



FACULTY OF PHARMACEUTICAL MEDICINE
of the Royal Colleges of Physicians of the United Kingdom

LOOKING TO THE FUTURE: A FIVE-YEAR STRATEGIC PLAN

Issued in April 2005
and updated with Operational Details in February 2006

Introduction

The Faculty of Pharmaceutical Medicine celebrated its fifteenth anniversary in October 2004 and this event provided an opportunity for the organisation to look to the future. The foundation of the Faculty in 1989 provided a clear demonstration of the status of pharmaceutical medicine and this was enhanced by the subsequent legal recognition of the specialty in the United Kingdom in 2002. Now, looking to the future, and bearing in mind requirements to demonstrate public benefit that will be introduced by the Charity Commission, it is time to consider how the Faculty might broaden its impact. We need to recognise progress to date, to consolidate this and to build on this solid platform in order to demonstrate the Faculty's contribution to the advancement of health and the advancement of education.

The Board of the Faculty recognised this need in 2004. At this time, work was begun on formulating a five-year strategic plan to complement the existing practice of formulating a programme of annual objectives. It was recognised that this work would help to ensure that everyone involved with the Faculty had a clear sense of direction, that work was defined and coordinated and that metrics were in place to measure progress.

This document, produced under the direction of the Board and first issued in April 2005, outlines the evolution of **The Faculty's Mission Statement** and sets out **The Vision** for the future. It was approved by the Faculty Board on 22nd March 2005 and has now been updated with further **Operational Details**.

The Faculty's Mission Statement

In order to reflect a broader range of activities, the Board agreed to a recommendation that the existing mission statement, *The setting, maintenance and improvement of standards in Pharmaceutical Medicine for the benefit of patients and the health of the community*, should be changed to:

To advance the science and practice of pharmaceutical medicine by working to develop and maintain competence, ethics and integrity and the highest professional standards in the specialty for the benefit of the public.

The Vision

Within this vision, five themes are identified and outlined. These themes underpin the fundamental activities which the Faculty should undertake over the next five years.

Education and Standards

- The Faculty is the primary point of reference for the maintenance and development of academic standards in all aspects of pharmaceutical medicine.
- The Faculty sets standards in relation to training and examination which meet the public need and stand up to scrutiny.

Influencing and Advocacy

- The Faculty is recognised and accepted as an authoritative voice on pharmaceutical medical issues and on the specialty of pharmaceutical medicine for governmental and regulatory authorities, pharmaceutical industry bodies, the public, healthcare providers, healthcare professionals, academic bodies and the media.
- The Faculty plays a leading role in the development of pharmaceutical medicine within the United Kingdom and Europe and actively participates and contributes effectively within the international arena.

Awareness and Advancement of Knowledge

- The Faculty leads the development and maintenance of the highest standards of pharmaceutical medical practice through training, examinations, professional development, and the medical and scientific development of the specialty.
- The Faculty ensures that pharmaceutical physicians contribute to and promote the highest quality discovery, development, registration and marketing of medicines and devices for the overall benefit of public health.

Effective Partnerships

- The Faculty develops close and effective working partnerships, for example with:
 - medical organisations and bodies representing the medical profession such as the Department of Health (DoH), the Medicines and Healthcare products Regulatory Agency (MHRA), the General Medical Council (GMC), the Faculty's three parent Medical Royal Colleges and the Academy of Medical Royal Colleges.
 - professional bodies representing pharmaceutical industry stakeholders or their membership, such as the Association of

the British Pharmaceutical Industry (ABPI), the British Association of Pharmaceutical Physicians (BrAPP), the Society of Pharmaceutical Medicine (SPM), the International Federation of Associations of Pharmaceutical Physicians (IFAPP) and its member organisations, the European Federation of Pharmaceutical Industries and Associations (EFPIA);

- academic groups running structured training programmes and examination systems similar to the Faculty such as the Belgian College of Pharmaceutical Medicine and the Swiss Medical Association;
- groups dealing directly or indirectly with pharmaceutical medicine which may influence the speciality or its practitioners such as the Postgraduate Medical Education and Training Board (PMETB) and the European Commission.
- groups that represent the interests of patients.

Infrastructure and Effectiveness

- The Faculty has in place clear and effective arrangements for organisational governance which observe current legal requirements and best practice. This includes ensuring that the strategic direction and objectives of the organisation are formulated, regularly reviewed and monitored.
- The Faculty has in place an organisational structure which facilitates the achievement of the strategic objectives.
- The Faculty has in place and develops operational processes which are transparent and efficient, which observe legal requirements and relevant best practice and which are subject to a process of internal audit.
- The Faculty ensures that the necessary resources exist and that these are used appropriately and efficiently to support the achievement of the strategic objectives and the longer-term sustainability of the organisation.
- The Faculty supports its membership in order that their support and contributions towards the achievement of the strategic objectives are of value to the organisation and to society as a whole.

The Plan

The proposed activities, which support the Faculty's Mission and the five themes of the Faculty's Vision are set out in the following table.

Activity Plan 2006 - End 2010

Objectives are additional to current and ongoing activities. Resource levels are estimated

OBJECTIVE	OUTPUT/S	OWNER	TIMING	MAIN FPM THEME/S	
SHORT TO MEDIUM TERM OBJECTIVES WITH ELEMENTS TO BE COMPLETED BY END 2006 & 2007					
1.	Review the FPM organisational structure & constitution	Recommendation to members if changes in Standing Orders are required	President	Complete fact finding by early 2006	Infrastructure and Effectiveness
				Recommendation to Board and sign off by end July 2006	
				Start implementation in 2007	
2.	Review opportunities to advance the science of pharmaceutical medicine	Implement appropriate opportunities	Board Member (currently Dr Richard Tiner)	Review opportunities in 2006	Influencing & Advocacy Awareness & Advancement of Knowledge
				Implement opportunities in 2007	
3.	Ensure that GMC licensed/registered pharmaceutical physicians can revalidate through an appropriate mechanism.	A process which enables pharmaceutical physicians to revalidate exits	President (in collaboration with Academic Registrar)	By end of 2006 or 2007 depending upon external factors	Education & Standards
4.	Develop and implement an Equal Opportunities Policy covering all relevant FPM activities	A policy exists and has been implemented	Registrar	Policy adopted by end 2006	Infrastructure and Effectiveness
				Policy implemented by end 2007	

OBJECTIVE		OUTPUT/S	OWNER	TIMING	MAIN FPM THEME/S
5.	Seek the broader engagement of the membership in FPM activities	Produce a paper for the Board with recommendations and implement those that are accepted	Chairman of CAAM	Produce Paper by the end 2006	Infrastructure & Effectiveness
				Implementation by end 2007	
6.	Maximize the influence of the <i>Ethics in Pharmaceutical Medicine</i> report	Hold a symposium or workshop ideally in conjunction with another influential body	Chairman of Ethical Issues Committee	In 2006	Influencing & Advocacy
7.	Establish a business planning process for the consideration of new projects	An effective process exists and is enforced	Treasurer	By end 2006	Infrastructure and Effectiveness
8.	Evaluate current arrangements for the distribution and delegation of work	An evaluation has taken place and accepted recommendations implemented	Registrar	Evaluation by end 2006	Infrastructure and Effectiveness
				Implementation by end of 2007	
9.	Ensure that staffing levels are adequate to support the agreed activities associated with the FPM five-year plan	The staff structure is adequate to support the agreed current action plan	Registrar	By end 2006	Infrastructure and Effectiveness
10.	Change the legal form of the organisation to that of an incorporated body	Formation of an incorporated body	Registrar	By Jan 2007	Infrastructure and Effectiveness
11.	Ensure that the FPM has appropriate office space	FPM can conduct office based work, hold and conduct meetings and receive visitors	Treasurer	Current requirements by end of 2006	Infrastructure and Effectiveness
				Longer term review completed by end 2010	

OBJECTIVE		OUTPUT/S	OWNER	TIMING	MAIN FPM THEME/S
12.	Use outcomes from the publication and promotion of the <i>Ethics in Pharmaceutical Medicine</i> report as a vehicle for further activities on ethical issues	Other activities take place	Chairman of Ethical Issues Committee	In 2007 and 2008	Influencing & Advocacy
13.	Implement a process by which the FPM can respond to external enquiries	A process and guidelines are in place and representatives with appropriate knowledge and skills are identified	Chairman of Communications Committee	By end 2007	Influencing & Advocacy Awareness & Advancement of Knowledge
14.	Provide prospective entrants to the specialty with information about pharmaceutical medicine	Produce a publication to provide information on pharmaceutical medicine possibly in collaboration with another body	Chairman of CAAM	By end 2007	Awareness & Advancement of Knowledge
15.	Ensure that FPM governance processes conform to accepted standards within the voluntary sector	FPM functions effectively and no governance issues raised at audit	Registrar	By end 2007	Infrastructure and Effectiveness
16.	Develop a process of internal operational audit	Audits are undertaken	Deputy Registrar	By end 2007	Infrastructure and Effectiveness

OBJECTIVE	OUTPUT/S	OWNER	TIMING	MAIN FPM THEME/S	
SHORT TO LONG TERM OBJECTIVES WITH ONGOING REQUIREMENTS 2006-2010					
17.	Collaborate with organisations with which FPM shares common purposes	Endorsement of publications, co-publication, organisation of joint meetings, other activities – at least two activities each year	Vice President (with support from others)	2006 - 2010	Effective Partnerships Influencing & Advocacy
18.	Conduct an examination in Good Clinical Practice	Sufficient candidates for annual examination	Chairman of Board of Examiners	2006 - 2010	Education & Standards
19.	Actively foster communication on ethical issues by the Faculty	Actively contribute to at least one new external group each year	Chairman of Ethical Issues Committee	2006 - 2010	Influencing & Advocacy
20.	Proactively maintain a set of FPM position statements on significant issues	FPM is able to provide an immediate response to at least 50% of enquires by end 2006 and at least 90% of enquires by end of 2010	Chairman of Communications Committee	2006 - 2010	Influencing & Advocacy Awareness & Advancement of Knowledge
21.	Promote FPM as a 'Centre of Academic Excellence' within the European Technology Platform and, as part of this, submit a proposal to receive financial support towards its activities	FPM input is requested FPM secures financial support	Chairman of International Committee	2006 - 2010	Education & Standards Influencing & Advocacy

OBJECTIVE	OUTPUT/S	OWNER	TIMING	MAIN FPM THEME/S	
LONG TERM OBJECTIVES TO BE COMPLETED BY END 2010					
22.	Provide support towards local recognition of pharmaceutical medicine as a speciality in EU and non-EU countries and subsequently towards the development of training programmes which lead to this	Five new countries achieve specialist recognition	Chairman of International Committee (in collaboration with Academic Registrar)	By end 2010	Education & Standards Influencing & Advocacy
23.	Ensure that specialist registration is acknowledged by pharmaceutical physicians to be the standard for pharmaceutical medicine	80% of entrants to pharmaceutical medicine in the UK successfully undertake specialist training	Academic Registrar (with support from Chairman of CAAM)	By end 2010	Education & Standards
24.	Identify other areas of academic activity in which the establishment of an examination would further the practice of pharmaceutical medicine	One additional examination established on another academic area	Academic Registrar	By end 2010	Education & Standards

Conclusion

The Faculty has determined that it should be more outward looking and advance knowledge about the specialty within its sphere of influence. The Charity Commission will in the future require the Faculty to demonstrate the public benefit which its activities bring towards the advancement of health and education.

The Faculty's revised mission statement reflects a vision which is underpinned by five themes. Developing and implementing an operational plan to achieve this vision is ambitious but achievable and is necessary for the sustained growth of the Faculty. In order to be successful the Faculty will need the support and involvement of its members as well as the direction and leadership of the Executive and the Board.

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Appendix 1

Membership of the Original Working Party

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Dr Peter Bowen-Davies
Dr Ibrahim Farr
Ms Kathryn Swanston
Dr Tim Tasker
Dr Chris Worth
Dr John Young