

Agenda item:	4
Report title:	GMC Overseas Visits Programme 2016
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Action:	To consider

Executive summary

The European and International Affairs Team coordinates and delivers a growing programme of visits by overseas delegations to the GMC. We know that these visits are highly valued by the visiting delegations and we have often hosted delegations from the same organisation on multiple occasions. We also know that colleagues across the GMC enjoy supporting the visits programme as both an opportunity to showcase their own work and as an opportunity to learn from others. Our commitment to these visits reflects our desire to remain a global leader in healthcare regulation and to support other regulators, particularly those who are in the early stages of developing their regulatory model.

We want to maintain a high level of service to overseas stakeholders, whilst recognising the limitations to capacity and resources within supporting directorates and the additional pressures and uncertainty associated with the Change Programme.

There is also real potential for the overseas visits programme to support the development of a pipeline of future commercial opportunities and for exploring a commercial model for both the visits programme and specific visits arranged through third parties.

A number of planned reforms to the visits programme for 2016 are proposed in this paper and at Annex A.

Recommendation

The Performance and Resources Board is asked to consider and approve the proposed reforms to the GMC overseas visits programme for 2016, as detailed in the 'Vision for Visits' document at Annex A.

Background

- 1 Each year the GMC receives a large number of requests from overseas delegations to visit our offices. Visits often include meetings with the Chair of Council/Chief Executive and/or subject matter experts from across the organisation, and visits to our Clinical Assessment Centre and the Medical Practitioners Tribunal Service. We also receive a small number of requests from third party organisations asking for GMC representatives to present off-site to visiting overseas delegations.
- 2 In 2015, the European and International (E&I) Team facilitated 25 separate visits from overseas delegations to the GMC.
- 3 As part of the team's continuous improvement activity, and to address a number of emerging challenges in 2016, a series of reforms to the handling of the visits programme have been identified for implementation in 2016. These are at Annex A.

Proposals

- 4 In summary, the E&I team plan to introduce:
 - a A new **visits classification and triage process** designed to limit the length and complexity of visits to a number of pre-determined typologies whilst maintaining enough flexibility to react to urgent or senior GMC leadership 'sponsored' requests. This will enable us to focus time and resources on those delegations that have clear visit objectives and where there are implications for GMC reputation/relationships, or those which are more likely to provide further commercial opportunities to the GMC.
 - b A targeted **pre-visit questionnaire** to gather concrete, detailed intelligence to supplement the GMC's existing data on, and understanding of, overseas regulation and related visiting organisations. This is to include intelligence on the nature of the delegation (e.g. seniority) and information needed to develop an objectives driven specification for the visit (both for those visiting and for the GMC in terms of wider commercial opportunities that we might want to explore during the course of the visit and in follow up).
 - c Improved visit **feedback request forms** to ensure we continue to improve the service we offer to overseas visitors and capitalise on any emerging commercial opportunities. These would also assess the impact/value of the visit on regulators/regulation around the world.
 - d A **commercial model** for specific visits arranged through third parties and other visits as opportunities arise, with a more proactive approach to marketing the visit programme being developed later this year when the team is back to full complement and the Head of Section returns from maternity leave.

Challenges for 2016

- 5 We are keen to continue to provide a high level of service to overseas stakeholders and customers, not least because of the commercial opportunities that might arise from these visits and the potential for the overseas visits programme to become, in time, a means of revenue generation for the organisation in and of itself. On the latter point, developing the idea of a series of scheduled 'GMC Study Days' as a potential approach to this area of work will be taken forward later this year.
- 6 While recognising the impact of the Change Programme and the resourcing changes in the E&I team, we will continue to highlight the GMC Visit Programme internally and externally via channels including the European Network of Medical Competent Authorities, the Healthcare Professionals Crossing Borders Newsletter and Conference, the International Association of Medical Regulatory Authorities (IAMRA) and the IAMRA 2016 conference, bi-laterals with key partners and influencers e.g. Healthcare UK and the All-Party Parliamentary Group on Global Health as well as the Chief Executive's trip to southeast Asia in 2016.
- 7 The overseas visits programme relies heavily on the co-operation of teams and individuals from directorates other than Strategy and Communication. The organisation's capacity to continue to support a visits programme on the current scale may become limited as the impact of the Change Programme starts to be felt across the organisation. The new visit typologies and triage process should go some way to reduce the burden on internal colleagues in terms of the time commitment for visits. The E&I team will also seek to develop a network of colleagues in Manchester to help support the delivery of the visits programme — this can be offered as a development opportunity.
- 8 It is important that the visits programme continues to generate value internally through proactive and targeted intelligence gathering and the exposure of a broad array of GMC staff members to international delegations for personal and professional development opportunities.

Item 4 – Annex A

2016 Vision for visits

GMC overseas visits programme

SCQ analysis

Situation

- Each year the GMC receives a large number of requests* from overseas delegations to visit our offices. We also receive a small number of requests from third party organisations to present off site to visiting overseas delegations**.
- Feedback from members of the senior executive suggests that, going forward, capacity to support the overseas visits programme may become limited. We also expect internal support for the programme to drop as the GMC Change programme is fully implemented.
- We are keen to continue to provide a high level of customer service to overseas stakeholders.
- We are keen to continue to provide 'value for money' to those involved in the visits, and to our internal customers - the teams directly involved with the visit and those whose business areas are affected by the international healthcare environment.
- We already work with colleagues from across the organisation to facilitate visits – going forward we want to formalise this relationship by developing a network that also provides L&D opportunities for staff.
- The programme could serve as an effective pipeline for 'GMC Services'.
- Our current approach to managing requests is ad hoc rather than formalised.
- We have identified a number of ways to improve the programme, including formalising the structure and type of meetings offered, refining the triage process for incoming requests and making a number of improvements to increase the value of the programme to both internal and external customers.

Challenge

- To increase the value of, and generate buy in for, the programme by the senior executive and internal customers.
- To ensure changes effectively support new initiatives, such as GMC Services.
- To continue to provide a high level of customer service and value to external stakeholders.
- To continue to effectively manage the programme in the context of the GMC Change programme.

Questions

- Are you content with proposed changes and improvements?
- Do you have any comments on the identified challenges?
- Are you content for the E&I team to introduce changes from January 2016?

**34 requests in 2015 – this resulted in 25 facilitated visits (6 visits were cancelled and 3 declined)*

***3 requests in 2015 from third party organisations to present to overseas delegations – 1 went ahead and 2 were cancelled*

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Principles

- Not all visits from overseas organisations are the same – we will use discretion and be flexible when dealing with incoming requests
- Going forward E&I will commit to facilitate a maximum of two visits per month, subject to senior management team requirements.
- If we receive requests to visit the GMC for longer than half a day they will be considered on a case-by-case basis by the areas of the business most affected by the visit, and approved by the Director / AD who would lead the visit.
- The E&I team will ask overseas delegations for at least two months' notice for any proposed visit in order to allow enough time for proper planning and to secure time in diaries. If less notice is given, the E&I team will try to accommodate the request but with no guarantees.
- If a visit is organised via a third party organisation we will seek to recover costs at minimum.
- We will gather as much intelligence as possible from overseas delegations prior to the visits taking place. This will be used to increase the GMC's knowledge base about medical regulators and other regulatory bodies across the globe.
- We will seek to build a network of colleagues from across the GMC (a lead and a deputy from each directorate) to work with us on the visits programme. This will assist the E&I team with the logistics of the visits programme as well as providing learning and development opportunities for interested colleagues.
- We will work with colleagues from the Learning and Development team to ensure any time committed by staff to working with us on the programme is practical, recordable and measurable.

Formalised menu of meetings

1. Senior request the delegation is invited to visit the GMC by the GMC Executive / the request has senior level sponsorship

- ✓ The visit agenda is decided on a case-by-case basis with input from the relevant Director/s.

Example: Federal Medical Council Brazil; Sudanese Medical Council

Flexibility
level *low*
*9

2. Study visit some knowledge of the GMC / robust visit objectives / can draw a direct comparison to role of GMC / visit would provide some value to the organisation i.e. GMC services, regulatory learning

- ✓ Consisting of no more than three meetings / half day visit **.
- ✓ Area focused – covering structured objectives that delegations share with us prior to the visit.
- ✓ Seniority of the delegation = seniority of the presenter/s.

Example: the BIG Register; the Office for Medical Assessments Singapore

Flexibility
level
medium
*11

3. Stand-alone visit a distinct purpose for visiting i.e. meeting with a particular business / little knowledge of the GMC / limited objectives to their visit / cannot draw a direct comparison to role of GMC

- ✓ Consisting of one meeting; maximum of 90 minutes long.
- ✓ If appropriate, using the introduction to the GMC presentation held by E&I.
- ✓ The background of the organisation visiting would indicate appropriate presenter.
- ✓ Seniority of the delegation = seniority of the presenter/s.

Example: Australian Medical Association, New South Wales; Dr Robin Roberts, the Bahamas

Flexibility
level *high*
*10

4. Commercial a third party is organising the visit on behalf of the delegation and charging them a nominal fee for this

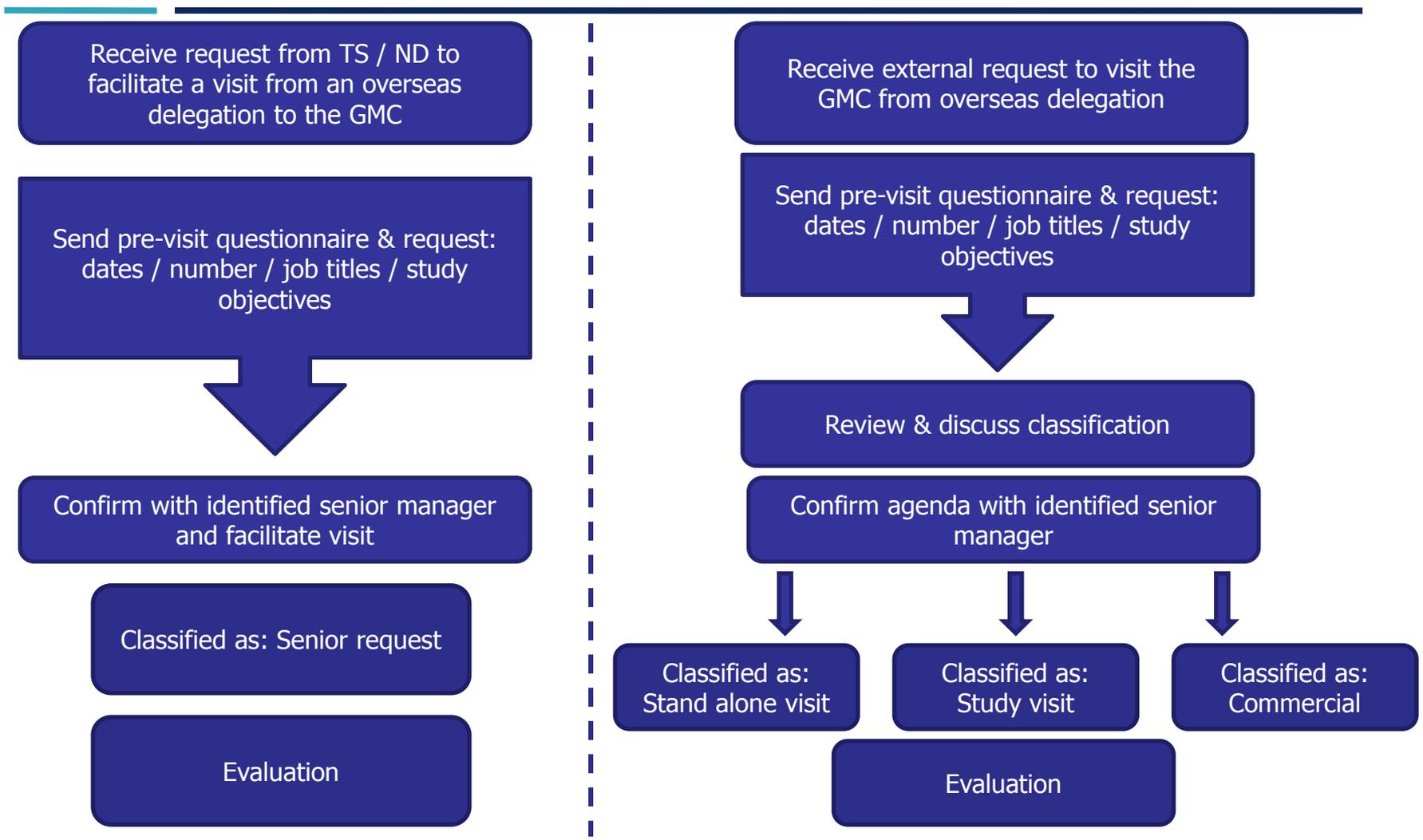
The descriptor for this service is provided on slide 10.

Flexibility
level *high*
*4

*Number of visits of this classification (irrespective if the visit was completed / cancelled / declined) if the menu of meetings was applied in 2015

**If we receive requests to visit the GMC for longer than half a day they will be considered on a case-by-case basis by the areas of the business most affected by the visit, and approved by the Director / AD who would lead the visit.

Refined triage process



Depending on seniority of the delegation a member of the Senior team may or may not be required to host the introductory meeting.

Introducing a pre-visit questionnaire

- Working with colleagues from registration and education teams we designed a pre-visit questionnaire to send to prospective delegations prior to their visit to the GMC.
- We hope to gather concrete, detailed intelligence on the education and regulation of medical professionals from different countries across the world. We also have the option of asking that the questionnaire is completed before we finalise a visit to our offices.

- We hope to use this intelligence to:
- populate IRIS entries
 - inform briefings for senior members of staff
 - help with understanding regulatory landscapes in different areas
 - as a knowledge base for GMC Services.

- *An example of a final pre-visits questionnaire can be found [here](#).*

Improved visit feedback form

- We already collect feedback from visiting overseas delegations that we use to improve the service we are providing. We want to improve on this and gather data of a higher quality, to better support both internal customers and organisational wide projects such as GMC Services.
- With this in mind we have reviewed the current feedback form and amended the language so it reflects a more customer service focused environment.
- We've also added a number of questions asking delegations to feedback on the possibility for charging for such visits.
- We've included a holding question to be used once 'GMC Services' is operational and we are clear on what data needs to be collected to support specific projects.
- We will report on feedback collected within six monthly / yearly BAU reporting process

A draft version of the updated feedback form can be found [here](#).

Charging third party organisations

We are sometimes approached by third party organisations to present to delegations for whom they are organising UK visits/conferences on a commercial basis*.

We would typically agree to do this at cost to the GMC (i.e. staff time).

In line with the principles of the GMCs Change Programme, going forward we propose to recover costs from the third party for any services we provide.

This proposal would sit within the policy for charging for GMC Services, alongside the provision of hearing rooms and meeting rooms, use of the Clinical Assessment Centre, sales of the medical register etc.

To support this proposal we have developed a framework to manage presentation requests that have a cost recovery angle.

This proposition does not relate to delegations from other overseas Government / regulatory bodies visiting the GMC directly (i.e. for GMC organised visits).

*this is not a huge number – in 2015 we had four requests that we could possibly triaged as 'commercial'

Proposed criteria for charging

- Visits organised by third parties will be entertained (up to 2 hour commitment) on FoC basis
- Visits organised by third parties will be entertained (up to 2 hour commitment) on an agreed price
- Visits arranged directly by GMC from external 'note of interest' (Chargeable)
- Visits arranged directly by GMC from business development activity (Chargeable)
 - Charge applied when the overseas delegation visits the GMC or when the GMC delegate presents to the delegation externally.

Proposed formula for charging

- The GMC's policy on pricing is yet to be set and agreed.

Identified issues / risks & mitigations

Impact of the GMC Change Programme on visit facilitation

- As a significant proportion of the London base is relocating from beginning to mid 2016 onwards, in future the majority of visits need to be held in our primary offices in Manchester. Because E&I has a very limited presence in Manchester this will prove to be a logistical challenge.
- To continue effectively delivering the overseas visits programme we will need to do one or more of the following:
 - ❖ continue to rely very heavily on resource and goodwill from other areas of the business to manage the logistics of external visits or;
 - ❖ increase the E&I team travel budget for 2016 (through an in-year growth bid) to enable London-based E&I team members to facilitate visits in Manchester or;
 - ❖ scale back what the GMC offers in terms of its visits programme.

Impact of the GMC Change Programme on resources/support from other directorates

- The overseas visits programme relies heavily on the co-operation of teams and individuals from other directorates. We have already had push back at director level regarding the extra resource burden placed on certain teams.
- In the new landscape of teams relocating, individuals leaving roles, loss of expertise and diversion of resources to other activities, it will be more difficult to negotiate resource and time commitment from other areas of the business to support the visits programme - which is seen by many as 'nice to have' rather than a core business function.

Mitigations

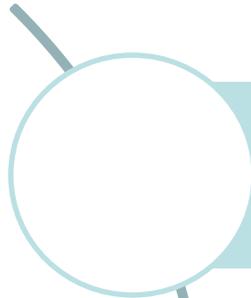
Remove some logistical burden by introducing the menu of meetings and a clear triage process.

Improve value for money and encourage further 'buy-in' for the programme from colleagues by introducing a number of improvements, such as the pre-visit questionnaire.

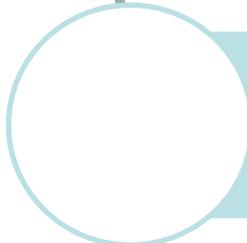
Develop a network of colleagues in Manchester to help effectively facilitate the visits programme.

Giving Director / AD / senior manager the opportunity to accept or decline visits.

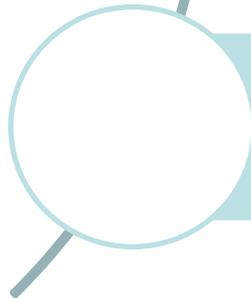
Next steps



Introduce new elements as discussed in 'the Vision'.



Work with the GMC Services AD to incorporate commercial aspects.



Explore and develop concept of staged GMC open days for 2017.