



Royal College of Nursing

Group Strategy 2019 to 2021 and business priorities

Context

The RCN Group is operating in a fast-moving environment with significant financial challenges and workload pressures. An ageing population and workforce, increasing demand for health and social care, real term cuts in health spending and a shortage of nursing staff has created a perfect storm for the profession. The modern nursing challenge is to deliver consistent, high quality care despite growing demand.

Despite these significant challenges, there are also many opportunities and reasons to celebrate. Changes in the structure, make-up and entry routes into the profession are widening access to nursing as a professional career, and there is global recognition that nursing is central to the transformation of care. From the running of general practice to carrying out surgical operations, the role of the nursing workforce is changing.

Advances in technology are driving new, flexible ways of working, new models of healthcare delivery and different ways to learn, engage and spread best practice. Mobile is the platform of choice for the millennial generation, with high expectations around instant access and easy to use digital services.

Flexible and innovative ways to pay or donate are the norm, and increasingly, organisations such as nursing schools, employers and healthcare providers are buying products and services on behalf of their students and workforce. Trusted brand and evidence of impact are key factors in their purchase decision.

To inspire, champion and support the nursing community to deliver the best possible care, the RCN Group will be continuing to transform the way we work and use technology. We will develop the skills of our staff to ensure that our products and services meet the needs of all our members, non-members, readers, subscribers and beneficiaries. We will ensure that we continue to shape policy, set clinical standards and support advancement of the profession to improve the health and well-being of the public.

Strategic Priorities



Provision of education and learning

Patients have a right to expect the very best care which is by evidence based practice and from practitioners who are informed and up to date. . We aim to ensure that the nursing team can readily access up-to-date, world-class education and professional development resources, at any time and in any setting in a way that is personalised to them.

Setting clinical standards and supporting practice

Teams and individuals delivering health and care can rely on us to keep them informed on best practice and to set and promote world-class standards so that they can provide the very best care to their patients.

Active personal and workplace support

Those working in Health and care do their best work in an environment which is safe and respects and supports their physical and mental wellbeing. We work with members of the nursing team and their employers to nurture exemplary working practices and support them when things go wrong.

Influencing and shaping policy

We develop evidence based positions and work to influence those in power to shape policy. We work decision makers and opinion formers to inform and recognise the importance and contribution of the nursing team to securing the best outcomes for patients. We have no ties to any political party and we take pride in our political independence.

Royal College of Nursing Business Priorities 2019 - 2021

1. Education and learning

We ensure that nurses, prospective nurses, and other health and care practitioners, can readily access up-to-date, world-class education and professional development resources.

Key Priorities:

- i) To improve the offer and support for all members of the nursing workforce that meet their ambitions and ensure their needs are represented in our broad learning offer.
- ii) To develop an increased range of blended learning education programmes.

2. Setting standards and supporting practice

The nursing workforce delivering health and care can rely on us to set world class standards and promote best practice

Key Priorities:

- i) To refocus forums and develop partnerships to identify up to date evidence based practice standards
- ii) To commission relevant research through the Sheffield alliance ensuring as wide as possible circulation
- iii) To advocate for and lobby for legislation across the UK for safe staffing
- iv) To develop a world class model of delivery through the “every nurse an e-nurse” work

3. Active support for workplace conditions and environment

We drive exemplary working practices.

Key Priorities:

- i) To increase the number of active members
- ii) To Increase our influence in the independent sector and other organisations beyond the NHS with particular focus on public health and local authorities

4. Shaping Policy

To influence and shape health and wider public policy issues.

Key Priorities:

- i) To increase member involvement in national and local policy making.
- ii) To campaign for regulation of healthcare practitioners

The Foundations

1. Technology and data

We aim to enrich the customer experience through making the best and most efficient use of digital technology and ensuring that our systems are easy to use, up-to-date and integrated. Our data is managed securely and thoughtfully to enable all our stakeholders to make the most of the RCN Group.

Key Priorities

- i) To implement our new service model through our transformational plan including digital transformation
- ii) To strengthen information management, protect our data and foster a culture of decision-making based on business intelligence

2. Agility and enthusiasm

We develop a culture that fosters high performance delivered through a highly skilled, engaged and agile workforce.

Key Priorities:

- i) To operationalise and realise the benefits of our new governance arrangements
- ii) To address the findings of the independent external review of our processes, governance arrangements and communication of the 2018 NHS pay deal
- iii) To develop an effective and progressive workforce with the skills and competencies they need to deliver our ambitious agenda

3. Financial sustainability

We manage our activities within our means. We strive to grow our income whilst at the same time maintaining our subscriptions at as low a level as possible.

Key Priorities:

- i) To develop our offerings to meet the needs of changing roles and entry routes into nursing and enhances recruitment and retention
- ii) To develop and deliver increased commercial income
- iii) To ensure we meet the targets set out in the Finance Strategy by being more effective in our use of resources whilst upholding the real value of our net assets.

4. Partnerships

We can only achieve our vision through working with other organisations, here and overseas: governments, health and care delivery groups, charities, healthcare companies, and others.

Key Priorities:

- i) To increase the number of partnerships with relevant organisations

5. Nursing-led

We achieve our vision through developing tools and resources to empower the nursing workforce to lead and champion our work on the ground

Key Priorities:

- i) To strengthen our engagement and champion diversity and inclusion