



Irish College of General Practitioners  

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Coláiste Dhochtúirí Teaghlaigh Éireann

# Navigating the Future for General Practice

STATEMENT OF STRATEGY 2023–2026





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## ICGP – About us

The Irish College of General Practitioners (ICGP) is the professional body for general practice in Ireland.

Our purpose is to encourage, foster and maintain the highest possible standards in general medical practice.

Since its foundation in 1984 we have remained committed to the education and training of general practitioners enhancing their skills, competencies, and professionalism.

The College is dedicated to general practice education, training, research, and advocacy on behalf of the profession and patients.

Medicine is constantly evolving and continuing professional development and education are lifelong commitments for all doctors. The College supports general practitioners throughout their professional careers in the practice of evidence-based medicine to the highest standard. We do this through the delivery of training programmes, courses, clinical guidance, and research.

The College is the postgraduate training body (PGTB) responsible for delivery and governance of general practice training for the specialty of general practice as accredited by the Medical Council of Ireland

The College has a membership of over 5,100 GPs.

The ICGP National General Practice Training Programme currently provides training for more than 900 trainees, and we anticipate that this number will increase to 1,250 by 2026.

## Foreword



I welcome the publication of the College's Strategy 2023–2026. This is the culmination of a lot of hard work by many individuals and as a strategy sets a clear direction for the College for the next three years with its focus on the member.

It builds on previous strategic plans, retaining the best elements, while reflecting the current priorities for the College which must remain dynamic and always relevant to our members.

This document is closely informed by a widespread consultation process that includes results from a survey of ICGP members, focus group meetings with Council and College staff, and one-to-one meetings with each Board member and the ICGP Senior Leadership Team.

I wish to thank Dr John Farrell, Chairperson of our Board, for his oversight throughout this process and the CEO, Mr Fintan Foy, for his leadership in delivering the strategy. Finally, I would also like to acknowledge the College

Board, Council, members and staff for their enthusiastic contribution to the development of our strategy.

**Dr Paul Armstrong**, President

# Introduction



As Chairperson of the Board and a member, the College's new Vision, 'General practice at the heart of patient care, ICGP at the heart of general practice, and GPs at the heart of College,' resonates strongly with me as to what the College is and what it should continuously strive to be. We need a strong College advocating in our interest and that of our patients, particularly at this time of considerable change.

Our new strategy retains the College's core values of quality and leadership and now adds the new values of advocacy, sustainability, inclusivity and innovation. It reflects general practice and indeed society today.

There are six key strategic initiatives: Education, Training, Advocacy, Support, International and Organisation with the focus on the member being at heart of everything we do and implemented by valued College employees.

All strategies are dynamic, and our new strategy will be regularly reviewed by the College

Board in its governance role to ensure the achievement of targets and the implementation of agreed plans. Strategy 2023–2026 provides a compass for all College activity.

To achieve the mission and vision statements, we will work with our members and staff to continually identify and refine the skills that general practitioners require; provide education and support to enable GPs to continue to deliver quality patient care; shape the future of general practice; and be the voice of the profession.

**Dr John Farrell**, Chairperson

## Message from the CEO



The College exists to support its members in providing the best comprehensive and proactive care for their patients. Such care is being delivered in challenging circumstances and within a healthcare system that is under enormous pressure. The College Strategy 2023–2026 reflects the strong leadership and advocacy roles on behalf of members' behalf reflecting the times we live in.

The College's responsibility for both governance and now also the delivery of GP Training has created new challenges but also substantial new opportunities for the organisation.

It enables trainees to align with the ICGP from first taking up a training place to graduation and progression throughout their career. As trainees, and subsequently as College members, they will continually have the support of their College.

The strategy includes the College Organisational structure demonstrating a dynamic organisation with multiple strands and with each pillar

supporting the member at different stages of their career both in Ireland and overseas. It also reflects a complex organisation which has grown substantially since the last strategic plan.

Strategy 2023–2026 provides six key strategic initiatives which will be the focus of our attention for the next three years. A three-year strategy is seen as an appropriate duration cognisant of the major challenges wider society is facing both economically and socially.

Our aims and objectives are detailed and focused, but the College also remains responsive to our environment. This agility was clearly demonstrated in the College's response to the COVID-19 Pandemic.

At a strategic level the focus ranges from strong governance to staff development. The College's work is delivered by our staff, and we ensure that they perceive the ICGP as an employer of choice.

It is important we retain the best people with the appropriate skills and energy.

I wish to acknowledge the input and support of the College Board, Council, Senior Leadership team, staff and membership for their inputs and assisting in the development of this strategy.

I wish to acknowledge the support and guidance of Ms Vanya Sargent and Mr Aengus O'Maolain in Crowe Ireland who provided their expertise and guidance at each stage of the process.

We look forward to the continuous development of the ICGP, support our members and I personally look forward to working with members, the Board, the ICGP team and key stakeholders to fully animate our new strategy.

**Mr Fintan Foy, CEO**

# Overview

*The strategic priorities for the ICGP are its core services*



**Putting the member at the heart of everything we do is the focus of this Strategic Plan.**

Having a strong and active membership is key to a strong College, to the profession, and to patients. Only through engagement with members in their local community can we continue to have the impact that we strive for – to enable GPs to go on providing the best possible care, creating an environment in which general practice goes from strength to strength and is identified as the specialty of choice by doctors considering their careers in medicine.

To enable this strategy to be successfully implemented, we must ensure all College employees are valued and supported to deliver on our vision and mission for ICGP members.

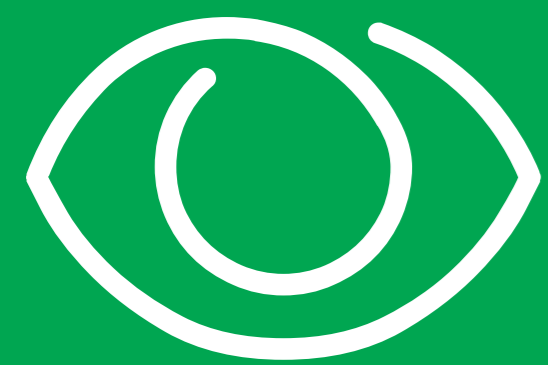
This strategy builds on the growth of the past number of years, provides a focus on the core strategic areas for the College, and provides a roadmap for the future of the ICGP. The addition of oversight and management of GP training

in its entirety to ICGP guides an updated focus relative to previous strategies.

The key things we want to achieve with this strategy are to:

- Deliver exceptional membership experience to ensure members place a high value on their College membership
- Support and deliver high quality general practice training
- Support exceptional healthcare throughout Ireland, regardless of location, and support GPs to better serve their patients in rural and deprived areas
- Promote the contribution of general practice and the role of the GP
- Provide solutions to the workforce crisis in general practice
- Encourage and support members enabling them to maintain a healthy work/life balance in a rewarding and valued career

# Our Vision, Mission and Values



## Vision

General practice at the heart of patient care, ICGP at the heart of general practice, and GPs at the heart of College



## Values

Our values describe the principles that guide us as we work to achieve our mission. We strive to demonstrate



## Mission

To support our members, trainees, and GP-led Teams to excel and lead general practice through training, education, research, and advocacy, continuing to ensure the highest standards of patient care and providing the tools to shape the future of general practice

### Leadership

We will through strong leadership inspire others to action on behalf of our members and align policies, guidelines, structures and services to members

### Quality

We will achieve the highest quality standards in training, research and medical education in support of continuous quality improvement

### Advocacy

We will advocate for general practice as central to the delivery of an effective and equitable healthcare system

### Sustainability

We will focus on the long-term wellbeing of our members and colleagues, our profession, our patients, and the world around us

### Inclusivity

We will continue to value diversity as part of our communities and treat everyone with respect

### Innovation

We will provide an environment which encourages innovation and best practice in everything we do



# Implementing the Strategy and Monitoring Progress

This strategy will be implemented over three years, from January 2023 to December 2026.

As the strategy represents an integrated three-year programme some actions will be implemented over more than a single year.

Progress will be monitored on an ongoing basis by the Senior Leadership Team and a report will be presented to the Board twice per year to indicate progress. In addition, the 6 key strategic pillars will form the basis of the Risk Register with regular evaluation through that mechanism also.

## *For the next three years, our key strategic pillars are*

1. **Education:** Providing excellent education which meets the needs of our members
2. **Training:** Attracting the best trainees to the best training programme embedded within the fabric of the College
3. **Advocacy:** Influencing key decision makers in the interest of GPs and their patients
4. **Support:** Enabling our members to achieve an appropriate work life balance which will lead to improved care for GPs and patients
5. **International:** Expanding the message of general practice outside of Ireland and for general practice to be seen as the centre of healthcare delivery
6. **Organisational Capability:** Providing the structures, supports, financial stability and motivated staff to deliver on the College vision and mission



# 1. Education

## Initiative 1A – Meeting members’ education needs

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>Provide timely and relevant education to all members</b></li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a responsive education programme aligned with members’ and health environment needs</li> </ul>	<ul style="list-style-type: none"> <li>• An intuitive programme at the right time for members’ needs is delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Increased numbers receiving positively evaluated education</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Maintain and prioritise CME small groups</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increase funding and tutors to accommodate expanding numbers of GPs</li> </ul>	<ul style="list-style-type: none"> <li>• Small groups are strengthened with built-in capacity for all members</li> </ul>	<ul style="list-style-type: none"> <li>• All GPs obtain a place on the CME small group of their choice</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Build on success of webinar format</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continue to use webinar format in ICGP education strategy</li> </ul>	<ul style="list-style-type: none"> <li>• ICGP maintains agility in imparting contemporaneous education to members</li> </ul>	<ul style="list-style-type: none"> <li>• Member attendance maintained at high levels</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Enable GPs to incorporate continuing medical education into their working day</b></li> </ul>	<ul style="list-style-type: none"> <li>• Design education that allows members to access learning according to their schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Members receive education at a time of their convenience</li> </ul>	<ul style="list-style-type: none"> <li>• Volume of education delivered out of hours objectively reduced</li> </ul>

## Initiative 1B – Education quality and governance

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>Develop, monitor and publish outcome measures on the effectiveness of ICGP continuing education</b></li> </ul>	<ul style="list-style-type: none"> <li>• Use analytical tools to interrogate the education data</li> </ul>	<ul style="list-style-type: none"> <li>• Areas of future focus and development are identified</li> </ul>	<ul style="list-style-type: none"> <li>• ICGP reports published on outcomes of measures introduced</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Establish world class benchmarks for continuing education</b></li> </ul>	<ul style="list-style-type: none"> <li>• Adhere to evidence based pedagogical principles when designing education</li> </ul>	<ul style="list-style-type: none"> <li>• Learning that facilitates discussion, collaboration, assessment and feedback is enabled</li> </ul>	<ul style="list-style-type: none"> <li>• Education objectively aligned with proven benchmarks for continuing professional development</li> </ul>

## Initiative 1C – Future focus on education

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>Engage with membership and new graduates to ensure that continuing education remains relevant</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provide mechanisms for the GP voice to be heard</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency is evident in soliciting and responding to the members’ voice</li> </ul>	<ul style="list-style-type: none"> <li>• GPs report that their needs are addressed on an ongoing basis</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Engage proactively with all stakeholders in continuing education</b></li> </ul>	<ul style="list-style-type: none"> <li>• Solicit input from members, internal and external stakeholders via direct engagement, membership surveys, research and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Education aligns with clearly articulated needs of members</li> </ul>	<ul style="list-style-type: none"> <li>• ICGP consistently named as first choice for continuing education by members</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Continuously assess and address areas of unmet need</b></li> </ul>	<ul style="list-style-type: none"> <li>• Undertake membership surveys and evaluations to inform education strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Identified gaps in learning needs are addressed</li> </ul>	<ul style="list-style-type: none"> <li>• Members report confidence in ICGP delivering on their ongoing learning needs</li> </ul>

## 2. Training

### Initiative 2A – Deliver high-quality GP Training

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>Deliver graduate GPs trained and motivated to deliver comprehensive, continuous coordinated care in their communities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a dynamic curriculum, based on patient and trainee needs</li> <li>• Continuously re-assess GP trainee needs to meet changing demands of patients and the healthcare system</li> <li>• Encourage those who travel abroad to return to work in Ireland in the longer term</li> </ul>	<ul style="list-style-type: none"> <li>• MICGP graduates to be considered among the best trained GPs in the world</li> </ul>	<ul style="list-style-type: none"> <li>• By October 2023, revision of ICGP curriculum completed</li> <li>• Practice-focused GP Training continues with highly motivated Trainers and Educators supported centrally</li> <li>• High retention of newly graduating GPs in Ireland (&gt;75%)</li> </ul>

### Initiative 2B – Quality and governance for GP Training

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>Promote high standard training nationally, supported by a dynamic and responsive quality enhancement system</b></li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a safe, consistent and standardised training experience across all schemes and training sites</li> </ul>	<ul style="list-style-type: none"> <li>• Schemes are supported with high-quality, standardised training</li> <li>• Educators are motivated and supported</li> </ul>	<ul style="list-style-type: none"> <li>• By December 2023, one in four Day Release sessions will be resourced using quality blended-learning standardised training materials</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Implement objective and transparent mechanism of monitoring training standards</b></li> </ul>	<ul style="list-style-type: none"> <li>• Internationally benchmark Quality Assurance and Enhancement (QAE) system</li> </ul>	<ul style="list-style-type: none"> <li>• GP Training stakeholders use a dynamic quality system, fully integrated and responsive</li> </ul>	<ul style="list-style-type: none"> <li>• By July 2024, all key GP Training metrics available via a live QAE dashboard</li> </ul>

### Initiative 2C – Promoting innovation

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>GP Training is modern, agile, flexible and responsive to individual trainee needs and the GP Trainee Community</b></li> </ul>	<ul style="list-style-type: none"> <li>• Introduce a standardised quality blended learning model</li> <li>• Implement Competency Based Medical Education model that is driven by ongoing feedback</li> <li>• Reduce administration by implementing a flexible Placement Management System</li> </ul>	<ul style="list-style-type: none"> <li>• High quality, standardised modules delivered</li> <li>• Adoption of a standard ePortfolio across all schemes</li> <li>• Create a Trainers’ forum to reflect changing patient needs within general practice and influence curriculum</li> <li>• GP Trainees are supported to identify and attain their individual educational needs to ensure safe, competent practice</li> </ul>	<ul style="list-style-type: none"> <li>• High trainee rating for blended learning modules</li> <li>• By December 2023, 80% of trainers actively using Entrustable Professional Activities (EPAs)</li> <li>• By July 2023, all trainee placements managed via an online placement management system</li> </ul>

**Initiative 2D – Future focus for training**

<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Create a scalable GP Training operating model to future-proof as trainee numbers increase</b></li> </ul>	<ul style="list-style-type: none"> <li>• Scale up GP training, meeting targets as set out by Government</li> <li>• Play an active role in recruiting high-quality candidates for GP Training</li> <li>• Ensure adequate resourcing of GP Training schemes to deliver</li> </ul>	<ul style="list-style-type: none"> <li>• GP Training intake increased to 350 by 2026, using a robust, fair and transparent model</li> <li>• Patient-focused training delivered safely, efficiently, via a regionalised structure</li> <li>• GP Trainees avail of a flexible training pathway</li> <li>• GP Training is a highly sought-after postgraduate specialty</li> </ul>	<ul style="list-style-type: none"> <li>• Increase GP Training intake by 10% per year</li> <li>• By July 2025, GP Training will be within top 5 most popular specialties amongst medical graduates</li> <li>• GP Trainees highly rate their training experience</li> <li>• Schemes are appropriately resourced</li> </ul>

### 3. Advocacy

**Initiative 3A – Strengthening general practice as a profession**

<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Help GPs to value their role, career and profession</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provide accessible, high quality clinical education</li> <li>• Regularly articulate key role of GP to stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance quantum and quality of clinical education</li> <li>• GP engagement with ICGP, structured (council, board, faculties) and unstructured (direct communication from members)</li> </ul>	<ul style="list-style-type: none"> <li>• Growing College Membership</li> <li>• Increase participation in ICGP education</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Support and maintain the profession of general practice</b></li> </ul>	<ul style="list-style-type: none"> <li>• Expand number of GPs, GP trainees and then advocate for an increase in GP nurses, allied HCPs and admin team</li> <li>• Develop broader primary care team education</li> <li>• Advocate for the expansion in undergraduate GP teaching in medical schools and GP clinics</li> </ul>	<ul style="list-style-type: none"> <li>• Expand GP workforce</li> <li>• Training General Practice Nurses and Allied Healthcare Professionals</li> <li>• Expand GP practice management and admin team</li> <li>• Greater engagement and visibility of GP among undergraduates</li> </ul>	<ul style="list-style-type: none"> <li>• More GPs, GPNs, and allied HCAs/admin team in GP workforce</li> <li>• Expanded GP management and admin team</li> <li>• Increased academic GP workforce and contribution to teaching in medical schools/GP clinics</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Strengthen key stakeholder relationships to strategically shape the future of general practice</b></li> </ul>	<ul style="list-style-type: none"> <li>• Promote strategic engagement with stakeholders – HSE, IMO, Department of Health, politicians, medical schools, media and the public</li> </ul>	<ul style="list-style-type: none"> <li>• Develop strategic ‘soft’ influence</li> <li>• Enhanced visibility and strategic influence</li> </ul>	<ul style="list-style-type: none"> <li>• Regular engagement with stakeholders</li> <li>• ICGP ‘Fingerprints’ on evolving policy</li> <li>• Enhanced engagement with the media</li> </ul>

**Initiative 3B – General Practice in national health policy**

<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Resource the ICGP Research Department to deliver on the information advocacy requirements of the College</b></li> </ul>	<ul style="list-style-type: none"> <li>• Resource ICGP Research Department</li> </ul>	<ul style="list-style-type: none"> <li>• The availability of relevant data to inform policy including ‘real-time’ national and granular GP workload and workforce data for ICGP and key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Research Department resource allocation, number and impact of ICGP policy and publication outputs</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Empower GPs to speak out about their role, its rewards, challenges and limitations</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continued media training and engagement in all media (social, print, TV &amp; Radio), diverse range of GPs</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance depth and breadth of GP visibility</li> <li>• Diverse GP cohort visible</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in numeric count of GP media engagement</li> <li>• High quality engagement</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Mobilise the public to advocate for their GP by promoting the pivotal role of GPs in healthcare provision</b></li> </ul>	<ul style="list-style-type: none"> <li>• Identify and work with ‘patient organisations’</li> </ul>	<ul style="list-style-type: none"> <li>• Greater public understanding of the implications and solutions to the workforce crisis in general practice</li> <li>• Articulate pivotal GP role with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing engagement with patient organisations and their advocacy on behalf of GPs</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Further develop internal and external communications to underpin the ICGP as the voice of authority on general practice</b></li> </ul>	<ul style="list-style-type: none"> <li>• Identify key ICGP voices and develop their media expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Promote ICGP as accessible source of informed health commentators</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing and increased impactful media exposure (assessed in terms of number and importance of engagements)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Communicate the needs, expectations, challenges and limitations of the general practice role to all policy makers and the general public</b></li> </ul>	<ul style="list-style-type: none"> <li>• Identify 3 key messages and reiterate at every opportunity (GP is pivotal in your routine ‘everyday’ healthcare/GP has a severe workforce crisis/ we have good solutions and need help to implement these)</li> </ul>	<ul style="list-style-type: none"> <li>• 3 very clear messages that resonate with public/ policy makers/ members</li> </ul>	<ul style="list-style-type: none"> <li>• When the public readily articulate our key messages</li> </ul>

**Initiative 3C – Research**

<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Resource, support and enable a high standard of research</b></li> </ul>	<ul style="list-style-type: none"> <li>• Resource ICGP Research Department</li> <li>• Continued strategic engagement with Association of University Department of General Practice in Ireland (AUDGPI) and other academic entities and departments</li> </ul>	<ul style="list-style-type: none"> <li>• Data to support GPs, the work of ICGP and its various programmes and clinical leads</li> <li>• Increased joint research projects between ICGP and academic colleagues (national and international)</li> </ul>	<ul style="list-style-type: none"> <li>• Data informed policy and decision making</li> <li>• Research to inform and support ICGP programmes and clinical leads</li> <li>• Quantum and quality of joint research reports and publications</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Invest in and publish rigorous research that establishes ICGP as the authoritative voice of general practice</b></li> </ul>	<ul style="list-style-type: none"> <li>• Submit essential ICGP research for prestigious peer-reviewed publications</li> <li>• Publish ICGP project reports on the ICGP website</li> </ul>	<ul style="list-style-type: none"> <li>• Increased ICGP led publications</li> <li>• Increased visibility of ICGP research outputs</li> <li>• Increased dissemination and communication to the membership of research activity and outputs</li> </ul>	<ul style="list-style-type: none"> <li>• Member awareness of ICGP research outputs</li> <li>• Increased citations of ICGP publications</li> <li>• High volume of hits on research reports on website</li> </ul>

## 4. Support

<b>Initiative 4A – Wellbeing of GPs</b>			
<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Provide holistic supports to GPs enabling them to provide the best possible care to themselves and their patients</b></li> </ul>	<ul style="list-style-type: none"> <li>• Work with practices through our research department to monitor workload and how it is impacted by new ways of working</li> <li>• Provide of relevant education and training for members</li> </ul>	<ul style="list-style-type: none"> <li>• Improved work life balance for GPs and their teams</li> <li>• GPs helped to organise their days into manageable workdays with adequate break and leisure times</li> </ul>	<ul style="list-style-type: none"> <li>• Formal feedback pathways for members on successful implementation of workload management</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Support GP wellness with a range of proactive and reactive supports informed by members’ assessed needs</b></li> </ul>	<ul style="list-style-type: none"> <li>• Quality improvement in work life balance through medical education of ICGP Doctors Health in Practice Programme</li> <li>• Undertake assessment of Doctors Health in Practice Programme</li> <li>• Develop a comprehensive programme of supports for GPs based on member feedback</li> <li>• Develop solutions to support GPs and their teams</li> <li>• Appoint a National Lead in GP Practice Management and Practice Development</li> </ul>	<ul style="list-style-type: none"> <li>• Members with a sense of thriving rather than surviving</li> <li>• Improved retention of GPs</li> </ul>	<ul style="list-style-type: none"> <li>• GP retention data</li> <li>• Member survey feedback</li> <li>• Good uptake of supports to GPs</li> <li>• Improved wellbeing among GP members</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Provide guidance for all members to help them maintain good self-care and self-management practices including active promotion of GP healthcare</b></li> </ul>	<ul style="list-style-type: none"> <li>• Conduct ongoing evaluation to ensure appropriate supports are in place to meet the diverse needs of all GPs</li> </ul>	<ul style="list-style-type: none"> <li>• A range of proactive and reactive supports available to members, in response to expressed needs for health-related and work-related supports</li> </ul>	<ul style="list-style-type: none"> <li>• Supports being used by members who give positive feedback on the services</li> </ul>

<b>Initiative 4B – Quality of support provided</b>			
<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Benchmark best practice in practice development to inform College on membership services</b></li> </ul>	<ul style="list-style-type: none"> <li>• Undertake research on international best practice with a focus that will work best within Irish context</li> </ul>	<ul style="list-style-type: none"> <li>• Research-informed guidance and support to GPs to develop their practice</li> </ul>	<ul style="list-style-type: none"> <li>• One significant piece of research to be conducted each year in Practice Development over the three years of the strategy</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Constantly gather input on the effectiveness of services delivered by College to members and adjust accordingly</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continue annual membership survey</li> <li>• Create new opportunities for members to engage with College digitally, including online communities of interest</li> <li>• Adjust member support services based on feedback received</li> <li>• Assess the possibility of developing a College App that facilitates improved communications between members and College</li> </ul>	<ul style="list-style-type: none"> <li>• Real time feedback enabling fast track changes in member support services</li> </ul>	<ul style="list-style-type: none"> <li>• Members continue to provide feedback through Faculty Officers trained to gather and transmit member feedback</li> <li>• App is in place and operating to provide feedback</li> </ul>

<b>Initiative 4C – Addressing specific needs in the GP community</b>			
<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Be receptive to the needs and expectations of different GP groups through an inclusive policy for all ICGP committees</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continue to embrace the principles of diversity and equity</li> </ul>	<ul style="list-style-type: none"> <li>• All areas of College reflect the diversity of a modern Ireland</li> </ul>	<ul style="list-style-type: none"> <li>• By end 2023, adopt international best practice in diversity and equity</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Provide support and guidance for all those with additional care needs who are struggling, and for members who have concerns about struggling colleagues</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop a GP Health Wellbeing and Worklife Balance GP Training curriculum module in consultation with members</li> </ul>	<ul style="list-style-type: none"> <li>• Members have a voice in Trainee curriculum</li> <li>• Curriculum developed for delivery through continuing professional development and CME small groups</li> </ul>	<ul style="list-style-type: none"> <li>• Module feedback and ongoing reviews and future development to match members' needs</li> </ul>

## 5. International

### Initiative 5A – Global health strategy

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>Develop objectives for all ICGP international projects and for global health</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop a comprehensive overseas strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Membership engagement and buy-in to College overseas activities</li> </ul>	<ul style="list-style-type: none"> <li>• By the end of Q3 2023, overseas strategy will be presented to College membership</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Communicate overseas objectives to members, review their purpose and communicate the added value</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provide an update on College overseas activities at each Council meeting</li> <li>• Provide College ezine articles twice per year</li> </ul>	<ul style="list-style-type: none"> <li>• A level of understanding of aims of each overseas initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Positive responses by membership to College overseas activities</li> </ul>

### Initiative 5B – Delivering on international health

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>Create an operating model to deliver, scale and effectively cost those services</b></li> </ul>	<ul style="list-style-type: none"> <li>• Identified in overseas strategy and following international best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Every effort is made to ensure all projects are appropriately costed</li> </ul>	<ul style="list-style-type: none"> <li>• Projects provide a net financial gain to overall College finances</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Embed identification and delivery of international activities into the day-to-day work of the ICGP</b></li> </ul>	<ul style="list-style-type: none"> <li>• Establish an Overseas Unit in College with appropriate resources and governance</li> <li>• Create international links in General Practice Training</li> </ul>	<ul style="list-style-type: none"> <li>• Have a strong functioning ICGP Overseas Unit in College</li> <li>• Overseas links increased</li> </ul>	<ul style="list-style-type: none"> <li>• College overseas activity is seen as normal College business</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Encourage and support international benchmarking, partnerships and global thinking within training</b></li> </ul>	<ul style="list-style-type: none"> <li>• Create dynamic and active link with the College’s Malaysian programme</li> <li>• Create new partnerships with international institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Develop programme that provides opportunity to complete part of GP training rotation in developing countries</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of a formal programme of exchange of education for educators, trainers and trainees in Malaysia and Ireland (by December 2024)</li> </ul>

### Initiative 5C – Future focus for international activity

Action	How we aim to achieve this initiative	What are the intended outcomes?	How will we know we have been successful?
<ul style="list-style-type: none"> <li>• <b>Identify target countries that provide the best opportunities to benefit from ICGP services</b></li> </ul>	<ul style="list-style-type: none"> <li>• Align within College Overseas Strategy and policies</li> </ul>	<ul style="list-style-type: none"> <li>• A vibrant successful College Overseas Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Overseas projects are fully compliant with the College ethos and contributing financially to the College’s finances</li> </ul>



## 6. Organisational Capability

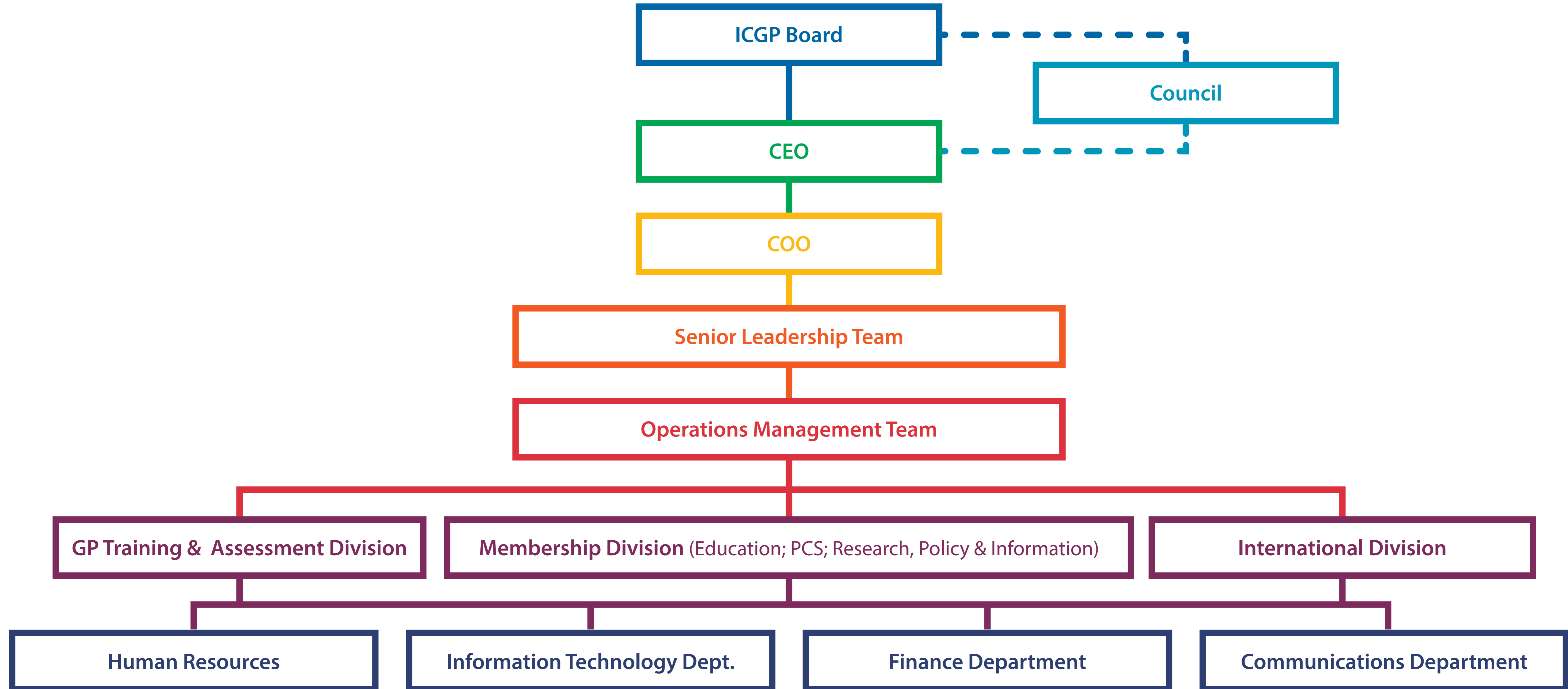
<b>Initiative 6A – Supporting the strategy</b>			
<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Align College staffing, governance and resourcing to implement this strategy</b></li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the College has appropriate and adequate financial resources to implement strategic initiatives</li> <li>• Identify key skills requirements and staff resources to deliver on strategic commitments</li> </ul>	<ul style="list-style-type: none"> <li>• College resources used efficiently to achieve strategic aims</li> <li>• Staff team with the right skills and sufficient capacity to deliver on strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Attainment of strategy goals within budget and resources available</li> <li>• Regular evaluation by Board of performance against strategic objectives and deliverables</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Maintain robust governance and management</b></li> </ul>	<ul style="list-style-type: none"> <li>• ICGP Board and Senior Leadership Team continue to implement the highest level of governance, management, and operations of the College</li> <li>• Use member, public, and other funds responsibly and sustainably</li> <li>• Continue to implement appropriate financial oversight and management systems by College Management</li> </ul>	<ul style="list-style-type: none"> <li>• An organisation with excellence in governance and management, with clear accountability mechanisms and transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with all governance requirements and adherence to governance standards</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Maintain strong financial oversight and management</b></li> </ul>	<ul style="list-style-type: none"> <li>• Use member, public, and other funds responsibly and sustainably</li> <li>• Continue to implement appropriate financial oversight and management systems by College Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse income streams sourced</li> <li>• Appropriate investment to future proof the College</li> </ul>	<ul style="list-style-type: none"> <li>• Financial statements demonstrate prudent and efficient use of funds</li> </ul>

<b>Initiative 6B – Succession planning</b>			
<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Identify roles for critical succession planning to maintain stability and strength of College</b></li> </ul>	<ul style="list-style-type: none"> <li>• Regularly review and identify key roles for succession planning</li> <li>• Board and Management succession a standing item on the Board agenda and Senior Leadership Team agendas</li> <li>• Implement development programmes to develop skills and capacity of staff to facilitate succession</li> </ul>	<ul style="list-style-type: none"> <li>• The key skills and expertise required at senior level in the College are maintained as individuals retire or leave posts</li> </ul>	<ul style="list-style-type: none"> <li>• Candidates for key roles are available and appropriately skilled and qualified to step in to vacant positions</li> </ul>

**Initiative 6C – Focusing on our people**

<b>Action</b>	<b>How we aim to achieve this initiative</b>	<b>What are the intended outcomes?</b>	<b>How will we know we have been successful?</b>
<ul style="list-style-type: none"> <li>• <b>Maintain and foster an inclusive, respectful, welcoming, vibrant and forward-thinking culture</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provide an inclusive work environment that is accessible and welcoming to a diverse range of people</li> <li>• Incentivise innovation and new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Employees view the College culture, flexible ways of working and employee value proposition as a critical enabler of achieving our goals and a reason to stay</li> </ul>	<ul style="list-style-type: none"> <li>• Employee retention data</li> <li>• Employee surveys</li> <li>• Achieve “great place to work” status</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Nurturing, developing and empowering employees across College by promoting communication, learning, opportunities and leadership</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provide professional development and career progression opportunities for members and staff relevant to their roles</li> <li>• Implement the People and Culture strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Employees are focused on a shared purpose, values and ambition which is embedded in everything we do</li> </ul>	<ul style="list-style-type: none"> <li>• Employee surveys</li> <li>• Feedback from members on interaction with the College</li> </ul>

# Appendix – ICGP Organogram





The Irish College of General Practitioners (ICGP) is the professional body for general practice in Ireland. The College was founded in 1984 and is based in Lincoln Place, Dublin 2. The College's primary aim is to serve the patient and the general practitioner by encouraging and maintaining the highest standards of general medical practice. It is the representative organisation on education, training and standards in general practice.

The Irish College of General Practitioners, 4/5 Lincoln Place, Dublin 2  
Tel 01 676 3705 Email [info@icgp.ie](mailto:info@icgp.ie) Web [www.icgp.ie](http://www.icgp.ie)