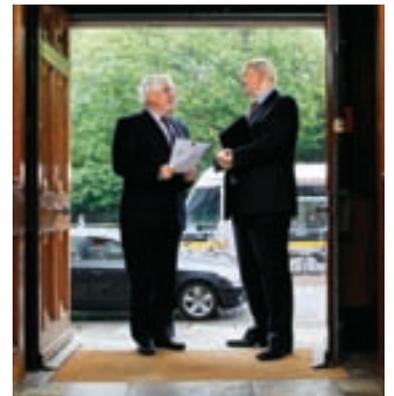


Royal College of Surgeons in Ireland
Coláiste Ríoga na Máinleá in Éirinn

Annual Report 2008-2009



RCSI



teach **endeavour** learn **innovate** surgery **collaborate** develop
educate healthcare **leadership** alumni **build** medicine
excellence **service** share **community** standards **knowledge**
research welcome **train** discover **promote** international

achieving more, together

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ABOUT RCSI

We are

responsible for setting the highest standards in surgical care and training in Ireland and are an internationally recognised medical school with a 225 year heritage.

We believe

that the patient is at the centre of everything we do.

We value

innovation, excellence, independence, academic freedom, diversity, tolerance and community.

We are committed

to enhancing human health through endeavour, innovation and collaboration in education, research and service.

We strive always

to improve human health, to improve continuously our education and research programmes and to form strong relationships with our partners and communities.





The Royal College of Surgeons in Ireland is a Registered Charity for the promotion of the practice of science of Surgery, Anaesthesia, Dentistry, Nursing and Radiology and the provision of education, training and research in Medicine and Allied Health Sciences. Registered Charity number CHY 1277.

Building on our heritage in surgery, we will enhance human health through endeavour, innovation and collaboration in education, research and service.

The principles firmly established by our founders during the earlier years of our College are just as relevant today as they were at that particular time. The early members of Council bequeathed to us the noble tenets of institutional independence, academic freedom, tolerance of difference and a commitment to humanitarian concerns. These tenets are continuously upheld by our College and its staff.

KEY STATISTICS AT A GLANCE

NUMBER OF STUDENTS

3,384

NUMBER OF STAFF

800

AMOUNT SPENT BY RCSI
ON RESEARCH PROJECTS

€22m

NUMBER OF STUDENTS BY FACULTY

Surgical Trainees	550
Faculty of Medicine and Health Sciences	2351
Faculty of Dentistry	29
Faculty of Radiologists	24
Faculty of Nursing and Midwifery	425
Faculty of Sports and Exercise Medicine RCPI & RCSI	5



PRESIDENT

PROFESSOR FRANK KEANE



THIS IS THE 225th YEAR OF THE COLLEGE'S EXISTENCE. I HAVE BEEN PRIVILEGED TO TAKE OVER THE PRESIDENCY OF THIS VERY SUCCESSFUL ORGANISATION FROM MY PREDECESSOR GERRY O'SULLIVAN.

The climate within which we are now living both in Ireland and internationally has changed dramatically, plunged as we are into a deep recession. This College has faced many difficult times in its history including war, famine and pestilence. But it has always risen to meet the needs of its time or to harness opportunities as they arose. Even in its earliest years, between 1785 and 1815, it furnished 1000 surgeons to the armies and navies engaged in the Napoleonic wars.

There is, as yet, no job description nor are there Terms of Reference for the Presidency of this burgeoning institution. The fact that I am the 167th in line and the appointment is just for two years perhaps justifies this kind of flexible approach particularly as we continue to achieve significant success. But with the increasing number of obligations and complexities of the College, its expanding portfolio together with an increasing exposure to risk, both reputational and financial, then each of its parts, including the Presidency, has to become more accountable. Governance, I hope has been a watchword of mine and recent Presidencies,

“Surgery, as well as being our heritage, is fundamental to the delivery of healthcare in Ireland and our responsibilities have to reach further and further into its many aspects of training, standards and practice delivery.”

and our awareness of its importance has been magnified as we view with dismay some of the financial and institutional failures that have taken place in Ireland and the world over the last year. I am confident that Council’s Governance Committee is steadily putting the pieces into place and is making each of us more accountable and our College more robust.

But ‘accountability’ is also letting people know what you do. To that end I have tried to make the Presidency more accessible. I have moved into a wonderful office, the old Colles Room, where our very personable executive assistant, Kate Smith, provides a more identifiable focal point. Working with Louise Loughran, communications throughout the College, both to its own constituency and to the outside world, have made significant strides. My own activities and views are well documented both in my Ezine and Bulletin and I hope that people find the time to glance at them from time to time.

Surgery, as well as being our heritage, is fundamental to the delivery of healthcare in Ireland and our responsibilities have to reach further and further into its many aspects of training, standards and practice delivery. This is against a background of a changing society with changing demands, increased expectation

and spiralling costs but, at the same time, with a health service that is struggling to manage itself competently. Engaging constructively with the Department of Health and Children and the Health Service Executive either directly or through the Forum of Irish Postgraduate Training Bodies is a focussed strategy of RCSI recognising that working together is the only solution to resolving many of our healthcare problems. In this way we have been very active in the Patient Safety agenda (launching the Surgical Checklist with HIQA, the Health Information Quality Authority), and participating in the implementation of the Madden report - “Building a culture of patient safety”; we have supported the principles of hospital reconfiguration and the National Cancer Control Programme while at the same time provided critical and constructive appraisal and amendments to each; we have formed a consensus within the surgical community as to how paediatric surgery should be provided outside the planned tertiary centre in Dublin and we continue to express our dissatisfaction at the lack of preparedness to meet the implementation of the European Working Time Directive and the shortage of elective surgical resources, while, at the same time, working toward solutions.

The problems for our surgical trainees include the lack of surgical exposure during their early years, the adequacy of their training within the working time regulations and the maintenance of funding for their training. Reconfiguration and the National Cancer Control Programme also make the future workforce requirements unclear and this adds to the uncertainties of their futures. We, in the College, have and are changing our training from an apprenticeship model to a more actively taught, competence based model and I believe our programmes are of a world standard and improving all the time, with many aspects linked to our sister Royal Surgical Colleges. Training at the coal face is still, however, essential and we are actively pursuing the huge potential of elective surgical experience contained within the National Treatment Purchase Fund. Surgical training is more resource demanding than other medical disciplines and we will make a strong case to government for appropriate funding. Meanwhile we have also commenced a study looking at future workforce requirements for surgery in Ireland.

PRESIDENT (CONTINUED)

“We, in the College, have and are changing our training from an apprenticeship model to a more actively taught, competence based model and I believe our programmes are of a world standard and improving all the time, with many aspects linked to our sister Royal Surgical Colleges.”

For surgeons in practice Continued Professional Development (CPD) is looming inexorably on the horizon when it becomes part of the enactment of the Medical Practitioners Professional Competence Scheme, arising out of the Medical Practitioners Act 2007. This has provided a new emphasis for the College and we are currently busily structuring its component parts and recording systems so that it will be introduced within the next year in a stepwise manner and starting with an emphasis on CME (Continuing Medical Education) with Peer Review Activities and Audit following closely behind. Our aim is to help and support practitioners in a self-improvement exercise that provides useful feedback for them and their patients but does not impose an overweening bureaucratic chore.

During my first year of Presidency I have experienced some wonderful highlights. In March 2009 I attended the RCSI Faculty Forum held at Nuremore Hotel in Monaghan. There we received, amongst other reports, news of the outcome of the highly successful QA/QI process. It was extremely rewarding to see the Faculty “in action” on what was an excellent and informative meeting punctuated by lively debates. It emphasised to me both a remarkable esprit de corps and an impressive clarity of purpose and ambition. This emphasis on a co-ordinated approach to teaching delivered at the different hospitals attached to RCSI was further emphasised when the Lord Mayor of Waterford, late last year opened the smart, new €4.2 million HSE – RCSI Education Facility which had been built in partnership with the HSE and Waterford Regional Hospital. The occasion was also marked with the re-introduction of the Abrahamson Lectures which will be delivered alternately at the different hospitals affiliated to RCSI.

Indeed it was a year of openings. In November 2008 I had the pleasure of participating in the official opening of RCSI-Dubai by Tánaiste, Mary Coughlan. Our Institute of Leadership and Healthcare Management has been running courses in the Middle East for approximately 16 years, in Bahrain, Jordan and more recently Dubai. RCSI-Dubai is the very first body to become institutionally licensed and its programmes accredited by the UAE Ministry of Health, Education & Scientific Research. This quality and regulatory approval has created great opportunities for RCSI to establish strategic alliances and developments within Dubai Healthcare City, the UAE Health sector and the Gulf region as a whole.

Another auspicious occasion, in February 2009, was marked by the opening of the new Medical University of Bahrain building by President Mary McAleese and His Highness Sheikh Khalifa bin Salman Al-Khalifa, the Prime Minister, Kingdom of Bahrain. It is hard to out-perform President McAleese who brings such enormous style and presence to any event that she graces but on this occasion I think that even she was outdone by the magnificence of the building itself. This is very much a landmark event signifying our commitment to Bahrain and anticipating our further involvement with the new, shortly to be completed, King Hamad Hospital and the Health Oasis, the foundation stone of which was laid in May.

Our medical schools in Penang and Bahrain are important hubs for medical education in those regions. Our international profile, however, was further emphasised by our partnership with COSECESA, the College of Surgeons of East, Central and Southern Africa when I went to Mozambique to participate in their exams and their Annual General Meeting. With significant support from Irish Aid we are helping them to model a self sustaining business plan not only to train surgeons but also other health workers who will remain to work within their own communities.

Our commitment to Africa was further emphasised when former President of Ireland, Mary Robinson, had earlier launched the Ireland/Africa Health Research Capacity Strategy Programme put together by Ruairi Brugha, Professor of Epidemiology and Public Health Medicine. Indeed such are the diversity of RCSI’s overseas activities that I am delighted that an Overseas Development Group, bringing together all our resources, is being co-ordinated by Declan Magee.

Closer to home we greatly value the special relationship we have with our Faculties of Radiology, Sports and Exercise Medicine, Dentistry and Nursing. They each continue to grow and provide the full range of postgraduate services extending from centre accreditation through training, assessment, examinations and professional development and, at the same time, liaising with other accrediting bodies. We also value the continued collaboration with the Royal College of Physicians through the Conjoint Board and the Forum of Postgraduate Training Bodies.

“Innovation and entrepreneurship remain key to the Colleges developmental strategy and growth.”

Innovation and entrepreneurship remain key to the Colleges developmental strategy and growth. The Colles Institute with its Centres of Surgical Skills, Innovation and Research have made great strides in amassing projects and key collaborations with partners including Enterprise Ireland and the Cleveland Clinic. Our Research Pillar, under Brian Harvey, is continuing to grow organically and anticipates a major proposal for PRTL15. And the College remains very much alive to academic alignments that may be required within the Irish third level milieu.

No year passes without some sadness and we particularly mourn the untimely death of a dear fellow Council Member, Bosco O’Mahony. And, of course, the tragic deaths of the three young doctors, Jane Deasy, Aisling Butler and Eithne Walls who were lost in the Air France disaster were a focus of enormous grief to us all.

But continue we must and much needs to be done in my second year of Presidency. Michael Horgan, our much revered Registrar and CEO, has announced his retirement in 2010 and we will need to appoint a successor. He has been with the College for 33 years, as a man and boy, and will be a difficult act to follow!

The year 2010 also marks 200 years of our presence in our building in St Stephen’s Green. ‘Number 123’ has seen a lot of life go by both inside and outside of its portals. Indeed it is a great privilege for me to see it across this next great milestone, during this very vibrant era of its existence, and I hope you will all join with us in this great celebration.



Pictured left to right

Professor David J Bouchier-Hayes

Retired Professor of Surgery,
Beaumont Hospital.

Professor A.E. (Freddie) Wood

Consultant Surgeon (Cardiothoracic),
Mater Misericordiae Hospital and Our Lady's
Hospital for Sick Children, Crumlin.

Mr. Gordon Watson

Retired Consultant Surgeon (General),
Waterford Regional Hospital.

Professor Frank Keane

President and Consultant Surgeon
(General / Colorectal),
The Adelaide & Meath Hospital Incorporating
the National Children's Hospital, Tallaght.

Ms. Laura Viani

Consultant Surgeon (Otolaryngology),
Beaumont Hospital.

Mr. Parnell Keeling

Consultant Surgeon (General),
Connolly Hospital Blanchardstown.

Professor Ronan O'Connell

Professor of Surgery,
UCD and St. Vincent's Hospital.

Mr. Patrick J. Broe

Consultant Surgeon (General),
Beaumont Hospital.

Professor John Hyland

Consultant Surgeon (General / Colorectal),
St. Vincent's University Hospital.

Professor Gerald C. O'Sullivan

Consultant Surgeon (General),
Mercy University Hospital Cork.

Mr. Kevin O'Malley

Consultant Surgeon (Vascular),
Mater Misericordiae Hospital.

COUNCIL MEMBERS



Mr. Frank McManus

Retired Consultant Surgeon (Orthopaedic),
Mater Misericordiae Hospital.

Mr. Michael J. Earley

Consultant Plastic Surgeon,
Mater Misericordiae Hospital and the Children's
University Hospital, Temple Street.

Professor Michael J. Kerin

Professor and Head of Department of Surgery,
NUI Galway.

Mr. Kenneth Mealy

General Surgeon,
Wexford General Hospital.

Ms. Eilis McGovern

Vice-President and Consultant Surgeon
(Cardiothoracic),
St. James's Hospital.

Mr. Joe O'Beirne

Consultant Surgeon (Orthopaedic),
Waterford Regional Hospital.

Professor H. Paul Redmond

Professor and Chair of Surgery UCC
and Consultant Surgeon (Oncology),
Cork University Hospital.

Mr. Declan J. Magee

Consultant Surgeon (General)
St Columcille's Hospital.

Mr. Joseph P. Duignan

Consultant Surgeon (General),
St. Michael's Hospital, Dun Laoghaire.

Professor Thomas F. Gorey

Consultant Surgeon (General),
Mater Misericordiae Hospital.



SENIOR MANAGEMENT TEAM



Photographed above:

Professor Cathal Kelly
Dean of the Faculty of Medicine and Health
Sciences

Professor Arthur Tanner
Director of Surgical Affairs

Ms. Jennifer Cullinane
Director of Finance

Dr. Terry McWade
Deputy CEO

Professor Brian Harvey
Director of Research

Mr. Bernard Cahill
Director of Human Resources

On facing page:

Mr. Michael Horgan
CEO/Registrar

CHIEF EXECUTIVE'S REVIEW

MR. MICHAEL HORGAN, CHIEF EXECUTIVE / REGISTRAR

AS REGISTRAR OF THE COLLEGE, I AM PRIVILEGED TO LEAD AN ACADEMIC INSTITUTION STEEPED IN HISTORY AND TRADITION YET, AT THE SAME TIME, CONTINUING TO BE AT THE VANGUARD IN IDENTIFYING NEW INITIATIVES AND OPPORTUNITIES THAT WILL BUILD OUR FUTURE SUCCESSSES.

In unprecedented challenging times, RCSI continues to innovate and adapt and these attributes underpin the character of RCSI and its people.

The patient is at the centre of everything we do in the College. Our successes in securing research funding, our ongoing initiatives to improve the delivery of medical education and our innovative surgical training programmes have all been developed to provide excellence in patient care.

The reorganisation of health services worldwide and new policy directions will continue to provide major challenges to the delivery of medical education. RCSI embraces these challenges by ensuring the continued development of innovative education programmes and excellence in medical education.



“The level of post-graduate research training has trebled over the past five years and 2008 marked the highest registration to date.”

Our reputation as the leading provider of medical education in Ireland was further strengthened this year following a quality assurance evaluation which benchmarked all aspects of the Medical School’s activities against the World Federation of Medical Education Standards. The College achieved superb results, with standards of excellence in two-thirds of the categories. This significant achievement demonstrates the RCSI Faculty’s commitment to striving for excellence. These results have led to a greatly improved learning experience for our students. All recognise that ‘Excellence’ is not a destination, but a never-ending journey of continuous improvement.

The difficult economic climate saw a decline in research funding being granted to third level institutions. Nonetheless the RCSI Research Institute made excellent strides in securing €13 million in funding which when combined with RCSI investment of €9 million brought the total Research spend to €22 million.

In June 2009, the College with its partners secured Science Foundation Ireland (SFI) funding to the value of €5.6 million towards the establishment of a Strategic Cluster in Molecular Therapeutics for Cancer.

The aim of the project is to build a national translational cancer drug discovery and development programme to benefit cancer patients. The level of post-graduate research training has trebled over the past five years and 2008 marked the highest number of registrations to date.

Within Surgery, the Colles Institute continues to grow from strength to strength and its York Street facility is due to open in 2012. In education and training, the National Surgical Training Centre (NSTC) has seen training numbers increase and this is set to continue

with the introduction of competence assurance. In device development, the Centre for Innovation and Surgical Technology (CIST) has been successful in coordinating innovators, surgeons and industry to develop surgical technology in Ireland and abroad. In May, the College signed a scientific agreement with Cleveland Clinic in Ohio, one of the largest and most respected American medical centres. The Centre for Research and Development (CR&D) has been working with research Fellows to develop proficiency based progression training and the use of simulation in surgical training. To date, three Fellows have completed their research projects and two new Fellows have been appointed to continue the development of the project.

The College’s collaboration with the College of Surgeons of East, Central and Southern Africa (COSECSA) completed its first year of activities in June 2009. The year was very successful and involved a detailed design phase, the implementation of RCSI’s e-learning platforms in a number of locations and various exchange visits and skill sharing activities.

Internationally, the past year has seen the opening of two new RCSI campuses. In November 2008, the new RCSI Dubai campus opened to provide postgraduate education and training through the RCSI Institute of Leadership and Healthcare Management. In February 2009, the College was delighted that H.E. Mary McAleese travelled to Bahrain to officially open the new RCSI Medical University of Bahrain (RCSI-MUB) campus. Accompanied by Batt O’Keeffe, T.D. Minister for Education and Science, the opening marked an important milestone in the thirty-year relationship between Ireland and Bahrain. Currently RCSI Medical University of Bahrain has 700 students with a capacity for 2,000 students.

The RCSI Bahrain Health Oasis project is progressing well. The Oasis will represent a truly unique medical education and healthcare campus within a world class, mixed use waterfront development – an international healthcare centre of excellence and enterprise for the Kingdom of Bahrain and the Middle East. When completed, it will integrate world-class healthcare, state-of-the-art medical education and research and health sector enterprises.

The laying of a foundation stone for the Health Oasis was performed during a ceremony in May 2009 by His Highness Sheikh Khalifa Bin Salman Al-Khalifa, Prime Minister, Kingdom of Bahrain together with Minister Dara Calleary, Minister with responsibility for Labour Affairs at the Department of Enterprise, Trade and Employment. This occasion marked a further milestone in bringing this project to fruition.

King Hamad General Hospital (KHGH), currently under construction, is one of the biggest public sector health projects in Bahrain in recent times. It is scheduled to open in 2010 and will provide world class healthcare services to the people of the Kingdom of Bahrain.

“In December, REACH RCSI was highly commended at the Irish Times Living Dublin Awards. This commendation recognises the commitments of students and staff of the College and shows that the spirit of volunteerism and service to the Community is alive within the College.”

Philanthropy from private sources and public bodies enables the College to enhance the quality of our resources. New scholarship initiatives; research programmes and facilities on and off campus have benefitted greatly from the generosity shown by private donors, friends of the College, graduates and staff.

RCSI is extremely grateful to the International Development Board (IDB) under the chairmanship of Mr Dermot Desmond for its ongoing support and strategic advice. The Board is comprised of leaders of business and industry from Ireland and overseas including Loretta Brennan Glucksman, Gilbert Little and James Kenny to mention just a few. Our ongoing priorities include the redevelopment of York Street to encompass the new Colles Institute, our REACH (Recreation, Education & Community Health) Programme, and the Faculty Endowment Programme. During the year we raised over €1.1 million for breast cancer research and awareness.

The REACH (Recreation, Education and Community Health) RCSI programme, works in partnership with primary and post primary schools; youth and community groups on the design and delivery of educational initiatives for young people within the South Inner City.

I am extremely proud of the students of the College for their humanitarian endeavours to support those less fortunate than themselves. The Caribbean and African Society hosted the Annual Chocolate Ball and Fashion Show to support World Aids Day. The Islamic Society also raised money this year in two separate fundraising weeks and raised a very impressive €4,800. The Red Cross Society held several fundraisers throughout the year and raised almost €1,500 for the Irish Red Cross. The Hamilton Society raised over €1,000 for the charity World Vision. These are just some of the highlights that have taken place over the past year.

I would like to acknowledge the enormous contribution that the patients, clinicians and staff in our teaching hospitals make to the College and thank them for their unselfish generosity towards the College, our students and trainees.

The achievements of the College over the last twelve months, and there have been many, are due exclusively to the dedication, energy and loyalty of the individuals who comprise the President, Council and staff of RCSI. I am extremely grateful to each and every one of them for their contribution.

Later this year I will step down as Chief Executive/Registrar of the College. It was not an easy decision to take, but it is the correct one, as my career with RCSI has spanned more than thirty years and it is time for new thinking, new directions and new leadership. I am proud to have worked alongside truly outstanding people who I now am privileged to call friends.

It is they who have made RCSI what it is today. I am honoured to have followed in the footsteps of inspirational leaders such as Harry O’Flanagan, Bill MacGowan and Kevin O’Malley. A new era will now begin for RCSI, under the leadership of Professor Cathal Kelly, and I am confident that the new leadership team will have the commitment, energy, drive and passion to lead RCSI to many successes in the future.

The success of RCSI can be contributed to two things: the wise governance of the Council of the College through the years and the dedicated commitment of staff in every area of the College.

2008/2009

A year of togetherness and achievement

2008 JULY

Postgraduate Conferring Ceremony – 150 people were conferred with awards including Fellowships in General Surgery, Neurosurgery, Oral and Maxillofacial surgery, Plastic Surgery and Paediatric surgery and Memberships of RCSI. New Members and Fellows of the Faculties of Radiology, Dentistry and Sports and Exercise Medicine were also conferred.



Pictured from l to r are Mr. David Ryan, Faculty of Dentistry, RCSI; Professor Frank Keane, President of RCSI; and Mr. Andrew Norris, who was awarded a Fellowship of the Faculty of Dentistry in Oral Surgery.

The **20th RCSI Annual Golf Classic** at Luttrellstown Castle Golf Club raised over €50,000 for medical research.

AUGUST

A **health day for the local community** was held in the College as part of the RCSI Recreation, Education & Community Health (REACH) programme.

SEPTEMBER

A new **€4.2 million Academic Teaching Centre** was officially opened at Waterford Regional Hospital (WRH) by the Mayor of Waterford City, Cllr Jack Walsh.

The Education Facility is a resource for all health and allied health professionals within the HSE's acute hospitals. It includes a 194 seat lecture theatre, a large teaching/ seminar room, tutorial and reading rooms for interactive teaching and other administrative and ancillary services.

At its **Orientation Day**, held in September, RCSI welcomed 420 new students into its undergraduate Medicine, Physiotherapy and Pharmacy programmes. Approximately 235 postgraduate students also commenced the various Masters programmes.

OCTOBER

Ireland's first brain bio-banking network, the Dublin Brain Bank, was officially launched at RCSI's Smurfit Building in Beaumont Hospital, Dublin by RTE sports commentator Jimmy McGee, who lost his son Paul to Motor Neuron disease.



Pictured l-r are Professor Michael Farrell, RCSI and Consultant Neuropathologist in Beaumont Hospital and RTE sports commentator Jimmy McGee.

NOVEMBER

RCSI/AIB Annual Race Day raised €545,000 for breast cancer research at the Leopardstown Pavilion. The annual event, which was attended by 650 people, helps raise funds for vital breast cancer research aimed at speeding up discovery time and ultimately offering more effective and more personalised treatments for those diagnosed.



Prof Arnold Hill, Ms. Mary Kennedy and Mr. Michael Horgan at RCSI/AIB Race Day.

The **World Federation of Medical Education Standards** quality assurance evaluation was completed. The College achieved superb results, with standards of excellence in two-thirds of the categories.

The **RCSI 'Come to your senses... with RCSI** teachers' workshop was attended by 22 primary science teachers representing 19 schools. The workshop promotes the concept of 'learning through doing' and encourages primary teachers to develop their confidence in science education.



Primary School teachers at the RCSI 'Come to your senses... with RCSI' workshop.

The Millin Meeting was devoted to issues surrounding the provision of paediatric surgery in Ireland and plastic surgery issues. The day culminated with the award of Honorary Fellowship to Dr. Patricia Donahoe, President of the American Paediatric Surgical Association. The 31st Millin Lecture was delivered by Mr. Conor Shields.

RCSI November Conferring – 195 students were conferred with degrees in Medicine, Pharmacy and Physiotherapy as well as Postgraduate degrees along with 246 Nursing students who were also conferred.

RCSI Dubai was officially opened by An Tánaiste and Minister for Enterprise, Trade and Employment Mary Coughlan T.D. RCSI has long been a leader among Irish third-level institutions in terms of exporting knowledge.

DECEMBER

Postgraduate Conferring and Honorary Fellowship awards – Approximately 170 students were conferred with postgraduate awards at the postgraduate conferring ceremony. World renowned American surgeon Dr. Jay L. Grosfeld was conferred with an Honorary Fellowship.



Pictured from left to right are Mr. Mohamed Amin and Mr. Ahmed Hassan Fahal, who were awarded a Fellowship of RCSI (by special election); Professor Frank Keane, President of RCSI and Mr. Sherif El-Masry, who was awarded a Fellowship of RCSI (Ad Eundem) at the December Postgraduate Conferring Ceremony.

The Centennial Medal and a Travelling Studentship by the National University of Ireland was awarded to Ross McKiernan, a HRB-funded PhD Scholar at RCSI for his research on Epilepsy.

2009 JANUARY



Emer McEntaggart takes Rachael Kealy's pulse at the Open Day in January.

RCSI's annual Open Day gave hundreds of students from second-level schools a flavour for life as a medical, pharmacy and physiotherapy student.

The **RCSI Mini Med Transition Year programme** welcomed 150 Transition Year students for a week long Mini-Med training programme at RCSI. This unique programme – the only one of its kind in Ireland – gives students the opportunity to experience what it is like to train and work as a doctor as well as insight into the different stages of a career in medicine.



Pictured at the TY minimed school are students Sarah Powell and Christopher Devaney.

FEBRUARY

The **RCSI Medical University of Bahrain campus** was officially opened by President Mary McAleese in the presence of His Highness Sheikh Khalifa bin Salman Al-Khalifa, Prime Minister, Kingdom of Bahrain. President McAleese said “Not only has RCSI moulded great medical graduates, it has also created a body of ambassadors, putting us on the map as a global leader in the delivery of healthcare education.” The University will house some 2,000 students.



His Highness Sheikh Khalifa bin Salman Al-Khalifi, Prime Minister, Kingdom of Bahrain (left) pictured here receiving a welcome from President Mary McAleese, her husband Dr. Martin McAleese and Michael Horgan, Chief Executive (right), during the official opening of the RCSI-MUB campus.

2008/2009 A year of togetherness and achievement (continued)

RCSI Mini Med School gave members of the general public the opportunity to attend a series of interactive clinical skills demonstrations and lectures ranging from heart disease to cancer.

Charter Day Meetings – A number of leading Irish and international speakers attended the three day event. Topics included the Cancer Control Programme and a special session on ‘Innovation in Surgical and Healthcare Technology’. Honorary Fellowships were awarded to Irish Olympian Dr. Ronnie Delany and Dr. Carlos Pellegrini, University of Washington.



Dr. Ronnie Delany and Dr. Carlos Pellegrini at the annual RCSI Charter Day Dinner.

MARCH

RCSI's 2009 International Night took place at the Mansion House in Dublin. The event aims to celebrate the cultural diversity within RCSI.



Pictured from l-r at RCSI International Night are Amara Anyiam, Foyeke Olatunbosun, Helen Zidon and Dami Jagun from the Caribbean & African Society.

The United Nations (UN) presented a Humanitarian Affairs award to Dr. Kevin Cahill, Professor of International Humanitarian Affairs at the College. This was the first time in the history of the UN that an award has been given in Human Rights, Reconciliation and Humanitarian Affairs.

The National Biophotonics and Imaging Platform Ireland (NBIP Ireland) was officially launched by Dr Jimmy Devins, Minister of State for Science, Technology and Innovation at the inaugural scientific conference.

Students were the winners of the **Spike Milligan Prize 2009**. The aim of this annual Irish intervarsity public speaking competition is to promote communication skills among doctors in training.

To coincide with the **European Week against Racism**, REACH RCSI student ‘Ambassadors’ visited local schools and made presentations on the traditions, customs, native dress and food of their country of origin.

APRIL

The annual **REACH RCSI Sports Day** took place in the RCSI sports grounds in Dardistown. Organised by REACH and with 40 students volunteering, the day aimed to raise awareness and promote lifelong recreation and community health.



Pictured at the REACH RCSI Sports Day are 1st year Medical student Ramnique Bains and Erica Tate.

RCSI Research Day – RCSI’s Annual Research Day was held. The event provides RCSI scientists with the opportunity to showcase their most recent findings.

Higher Diplomas in Nursing Sexual Assault Forensic Awards – the first and only one of their kind in Ireland were presented by the Minister for Health & Children, Mary Harney T.D.

113th Boston Marathon – Ten students from the **RCSI Running Club** participated in the Boston Marathon. Boston is the oldest annual marathon and ranks as one of the world’s most prestigious road race events.



Pictured in the front row from l to r are Sinead O’Malley, Maggie McNally, Lisa Torres, Heather Henry, Muirna Hamill, l - r back row: Brian Hannon, Rory Farnan, Eric Tobia, Paul Dhillon, Mike Galvin.

MAY

The College signed a major scientific agreement with one of the largest and most respected American medical centres, Cleveland Clinic in Ohio. The agreement enables the two institutions to collaborate on educational, research and innovation activities in the medical device industry and will contribute to the growth of the industry in Ireland and the United States.

Minister for Education and Science, Batt O’Keeffe TD launched a new teaching agreement between the College and five independent hospitals to facilitate the clinical teaching of RCSI medical students. The hospitals involved in the agreement are Beacon Hospital, Bon Secours Hospital, Galway Clinic, Hermitage Medical Clinic and Mount Carmel Hospital.

The **Foundation Stone** for the **RCSI Bahrain Health Oasis** was laid by His Highness Sheikh Khalifa Bin Salman Al Khalifa Prime Minister, Kingdom of Bahrain, together with Minister Dara Calleary, Minister with responsibility for Labour Affairs at the Department of Enterprise, Trade and Employment.



His Highness Sheikh Khalifa Bin Salman Al Khalifa Prime Minister; Kingdom of Bahrain and Minister Dara Calleary; Minister with responsibility for Labour Affairs at the Department of Enterprise; Trade and Employment at the Laying of the Foundation Stone for the RCSI Bahrain Health Oasis.

The **Jack Flanagan Intersvarsity Medical School** competition was successfully won by an RCSI team. The competition took the form of a clinical-pathology conference whereby competitors had to review a case and formulate a care plan and patient diagnosis.

JUNE

RCSI Summer Conferring Over 180 students were conferred with medical degrees and postgraduate degrees at the annual graduation ceremony in the National Concert Hall, Dublin. The graduates were presented with their degrees by Professor Frank Keane, President, RCSI.



Dr. Eimear Kitt (left) with Dr. Michael Cotter and Dr. Jana McHugh (right), received their Degrees in Medicine.



WE BELIEVE SAFE SURGERY SAVES LIVES. THE STANDARDS SET BY RCSI ENSURE THAT SURGEONS ARE TRAINED TO THE HIGHEST POSSIBLE LEVEL

KEY FACTS

198

Higher Surgical Trainees

262

Basic Surgical Trainees

108

Irish Surgical Residency Programme

SURGICAL AFFAIRS



PROFESSOR ARTHUR TANNER
DIRECTOR OF SURGICAL AFFAIRS

The past year was a significant one in delivering more effective training and services to our increasing numbers of Fellows and trainees, taking into account the opportunities offered by technology, the developments in competence assurance, and of course our continued focus on research and education.

Much effort was put into implementing a training pathway in postgraduate surgery that both shortens the length of time to produce “fit for purpose” consultant surgeons and improves the quality of training.

Council, following direct consultation with the surgical specialties, agreed that trainees commencing Basic Surgical Training from July 2009 will enter a three year BST programme. This will comprise two years of “core” training (similar to traditional BST) followed by one year of Basic Specialty Training. This additional year will introduce the trainee to their chosen speciality prior to applying for Higher Surgical Training.

Trainees will enter Higher Surgical Training directly after completion of Basic Speciality Training, and it will continue as a six year programme. The new format is designed to eliminate “Gap years” and provide a more streamlined pathway for surgical trainees. Selection into surgical training will continue to be highly competitive and will take place at two points: at entry to Basic Surgical Training and at entry into Higher Surgical Training.

Research can be carried out at any stage of a surgical trainee’s career, but it is hoped that more emphasis on research can be placed in Higher Surgical Training and that it would focus on the trainee’s speciality, or indeed sub-speciality, interest.

Another exciting development within postgraduate surgery is the Colles Institute concept which combines three centres of endeavour within RCSI.

- (i) in education and training, the National Surgical Training Centre (NSTC)
- (ii) in device development, the Centre for Innovation and Surgical Technology (CIST)
- (iii) in research, the Centre for Research and Development (CR&D)

The NSTC, a world leader in procedural-based education, training and assessment has seen significant growth. Training numbers have more than doubled from 2003 to 2008 and are set to continue with the introduction of competence assurance and, a range of new training activities that will be supported when the Institute moves to its new York Street facility in 2012.

Development of a Training Post Management System (TPMS) to support this and the many other day to day activities in the NSTC is progressing well. The TPMS has been rebranded as the “Colles Portal” and will enable the Institute to maintain an auditable record of training throughout a surgeon’s lifecycle. This will be unique in the Irish medical sector

because for the first time all stakeholders (trainees, trainers, surgeons, IMC, HSE, SAC, etc) will be able to collaborate effectively with one tool.

Every surgeon can use the portal to record and review their Continuous Professional Development (CPD) activities.



Pictured at the visit to RCSI by Cleveland Clinic and Enterprise Ireland Boston are Professor Arthur Tanner and Dr Ronan Curtin, Cleveland Clinic.



Signing of the agreement between RCSI and Cleveland Clinic to collaborate on activities in the medical device industry.

“The RCSI Colles Institute aims to enhance the care of the surgical patient by extending the frontiers of clinical standards, both therapeutic strategies and technologies and by providing education and training to enable the rapid transfer of these standards into practice.”

Advancing surgical education, training and practice - the Colles Institute



Pictured l-r are: Mr. Derek Young, Mr. Kieran Ryan, Professor Oscar Traynor, Ms. Fiona Walsh and Professor Arthur Tanner.

In response to the fundamental changes that have occurred in surgical training and practice the College decided this year to establish the Colles Institute. The RCSI Colles Institute aims to enhance the care of the surgical patient by extending the frontiers of clinical standards, both therapeutic strategies and technologies and by providing education and training to enable the rapid transfer of these standards into practice. Its activities are primarily in surgical practice, education and training, research and technology innovation.

The Colles Institute currently comprises three centres:

- National Surgical Training Centre (NSTC) which provides lifelong surgical education and training to trainees, surgeons, and the surgical team.
- Centre for Innovation in Surgical Technology (CIST) whose goal is to develop, assess and acquire ideas, to commercialise surgical technology and to develop start-up companies.
- Centre for Research and Development (CR&D), which provide a suite of clinical research services to support surgical research.

In May 2009, RCSI signed a major scientific agreement with one of the largest and most respected American medical centres, Cleveland Clinic in Ohio. The agreement will enable the two institutions to collaborate on educational, research and innovation activities in the medical device industry and will contribute to the growth of the industry in Ireland and the United States.

COMPETENCE ASSURANCE

The Surgical Service and Practice Sub-committee continues its work on behalf of the RCSI in the area of Competence Assurance. When the relevant section of the Medical Practitioners' Act (2007) is brought into force the Medical Council will have to ensure that all medical practitioners are enrolled with a training body for the purpose of competence assurance. In the case of surgical disciplines the nominated body is the RCSI.

The Sub-committee has identified essential elements of the competence assurance process, including CME/CPD, Personal portfolio, Audit and Peer review. We are pleased that the vast majority of surgeons are already in fact meeting the requirements, and what is necessary is a mechanism to record this in a more structured way. The Colles Portal will facilitate surgeons in recording their data. It is anticipated that the Portal will be ready to go live in good time for the legal requirement for the competence assurance scheme.

A very important component of CME/CPD is involvement in teaching and training activity, and all practising surgeons must be encouraged to participate in some way.

The Sub-committee is represented at the Professional Competence Steering Committee, a conjoint group made up of representatives of the training bodies, the Medical Council, the Department of Health and Children and the HSE. Our presence ensures that RCSI is working in harmony with other medical specialties, and in accordance with the requirements of the Medical Council, the body ultimately responsible for competence assurance.

RESEARCH

CR&D has been working with appointed research Fellows in the development of proficiency based progression training and the use of simulation in surgical training. Three Fellows have completed their research projects and two new Fellows have been appointed to continue the development of the project. This year the establishment of the Irish Surgical Network (ISURN) to develop collaborative surgical research projects was proposed.

In June 2009, CR&D commenced an important clinical trial in Colon Cancer Surgery, providing trial and data management services, supported by a grant from Geisitlich Pharma AG.

EDUCATION

We designed a one year full-time Masters of Surgery (MCh) by module, the first in Ireland to incorporate a taught component in addition to a research dissertation. This is designed to equip trainees with a range of skills to better meet the demands of higher surgical training. Course modules will include healthcare management, human factors and surgical error, research methods, medical device design and development, and surgery in developing countries. In the future these modules may be made available on a part-time basis to both surgeons and trainees.

Nationally, CIST is continuing to develop the huge amount of local expertise and resources available from our Fellows in order to coordinate innovators, surgeons and industry. The notable developments within the Colles Institute have laid the foundations for continued growth in 2009 and into 2010 to increase standards of clinical practice by addressing key knowledge, training and technology barriers.

Finally, the Council is committed to encouraging trainees to acquire additional training and skills outside the College's structured programmes and, to this end, provides a range of scholarships and grants in postgraduate surgery to assist surgeons in training to gain additional expertise in centres of excellence overseas.

AWARDS

RCSI Surgical Travelling Fellowship for 2009

Jonathan McGuinness
David Beddy
Emmet Andrews

Ethicon Foundation Travelling Grants

David Beddy
Mihai Horia Vioreanu

RCSI/Ipsen Travelling Fellowship in Urology

Stephen Connolly

Royal Society of Medicine Section of Colo-proctology Irish Travelling Fellowship

Colin Peirce

Professor Eoin O'Malley RCSI-Astra Zeneca Travelling Fellowships

David Healy
Deirdre Fanning

Joint Research Grants in Surgery

Joint RCSI/Department of Surgery RCSI - Catherine deBlacam

Joint RCSI/Department of Surgery UCD (Mater University Hospital)
Sheng Oon

Joint RCSI/Department of Surgery UCD (St Vincent's University Hospital)
Niamh Bambury

Joint RCSI, RCSEd and RCSEng Fellowship
Rohit Seth, FRCSEd

Millin Lecture 2009

Professor Ronan O'Connell – lecture 'Tailoring Innovation for Surgical Cure.'



SCIENTIFIC RESEARCH CONSISTS OF
SEEING WHAT EVERYONE ELSE HAS SEEN
BUT THINKING WHAT NO-ONE ELSE HAS
THOUGHT

KEY FACTS

136

PhD students,
significantly
above the
national average

150

Irish researchers
working in
NBIP Ireland
programme

€22m

Amount spent on
research projects
at RCSI

RESEARCH



PROFESSOR BRIAN HARVEY
DIRECTOR OF RESEARCH

RCSI's Research Strategy is to focus on translational research 'from bench to bedside to population'.

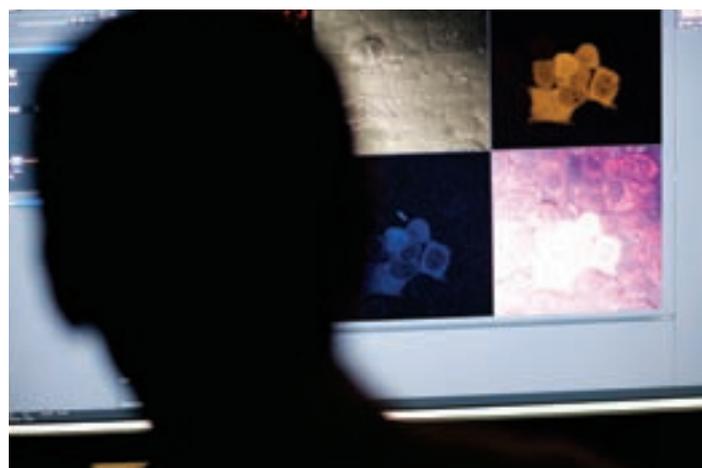
PhD registrations at RCSI have more than trebled since 2004, with the highest to date in 2008 with 62 new students. RCSI currently has 136 PhD students, 34% on structured PhD programmes, which is significantly above the 21% national average.

Prestigious awards included three Science Foundation Ireland (SFI) Principal Investigator awards. In recognition of the growing strength and depth of RCSI's research, a new role of Deputy Director of Research was created with Professor Hannah McGee being appointed to the new position.

In June 2009, in partnership with Dublin City University, other third-level institutions and the pharmaceutical industry, RCSI was successful in securing SFI funding (€5.6m) towards the establishment of a Strategic Research Cluster in Molecular Therapeutics for Cancer.

The Cluster's aim is to assemble and build fully-integrated national translational cancer drug discovery and development programme for the benefit of cancer patients. The initiative is strongly supported by government as helping to position Ireland as an international player in oncology research and a leading centre for cancer drug discovery and development.

In April 2009 the Ireland Fund of France in conjunction with the French pharmaceutical group, L'Institut Servier and the Royal College of Surgeons in Ireland (RCSI) awarded the Servier Scholarship Prize to Professor Dermot Kenny for his contribution and success in supporting research collaborations with France in the area of platelet adhesion and for his work into the rare congenital bleeding disorder Bernard-Soulier syndrome.



A researcher in one of the laboratories at RCSI, as part of the NBIP Ireland programme.

“In June 2009, in partnership with Dublin City University, other third-level institutions and the pharmaceutical industry, RCSI was successful in securing SFI funding (€5.6m) towards the establishment of a Strategic Research Cluster in Molecular Therapeutics for Cancer.”



In June 2009, RCSI signed a major international scientific agreement in Naples with research bodies from Ireland, France and Italy. The new EU consortium will promote academic and industry research and development (R&D) partnerships in drug discovery and medical diagnostic devices and will be run through the Regional Centre of Competence in Diagnostic and Molecular Pharmaceutics (DFM) in the Campania region of Naples. As part of the agreement, the research bodies from Ireland, France and Italy will be funded through national and EU programmes and from research contracts from the pharmaceutical industry. They will jointly apply for EU funded programmes as well as promote the exchange of training and knowledge among scientists.

RCSI's research also contributed data for national health planning and policy during the year. The government published two major public health analyses, one on smoking patterns and another on mental health in the Irish population, produced by the RCSI's Division of Population Health Sciences, in collaboration with the Economic and Social Research Institute, University College Cork and the National University of Ireland Galway.



Photos above: Researchers at work at RCSI. €22 million was spent on Research at the College this year.



Professor Brian Harvey, Director of Research (left) and Dr. Jimmy Devins T.D., Minister of State for Science, Technology and Innovation, pictured at the launch of the National Biophotonics & Imaging Platform Ireland at its Inaugural scientific conference held in the College.

ANNUAL RESEARCH DAY

On Wednesday, 15th April, the Annual Research Day took place. Research Day is an important date in the College's calendar, providing its scientists with the opportunity to showcase their most recent research findings. As one of Ireland's premier research institutions, RCSI is internationally recognized for both education and research and is dedicated to improving human health through endeavour, innovation and collaboration in education, research and service. Some of the presentations at this year's event included research into alcohol consumption patterns in Irish adults and the prevalence of smoking by occupation. The keynote speaker was Professor Peter Newman, Blood Research Institute, Blood Centre of Wisconsin.



Pictured at the annual Research Day are from l to r Dr Mazen Al Alawi, Dr Verriera Valia and Professor Brian Harvey.

Dr. Jimmy Devins Launches NBIP Ireland - €30 Million Collaborative Research Programme Led by RCSI



Pictured from l to r at the NBIP Ireland launch at RCSI are Dr. Jimmy Devins T.D., Minister of State for Science, Technology and Innovation (left) with Dr. Martin Leahy, Department of Physics, University of Limerick and Professor Brian Harvey, RCSI Director of Research.

In March 2009, Dr Jimmy Devins, Minister of State for Science, Technology and Innovation officially launched the National Biophotonics and Imaging Platform Ireland (NBIP Ireland) at its inaugural scientific conference in the Royal College of Surgeons in Ireland (RCSI).

The Higher Education Authority (HEA) allocated €30 million to NBIP Ireland following an extensive international peer-review process. This is one of largest funding allocations awarded to a consortium under the HEA PRTLI Cycle 4. Coordinated by RCSI, NBIP Ireland comprises nine Irish and two European third level institutions and there are currently over 150 Irish researchers working in the programme.

The mission of NBIP Ireland is to provide an integrated national access and training infrastructure in research, education, technology development and industry collaboration for Ireland's investment in Biophotonics and Imaging.

In 2009, NBIP Ireland was awarded EU funding to support the establishment of a European-wide post-doctoral Career Enhancement and Mobility Programme (CEMP). The €2.4 million FP7 Marie-Curie COFUND will enable 15 post doctoral researchers to collaborate with research organisations in the public and private sectors throughout Europe.

NBIP Ireland - Investing in your future





26 FACULTY OF MEDICINE
AND HEALTH SCIENCES



32 FACULTY OF
DENTISTRY

- 28 SCHOOL OF PHARMACY
- 29 SCHOOL OF PHYSIOTHERAPY
- 30 SCHOOL OF POSTGRADUATE STUDIES
- 31 INSTITUTE OF LEADERSHIP
AND HEALTHCARE MANAGEMENT

TEACHING AND LEARNING

EXCELLENCE IS NOT A DESTINATION
BUT A NEVER ENDING JOURNEY
OF CONTINUOUS IMPROVEMENT



33 FACULTY OF
RADIOLOGISTS



34 FACULTY OF NURSING
AND MIDWIFERY



36 FACULTY OF SPORTS
AND EXERCISE MEDICINE

KEY FACTS

19,458

Total Alumni
since 1784

3,384

Total number
of registered
students

409

Medicine,
Pharmacy and
Physiotherapy
students
graduated

253

Postgraduate
students
graduated
in 2008

FACULTY OF MEDICINE AND HEALTH SCIENCES



PROFESSOR CATHAL KELLY
DEAN, FACULTY OF MEDICINE
AND HEALTH SCIENCE

The year has seen ongoing development and growth across all our programmes. The medical course underwent its second quality assurance evaluation within three years. A team led by Dame Lesley Southgate evaluated all aspects of the Medical School's activities against the nine elements of the World Federation of Medical Standards.

RCSI achieved standards of excellence in over 60% of the listed categories.

This was due to the dedicated work of the entire Faculty but we do not see this as the end point, but continue to strive towards reaching the highest standards across all aspects of our programme.

The students who are the life blood of the institution receive additional support at both an academic and non-academic level. The Management of Poorly Performing Students (MOPPS) policy is now being applied across all cycles and in the Schools of Pharmacy and Physiotherapy. This policy identifies students who are having academic difficulties as early as possible and puts support in place. The last academic year has also seen key support and structures put in place to assist students in the clinical years.

Identifying the importance of the United States Medical Licensing exams (USMLEs) to a large cohort of our student body, access to additional tutorials, to the Kaplan Programme and to invited speakers from overseas have been introduced. The Faculty Centre tracks the performance of the students in the USMLE exams and all students are counselled before sitting the exams. To assist the Vice Dean with her work, two Associate Vice Deans were appointed this year.

One of the key areas for further reform and change is Assessment, which is a critical function of the education process. Further enhancements have been made at all levels of our assessment process including standard setting and examiner training to ensure that all our assessment processes are thorough and conducted at the highest levels.

Pictured from l to r are Medicine graduates Dr. Paul Dhillon; Dr. Dominic Wong and Dr. Wan Mohd Hafizullah Bin Wan Mansor at the June Conferring Ceremony.





Professor Alan Johnson, Director of the GEP programme with two of the students at orientation day.

In September 2008, the College welcomed the third cohort of graduate entry students to its four year programme, when 30 EU and 32 overseas students joined the course. Also, the first group of the GEP students entered the senior cycle programme where they joined students who are on the five and six year programmes. The progress of the GEP students within the senior cycle programme has gone very well and illustrates the success of their first two years in the advanced programme. The first group of graduate students to enter the four year programme are expected to graduate in June 2010.

CONCLUSION

The Faculty of Medicine and Health Sciences at RCSI aspires to be the premier centre of medical learning in Europe and is well advanced down that road. The past year has illustrated the energy, enthusiasm and professionalism of the staff. The success of the last WFME visit has shown that we have a curriculum, student and staff body of which we can be proud and all of whom have the mentality to continue to strive towards the highest levels attainable. There are many challenges which lie ahead and it is critical that we seek for continuous improvement in every aspect of our service delivery with the student – and ultimately, the patient – at the centre and focal point of all our activities and improvements.

Minister Batt O’Keeffe launches New Teaching Agreement between RCSI and Independent Hospitals



Batt O’Keeffe T.D., Minister for Education and Science (Front left) and Professor Cathal Kelly, Dean, Faculty of Medicine and Health Sciences, RCSI (Front Right), with (Back left to right): Dr. Mark Laher, Mount Carmel Hospital, Mr. Eamonn Fitzgerald, Hermitage Medical Clinic, Mr. Michael Costelloe, Beacon Hospital, Mr. James Sheehan, Galway Clinic and Gareth Jones, Bon Secours Hospital, at the launch of the RCSI Teaching Agreement. The agreement will facilitate the clinical teaching of RCSI Medical Students in these Hospitals.

On Tuesday, 19th May 2009, Minister for Education and Science, Batt O’Keeffe TD launched a new teaching agreement between the Royal College of Surgeons in Ireland (RCSI) and five independent hospitals to facilitate the clinical teaching of RCSI medical students. The hospitals involved in the agreement are Beacon Hospital, Bon Secours Hospital, Galway Clinic, Hermitage Medical Clinic and Mount Carmel Hospital.

Commenting on the agreement, Minister O’Keeffe said “This new teaching agreement will make a valuable contribution to the training of our future generation of medical professionals. By providing medical students with exposure to a broader range of medical conditions and treatments their experience will be enhanced and the quality of their training improved, leading ultimately to better patient care”.

The use of private hospitals to facilitate the teaching of medical students is normal in the United States and Australia. Research has shown that this practice improves recruitment into specialties such as surgery as well as providing patients with a positive hospital experience.

FACULTY OF MEDICINE & HEALTH SCIENCES

SCHOOL OF PHARMACY

In 2008, the first students graduated from the MSc Healthcare Management programme, delivered in conjunction with the Institute of Leadership and Healthcare Management to provide management and leadership skills to pharmacists in supervisory roles.

The School is playing a major role in the new processes regarding fitness to practice and continuing professional development arising from the Pharmacy Act 2007. We have adapted education and training programmes to take account of the Pharmaceutical Society (PSI) Education and Training Rules 2008 which have immediate consequences for the postgraduate internship year.

Recognition of Third Country Pharmacist Qualifications as appropriate for practice in Ireland is a responsibility of the PSI and includes an equivalence examination. The design and conduct of the assessment process has been given to the School of Pharmacy at RCSI due to its expertise in postgraduate training and examining.

A notable success has been the School's MSc programme in Industrial Pharmaceutical Science.

A RCSI Pharmacy student gets her blood pressure taken on a visit to Boots in November 2008.



Over the last five years this MSc programme has provided the pharmaceutical industry, which is so important to Ireland's economy, with 115 graduates eligible for Qualified Person status.

The School is working to address the unmet need for training in the regulatory area by developing a Postgraduate Diploma in Pharmaceutical Regulatory Affairs.

The research programme has generated valuable Intellectual Property in the area of drug delivery technologies, such as a process for microparticle and nanoparticle manufacture which has had all its patent claims deemed novel.



Pictured (l to r) with Professor John Kelly, Head of the School of Pharmacy are Pharmacy graduates Emma Treacy and Kara Tedford.



Professor John Kelly, Head of the RCSI School of Pharmacy; Mr Rhys Iley, Director of Boots Ireland and Professor Ciaran O'Boyle, Head of the Institute of Leadership & Healthcare Management.

Our first products for oral administration are in pilot stage manufacture prior to clinical testing. We are actively seeking commercial partners and are in discussion with a number of groups. Enterprise Ireland has been of considerable assistance in developing these products.

FACULTY OF MEDICINE
& HEALTH SCIENCES

SCHOOL OF PHYSIOTHERAPY

The School of Physiotherapy welcomed 19 students to Ireland's first MSc in Neurology and Gerontology in September 2008. The School developed the programme to address the considerable demographic changes in Ireland and the increasing number of older persons in society by providing an opportunity for physiotherapists to expand their knowledge and skills in the area of neurological rehabilitation and rehabilitation of the older person.

During the year, the School was re-accredited by the Irish Society of Chartered Physiotherapists (ISCP), which identified particular strengths in the excellent partnership between the School and its clinical sites, and the quality and clarity of documentation.

Research continues to be an important area for the School. Activity increased over the past year with departmental success in the Health Research Board Therapy Fellowship Awards for research projects investigating gait impairment in cervical spondylotic myelopathy and effectiveness of exercise for hip arthritis. The School of Physiotherapy has collaborated with the Molecular and Cellular Therapeutics Department to research nociceptive behaviour

in genetic mutant models of psychosis and with the Dublin Institute of Technology School of Electronic Engineering on a research proposal to develop a new wireless in-shoe pressure sensor system.

Professor Marie Guidon, Head of the School of Physiotherapy pictured (l-r) with Physiotherapy graduates Catherine Kerr, Michelle Clarke and Mary Flahive.



FACULTY OF MEDICINE
& HEALTH SCIENCES

SCHOOL OF POSTGRADUATE STUDIES

By providing a platform for the development of 4th level education in RCSI, the School of Postgraduate Studies endeavours to enhance the quality of PhD training in accordance with Irish Government policy. Structured PhD programmes are now becoming established as the preferred model for PhD training in Ireland. These programmes offer a breadth of training through taught modules and research placements before the students undertake an in-depth PhD project. Ideally the students also spend time either in an overseas University or Industry to enhance their training, career development and networking opportunities.

The HRB PhD Scholars Programmes on Diagnostics & Therapeutics for Human Disease (RCSI/Beaumont Hospital/DCU) and Health Services Research (RCSI/TCD/UCC) are each at the end of their second year and recruitment of the third student cohorts, again from very strong fields of applicants, was completed.

Reviews of both Programmes by an international panel of experts were highly complimentary. Other PhD/MD/MSc programmes are also thriving.

There were 34 higher degree by research graduates in 2008/2009: these included 18 PhD, 10 MD and 6 MSc degrees. The number of new postgraduates registering for higher degrees by research was 112, bringing our total number registered to 227.

The School of Postgraduate Studies collaborates with the Institute of Leadership and Healthcare Management and the Molecular & Cellular Therapeutics Department in running the MSc in Leadership and Management Development for Researchers. This is now in its third year and the first cohort will graduate in November 2009.

The School of Postgraduate Studies acknowledges the continued excellent work of the Postgraduate Students' Union (PGSU) which fosters good relations between postgraduate students and RCSI management and staff and encourages peer-to-peer activities among postgraduates.



Researchers at work at RCSI. The total number of postgraduates registered totalled 227 this year.



Professor Kevin Nolan and Dr. Helen McVeigh at the June conferring ceremony with postgraduate students.

INSTITUTE OF LEADERSHIP AND HEALTHCARE MANAGEMENT

Professional leadership is increasingly important in the delivery of high quality healthcare. The fourth year of operation saw this reflected in the name change to RCSI Institute of Leadership and Healthcare Management. The Institute has more than 450 Masters students in Bahrain, Dubai, Jordan and Ireland.

Following a major strategic review, the Institute moved to a learner-centred educational model, which better enables lifelong learning. Programmes have been made more flexible and use a blend of electronic and classroom delivery. The Institute has also developed flexible fee payment and now offers all MSc modules on a stand-alone basis. This allows participants more easily to undertake postgraduate training over an extended period, while continuing to work in organisations that cannot afford to provide block release for study. This has led to the development of a variety of innovative electronic delivery methodologies that meet both the requirements of the University and the flexibility required by course participants. For the second year running, the Institute won a national award for its Online Learning Portal at the British Telecom (BT) "Inspired IT" Awards.

The Institute continues to develop partnerships within the RCSI, collaborating with Postgraduate Surgery to deliver human factors training for basic and higher surgical trainees and leadership and management training for members of COSECESA in Africa. The Institute launched three collaborative projects with the Royal College of Physicians of Ireland.

The coming year will see the Institute begin to deliver on its strategy for developing blended learning by developing its educational and electronic infrastructure as well as expanding its international activity.



President, Frank Keane at the conferring ceremony in Dubai in November 2008.



Professor Frank Keane, President with An Tánaiste and Minister for Enterprise, Trade and Employment Mary Coughlan, who unveiled a plaque to commemorate the opening of RCSI-Dubai.



Professor Ciaran O'Boyle, Head of the Institute of Leadership and Healthcare Management at the November postgraduate conferring.



Pictured from left to right are Mr. David Ryan, Faculty of Dentistry; Professor Frank Keane, President; and Mr. Andrew Norris, who was awarded a Fellowship of the Faculty of Dentistry in Oral Surgery.

FACULTY OF DENTISTRY



DR. PATRICK J. BYRNE
DEAN, FACULTY OF DENTISTRY

This year has been an extremely busy, challenging and exciting one for the Faculty of Dentistry, at home and overseas, where it continues to strive to improve standards in postgraduate training. In addition, the Faculty has been involved in the Forum of Irish Postgraduate Medical Training Bodies.

The Faculty has formed a new committee - The Irish Committee for Primary Dental Care (ICPDC). This new Standing Committee of the Faculty has broad representation from across the Primary Care Dental Sector in Ireland and is currently meeting four times a year. Its remit is to review training and training needs in the Primary Dental Care Sector in Ireland. The standing Irish Committee for Specialist Training in Dentistry (ICSTD) continues its works.

INTERNATIONAL ACTIVITY

The Faculty is committed to its Overseas Programmes. The MFD examination is now in two parts. Part 1 is held overseas in UAE, Bahrain, Jordan and Kuwait while Part 2 is held in Bahrain, Jordan and Kuwait.

Our involvement with the Kuwait Ministry of Health has continued to flourish. The MFD preparation courses, now attended annually by over 100 participants, continue in Kuwait and are held three times each year in conjunction with the Kuwait Institute for Medical Specialisation (KIMS). The Faculty has negotiated its third successive contract with KIMS in Kuwait for both the MFD and MGDS Programmes and are at an advanced stage with the foundation of a specialist training programme and associated contract in Paediatric Dentistry.

In a very exciting development in international collaboration, we signed a prestigious agreement with New York University College of Dentistry where a joint RCSI and NYU programme will commence in September 2009. The Faculty has already inspected and approved the three year training programme at NYU for those candidates wishing to take the FFD RCSI Oral Surgery with Oral Medicine examination.

The success rate in the post graduate examinations overseas continues to improve, particularly in Kuwait, which is reinforced by the work of the local trainers and the Faculty of Dentistry, which runs preparation courses each year. The MGDS programme in Kuwait has been expanded, doubling its original capacity.

Four University sites in Khartoum in the Sudan were inspected for the purposes of approval for MFD training and it is hoped that a training programme in Khartoum will commence in the near future, while provisional approval has been given for recognition for training for the FFD OSOM examination at the Faculty of Dentistry University of Malaysia, Kuala Lumpur.

MEETINGS

The Faculty's Annual Scientific Meeting "Making Our Younger Patients Smile" addressed the special challenges in dealing with the needs of child patients. The Edward Leo Sheridan lecture was delivered by Professor David Kenny from Toronto.

FACULTY CHANGES

It continues to be a great honour to be Dean of the Faculty of Dentistry RCSI. I am particularly fortunate to have an excellent Board whose expertise allows the Faculty to continue to develop its international links. The Board has reorganised its committee structure to help deal with an increasing workload. I am personally indebted to our previous Deans, Mr. Sean Sheridan who now undertakes the role of Chairman of our Inspections and Recognitions Committee and Dr. Peter Cowan who remains as our part time CEO. The new Vice Dean of the Faculty is Professor Gerry Kearns.

FACULTY BOARD

Dr Patrick J. Byrne,
Dean

Prof Gerry Kearns,
Vice Dean

Dr John Walsh,
Honorary Secretary

Dr Seamus Napier,
Honorary Treasurer &
Chairman of Finance &
General Purposes
Committee

Mr Ken Halpenny,
Chairman of the
Education Committee

Dr Marielle Blake,
Chairman of the
Education Committee

Dr Declan Corcoran,
Honorary Editor

Dr Frank Burke

Dr Therese Garvey

Dr Anita Nolan

Dr Osama Omer

Dr Alan McMichael

Mr David Ryan

Mr Peter Rarnsay
Baggs

Co-opted

Mr Sean Sheridan,
Chairman of
Inspections &
Recognitions
Committee

Ex-Officio

Prof Frank Keane,
President RCSI

Ms Launa Viani,
Council representative

FACULTY OF RADIOLOGISTS



DR. RISTEÁRD Ó LAOIDE
DEAN, FACULTY OF RADIOLOGISTS

Fellows of the Faculty are acutely aware of the changing environment in which they practice.

A confluence of factors, including the reorganisation of clinical services, the advent of a statutory quality agency (HIQA), the ever increasing volume and complexity of radiology practice, the reorganisation of postgraduate medical education, and unrealistic expectations with respect to radiology standards have led to a challenging and difficult environment in both clinical practice and in education. We are engaging wholeheartedly with all agencies to ensure radiologists continue to maintain a central role in the delivery of clinical services, retain their clinical independence, practice to the highest clinical standards and remain central in the education of radiologists. We expect that this will see us play roles in new areas.

Education is the focus of activity. The environment has changed significantly, and the HSE now funds education. The new Medical Practitioners Act authorises the Medical Council both to certify postgraduate training bodies, and the education and training they provide. The drive towards competency based training rather than the traditional apprenticeship model will help shape our training programme. The Faculty

must strive to proactively adapt to a changing environment.

In 2008, our systematic engagement in Quality Assurance was influenced by the creation of HIQA, the incipient mandatory competence assurance provided for in the new Medical Practitioners Act, the development of national standards in areas of cancer services by the NCCP, and the recent high profile incidents in radiology. The Faculty has held discussions with the HSE, HIQA, and the Department of Health & Children, which will hopefully lead to inter-institutional consensus in the area of quality assurance and the appropriate level and degree of response to adverse incidents.

The Faculty is also in discussions about Competence Assurance with the Medical Council, who are likely to devolve competence assurance to postgraduate bodies, but will retain the ability to accredit the processes involved.

The organisation of scientific meetings is an integral part of the Faculty activities and three meetings were held during the year.

The Faculty association with the Kuwait Radiology training programme continues to be an important part of Faculty affairs. The expansion of the RCSI international programmes may afford the Faculty an opportunity to diversify further in this area.

Radiological practice has benefited significantly from major technological innovations. RIS/PACS have a significant role to play in the development of quality and efficiency of radiology departments. The Faculty has worked with the national integrated medical information system project (NIMIS) to help and encourage the development of a national PACS system, which will have benefits for all patients.

The increasing worldwide use of teleradiology in a variety of situations has led to the danger of the commoditization of radiology. Faculty Officers have made representations to European



Pictured from l to r with twins Eoghan and Liam are mother Dr. Neasa Ni Mhuircheartaigh, who was awarded with a fellowship of the Faculty of Radiologists in Radiodiagnosis; Mr. Micheál O'Muircheartaigh; Mr. Dominic Wilkinson and Mrs Helena O'Muircheartaigh.

Commissioners, MEPs and DOH officials in favour of adopting amendments to an EU Directive on cross border healthcare, while also engaging with HIQA and the Department of Health & Children to ensure that licensing standards in radiology will apply equally to static facilities, mobile facilities and teleradiology.

The increasing regulatory framework around radiation exposure calls for constant vigilance from the Faculty. The mandated involvement of nurse practitioners in the requesting of radiological investigations has necessitated Faculty involvement in framing the appropriate structures in nurse education.

Subcommittees to the Finance & General Purposes committee has been an excellent innovation in the last number of years and I am grateful to the Chairs of the various groups for the time and expertise freely given.

I am extremely indebted to all my colleagues on the Board, whose outstanding support and enthusiasm for Faculty projects has been of great assistance during the past academic year. I also pay tribute to two members who leave the Board this year, Professor Peter McCarthy and Dr Catriona O'Sullivan.

OFFICERS

Dr Risteárd Ó Laoide
Dean

Dr Barry Kelly
Vice Dean

Dr Adrian Brady
Honorary Secretary

Dr Ian Kelly
Honorary Treasurer

BOARD MEMBERS

Prof Peter McCarthy

Dr Catriona O'Sullivan

Dr Ronan McDermott

Dr Patricia Fitzsimons

Dr William Torreggiani

Dr Ronan S. Ryan

Dr Peter K. Ellis

Dr Peter Kavanagh

Dr Clare Faul

Dr John Stack



Pictured from l to r are Mary O'Neill; Georgina Gethin; Edna Woolhead and Nicola Clarke at the December Postgraduate Conferring Ceremony.

FACULTY OF NURSING AND MIDWIFERY



MS. MAEVE DWYER
DEAN OF THE FACULTY OF NURSING AND MIDWIFERY



PROFESSOR SEAMUS COWMAN
HEAD OF THE SCHOOL OF NURSING AND MIDWIFERY

The Faculty of Nursing & Midwifery this year celebrated 35 years of service in education. The Faculty's philosophy is to develop a caring and reflective practitioner who has the ability to seek out and use research based knowledge for the purposes of improving patient care.

This is a very challenging time for the health services and an exciting time in the development of nursing practice, research and education in Ireland. Rapid change and

unpredictability are underpinning today's health care services and present opportunities for nurses and midwives to expand their scope of practice in the delivery of a wider range of services.

The Faculty offers full and part time primary degrees, masters degrees and postgraduate diplomas approved through the National University of Ireland and An Bord Altranais. There are increasing numbers of nurses registering for postgraduate research studies at Masters and PhD level. There is an active nursing research agenda and most studies are linked to health services with the results contributing directly to patient care.

EDUCATION PROGRAMMES

The introduction of Nurse and Midwife prescribing is an example of an extended scope of practice and RCSI is a leader in providing an education programme to prepare nurse and midwife prescribers. Nurses and midwives as healthcare professionals are required to have new and advanced knowledge in managing technology, ethical and legal requirements and new health policy. In preparing nurses for present and future healthcare challenges, the Faculty of Nursing and Midwifery provides a comprehensive range of postgraduate education programmes. In November 2008, 500 nurses received academic nursing awards at BSc, Post Graduate Diploma, and MSc levels.

A number of new postgraduate programmes were introduced during the year including a Postgraduate Diploma in Peri-operative Children's Nursing in association with Our Lady's Children's Hospital Crumlin. The first ever cohort of nurses in Ireland graduated as Sexual Assault Forensic Nurse Examiners.

New RCSI/NUI education programmes developed include a certificate in Research Nursing in association with Molecular Medicine Ireland. A radically reformed Advanced Nurse Practitioner training programme and an MSc



Ms. Maeve Dwyer; Mr Fergus Finlay; Professor Frank Keane; Professor Seamus Cowman at the Annual Nursing and Midwifery Conference in February 2009.

in Advanced Nursing Leadership have been developed and approved through An Bord Altranais and the NUI.

During the year Faculty academic staff were appointed as External Examiners in both Ireland and UK academic institutions for Bachelors and Masters Degree programmes, PhD vivas and membership of panels for the accreditation of new programmes and quality assurance.

RESEARCH ACHIEVEMENTS

The Faculty of Nursing and Midwifery enjoyed considerable success in research during the year. Staff publications in national and international journals increased during the year and staff also presented papers at national and international conferences.

A nursing and midwifery Research Unit was established in refurbished office space and a number of research projects are underway. These involve a number of collaborators and are focused on: day surgery; national standards for wound management; the role of Clinical Nurse Specialist in cancer care in association with St. Luke's Hospital; lymphoedema; stroke care; ULMO Honey and MRSA; E- portfolio. During the year a Wounds Research Group was established and a study on international priorities for wound education and research has been completed.



Professor Seamus Cowman with Nursing graduates Martina Cahill, Patricia Nugent and June Foxton.



Pictured before receiving her Diploma is Eleanor Comer from Galway at the presentation ceremony of Higher Diplomas in Nursing Sexual Assault Forensic Examination.

A very successful 28th Annual Nursing and Research Conference was held in February 2009. Irish and overseas delegates presented a wide range of papers relevant to clinical nursing, nursing education and nursing management. This conference is the oldest of its type in Europe.

CHALLENGES FOR THE FUTURE

The reorganisation of health services and new policy directions continue to provide major challenges to the academic activities of the Faculty. The Faculty must continue to provide nursing/midwifery education programmes that are relevant to nurses and midwives in the delivery of health services. The ultimate challenge is to ensure innovative education programmes that are practice sensitive and contribute to the improvement of patient and client care.

The national economic climate will have an impact on nursing education with more self-funding and fewer opportunities for study leave time from the health services. The Faculty has responded through the development of a blended learning and e-learning approach. In association with the National Council for Nursing & Midwifery funding has been obtained to develop a nursing e-Portfolio, currently being piloted in the Faculty.

BOARD MEMBERS

There are 559 students and the members of the board are as follows;

Ms Maeve Dwyer
Dean

Prof Seamus Cowman
Head, School of Nursing and Midwifery

Dr Aine Colgan
Vice Dean

Ms Edna Woolhead
Honorary Secretary

Ms Louise Johnston
Honorary Secretary

Ms Nicola Clarke
Honorary Treasurer

Mrs Nora J. Cummins
Board Member

Ms Mary McGrath
Board Member

Ms Eileen Maher
Board Member

Dr Anne-Marie Ryan
Board Member

Ms Kay Leonard
Board Member

Dr Fiona Timmins
Board Member

Ms Maureen Duff
Board Member

Minister Mary Harney presents first cohort of students in Ireland from RCSI with Higher Diplomas in Nursing Sexual Assault Forensic Examination



Minister Mary Harney presents the first cohort of nursing students in Ireland from the Royal College of Surgeons in Ireland with Higher Diplomas in Nursing Sexual Assault Forensic Examination. This group of specialist nurses will provide the important services and holistic care required to victims of sexual assault. Pictured meeting Minister Harney are (l-r) Aideen Walsh, Rachel Marum and Finola Tobin.

On Monday 20th April 2009, Minister for Health and Children, Mary Harney T.D., presented the first cohort of nursing students in Ireland from the Royal College of Surgeons in Ireland (RCSI) with Higher Diplomas in Nursing Sexual Assault Forensic Examination.

Speaking at the presentation ceremony, Minister for Health and Children, Mary Harney T.D said "This is an important achievement for the students and those that have successfully developed and implemented the programme in RCSI. This group of specialist nurses will provide the important services and holistic care that victims of sexual assault require."

Following recommendations from the National Steering Committee on Violence Against Women on Sexual Assault Treatment Services, the Health Service Executive in partnership with the Faculty of Nursing and Midwifery developed the one year Higher Diploma in Nursing Sexual Assault Forensic Examination to prepare nurses and midwives for a new role in providing services to victims of sexual assault.

FACULTY OF SPORTS AND EXERCISE MEDICINE, RCPI AND RCSI



DR. PHILIP E CAROLAN
DEAN, FACULTY OF SPORTS AND EXERCISE MEDICINE, RCPI & RCSI

The development and activities of the Faculty of Sports and Exercise Medicine continued to progress and expand. The Faculty looks forward to the future and greater recognition of the speciality of Sports and Exercise Medicine by all medical institutions and organisations.

The speciality has a vital role to play in the future healthcare of our population, athletes and sports people. Doctors with an interest in Sports and Exercise Medicine are sometimes seen as treating only athletes with injuries and the exercise component is forgotten.

As a Faculty, we actively promote physical activity and highlight its use in managing chronic disease. Our speciality has a lot to offer, from the prescription of exercise or physical activity to helping combat chronic diseases and rehabilitate those who suffer from them. Ireland is falling behind our colleagues in the UK and Europe by not addressing the nation's physical activity. We need to drive the physical activity prescription model for all population groups and promote the 'Exercise is Medicine' model.

HIGHER SPECIALIST TRAINING IN SPORTS AND EXERCISE MEDICINE

Higher Specialist Training is very important for the continued development, strengthening and expansion of Sports and Exercise Medicine. A recognised training scheme is needed to improve the status of the specialty, but most importantly, to provide the highest standard of care to our patients. In the current economic climate, it has been difficult to secure the necessary funding. Work continues and the committee has met to discuss aspects of the training scheme that may be developed or altered to allow a training scheme to commence.

MEDICAL PRACTITIONERS ACT 2007

Part I of the Medical Practitioners Act came into law in March 2009, with four new Divisions of the Register. There are 24 medical practitioners in the Division of Sports and Exercise Medicine on the Medical Council's Register. When Part II of the Act comes into force, Professional Competence Assurance will be a mandatory statutory requirement for registered medical practitioners included in three of the four registration categories maintained by the Irish Medical Council. Our Competence Assurance Schemes must meet the expectations of the legislature, the public and medical practitioners.

FORUM OF POSTGRADUATE TRAINING BODIES

The Faculty is represented on the Forum of Postgraduate Training Bodies. There are a number of subcommittees within the forum which deal with various agencies such as HSE-METR, Medical Council, and NCMET to name a few.

NATIONAL COMMITTEE ON MEDICAL EDUCATION & TRAINING (NCMET)

NCMET addresses aspects of both undergraduate and postgraduate training, and the Faculty is represented on it. This body has raised the same concerns as Forum with regard to postgraduate training in the future.

THE FACULTY OF SPORTS & EXERCISE MEDICINE (UK)

The Dean was nominated to represent the Faculty by the two parent Colleges. The Faculty has continued to promote collaboration and develop links with the Faculty of Sports and Exercise Medicine (UK). The Intercollegiate Examination in Sports and Exercise Medicine, GB & I, which is run by the Faculty of Sports and Exercise Medicine (UK), has changed significantly with a new style Part II examination. This examination has been modified to reach a standard that will be in line with the curriculum of their Higher Specialist Training programme.

ANNUAL SCIENTIFIC CONFERENCE

The successful Annual Scientific Conference was held in Croke Park in September 2008. We were honoured to have this meeting officially opened by President Mary McAleese. Honorary Fellowships were conferred on Professor Per Renström and Dr. Kieran Cuddihy.

BOARD MEMBERS 2008-09

Prof Frank Keane, PRCSI
Mr Frank McManus
Dr John Donohoe, PRCP
Prof N G McElvaney
Dr Mary Archer
Mr Cliff Beirne
Dr Philip Carolan
Dr L Joseph Conway
Mr James Colville
Dr Joseph Cummiskey
Dr Pat Duggan
Dr Michael Griffin
Dr Martin McConaghy
Dr Frank McGrath
Dr Rod McLoughlin
Prof John O'Byrne
Dr Pat O'Neill
Dr John O'Riordan
Dr J Jenner, FSEM (UK)



Front Row; L-R: Prof Per Renström, Honorary Fellow; Dr Pat O'Neill; President McAleese; Prof Frank Keane, Dr John Donohoe, Dr Kieran Cuddihy, Honorary Fellow; Dr Philip Carolan.

Back row; L-R: Prof Peter McCarthy (Dean of Faculty of Radiology); Prof N Gerry McElvaney; Dr John O'Riordan; Dr Martin McConaghy; Dr Mary Archer; Mr Leo Kearns.

JOINT DIPLOMA COURSE IN MUSCULOSKELETAL EXAMINATION FSEM & ICGP

A Memorandum of Agreement between the Irish College of General Practitioners (ICGP) and the Faculty was signed to introduce a Diploma course in Musculoskeletal Examination, developed by Board Members who are General Practitioners.

MUSCULOSKELETAL EXAMINATION TECHNIQUES DVD-MOODLE PRODUCTION

The Faculty has commenced production of Musculoskeletal Examination techniques demonstrations, to be delivered on DVD-Moodle and will be available to all healthcare professionals via HSE and RCSI websites.

EMERGENCY CARE IN SPORT

The Faculty discussed developing a curriculum of core competencies in Emergency Care in Sport with all sporting governing bodies, which would be more appropriate than currently available courses. We intend to continue with this project and seek alternative funding as none is available from the HSE.

FACULTY COMMITTEES

I would like to thank the chairpersons and members of each sub-committee for their diligent work and continuing commitment to the development of the Faculty of Sports and Exercise Medicine in Ireland.

Dr. Pat O'Neill with President Mary McAleese at the Annual RCSI/RCPI Annual Sports and Exercise Scientific Meeting.





2008/09 HAS BEEN AN EXCITING YEAR FOR THE **INTERNATIONAL ACTIVITIES** OF THE COLLEGE. THE PREDOMINANT FOCUS HAS BEEN ON OUR ACTIVITIES IN THE KINGDOM OF BAHRAIN

“RCSI has served Ireland outstandingly well and it has such a well deserved global reputation which has created demand for its services very far from Ireland’s shores”

MARY MCALEESE, PRESIDENT OF IRELAND

RCSI INTERNATIONAL PROJECTS

RCSI BAHRAIN

In October 2008, RCSI Bahrain opened the doors of its new purpose built, state-of-the-art university building in Manama. The new facility has a capacity for in excess of 2000 students. It has a fully integrated IT system and wireless access in all areas to allow for the maximum use of technology and e-learning in the delivery of the education and training programmes.

As a constituent university of the Royal College of Surgeons in Ireland, RCSI Bahrain delivers education and training in medicine, nursing, surgery, general practice, healthcare management and healthcare ethics and law to the highest international standards with qualifications that are recognised worldwide. The student body is an international one, with around 30 countries represented, including Ireland.



RCSI Bahrain.



President Mary McAleese, pictured here with her husband Dr. Martin McAleese and students at the official opening by the President of the RCSI-MUB campus.



Official Opening of RCSI Bahrain.

An official opening ceremony was held in February 2009 and RCSI was honoured to welcome Her Excellency, President Mary McAleese, President of Ireland, and His Highness Sheikh Khalifa bin Salman Al-Khalifa, Prime Minister of the Kingdom of Bahrain to preside over the ceremony and join RCSI in celebrating a prestigious moment in our history.

Speaking at the opening of RCSI Medical University of Bahrain in Bahrain, President McAleese said ‘For many people here, today marks the end of a long journey of planning and construction. For all of us it marks a very important milestone in the thirty-year relationship between Ireland’s distinguished Royal College of Surgeons and the government of Bahrain. RCSI has an outstanding global reputation which has created demand for its services far from Ireland’s shores. Not only has it moulded great medical graduates, it has also created a body of ambassadors both for the

Royal College and for Ireland, putting us on the map as a global leader in the delivery of healthcare education.’

The King Hamad General Hospital is a 312 bed public hospital currently under construction and expected to open in 2010. KHGH will be the main teaching hospital of RCSI Bahrain. The university also has access to existing Ministry of Health Hospitals and the Bahrain Defence Force Royal Medical Services Hospital.

In August 2008, Professor Niall O’Higgins, former President of RCSI, was appointed Professor and Chairman of the Department of Surgery and plans are in progress to establish a secretariat at RCSI Bahrain to support the coordination and delivery of specialist postgraduate surgical education and training in the region.

“The Health Oasis will represent a truly unique medical education and healthcare campus within a world class, mixed use waterfront development – an international healthcare centre of excellence and enterprise for the Kingdom of Bahrain and the Middle East”

Professor Kevin O’Malley, Founding President of RCSI Bahrain, retires from his position this year. RCSI owes a debt of gratitude to Professor O’Malley for his tireless efforts in laying the groundwork for the establishment of the university and in making it the huge source of pride that it now is to its students and staff. Dr. Faisal Al-Mousawi was appointed President of RCSI Bahrain in July 2009. Under his leadership the university will continue to grow to meet the needs of the Kingdom and beyond. We wish Dr. Faisal every success in his new role.

The success of RCSI Bahrain is a mark of RCSI’s collective ability to establish medical colleges and provide internationally recognised medical, allied health and surgical education and training on the international stage.

RCSI Bahrain is located on a site provided by the Government of the Kingdom of Bahrain, adjacent to the King Hamad General Hospital and RCSI Bahrain Health Oasis sites. The entire concept extends over a combined site of circa 60 hectares. This district will be named after His Majesty, the King, Sheikh Hamad bin Isa Al Khalifa. Together these inter-related components will form a truly unique medical education and healthcare campus.

HEALTHCARE DEVELOPMENT

Recognising our strengths in healthcare education, research and service, RCSI developed a strategy to invest in a range of opportunities in Bahrain. A key element of this strategy has been to appoint a dedicated team of people to support such initiatives. This diversification from our core education and research activities is driven by our need to provide sustainable additional revenue streams that will allow us to meet our long-term strategic objectives.



RCSI Health Oasis Preliminary Masterplan.

RCSI BAHRAIN HEALTH OASIS

The RCSI Bahrain Health Oasis project is progressing well. We have identified a development / financial partner and hope that development work can commence during 2010. The Health Oasis will represent a truly unique medical education and healthcare campus within a world class, mixed use waterfront development – an international healthcare centre of excellence and enterprise for the Kingdom of Bahrain and the Middle East. When completed, it will integrate world-class healthcare, state-of-the-art medical education, research and health sector enterprises in an unprecedented environment designed to foster novel approaches to healthcare and healthcare delivery. It will be unlike any existing or proposed health or wellness centre in the region as it will combine an extensive and comprehensive provision of international standard, RCSI led medical and healthcare excellence, with state-of-the-art medical enterprises, in a high amenity leisure waterfront environment.

The Oasis Private Hospital will perform a central role and deliver much of the specialist medical care within the Oasis. In doing so, it will have the support of the King Hamad General Hospital (KHGH) and RCSI Bahrain. The activity and speciality mix will complement that of the King Hamad General Hospital and will be consistent with the overall target market.

The laying of a foundation stone for the Health Oasis was performed during a ceremony in May 2009 by His Highness Sheikh Khalifa Bin Salman Al-Khalifa Prime Minister, Kingdom of Bahrain together with Minister Dara Calleary, Minister with responsibility for Labour Affairs at the Department of Enterprise, Trade and Employment. This occasion marked a further milestone in bringing this project to fruition.

The President and Council recognises and gratefully appreciates the work of the various individuals involved in the King Hamad Hospital and Health Oasis projects and, in particular, the efforts of Mr. Gilbert Little, Mr. David Hanly and Ms. Marian Noone.

“RCSI Medical University of Bahrain is providing healthcare education and training to world class standards; in undergraduate courses in medicine, nursing and midwifery, wonderful courses and wonderful post-graduate opportunities to first class post-graduate students in nursing, healthcare ethics and law.”

MARY MCALEESE, PRESIDENT OF IRELAND



Model of King Hamad General Hospital.

KING HAMAD GENERAL HOSPITAL

King Hamad General Hospital (KHGH), currently under construction, is one of the biggest public sector health projects in Bahrain in recent times. It is scheduled to open in 2010 and will provide world class healthcare services to the people of the Kingdom of Bahrain. It is a 312 bed public hospital occupying a 227,000m² site located to the north of Sheikh Isa Bin Salman causeway on the coast of Muharraq. The hospital is constructed over 4 floors and 3 main blocks and will be the main teaching hospital for RCSI Bahrain.

At the invitation of the Government of Bahrain, RCSI signed an agreement with the Ministry of Health to provide commissioning services for the hospital and a commissioning team has been on the ground in Bahrain since April 2008. In parallel with the commissioning work, RCSI have entered negotiations with the Ministry of Health for the operation and management of the hospital.

RCSI continues to explore both philanthropic and entrepreneurial opportunities in nations across the globe. We are a culturally diverse, truly international organisation with a highly respected fellowship and alumni representative of almost every country in the world.

Pictured at the laying of the foundation stone for the RCSI Bahrain Health Oasis are (L-R) Mr Michael Horgan, CEO, RCSI, His Highness Sheikh Khalifa Bin Salman Al Khalifa Prime Minister, Kingdom of Bahrain, Minister Dara Calleary, Minister with responsibility for Labour Affairs at the Department of Enterprise, Trade and Employment and Professor Frank Keane, President, RCSI.





PHILANTHROPY PLAYS A KEY ROLE
IN LEVERAGING FUNDING FROM BOTH
PRIVATE SOURCES AND PUBLIC BODIES
ALLOWING FOR AN ENHANCEMENT TO
THE QUALITY OF RESOURCES ON OFFER



Pictured from left to right are Mr. Frank Fitzpatrick, Ms. Chris McEvoy, Breast Cancer Ireland RCSI Competition Winner, Ms. Aisling Hurley, Director of Development and Ms. Jeanne McGannand.

DEVELOPMENT OFFICE

New scholarship initiatives, research programmes and facilities on and off campus have benefitted greatly from the generosity shown by private donors, friends of the College, graduates and staff.

RCSI is extremely grateful to its International Development Board (IDB) under the chairmanship of Mr Dermot Desmond for its ongoing support and strategic advice. The Board is comprised of leaders of business and industry from Ireland and overseas including Loretta Brennan Glucksman, Gilbert Little, James Kenny, and Faisal Al Mousawi to mention just a few.

Our ongoing priorities include;

- The redevelopment of York Street which will encompass our new Colles Institute. The Colles Institute currently consists of three centres. First, the National Surgical Training centre (NSTC), a world leader in the development and delivery of procedural based education, training and assessment. Second, the Centre for Research and Development (CR&D) which provides clinical research services and will facilitate clinical research by surgeons or by industry in Ireland or internationally. Finally the Centre for Innovation in Surgical Technology (CIST) which provides services to assess, develop and commercialise surgical technology ideas from surgeons, researchers or industry. In addition to the Colles Institute we will be developing our new Biomedical Sciences Institute along with improved Student Sports Facilities.

- Our REACH (Recreation, Education & Community Health) Programme which is providing access and support to both primary and secondary students and their families; from areas of social and economic disadvantage within the surrounding inner city.
- Faculty Endowment Programme: The development of any curriculum is supported by its Faculty and at RCSI we are continuously seeking to expand internationally our distinguished Faculty Programme offering through the RCSI Endowment fund. This fund is being established to allow RCSI to invest in the professors and academics of the future, who in turn will inspire the next generation of RCSI graduates. Investment in this fund not only helps to create future leaders of the health science arena but it also supports the economy and the future prosperity of Ireland.

Recent Events 2008/09

AUTUMN & SPRING RAFFLES 08/09 FOR BREAST CANCER IRELAND AT RCSI

Breast Cancer Ireland would like to thank everyone for their generosity and continuing support. Professor Arnold Hill, Professor of Surgery, RCSI, and Director of Breast Cancer Ireland said "This level of support and generosity in these challenging times is truly overwhelming and greatly assists in our mission to offer Ireland a truly translational approach to the treatment of Breast Cancer, by speeding up discovery and ultimate treatment of patients diagnosed, through endeavour and collaboration amongst all relevant clinicians and scientists throughout the country".

BREAST CANCER IRELAND AT RCSI ANNOUNCES RECIPIENT OF ITS NATIONAL BREAST CANCER RESEARCH FELLOWSHIP

Congratulations to Dr. Marion Hartmann of NUI Galway – winner of Breast Cancer Ireland's inaugural Breast Cancer Research Fellowship.

Within her application she concurred with strategies being adopted by Breast Cancer Ireland in the identification and characterisation of cancerous tumours at a cellular level and the correlation of this information into groups that could benefit from treatment and those for whom treatment would be unsuitable. This, she advised, would help to individualise therapy and thereby reduce costs.

Dr. Hartmann welcomed the opportunity to collaborate with RCSI in the use of a more extended biobank of tissue samples thereby guaranteeing her more concise and more effective results.

Breast Cancer Ireland wishes Dr. Hartmann every success in this important undertaking.

RCSI HOSTS ITS 21st ANNUAL GOLF CLASSIC FOR SURGICAL RESEARCH AT RCSI

On Thursday 2 July 2009, RCSI hosted its 21st Annual Golf Classic at Luttrellstown Golf Club in Dublin. 28 teams participated in what can only be described as "difficult weather conditions"! But despite such conditions, the day was a great success with many new teams on board this year. The winning team presenting a score of 89 points was led by Mr John Diviney of RCSI; Mr Robbie Henneby, AIB; Mr Walter Coakley and Mr Tom Mulcahy.

In second place, was Gannon Homes, followed by Intuition Publishing (3rd), Moore Cleaning Services (4th) and Typetec Ireland Limited (5th).



ENHANCING THE LIVES OF
INDIVIDUALS IS THE CORE PRINCIPLE
UNDERLYING RCSI'S OBJECTIVES,
AIMS AND ACTIVITIES



Pictured at the REACH RCSI Sports Day is Toni Bodie.

COMMUNITY

Thanks to the efforts of many of our staff, students and Fellows that contribute their time and skill. In 2008/2009 RCSI continued to enhance the standards of health, education and life chances among our local communities and people worldwide.

RCSI IN IRELAND

RCSI's Recreation, Education and Community Health (REACH) programme has involved 1,500 participants and 300 staff and student volunteers since 2007. REACH is a partnership with schools, youth and community groups that work together on the design and delivery of initiatives.

The aims are to stimulate access to further and higher education, improving retention and attainment rates at second level; and promoting life long health and activity in the community.

Activities during 2008/2009 included the daily Homework Club; a Health and Fitness Day; the Educational Information Service which supports students, parents and guardians regarding educational opportunities; annual bursaries for each of the second level schools; a scholarship to the RCSI School of Pharmacy; the College 4U programme which provided information to second year students about going to college; an annual REACH RCSI Sports Day; a World Cup Soccer Blitz which promoted cultural integration and anti-racism; and sponsorship of Aungier Celtic Football Club including challenge matches, coaching sessions with Celtic FC and defibrillator training. Through the Student Ambassador Programme 24 students represent the College in the local community.

PROMOTING SCIENCE, MEDICINE AND RESEARCH

Programmes to promote interest in research, medicine and science were run throughout the year, attracting young and older people alike by making science fun, exciting and accessible.

The hugely popular Mini-Med School, presented by leading health professionals from RCSI, provided an informative and entertaining public education seminar series to members of the general public who are interested in learning more about health, medicine and the delivery of healthcare in Ireland.

This year, Mini-Med School was held over 10 weeks for 300 members of the public, with a special week-long programme for transition year students. For the first time a Mini Med Roadshow took place outside Dublin, at the RCSI/HSE Education Centre in Waterford Regional Hospital.

In November 2008, 22 primary science teachers participated in the 'Come to your senses' workshop delivered by the RCSI Primary science for Teachers Initiative (PSTI) team.

The Annual Outreach Lecture promotes interest in science among the wider community and was delivered by Professor Jenny Graves from the Australian National University, Canberra on the possible extinction of the male Y chromosome.



Pictured with members of the Aungier Celtic football team are the club secretary Mr Christy O'Grady, Dr. Terry McWade, Deputy Chief Executive of RCSI, Ms Maria Kelly, REACH Project Manager RCSI, Mr Frank Donegan, RCSI Porter and team coach.



Dr. Kenny Winser, RCSI and Ms. Susan Doyle, primary school teacher from Presentation Convent, Warrenmount at the 'Come to Your Senses' workshop for primary school teachers. It aims to promote 'learning through doing' and encourages teachers to develop their confidence and enthusiasm for science education in their own classroom. The workshop was run as part of the RCSI REACH (Recreation, Education and Community Health) programme.



Pictured is a woman from Zimbabwe as part of SODISWATER project.



Dr. Kevin McGuigan on a visit outside Harare, as part of the Zimbabwe portion of the SODISWATER project.

GLOBAL INITIATIVES

As a leader in medical education, training and research, the College strives to advance the quality of healthcare in the developing world by sharing knowledge and providing training and expertise in medicine, research, healthcare and surgery. Throughout the year, the College has strengthened its links with the developing world, particularly in parts of Africa and Asia.

This was the first year of the partnership between RCSI and the College of Surgeons of Eastern and Southern Africa (COSECSA). The aim of the programme is to enhance the quality of surgical care in the Sub-Saharan region by improving the quality and accessibility of surgical education and training. The COSECSA countries collectively graduate only 60 surgeons a year for their shared population of 270 million people.

The first year consisted of a detailed design phase, the implementation of RCSI's e-learning platforms in a number of locations and exchange visits and skill sharing activities. This work ensured a solid platform for the programme which will increase in the second year to include further cooperation in surgical training, ICT development, further rollout of RCSI's e-learning platforms and numerous capacity sharing initiatives in syllabus development, examination and organisational development.

The EU SODISWATER project continued to demonstrate the effectiveness of solar disinfection of drinking water against diarrhoeal diseases. Impact studies in Kenya, Zimbabwe, South Africa and Cambodia indicate a 50-60% reduction in risk of dysentery for children under five years using SODIS. The Health Executive Authority approved further funding for a project in Uganda on using solar disinfection with rainwater harvesting to treat drinking water in primary schools.



Sr. (Dr) Joannes Uzoma, graduate of RCSI, from the Holy Rosary Hospital in Nigeria.

RCSI's support includes financial support for postgraduate students from Africa, which has enabled three researchers to train in laboratories throughout Europe and Africa, building future capacity.

The Paediatric Exchange Programme has entered its sixth year. The programme was founded by Professor Martin Corbally, Consultant Paediatric Surgeon at OLVHC and Associate Professor at RCSI. A team of specialists from Our Lady's Children's Hospital Crumlin travelled to Ho Chi Minh City to carry out complex surgical procedures and to help Vietnamese counterparts in Paediatric Surgery and Anaesthetics achieve best practice performance.

RCSI also encourages and advances research, helping to improve the sustainable development of developing countries. Professors Kevin Cahill, Ruairi Brugha and Sam McConkey have been engaged in multiple programmes in 2008/2009 with the objective of improving the public health and basic education within several regions in Africa. These include establishing and evaluating a national malaria surveillance system in Gambia, research into HIV and research into hepatitis C.

During the year the Holy Rosary Hospital in Emekuku in Nigeria prepared for the completion of a state-of-the-art Out Patients Department that will provide primary healthcare and HIV-AIDS programmes, funded by RCSI in conjunction with Irish Aid.

Final year medical student Knut Moe received the inaugural Operation Smile Ireland Medical Student Fellowship to travel with a team of medical professionals to Nairobi, Kenya to provide free reconstructive surgery and care to children with cleft lips and palates.



Sr. (Dr) Joannes Uzoma with Mr. Declan Magee, RCSI Council Member and Consultant Surgeon.



Student nurses from the Holy Rosary Hospital in Emekuku, Nigeria.



RCSI IS A **NOT-FOR-PROFIT ACADEMIC INSTITUTION** AND RAISES THE MAJORITY OF ITS INCOME FROM PRIVATE MEANS, WITH VERY LITTLE STATE FUNDING

FINANCE



MS. JENNIFER CULLINANE
DIRECTOR OF FINANCE

RCSI's financial model is finely balanced requiring us to generate sufficient funds to cover all our activities, including, current and capital requirements and infrastructural developments.

Surpluses are re-invested in education and research programmes within the College. Revenue growth is required to meet inflationary increases and to fund new initiatives. With the continual demand for additional resources to deliver quality education programmes, ensuring the financial model can support the resources needed is a constant challenge. The only funding options open to the College are through building up its revenue reserves, raising debt or fundraising.

REVIEW OF THE YEAR

Overall 2007/8 was a successful year for the College in terms of both growth and progressing key strategic objectives. Student numbers grew with the addition of another class in the Graduate Entry Programme and in the Medical University of Bahrain. The total undergraduate student population in 2007/8 was 2,500, an increase of 20% over 2006/7 levels.

RCSI, IRELAND

INCOME & EXPENDITURE

Turnover of the Irish operation amounted to €108m, up 7% on 2007 levels. This increase reflects the growth in education programmes and the continued success in attracting research funding. Operating costs increased in the year, as a result of general inflationary increases, support given to education programmes still in their development phase, rising interest rates, increasing estate management costs as the campus grows and certain one-off costs. The "Synergy" programme, uses funds from the sale of lands in 2006/7 to encourage innovative thinking within the College, with the objective of strengthening and safeguarding its future development. Overall, Core Activities operated at a planned net deficit of €3m, compared with a surplus of €3m in 2006/7, reflecting RCSI's investment in education programmes and development.

CASH MANAGEMENT

Cash management is a key focus for the organisation and the current liquidity crisis within the banking world and the consequent reduction in available credit has slowed the financing and development of some projects.

CAPITAL PROGRAMME

Capital investments amounted to €12m in the year, the most significant element being Phase I of the development at York Street, Dublin. This structure will house the National Surgical Training Centre, and will be known as the Abraham Colles Institute. Additionally, a total of €4m was spent on developments at the main RCSI teaching hospitals, including Waterford Regional Hospital, Connolly Hospital and Beaumont Hospital. These projects were delivered in partnership with the Health Service Executive.

FINANCIAL HIGHLIGHTS

YEARS ENDED 30 SEPTEMBER 2008 AND 2007

Income & Expenditure	2008	2007
	€ millions	€ millions
Income		
Core Activities (Education, Research, Surgery)	94	87
Investments & Fundraising	14	14
Total income	108	101
Expenditure		
Operating Costs	(98)	(87)
Interest & depreciation	(13)	(11)
Total expenditure	(111)	(98)
(Deficit) / Surplus on core activities	(3)	3
Exceptional item (sale of lands)		18
Net (Deficit) / Surplus after exceptional items	(3)	21
Balance Sheet		
Net assets (consolidated)	90	162

“The organisation’s clear strategic focus will ensure that its vision can be delivered while being cognisant of the financial boundaries that exist.”

BALANCE SHEET (CONSOLIDATED)

As at 30 September 2008, the net assets of the College were €90 million, a decrease of 44% on 2006/7 levels. The decrease is mainly due to a fall in the market values of investment properties, an increase in the pension deficit and the operating deficit for the year. Despite falling property valuations, the College property portfolio is located in a prime central location and management are confident that the values will be maintained over the longer term.

RCSI INTERNATIONAL

The Medical University of Bahrain, which opened in 2004, is operating in line with business plans and is expected to make a financial contribution in 2010, with the first graduate class. The most significant achievement was the construction, on time and on budget, of the €45 million University building at the Bahrain campus. Construction was funded partly from RCSI’s own resources, but mainly from local banking institutions. We continue to progress international projects including the Bahrain Health Oasis and the management contract for the King Hamad University Hospital which are close to completion.

ACHIEVEMENTS OVER THE PAST YEAR

The development of the Five Year Financial Plan helped refine the financial strategy and support the Vision of RCSI. A number of key capital projects were delivered, most noticeably the University campus in Bahrain. The education initiatives continue to perform in line with business plans and are helping to deliver on the Education & Health Sciences strategy and to make a financial contribution. Strong management focus along the dual strands of cost containment and growing revenue continue to strengthen the business model. A number of improved controls were implemented in regard to capital project appraisal and staff recruitment. These controls ensure that robust structures are in place to support the transparency of the decision making process, as RCSI continues to expand across a number of campuses. The policy of centralising operations with resulting efficiencies and economies of scale continues, as does the development of on-line working.

PROSPECTS FOR THE FUTURE

CHALLENGES

As an organisation mainly funded from private means, we create our own future. But the college is not immune from the events in the global economy. For example, the net asset value of the College fell due to a decline in its investment property portfolio and an increased deficit on the pension valuation arising from poor performing equity markets. This market impact will undoubtedly affect RCSI's ability to raise further finance for its ambitious capital programme, which is the most challenging element of the financial model.

The College is reviewing further its activities and cost base and seeking new sources of revenue. It recognises the need to manage costs tightly and to continue to innovate to generate new sources of revenue with the aim of moving to a sustainable break even situation over a three year period on its core operations.

OPPORTUNITIES

Every challenge has the potential to be turned into an opportunity. The current constraints and financial realities provide the environment in which to make positive change. A review of a number of operations was completed with a decision to discontinue and restructure non-core activities. There are some on-going plans for some loss making activities to make them positive financial contributors in the future.

Plans are in place to undertake a zero base budgeting review where all costs will be justified from first principles. A Space Review group has been formed to consider current and future space usage across the organisation and to contribute to a new property strategy.

The organisation's clear strategic focus will ensure that its vision can be delivered while being cognisant of the financial boundaries that exist. I am privileged to contribute to an organisation that has delivered quality education programmes for more than two centuries and looks forward to the celebration of its presence on St Stephen's Green for 200 years in 2010.

Finally, I would like to express particular thanks for the support shown to me by the senior accounting team, Ms Caroline Murphy, Mr Pdraig Barry, Mr Niall Kelly and Mr John Diviney. The Finance team will continue to play a key role in providing relevant and accurate financial information for decision making across the College.



RCSI

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