

FSRH Strategic Plan 2020–25

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Sexual and reproductive health (SRH) is a human right. The Faculty of Sexual and Reproductive Healthcare (FSRH) is the largest UK professional membership organisation working at the heart of SRH.

Our vision

Our vision is of high-quality sexual and reproductive health at every stage of our lives.

Our mission

To achieve our vision of high-quality sexual and reproductive health at every stage of our lives, by:

- ▶ Producing high-quality clinical standards and guidelines for healthcare professionals
- ▶ Providing high-quality training and educational materials for healthcare professionals
- ▶ Influencing policy and practice through evidence-based advocacy
- ▶ Supporting and growing the SRH professional community
- ▶ Raising awareness of SRH among the public.

The challenge

SRH care is highly fragmented, and there is huge unwarranted variation in both quality and availability of services. Access to SRH care is often very limited, and public awareness of both SRH and what care is available is often scant. This impacts disproportionately on women, for whom access to contraception and abortion care in particular is important, and minority groups, leading to high health inequalities. Much of this is preventable, through a holistic, person-centred approach to SRH which does not seek to only treat or prevent illness, but which seeks to empower people to make informed choices about their SRH care.

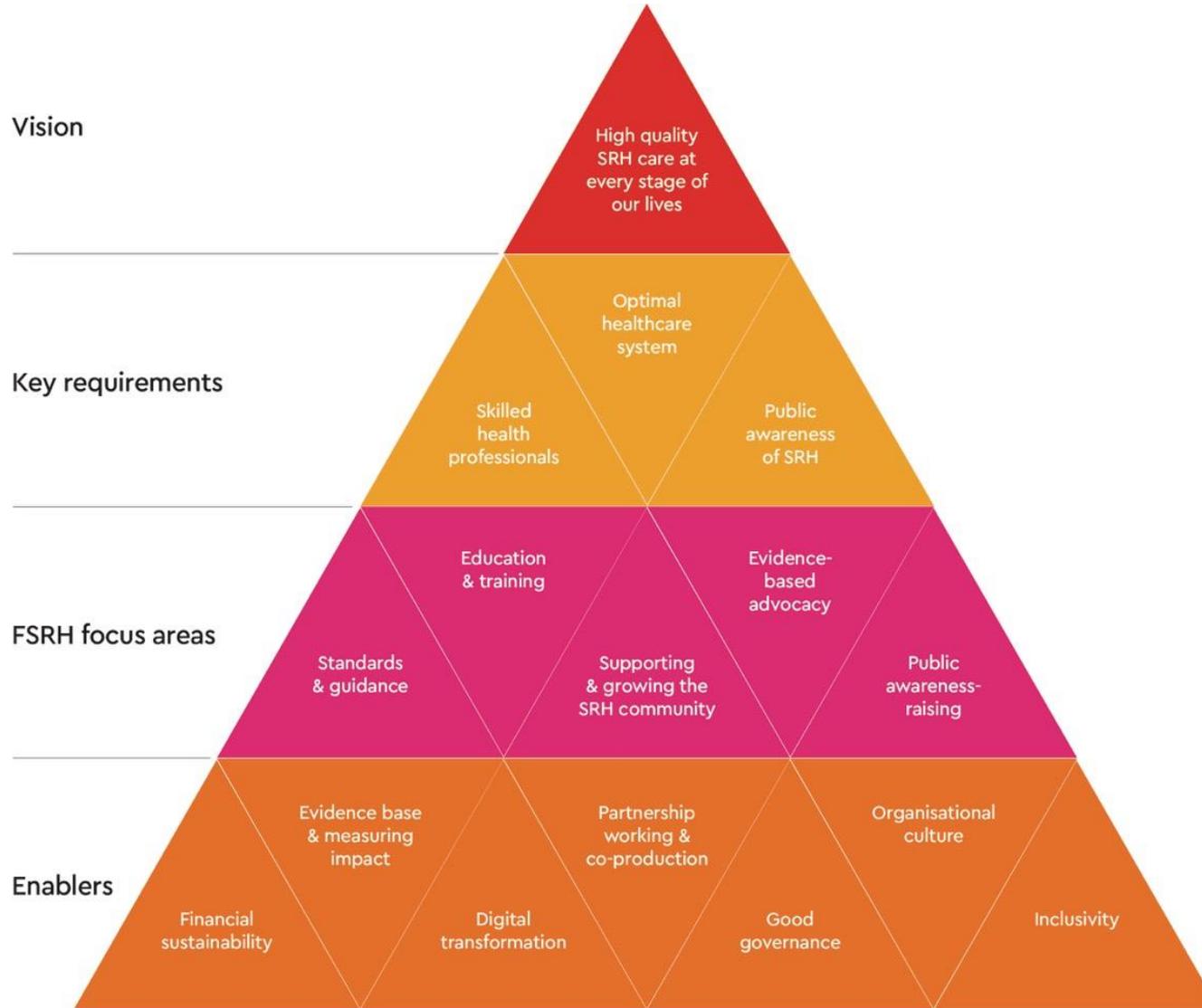
The solution

- ▶ Skilled-up healthcare professionals who are fully equipped to deliver high-quality, person-centred SRH care
- ▶ A healthcare system that regards SRH as important and is capable of delivering coordinated, person-centred SRH care across the country and across the life course
- ▶ A population which is health-literate in SRH and able to access high-quality care.

Our values



Strategic plan 2020-2025 overview



Aims by focus area

Aims and objectives	Description
<p>Knowledge into action</p>	<p>These aims speak to our core offer as an organisation whose key focus is on training and skilling up healthcare professionals to be experts and system leaders in SRH care. They are central to delivering our mission.</p>
<p>1. Standards and guidelines</p> <p>1.1 Aim Provide high-quality standards and guidelines for healthcare professionals, and professional partners.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Increase the number of trusts/professional partners that signpost/adopt FSRH standards guidelines ▶ Increase the number of co-produced standards and guidelines with professional partners ▶ Increase the review schedule for standards and guidelines to ensure publications up-to-date ▶ Increase the distribution and engagement of standards and guidelines on multiple platforms (social media, podcasts, newsletters) ▶ Increase impact reporting to demonstrate how recommendations are being used in SRH ▶ Improve the external consultation process ▶ Update existing standards and guidelines in line with quality framework and review schedule. 	<p>The FSRH is the “market leader” in the capture and dissemination of evidence-based knowledge of SRH care and in the provision of high-quality education and training for healthcare professionals. To remain so, and to ensure we continue to provide the best possible quality in both areas, we need to continually optimise our current offer, while looking to develop and in some cases expand our offer to better meet the needs of the workforce and the population.</p> <p>The needs of both the SRH workforce and the wider NHS workforce are changing, as are the things which healthcare professionals need and want from us. Health and care today is delivered increasingly through multidisciplinary networks responding to local need. Healthcare professionals are increasingly required to be flexible and have transferable skills, and they in turn seek greater flexibility and variety in their own work and professional development, as well as a better work-life balance. HEE and the GMC also increasingly value and indeed look for flexibility in educational curricula.</p> <p>The way that knowledge is consumed is also changing: it is increasingly digitalised, and accessed through numerous and often less formal channels, including social media. Both our offer and the way that it is capable of being accessed must reflect these changes, through a more personalised and flexible learner journey and knowledge which can be accessed in different ways.</p> <p>Where knowledge gaps prevent us from optimising or developing our offer as required, we will aid in the identification of such gaps in the evidence</p>

<p>1.2 Aim Offer/develop new standards and guidelines.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Develop new standards and guidelines for core healthcare professionals ▶ Develop new standards and guidelines for professional partners. 	<p>base, and support research to generate the required high-quality evidence through liaison with research organisations.</p> <p>While we are a UK-based organisation, there is a huge unmet need and a potentially huge audience of healthcare professionals internationally who can benefit from our educational offer, and no equivalent organisation providing the same offer in any other country. We will therefore seek to strategically influence and educate at the international level, in line with a new International Strategy.</p>
<p>2. Education and training</p> <p>2.1 Aim Upskill healthcare professionals in SRH.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Increase recruitment numbers to qualifications and courses ▶ Increase completion rates of qualifications and courses ▶ Increase learner skills, knowledge and experience /application ▶ Increase circulation and impact factor of the Journal. <p>2.2 Aim Provide high-quality education and training in SRH</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Improve user satisfaction on qualifications and courses ▶ Improve quality management across the portfolio ▶ Improve learner retention across the portfolio ▶ Improve learner satisfaction on progress through our Learning Management System (LMS) and FSRH website ▶ Increase access/usage of products from other healthcare professionals ▶ Build and maintain partnerships with other healthcare awarding/compliance bodies ▶ Increase the number of qualified SRH specialists. 	

<p>2.3 Aim Offer a sustainable portfolio.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Ensure all our products in the portfolio are sustainable and cost-effective. <p>2.4 Aim Develop a sustainable international portfolio.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Add new international products to the portfolio ▶ Increase access/usage of FSRH products outside the UK. 	
<p>System change</p>	<p>These aims speak to areas of work which are focused on changing the system in which healthcare professionals operate in order to achieve our mission, whether through influencing and campaigning or the support and “offer” that we provide to the SRH community in a broad sense – including but not limited to our members. This includes actions aimed at increasing public awareness.</p>
<p>3. Evidence-based advocacy</p> <p>3.1 – 3.3 Aims Strategic direction and prioritisation for a holistic, person-centred approach to SRH by government and/or the healthcare system across the 4 nations.</p> <p>SRH is commissioned, delivered and funded adequately across the 4 nations.</p> <p>Effective person-centred pathways for SRH and women’s health.</p> <p>Objectives Achieve:</p> <ul style="list-style-type: none"> ▶ Holistic provision of SRH throughout the UK 	<p>Achieving “high-quality sexual and reproductive health at every stage of our lives” and regarding this as a human right requires us to actively influence externally in order to change national policy; ensure that the UK national healthcare systems are genuinely person-centred; and that SRH care is adequately prioritised and resourced within them.</p> <p>Our remit covers the full spectrum of SRH across the entire life course, including medical intervention for sexually transmitted infections (STIs), access to contraception and abortion care and public awareness-raising. Within this, our focus is particularly on reproductive health and women’s health, as this is an area of great unmet need. This also speaks to a wider rights-based agenda of empowerment and choice, health inequalities and gender-based discrimination.</p> <p>Influencing can and does take many forms, and we will continually consider ways in which we can achieve the biggest impact, including through</p>

- ▶ One body maintaining oversight and holding accountability for all commissioning decisions in England.
- ▶ SRH being better recognised within NHS auspices as pillar of upstream prevention for downstream NHS-funded services.
- ▶ SRH care being more broadly integrated into women's healthcare pathways in the NHS.
- ▶ Clinical Directors of Primary Care Networks and Accountable Care Organisations recognising the value and role of SRH in improving population health and embedding SRH within service models accordingly.
- ▶ Within key Local/ Governmental and arms-length organisations for Sexual & Reproductive Health to be recognised as just that, including 'reproductive health' being recognised as distinct from 'sexual health'.
- ▶ Scotland, Wales and Northern Ireland Committees to have realised goals set out in their Vision Implementation Plans.

3.4 Aim

Good access to high-quality contraception across the UK.

Objectives

Ensure that:

- ▶ Women are able to access the full range of contraception according to FSRH Standards throughout the UK
- ▶ Women are able to access SRH care without fear of stigma or harassment.

3.5 Aim

Abortion fully decriminalised across the UK

Objectives

4. Ensure that legislation to decriminalise abortion throughout the UK is brought into force.

3.6 Aim

The SRH workforce is adequately supported and fit for purpose.

campaigning and mobilising people. Much, if not most, of this will be done through coalitions and partnerships with other organisations, for strategic and practical (e.g. resource) reasons.

<p>Objectives Ensure that:</p> <ul style="list-style-type: none"> ▶ Access to a consultant in SRH is available across all Local Authorities. ▶ The distinction between Consultants in SRH and GUM is recognised across commissioning bodies, and no longer manifests in improper commissioning decisions. ▶ CPD for SRH is built into SRH contracts. <p>3.7 Aim Develop our influencing at the international level.</p> <p>Objectives</p> <ul style="list-style-type: none"> • Establish a clear strategy for international work, inclusive of a dedicated, manageable international influencing strategy. 	
<p>4. Supporting and growing the SRH community</p> <p>Aim 4.1 Develop a membership offer which is high-value to key current and future stakeholders</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Carry out a fundamental review of our membership model to ensure that it meets the needs of future members; and the financial sustainability of our organisation going forward. ▶ Develop segmented content for our different key audiences. <p>4.2 Aim Improve governance volunteer support.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Review our governance structure 	<p>The SRH community includes but is not limited to FSRH members: it includes all healthcare professionals who have an interest in and/or provide SRH care, either directly or as part of an MDT or network. It also includes international audiences and groups, and healthcare professionals who are not yet actively engaged with the FSRH.</p> <p>We will strengthen, diversify and develop our offer to existing members, prospective members and wider stakeholders to ensure that we are reaching the right (key) audiences, delivering a high-value offer to them, and in turn releasing “value” from them, whether as members, donors, volunteers or champions/ambassadors for the FSRH and for good SRH care.</p>

<ul style="list-style-type: none"> ▶ Strengthen our volunteering infrastructure for those that give their time to the FSRH. <p>4.3 Aim Create the space for SRH professionals to connect, learn and share knowledge.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Develop platform(s) where SRH interested professionals share best practice and access our (paid for) resources and the FSRH to develop a relationship with this community. <p>4.4 Aim Develop our offer for an international audience.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ FSRH to have established a clear strategy for international work, inclusive of a dedicated, manageable international influencing strategy. 	
<p>5. Public awareness-raising</p> <p>5.2 Aim Good level of awareness amongst women regarding access to contraception and abortion.</p> <p>Objectives</p> <ul style="list-style-type: none"> ▶ Become a more public-facing organisation, building support amongst women (and men) to be conscious of and realise SRH rights, not least around contraception and abortion care. ▶ Achieve greater public awareness of link between contraceptive access and abortion. ▶ Achieve greater societal awareness of the role of emergency contraception in preventing unplanned pregnancies, including that it is not the most effective form of ongoing contraception. 	<p>Knowledge is power, and raising awareness of the importance of SRH, “what good looks like” in SRH care and how to access SRH care is important in achieving “a population which is health literate in SRH and able to access high-quality care”. This includes SRH education in a broad sense as well as awareness-raising as part of influencing and campaigning activities, and we will seek and maximise opportunities for impact in both areas in partnership with other organisations.</p> <p>More broadly, SRH needs to become a more “mainstream” issue in public discourse if the public and decision-makers alike are to have a good understanding of SRH, and be able to claim their rights and develop and implement progressive SRH policies, respectively.</p>

5.3. Aim

RSE in schools.

Objectives

- ▶ Formal training for RSE is enabled for all teachers, including teaching of RSE for SEND.
- ▶ Specific time is stipulated to teach this subject within school curriculums.
- ▶ The subject is appropriately assessed by Ofsted.

Enablers (cross-cutting)

Area	Description	Key output	Lead
Financial Sustainability	<p>The priority over the course of the lifetime of the strategic plan is to</p> <ol style="list-style-type: none"> Remove dependency on reserves for operating costs Increase and diversify income to ensure long-term sustainability Run an annual budget that is either in surplus or at worse breakeven Streamline internal processes and improve return on investment Improve our resilience against a range of stresses and disruptions 	<p>Review of our business model</p> <p>Income Generation Strategy</p>	<p>Director of Finance & Operations</p>
Evidence base & Measuring Impact	<p>We will systematically capture, measure and monitor evidence of impact across all aims, against strategic KPIs.</p> <p>As an evidence-based organisation, we will systematically evaluate the strength of our evidence base, identify knowledge gaps and identify means of redressing this as required</p>	<p>Systematic process for capturing and reviewing impact and identifying knowledge gaps</p>	<p>Director of Finance & Operations; Director of Education & Training</p>
Digital Transformation	<p>We will increasingly seek to deliver our core services and internal functions digitally to optimise value and efficiency, developing our existing systems and exploring new opportunities for digital transformation. Key to this will be our new Learning Management System (LMS).</p>	<p>A digital transformation plan</p>	<p>Head of Digital Engagement; Director of Finance & Operations</p>
Partnership working & co-production	<p>Working in partnership with key stakeholders and stakeholder organisations will be central to achieving our Aims and Objectives, and we will seek to actively develop and nurture strategic relationships across all areas of activity, including through joint initiatives as relevant. We will seek to co-produce offers and products with key partners where this is mutually beneficial.</p>	<p>Establish key partners in key areas, e.g. women's health/rights; education</p>	<p>Head of External Affairs; Director of Education & Training</p>
Good Governance	<p>We will ensure that our governance structures are as effective as possible in providing oversight and direction to our work, in line with our strategic plan.</p>	<p>A Governance Review</p>	<p>CEO</p>
Organisational culture	<p>We will ensure that we foster and nurture a positive culture of continuous improvement within the organisation, which values the work of staff and governance members.</p>	<p>A Staff Well-being Action Plan A Customer Service Plan/Protocol</p>	<p>CEO</p>
Inclusivity	<p>We will ensure that we are, and seen to be, an inclusive organisation that values diversity and engages its members in shaping our policies and our work.</p>	<p>A Patient & Public Involvement Plan A Diversity & Equality Policy</p>	<p>CEO</p>