

# The Royal College of Physicians

The Royal College of Physicians (RCP) is a professional membership body for physicians, with over 37,000 members and fellows around the globe working in hospitals and communities across 30 medical specialties. Physicians diagnose and treat illness, and promote good health. They care for millions of medical patients with a broad range of conditions, from asthma and diabetes to stroke and yellow fever.

Everything that we do at the RCP aims to improve patient care and reduce illness. Our work is patient centred and clinically led. We drive improvement in the diagnosis of disease, the care of individual patients and the health of the whole population, both in the UK and across the globe. We work to ensure that physicians are educated and trained to provide high-quality care. We also develop doctors to become leaders, providing advice and expertise to deliver service improvements across the NHS.

#### Our vision and mission

Our vision is the best possible health and healthcare for everyone. As the leading body for physicians in the UK and internationally, we work to achieve our vision by:

- influencing the way that healthcare is designed and delivered
- promoting good health and leading the prevention of ill health across communities
- > supporting physicians to fulfil their potential.

#### **Our values**

We are committed to taking care, learning, and being collaborative. These values drive the way we behave, how we interact with each other, and how we work together to achieve our vision and improve patient care.



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## Introduction

Founded in 1518 by royal charter from King Henry VIII, the Royal College of Physicians of London is the oldest medical college in England. Uniquely for the time, through the charter the king established the RCP in perpetuity as a professional body in the name of the public benefit.

This booklet highlights some of the huge number of activities and achievements in 2019. These demonstrate that the RCP is a respected professional body with global reach, capable of influencing government and shaping professional thinking.

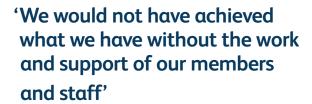


## **Forewords**



# Professor Andrew Goddard, RCP president

Some of the RCP's major achievements of 2019 have been in our core business – education, standards and supporting the profession. Highlights include the success of the national physician associate exam, new credentials and the growth of our chief registrar scheme. We reached over 37,000 members in 2019 and as we move towards our new strategy they are as engaged as ever. The Spine building in Liverpool has 'topped out' and will be open for business in 2021. We are more physician-centric and less London-centric than ever before.



Professor Andrew Goddard



# Professor David Croisdale-Appleby, chair of the Board of Trustees

I have seen the RCP further strengthen its global reputation for thought leadership in quality standards in medicine at a time when, as never before, such leadership has been essential to support our members during the global pandemic. It is a privilege to chair the Trustee Board, working with such distinguished colleagues to ensure that our governance is of the highest order. The RCP will emerge from the pandemic positioned to extend and deepen its leadership of the profession.



#### Dr Ian Bullock, chief executive

I feel immensely proud of our continued leadership and clear voice on difficult and challenging issues. Annual reviews provide a great opportunity to celebrate achievements, but also, crucially, to signpost to the future. With this in mind, we look forward to a new and exciting strategic development. Opening in 2021, RCP at The Spine embodies our commitment to continuing to grow our influence, to build on our history and use our resources and expertise to improve healthcare in the UK and across the globe.

# 2019 month by month

We turned 501 in 2019. It was a busy year for the RCP.













#### June

We launched a medicine podcast and readership of our journals doubled













# Highlights of our work

## We are proud to present highlights of some of our key activities and achievements in 2019.

Throughout the year we worked to deliver the goals set out in our 5-year strategy covering 2015–20. The strategy focuses on the following five key areas, which are covered in detail in this review:

- > Improving care for patients
- > Developing physicians throughout their careers
- > Leading and supporting our members
- > Shaping the future of health and healthcare
- > Investing in our future, building on our heritage

# The Federation of the Royal Colleges of Physicians

The Federation of the Royal Colleges of Physicians is a collaboration between the Royal College of Physicians of Edinburgh, the Royal College of Physicians and Surgeons of Glasgow, and the Royal College of Physicians of London.

Together, the colleges represent more than 50,000 physicians worldwide and deliver continuing professional development (CPD), examinations and training.

Highlights of Federation activities are included in this report.



# Thank you

We'd like to thank our members and fellows for their support, involvement and being part of the RCP. Our members are our greatest asset – we listen to, support, and learn with and from them. They inspire the staff and officers to aspire to excellence.

We'd like to thank all those involved in our working parties, committees and research panels, our Patient and Carer Network, training events, conferences and clinical reports. Your expertise and participation are invaluable.

We have supported and guided physicians for over 500 years. Together with our membership, we want to continue to play a pivotal role in raising standards and improving public health in the future.



# Improving care for patients

We want patients to receive the best possible care. We work directly with physicians, clinical teams, hospitals and policymakers to design person-centred services, and involve patients and carers to help shape best practice.

#### Our key achievements

#### Supporting service improvement

The chief registrar programme has recruited 182 physicians since its launch. This highly valued scheme supports doctors in training to lead clinical service quality improvement in their organisations. So far, 67 NHS trusts have supported the programme and increasing numbers are requesting places on the next cohort.

Our audit and accreditation programmes strive to raise standards for clinical services to develop excellent care. Key initiatives in 2019 included:

- new guidance on managing underperformance in endoscopy and supporting improvement
- five workshops for teams participating in the asthma,
  COPD and pulmonary rehabilitation audits
- a falls and fragility fractures education programme for trainees
- > audit reports on inpatient falls, pulmonary rehabilitation and children and young people's asthma
- updated accreditation standards for allergy and immunology services.

In quality improvement, we ran a series of breakthrough collaboratives for multidisciplinary teams on inflammatory bowel disease, smoking cessation, preventing secondary fractures, and diabetes.

To improve patient safety, we supported learning in organisations from case record review and the implementation of the National Early Warning Score (NEWS2) to identify the sickest patients.

#### Setting standards

Our National Guideline Centre, one of the world's biggest guideline development centres, published new NICE guidelines on a wide range of topics, including renal and ureteric stones, hyperparathyroidism, suspected neurological conditions, diverticular disease, thyroid disease and end-of-life care.

We carried out a rapid evidence review for a Public Health England (PHE) national report on the dependence, discontinuation or withdrawal symptoms associated with prescribed medicines.

The Federation of the Royal Colleges of Physicians published the second *State of physicianly training* report, which identified major themes affecting the specialty training experience. Through Federation, we performed several annual reviews of competence progression (ARCP) and accreditations internationally across internal medicine training partner sites in Wayanad, Dubai, Trivandrum and New Delhi.

# Our vision of the future hospital and health service design

We continued to support the 11 principles of patient care published in the Future Hospital Commission report of 2013, and showcased the progress in care delivery that has continued to advance at Future Hospital Programme sites 3 years after the programme ended. Our Patient and Carer Network played an integral role in sharing and promoting the message across the RCP that these principles must be at the forefront of our work.

Recognising that digital technologies will transform the way care is delivered in the future, we appointed our first clinical director for digital health. Our new digital strategy focuses on supporting members with digital health education, networking, representing our views to external partners and the efficient use of digital tools.

#### Developing health services

Our quality improvement team supported and guided organisations throughout 2019 to find alternative solutions to existing and intractable challenges. This included working with Surrey Heartlands Health and Care Partnership to articulate and develop future models for outpatient services.

In July, we were invited by St Helens Council to help find a new solution to the high and rising rates of obesity within its borough. Working with partners we facilitated a process that took all elements of the healthcare system into consideration to explore solutions with wide-ranging and lasting impact.

The Quality in Primary Immunodeficiency accreditation programme refreshed the standards that services are required to meet to achieve accreditation. Key to updating the standards was engagement with patient groups who told us about the impact of their condition and what a quality service means for them.



# Developing physicians

Our education and training programmes support physicians to fulfil their potential. We develop doctors to deliver the best possible patient care and become excellent clinicians.

#### Our key achievements

#### Shaping the medical workforce

To address the shortfall of medical registrars and improve the training experience in hard-to-recruit areas, we launched a pilot of the flexible portfolio training programme. Eight UK regions took part in this joint initiative with Health Education England and Health Education and Improvement Wales.

We worked with the clinical community and NHS England to develop a post-CCT credential in obstetric medicine.

Our Patient and Carer Network helped to shape the future of the physician associate role and we delivered new physician associate leadership programmes in Liverpool.

Through our work with the Federation of the Royal Colleges of Physicians, we supported the successful implementation of the internal medicine stage 1 curriculum from August 2019. We are now developing communication tools and resources to assist trainers and trainees.

#### High-quality education across the world

Our international work aims to improve medical standards across the globe. We delivered a range of education and leadership programmes to clinicians in Boston, USA, as well as workshops with the Swiss Institute of Medical Education. In Iceland, we continued to develop a faculty of clinician educators.

We supported the delivery of oncology training at the East African Development Bank Medical Training and Fellowship Programme in Tanzania. The programme trains doctors to undertake acute triage and manage urgent symptoms of cancer.

Several clinical training courses were delivered in 2019, including a palliative care course delivered in Lahore, Pakistan, where the specialty is yet to become recognised. We supported a number of other specialty courses in Ghana, Rwanda, Kenya, Tanzania and Uganda.

Over 3,200 exam candidates passed MRCP(UK). To increase worldwide access to MRCP(UK) exams, we opened new exam centres in Hyderabad, New Delhi, Nairobi and Ajman Yangon UM2. We prepared for the launch of PACES 2020 and implemented an equality and diversity module for PACES examiners.

#### Promoting lifelong learning

We delivered workshops on how to manage complexity, risk and uncertainty – areas identified as essential learning to support effective decision making in everyday practice, with critically acclaimed feedback. We made our online course 'Breaking bad news' free to members.

In April 2019 we launched the RCP Medicine podcasts. Hosted by doctors, this series of lively and engaging discussions on different topics has been listened to over 60,000 times.

The Medical Training Initiative (MTI) offers international medical graduates the opportunity to come to the UK and receive high-quality, specialist training that may not be available in their home country. In return, the NHS benefits from a source of RCP quality-assured frontline clinicians. In 2019, 186 MTI applications were approved to undertake placements in NHS trusts.

# Supporting physicians throughout their careers

Over 900 delegates attended our flagship award-winning annual conference, Medicine 2019. Headline speakers included Baroness Dido Harding and health secretary Matt Hancock. The conference explored the latest cutting-edge developments in healthcare and how to improve patient care. Attended by physicians from across all medical specialties, over 70 speakers presented on a diverse range of topics, including improving junior doctors' lives, mental health, WhatsApp in the NHS, and digital health.

We delivered training for three cohorts of the chief registrar scheme; two cohorts of the newly launched Emerging Women Leaders Programme; and piloted a successful new workshop programme for senior doctors at director level.

#### Promoting medicine as a career

We promoted the RCP and medicine as a career at a number of job events throughout 2018.

We hosted small groups of 5–10 enthusiastic local secondary school students, who enjoyed a tour of the RCP building followed by a talk about medicine as a career.



# Leading and supporting our members

We lead the profession by supporting and inspiring our members to meet the challenges of practising medicine today. Our members are our greatest asset – we listen to, support and learn from them.

#### Our key achievements

#### Leading the profession

Our Invited Review Service provides support and recommendations to healthcare organisations that require independent and external advice. Having built a strong reputation, 2019 was the busiest year yet with reviews ranging from small-scale clinical records to full-scale visits to NHS trusts.

Following a tireless campaign for the regulation of physician associates (PAs), we were delighted that the General Medical Council (GMC) was announced as the statutory regulator in 2019. We now look forward to working with the GMC to expedite the regulation process so that consultation on prescribing responsibilities for PAs can begin.

The Faculty of Physician Associates launched its first PA leadership programme, funded by Health Education England (HEE), and delivered from RCP North by a team of medical educationalists and NHS doctors.

In 2019 we held over 120 committee meetings, made over 400 responses to consultations and published key quidance through our working parties.

#### Increasing our reach and relevance

Our membership went from strength to strength, growing to 37,000 by the end of 2019.

Our popular regional events and conferences reached over 11,500 delegates (up from 10,000 in 2018) with 98% of delegates saying they would recommend them to a friend. We also held a CPD conference for PAs with over 600 attendees, and a national conference for college tutors and associate college tutors.

We hosted our fourth annual Excellence in Patient Care Awards covering pioneering projects in education, clinical practice and research. Entries included physicians, healthcare professionals, and most importantly, patients and carers

To support clinicians across the globe, the RCP had a physical presence in over 30 countries in 2019, delivering educational activity, sharing best practice and engaging with our members. We continued to provide support to the East, Central and Southern Africa College of Physicians (ECSACOP) which enrolled its second cohort of trainees onto a training curriculum.

#### Supporting our members

We launched the Turner-Warwick lecturer scheme, a unique opportunity for trainees to deliver a lecture at our updates in medicine in each of our 15 regions. Regional winners said it helped them build confidence and raise the profile of their research.

We published guidance about later careers, which focused on stemming the drain of expertise and skills

from the profession, as well as holding a conference on the benefits of flexible working throughout a medical career and into retirement.

Our Advisory Appointment Committees support consultant appointments with quality assurance of job descriptions and provision of RCP representatives on appointment panels. In 2019, we supported 520 appointments and reviewed over 800 job descriptions.

# Delivering an exceptional membership experience

We offered reduced membership fees for less-thanfull-time trainee doctors. New rainbow lanyards for our Trainees Committee members highlighted our commitment to equality, diversity and inclusion.

We hosted PA awards at the FPA conference, providing an opportunity for people to recognise and reward the hard work of their peers. This year we had an unprecedented number of submissions for each category.

In line with the RCP's sustainability agenda and our move towards 'online first' publishing, we enabled members to opt out easily from print publications. Our member magazine, *Commentary*, continued to shine a spotlight on wider issues concerning healthcare and vulnerable patient groups, with articles on human trafficking, the health of veterans and homeless patients.

#### Increasing our understanding

Our Medical Workforce Unit captured the voice and experiences of physician and PA workforces through our censuses and snapshot surveys on key issues. In October, our 2018 census of consultant physicians and higher specialty trainees achieved coverage in a number of national news outlets, highlighting that some areas of the country were so severely 'under-doctored' that patient lives could potentially be at risk.

Our regional advisers and committees helped to ensure we have a clear picture of the context our members work in, as did our president's visits to NHS trusts and interaction with members during open forums.



# Shaping the future of health and healthcare

Our 37,000 members and their patients are central to shaping the RCP's ambitious vision for the best possible health and care for all. Throughout 2019 we continued to promote, advocate and campaign on the issues that we know matter most to them.

#### Our key achievements

# Using expertise and experience to influence healthcare

2019 saw the RCP setting the agenda and triggering debate on a number of key health topics including obesity, assisted dying and the NHS after Brexit.

We engaged with the development of the NHS People Plan and helped to shape the NHS Long Term Plan with a clear recognition of the need to rethink the approach to outpatient services.

Social media has fast become an important means of sharing news, as well as a valuable way to engage with our communities. Followers of our main Twitter and Facebook accounts increased by more than 20% and LinkedIn by almost 150%. Our new campaign 'This Doctor Can' promoted our commitment to equality and diversity, with blogs by doctors from all backgrounds sharing inspiring stories.

We launched **www.rcpjournals.org**, a mobile-optimised new home for the RCP journals allowing us to publish articles online ahead of print. Online readership grew dramatically during the year with article downloads topping 100,000 a month. We produced over 60 publications, among them a highly regarded acute care toolkit for pregnant patients and updated guidance on consent and confidentiality in genomic medicine.

We increased our profile with stakeholders, ensuring that the views of our members are heard. In parliament we were quoted on a wide range of issues from workforce shortages and medicinal cannabis, to air quality and the NHS overseas charging regime.

# Ensuring that patients shape everything that we do

Patients and carers offer a unique perspective and a vital contribution to supporting and influencing improvements in healthcare. In 2019, members of the RCP Patient and Carer Network (PCN) contributed around 2,000 voluntary hours to RCP committees, projects and working groups.

The PCN is represented on the National Early Warning Score 2 (NEWS2) Independent Advisory Group promoting the implementation of this vital tool for identifying patients at risk of clinical deterioration. PCN members were instrumental in informing the design of a public information poster on NEWS2 that will be displayed in hospitals throughout the country.

#### Improving public health

Our work on public health continued to shape the policy agenda, with NHS England committing to improving hospital smoking cessation services and the government's Clear Air Strategy implementing several of our recommendations. We helped to develop a collective approach to tackling obesity and alcohol.

We supported the new advisory group on reducing inequalities in health and wellbeing. Professor Sir Michael Marmot became special adviser to the group, which adopted a framework.

Air quality was the subject we were most quoted on in the media in 2019. Joint letters with the Royal College of Paediatrics and Child Health were published in *The Telegraph* and quoted in *The Times*. Our president took part in a UK Health Alliance on Climate Change cycle ride through London to highlight the impact of air pollution.

#### Fostering innovation

We launched *Delivering research for all*, a statement endorsed by 16 organisations, calling on NHS trusts to support every clinician to become research active. This was followed by *Benefiting from the 'research effect'* outlining how NHS trusts and health boards can enable clinicians' time for research and innovation

Equality and diversity champion Ben Summerskill, formerly of Stonewall UK, was commissioned to independently review the RCP's workforce, elected officers and volunteers. Interviews with fellows, members, staff and volunteers were carried out alongside survey feedback from more than 1,800 respondents. The recommendations will be published in 2020.

We supported a statement published by the Academy of Medical Royal Colleges, advocating a set of 10 key principles on genomic medicine. In the RCP's response to the Prevention Green Paper, we outlined our support for the government's ambition on genomics.

On staff engagement, we held workshops with RCP staff to form the basis for an improvement strategy. We began by launching a weekly all-staff enewsletter to promote key messages, celebrate success and welcome new starters.



# Investing in our future, building on our heritage

The RCP is at the forefront of clinical innovation, yet we also share and learn from our medical heritage, which dates back over 500 years to 1518. We want to invest in our future while promoting and preserving our history.

#### Our key achievements

#### A financially sustainable future

We delivered a 2019 financial result (net operating deficit of £1.2 million) in line with our 5-year financial plan for 2015–20.

Our Fundraising team had a successful year, securing firm pledges of £950,000 towards the target of £3 million for The Spine, as well as £59,000 channelled to the East, Central and Southern Africa College of Physicians.

We launched Circulus, a new professional conference organiser (PCO) business set up to deliver world-class events and conferences for third parties.

The Federation of the Royal Colleges of Physicians achieved a £1.1 million surplus over and above the previous year through efficiency savings, improved processes and increasing revenues through new markets and increased accessibility.

#### An excellent organisation

We continued to build on the number of staff based in Liverpool. There are now 65 people based in our interim offices there, working across all five of our directorates.

We successfully transitioned our Finance team to Liverpool, and reviewed and improved our finance systems and processes, supported by our internal auditor.

A new Programme Management Office was established to support and engage in a variety of change projects, including RCP at The Spine.

Technology improvements in 2019 included delivering the final phase of the Skype Unified Comms project, developing a 3-year digital and IT strategy, and achieving Cyber Essentials accreditation.

#### A responsible organisation

We continued to embed the new RCP values of taking care, learning and being collaborative into all our processes and communications. These values drive the way we behave, how we interact with each other and how we work together.

We went greener in 2019, completing the installation of LED lighting, maintaining our Carbon Trust and environmental and energy saving certifications, and achieving nil waste to landfill. We also set a new strategy to decarbonise our investment portfolio by 2023.

A new contract was agreed with CH&Co, our events and catering partners in London. This included a continued commitment to paying the London Living Wage, sustainable practices such as local/ethical food sourcing and compostable packaging materials.

#### Benefiting present and future generations

The new Spine building in Liverpool was 'topped out' at the 13th floor, and we are now working with contractors to deliver the new building ready for opening in 2021.

As some staff move to Liverpool, we began to sublet the terrace houses in St Andrews Place to develop a London 'medical campus' with tenants including the Society of Occupational Medicine and the British Paediatric Neurology Association.

We ran two major exhibitions in 2019: 'Under the skin: Illustrating the human body', and 'Catch your breath' – a collaboration exploring breath and breathlessness. Linked to our exhibitions, our programme of public events included monthly 'Museum lates', life drawing classes, a choir of patients with COPD and a singing for lung health event. More than 7,000 people visited the museum with over 4,000 of them enjoying a tour.

The RCP500 website was redeveloped to become the RCP history website, and the RCP archives were fully accredited by the National Archives, becoming one of only 150 services in the UK to achieve this standard.



# One college, two main homes

In 2021, we will open an exciting new purpose-built office in partnership with Liverpool City Council – RCP at The Spine. For the first time in our 500-year history, the RCP will be working from two main homes, and in the longer term each will supported by around 200 staff.



#### **RCP North**

In preparation for this move, we opened phase I of our northern presence in 2017. Starting with just three members of staff, our Liverpool workforce has now grown to 65 and is providing a wide range of educational and clinical activities for our members and fellows in the north.

RCP North is based in the William Henry Duncan Building, part of the University of Liverpool, and near the site of the new building. The current site includes a training and clinical assessment centre that provides clinical examinations, conference facilities, quality improvement and research for doctors and healthcare professionals.

The dedicated, purpose-built clinical examination suite has 12 examination rooms, an examiner briefing and breakout space and patient and candidate waiting rooms, as well as a bespoke timing and monitoring system specifically designed for examination conditions.

The RCP Assessment Unit, based in Liverpool, has delivered physician associate national examinations for 1,408 candidates, as well as assessments for 382 specialty diploma candidates and 2,402 MRCP(UK) PACES candidates.

In quality improvement, we have held breakthrough collaboratives for over 200 clinicians on topics such as inflammatory bowel disease, preventing secondary fractures, and diabetes. The Education team at RCP North have run an extensive programme of educational workshops for almost 1,500 delegates. And in 2019, 71 doctors enrolled onto the chief registrar programme – our largest intake yet – with a first cohort of 21 chief registrars based in Liverpool.

Staff who are currently based in RCP North will move to The Spine in 2021. We will then work to transition employees in a number of other posts currently based in London.

#### The Spine

The Spine, the RCP's new home in Liverpool's Knowledge Quarter, is part of a wider new development known as Paddington Village.

In partnership with Liverpool City Council, we will be taking space on seven floors of what is becoming recognised locally as an iconic building. The building is currently under construction and the RCP has been influential in shaping its design.

The Spine will be built to the international WELL standard supporting and advancing health and wellness. It will maximise natural daylight and circadian lighting patterns, benefit from great acoustics and flexible workspaces, and feature planting to increase oxygen levels.

State-of-the-art facilities will include meetings and events spaces, areas dedicated to assessment and education, a public café and exhibition space, as well as offices.

We will share the building with other health and science organisations to create a vibrant health-medical-scientific community, with neighbours including the new Royal Liverpool Hospital. Adjacent buildings include clinical, educational and research facilities, with a new hotel opening up next door.

The new building will also be a new hub and meeting point for fellows and members in the north, who will have many more opportunities to become involved in our work, attend meetings, educational courses, lectures and other events.

RCP at The Spine will be a beacon of excellence, attracting high-quality healthcare professionals and staff, and driving quality improvement in a pioneering atmosphere of collaboration and partnership. This is a chance for us to show and demonstrate what we are most proud of as an organisation. We hope that RCP at The Spine will establish our presence and purpose for the next 500 years.



# Giving Health

Giving Health is the RCP's fundraising appeal to raise philanthropic donations to fund key areas of work in the UK and overseas.

The appeal aims to raise funds for four vital projects:

- Physicians for Africa a partnership with leading physicians in east, central and southern Africa to support a new training college in a region desperately short of well-trained doctors
- The Physicians' Fund the award of grants to trainees and new consultants seeking to pursue innovation in medicine
- RCP at The Spine the construction of a state-of-the-art facility in Liverpool for the education and examination of physicians, which will also pioneer advances in medical education

> Heritage – the improvement of facilities for fellows and members in Regent's Park, including renovation of our exhibition space and new, welcoming spaces for meeting and collaboration.

We would like to thank the generous donors, members and fellows, charitable trusts and foundations, and companies who supported this work in 2019. The names of those who have donated £1,518 or more are featured on the Linacre Wall, which has pride of place in our Regent's Park home.

If you would like to donate to the appeal and have your name – or that of a loved one or esteemed colleague – permanently inscribed on the wall, please contact **development@rcplondon.ac.uk**. Donors will know that they are making an enduring impact on the physicians, patients and medical profession of the future.



## Contact us

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# Start your conversation with the RCP by following us:

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# Come and be a part of our future

We represent over 37,000 doctors worldwide – educating, improving and influencing for better health and care. The RCP is a global community, committed to raising standards and supporting healthcare professionals throughout their careers.

Join our thriving community of physicians, who are driving improvement in the diagnosis of disease, the care of individual patients and the health of the population both in the UK and across the globe.

www.rcplondon.ac.uk/join