

Working for the RCOphth

Our Mission

‘To ensure the highest achievable quality of eye care for patients through excellence in training, education and assessment of ophthalmologists and to uphold standards and promote research and innovation’.

Our Purpose

We will empower all our members to achieve the lifelong learning and expertise needed for the future of ophthalmology.

Our charter sets out our obligations as a medical royal college

- Advance the science and practice of ophthalmology
- Educate medical practitioners in the science and practice of ophthalmology
- Maintain proper standards in the practice of ophthalmology for the benefit of the public
- Promote study and research in ophthalmology and related subjects and publish the useful results of such study and research
- Further instruction and training in ophthalmology both in the United Kingdom and overseas
- Educate the general public in all matters relating to vision and the health of the human eye

Our Strategy

Our strategic plan identifies four key areas of focus:

- **Our Purpose** – ensuring our charter remains relevant for meeting the needs of modern ophthalmic care, empowering members to achieve life-long learning and expertise needed for the future of ophthalmology
- **Workforce** – define the workforce and resources needed to deliver safe and sustainable care
- **Leading** – to continue to promote the highest achievable standards of eye care and speak out if care falls short
- **Evolving** – to ensure our work is delivered through efficient, flexible and transparent processes

Our Values

The College has recently undertaken a review of its culture. The following values and behaviours were co-designed with staff, clinicians and other stakeholders. Our aim is that these values will be interwoven into all aspects of the RCOphth and will sit at the heart of all our work.

Values

The College is committed to:

Inclusion

- actively welcoming a diversity of experiences and perspectives
- everyone being respected and encouraged to participate regardless of their background or role

Integrity

- being open and honest, demonstrating accountability in all its work
- evidenced-based and transparent decision-making, utilising a range of data, information, expertise and experience

Innovation

- creating novel opportunities to advance and deliver on its aims, anticipating changing circumstances
- actively welcoming fresh ideas and approaches
- fostering a climate of ambition and excellence drawing on expertise from across the College's communities

Improvement

- being a learning organisation, reflecting on both successes and mistakes
- continuous and sustainable development across all its activities

Behaviours

The College lives and demonstrates its values by being –

- **Adaptable:** working to deliver on its aims and plans while being adaptable and responsive
- **Collaborative:** working together as equal partners across the College; working productively with stakeholders
- **Decisive:** making timely decisions based on consultation with stakeholders
- **Respectful:** empowering people to express a diversity of views; treating those views considerately
- **Trusted:** engendering a climate of trust in how it works so that stakeholders view the College as reliable and credible
- **Sustainable:**
 - choosing options and making decisions as a responsible steward of the environment it works in and for
 - aiming to develop a workforce that is valued, engaged and reaches its full potential
 - adopting policies and practices that help the College, its communities and stakeholders be viable and resilient

Ways of Working

This Ways of Working document has been developed to enable and embed collaborative/partnership working across the College as signalled by the Values Statements and Behaviours.

How we do our work

1. Be kind; respect and value differences. Value viewpoints different from your own and actively seek different viewpoints. Greater input generally improves the outcome
2. Remember that others - especially those who you represent or work with – may not share your views
3. Treat others the way that they want to be treated; do not assume it is the same as how you want to be treated. Be prepared to say how another’s behaviour makes you feel
4. Speak and act constructively remembering the impact of body language as well as the spoken word. Think about the message given from making no contribution
5. Avoid the loudest or most senior dominating. Point out the loudest is being that – they might not realise; know when to stop talking and don't dominate, particularly if you are in a leadership role.
6. Support others having a hard time; respect their situation and offer help; don’t criticise
7. Listen and contribute when you can; in meetings, don’t do emails or surf the web, it’s disrespectful to others
8. Recognise and respect confidentiality and sensitivities but don’t let that stop you from tackling difficult topics – don’t avoid those topics
9. When you have a view or express challenge, be constructive and keep to the topic
10. Critically, but constructively, review how things go - be willing to make changes when needed. Accept that a decision may not have turned out to be the for the best

How we make decisions

1. Meetings are for decisions or where discussion adds value; if you are running the meeting don’t overfill the agenda
2. Prepare well by reading the papers and thinking about your views in advance
3. Share information in a timely way: err on the side of “over sharing”. Don’t assume people know - especially where acronyms or abbreviations are involved
4. Be confident enough to say what others have not said - ask the “daft” question
5. Act in the interests of the whole College short and longer term; avoid being faction-specific. It is not about your (or an individual’s) agenda; make sure to link your views to the bigger picture
6. Help contribute to an environment where we can be honest and constructively express dissent or difference. Be truthful and consistent. Be true to yourself, accepting that others will also be true to themselves
7. Focus on what’s important, not what’s easy
8. Make decisions, don’t put them off. Reach decisions by consensus (majority) where it’s not possible to be unanimous. Consider the gravity of the issue; where needed and where there is time, consult more widely for views, allow time for reflection
9. Consult where and when we can; aim to involve all those with a legitimate voice in the topic. The College benefits from many perspectives but it not always possible to accommodate all views
10. Respect the person who has to make the decision; decisions are often not easy
11. Respect and stand by collective decisions: avoid being critical of a “wrong” decision. Avoid undermining or ambushing a decision once made

And ...Talk positively about your work with the College – offer feedback respectfully and be constructive.