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Your Society – Our Strategy 2023–2027

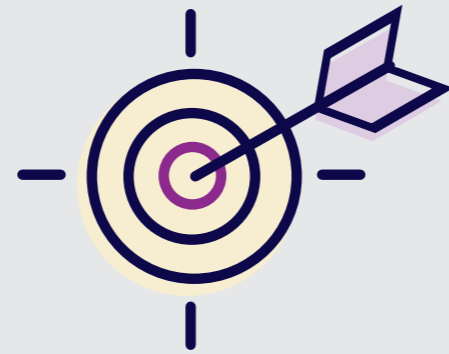


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Introduction

We are delighted to share our new five year strategy



This strategy was created and designed collaboratively to implement an ambitious vision to grow the Intensive Care Society. We want the strategy to enable us to deliver quality services and products that meet the changing needs of today's and tomorrow's members and our wider beneficiaries. We also want to ensure the strategy enables us to fulfil our charitable object and is underpinned by an efficient, effective and economical infrastructure.

We developed this strategy with the input of a wide range of interested parties and using a variety of engagement methods including workshops, focus groups, interviews and surveys.

We are a small organisation and we rely on collaboration between staff and volunteers to enable us to deliver our activities. Together this enables the Society to punch well above our weight and support a wide range of activities to make an impact and advance and promote the care and safety of critically ill patients.

We are grateful to everyone for the time they have given to develop the strategy and we look forward to continuing to work with you as we deliver it together over the next five years.

Thank you.



Dr. Mathieu

Dr Steve Mathieu
President
Intensive Care Society



Sandy Mather

Dr Sandy Mather
Chief Executive
Intensive Care Society

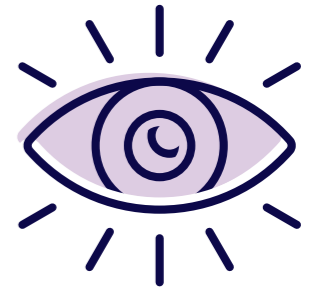


STWebb

Dr Stephen Webb
Immediate Past President
Intensive Care Society

Our Vision

The Society's vision is a world where every member of the multi-professional intensive care team is able to deliver the best quality of care for those who need it, when they need it.



Our Mission

To be the voice of the multi-professional intensive care community, their patients and their loved ones and together to advance and promote best quality care, safety and research.



Our Four Values

COLLABORATION
We work with others to maximise our impact

FREEDOM OF EXPRESSION
We are bold in our actions and words and encourage diversity of views

ACCEPT AND RESPECT
We treat everyone with dignity and respect, and accept differences delivering our mission more effectively.

QUALITY
We provide value by delivering services and products to a consistently high standard.



Our Five Strategic Priorities



Strategic Priority 1 (SP1)

Be an influential leader and the voice for our multi-professional intensive care community, their patients, families and loved ones



Strategic Priority 2 (SP2)

Grow our membership by delivering quality products and services that support current and future members of the intensive care community



Strategic Priority 3 (SP3)

Influence the implementation of standards, guidelines, policies, quality improvement and research



Strategic Priority 4 (SP4)

Develop an expanded portfolio of quality blended learning activities and accreditation services



Strategic Priority 5 (SP5)

For SOA to be the leading Congress based on educational content, professional development opportunities and networking for all those involved in Critical Care

Our Two Critical Enablers



Equality, Diversity and Inclusion

Our foundation is our diverse multi-professional membership. Together we are able to make a difference to advance and promote the care and safety of critically ill patients.

We value diversity and will seek to reflect that in our membership and ensure we use evidence based methods to seek and engage people in under-represented groups within our community.

We will continue to create opportunities for members to gain experience on our committees or working groups and encourage them to seek election to our professional advisory groups and Council.

Our Equality, Diversity and Inclusion (EDI) workstream is based within our Professional Affairs Division which delivers our goals about workforce, but it's also a cross-cutting theme within the Strategy and is designed to ensure the Society considers EDI in all our charitable activities.

We rely on the advice and support we receive from patients who have received intensive care, and their loved ones, to help develop our research, policy making, standards and education. We have a growing number of people with experience of intensive care who also fundraise for the Society running campaigns to raise income for our charitable activities.



Governance, financial resilience and environmental sustainability

We will continue to modernise our governance infrastructure to function as a modern, agile Society.

We will further diversify our income streams so that the Society continues its trajectory of growth while maintaining good fiscal control.

Our public fundraising will be strengthened and enhanced by increased engagement with the public and by growing our relationships with philanthropists and high net worth donors. This will enable us to increase our annual unrestricted fundraising income to £500,000 per year by 2027.

We will continue to seek donor funding support from trusts and grant giving bodies to co-fund some of our core charitable activities including infrastructure costs for the charity to employ core staff and run education and leadership training for our members.

We will publish our sustainability policy. We will measure our carbon footprint by the beginning of 2023 and implement changes and improvements in our systems and processes to achieve a 50% reduction in our carbon footprint by 2030. We will champion sustainability in the way we run our own organisation and manage and deliver our activities and events. In addition, we will support our intensive care community to achieve NHS sustainability targets.

Strategic Priority 1 (SPI)



To be an influential leader and the voice of our multi-professional intensive care community, their patients, families and loved ones

GOAL ONE

To be a key source of expertise and information to policy makers and the wider healthcare system on all aspects of intensive care

Success measures

By 2027:

- 📍 Linked with at least three other intensive care organisations to grow the annual celebration that is Intensive Care Week
- 📍 Using our APPG on Intensive Care and political exposure we will have embedded a national policy on the advancement of intensive care rehabilitation services and follow up clinics
- 📍 Considered the options and benefits to the Society and our beneficiaries of seeking a Royal Charter

Action plan

By Dec 2023

- 📍 Raise the profile of the APPG for Intensive Care and host at least one key stakeholder holder event to influence policy
- 📍 Develop a fully scoped out and costed project for the Society to deliver its role providing evidence within relevant modules of the UK COVID-19 Inquiry
- 📍 Embed at least one national policy that represents the whole multi-professional team and enables them to thrive at work
- 📍 Expanded our exposure in the political landscape advising Government on key elements that improve and advance intensive care and promote better patient care
- 📍 Fill the policy gap on rehabilitation to better support patients and the multi-professional workforce to ensure appropriate transitional care immediately after leaving the unit
- 📍 Working with media and production companies to ensure that the way they depict intensive care in TV and film is factually correct

By Dec 2025

- 📍 Building on our last documentary, collaborate with a production company to produce a six-part series telling the story of working in intensive care
- 📍 Build a range of assets/stories growing awareness of intensive care and the importance of our work to help educate parliamentarians and key decision makers

- 📍 Collaborate with like-minded organisations and Parliamentarians to hold a series of public debates to increase understanding about the interface between intensive care, palliative care, and end of life care and other relevant topics

- 📍 By December 2024 to have completed a submission for our triennial request to Her Royal Highness the Princess Royal to extend her Patronage of the Society

By Dec 2027

- 📍 Build an AHP alliance with likeminded bodies to bring their intensive care sub committees together as a community of practice to have one unified approach to shared learning and making significant change
- 📍 Develop a network between the Society, NHS Trust and hospital CEOs, NHS England and Health Bodies, and other key stakeholders to ensure we promote best practice, latest developments and all other current affairs within the intensive care landscape
- 📍 Develop the options and rationale for Trustees to consider whether to submit a petition for a Royal Charter

GOAL TWO

To be the main source of information for patients, their loved ones and the public regarding intensive care

Success measures

By 2027:

- 📍 We are the go-to organisation for intensive care patient information with at least 60% UK wide coverage within ICUs

Action plan

By Dec 2023

- 📍 Support our Patients, Relatives and Public Advisory Group (PRPAG) to provide clear navigation to sources of information already available, and to fill the information gaps to develop materials for patients, their loved ones and the public
- 📍 Create an awareness campaign around the variety of intensive care professionals and their roles on the unit and during rehabilitation

By Dec 2025

- 📍 To establish a community of people with experience of intensive care to support our PRPAG and inform our future work
- 📍 Launch a patient portal on the Society's website with educational assets and signposting for patients, their loved ones and to gain public support

By Dec 2027

- 📍 Scope out the options of holding a celebratory thank you event for patients and relatives who have raised funds for the Society (linked to existing events eg ICS Awards, SOA as a satellite session, or alternate)



Strategic Priority 2 (SP2)

Grow our membership by delivering quality products and services that support current and future members of the intensive care community

GOAL ONE

To develop our membership value so that the Society is seen as an essential choice for anyone working in intensive care



Success measures

By 2027:

- 📍 Our renewals and membership joining processes will be smooth and simple
- 📍 Our membership profile will be diverse, reflecting every region of the UK as well as the diversity and professional profile of staffing in intensive care
- 📍 Our retention rate will consistently be 90% or above for all membership categories
- 📍 Grow membership to 4000

Action plan

By Dec 2023

- 📍 Improve the membership journey from joining as a new member, to amending membership profiles and renewing each year
- 📍 Make the membership survey more engaging so members feel able to provide feedback, and can see how their voices help shape the Society
- 📍 Enhance the website user journey so that members can always find exactly what they need when they need it
- 📍 Refine our digital infrastructure to meet the future needs of our membership
- 📍 Establish a process and criteria for the allocation of membership discounts for those working less than full-time
- 📍 Implement rolling 12 month memberships based on the date members join the Society
- 📍 Scope out the costs and risks/benefits of offering membership via monthly direct debit
- 📍 Review our membership categories and fees, including the breadth of categories available to the expanding workforce

Action plan

By Dec 2025

- 📍 Empower staff to provide great member support at the point of contact, to better assist members with queries and build closer relationships between us and our members
- 📍 Refine our membership value statement and member benefits based on the results of our membership survey
- 📍 Improve engagement with all intensive care professions to provide better member value and increased recruitment and retention
- 📍 Develop the CRM to provide regional, diversity and profile data to target those under-represented in our membership
- 📍 Evaluate options for corporate membership of the Society for industry representatives and key external stakeholders
- 📍 Review options for incentivising member recruitment, for example through educational events

By Dec 2027

- 📍 Successfully target under-represented professions and locations and expanded membership in these areas
- 📍 Recruit champions from various professions and locations to help us reach the goal of a truly regional and representative membership
- 📍 Consolidate our membership benefits (what we do for our members) based on membership survey data from previous four years
- 📍 Our elected Council reflect the professions and other attributes of our members including diversity in gender, ethnicity and region

GOAL TWO

To support the development of the intensive care workforce of the present and future, no matter their career stage or goals

Success measures

By 2027:

- 📍 New intensive care staff will see the Society as their natural home, and will have the support they need to help them plan their career and goals
- 📍 We will have established highly regarded coaching and networking programmes for those working in intensive care
- 📍 Enabled at least 10% of our membership to benefit from leadership resources (including one day and half day training face to face and virtual)

Action plan

By Dec 2023

- 📍 Establish three additional sub-committees to deliver the work of the Professional Affairs Division:
 - Workforce Development
 - Membership Services
 - Nominations and Awards
- 📍 Develop a sustainable funding model for our nine month, annual multi-professional leadership programme (LeaP)
- 📍 Scope the potential for LeaP alumni and mentoring
- 📍 Developed a series of modular leadership training for aspiring managers: Aspire to Lead
- 📍 Maintain the Peer Support training programme
- 📍 Scope the potential for doctor in training Peer Supporters
- 📍 Refresh the Wellbeing programme into the Thriving at Work programme offering workforce skills training workshops and workforce webinars
- 📍 Scope out options for development programmes for specific groups of our members
- 📍 Scope out options for developing a mentorship framework and network
- 📍 Publish the results of our first survey by the Equality, Diversity and Inclusion Working Group and develop an action plan in response with clear targets for delivery



Action plan

By Dec 2025

- 📍 Conduct a workforce survey and determine what career support is currently required for those working in intensive care
- 📍 Expand our existing leadership programme, and ensured it is accessible, not just available, to people from all professions
- 📍 Establish regular networking events and knowledge exchange opportunities (outside of SOA and existing groups) for each professional group in our membership
- 📍 Use our existing platforms and relationships to advocate for capacity and capability of the intensive care workforce, both current and future
- 📍 Establish a framework or similar tool to support the multi-professional team to develop their workforce at a local level and with respect to their individual professions
- 📍 Advocate the diverse careers in intensive care to attract staff to the multi-professional team, from both inside and outside healthcare

By Dec 2027

- 📍 Provide a platform for staff entering careers in ICU to connect with mentors and coaches who can help them develop their careers
- 📍 Explore options for support and resources specifically for financial planning for various stages of ICU careers
- 📍 Incorporate a framework tool for multi-professional team workforce development into the most recent version of GPICS

Strategic Priority 3 (SP3)



Influence the implementation of standards, guidelines, policies, quality improvement and research

GOAL ONE

To build on the Society's role in standards development by embedding quality improvement

Success measures

By 2027:

- 🔗 GPICS Version 3 + audit toolkit launched
- 🔗 Developed an audit toolkit and implementation support to routinely accompany the guidelines the Society produces for end users

Action plan

By Dec 2023

- 🔗 Maintain sufficient capacity and capability to continue work on a maximum of eight guidelines annually while also developing the quality improvement function
- 🔗 Implement a plan to review and revise existing ICS guidelines and standards
- 🔗 Agreed a plan to assess proposals and implemented a prioritisation process for new guidance, engaging the membership and wider critical care community to avoid duplication
- 🔗 Pilot a system with at least 2 sets of guidelines to survey their use and impact on patient care and clinical practice
- 🔗 Continue to lead on ICU staffing standards across the UK using GPICS
- 🔗 Continue to collaborate with NHS England and devolved nations including the findings from the GIRFT programme to address gaps and variance



Action plan

By Dec 2025

- 🔗 Launch and promoted Version 3 of the Guidelines for the Provision of Intensive Care Services (GPICS)
- 🔗 Disseminate our Guidelines for the Provision of Intensive Care Services V3 audit toolkit alongside the guidelines' publication
- 🔗 Establish a process whereby new and updated guideline is accompanied by an audit toolkit to review implementation in practice
- 🔗 Scope out a plan with costs, risks/benefits for developing an online system to assess compliance with guidelines
- 🔗 Include patient, loved ones and carer advice within guidance, on the Society's website and clearly signposting to other support organisations
- 🔗 Review and update our processes to handle, review and endorse external guidelines and standards
- 🔗 Ensure inclusivity and multi-professional working within standards and guidelines

By Dec 2027

- 🔗 Develop a system to periodically assess compliance against guidelines produced to understand the impact of the Society's work

GOAL TWO

To champion quality intensive care research across the multi-professional team supporting all intensive care units to become research-active

Success measures

By 2027:

- 🔗 Improved the capacity and diversity of the Society's Journal team and Research Division
- 🔗 To have secured an increased Impact Factor for the Journal of the Intensive Care Society (JICS)
- 🔗 To have delivered the Society's annual and biannual grant giving to grow the research capacity of the intensive care community

Action plan

By Dec 2023

- 🔗 Review the diversity of our awards panels to ensure they are representative of our membership
- 🔗 Review the number, makeup and diversity of the Journal's Associate Editors and Reviewers to ensure appropriate capacity and representation
- 🔗 Develop a plan to review and implement the NIHR diversity initiatives and support the race equality framework
- 🔗 Work with PAGs, critical care special interest groups and others to amplify the message about the Society's research awards being open to all those who work in intensive care regardless of profession
- 🔗 To advocate for protected time for critical care staff to engage in research
- 🔗 Commence the process to re-tender for the publishing house for the Journal of the Intensive Care Society (JICS) to test the market and negotiate a contract that is value for money and ensures compliance with Plan S by December 2024
- 🔗 Develop a plan to increase citations and therefore, the likelihood of a successful application for an Impact Factor for Journal of the Intensive Care Society (JICS)



Action plan

By Dec 2025

- 🔗 To provide research training and research mentorship opportunities to support new and emerging researchers across the multi professional membership
- 🔗 To commission and prioritise research to inform new and revised standards
- 🔗 To promote the importance of recruiting patients, families and the public into critical care research activities
- 🔗 To fund research about the rehabilitation needs and wider outcomes of an intensive care stay
- 🔗 To ensure sustainability is a key focus and plays a role in all research grant programmes
- 🔗 To advocate for stronger cross border research working noting legislative, contractual and funding challenges
- 🔗 To complete the transition to a new Publishing Contract and have implemented the plan to increase citations ready for application for an impact factor for the Journal of the Intensive Care Society (JICS)

By Dec 2027

- 🔗 To support data gathering to demonstrate improving patient and family outcomes, particularly longer-term outcomes
- 🔗 To launch regular collaborative grants and awards and increase multi-professional award recipients
- 🔗 To apply for an Impact Factor for the Journal of the Intensive Care Society (JICS)

Strategic Priority 4 (SP4)



Develop an expanded portfolio of quality blended learning activities and accreditation services

GOAL ONE

To grow our multi-professional blended learning combining the best of digital and face-to-face experiences

Success measures

By 2027:

- 📍 The majority of content is digital and supported by onsite workshops, hands-on sessions and networking events
- 📍 Recurring annual programme of sustainably funded educational events
- 📍 25% of members are regularly using the Learning portal and 200 non-members are buying content from the Learning portal

Action plan

By Dec 2023

- 📍 Deliver eight hybrid study days or workshops on a not for loss basis ensuring a financial contribution back to the charity and with delivery focussed around Autumn, Winter and Spring (none within the two months prior to SOA)
- 📍 Review and restructure our Learning Management System to enable ease of access for users
- 📍 Create twelve short online videos or podcasts for the learning portal
- 📍 Create a pilot online module aimed at beginner, intermediate and advance in ventilation
- 📍 Collaborate with two organisations to produce educational activities
- 📍 Develop a Society accreditation system as a kitemark of quality CPD for courses

By Dec 2025

- 📍 Create profession-focused online modules on 'what you need to know when you step into an ICU'
- 📍 Create three topics with online modules for beginners, intermediates and advanced levels aimed at the whole multi-professional team
- 📍 Develop three learning partnerships to create annual learning activities

By Dec 2027

- 📍 Establish a growing annual programme of financially sustainable blended learning relevant across the multi-professional team
- 📍 Create a structure for topics to be delivered in a modular format with online modules aimed at beginners, intermediates and advanced levels

GOAL TWO

To build on our multi-professional accreditation programme expanding our services to enable competence in other subject areas

Success measures

By 2027:

- 📍 Developed accreditation processes in at least one other topic as well as ultrasound
- 📍 Increased the uptake of FUSIC by the wider multi-professional intensive care team by 50% from 2022

Action plan

By Dec 2023

- 📍 Implement systems to ensure that FUSIC data are accurately recorded and stored within a fully functioning database, capable of providing the necessary accreditation reports
- 📍 Develop new and improved systems and processes to support mentors and supervisors to maintain their competence and to ensure a quality learning experience
- 📍 Provide support initiatives for FUSIC candidates and mentors, such as how to remotely mentor candidates
- 📍 Develop the first train-the-trainer webinar and course, to be run alongside a basic training course
- 📍 Fully implement CACTUS (paediatrics) and Focussed Ultrasound in Intensive Care (FUSIC) HD modules
- 📍 Champion the use of FUSIC to the wider multi-professional community
- 📍 Review processes for remote mentoring – including scoping the options for endorsing existing software system providers
- 📍 Scope out the options for a new accreditation programme eg in ventilation
- 📍 Scope out the options for a new accreditation in electroencephalogram (EEG) for ICU
- 📍 Secure intellectual property across all areas of the Society's accreditation offers

By Dec 2025

- 📍 Provide the evidence base for ultrasound to be added to the FICM curriculum as an optional module
- 📍 Develop all Focussed Ultrasound in Intensive Care (FUSIC) online content into interactive modules
- 📍 Improve accessibility to ultrasound for the whole multi-professional team
- 📍 Launch one international Focussed Ultrasound in Intensive Care (FUSIC) accreditation pilot
- 📍 Develop at least one new accreditation programme. eg ventilation

By Dec 2027

- 📍 Launch two international Focussed Ultrasound in Intensive Care (FUSIC) accreditation pilots

Strategic Priority 5 (SP5)



For SOA to be the leading Congress based on educational content, professional development opportunities and networking for those involved in critical care

GOAL ONE

To secure year on year growth of the annual SOA congress led by an in-house events team to ensure its financial sustainability



Success measures

By 2027:

- 📍 The Congress attracts over 2000 delegates (in-person and virtual) comprising the whole multi-professional community
- 📍 SOA has had a 30% carbon footprint reduction
- 📍 Completed the transition to an in-house events team to lead the delivery of SOA and achieve financial sustainability and work on a not for loss basis to support the growth of the Society's charitable activities

Action plan

By Dec 2023

- 📍 Increase the quality of targeted and timely marketing and improved delivery of SOA
- 📍 Improve the delegate experience by a new model of collaboration between Society staff and the professional conference organiser
- 📍 Create an engaging annual pre-congress workshop programme that enriches the delegate experience of SOA and is delivered on a not for loss basis
- 📍 Revise the ticket pricing structure and financial model for SOA maintaining value for money whilst providing equality, diversity and inclusion alongside long term financial sustainability
- 📍 Develop a business case and staffing structure to set out phase 2 of the transition plan to deliver SOA by an inhouse Events team on a not for loss basis
- 📍 Improve our virtual packages to attract and enable increased global attendance year-on-year
- 📍 Develop a partnership initiative to increase attendance from likeminded organisations
- 📍 Develop a rolling five year plan for SOA venues booked in advance to ensure maximum value for money

Action plan

By Dec 2025

- 📍 Complete phase 3 of the transition plan to deliver SOA by an in-house events team on a not for loss basis
- 📍 Create member value and engagement incentives to increase membership to attend SOA
- 📍 Develop an international initiative which has allowed us to engage with the global community reflected in a 20% increase in global delegates accessing SOA
- 📍 Establish stronger links with UK hospitals to champion the importance of supporting staff to accessing SOA

By Dec 2027

- 📍 Scope out the options and business case to collaborate on the delivery of SOA with one European/International Intensive Care Society



“We are grateful to everyone for the time you have given to help develop the strategy and we look forward to continuing to work with you as we deliver it together over the next 5 years.”





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