



2023 – 2028 Strategy

**INSPIRING EXCELLENCE AND
SHAPING THE FUTURE**



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FOREWORD

ENT UK is the professional body for the specialty, representing 2,700 members in ear, nose and throat surgery, head and neck, and thyroid surgery within the UK. We support ENT surgeons, allied professionals, medical students and specialty practitioners at every stage of their careers.



Andrew Swift
ENT UK President
(2022-2024)

As a Specialist Surgical Association, ENT UK has increased its membership and expanded its remit in recent years, going from strength-to-strength under excellent clinical leadership with the support of a very professional expert team within the ENT UK office.

The Association rose to the challenge of Covid-19, and our national and international efforts during the pandemic were recognised and commended worldwide. Recent achievements of the Association have been acknowledged by ENT UK winning a Gold Award in 2020 and a Silver Award in 2021 in the National Association Excellence Awards.

The publication of a 5-year Strategy is a completely new venture that will be well-placed to navigate and deliver future challenges and opportunities as they arise, both within the UK and on a global scale. This Strategy is designed to enable long-term goals that will be relevant and of significance well beyond the term of just one President. It will set a clearly referenced framework for the leadership of the Association that will ensure consistency and continuity for the future.

The Strategy will guide the direction of our resources, both financial and time-related, and will support ideas that align with these important goals. Our vision aims to be clear and inclusive to ensure the success and future sustainability of the Association.

ENT UK's vision is to enable healthcare professionals to succeed and provide the best healthcare to patients and those who care for those patients.

In comparison to other Surgical Associations, we may be relatively small, but by working together we can still have a powerful voice and a clear leadership role, for the benefit of all.

As an ENT UK member you are part of a unique community which is bound by a sense of camaraderie, friendship, enthusiasm, and passion about our diverse and wonderful surgical specialty. We are proud to support and represent you and we are excited about what the future will hold.



Helen Cocks
ENT UK President-Elect
(2022-2024) and
President (2024-2026)



Katie Nurcombe
ENT UK CEO

OUR STRATEGY

Inspiring Excellence and Shaping the Future



Our Vision

ENT UK's vision is for a world where ENT and head and neck medical professionals can succeed and provide the best healthcare to patients.



Our Mission

We will achieve our vision by **inspiring excellence** and **shaping the future** of ENT and Head and Neck healthcare.

Our Strategic Goals

Based on your feedback and almost 20 years of experience of delivering membership services, projects and improvements to healthcare, our new strategy is built around the two strategic goals of inspiring excellence and shaping the future.

These will be supported by three enabling strategic goals of;

1. Influence
2. Inclusion
3. Growth

03.

KEY STRATEGIC GOALS

»» Inspire Excellence

Support and provide continuing education, courses, events, conferences, mentoring and online learning, and promote high standards in the training of specialists to support our members in all aspects of their career progression and development.

We will:

- Develop the highest quality education programme and enhance the learning experience for the ENT and head and neck workforce.
- Support members to develop skills in leadership, teamwork, mentorship, education and research.
- Lead the production of high-quality and timely guidance, statements and reviews (both interdisciplinary and sub-specialty-specific) and set healthcare standards.
- Produce up-to-date and accessible patient information for medical professionals to use with patients.
- Deliver a relevant events and conferences calendar that continues to inform, excite and inspire our members.

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ENT UK leads an impressive education programme which includes skills courses, a virtual learning platform, webinars, podcasts and a wealth of educational resources which are hosted on the website to support the continuing professional development of members in the UK and internationally. This activity is fundamental to achieving ENT UK's vision and wouldn't be possible without the sustained efforts of a dedicated team of enthusiastic ENT surgeons working in strategic collaboration with partners.

Professor Philippa Tostevin, ENT UK Education Director

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»» Shape the Future

Encourage and support game-changing research projects, harness the opportunities from technology advances and help address the big challenges facing members to revolutionise ENT and Head and Neck healthcare.

We will:

- Support and encourage world-leading research through the work of the ENT UK Foundation, BOARS - our Research Special Interest Group and research partners.
- Enhance our online learning offer including piloting innovation in technologies such as VR.
- Contribute to developments in digital healthcare and technology advancements such as robotics.
- Provide insight, shape policy, and inform public debate about wider healthcare related issues such as recruitment, workforce, and waiting lists that are important to, or particularly impact, the speciality.
- Support the 'Green Surgery' project and lead activity in relation to sustainability in ENT and Head and Neck healthcare to influence behaviour-change.

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The landscape for research has changed. The opportunities, avenues and support available for high quality research is greater than ever before, as is the explosion in data and our knowledge base. The speciality is in need of more clinician academics to shift the dial towards more evidence-based care. Working collaboratively, ENT UK's mission is fundamental in supporting world-leading research and encouraging trainees to consider a clinical-academic career that will transform the future for our patients and our society.

Professor Vinidh Paleri, ENT UK Member

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ENABLING STRATEGIC GOALS

»» Influence

Promote the understanding of the range of conditions treated by the specialty, represent the specialty to policy makers, raise our profile and become a global leader for ENT through the work of the ENT UK Foundation, subsequently attracting international members.

We will:

- Promote conditions, procedures and developments in the specialty.
- Use strategic communications and engagement to raise our profile and influence policy makers in government, Royal Surgical Colleges and other medical decision makers, collaborating on key projects and priorities.
- Gather intelligence from members, collect data and promote relevant publications to support our policy and influencing strategies.
- Use our representation on the International Federation of ORL Societies (IFOS), UEMS-ORL (Union Europeenne des Medecins Specialistes) and our other international relationships to demonstrate our international leadership and expertise.
- Support international activity through the work of the ENT UK Foundation, the Global Health Committee and other groups and the e-lefENT strategy,

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ENT UK is a well-respected national specialty association which has led the production of guidelines and standards in otolaryngology which are followed in many countries around the world. This was exemplified during the Covid-19 pandemic and we have the opportunity to grow our influence even further both in the UK and globally. The ENT UK Foundation was set up to improve ENT healthcare for all and with the support of our generous donors is going from strength to strength.

Professor Nirmal Kumar, ENT UK Foundation Chair

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»» Inclusion

Embrace, support and celebrate our unique and diverse specialty, welcome new members from all medical professionals involved in ENT healthcare, focus on patient and public involvement and engagement, bring together our sub-specialities inside the ENT UK umbrella and work collaboratively with partners to create an inclusive community of ENT and Head and Neck professionals.

We will:

- Continue to work towards our equity, diversity and inclusion (EDI) goals and deliver our EDI strategy and action plan.
- Involve more patients in the work we do, in particular the production of patient information and key strategic projects, utilising the support of the Patient Information Forum.
- Embrace the work of our Membership Groups and Special Interest Groups and strengthen our connections and mutual goals.
- Encourage applications for membership from qualified professionals working in disciplines related to ENT and head and neck healthcare, such as nurses, audiologists and GP Specialty Practitioners.
- Work closely and collaboratively with other organisations and charities related to the specialty.

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Patients are at the heart of what we do and engagement and inclusivity is central to how ENT UK produces online information for patients so they can navigate, understand and use our information without difficulty. The patient information team is focused on patient engagement and health literacy, and is working hard to increase accessibility through the creation of easy-read versions and going forward aiming to translate this into other commonly used languages in the UK.

Katie Nurcombe, ENT UK CEO

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»» Growth

Enhance our membership benefits and engagement to grow membership ensuring we remain relevant at different career stages, ensure good governance, financial management and organisational growth to support our strategic goals.

We will:

- Increase our engagement with our members ensuring that we provide relevant membership benefits and retain and inspire members as they progress through their career.
- Be fully transparent and accountable in line with best practice in the Charity Governance Code.
- Maintain tight oversight of our financial affairs including our fundraising and strategic investment.
- Evolve and grow our organisation ensuring it has a supportive and inclusive culture and can deliver efficiently.
- Deliver this strategy in line with our values.

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ENT UK promotes excellent patient care. There are clearly big challenges ahead for the specialty but also opportunities for growth and development. In line with its vision and values, ENT UK will continue to provide relevant and valuable membership services and to deliver key projects and improvements for the benefit of patients.

Mr Tim Mitchell, ENT UK Clinical Trustee

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OUR VALUES

These values have been developed from discussions with the ENT UK Team, Trustees and Executives and shaped by feedback from members.



Teamwork

We are a supportive community of professionals dedicated to help improve ENT healthcare through collaboration. We serve our members, build meaningful relationships with other organisations, share what we know and support each other.



Ambition

We are passionately driven to advance knowledge, education, and research in ENT for the benefit of patients. We are focused on strong leadership and strategic investment to revolutionise ENT healthcare both nationally and internationally.



Respect

We act with integrity, welcome difference, listen to our members and patients, and show care for others. Respect is at the heart of everything we do, including our approach to equity, diversity, and inclusion, and we aim to live up to our reputation as a 'friendly specialty'.



Innovation

We are forward-thinking and committed to learning and adapting to solve current and future challenges to help support clinicians throughout their career. We face challenges with creativity and ingenuity and seek out opportunities from advances in technology.



Quality

We strive for the highest quality, focus our efforts on where we can have the most impact and celebrate our successes. We look for new and better ways of working, and invest in research, education and training to drive improvements in surgical practice and patient care.



**Together, we are inspiring
excellence and shaping the future.**

ENT UK

The Royal College of
Surgeons of England
38-43 Lincoln's Inn Fields,
London, WC2A 3PE,

**For more information
about our Association and
our 2023–28 strategy,
please visit [entuk.org](https://www.entuk.org)**

Tel: 0207 404 8373

Email: entuk@entuk.org
www.entuk.org

ENT UK 2023 – 2028 Strategy

Endorsed by:



**ROYAL COLLEGE OF
PHYSICIANS AND
SURGEONS OF GLASGOW**