could speak on the outcomes and implications of their work and support the public understanding of veterinary science.

Summary of Proposed activities

Fellowship Ambassadors

46. The Fellowship should give consideration to supporting and training a group of Fellows to become ambassadors for the public understanding of veterinary science. This will require considerable resource in terms of media training, in addition to developing clear criteria for determining the topics upon which they would talk. It would be expected that the RCVS would act as the conduit for engaging this group and channelling media enquiries.

Promulgating Fellows' research

47. Many Fellows are productive researchers and it would be advantageous to the Fellowship's aims if more attention was drawn to this. This activity could be highlighted quarterly with a research digest that brings together all the published journal articles, with links, authored by Fellows during that period. It will be explored as to whether RCVS Knowledge's own research portal could effectively house this. If not, the digest would be posted on the Fellows' web portal and circulated by direct email. Building on this, Fellows could be invited to publish short summary articles of their research in a style that encourages engagement by non-experts – particularly the general public. Doing this would demand resource each quarter to search for relevant publications and to draft and circulate the digest. Whilst the summary article would be originated by the Fellow there will be a need to edit these to ensure they are suitable for the target audiences.

Activities from other streams

48. Activities from the two aforementioned streams of work will also provide a vehicle through which the Fellowship can become a force for improving the public understanding and awareness of veterinary science, these include: events targeted at the profession and public, the proposed web-portal, and blogs/videos.

Resourcing the Fellowship

49. To date, a substantial proportion of the Fellowship Board and its panels' time and resources have been focused on refining the Fellowship's application rules in addition to assessing and processing prospective Fellow applications. Whilst the College has provided staff support to do this, much of the work has been achieved by Fellows volunteering their time. To realise the expanded vision set out above for the Fellowship it will require further resources, support and where appropriate compensation, through the loss of earnings allowance, is made for Fellows' time. This will be allocated as appropriate through the RCVS's normal budgetary processes which sit outside of the parameters of this paper.

Annex B – Table outlining the proposed key outputs across the activity areas with possible timings.

Activity stream 1: Promoting scientific evidence				
Activities	Outputs	Year	Key milestones/events	Projected resource
Fellowship Day	Annual celebration of the Fellowship	On-going	Held in October. From 2018, the Day will seek to grow involvement, especially amongst early career vets	
Fellows Award	Grant for research by early career vets examining questions aligned with RCVS strategic priorities	September 2019	Spring 2019, grant criteria agreed. Late spring '19 grant promoted. Mid-summer '19 grant awarded	
Fellows science exhibition	Exhibition showcasing the scientific contribution of the Fellowship and the Fellows	2020		
Science Advisory Panel	To provide RCVS functions with Scientific underpinning by reviewing scientific and research-related issues	First review late 2018		

Activity stream 2: Furthering professional skills and practice and invigorating creativity				
Activities	Outputs	Year	Key milestones/events	Projected resource
Fellows on Tour	Fellows meet vet students to share experience and knowledge	2018	Late 2019 evaluate Tour series with view to extending target audience	
Mentoring	Develop mentoring programme, embed mentoring protocols and promote availability	2019	Winter 2018 – establish mentoring guidelines Spring 2019 – create mentoring network. Summer 2019 – promote availability of mentors	
On line platform	Launch of Fellowship online platform. Hub for Fellowship-related information which is freely accessible	2019	Autumn 2018 populate existing Fellows page with more information.	

	and secure Fellow-only area		Autumn 2019 launch new platform and promote functionality	
Catalyst grants	Develop criteria for catalyst grant, process for monitoring delivery and system management	2019		

Activity stream 3: To promote public awareness of veterinary science				
Activities	Outputs	Year	Key milestones/events	Projected resource
Fellowship ambassadors	Identify a roster of appropriate Fellows willing to engage in public communication on issues relevant to the Fellowship	2019		
Promulgating Fellows' research	Quarterly digest of Fellow-authored academic research and produce a select number of accessible summary articles	2018		

Annex C – Fellowship Science Advisory Panel draft terms of reference, structure and process

Terms of Reference

The Fellowship Science Advisory Panel shall provide the scientific underpinning for RCVS functions, and in particular to:

- Advise on scientific issues relevant to the professional conduct of veterinary surgeons and veterinary nurses;
- Advise on research-related issues relevant to the education of veterinary students in UK veterinary schools;
- Advise on scientific issues relevant to recognised veterinary practice;
- Ensure that the debate on veterinary issues is based on good evidence and sound advice;
- Advise on scientific issues at the request of Council or any of its committees or subcommittees.

Structure and processes

The Fellowships Scientific Advisory Panel (FSAP) is a Standing Committee within the Fellowship and it has proposed by the Fellowship that it should seek to address questions of primarily scientific and ethical nature asked of the RCVS, either directly or from other bodies or individuals.

The FSAP advises on and assemble an appropriate Review Panel tailored for each question. The Review Panel (RP) comprising experts (from within or without the Fellowship) with relevant experience to address the question and create a position paper for the RCVS on the matter in hand.

The FSAP is made up of Fellows of RCVS, chaired by the Vice-Chair of the Fellowship Board and with an observer from RCVS.

Each RP is made up of Fellows and Members of the RCVS, non-MRCVS and non-vets, as appropriate to the question.

The RP will consult widely and extensively to establish an appropriate and robust response. This could include commissioning an individual to write a report, inviting witnesses / experts to give written or oral evidence, or commissioning / conducting novel enquiry or research to improve understanding of the subject.

Pathway of Response to questions submitted to RCVS.

Those questions requiring a Scientific or Ethical position



Chair of FSAP who circulates to FSAP



FSAP discuss how to address the question and establish membership of relevant Review Panel



Review Panel submit report to FSAP for final review



FSAP paper submitted to RCVS

(note – multiple RPs can exist consecutively)