The Royal Society of Medicine

Taking the RSM to 2031

Our five-year strategy



Foreword



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President



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Walk into 1 Wimpole Street and our history is all around you. For more than two centuries, the Royal Society of Medicine has brought people together to share knowledge and advance medicine. We are proud to serve an organisation with that purpose, and to work alongside the members, volunteers and staff who will carry it forward, and the many speakers, partners and supporters who contribute so much to our work.

Our history gives us a strong sense of who we are. In a changing world, the RSM remains a place where people can examine the evidence, ask difficult questions and learn from those whose experiences differ from their own. That role matters as much today as it ever has. So too does our willingness to evolve, ensuring that the RSM remains relevant, inclusive and impactful for future generations.

We are privileged to draw on an extraordinary breadth of knowledge and expertise across our membership and the wider community of speakers, educators and partner organisations who work with us. By bringing that knowledge together, we can do more than help people understand how healthcare is changing. We can help shape that change. That belief sits at the heart of our strategy to 2031.

In developing this strategy, we have listened carefully to members, colleagues, partners and the wider healthcare community. We have heard what people value most about the RSM and what they need from us in the future. This strategy turns those conversations into a clear direction: making learning an integral part of professional life, supporting collaboration across specialties and disciplines, and transforming shared knowledge into insights that influence healthcare policy and practice.

Our ambition extends well beyond London. 1 Wimpole Street is our home, but it is not our boundary. Members and partners across the UK and around the world should be able not only to benefit from our activities, but also to contribute to them. Their experiences, perspectives and expertise will help shape the questions we ask, the conversations we convene and the work we undertake together.

This strategy sets the direction for the years ahead. Delivering it will require focus, partnership and disciplined use of our resources. Together, we will work with Council, Trustees, members, volunteers, staff and our partners and supporters to translate these ambitions into practical plans, establish clear accountability and measure our progress. We will continue to strengthen the RSM's financial sustainability so that we can invest confidently in learning, member services and our home at 1 Wimpole Street, while protecting the independence that makes the RSM such a trusted and distinctive voice.

The future of healthcare will be shaped by collaboration, curiosity and a commitment to lifelong learning. We believe the RSM has a unique role to play in bringing people together to meet that challenge.

And, we look forward to working with our members, partners and all who contribute to our work to realise this vision over the years ahead.

Our ambition and why it matters

We want to use the full range of our strengths to respond to accelerating challenges in healthcare, in our members' lives and in society.
These challenges affect:

Healthcare

Medical science, clinical practice and technology are changing at pace. No single specialty can work in isolation.

Those who work in healthcare

People are increasingly time poor, and trusted communities matter more than ever.

Those who access healthcare

Expectations of care are rising, and people's lives are complex.





Our approach and why it matters

We can respond to these challenges by drawing on what we do best and by going even further in new and exciting ways. Our independent position, our multi-specialty approach, our physical home and our community and its shared purpose are all strengths we must build on.

- **Our independent position**
- **Our multi-specialty approach**
- **Our physical home**
- **Our community and shared purpose**

This strategy gives us the framework for how we will do that over the next five years by combining long-term ambition with practical, near-term delivery. It is designed to turn our distinctive strengths into visible impact, with and for our members, for the wider healthcare profession and the system we exist to serve.

Strategy: at a glance

Our five goals

1

Community

We want to be the cross-specialty membership body for everyone working in medicine and healthcare.

We'll get there by creating an inclusive and compelling membership experience that meets our members' needs at every stage of their career.

2

Learning

We want to deliver distinctive multi-specialty learning that is available in person and online.

We'll get there by working with our Sections, and making smart use of technology, to deliver high-quality, distinctive learning and CPD, wherever learners are in the world.

3

Influence

We want to be a forum for powerful conversations that shape the future of healthcare.

We'll get there by bringing people together to tackle complex, cross-specialty challenges and share real-world experiences.

4

Home

We want to transform our home at 1 Wimpole Street into an outstanding venue and club where healthcare professionals meet, learn and socialise.

We'll get there by ensuring 1 Wimpole Street is both welcoming and inspiring for every visitor.

5

Finance

We want to build a sustainable financial model.

We'll get there by building a resilient financial plan with diversified income streams that align with our values.



The Royal Society of Medicine

Strategy: a closer look

The full detail of our five goals and their milestones.

Goal 1: **Community**

Be the cross-specialty membership body for everyone working in medicine and healthcare.

1 One-year focus

We'll get started by…

- Bringing the new membership model to life, with a stronger offer that makes joining an obvious choice and ensures people stay as their careers flex.
- Piloting leadership development offers for mid-to-late career professionals.
- Trialling multi-disciplinary learning offers for early-career professionals looking for something different.
- Launching a new digital platform where members can talk to each other directly.
- Improving data management and analysis, to help us keep getting better.

3 Three-year look ahead

Our markers of progress will be…

- A flexible membership structure that spans career stage, specialty, role and location, with clear, tangible benefits.
- Active engagement from early and mid-career professionals, through learning, leadership development, networking and Section activity.
- Intuitive and smart digital experiences, for participation anywhere, anytime.

5 Our five-year ambition

Where we will be by 2031

We are known for offering something genuinely different: a vibrant cross-specialty community, with inspiring learning and social opportunities that go beyond the boundaries of healthcare professionals' own specialty and the demands of mandatory training.

We are a larger and still-growing membership community, built with members who value a lifelong connection with us.

Success looks like

It's easier for members to engage and connect, and joining us is an obvious choice for those not yet part of our community.

Goal 2: **Learning**

Deliver distinctive multi-specialty learning that is available in person and online.

1 One-year focus

We'll get started by…

- Launching an online platform with education available on demand.
- Standardising how we convert Section activity into blended online education, from quality thresholds to pricing.
- Developing a roadmap for ensuring our information services respond to new approaches to building knowledge.
- Building on the Sections' success to improve the quality of our education.
- Developing new cross-specialty education products.

3 Three-year look ahead

Our markers of progress will be…

- Section-driven education, that delivers impact and is highly and regularly recommended by healthcare professionals.
- A structured and supported framework for transforming the expertise of Sections and speakers into new scalable learning products.
- A digital platform that puts learners' experience first, allowing for a blend of in-person and online learning.
- An enhanced relationship between information services and membership, where members are guided to insight, evidence and relevant communities.

5 Our five-year ambition

Where we will be by 2031

We are the learning provider of choice, with our education content regularly accessed anywhere at any time.

The learning programme and its formats fit the professional lives of our members and contribute to their professional leadership, continuing medical education and professional development requirements.

Success looks like

We are a continuous learning partner for healthcare and medical practitioners, not just a place for occasional visits.

Goal 3: **Influence**

Be a forum for powerful conversations that shape the future of healthcare.

1 One-year focus

We'll get started by…

- Agreeing, with input from Sections, at least two cross-specialty themes for published thought leadership and a framework for producing that content.
- Finding partners who share our ambitions and, with them, co-designing conversations and briefings that make a real difference to healthcare policy and practice.
- Learning from the success of the Community of Health Equity to launch more Communities of Practice.

3 Three-year look ahead

Our markers of progress will be…

- Adoption of at least two clearly defined priority themes to guide our thought leadership and our learning programme.
- Routine assessment of how our discussions and output are influencing policy and practice.
- A set of strong multi-year partnerships with professional bodies, academic institutions, industry and policy organisations, that amplify our impact and reach, and that of our partners.

5 Our five-year ambition

Where we will be by 2031

Everyone has regular opportunities to explore complex, cross-specialty challenges facing the future of healthcare. We translate knowledge into policy analysis and published thought leadership.

We are recognised by clinicians, researchers, policymakers and industry partners as a trusted, independent place where ideas are tested, debated and shared.

Success looks like

Members can see that their contributions are influential beyond our own community.

Goal 4: **Home**

Transform our home at 1 Wimpole Street into an outstanding venue and club where healthcare professionals meet, learn and socialise.

1 One-year focus

We'll get started by…

- Refreshing our social programme and testing new approaches to informal networking.
- Delivering practical improvements, such as improved security, a revamp of Domus Medica Hotel and behind-the-scenes changes that improve comfort and service.
- Reviewing our food and drink offer to ensure it meets changing tastes and preferences.
- Creating a new and flexible working environment in the Library, that respects the history of the building.

3 Three-year look ahead

Our markers of progress will be…

- A programme of events that combines learning with social connection, bringing members together with colleagues, friends and partners in an informal and relaxed setting.
- High-quality experiences, with service levels that are continuously improved to meet member and visitor needs.
- Inspiring spaces throughout the building that showcase medical learning, insight and leadership.

5 Our five-year ambition

Where we will be by 2031

Our home at 1 Wimpole Street is an outstanding location with impeccable service where members meet colleagues, attend education events and socialise with new and old friends. It is a place where the history and impact of medicine are clear to see.

Success looks like

Every visit to 1 Wimpole Street is exceptional, whether you are there to learn, socialise or relax.

Goal 5: **Finance**

Build a sustainable financial model.

1 One-year focus

We'll get started by…

- Developing a clear offer for commercial partners that maintains our independence.
- Rebooting philanthropy programmes to attract donors and grants for key projects.
- Increasing commercial event sales at 1 Wimpole Street.
- Increasing members' use of 1 Wimpole Street's club and hotel.
- Growing our membership, by communicating the benefits of being part of our community.

3 Three-year look ahead

Our markers of progress will be…

- An annual operating surplus that funds both our charitable mission and investment in critical infrastructure.
- Strong and diversified revenue, flowing from membership, commercial activity, multi-year partnerships and an established donation programme.

5 Our five-year ambition

Where we will be by 2031

We have a balanced income model that combines operational efficiency with philanthropy, commercial sales and membership growth, and brings resilience against volatility in any one area.

We have the financial confidence to innovate, amplify our impact and invest in our member experience.

Success looks like

We are more secure and can invest further in the member experience.

The Royal Society of Medicine

About us

The Royal Society of Medicine (RSM) is a multi-specialty medical society, shaped by members who are experts in their field, bringing healthcare professionals together for high-quality learning and meaningful connection.

We are a member organisation and UK registered charity for healthcare professionals at every stage of their career. As a Royal Charter body, we are proud to have His Majesty King Charles III as our Patron, and to work with our thriving community of members, partners and collaborators. Our members are central to everything we do. More than 50 member-led Sections span the full breadth of medicine and healthcare, shaping our education and learning programmes through a proven, expert-led approach.



Join us

Become part of our multi-specialty community. Find out about membership and join online at **www.rsm.ac.uk/join**

Charity Number: 206219

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