



RCSI

COMMITTED TO EDUCATIONAL EXCELLENCE

RCSI ANNUAL REPORT 2015-2016

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**RCSI DEVELOPING
HEALTHCARE
LEADERS SINCE 1784**

WE WERE FOUNDED AS THE NATIONAL TRAINING AND PROFESSIONAL BODY FOR SURGERY.



TODAY WE ARE IRELAND'S ONLY FOCUSED HEALTH SCIENCES INSTITUTION AND ONE OF THE LEADING HEALTH SCIENCES INSTITUTIONS IN THE WORLD.





USING OUR CORE EXPERTISE, WE ENHANCE THE STANDARDS OF EDUCATION, HEALTH AND WELLBEING IN OUR LOCAL COMMUNITIES LOCALLY, NATIONALLY AND INTERNATIONALLY.



WE DEVELOP HEALTHCARE LEADERS CAPABLE OF DELIVERING THE VERY BEST PATIENT CARE AND CONDUCT INNOVATIVE RESEARCH TO YIELD IMPROVEMENTS IN PATIENT OUTCOMES.



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RCSI GOVERNANCE

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PRESIDENT'S REVIEW



Mr Declan J. Magee, President, RCSI

// During the past year RCSI has broken new ground in innovation and achievement in healthcare training and practice //

of this new strategy underlines our determination to create structures which will assist surgeons through research leadership, frameworks of competency and professionalism and, most importantly, new support initiatives for the surgeon in difficulty.

In welcoming the launch of the new strategy, it is also appropriate to note what has been achieved during the period of the previous Surgical Affairs strategic plan for 2011 – 2015, when many significant milestones were reached in our journey to broaden and deepen the impact of RCSI in support of surgical training and surgical practice. We have grown very significantly in terms of capability, staffing and programmes but, more critically, we have greatly enhanced and strengthened our role as both the national training body and the professional body for surgery. Crucially, we have enhanced our engagement with our surgical Fellows and Members to better understand their needs and their expectations of their College.

I wish to congratulate the entire team in Surgical Affairs, led by Mr Eunan Friel, for their achievements in the previous five-year plan and their vision in developing this new strategy. I look forward to the fruits of its implementation in the coming years.

Surgical Training (ST) pathway

The realisation of the objectives of the new pathway has been a major focus throughout the year. The first intake of ST3 was conducted satisfactorily and we continue to assess and refine

Since 1784, the Royal College of Surgeons in Ireland has earned a global reputation for excellence, through its achievements in the education and training of doctors and healthcare professionals to the highest standard.

RCSI's undergraduate and postgraduate surgical campuses in Dublin, Bahrain, Perdana and Penang continue to grow this reputation by nurturing world-class medical graduates and surgeons armed with the knowledge and skills required to take a leadership role in shaping the future of health through the delivery of optimum care to patients all over the world.

During the past year, RCSI has broken new ground in innovation and achievement in healthcare training and practice, while encouraging wider awareness of its pivotal role in Ireland's cultural and historical development.

This review highlights some of the most significant developments that have taken place from July 1, 2015 to June 30, 2016.

Supporting Excellence in Surgical Training and Practice

In February 2016, the College published *Supporting Excellence in Surgical Training and Practice*, which sets out the strategic priorities for Surgical Affairs for the next five years, 2016-2020.

Improvement in the training and practice of surgery was the motivation for the foundation of this College in 1784. While the intervening years have seen the College expand and diversify, surgery remains at the heart of what we are and its well-being remains a priority for us. The entire clinical environment has seen changes which have made surgical practice more demanding and challenging than ever, and the publication



President Higgins as he receives his Honorary Fellowship from Mr Declan J. Magee RCSI President at the College's annual Charter Day which is held to commemorate the establishment of RCSI in 1784.

the processes. We are pleased to note that the new training pathway has seen the majority of core trainees get the opportunity to practise in their specialty of choice in the second year of the core training programme.

We have begun to implement significant change in the training pathway and it is not surprising that this has not been without challenges. However, we have been encouraged by the absolute commitment of all stakeholders to make every possible effort in optimising all aspects of our training of the surgical leaders of the future. We will continue to refine the process to ensure that we deliver an outcome that will best serve our patients and be fully acceptable to both trainees and trainers.

The New Academic Education Building

During the past year, the New Academic Education Building (NAEB) has taken shape day-by-day, with progress in its construction visible to passers-by, fuelling anticipation of its planned full opening for the 2017/18 academic year.

There can be no doubt that the NAEB

represents a substantial strengthening of the facilities the College provides for the undergraduate medical school and for surgical and other postgraduate training needs.

The opening of the NAEB will significantly increase the clinical training space available to surgery and will play a vital role in maximising our training capability. The provision of access to a fully-equipped, state-of-the-art surgical and clinical training suite will be a vital resource and will make a key contribution to the delivery of the new Surgical Affairs strategy, *Supporting Excellence in Surgical Training and Practice*.

Faculty of Postgraduate Surgical Educators

Under the leadership of Professor Oscar Traynor, the Faculty of Postgraduate

Surgical Educators has assembled a strong team to develop a formal structure around both the people and the processes involved in surgical education within the National Surgical Training Centre (NSTC) at RCSI. The Faculty comprises 18 members who will be involved in teaching, assessments and curriculum development across surgical training in RCSI. The majority of the Faculty are surgeons in active surgical practice from a variety of different specialties and different geographical regions in Ireland.

The Faculty aims to engage trainers in a way which gives them a sense of vocational fulfilment, while recognising and rewarding their academic input. Ultimately, the Faculty will make a key contribution to positioning RCSI as a leading provider of structured, simulation-enhanced surgical education globally.

The Millin and Charter Day Meetings

The Millin and Charter Day Meetings (in November 2015 and February 2016, respectively) were well-attended and very successful. Among the key sessions at the Millin Meeting, there was an insightful discussion on bullying while Charter Day included a highly relevant plenary session on ways to support surgeons facing multiple demands and an expectation of high performance in various roles – technical expert, skilled communicator, able manager, supportive teacher, trainer and mentor, as well as scholar and researcher.

Medical and Health Sciences

RCSI continues to take a leading role in the development of global healthcare through our dedication to the highest standards of education, training and practice across our four campuses.

In June 2016, 256 future doctors from 28 different countries around the world graduated from RCSI School of Medicine. Our overseas campuses continued to maintain an upward trajectory marked by significant progress in education and training. At the seventh annual Conferring

// RCSI's global reach was again recognised with a ranking of 46th in the world for 'International Outlook' //



Dr Maurice Manning, Chair of the Government's Expert Advisory Group on Commemorations, Mr Declan J. Magee, President of RCSI and Professor Cathal Kelly, Chief Executive/ Registrar, RCSI pictured at the opening of 'Surgeons and Insurgents-RCSI and the Easter Rising' exhibition.

Ceremony of its School of Medicine, 89 future doctors graduated from RCSI Bahrain. This Conferring Ceremony brought the number of RCSI Bahrain medical graduates to more than 1,100, since the inaugural ceremony took place in 2010.

Perdana University RCSI (PU-RCSI) Malaysia marked a new phase in its development with the completion of the first cycle of students in May 2016, a total of 59 students sitting for the first final examination. RCSI is delighted that the first graduates with an RCSI medical degree will be conferred at PU-RCSI in September 2016. This milestone is a result of the dedication of many staff in RCSI Dublin and Perdana University, led by Professor David Adams, Dean of PU-RCSI.

Celebrating its 20th anniversary this year, Penang Medical College awarded its first postgraduate degrees. In June 2016, the Masters in Health Research programme – jointly led by Professor Rashid Khan, Head of Department of Public Health,

// We have greatly enhanced and strengthened our role as both the national training body and the professional body for surgery. //

PMC, and Professor Ronan Conroy, Department of Epidemiology and Public Health Medicine, RCSI – graduated five students from its initial cohort.

We congratulate and thank Professor Amir Khir, who retired as President, CEO and Dean after a 19-year career with PMC and was awarded an Honorary Doctorate in Medicine by the NUI in June 2016 for his service to clinical education in PMC Malaysia and on behalf of RCSI and UCD. We welcome his successor Professor Stephen Doughty, from the University of Nottingham, who takes up his role in September 2016.

RCSI's global reach was again recognised

with a ranking of 46th in the world for 'International Outlook' and #251 - 300 in the Times Higher Education World University Rankings (2015-2016). An acknowledgement of our successes in the delivery of education and research that drives improvements in human health worldwide, these rankings are also an encouragement to reach new levels of achievement in the future.

Epitomising our international perspective, in 2016, RCSI will grant the same degree to graduates at our campuses in three countries. This common medical degree demonstrates our commitment to excellence in healthcare education worldwide, connecting our Colleges in

Ireland, Bahrain and Malaysia.

Physician Associates

Recognising the impact and benefits a Physician Associate (PA) can deliver to patient care, RCSI has introduced a pioneering training programme for PAs in Ireland. The MSc in Physician Associate Studies is a full-time, intensive two-year, level 9 Master's degree that offers a balance of theory and practice.

The first cohort of seven students commenced in January 2016 and preparation is underway to welcome a larger class in 2017. Teaching is delivered by experienced international PA educators and Medical School faculty with quality clinical placements offered from Year 1. RCSI-trained PAs will provide high quality, patient-focused care that will support and enhance the multidisciplinary healthcare team in the management of patients.

Engagement across Ireland

Events that facilitate engagement with the wider healthcare profession and, in particular, with our Fellows and Members, are an integral part of the Presidential Calendar. There were several successful events held across the country during the past 12 months including an extremely worthwhile and successful Out of Town Fellows and Members Meeting in Galway in January 2016.

In early summer, from May 11 to May 13, 2016, the International Surgical Congress of the Association of Surgeons of Great Britain and Ireland (ASGBI) took place in Belfast. RCSI was pleased to have a delegation attend the event at the invitation of Mr John Moorehead, President of ASGBI. The College delivered a symposium on the origins of Irish surgery and where we are going, entitled "Irish Surgery Roots and Shoots". The symposium featured three speakers: Professor Pierce Grace on "Gaelic Medicine"; Mr Eamon Mackle, a Belfast surgeon and member of the Court of Examiners on "Millin, Magill and Myles: Three Irish Fellows", chronicling the history of these three eminent Irish surgeons; and Professor Sean Tierney on "Global Surgery – a Partnership Approach".

In addition, the Robert Smith lecture on "Irish Doctors in WWI" was delivered by former Council member Mr Joe Duignan. On the closing day of the Congress, RCSI

held a very successful regional Fellows and Members meeting in Belfast.

Global Health Partnerships

RCSI's ongoing collaboration with the College of Surgeons of East, Central and Southern Africa (COSECSA) is a core component of our continuing commitment to the advancement of global medicine. In a complementary initiative, RCSI was honoured to host a major global health conference, in April 2016, on the urgent health needs of low and middle income countries entitled "Global Health Partnerships".

Researchers, medical practitioners and others discussed global health needs in light of the adoption of the UN Sustainable Development Goals in September 2015 and the world's commitment "to ensure healthy lives and promote well-being for all at all ages". The College was honoured to welcome a distinguished line-up of speakers that included: Professor Francis Omaswa from Uganda, who highlighted the importance of healthcare ownership and leadership in Africa; Lord Nigel Crisp, who called for a new approach to global health through

partnerships for mutual learning and co-development; and Dr James Campbell from the World Health Organization, who addressed the global shortage of health workers.

In this context, it was heartening, in an address at the opening of the Annual American College of Surgeons Clinical Congress in October 2015, to hear Professor Paul Farmer, the Kolokotronis University Professor of Global Health and Social Medicine at Harvard Medical School, praise the work of RCSI as an exemplar of how an institution from a high income country can support global surgery.

The RCSI 1916 Commemorative Programme

The centenary commemorations of the 1916 Easter Rising have been of particular significance to RCSI. Our building on St Stephen's Green was one of the principal sites occupied by the Volunteers, but, also, many of the College surgeons played important roles in treating the injured.

In October 2015, the presentation in



Mr Declan J. Magee, President of RCSI is pictured with Professor Francis Omaswa (left) and Professor Krikor Erzingatsian (right) who were awarded Honorary Fellowships at the RCSI Global Health Conference in April 2016



Michael O'Leary delivering the 24th annual Carmichael Lecture at the 2015 Millin Meeting.

the College of the spectacular stage production, *And Spring Shall Come*, signalled the beginning of the RCSI 1916 Commemorative Programme. Based on an original concept by Dr Chris Fitzpatrick, co-written and directed by Ruán Magan and produced by RCSI and Moya Doherty, it was attended by over 200 Alumni and guests. Other highlights in the RCSI 1916 Commemorative Programme included:

- the conferring of the President of Ireland Michael D Higgins with an Honorary Fellowship of the College at the culmination of the 2016 Charter Day Meeting in February.
- a flag ceremony outside the College, marking the beginning of the Easter Sunday 2016 State Commemoration Ceremony and Parade; and,
- "Surgeons and Insurgents", a special exhibition in RCSI from March 23 to April 17, 2016, along with an accompanying book, which explored the human stories associated with RCSI and the 1916 Easter Rising.

Conclusion

My two years as President of RCSI have afforded me a wider and inspiring perspective of the sheer range of RCSI activity across the globe and the determination and passion of the thousands of individuals – staff, students and Alumni – who drive that activity.

It has been an honour to be President of RCSI, a unique organisation with a rich heritage, deservedly and spectacularly highlighted to a wider public in this historic year. Moreover, it has been a privilege, as President, to witness the dedication of the College staff, led by Professor Cathal Kelly, our CEO, in shaping an inspiring future for an institution that continues to be at the forefront of the development of global healthcare leaders. Professor Kelly, and his senior management team supported by Council, provide the leadership and strategic thinking that will guarantee us continued success and stability into the future.

With regard to surgery, it has become clear to me, over the past two years, that it is essential for all surgeons committed to its future – a future that delivers high standards in training and practice and fulfilling careers – to work together with a common purpose. I firmly believe that a strong, vibrant and inclusive College is the best vehicle to achieve these goals.

With deep gratitude for the opportunity to have served as President of the College, I am pleased to hand over the chain of office to my colleague and friend, Professor John Hyland. I wish him and the College continued success in the exciting years ahead.

THE PRESIDENT'S GLOBAL ITINERARY

Throughout the year, the President attended key global conferences and delivered the following presentations: -

Bootcamp and Fundamentals of Surgery Course. World Congress of Surgery, Bangkok, August 2015;

RCSI & COSECSA – Building a Surgical Training College. Global Health, Glasgow, September 2015;

COSECSA & RCSI – Supporting Workforce from Near and Far. Harvard Medical School Centre, Dubai, March 2016;

RCSI & Global Surgery. Fifth Global Surgery Forum. RCS London, April 2016;

Partnerships for Success – Now is their Time. Global Health Partnerships. RCSI, Dublin, April 2016;

Colleges supporting Colleges to Enhance Global Surgery. RACS, Brisbane, May 2016;

Ethics of Surgical Engagement in LMICs. RACS, Brisbane, May 2016; and,

Lessons for Cardiothoracic Surgery from Developments in Other Surgical Specialties. Royal Society of Medicine. London, June 2016.

STRATEGIC PLAN ACCOMPLISHMENTS

RCSI's strategic plan, 'Growth and Excellence', for the Faculty of Medicine and Health Sciences 2013-2017, aims to build on RCSI's international reputation as a centre for excellence in healthcare professional development, training and education, and work towards the goals outlined in the plan has progressed significantly in the past year.

Highlights of what has been achieved in 2015-2016:



LEADERSHIP IN INTERNATIONAL MEDICAL EDUCATION

- › Fifth RCSI International Education Forum was held in June 2016;
- › Perdana University RCSI (PU-RCSI) marked a new phase in its development with the completion of its first cycle of students in May 2016;
- › 20-year anniversary of joint venture in Penang Medical College, Malaysia, with UCD;
- › First MSc graduates from Penang (MSc Health Research) conferred;
- › Seventh annual conferring ceremony takes place in RCSI Bahrain; and,
- › Dilmun Scholar PhD Programme launched.



EXCELLENCE IN EDUCATION

- › Times Higher Ranking significantly enhanced;
- › Technology Enhanced Learning continued to be rolled out;
- › Student Hub created to consolidate student services, wellbeing and career advice in a single location;
- › MSc in Physician Associate Studies and Masters in Human Factors in Patient Safety launched; and,
- › Hosting of a major global health conference in April 2016.

IMPACTFUL RESEARCH AND INNOVATION IN HEALTH SCIENCE & EDUCATION

- › StAR (Strategic Academic Recruitment Programme) – our major research strategy – continued to be rolled out;
- › Health Outcome Research Centre (HORC) launched;
- › Highest Irish success rate in accessing Horizon 2020 funds; and,
- › A range of research breakthroughs.



STRONG STRATEGIC PARTNERSHIPS

- › Investment in partner hospitals and ongoing development of RCSI Hospitals Group;
- › Growing Alumni engagement;
- › Growing philanthropic support for RCSI; and,
- › Continued support for our community here and in Africa (COSECSA).



ENHANCED ORGANISATIONAL CAPABILITIES

- › Continued growth in staff numbers and investment in staff development;
- › Strong financial performance to support investment; and,
- › Continued rollout of leadership development programme.



COUNCIL MEMBERS



Mr Declan J. Magee
President, RCSI; General Surgeon (Retired)



Professor John Hyland
Vice-President, RCSI; Consultant Surgeon (General/Colorectal), St. Vincent's University Hospital



Professor W. Arthur Tanner
Medical Consultant to Leinster Rugby, Retired Director of Surgical Affairs, RCSI



Professor Patrick J. Broe
Immediate Past-President, RCSI Consultant Surgeon (General), Beaumont Hospital



Professor Thomas F. Gorey
Consultant Surgeon (General/Breast/Thyroid), Mater Misericordiae Hospital



Mr Parnell Keeling
Consultant Surgeon (General) Bon Secours Hospital, Glasnevin



Mr Kevin O'Malley
Consultant Surgeon (General/Vascular), Mater Misericordiae Hospital and Joint Clinical Director, Ireland East Hospital Group



Mr James Geraghty
Consultant Surgeon (General/Breast) and Senior Lecturer in Surgery, St. Vincent's University Hospital and UCD



Mr Paul Burke
Consultant General and Vascular Surgeon, St. John's Hospital and University Hospital Limerick



Mr Joseph G. O'Beirne
Consultant Surgeon (Orthopaedic), University Hospital Waterford



Professor P. Ronan O'Connell
Head, Section of Surgery and Surgical Specialties, UCD, Consultant Surgeon, St Vincent's University Hospital



Mr Michael E O'Sullivan
Consultant Surgeon (Trauma & Orthopaedic), University Hospital Galway/Merlin Park Hospital



Mr Kenneth Mealy

Consultant Surgeon (General), Wexford General Hospital



Mr David Quinlan

Consultant Urologist, St. Vincent's University Hospital



Professor Kevin Conlon

Professor of Surgery and Consultant Surgeon (General & HPB), Trinity College Dublin, St. Vincent's University Hospital and Tallaght Hospital



Mr David Moore

Consultant Surgeon (Trauma & Orthopaedic), Our Lady's Children's Hospital Crumlin/ AMNCH Tallaght Hospital/ Blackrock Clinic



Professor K. Simon Cross

Consultant Vascular and General Surgeon, University Hospital Waterford



Professor Laura Viani

Director of National Cochlear Implant Programme, Beaumont Hospital; Temple Street; RCSI



Professor Michael J. Kerin

Professor and Head of Surgery and Consultant Surgeon (Breast/ Endocrine/ General), NUI Galway and Galway University Hospital



Ms Bridget Egan

Consultant Vascular Surgeon, AMNCH Tallaght Hospital



Ms Deborah McNamara

Consultant Surgeon (General/Colorectal) and Clinical Director of Surgery, Beaumont Hospital



The Hon. Mr Justice Peter Kelly

President of the High Court



Mr David B. Deasy

Chartered Accountant, Financial Consultant

CHIEF EXECUTIVE'S REVIEW



Professor Cathal Kelly, Chief Executive/ Registrar, RCSI

“The College is continually reinvesting in order to provide an enhanced learning experience for its students”

an independent, not-for-profit, health sciences institution, over 80% of RCSI funding is privately sourced, while the College contributes in excess of €25 million annually to the Exchequer through taxation.

With export earnings reaching €119 million, RCSI is one of Ireland's largest indigenous services exporters while its payroll of 1,000 employees, would (if it were a plc.) place it within the top 200 companies in Ireland. In 2015 alone, the College generated revenues of €145 million, driven primarily by its work in education and research.

The past 12 months have been a time of outstanding progress for the College on our journey to become a world-leading health sciences institution, as we continue to make significant strategic developments and achievements in education, training and research driven by innovation, which as Chief Executive, I am pleased to share with you in the RCSI Annual Report for 2015-2016.

In alignment with the goals and objectives set out in our strategic plan, Growth and Excellence, the College has made substantial progress on a range of strategic initiatives that will enhance our education of undergraduate medicine, pharmacy and physiotherapy students, and postgraduate research students across the spectrum of translational health research activities.

Given the challenges facing worldwide healthcare systems, informed by our

expertise in healthcare, RCSI continues to evolve its role to be at the forefront of changing the landscape of medical education and shaping how medical professionals are taught to support them to deliver world-class care to patients.

Our concentrated efforts in helping to shape the future of healthcare is aptly demonstrated in the exciting innovations and meaningful achievements, outlined throughout this annual report, in the areas of research, healthcare training and, most importantly, the enhancement of patient outcomes.

RCSI's contribution to the Irish economy

In this historic year when we commemorated RCSI's role in the story of the founding of the nation for the 1916 centenary, it is timely to acknowledge the significant contribution that RCSI makes to the national economy. As

RCSI also has a significant indirect economic impact through expenditure by the College, its employees and its students thereby supporting other businesses and jobs in the local economy. Much of RCSI's economic impact is achieved through its staff and students and their expenditures which generate positive economic effects across the communities where they live and work. As part of the RCSI Hospitals Group, for example, the impact of RCSI is spread across Dublin, the North East region and, indeed, the entire economy.

Investment in state-of-the art facilities

As a primarily self-funding body, the College is continually reinvesting in order to provide an enhanced learning experience for its students, to deliver effective support to its research initiatives and to assist in developing improved healthcare delivery. These strategic investments produce further benefits



An honorary doctorate was awarded to Professor Nezam H. Afdhal, Professor of Medicine at Harvard Medical School; Senior Physician in Hepatology at Beth Israel Deaconess Medical Center, Boston, Massachusetts and Alumnus of RCSI from the Class of 1981, at the June Conferring

to the wider economy. A primary example of this is the new academic education building on York Street, which, with a multi-year investment roll-out of €80 million, is one of the largest redevelopment projects in Dublin's city centre in several years.

In tandem with the development of new infrastructure, the ongoing maintenance of the existing stock of buildings makes an important annual contribution to Ireland's construction sector. In 2015, the College invested close to €20 million in its physical facilities, not only to ensure its teaching hospitals continue to provide world class facilities but also to enhance the built environment within Dublin city centre.

In summary, the extent of the College's contribution to economic activity in the capital city and across the country encompasses a direct economic output of €145 million alongside secondary outputs generating a further €133 million. Ultimately, the value of the total input generated by the College in Ireland in 2015 came to €278 million.

Each unit will generate impactful solutions in the delivery of patient-centred healthcare

Improving health service provision

This year saw the finalisation of plans to deliver a dynamic new initiative under the leadership of Eunan Friel that will integrate the work of three units, the Health Outcomes Research Centre (HORC), the Process Improvement Centre (PIC) and the Institute of Leadership (IoL), in order to contribute meaningful improvements in the delivery of health care by the health services.

HORC focuses on surgical and healthcare outcomes and how research can be used to inform policy and practice to make a difference to patients and the healthcare system. RCSI's PIC aims to deliver measurable and sustainable improvements to processes, within our healthcare systems, by applying the principles of Lean engineering, management and science; and IoL is

dedicated exclusively to developing the leadership and management capacity of health professionals.

The intention is to combine the complementary outputs of each unit – detailed, accurate outcomes research, dynamic process improvement and strong leadership – to generate impactful solutions in the delivery of patient-centred healthcare.

Building research excellence

Launched in 2015, RCSI's Strategic Academic Recruitment (StAR) Programme is an ambitious initiative to accelerate the delivery of innovative, impactful research in the health sciences across a range of groundbreaking work including the creation of novel medical devices and the development of new therapeutics and new diagnostic tests.



Pictured at the 'topping out' ceremony for RCSI's new academic education building on York Street are Professor Hannah McGee, Dean of the Faculty of Medicine and Health Sciences, RCSI; Mr Declan J. Magee, President, RCSI; Professor Cathal Kelly, Chief Executive/ Registrar, RCSI; and Carole Smillie, Construction Director, Bennett Construction Ltd.

Through the StAR Programme, RCSI has invited ambitious, visionary researchers to embark with us on the latest exciting phase in our research mission. Backed by significant investment, the objective is to transfer research discoveries more quickly to clinical practice for the benefit of patients.

The presence of StAR researchers on our campuses allows our students to witness world-class research in practice and to learn directly from some of the leading minds in medical science.

The expertise of the researchers already recruited in the StAR programme include epilepsy, Alzheimer's disease, drug delivery, nanomedicine, cancer with a second phase of recruitment in late 2016 set to attract further outstanding candidates in research areas where RCSI has proven strengths.

RCSI Connected by Degrees

In 2016, RCSI will grant the same degree to graduates at our campuses in

three countries. This common medical degree demonstrates our commitment to excellence in healthcare education worldwide, connecting our colleges in Ireland, Bahrain and Malaysia and our network of Alumni across the globe.

RCSI's technical, logistical and educational achievement in awarding the same medical degree to graduates at our campuses in three countries – Ireland, Bahrain and Malaysia – represents a significant milestone in the evolution of the College's global footprint.

RCSI Bahrain

RCSI Bahrain continues to go from strength to strength, graduating 89 doctors in June 2016. In total, RCSI Bahrain has graduated 1,100 students in medicine and nursing since its inaugural ceremony in 2010.

Perdana University RCSI School of Medicine

The first cohort of students will graduate from Perdana University RCSI (PU RCSI)

School of Medicine in September 2016. Founded in 2011, the university has had an average intake of 60 students per year. The university hosted full accreditation visits from the Medical Council of Ireland, the Malaysian Medical Council and Malaysian Qualifications Authority in 2016.

Penang Medical College

This year we celebrate the 20th anniversary of the founding of Penang Medical College, which graduated 132 students in June 2016 and which has graduated more than 1,400 students to date.

Also this year, Professor Amir Khir retired as President of the College and I wish to thank him for his outstanding contribution to PMC which has encompassed a number of pivotal roles including Professor of Medicine, Dean and CEO.

Professor Stephen Doughty will join Penang Medical College (PMC) as its fourth president in September 2016.

RCSI Dubai

RCSI Dubai awarded 72 graduates with master's degrees and postgraduate diplomas at its annual conferring ceremony in November 2015. The graduates were presented with their certificates by Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum at the ceremony.

The graduates represent a broad spectrum of health professionals and include consultants, doctors, nurses, health managers, educators, pharmacists, laboratory technicians and other allied healthcare professionals who come from a wide variety of public and private health sector organisations.

Honoring a Healthcare Leader

In June 2016, the College was honoured to award an honorary doctorate to Professor Nezam H. Afdhal, Professor of Medicine at Harvard Medical School; Senior Physician in Hepatology at Beth Israel Deaconess Medical Center, Boston, Massachusetts. An RCSI medical Alumnus (Class of 1981), he has been chosen to receive this award in recognition of his life's work, his outstanding exploration of the complications of liver disease. His role in the discovery, therapy development and potential widespread cure for hepatitis C, all in the space of just over 25 years, is something that will inspire our graduates and certainly is something for them to aspire to in their careers.

Awards for Innovation and Corporate Social Responsibility

RCSI's Innovation team won the Knowledge Transfer Initiative of the Year Impact Award at the national Knowledge Transfer Ireland Impact Awards 2016. The award was presented to the team by Minister for Enterprise, Jobs and Innovation Mary Mitchell O'Connor TD for their initiative "Building a Culture of Knowledge Transfer".

The winning initiative was led by Dr Aoife Gallagher, Head of Innovation, RCSI and Dr Seamus Browne, Industry Liaison Manager, RCSI who spearheaded the College's commercialisation and industry engagement functions since the launch of the new RCSI Office of Research and Innovation (ORI) in 2014. The goal of the team has been to work with RCSI Principal Investigators (PIs) to ensure that RCSI research is given the best opportunity to make economic and societal impact through the provision of customer-

orientated industry engagement and research commercialisation services to researchers and industry partners.

The RCSI Institute of Leadership won a National Training Award for Best Corporate Social Responsibility Initiative in March 2016. Dermot O'Flynn, Professor Ciaran O'Boyle, Roger Duggan and Eric O'Flynn received the Best Corporate Social Responsibility Award from the Irish Institute of Training Development for their world class teaching methodology which was recognised as being contextually appropriate to the challenge of training 252 surgeons in 10 COSECSA countries over a five-year period. This programme ensured the quality and consistency of training surgeons across 88 teaching hospitals in central, east and southern Africa and was a very successful

collaboration between the Institute of Leadership and COSECSA.

Improved Rankings

In October 2015, the Times Higher Education World University Rankings ranked RCSI in the #251 – 300 category, leaping forward from its 2014-2015 ranking of #389. In January 2016, the Times Higher Education World University Rankings announced that RCSI increased its position from 49th in the world in 2015 to 46th in the world for 'International Outlook'.

The Times Higher Education World University Rankings 2015-2016 are the only international university performance tables to judge world class universities across all of their core missions - teaching, research, knowledge transfer and

For RCSI to rank in the top 2% worldwide is an outstanding achievement



Professor Arnold Hill, Professor Hannah McGee and Professor Cathal Kelly with RCSI medical student Elysha Brennan who won the Rose of Tralee in August 2015



Cast members Mark Lambert, Seán T. Ó Meallaigh, Aoibhinn McGinnity, Ian Toner and Nick Dunning performing 'And Spring Shall Come' which commemorated the dramatic events of Easter 1916 and World War I and marked the opening of the College's commemorative programme.

international outlook. For RCSI to rank in the top 2% worldwide in these rankings is an outstanding achievement to be celebrated.

Enhancing the student learning experience

We continue to provide significant investment in campus facilities to support our educational and research objectives. Some of the key initiatives advanced during the last twelve months include:

- the new academic and education building, which remains on schedule for completion in Spring 2017;
- a new student hub being developed at 123 St Stephens Green; and,
- application has been made for planning permission for a 2,500 sq. metre Education Research Building (ERC II) at Beaumont Hospital.

In addition, our IT team has made significant progress on important projects which support our students, provide greater functionality to our teaching staff, and enable more efficient and aligned processes in our business support functions. Several key projects were completed successfully in partnership with RCSI colleagues, and many new growth-oriented projects were started. During the 12 month period, key projects were delivered, including: a new automated Surgical Affairs CST Assessment solution; a new Anatomy Management Solution;

five new Technology Enhanced Learning (TEL) Pilots and an upgraded TEL2 pilot using new searchable mobile video technology; and the launch of the very successful RCSI MyHealth Mobile App with over 25,000 downloads recorded during the year.

RCSI Hospitals

The recruitment and establishment of the Executive Team for RCSI Hospitals has progressed significantly in the last year. Ian Carter was appointed as the new Hospital Group CEO in January 2016 with overall responsibility for the management of hospitals within the RCSI Hospitals network. An important link for RCSI as academic partner to the hospital group is the role of Chief Academic Officer to which Trevor Duffy has been appointed.

The scope of RCSI activities related to the Hospital Group cover areas such as Health Outcomes Research, Lean/ Process Improvement, Population Health Research, Project Echo (knowledge-sharing networks, led by expert teams who use multi-point videoconferencing to conduct virtual clinics with community providers), expansion of the Education Research Centre at Beaumont Hospital and Connolly Campus Development. RCSI continues to be committed to the success of the hospital group recognising how important our clinical partner locations are to the success of RCSI.

Council

A new Council was elected in June 2016 and I would like to welcome Professor John Hyland, who becomes the 170th President of RCSI. I would also like to welcome Mr Kenneth Mealy who was appointed as the new Vice President and Ms Camilla Carroll who joins Council for the first time. I would like to thank Professor Tom Gorey, who retires from Council this year, for his contributions to the College.

An essential contribution

In a year which has encouraged broader reflection on RCSI's role – both historic and contemporary – in Irish society, it is appropriate to salute the essential contribution of the patients, clinicians, and staff of our teaching hospitals to the College's growth and development and to acknowledge their generosity to the College, its students and trainees.

I would like to thank each and every member of RCSI's staff for their unwavering commitment and hard work in helping to realise the vision encapsulated in our Growth and Excellence strategy. I also wish to thank my colleagues on the senior management team and the Council, and, in particular Mr Declan J. Magee, our outgoing President, for sustained support and consistent dedication to the achievement of RCSI's strategic goals.

SENIOR MANAGEMENT TEAM



Professor Cathal Kelly
Chief Executive/ Registrar



Professor Hannah McGee
Dean of the Faculty of Medicine and Health Sciences



Professor Raymond Stallings
Director of Research and Innovation



Ms Jennifer Cullinane
Director of Finance



Mr Barry Holmes
Director of Human Resources



Mr Eunan Friel
Managing Director of Surgical Affairs



Mr Michael McGrail
Director of Corporate Strategy



Mr Enda Kyne
Director of IT and Technology Transformation



Ms Aine Gibbons
Director of Development, Alumni Relations, Fellows & Members

RCSI MILESTONES AND ACHIEVEMENTS

July

Phyllis McDonagh and Marjorie Parker enjoying the annual RCSI Ballroom of Romance



September

Launch of the RCSI MyHealth app with RCSI's Dr Steve Kerrigan and RTE presenter Keelin Shanley. The app provides factual information on over 900 conditions and also provides users with information on where to seek advice and support.



November

Science Week at RCSI's 'See it, Do it' programme with Chloe Gaynor and Nabila Bibi Hosany from Presentation Secondary School, Warrenmount, Dublin 8

August

Henry Donnelly (11) from Wicklow, pictured during a tour at RCSI as part of National Heritage Week



December

A new play amenity in York Street was opened as part of the REACH RCSI Programme in partnership with local residents, Dublin City Council and the Department of Children and Youth Affairs.

October

Bestselling author Dr Spencer Johnson (Medicine, Class of 1968) was interviewed by broadcaster Pat Kenny as part of a new "In conversation with..." series of Alumni events



January

Ailbhe Kenny (16) and Iseult Larkin (16) from Mount Anville Secondary School watching a live Caesarean section as part of the RCSI Transition Year MiniMed programme.



March

Norah Casey who was made an Honorary Fellow of the RCSI Faculty of Nursing and Midwifery in recognition of her contribution to nursing, business and society internationally, at the 35th Annual International Nursing and Midwifery Research and Education Conference.



(Eric Luke / The Irish Times)

May

Mick O'Dea, RHA President; Remco de Fouw, winner of the inaugural RCSI Art Award which recognises the connection between art and healing, and RCSI President Mr Declan J. Magee

February

President Higgins was awarded the College's highest honour of Honorary Fellowship of RCSI at the College's annual Charter Day



June

Professor Brian Harvey was presented with the insignia of "Chevalier de l'Ordre des Palmes Academiques", by H.E. Mr Jean-Pierre Thébault, Ambassador of France to Ireland

April

Isabelle Reast, Alice Sheils, Liam and Karen Bradley visit the 'Surgeons and Insurgents - RCSI and the Easter Rising' exhibition which took place from 23rd March - 17th April



02

RCSI SURGICAL
AFFAIRS



SURGICAL AFFAIRS FACTS

Core Surgical Trainees **115**

BST in Emergency Medicine **56**

Specialty Surgical Trainees **18**

Higher Surgical Trainees **202**

Professional Development Programme **369**

RCSI SURGICAL AFFAIRS

The period from July 1, 2015 to June 30, 2016 saw significant advances in surgical training, a further strengthening of supports for surgical practice, a deepening of engagement with Fellows and Members and, through the transition to a new five-year strategy, a renewed commitment to the development of the surgical leaders of the future.

Mr Eunan Friel, Managing Director, Surgical Affairs



Evolving strategy

Last year marked the culmination of the 2011-2015 strategy for Surgical Affairs, which implemented a raft of initiatives to step-change the College's impact on surgical training and surgical practice while providing the foundation for the launch earlier this year of the blueprint for the next five years, *Supporting Excellence in Surgical Training and Practice*.

The 2011-2015 strategy focused on two key objectives:

- the need to continue to refine surgical training within the framework of the new seamless training pathway to better serve the needs of future surgeons and our future health service, which will involve multiple associated training initiatives in relation to selection, curriculum, assessment, progression and development, and,
- the related requirement to evolve the support of surgical practice beyond training, i.e., to enhance the College's engagement with, and support of, Fellows and surgeons in surgical practice and the evolution of surgical policy.

A key achievement in the five years to 2015 has been the deepening engagement of RCSI with surgical practitioners and the extent to which RCSI has enhanced its support of surgical practice in general.

Important advances that have contributed to this ever closer engagement and expanded relevance include:

1. The College's involvement in the National Clinical Programme in Surgery, which has involved it, directly, in shaping and improving the future of the delivery model for surgical practice in Ireland.

2. The establishment of the Professional Competence Scheme, which the College runs on behalf of the Medical Council, and through which the College has a supportive, sustained relationship with every practising surgeon and every emergency medicine practitioner in Ireland.

3. The establishment of the National Office of Clinical Audit (NOCA) to support the development of a systematic approach to clinical audit across specialities.

Looking ahead

The new strategy to 2020 builds on what has been accomplished in the previous five years and extends its trajectory of transformation, structured around surgical training, surgical practice and our international activities.

Supporting Excellence in Surgical Training and Practice looks to further refine the surgical training pathway, incorporating modifications in the core training structure, and, as the first graduates of the new pathway progress into higher training, it aims to hone the higher training curricula and facilitate the full adoption of the intercollegiate surgical curriculum to support all specialties of higher training.

The new strategy seeks to maximise the

impact of the New Academic Education Building (NAEB) which will more than triple the clinical training space available to surgery. The move to this facility represents not only a stepchange in terms of scale, it also represents a transformation in training capability; for the first time we will have a state-of-the-art surgical and clinical training suite containing a flexible wet lab, mock operating theatre, clinical training wards, standardised patients' rooms and task training rooms. The optimised deployment of this training capability in the delivery of an enhanced curriculum is a key element of the new strategy. Essentially, the NAEB provides us with the opportunity to transform the way we train surgeons.

The new strategy recognises that innovative forms of structured learning interventions will be critical to the formation of our future surgical consultants. Therefore, the development of a robust, integrated e-learning programme is a crucial component of the evolving training framework. The e-learning programme is driven by a clear imperative; while the clinical environment remains the primary locus of learning, there is an onus on us to be judicious in dealing with what is a highly pressured space. The e-learning programme's aim is to transfer the didactic elements of learning on to platforms that can be accessed outside RCSI and at the user's convenience in her or his own space and time.

As we anticipate exciting developments in training, practice and international



Mr Declan J. Magee, RCSI President, Prof Eilis McGovern, Director HSE National Doctors Training and Planning, former Minister for Health, Mr Leo Varadkar TD, Dr Áine Carroll, National Director of Clinical Strategy and Programmes, HSE, Mr David Moore and Mr Paddy Kenny, Joint Clinical Leads of the National Clinical Programme for Trauma and Orthopaedic Surgery at the launch of the National Model of Care for Trauma and Orthopaedic Surgery in RCSI.

activities over the next five years, we can look back on a year of significant innovation and development.

SURGICAL TRAINING

Training pathway

There has been substantial progress on the Surgical Training (ST) Pathway. Our third cohort of 58 surgical trainees has commenced training and our second cohort of seamless pathway trainees have progressed into specialist training.

// This year we appointed 41 trainees across nine surgical specialties into higher training //

This year we appointed 41 trainees across nine surgical specialties into higher training, 22 of them from the new pathway and 19 from the previous pathway. The new training pathway offers the vast majority of core trainees the opportunity to practise in their specialty of choice in the second year of the core training programme. In 2016 specifically, more than 90% of core trainees secured their first choice specialty for ST2.

2017 will mark the final year of parallel specialist training selection through both the 'old' and 'new' pathways. We have been working hard through the last three years to ensure that suitably qualified candidates on the 'old' pathway are appointed before that avenue closes. We greatly appreciate the passionate engagement that the pathway redesign has attracted from all specialties through the Irish Surgical Postgraduate Training Committee (ISPTC). This engagement is vital as the development of the pathway requires us to work together to deliver

the optimal training outcomes.

The positive response to the new pathway has been encouraging, but we also recognise that the notion of 'the perfect training pathway' is probably an ideal and, as such, the journey towards its achievement is continuous. It is an iterative process that has seen further changes and refinements over the last twelve months.

Core Surgical Training CST Trainee Guide

After feedback from trainees and trainers, Surgical Affairs released a substantial Trainee Guide for all Core Surgical Trainees (CSTs). This is a vital reference work for all current and potential CSTs.

CST Training Post Standards

After extensive engagement with trainees, trainers and Faculty, Surgical Affairs developed a set of training post quality standards for all CST posts. These standards have been developed via feedback from more than 270 trainees

and trainers and a benchmarking exercise based on surgical training post standards around the world.

Progression Dashboard on mSurgery

To assist trainees and trainers, the Learning Technology team in Surgical Affairs has developed a progression dashboard within mSurgery which identifies how well trainees are progressing through the training programme. Logbooks are automatically analysed, streamlining the process and eliminating the need for manual updates. The progression dashboard will also help trainers identify trainees who may be experiencing difficulties.

Qualitrain

Midway through the year, Surgical Affairs released the first set of hospital specific Qualitrain reports. These reports were developed for the Hospital-Based Directors of CST to give them quantitative and qualitative data in relation to the Quality of ST1 training posts within their particular hospital.

Refinement of the new Core Training pathway

Subsequent to the completion of CST by the first cohort of trainees in 2015, the ISPTC undertook a review of the pathway to ensure it continues to be adapted to meet the needs of trainees and specialties, as well as the challenges of the changing healthcare environment which it serves. This review has identified a number of key areas of improvement that are being introduced in the programme commencing July 2016.

Curriculum Refreshment

During the year, Surgical Affairs ran a curriculum refreshment programme for the CST operative surgical skills and human factors elements of the curriculum. Faculty used focus groups with trainees and trainers to identify key areas for improvement.

Specialty trainees

This year the department commenced the rollout of the Intercollegiate Surgical Curriculum Programme (ISCP) to all surgical specialties. Working through the ISCP, the online portal offers a robust progress and assessment framework. This is a major improvement for trainers and trainees alike.

Vascular surgery

During the year, the Vascular Surgery Committee was formed to prepare for the commencement of the New Vascular Surgery training programme.

Research methodology programme

The ISPTC is committed to ensuring that surgical trainees on the new pathway receive good exposure to academic surgery as an integral part of surgical training. In an initial step, ISPTC introduced a taught course in research methodology, which commenced in November 2015.

Accreditation

As a postgraduate training body accredited by the Medical Council, RCSI participates in a cycle of accreditation by the Council of all its surgical specialty training programmes individually. An accreditation review of ophthalmic surgery and emergency medicine

Virtual reality (VR) technology allows us to create a much more immersive and realistic three-dimensional, simulated training environment.

training was completed this year. We would like to acknowledge the positive and constructive engagement of the Medical Council in this process.

National Surgical Skills Competition 2016

RCSI is keenly aware of the need to continue to make surgery the preferred specialty choice for the best and brightest medical graduates. We greatly value the platform which the National Surgical Skills Competition provides to engage with the medical schools through their surgical societies, giving us the opportunity not just to explain the surgical training pathway but also to help students visualise a career in surgery, and to learn from practising surgeons what the surgeon's life looks like.

The National Surgical Skills Competition takes place annually in RCSI with six colleges taking part: RCSI; UCD; Trinity College, Dublin; UCC; University of Limerick; and NUIG.

More than 150 competitors took part in 2016 with eight making it to the final. This year's winner and runners up were:

- 1st: Carl Byrne (NUIG)
- 2nd: Richard Gilbert (UCD)
- 3rd: Pui Pui Natalie Sheung (RCSI)

Online application to the National Surgical Training Programme

Surgical Affairs recently undertook a substantial improvement project for the application and entry process to the National Surgical Training Programme. To improve the quality and reliability of entry to the programme, the process, including interviews, is now completed electronically via an eportal. The entire procedure is then validated by an independent quality assurance process.



Pictured is Ms Anne Collins who received a Fellowship of RCSI in Plastic Surgery in July 2015



Some of the competitors at this year's National Surgical Skills Competition which takes place annually in RCSI

Virtual reality

Virtual reality (VR) technology allows us to create a much more immersive and realistic three dimensional, simulated training environment. RCSI, in conjunction with Immersive VR Education, has developed the world's first fully interactive, virtual reality medical training simulator, the RCSI VR Medical Training Sim app, which puts medical professionals and trainees in the shoes of the Emergency Department trauma team leader where they must assess the patient, make life or death decisions in real time and perform life-saving operative procedures as in a real emergency room.

Training environment

A concerning aspect of postgraduate training in general and surgery in particular is the continuing high level of trainee exposure to bullying and inappropriate behaviour in the training environment. This was again highlighted through the Medical Council's second publication of Your Training Counts, the annual national trainee experience survey. We welcome the Medical Council's continued engagement with this important issue.

During 2016, the ISPTC has streamlined and enhanced the resources available to our trainees to inform, advise and support them.

To comprehensively address this serious

issue, it is essential that a joint approach be adopted between training bodies and the employer, who collectively share a duty of care to our trainee doctors.

SURGICAL PRACTICE

The provision of a strong and responsive support system to surgical practice is a major focus for the College. In recent years, we have made significant strides in the enhancement of the support structures we provide for our Fellows and Members, as well as in deepening our engagement with our service providers, with the HSE and with policy makers and regulators who shape the delivery of surgery.

National Clinical Programme in Surgery

Much of our focus in support of clinical practice is manifested in the work of the National Clinical Programme in Surgery (NCPS) led by Professor Frank Keane and Mr Ken Mealy, who continue to engage in a productive collaboration with the HSE's Clinical Strategy and Programmes Directorate.

As we look to the challenge of improving and redesigning the service delivery model within and across hospital networks, we welcome the appointment of Associate Programme Leads for the specialties of ENT, General Surgery and Urology. These critical appointments will work with their individual specialties, as well as the NCPS, to support the

optimum service model for their specialties.

Model of Care for Trauma & Orthopaedic Surgery

Under the leadership of Mr David Moore and Mr Paddy Kenny, the Model of Care for Trauma & Orthopaedic Surgery, launched in July 2015, builds on the work previously completed by the NCPS with its publication of Models of Care for Elective and Acute Surgery in 2013. The Model of Care for Trauma & Orthopaedic Surgery has provided a crucial roadmap for future development and improvement in trauma and orthopaedic services and is a testament to the work of the Irish Institute for Trauma and Orthopaedic Surgery (IITOS) and its commitment to the improvement of the safety and quality of care for all patients presenting to trauma and orthopaedic centres.

Engagement and support of Fellows and Members

We are pleased that the number of participating Fellows and Members continues to grow, with a record number of Fellows participating in the recent 2016 Council elections.

A dedicated Fellows and Members function has been established within the RCSI Development – Alumni Relations, Fellows and Members office under the guidance of Ms Aine Gibbons. We are pleased to welcome Mr Donal Hackett as the new RCSI Fellows and Members



An illustration of the new Surgical Training Centre in the New Academic and Education Building on York Street, due for completion in early 2017

Manager and we look forward to the rollout of a Fellows and Members benefit programme in the coming months.

Professionalism

We welcome the recent publication of the eighth edition of the Medical Council's Guide to Professional Conduct and Ethics. The provision of guidance and support for the professional behaviour of all doctors has been central to the leadership role that RCSI has taken in the development of the Human Factors Programme. The College is currently working on the production of an innovative, online learning programme on professionalism and plans to launch this towards the end of 2016.

Professional Development Framework

We continue, in conjunction with our surgical specialties, to work on the creation and development of an all-embracing, lifelong professional development framework for surgeons and emergency medicine practitioners. For the last number of years, RCSI has been running the Professional Competence Scheme (PCS) for surgery and emergency medicine which focuses on the capture of CPD activity. Looking to the future, in addition to capturing this activity, we intend to provide a range of resources that will support doctors in meeting their ongoing professional development requirements.

National Office of Clinical Audit

The past year has been a busy and productive one for the National Office of Clinical Audit (NOCA). In spring of this year, we completed a broad-based stakeholder engagement process with a view to informing the development of a future focused strategy for NOCA which we hope to bring to the NOCA board in

the autumn of 2016.

Some of the major initiatives implemented by the NOCA team in the past year have included:

- the successful completion by the Major Trauma Audit (MTA) of the first stage of the National Clinical Effectiveness Committee (NCEC) accreditation process;
- South Infirmary Hospital in Cork becoming the first hospital to go live with the Irish National Orthopaedic Register in May 2016; and,
- the National Intensive Care Audit going live in five hospital sites during the year.

We welcome the anticipated accreditation of the MTA by the NCEC, with final approval and ministerial endorsement expected in Q4, 2016. The NCEC's role is to prioritise and quality assure clinical guidelines and clinical audit so as to recommend them to the Minister for Health to become part of a suite of National Clinical Guidelines. We see accreditation by the NCEC as an extremely positive endorsement of the work and impact of these audits. 2016 saw the departure of the founding NOCA Manager, Ms Fiona Cahill. Ms Cahill played a key leadership role in the establishment of NOCA and the development of the team that now supports NOCA's activities, as well as making a major contribution to the successful adoption and acceptance of clinical audit as a vital strategic planning resource tool. We wish her well in her new endeavours.

We are pleased to welcome the appointment of Ms Collette Tully, who took up her position as the new executive director of NOCA in June 2016.

New Healthcare Outcomes Research Centre

Plans have been finalised for the establishment of the RCSI Healthcare Outcomes Research Centre. Working in conjunction with the College's existing Institute of Leadership and a new Quality & Process Improvement Centre, the Healthcare Outcomes Research Centre aims to significantly strengthen the College's role in healthcare delivery through the provision of a robust research base that will inform and support effective healthcare policy decision making in Ireland.

Hospital Groups

Progress has been frustratingly slow on the development of the new Hospital Groups with delays largely arising from legal difficulties. Despite this, we continue to work, through the NCPS and the development of clinical programmes, to establish the processes necessary to facilitate the achievement of optimum delivery models for surgery.

Junior doctor retention

Ireland has a high dependency on junior doctors, a consequence of the many challenges the health service faces and, in particular, of our consultant numbers, which remain significantly below international norms.

These issues have already been well-documented in reports by the Working Group on Medical Training and Career Structures, chaired by Professor Brian MacCraith.

We are disappointed by the pace of progress in the full implementation of many of the Working Group's recommendations. The system has been challenged in effecting the changes required to make the recommendations a reality, in particular, those around robust workforce planning, the provision of protected training time and the re-allocation of non-essential tasks.

The challenges ahead

As there are clear interdependencies between surgical training and surgical practice, our engagement with surgical practice reflects our dual role as a professional body and a training organisation. We remain concerned about the ongoing issues that compromise the surgical service and we welcome the opportunity to continue to engage with both the Dept of Health and the HSE in working through these issues. These

difficulties create a particular challenge for surgical trainees and their ability to get adequate exposure to clinical training opportunities as required in their training pathway. The NAEB will greatly enhance our abilities to support training, but it will not, indeed cannot, replace the learning opportunity of the clinical environment. It is therefore imperative that we all work collaboratively to address the multiplicity and interdependency of the challenges we will face.

INTERNATIONAL ACTIVITIES

Having grown significantly in recent years, the focus for Surgery International in 2015/16 was on consolidating this progress, prioritising the development of its presence and service offering in existing markets, and undertaking research on potential new services and partnerships.

Overseas Surgical Exams and Skills Courses

Based on insights from RCSI examination candidates, efforts were concentrated on developing supports, resources and courses to assist MRCS examinees in meeting membership exam standards. New initiatives included: development of a dedicated section of mSurgery for MRCS exam information, materials and videos; provision of exclusive discounts on PasTest online MRCS preparation resources; and, delivery of the MRCS Part B OSCE Preparation Course three times in Ireland (with support from the Dept. of Anatomy, RCSI) and in each overseas Part B centre. This resulted in record candidate numbers at sittings across all exam diets in Bahrain, Ireland, Jordan, Malaysia

and Saudi Arabia. Surgical skills courses continued to be offered at all international sites and RCSI also maintained its support of Joint Surgical Colleges Fellowship Examinations (JSCFE) Examinations in Cardiothoracic Surgery, General Surgery, Neurosurgery and Urology.

International Medical Graduate Programmes

Surgery International continued to make progress in its delivery of the pilot Academic and Clinical Fellowship Programme (ACFP) during 2015/16. This programme sees a number of International Medical Graduates (IMGs) undertaking subspecialty training in Ireland in areas such as Breast Endocrine Surgery, Colorectal Surgery, HPB and Upper GI Surgery. A number of trainees finished ACFP academic components during the year with the first IMG completing the overall programme in summer 2016.

Court of Examiners

2015/16 saw much progress for RCSI's Court of Examiners. Under the leadership of RCSI Vice-President, Professor John Hyland, the Court continued its focus on examiner recruitment and development. More than 20 new Examiners joined the Court in Ireland and additional MRCS Examiners also undertook training in Bahrain and Penang. Enhanced quality assurance processes were introduced with most Examiners receiving structured feedback on their performance during OSCE examinations. The Court supported the rollout of online Equality and Diversity (E&D) training and is expected to take the lead on E&D monitoring for the College's membership examinations in 2016/17.

ACKNOWLEDGEMENTS

The successful delivery of a range of meaningful achievements during the past 12 months has only been possible through the sustained effort and commitment of our surgical trainers, our Specialty Programme Directors, our academic Faculty and the unending commitment of the staff within the Department of Surgical Affairs. We also recognise and appreciate the ongoing support we receive from RCSI Department of Anatomy, under the leadership of Professor Clive Lee. We would like to thank Professor Oscar Traynor, for his continuing dedication to the development of the surgical training pathway, and, in particular, his work in guiding the curriculum review over the last 12 months.

I would like to acknowledge the contribution of Professor Sean Tierney, Dean of Professional Development and Practice for his leadership in driving enhanced engagement with, and support of, surgical practice.

The work of the ISPTC, under the chairmanship of Professor Ronan O'Connell, has provided invaluable support in ensuring that the training pathway remains responsive to changing requirements and demands.

We also would like to thank Professor Eilis McGovern and her team in the HSE's National Doctors Training and Planning Unit for their engagement and support in the evolution of our training programme. Additionally, we welcome and acknowledge the Medical Council's ongoing support of, and open engagement with, our training accreditation journey and our understanding of the needs of our trainees and doctors in service and the challenges they face.

AWARDS 2016

The College is committed to encouraging the acquisition of additional training and skills outside the structured programmes of the College. It provides a range of scholarships and grants in postgraduate surgery to assist surgeons-in-training and recently-appointed consultant surgeons to gain additional expertise in centres of excellence overseas.

The following received awards in 2016:

- > **The RCSI Colles Travelling Fellowship in Surgery:** Joseph S. Butler
- > **The Joint ACS/RCSI Resident Exchange programme:** Shirley Potter
- > **RCSI/Ethicon Foundation Travel Grants:** Miriam Byrne, Chee Yean Chan, Kah Hoong Chang, Eamon Francis, Justin Kelly, Jey Kulasegarah, David O'Brien, Johannes Oosthuizen, Mark Quinlan, Fiachra Rowan, Stephen Ryan, Deirdre Seoighe
- > **The RCSI-Anthony Walsh/Ipsen Urology Travelling Fellowship:** Niall Davis
- > **RCSI/IITOS Travelling Fellowships in Surgery:** Derek T. Cawley, Paul Magill, David Morrissey, David E. O'Briain, Fiachra Rowan
- > **Dr Richard Steevens Fellowship:** Helen Heneghan
- > **The Brian Lane Medal:** Rebecca Weedle.
- > **The Professor W.A.L. MacGowan Medal:** Mark Quinlan
- > **Millin Lecture 2016:** Niall Davis

03

RCSI
RESEARCH
AND
INNOVATION

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WORK-UP 256

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RESEARCH HIGHLIGHTS

537 PubMed indexed
articles published

Highest success
rate for Horizon
2020 grants in Ireland

Winner of Knowledge
Transfer Ireland Impact
Award

First recruits onto StAR
programme to accelerate
innovative research

RCSI RESEARCH AND INNOVATION

Research at RCSI has witnessed transformational changes during the year, in terms of building capacity in our researcher community and infrastructure. The first phase of the Strategic Academic Recruitment (StAR) programme was implemented, and there have been major renovations to research and write-up space on the St Stephen's Green campus, providing capacity for 100 more researchers.

Professor Ray Stallings, Director of Research and Innovation



Planning for the extension to the Education and Research Centre (ERC) on the Beaumont campus is now well in hand, which will provide space for an additional 50 researchers. For this reporting period, RCSI researchers have the highest overall success rate for Horizon 2020 grants awarded to Irish institutions, and the place of RCSI in the Times Higher Education World University Rankings continues to climb. On the innovation side, the number of industry collaborative research agreements has dramatically increased, which is important for both research funding and commercialisation of research findings for the benefit of patients. It is indeed a great time to be part of the RCSI research community.

StAR programme

Implementation of RCSI's strategic research plan 2014-2020 continues to bring RCSI research closer to applications for the benefit of patients, the healthcare system and populations. The Strategic Academic Recruitment (StAR) programme was launched last year to help accelerate the delivery of innovative, impactful research in the health sciences across a range of disciplines. RCSI would like to warmly welcome new academic research staff who have already been recruited under the StAR initiative: Professor Andreas Heise (Chemistry), Professor James O'Donnell (Molecular and Cellular Therapeutics [MCT]), Dr Ian Kelleher (Psychiatry), Dr Marco Monopoli (Chemistry), Dr Triona Ní Chonghaile and Dr Tobias Engel (both Physiology and Medical Physics). Under the StAR initiative, a Biostatistics and Bioinformatic

Support Unit has been established, which will be led by Professor Gloria Crispino. New staff forming part of the unit will include Dr Stephen Madden and Dr Finbar Leacy, and other staff from the Division of Population Health Sciences. RCSI has already begun the second phase of StAR lecturer recruitment and has also launched the StAR MD and PhD programme, with new students starting this autumn.

Research highlights

Researchers at RCSI published a total of 537 PubMed indexed articles, communicating research from a broad range of health science disciplines. Below is a brief sample selected from the array of articles published in high-impact journals during the annual reporting period (July 1, 2015 to June 30, 2016), where the senior author was an RCSI staff member.

Cutting-edge twin surgery in Ireland shows world-class outcomes

A study led by Dr Sieglinde Mullers and Professor Fergal Malone of the first 100 cases in Ireland of laser surgery for a life-threatening condition in unborn twins has shown outcomes as good as the world's other leading foetal medical centres. The study, led by RCSI together with the Rotunda Hospital and the National Maternity Hospital, was published in the European Journal of Obstetrics and Gynaecology and Reproductive Biology.

New understanding of how breast cancer develops resistance to treatment

A study led by Professor Leonie Young and Professor Arnold Hill in the

Department of Surgery has uncovered how standard treatments for endocrine responsive breast cancer can cause molecular changes that result in drug resistance. Their team demonstrates that there is a need for more efficient drugs to completely block hormone receptor signalling and to monitor receptor expression as the disease develops to select the most appropriate treatment. These findings were published in Clinical Cancer Research.

Research into approaches to reduce hospital admissions

Researchers from RCSI, in collaboration with the University of Cambridge, published a study in the British Medical Journal which challenges the effectiveness of healthcare policies aimed at reducing hospital emergency admissions. Dr Emma Wallace of the Health Research Board (HRB) Centre for Primary Care in RCSI's Department of General Practice was the lead author of this study.

New treatment strategy for drug-resistant epilepsy

Professor David Henshall and his team from the Department of Physiology and Medical Physics have identified a new therapeutic approach for patients who have a drug-resistant form of epilepsy. This research, presented in the Journal of Neuroscience, has found a way to target an underlying cause of epilepsy, rather than masking the symptoms. This paves the way to develop new drugs for the condition that will reduce seizures and, ultimately, improve the quality of life for those affected.



Professor Raymond Stallings, Director of Research and Innovation, RCSI; Minister for Enterprise, Jobs and Innovation, Mary Mitchell O'Connor TD; Dr Aoife Gallagher, Head of Innovation, RCSI; Dr Seamus Browne, Industry Liaison Manager, RCSI; and Professor Fergal O'Brien, Deputy Director of Research, RCSI at the Knowledge Transfer Ireland Initiative Impact Awards (June 2016)

Cartilage repair technology applied to the equine industry

New research from RCSI Tissue Engineering Research Group (TERG) and the Advanced Materials and BioEngineering Research (AMBER) Centre led by Professor Fergal O'Brien has shown that a novel biomaterial can be used in therapies for the equine industry. Implantation of this patented multi-layered 3D porous scaffold, called ChondroColl™, helped repair damaged knee cartilage of an injured thoroughbred

filly named "Beyoncé", allowing her to return to competitive show jumping. This research was published in the Journal of Tissue Engineering & Regenerative Medicine.

Funding awards

RCSI has continued to draw in research funding from a wide range of funding bodies, both national and international. In fact, RCSI researcher proposals have the highest overall success rate for Horizon 2020 grants awarded to Irish institutions. The total external funding awarded for the calendar year 2015 was €17.5m. Details of a number of the larger awards are included below.

- Professor Kathleen Bennett, Statistical epidemiology in population health and health services research: quality and patient safety in medicines. HRB Research Leader. Award: €1.4m.
- Ms Mary Fitzsimons, Providing individualised services and care in epilepsy. HSE – Innovation Partnership. Award: €685k.
- Professor Anne Hickey, StrokeCog: modelling and modifying the consequences of stroke-related

cognitive impairment through intervention. HRB Interdisciplinary Capacity Enhancement (ICE) Award. Award: €390k.

- Professor Leonie Young, ADAM22 as a therapeutic target for ER-positive primary and metastatic breast cancer. SFI – Biotherapeutics Innovation Award Programme. Award: €510k.
- Professor Kevin McGuigan. WATERSPOUTT Water – sustainable point-of-use treatment technologies. EU Horizon 2020 Project Grant. The collaborative project involves 18 partners in 12 countries and includes researchers from 3U partners in Maynooth University and Dublin City University. Award: €3.1m with €250k to RCSI.

Awards, honours and prizes

- Professor David Williams (Geriatric Medicine) delivered the GSK Prize lecture, entitled "The great ESCAPE – a clinical pharmacologist's journey in stroke research" at Pharmacology 2015, the annual scientific meeting of the British Pharmacology Society in December, 2015. This was awarded

// RCSI has continued to draw in research funding from a wide range of funding bodies, both national and international. //

in recognition of Professor Williams' contribution to clinical pharmacology research.

- Professor Tom Fahey, Head of the Department of General Practice and Principal Investigator at the HRB Centre for Primary Care Research, has been awarded a James M Flaherty visiting professorship funded by the Ireland Canada University Foundation (ICUF). These awards were established specifically to encourage and support academic links between Canada and Ireland. Professor Fahey will travel to Canada for a month and visit the Universities of Ottawa, Toronto and British Columbia. He will also visit the Canadian Medical Association Journal (CMAJ), Canada's principal general medical journal.
- A study from the Respiratory Research Group was awarded Research Paper of the Year at the Irish Healthcare Awards 2015. The team, led by Professor Gerry McElvaney, received its award for "The circulating proteinase inhibitor a-1 antitrypsin regulates neutrophil degranulation and autoimmunity", which was published in Science Translational Medicine.
- Professor Brian Harvey (Molecular Medicine) was presented with the insignia of 'Chevalier de l'Ordre des Palmes Academiques', by HE Mr Jean-Pierre Thébaud, Ambassador of France to Ireland, at a private ceremony which took place in the College. This national order of France, which recognises distinguished academics and figures in the world of culture and education, was awarded in recognition of Professor Harvey's outstanding contribution to French-Irish scientific collaboration. This

is the second time Professor Harvey has been awarded a prestigious national honour from France, having received the Chevalier de l'Ordre National du Merite from President Jacques Chirac in 2006.

INNOVATION

In line with the RCSI research strategy 2014-2020, the RCSI Office of Research and Innovation (ORI) is tasked with increasing supports, and enhancing RCSI's reputation, for research commercialisation and industry engagement. There has been significant success already. In 2015, the number of potential commercialisable inventions identified by RCSI researchers doubled, the number of research commercialisation agreements increased fourfold, and the number of industry-funded research programmes increased sevenfold.

It is noteworthy that, during this time, RCSI researchers engaged with both leading multi-national companies such as Pfizer, GSK and Becton Dickinson, and indigenous Irish SMEs such as Bluebridge Technologies, Avectas and Fleming Medical. The research investment these companies make is globally mobile and it is testament to RCSI's world-class research expertise that the College was successful in securing this investment.

The College's significantly improved knowledge transfer performance has continued into the first six months of 2016, where RCSI has far exceeded its targets for industry engagement and invention disclosures (as independently set by Knowledge Transfer Ireland) for this

// One of the highlights of the year was the inaugural RCSI Innovation Awards, which were presented at RCSI Research Day //

period. Considering the very significant proportion of the national and European research budget committed to supporting industry-academic collaborative programmes, it is important this trend continues.

RCSI Innovation Workshops and Awards

Over the past 12 months the Office of Research and Innovation (ORI) has organised a variety of initiatives to increase awareness among RCSI researchers of the opportunities and benefits associated with industry engagement and research commercialisation. These include the ORI Quarterly Innovation Workshops Series and Intellectual Property and Industry Engagement training programmes. One of the highlights of the year was the inaugural RCSI Innovation Awards, which were presented at RCSI Research Day. These awards recognise RCSI researchers who have had significant success in commercialising their research and engaging with industry on research programmes. These awards consist of three categories, namely:

- The Research Commercialisation Award – this award recognises researchers whose research is licensed or optioned by a company for the highest value. The RCSI 2015 Research Commercialisation Award was awarded to Professor David Henshall (Physiology and Medical Physics).
- The Industry Engagement Award – this award recognises the researcher most successful in obtaining research funding from industry. The RCSI 2015 Industry Engagement Award was awarded to Professor Sally Ann Cryan (Pharmacy).
- Invention Disclosure Award – this award recognises researchers who have identified potentially commercialisable inventions from their research activities.



Professor David Henshall presents at Biomedical and Life Sciences Innovation showcase (May 2016).



Professor John Hyland, RCSI Vice-President; Minister for Health, Simon Harris TD; and Dr Sinead Keogh, Director, IMDA at the IMDA MedTech Week launch at RCSI

Awards were presented to Andrew Cameron, Paula Fox, Amro Widaa, Alan Ryan (all from Anatomy), Mariana Alves (Physiology and Medical Physics), Elaine MacHale (Medicine), Imran Sulaiman (Medicine), Damien McCarthy (General Practice) and Tadhg McGivern (Chemistry).

The ORI also organised several industry-focused events to showcase the expertise available in RCSI to relevant companies and provide a forum to catalyse collaborations between RCSI and industry. These events included the national launch of EU MedTech Week in partnership with the Irish Medical Devices Association, the RCSI Trinity Biomedical and Life Sciences Innovation Showcase and the BioConnect Christmas Gathering. In addition, the ORI developed new publicity material to promote RCSI's research expertise to industry, including an enhanced web presence, an industry engagement brochure and a technologies Z Card.

KTI Impact Awards – June 2016

RCSI's innovation strength was acknowledged at this year's Knowledge Transfer Ireland (KTI) Initiative Impact Awards. The KTI awards recognise and showcase success in knowledge transfer carried out in Irish higher education institutes across seven categories. RCSI's innovation team was proud to accept the national award for Knowledge Transfer Initiative of the Year at a ceremony held in The Royal Hospital Kilmainham on June 23. The award was presented by Minister

for Jobs, Enterprise and Innovation, Mary Mitchell O'Connor TD. RCSI was also shortlisted in two other categories: (i) Consultancy Impact Award – RCSI and the HSE National Programme for Surgery – Professor Frank Keane and Mr Ken Mealy; and (ii) Spin-out Company Impact Award – SurgaColl Technologies Ltd – RCSI – academic founder: Professor Fergal O'Brien.

RCSI spin out company SurgaColl receives regulatory approval to launch new medical device

SurgaColl Technologies, a High Potential Start-Up (HPSU) created to commercialise technologies from the Tissue Engineering Research Group (TERG), RCSI, announced CE mark certification for its first product. Developed with extensive support from the Enterprise Ireland Commercialisation Fund initiative, HydroxyColl is a highly innovative, orthobiologic implant for the regeneration of human bone tissue. Granting of the CE mark represents a milestone in SurgaColl's development and will allow the company to market HydroxyColl as a new bone graft substitute offering bone healing equivalent to a patient's own bone. HydroxyColl has shown significant promise in a number of pre-clinical and clinical studies and in Irish racing/show horses, and the first human studies are planned for later this year. SurgaColl has now launched HydroxyColl in selected EU markets. SurgaColl was shortlisted for Irish Medical Devices Association (IMDA) Emerging Medtech Company of the Year

2015 and, as previously mentioned, it was shortlisted in the start-up impact category in the KTI Impact Awards 2016.

Industry facing events Biomedical and Life Sciences Innovation showcase

RCSI and Trinity College Dublin held their first joint Biomedical and Life Sciences Innovation showcase in May, 2016, in the Science Gallery Dublin. This primarily industry-facing event showcased RCSI research expertise and mechanisms of engagement to entrepreneurs and representatives from relevant companies. RCSI and Trinity are consortium partners under Enterprise Ireland's Technology Transfer Strengthening Initiative Phase 2 (TTSI2), a programme which combines the efforts of both partners in presenting a cohesive opportunity for industry to engage with researchers, clinicians and resources in both institutions.

IMDA MedTech Week launch at RCSI

The IMDA, in partnership with RCSI, hosted the main national European MedTech Week event for Ireland in the College. Minister for Health, Simon Harris TD, was the keynote speaker at the event which explored industry-clinical collaboration for better patient outcomes. MedTech Week, which took place from June 13-17, 2016, brought companies and associations across Europe together to raise awareness about the industry. RCSI speakers at the event included Professor Richard Costello, Professor Oscar Traynor and Dr Seamus Browne, Industry Liaison Manager, RCSI. Professor Ray Stallings delivered the closing address at the event.

BioConnect Christmas gathering

RCSI hosted the BioConnect Christmas gathering in December 2015. BioConnect Ireland is an informal, open and independent networking organisation for individuals in the biotechnology, life science and medical device sectors in Ireland, north and south. It was founded in 2001 to promote interaction and exchange between all of those working in this broad field. The theme of the event was "RNA Therapeutics – advances and opportunities". Speakers included: Mads Aaboe Jensen on RNA Therapeutics – a pharma perspective; Professor David Henshall and Professor Fergal O'Brien, RCSI on RNA Therapeutics – a translational research perspective; and Aiden Flanagan, Boston Scientific on RNA Therapeutics – a medical device industry perspective.

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RCSI FACULTY OF MEDICINE AND HEALTH SCIENCES

In 2015/2016, the Faculty of Medicine and Health Sciences delivered significant advances in student career enhancement initiatives, as well as a repurposing and stream-lining of student support and development services alongside innovative staff development programmes, while continuing to provide leadership in international medical education in collaboration with RCSI Bahrain, Penang Medical College and Perdana University-RCSI.

Professor Hannah McGee, Dean, Faculty of Medicine and Health Sciences



Support of core academic programmes

A range of RCSI initiatives support the core academic programmes to help build competencies and career opportunities through the undergraduate years, as outlined below.

Research Summer School

More than 120 undergraduate students took part in the 2015 Research Summer School (RSS), the largest so far.

Organised by RSS Director Dr Sarah O'Neill, with a management committee led by Professor Brendan Kavanagh, the programme ran for eight weeks until the end of July 2015.

International Research Summer School

RCSI's first International Research Summer School (IRSS) took place in the summer of 2015 at RCSI's Dublin campus and at the College of Pharmaceutical Sciences, Soochow University (SU) in Suzhou, China. Six undergraduate students from each institution travelled to their associate institution to participate in eight week research exchange projects. RCSI's students include representatives of the Schools of Medicine and Pharmacy from the Dublin campus and from the School of Medicine at RCSI's Bahrain campus. They exchanged with counterparts from the Schools of Medicine and Pharmacy in SU.

The aim of the IRSS is to aid in both sets of students' professional and personal development by providing them with scientific and clinical research skills as well as valuable intercultural experience, which is so greatly valued in today's workplace.

Erasmus + exchanges

The School of Pharmacy was awarded significant funding by the Erasmus+ programme in July 2015 to finance staff and student exchanges between partner institutions Soochow University (SU) in China and Bill Gatton College of Pharmacy, East Tennessee State University (BGCOP) in the USA. This award will be used to fund further undergraduate, postgraduate and academic staff exchanges over a two-year period, with the goal of deepening the academic links between our institutions.

With leadership from Professor Marc Devocelle, other RCSI students and staff travelled to a number of European sites for teaching, training and research purposes.

Summer research outputs

Outputs from the student's summer research activities include presentations at conferences and papers published in the RCSI Student Medical Journal and other international publications, all of which help to enhance and distinguish the early development of students' research profiles.

The research programme parallels the busy student clinical elective programme, led by Dr Ann Hopkins, where many students travel overseas, mainly to the US and Canada, for summer research electives.

RCSI Student Medical Journal (RCSImj)

The ninth edition of the RCSImj was launched in April 2016. Content for the

publication is written, reviewed, selected, and edited by students. The publication is supported by research-active staff and receives vital back-up from Ms Margaret McCarthy at the Dean's Office. The RCSImj aims to provide a forum for RCSI student contributions to the field of medicine in any discipline and provides inspirational evidence of the calibre of our students.

Passport to Success

A new structured, year-long orientation programme for all Year One undergraduate students, "Passport to Success", aims to support students with the skills necessary for success and resilience in third level education. This programme is led by Dr Orna Tighe, Vice Dean for Student Support and Development, and her team. In addition, for established students, "RCSI Enhance" offers a menu of personal development learning opportunities in areas such as early leadership development.

The International Citizenship Award

The International Citizenship Award, has been established to encourage students to develop the attributes required to show healthcare leadership in the diverse cultural and social settings that will be the norm in their future careers. A structured self-directed two to three-year programme, it aims to empower students to avail of the rich multi-cultural opportunities for self-development through enriching extracurricular activities, interacting with others from diverse backgrounds, and formally reflecting on their personal development,



The ninth edition of the RCSI Student Medical Journal (RCSIsmj) was launched in April 2016

supported by staff mentors.

Led by Vice Dean, Dr Mary Clarke, the Award programme underlines RCSI's recognition of the importance of cultural competence and diversity in healthcare. An initial group of 27 students received their International Citizenship Awards in 2016 and, after its successful launch, the programme will now be rolled out more widely.

Student Hub

RCSI is noted for its range of student support activities and resources. We aim to nurture, as well as educate and foster healthcare improvement through research. The summer of 2016 sees the final phase of work to prepare the launch of a dedicated student support hub for the 2016-2017 academic year, creating in effect a 'one-stop shop' for all student needs.

Its goal is to broaden access to, and further develop, our student advisory

and development services. It will provide students with information and assistance in six key areas:

- Health, wellbeing and disability;
- Language and communication;
- Learning and study support;
- Personal and professional development;
- Career support; and
- Cultural and multi-faith services.

Bringing together relevant staff in a re-structured team, the Hub will focus on the generation of new opportunities for collaboration, extending and deepening student access and involvement and contributing to scholarly activity in the dissemination of best practice and research.

Investment in educational capacity and curriculum development

The last year has seen continued investment in educational capacity for staff and in curricular development as outlined next.

HPE Diploma

As part of the ongoing strategic enhancement of staff educational skills, RCSI's Health Professions Education (HPE) Diploma Programme conferred its first twenty staff graduates in November 2015. The College was delighted to see staff at all levels of seniority keen to advance their educational skills. A further 38 staff are participating in the diploma programme this year – 17 staff at the Stephen's Green campus and 21 at the Beaumont Hospital Campus.

Simulation

RCSI has been a pioneer in the use of simulation in training since 2003 and the ongoing development of the College's simulation curriculum has entered a new phase with the appointment of Professor Jim Murray to the new role of Director of Simulation. Formerly Director of the Clinical Skills Education Centre at Queen's University Belfast, Professor Murray has been appointed to advance simulation across undergraduate Schools,



Pictured are medical students Bethany Ferguson and Hussain Khimji, who were among the pilot group of 27 students to achieve the International Citizenship Award which was established to encourage students to develop the attributes required to show healthcare leadership in the diverse cultural and social settings that will be the norm in their future careers.

postgraduate Faculties and Surgical Affairs.

This will enable the College to harness and build on its simulation initiatives and is most timely in advance of the opening of the New Academic and Education Building (NAEB) next year.

Fifth International Education Forum

The Fifth International Education Forum took place in RCSI at the end of June 2016. In total, 26 senior staff from RCSI Bahrain and Perdana University-RCSI (PU-RCSI), Malaysia, joined with more than 140 colleagues in Dublin, to attend this year's Forum.

The theme of the Forum, which ran over five days, was "Nurturing RCSI as an International Education Leader". The event consolidated relationships across campuses, enabled staff to meet new colleagues and delivered a detailed programme of continuous quality improvement through curriculum review. Key topics explored and discussed included: internationalisation of the curriculum; international recruitment; and the development of cultural competencies in international

organisations.

Strategic Academic Recruitment (StAR) Programme

The StAR programme aims to accelerate the delivery of innovative, impactful research in the health sciences through the recruitment of leading researchers across a range of specialist research areas, including the creation of novel medical devices and the development of new therapeutics and new diagnostic tests.

These researchers will join academic colleagues in the relevant departments and contribute to the triple agenda of education, research and College service. We were delighted in the first round of recruitment to welcome seven research lecturers (of an eventual 20, when all recruitment rounds have been completed), three Associate Professors, and one Clinical Professor. We were also pleased to welcome the first five MD students to the programme.

Innovation in International Medical Education

RCSI Bahrain

RCSI Bahrain goes from strength to

// More than 120 undergraduate students took part in the 2015 Research Summer School //

strength as it graduates increasing numbers of doctors, nurses and postgraduate masters students, with more than 1,100 graduates conferred since the inaugural ceremony in 2010. RCSI Bahrain continued the Dilmun PhD student sponsorship by selecting two additional students to join the three already recruited in 2015. This is a joint PhD initiative between Dublin and Bahrain, with students based in Bahrain but benefiting also from Dublin training and supervision.

Penang Medical College (PMC)

Penang Medical College celebrates its 20th anniversary this year, a year in which it also awarded its first postgraduate

degrees. In June 2016, the Masters in Health Research programme – jointly led by Professor Rashid Khan, Head of Department of Public Health, PMC, and Professor Ronan Conroy, Department of Epidemiology and Public Health Medicine, RCSI – graduated five students from its initial cohort.

Professor Amir Khir, who retired as President, CEO and Dean after a 19-year career with PMC, was awarded an Honorary Doctorate in Medicine by the NUI at the annual conferring ceremony in June 2016. He was honoured for his service to clinical education in PMC Malaysia and on behalf of RCSI and UCD.

Professor Stephen Doughty was appointed as the fourth President of PMC and moves from the University of Nottingham to take up the role in September 2016.

Perdana University-RCSI (PU-RCSI)

RCSI commenced its undergraduate medical programme with Perdana University in 2011, the year the university

was founded. RCSI is delighted that the first graduates with an RCSI medical degree will be conferred at Perdana University-RCSI in September 2016. This milestone has been achieved through the dedication of many staff in RCSI Dublin and Perdana University, ably led by Professor David Adams, Dean of PU-RCSI.

The accreditation process, which included 16 accreditation visits from various regulators, including the Medical Council of Ireland, the Malaysian Medical Council and the Malaysian Qualifications Authority, concluded that the programme was delivering exemplary graduates and that the RCSI Dublin programme was deemed to have been very successfully transferred to PU-RCSI.

Unique transnational delivery

The Perdana University-RCSI Conferring this autumn sees the delivery of exactly the same undergraduate medical curriculum across three time zones in Dublin, Bahrain and Kuala Lumpur, Malaysia. Completing the successful, transnational delivery of an

undergraduate medical programme across three sites is, we believe, a unique achievement in the international higher education arena and places RCSI to the forefront of transnational higher education. It complements the successful transnational delivery of the RCSI Institute of Leadership's masters programmes at three sites: Dublin, Bahrain and Dubai.

Vice Deanships

Our Vice Deans continued their efforts to enhance excellence in education at RCSI with:

- Dr Frances Horgan initiating further opportunities for inter-professional education at undergraduate level;
- Professor Kieran Murphy extending the RCSI definition of professionalism to pharmacy;
- Dr Mary Clarke successfully launching the International Citizenship Awards; and,
- Dr Orna Tighe advancing student support and development through initiatives such as Passport to Success and RCSI Enhance.



Poster judging session at the 2015 Research Summer School

RCSI SCHOOL OF MEDICINE

In a busy 12 months, the School of Medicine has conducted a comprehensive internal quality review, subsequently initiating a detailed quality improvement plan and a strategic review that includes the development of a new medical graduate profile and a revised curriculum.

Professor Arnold Hill, Head of the School of Medicine



Internal quality review

As part of the College's system of rolling internal reviews, the School of Medicine carried out an extensive internal quality review. After an intensive six months of critical analysis, a self assessment report was completed in February, detailing the School's activities and outlining proposals for specific enhancements.

This was followed by a site visit over a five-day period in April from a peer review group (PRG), comprising four

external reviewers, to evaluate the self assessment report and interview Faculty over a five-day period. A formal report was subsequently submitted by the PRG, with two key guidances: an update of the School's medical graduate profile and a review of the volume of assessment within the School.

In a comprehensive response, the School is developing a quality improvement plan to address each of the recommendations of the internal

quality review and it has in addition, initiated a strategic review, setting up a steering committee to develop a five-year plan for the School. This strategic review incorporates the work of a separate curriculum and assessment steering committee which will finalise a blueprint for a new medical graduate profile and a revised curriculum within a six-month timeline.

Fifth International Education Forum

Given the complexity of running



Abdulaziz Almutawa, Niamh O'Donnell, David Coker, Luwla Omar and Ali Alkhatay pictured at Final Year Medicine Results Day in May 2016



School of Medicine Graduates at the Conferring Ceremony

three medical schools in three times zones, the annual International Education Forum is now firmly established as a vital platform for the exchange of ideas across all RCSI Campuses. The first two days dealt with the broader aspects of medical education including: topics such as professionalism, international citizenship and inter-professional education. On Wednesday and Thursday, the focus turned to the development and delivery of the curriculum, with discussion of all medical cycles in all the campuses and specific explorations of the Foundation Year course and curriculum, as well as the Junior, Intermediate and Senior cycle courses. The programme concluded on Friday with various open sessions, departmental meetings and networking opportunities.

This year's event further enhanced the Forum's reputation as a focal point of thought leadership in the international medical education space.

New Academic Education Building

As the New Academic Education Building (NAEB) approaches completion, we look forward to the significant enhancements it will add to our capabilities in the delivery of the most advanced and sophisticated simulation in medical education.

We welcome the appointment of Jim Murray as Associate Professor and Director of Simulation. Among his chief responsibilities will be the development of an integrated programme across the five years of the RCSI 50 Clinical Competencies and the optimal utilisation of the new facilities in the NAEB.

// The Forum is a vital platform for the exchange of ideas across all RCSI Campuses //

Education and Research Building

Plans to expand the Education Research Centre (ERC II) are progressing on schedule and preparation has begun to manage the transition to the new building at Beaumont Hospital, with construction envisaged to commence next year, subject to planning permission approval.



An illustration of the planned extension of the RCSI Education and Research Centre building at Beaumont Hospital

ERC Phase II encompasses an area of 2,500 sq. metres, doubling the size of the current facility on site in Beaumont. It is designed as a three-storey building in order to maximise the floor area and provision has been made for the addition of a fourth floor at a later stage.

Physician Associates

The School of Medicine welcomes the introduction of the PA masters degree and is pleased to support this RCSI initiative under the leadership of Paul O'Neill, Medical Director of the Programme. Professor Arnold Hill is the Programme Sponsor.

Strategic Academic Recruitment (StAR) Programme

Given the pivotal role of research in extending the frontiers of

innovative healthcare, we welcome the implementation of the Strategic Academic Recruitment (StAR) Programme. The programme has successfully recruited an initial cohort of leading researchers in specialist research areas who will significantly enhance the delivery of innovative, impactful research. Already facilitating the intensification of the College's research focus, we look forward to the further development of the StAR programme and its impact in accelerating the transfer of research discoveries more quickly to clinical practice for the benefit of patients.

Postgraduate Diploma in Health Professions Education

In the academic year 2015/2016, there were two intakes to the Postgraduate

Diploma in Health Professions Education programme: 17 participants are progressing through the programme in St Stephen's Green and 21 in Beaumont. In addition, a pilot programme with 10 participants is also underway in RCSI Bahrain. The programme has been designed to support teaching faculty at RCSI in the development of leading edge educational skills grounded in appropriate theoretical frameworks, which will enable reflection on current practice and the development of educational input into a variety of aspects of the RCSI curriculum.

So You Want To Be A Doctor?

In another innovation, RCSI produced *So You Want To Be A Doctor?* a three-part, live-streamed broadcast series, presented by Professor Arnold Hill. The series featured short interviews with Consultants from a number of differing specialties followed by a live Q&A session. Broadcast on three dates in November and December 2015 and January 2016, the series addressed young second-level students in transition year, fifth and sixth year and aimed to support any students considering a career as a doctor.

Enhanced engagement

The School continued to develop and strengthen engagement with our hospital sites through a series of visits during the year.

Professor Hill, in conjunction with Sinead Dunwoody, Clinical Relationship Manager, visited seven sites to ensure



Prof Arnold Hill introducing the first episode of "So you want to be a doctor?"



Participants at the International Education Forum

that all clinicians were up to date in relation to academic developments at RCSI.

Professor Hill was honoured to be invited to support the Hospitals' intern teaching awards including: the Mother Mary Martin Award, Our Lady of Lourdes Hospital, Drogheda; the Gordon Watson Award in University Hospital Waterford; the Parnell Keeling Award in Connolly Hospital, Blanchardstown;

and the Lyons and McDonnell medals in Medicine and Surgery at Beaumont Hospital.

Appointments

Our congratulations to Professor Fergal Malone who has taken up the role of Master and Chief Executive Officer at the Rotunda Hospital. We wish him every success in transitioning the Rotunda from its current site to the Connolly site, in what is a key strategic

// The School continued to develop and strengthen engagement with our hospital sites through a series of visits during the year. //



The Whitecoat Ceremony in September 2015 which takes place annually as part of Orientation week

move within the RCSI Hospitals Group. We also welcome Ian Carter as the new CEO of Beaumont Hospital and we would like to thank Liam Duffy for his engagement and support over many years.

We wish our former Head of Department of Medicine at RCSI, Professor Gerry McElvaney, well in his new career. We are pleased to announce Professor Shane O'Neill has joined us as the acting Head of the Department of Medicine and Professor David Williams has taken up the Senior Cycle Director role.

RCSI SCHOOL OF PHARMACY

The RCSI School of Pharmacy had a distinguished year in 2015/2016 with recognition of students' education and research excellence through national awards and prizes, the commencement of year one of the integrated Master of Pharmacy Programme, the landmark establishment of the Affiliation for Pharmacy Practice Experiential Learning, the hosting of the 38th All-Ireland Schools of Pharmacy Research Conference and significant success in research funding and publications in both the pharmaceutical sciences and pharmacy practice.

Professor Paul Gallagher, Head of the School of Pharmacy



The School's international partnerships have flourished, with students and faculty members incoming and outgoing between our partners in France, China and the US. The School was proud to be part of very successful outreach activities, not least of which was the national launch of the highly successful "RCSI MyHealth" app.

Student achievements

In November 2015, RCSI was proud to confer degrees on the new graduates from across its three programmes of the BSc (Pharm), National Pharmacy Internship Programme and MSc (Industrial Pharmaceutical Sciences).

Graduates also enjoyed distinction at a national level with Mr Cian Carney in November 2015 being awarded the Dr Henry Hutchinson Stewart Pharmacy Prize by the National University of Ireland.

Also in November Ms Aishah Alsibae was highly commended at the 2015 Undergraduate Awards (in the Chemical and Pharmaceutical Sciences category) based on her final year BSc (Pharmacy) research project submission conducted under the supervision of Dr Marian Brennan of the Department of Molecular and Cellular Therapeutics.

Master of Pharmacy programme

The five-year integrated Master of Pharmacy programme commenced in September 2015. The successful delivery of the programme was overseen by Year 1 Lead – Dr Benedict Ryan – and the other members of the Master of

Pharmacy team: Ms Siún Aherne, Ms Aurea Conroy, Dr Eoin Cotter, Professor Paul Gallagher, Dr Fiona O'Brien and Dr Judith Strawbridge. This innovative programme will provide students with the professional knowledge and skills required to practise as a pharmacist in all contemporary settings. The programme underwent successful recognition by the Pharmacy Malaysian Board and initial accreditation by the Pharmaceutical Society of Ireland.

A key feature of the programme is the integration of structured professional placements. In order to ensure an effective and efficient use of the national network of pharmacist trainers, Trinity College Dublin, University College Cork and RCSI established the Affiliation for Pharmacy Practice Experiential Learning (APPEL). After a competitive process the decision was made, informed by the proven expertise of the RCSI in the delivery of the National Pharmacy Internship Programme, to locate APPEL within the School.

International collaborations

In July 2015, the School was awarded significant Erasmus+ funding to resource staff and student exchanges between the Bill Gatton College of Pharmacy (East Tennessee State University, TE, USA) and the College of Pharmaceutical Sciences (Soochow University, Suzhou, Jiangsu, China).

The exchanges that took place between Bill Gatton College of Pharmacy and RCSI under this programme involved four incoming USA students between

May and July, 2016, with four outgoing RCSI BSc (Pharm) students from July to September, 2016.

Dr Weipeng Wang (Vice Dean for Undergraduate Education), Professor Liyan Miao (Vice President, First Affiliated Hospital of Soochow University) and Professor Xiaohu Zhang of Soochow University were welcomed to RCSI in June 2016 as part of an incoming exchange of staff from Soochow University.

Research

Significant activity in research was evident in 2015-2016. Staff members from the RCSI School of Pharmacy and Tissue Engineering Research Group (TERG) attended the 42nd annual meeting and exposition of the Controlled Release Society in Edinburgh in July, 2015.

Dr Brian Kirby acted as Co-Principal Investigator on a study on the alleviation of cancer chemotherapy-induced cognitive impairment that was awarded a grant by the NKEA Research Grant Scheme, Ministry of Agriculture, Malaysia, with total funding of RM485,000.

A collaborative project entitled "Improving the undergraduate pharmacy curriculum in mental health" between RCSI and St John of God Hospital, featuring a research contribution from Dr Judith Strawbridge, was a prize winner at the sixth Annual International Psychiatric Pharmacy Conference held in Bristol in October, 2015.



Pictured at the signing of the APPEL consortium agreement are: (seated) Mr Paul O'Donovan, Academic Secretary, Office of the Registrar and Vice President of Academic Affairs, UCC; Professor Linda Hogan, Vice-Provost/Chief Academic Officer, TCD; Professor Hannah McGee, Dean of the Faculty of Medicine and Health Sciences, RCSI; and (standing) Professor Stephen Byrne, Head of the School of Pharmacy, UCC; Professor Anne Marie Healy, Head of the School of Pharmacy and Pharmaceutical Sciences, TCD; and Professor Paul Gallagher, Head of the School of Pharmacy, RCSI. Picture: Paul Sharp.

A number of staff and students from RCSI presented research into interprofessional education at the IPL (Interprofessional Learning) Dublin 2015 conference, which was held in Dublin Castle in October (2015). IPL Dublin 2015 was jointly hosted by the main Irish health and social care regulators.

Mr John Hayden was collaborator on a successful HRB Health Research Award, under the Definitive Intervention panel, of €797,080. The project is led by Dr Abel Wakai, Emergency Care Research Unit, RCSI.

Dr Cristín Ryan co-chaired and co-hosted the Health Services Research in

Pharmacy Practice Conference 2015 in Belfast, and chaired a session at the All Ireland Pharmacy Conference 2015 in Dundalk. Dr Ryan was also chair of the Royal Pharmaceutical Society Practice Research Panel, 2015-2016.

In March 2016, Dr Cathal Cadogan and Mr Darragh Scannell of the School organised the 38th All-Ireland Schools of Pharmacy Research Conference, which was attended by 100 delegates. The conference programme included two keynote speakers: Dr Margaret Watson (University of Aberdeen) and Professor Robbert Jan Kok (Utrecht University). The winner of

// The School's international partnerships have flourished. //

the best oral presentation was Mr David Walsh, who is undertaking a PhD under the supervision of Professor Sally Ann Cryan, Professor Fergal O'Brien (Department of Anatomy) and Professor Andreas Heise (Department of Pharmaceutical and Medicinal Chemistry).



Professor Paul Gallagher, Head, RCSI School of Pharmacy; Dr Ann Frankish, President, Pharmaceutical Society of Ireland; Lauren McDonald, MPharm graduate and Kiran Pathak Scholarship recipient; Mr Matthew Lynch and Dr Zeibuin Ramtoola, RCSI School of Pharmacy at the November 2015 conferring ceremonies.

Key publications included articles published in *Pediatric Critical Care Medicine*, *Current Drug Discovery*, *Ultrasonics Sonochemistry*, *BMC Infectious Diseases*, *Implementation Science*, *Biomaterials*, *Drug Safety*, *Journal of Viral Hepatitis*, *Journal of Hepatology* and *Advance Drug Delivery Reviews*.

Appointments, promotions and distinctions

Appointments included: Dr Cathal Cadogan (Lecturer from November 2015), Ms Susan Gray (Acting Academic Quality and Operations Manager from July 2015 to March 2016), Ms Michelle Keaveney (Practice Educator from July 2016) and Ms Laura Nyhan (Lecturer from September 2015).

Dr Brian Kirby was promoted to Associate Professorship (effective in 2016/2017).

Outreach

Dr Steve Kerrigan of the School led the development of a new app, "RCSI MyHealth", which was launched in September 2015. The app offers users the opportunity to discreetly search for information relating to specific health conditions. The information is presented in a clear, focused and organised manner that is easy to understand. It also provides users with information on where to seek advice and support if they are suffering from a health condition.

Dr Helena Kelly of the School participated in outreach events as part

**// The RCSI
five-year Master
of Pharmacy
programme
commenced
in September
2015. //**



Pictured are: Dr Helena Kelly, Senior Lecturer, RCSI; Ms Leona Holland, Mr Dustin Wood, Ms Kenda Rice and Ms Brandy Le Blanc, all DPharm students at Bill Gatton College of Pharmacy who came to the RCSI School of Pharmacy as part of the Erasmus+ International Credit Mobility programme; and Dr Gráinne Cousins, Lecturer, RCSI.

of the EU-funded AMCARE (Advanced Materials for Cardiac Regeneration) and DRIVE (Diabetes Reversing Implants with enhanced Viability and long-term Efficacy) consortia, including outreach activities at the National Ploughing

Championships and European Research Night (September 2015) and raising awareness of the role of stem cell research for regeneration of cardiac muscle in the RTÉ television programme, "Ten things to know

about... body tech", that was broadcast in November 2015.

In January 2016, Dr Gráinne Cousins of the School organised a lecture entitled 'Impact of opioid substitution treatment on risk of mortality in the community and leaving prison', which was delivered by Professor Matthew Hickman of the University of Bristol. Guests attending included HSE Addiction Services, general practitioners involved in methadone treatment, and Irish Prison Services.

In March 2016, Dr Helena Kelly of the School was involved in the organisation of the RCSI MyHealth Lecture entitled "The rise and rise of diabetes – is this something we should worry about?" The event was part of the social outreach programme of the DRIVE consortium, headed by Dr Garry Duffy (Department of Anatomy). Dr Aisling O'Leary of the School addressed the audience on "Diabetes medications – current treatment and what the future holds". Earlier that day, Aisling was a guest on RTÉ Radio 1 in order to raise awareness of the role of the pharmacist in the management of diabetes mellitus.



Mr Cian Carney being presented with the Dr HH Stewart Prize in Pharmacy by the Chancellor of the National University of Ireland, Dr Maurice Manning, in the Royal Hospital Kilmainham in November 2016.

RCSI SCHOOL OF PHYSIOTHERAPY

The School of Physiotherapy's vision is to be recognised as a leading centre for physiotherapy education, research and scholarly activity. It aims to educate professionally safe, competent, reflective and analytical physiotherapists who possess a sound scientific knowledge base, an understanding of the value of research and analysis, are responsive to the needs of clients and carers and are aware of the dynamic diversity of healthcare environments in which they practice.

Professor Marie Guidon, Head of School of Physiotherapy



Inaugural Alumni Reunion

In November 2015, RCSI held its inaugural physiotherapy Alumni reunion. Spanning the years 2002 – 2015, RCSI welcomed back more than 40 Alumni from 14 graduate classes.

The theme of the event was 'Where I am now' and featured guest lectures delivered by Alumni from the classes of 2002, 2005 and 2006. This very successful event will now be held annually.

Educational developments

In September 2015, Professor Anne Swisher (Fulbright Scholar) joined the School of Physiotherapy from the University of West Virginia for a period of three months. During her time in RCSI, Professor Swisher delivered lectures in the area of exercise science and chronic disease and also participated in a range of teaching activities.

A Postgraduate Module in Musculoskeletal Injection Therapy was developed and delivered in April/May 2016. This was in response to health service demands to provide a more streamlined service in orthopaedics and rheumatology. The first cohort of doctors, physiotherapists and nurses completed this module to develop their knowledge and skill in the use of injection therapy in the musculoskeletal setting. This educational initiative was delivered in collaboration with senior faculty from the Department of Anatomy and School of Pharmacy and clinical colleagues in Beaumont Hospital and Cappagh National Orthopaedic Hospital.

Following the successful introduction of simulation on a pilot basis in 2014-2015, this year saw the formalisation of the simulation programme within the cardiorespiratory module (BSc Physiotherapy programme).

Two successful clinical practice education workshops were run within the School this year and representatives from all associated clinical sites attended. Workshop topics included inter-professional education and e-learning in the practice education environment.

The School hosted Erasmus staff mobility visits from the Schools of Physiotherapy, University of Lund, Sweden and the University of Applied Sciences, Vienna, Austria.

Research successes included oral and poster presentations, academic and clinical collaborations, peer-reviewed publications, collaborations with external institutions and funding awards.

// Staff and students were awarded prizes for research presentations at several national and international conferences. //

Undergraduate students from the School of Physiotherapy participated in a number of research projects across a range of clinical specialty areas conducted in Temple Street Children's University Hospital, Beaumont Hospital and Connolly Hospital and primary care centres funded by the Health Research Board (HRB) and the RCSI Research Summer School programme.

In addition, postgraduate research activity continues to grow with four MSc (research) and six PhD students currently registered with the School.

The School was successful in funding applications to a number of agencies including the HRB, Irish Disability Authority, Eurospine, Irish Research Council, Research Motor Neurone Disease, Kitman Labs and Science Foundation Ireland.

The School has ongoing research collaborations with the University of Southampton; Umeå University, Sweden; University of Otago, New Zealand; University of Sydney, Australia; the National Rehabilitation Hospital; University College Cork (UCC); Sligo IT; and the Dublin Academic Teaching Hospitals (DATHs).

Staff and students were awarded prizes for research presentations at several national and international conferences including the Irish Society of Chartered Physiotherapists (ISCP) Scientific Conference, the Irish Heart Foundation National Stroke Day Conference, the Irish Pain Society Annual Scientific Meeting,



In November 2015, RCSI held its inaugural physiotherapy Alumni reunion

the British Association of Cardiovascular Prevention and Rehabilitation (BACPR) Conference and the European Stroke Organisation Conference.

Appointments

In November 2015, Professor Marie Guidon was unanimously elected as incoming President of the Irish Society of Chartered Physiotherapists.

Dr Helen French and Dr Dara Meldrum were promoted to Senior Lecturer in October 2015.

Dr Helen French was appointed Visiting Fellow at the University of Southampton for a period of three years. This appointment will enhance research collaborations between the School of Physiotherapy and the Health Sciences Centre, University of Southampton.

Dr Grace O'Malley (Clinical Specialist Physiotherapist, Temple Street Children's University Hospital) was appointed

as Honorary Lecturer. She brings considerable strengths to the School of Physiotherapy, particularly in the area of population health research activity.

Louise Keating (Lecturer in Physiotherapy) was awarded Specialist Membership of the ISCP in the area of Musculoskeletal Physiotherapy.

Transition to Health Programme

In February 2016, the School ran an outreach programme for Transition Year students which highlighted the importance of exercise, health and wellbeing to young people.

Staff delivered workshops and lectures on a variety of topics such as exercise, movement and injury prevention and management to a wide range of audiences during Dance Ireland Injury Prevention Awareness Week and the RCSI My Health Lecture Series.

Staff from the School continue to provide support to RCSI's Great Pink Run and RCSI Breakers programme by providing a warm up/cool down and triage service at the race. RCSI Breakers, which is a running programme for RCSI staff, was additionally supported with individual assessment, as well as bespoke advice and exercise prescription.

The School of Physiotherapy was delighted to host Professor Gwendolen Jull, Emeritus Professor of Physiotherapy, University of Queensland in June 2016. Professor Jull has published extensively in the field of musculoskeletal physiotherapy. She delivered a course exploring the Management of Cervical Disorders, an event that attracted a range of expert clinicians from the fields of musculoskeletal and sports medicine.

RCSI SCHOOL OF NURSING AND MIDWIFERY

It has been a year of significant growth for the School of Nursing and Midwifery as it builds on an effective, long-term strategy. The School has been growing its external profile, supported by RCSI, and has increased its student numbers.

Professor Zena Moore, Head of the School of Nursing and Midwifery



Education

Dr Tom O'Connor, Director of Nursing and Midwifery Education, Deputy Head of the School, continues to drive forward the School's Education Strategy. Over 500 students attended the School in the 2015/2016 academic year. The Leadership programme grew significantly, with more than 60 people taking part.

Graduates from year two in the MSc in Nursing also increased, with over 70 students completing the course. Dr Declan Patton, Director of Nursing and Midwifery and Research, conducted a review of the course in order to deliver a solid foundation for supervision, as well as structures to meet the expectations of participating students.

A technology-enhanced learning project was run during the year as part of the Wounds programme. Julie Jordan O'Brien, Programme Director, worked with Enda Kyne and his team in IT to evolve the approach to online learning, creating a more interactive process. A full review, using qualitative and quantitative research, of the new-look online learning tools is currently under way.

Work is ongoing with the RCSI Hospitals Group and is focused on the aim of expanding the provision of its programmes across all hospitals in the group.

International agreements

Led by Dr Tom O'Connor, a Memorandum of Understanding was agreed with King Abdullah Medical City to deliver the School's Wounds

Programme to students in Jeddah. Progress is also being made with the Lida Polytechnic Institute in Shanghai. An English-language nursing programme was introduced at Lida in September 2015 and, in two years, these students will complete their BSc Bridging at RCSI Dublin. In the interim, the School will welcome four visiting lecturers this September to shadow RCSI staff.

People

Dr Linda Nugent joined the team as a lecturer and as part of the research supervision team.

Jane Burns joined the School, to contribute to the research strategy, help raise its metrics and increase its external reputation.

Niamh Rohan and Bridget Murray have been appointed full-time. Both contributed enormously to increasing the number of post-graduate diploma students.

Four honorary lecturers were appointed: Helen Strap, Tissue Viability; Carrie Powell, Cervical Check; Anne Higgins, Infection Prevention and Control; and Kathleen Kinsella, Leadership and Management.

Chanel Watson was appointed to the European Centre for Disease Prevention and Control's European Antibiotic Awareness Day, Technical Advisory Committee.

Julie Jordan O'Brien was elected to the Council of the European Wound Management Association.

Zena Moore, Professor of Nursing & Head of Department, was elected to the Council of the European Pressure Ulcer Advisory Panel.

Two visiting professors have been appointed:

- Professor Barbara Bates Jensen, UCLA School of Nursing, USA, will be working with the team in the area of pressure ulcer development in paediatrics; and,
- Professor Roger Watson, Professor of Nursing at the University of Hull, will support the School's research strategy, providing guidance and support to students and staff.

Research

Dr Declan Patton, Director of Nursing and Midwifery and Research, continues to drive the area of research forward. The School established strong research links with industry, with seven industry partners now on board. The School's main research focus has been in the early prediction of pressure ulcer damage, looking at older people, paediatrics and in surgery.

The School won a number of grants, including one from the Health Service Executive for the production of the systematic review underpinning the update of their wound management guidelines. The School also won a grant for an RCSI research engagement forum, which will take place in September 2016. A number of international researchers from the Netherlands, the UK and Belgium will meet with School researchers for a think-tank to develop a consensus on what outcomes should be measured in the area of pressure ulcers.



Pictured at the November 2015 Conferring Ceremony were Gillian O'Brien, Winner of the Frances Mary Crowley Award; Professor Zena Moore; Annmarie Ormonde, Winner of the Rose Lanigan Medal; and Mary Winters, Winner of the Florence Nightingale Committee of Ireland Award

Tener Goodwin Veenema, Associate Professor, from John Hopkins, US, was awarded a Fulbright Scholarship to visit the School of Nursing & Midwifery, RCSI. Her area of research is disaster nursing and public health emergency preparedness.

This year the school registered four PhD candidates, as well as three Masters by research, making a total of seven PhDs and four MSc research studentships.

The Wound Management Association of Ireland Conference took place in RCSI in October and was a resounding success, with over 300 delegates both national and international participating.

Awards

Aine Binchy MSc Student won the gold medal for best presentation at the research study day at GUH.

Clare Lewis, PhD student, won the Institute of Community Health and

Nursing Nurse of the Year 2016. Anna Lucia Martins de Oliveira, PhD student, won best poster prize at the Nursing & Midwifery Planning & Development Unit, HSE Dublin North research meeting.

Gillian O'Brien. MSc student, was runner-up at the Journal of Wound Care Awards 2016.

Emma Flemming, MSc Student came 3rd in the Journal of Wound Care Awards 2016.



Professor Zena Moore with staff of the School of Nursing and Midwifery at the November 2015 Conferring Ceremony

RCSI SCHOOL OF POSTGRADUATE STUDIES

The School of Postgraduate Studies (SPGS) aims to be a leading centre for postgraduate education, research and scholarly activity, both nationally and internationally. Ongoing innovative research at RCSI contributes to improved treatment of disease, tackles important healthcare delivery issues, informs policy and improves clinical practice. The aim of the SPGS is to ensure that graduates are responsive to the needs of employers in academia, health sciences and industry.

Professor Niamh Moran, Head of the School of Postgraduate Studies



The objectives of the SPGS are driven by a dedicated core team including:

- Niamh Moran BSc, PhD, Associate Professor and Head of School;
- Gianpiero Cavalleri BSc, PhD, Deputy Director;
- Emer Reeves MSc, PhD, Deputy Director;
- Anthony Chubb BSc, PhD, Programmes Manager;
- Lisa Maye-Gregory BATH, MTh, Senior Faculty Coordinator;
- Sharon Casey BSc, Postgraduate Programmes Officer; and,
- Elaine Carton BA, MA, School Coordinator.

In the academic year 2015 - 2016, the School graduated 58 candidates comprising: 36 PhD, 9 MD, 5 MCh and 8 MSc.

In the same period, the School enrolled 234 students including: 153 PhD, 63 MD, 1 MCh and 17 MSc. New registrations comprised: 39 PhD, 14 MD, 1 MCh and 8 MSc.

School's mission

The unifying mission of RCSI's SPGS is to deliver world-class training for biomedical and health researchers, who, on completion of their training programmes, are qualified to embark on a broad range of career paths and who will become the next generation of leaders contributing to human health. While RCSI recognises that the core of postgraduate research education is the generation of new knowledge, RCSI-structured programmes provide training in a broader set of professional competencies to equip graduates as leaders in their fields. The

School aims to recruit, support and educate a world-class postgraduate community at RCSI and to train them for success.

Strategic developments

During this academic year, the School developed a number of resources for its student populations.

These included:

- websites – School of Postgraduate Studies Staff Portal, Study-with-Us;
- interactive student guide – Moodle;
- student handbook – Staff Portal;
- core modules/workshops
 - Research in Action, Research Methods
 - Research Communication, Statistics, Careers;
- core resources
 - Vitae Researcher Development Framework
 - Nature Masterclass support for Scientific Writing;
- automation of student annual reviews – Moodle;
- MD viva voce examination;
- two supervisors for all postgraduate research projects;
- Postgraduate Open Day;
- annual retreat for postgraduate researchers;
- established the Postgraduate Programme Executive Working Group to oversee the governance of all taught postgraduate programmes in RCSI; and,
- introduced institutional policy on Recognition of Prior Learning (RPL) and established first college training day for RPL.



Prof Hannah McGee, Dean of the Faculty of Medicine and Health Sciences, RCSI greets H.E. Ms Mari Myoshi, Ambassador of Japan to Ireland, and other delegates from Hoshi University, Tokyo to the College for an event as part of the SFI funded International Strategic Collaboration Award (ISCA) Japan



Dr Tadhg McGivern, delivering the RCSI Higher Degree Class of 2016 Valedictorian speech at the June Conferring.

Key events

The School enrolled its first three Dilmun PhD scholars in October 2015. These students are jointly supervised from RCSI Dublin and RCSI Bahrain and spend the first year of their studentship in Ireland.

The School also launched the Strategic Academic Recruitment (StAR) PhD programme in January 2016. This programme offers a number of fully-funded PhD positions across all specialties in RCSI. The programme received 250 student applicants and 39 project proposals from all schools and departments across RCSI. The successful students from this cycle will enrol for their PhDs in October 2016. A second cycle of applications will be managed in the 2016/17 academic year.

The School held its first RCSI Postgraduate School Open Day on January 31, 2016. The event attracted 120

students who were introduced to many aspects of postgraduate opportunities in RCSI. Some of the attendees at this open day featured as applicants for the StAR PhD positions.

Internationalisation activities

In October and November 2015, 10 RCSI PhD students, postdoctorate students and staff visited Tokyo's Hoshi University, which specialises in pharmaceutical science, to establish formal research interests under the support of Science Foundation Ireland (SFI) International Strategic Cooperation Awards (ISCA). This was followed by a return visit from eight Hoshi University researchers to Dublin in April 2016.

RCSI was hosted by the Ambassador of Ireland to Japan, Her Excellency, Anne Barrington, in Tokyo and by the Japanese Ambassador to Ireland, Her Excellency, Mari Miyoshi, in Dublin.

This has resulted in a strong relationship between Hoshi University and RCSI. A number of postgraduate students from Hoshi University will attend the RCSI research summer school as a result of this established collaboration. In addition, three senior researcher visits were supported by the SFI to further consolidate researcher cooperation.

The Dilmun programme is an international PhD programme that aims to train doctoral graduates in health sciences across two RCSI campuses: Bahrain and Dublin.

The MSc in Health Research is a unique taught postgraduate programme that aims to train population health researchers based in our Penang Medical College campus in Malaysia. It is a two-year programme that enrolls seven to 10 students per year.

RCSI INSTITUTE OF LEADERSHIP

In the past year, the Institute has strategically broadened its base and increased its engagement with the health services by adding a further significant level of executive training and development to its portfolio of academic programmes.



Professor Ciaran O'Boyle, Director of the Institute of Leadership

Academic Programmes

Masters degrees were conferred on 67 graduates in Ireland, 27 in Bahrain, and 67 in Dubai. Last year's re-introduction of the Masters degree in Quality and Patient Safety in Ireland was very well received and the numbers registering clearly reflect a heightened demand for such training in the Irish healthcare system. This year has also seen the development of a new Professional Diploma in Clinical Leadership in Ireland. This is designed for clinicians who are taking up senior leadership and management positions in their organisations.

The Institute continues to develop its international footprint in Dubai and Bahrain with student numbers increasing on all programmes. In Bahrain, Dr Michael Shannon, formerly National Director of Nursing & Midwifery at the Health Service Executive (HSE) joined the Institute to direct the programmes here. A successful 'Women in Leadership' programme was delivered in Dubai this year and a new Masters degree in Executive Leadership will be launched in January 2017. The Institute is hosting a new three-day International Leadership Summer School in Dublin, in August, for masters students from campuses in Ireland, Dubai and Bahrain.

Executive Development Programmes

As well as delivering its core academic programmes, the RCSI Institute of Leadership has significantly increased its contribution to executive training and development in the public and private health sector.

Health Services Executive – National Leadership Development Programmes

The Institute successfully competed for a HSE tender to deliver 16 Leadership Development Programmes to 320 senior managers across clinical and support services including the hospital groups, community health organisations, clinical directorates, occupational health professionals, health and social care professionals, health business services, corporate HR and finance. These nine-day programmes are co-designed with executive sponsors, and participants undertake leadership projects aimed at achieving sector-specific strategic goals of the HSE.

The HSE National Leadership and Innovation Centre also extended its 2014-2016 contract with the Institute for another year to deliver a set of further Leadership Development programmes, Quality Improvement programmes, an executive coaching programme and a series of masterclasses in Clinical Leadership, Business Case Planning and Performance Achievement for 620 nurses and midwives. The Institute was also awarded a tender for an executive development programme for Directors of Public Health Nursing.

RCSI Hospitals Group

The Institute increased its engagement



Niall Breslin, mental health campaigner and founder of Lust for Life speaking at the Institute's 'Lessons in Leadership' series



Pictured (l-r) are Sibeal Carolan, Lecturer and Programme Director, RCSI Institute of Leadership; Justice Peter Kelly who delivered the 'Lessons in Leadership' Lecture; and Professor Ciaran O'Boyle, Director, RCSI Institute of Leadership

with the RCSI Hospitals group. Institute staff provided support for the development of the group's strategy and also delivered the Rotunda Leadership Programme, now expanded to include maternity services personnel from all of the group's relevant hospitals. The Institute has developed a new Clinical Leadership programme for the group, and this will be launched later this year.

Broad Health Sector engagement

The year saw further engagement with the hospital sector with programmes either running or planned with the Bon Secours Health System, St Vincent's Hospital, the Hermitage Hospital, the Blackrock Clinic and the UL Hospitals' Group. The Institute also launched a novel and unique Leadership Development Programme for European surgeons with sponsorship from Acelity L.P. Inc.

RCSI Leadership Lecture Series

The Institute's 'Lessons in Leadership' series continues to attract notable speakers and large audiences. This year's

speakers were: The Hon. Mr Justice Peter Kelly, President of the Court of Appeal; Mr Niall Breslin, mental health campaigner and founder of Lust for Life; Dr Paul D'Alton, Head of Psycho-oncology at St Vincent's University Hospital; Professor Michael Leiter, Centre for Organisational Research & Development, Acadia University, Canada; Vice Admiral Mark Mellett, Chief of Staff of Óglaigh na hÉireann; and Mr Kevin O'Sullivan, Editor of The Irish Times.

Engagement in Africa

Over the past six years, as part of the College's COSECSA collaboration, the Institute of Leadership has trained 257 consultant surgeons to be clinical trainers in Rwanda, Malawi, Burundi, Ethiopia, Kenya, Tanzania, Uganda, Zambia, Zimbabwe and Mozambique. This year in Malawi, a Master Training programme was delivered for 17 surgeons from the region enabling them to now deliver the Institute's Train the Trainer programme locally. The Institute also delivered the first joint leadership workshop for anaesthetists and surgeons in Blantyre,

Malawi. There were 22 participants from six countries in the region, The workshop was also attended by the President, Ellen O'Sullivan, and CEO, Fintan Foy, of the College of Anaesthetists in Ireland.

The Institute's work in Africa was recognised this year when it was awarded the Irish Institute of Training and Development's national award for best project in Corporate Social Responsibility.

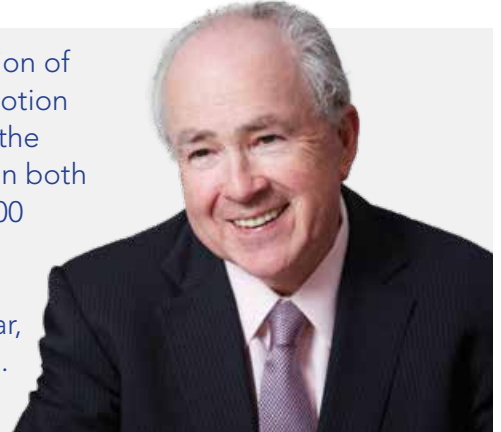
New to the team

This year sees the welcome arrival of a number of new senior staff at the Institute of Leadership. Dr Michael Shannon who was National Director of Nursing & Midwifery at the HSE, Ireland, joined as Programme Director in Bahrain. Caroline O'Regan who was Assistant National Director, Leadership Education and Development at the Health Service Executive joined the Institute as an Executive Development Specialist and Dr Elaine Byrne, formerly at the RCSI Division of Population Health, joined as Coordinator of Research.

RCSI FACULTY OF DENTISTRY

The Faculty of Dentistry was founded in 1963 with the core mission of advancing the science, art and practice of dentistry by the promotion of education, study and research. The Faculty is responsible for the maintenance of the highest standards of postgraduate training in both Ireland and other centres around the world. With more than 2,000 Fellows and Members globally, its international role, through the provision of programmes and examinations at Membership and Fellowship level, is expansive and encompasses, in particular, the Middle East and Gulf Region, New York, Sudan and Sweden.

Dr John Walsh, Dean, Faculty of Dentistry



Academic activities

Examinations for the Membership of the Faculty of Dentistry (MFD), the Fellowship of the Faculty of Dentistry (FFD), the Diploma in Primary Care Dentistry (DipPCD) and the Membership in General Dental Surgery (MGDS) continue at RCSI Dublin and in examination centres abroad including New York, Malmö in Sweden, as well as Bahrain, Kuwait, Jordan, Sudan and Ajman.

This year, the FFD exams in Oral Surgery were held in New York University (NYU) and the University of Khartoum, in Sudan.

International activities

The relationship between RCSI and the University of Malmö's dental school continues to flourish and the MFD examination took place there in May, 2015, for the first time.

As a result of this new relationship, there has been an exchange of lecturers between the two countries, with a number of Swedish speakers coming to Dublin to present at the Postgraduate Dental Education Programme.

/// The 2015 Annual Scientific Meeting attracted a stellar line-up of speakers from both home and abroad. ///

Postgraduate Dental Education Programme

The Postgraduate Dental Education Programme, in conjunction with the Hamad Medical Corporation (HMC) in Qatar, continues with monthly Saturday lectures taking place in RCSI. These lectures are designed to prepare candidates to sit MFD, DipPCD and FFD examinations. The sessions attract an audience comprised of general practitioners, postgraduate students and final-year dental students. In addition, the lectures are also streamed online to HMC and, on occasions, to Kuwait, Malmö and New York.

Annual Scientific Meeting

The 2015 Annual Scientific Meeting attracted a stellar line-up of speakers from both home and abroad. Diverse areas of dental science were covered in the meeting and it drew a large audience. The Friday afternoon included a special session devoted to new concepts in starting, maintaining and enhancing your dental practice and the intention was to provide attendees with modern, thought-provoking material that would allow them to use these concepts in practice on a daily basis.

Fellowship/Membership (Ad Eundem)

Dr Samuel B Low received a Fellowship (Ad Eundem) and Ms Rita Bauer received a Membership (Ad Eundem) prior to the Faculty's Annual Dinner on the evening of October 30, 2015.

Exciting Development

The contract between RCSI Faculty of Dentistry and the Hamad Medical

Corporation in Qatar has been finalised. With this contract in place, RCSI Faculty of Dentistry will now provide postgraduate educational programmes in both MFD and FFD. This collaboration, which commenced in October 2015, will take place over a five-year period.

The Postgraduate Dental Education Programme will be delivered in Dublin and streamed online to Qatar. In addition, extended visits from RCSI Faculty of Dentistry lecturers to Qatar to provide intensive courses throughout the five-year period will also take place. This represents the largest single contract that the Faculty of Dentistry has put in place to date.

Conferrings

A record number of conferrings took place between July 1, 2015, and June 30, 2016: 227 MFD and 32 FFD candidates were conferred.

Awards promoting excellence

The Faculty of Dentistry presented a number of awards to promote excellence in the science and clinical practice of dentistry:

- Adrian Cowan Medal 2015 – Mr Brian Martin;
- Leo Heslin Memorial Medal 2015 – Mr Joshua Smyth;
- John McGimpsey Prize 2015 – Ms Katie Horisk;
- Seamus Keating Prize 2015 – Mr Anand Iyer.

Future

The Faculty of Dentistry is currently



Dr Rachel O'Hagan, Dr Sarah Jane Grufferty and Dr Leah Finan who were awarded memberships the Faculty of Dentistry at the Fellow, Members and Diplomates Conferring Ceremony in December 2015.

exploring the possibility of setting up an examination hub in Perdana University, Malaysia. Consolidation of the existing examination centers continues with record numbers of candidates sitting the examinations in Khartoum and Bahrain.

Appointments/retirements

Dr Osama Omar completed his term as Vice Dean of the Faculty of Dentistry and Dr John Marley has now been appointed Vice Dean. Mr David Ryan retired from his position as a long-standing member of the Board of the Faculty of Dentistry and Dr Edward Cotter took up the position of Honorary Secretary of the Faculty.

Faculty Board

Dr John Walsh, Dean; Dr John Marley, Vice Dean; Dr Edward Cotter, Honorary Secretary; Dr Gerry Cleary, Honorary Treasurer; Professor Christopher Lynch, Honorary Editor; Professor Gerard Kearns, Education Committee Chair; Mr Sean Sheridan, Inspections and Recognition Committee Chair; Board Members: Dr Ebrahim Al-Awadhi, Dr Mary Collins, Dr Kieran Daly, Dr Billy Davis, Mr Ken Halpenny, Dr Albert Leung, Mr Peter Ramsay-Baggs, Dr Alan McMichael, Dr Sean Malone.

// The contract between RCSI Faculty of Dentistry and the Hamad Medical Corporation in Qatar has been finalised. //

RCSI FACULTY OF RADIOLOGISTS

It has been a busy and interesting year for the Faculty of Radiologists, marked by advances in key strategic activities including a highly successful Annual Scientific Meeting, further strengthening of our external relationships and the continued development of international links and initiatives.

Professor Dermot Malone, Dean, Faculty of Radiologists



Scientific Meetings

The Annual Scientific Meeting was held in RCSI in September which included parallel sessions in Radiation Oncology and Diagnostic Radiology, over the course of the three-day event. Scientific sessions and a poster exhibition formed an important part of the meeting. Over 300 delegates attended, including radiologists, radiation oncologists, radiographers and industry representatives. Distinguished Honorary Fellows from the US and the UK joined our roll of honour.

The theme of the January 2016 Irish MRI Meeting was Musculoskeletal and Spinal Imaging. MRI radiologists, radiographers and physicists attended sessions that covered vertebral, disc, spinal cord and joint imaging. A poster exhibition supplemented the lecture programme.

Professor Bruce Forster of British Columbia, Canada, joined us as a Visiting Professor in April. He spoke at the Combined Spring Meeting, which addressed a wide range of topics including Radiology at the Vancouver Winter Olympics, Sports and Musculoskeletal Imaging and Screening, and Diagnosis of common cancers. He then taught SpRs in RCSI for a week, rounding off a very successful programme.

The Spring Meeting was preceded by a seminar on 'Management in Radiology'. Speakers addressed progress in the Radiology Clinical Programmes, the Radiology Quality Improvement Programme and the NIMIS

National PACS Programmes, as well as Activity-Based Funding and Clinical Decision Support Tools. Workshops on Out of Hours Work, Networks and Multidisciplinary Meetings were well attended and lively.

The Second Irish Society of Neuroradiology Meeting took place in June 2016 in Belfast, attracting radiologists from Ireland, the UK and beyond. The meeting was, as usual, very well attended and the programme catered for general and subspecialist radiologists.

The Faculty's Scientific Meetings are recognised for Professional Competence Scheme (PCS) certification within Ireland and with other Radiology bodies in Europe and North America. Irish Radiologists can obtain all annual External Category PCS points from these meetings.

SpR Selection

The current SpR selection process combines metrics from past academic, clinical and interview performance with an Objective Structured Clinical Examination (OSCE) and focuses on three key capabilities – academia, decision-making and visual perceptiveness. It provides equal opportunities for all applicants, whether they were 'traditional' or 'graduate entry' medical school graduates.

External relationships

The Forum of Postgraduate Training Bodies again provided a highly effective platform for communications with other

colleges and facilitated a consistent approach to postgraduate medical education, training and policy.

Relationships between the Faculty and the National Doctor Training and Planning (NDTP) Unit of the HSE continued to be productive and constructive. The Dean and Officers led a Strategic Review of the Faculty Training Programme. Pilot programmes addressing pre-radiology training, multi-source feedback and competence-based training in radiology education were undertaken, supported by NDTP development funds.

An accreditation visit to Limerick University Hospital resulted in its recognition for Higher Training in Diagnostic and Interventional Radiology. A position paper was published in the summer of 2016. Consultations and developments will continue into 2016-17 under the direction of the incoming Dean and Board.

The National Quality Improvement Steering Committee, based in RCPI, was an important focus of activity this year, culminating in a highly successful quality improvement (QI) workshop in May 2016. The National Quality Assurance Information System is now being rolled out, mainly to hospitals operating the peerVue Radiology QI system, and will collect hospital data for comparison with intelligent benchmarks currently being developed by the Committee. It is hoped that the diagnostic (radiology, pathology and endoscopy) programme will be granted 'National Audit' status



Dr Kate Harrington, Dr Patrick Nicholson, Dr Niamh Adams and Dr Emily Aherne who received Fellowships of the Faculty of Radiologist, Radiodiagnosis in December 2015

as defined in legislation currently being developed.

International activities

The Dean of the Faculty of Radiologists, Professor Dermot Malone, is a member of the Specialty Training Board of the Royal College of Radiologists, London. The Dean-Elect, Dr Max F. Ryan, attends if Professor Malone is unavailable. This role provides important insights, and opportunities for the exchange of ideas on all training matters.

In Kuwait, the Dean and the Kuwait Programme Coordinator again performed annual assessments for all SpRs. Trainees from Kuwait are now receiving Higher Training in Ireland in collaboration with the International Medical Graduate Training Initiative of the Forum of Postgraduate Medical Training Bodies and the HSE's National Doctors Training and Planning (NDTP) division.

Strong links continue to be maintained with the European Society of Radiology (ESR) and European Union of Medical Specialists (EUMS). The Faculty was

represented at ESR committees by Dr Barry Kelly (Education), Dr John Feeney (Quality, Safety and Standards Committee) and Dr Owen J. O'Connor (Research Committee). Our radiology and neuroradiology EUMS representatives are Dr Colin Cantwell and Dr Seamus Looby. Two previous Deans (Dr Adrian Brady and Dr Barry Kelly) are Examiners in the European Diploma in Radiology (EdiR) examination of ESR.

The Faculty now sponsors several scholarships, in parallel with higher training in clinical subspecialty radiology. The MacErlaine Scholarship in Translational Imaging funds one of three years in clinical and research training at the Massachusetts General Hospital and the Institute of Cell Biology, Harvard University. The collaborative scholarship in Health Services Research allows an Irish trainee to obtain training and experience leading to an MPH or MSc qualification in comparative effectiveness and health services research at the University of Washington, Seattle. The MSc in Evidence-Based Healthcare, Oxford prepares a trainee for a leading

role in development of Guidelines and Clinical Effectiveness training and research. A Higher Degree Bursary has also recently been established.

Board changes

Professor Dermot Malone is completing his second and final year as Dean. Dr Max F. Ryan is the Dean-Elect. Dr Niamh Hambly and Dr Declan Sheppard resigned from the Board in January 2016 because of personal circumstances. Board elections were held in the spring of 2016. Dr Niall Sheehy and Dr Peter Kavanagh returned to the Board for a second term. Professor Leo Lawler and Dr Rachel Ennis were elected to the Board for a first term.

Faculty Board 2015-16

Professor Dermot Malone, Dean; Dr Max F. Ryan, Honorary Secretary and Dean-Elect; Dr Patricia Cunningham, Honorary Treasurer; Dr Anthony Ryan, Vice Dean; Dr Colin Cantwell, Dr John Feeney, Dr Niamh Hambly, Dr Carol McGibney, Dr Anthony Ryan, Dr Tim Scanlon, Dr Declan Sheppard, and Dr Pierre Thirion.

RCSI FACULTY OF NURSING AND MIDWIFERY

The Faculty continues to achieve its key objectives, as outlined by the Faculty Strategic Report 2012-2017 and has intensified its focus on Continuing Professional Development (CPD), while successfully securing several significant strategic alliances.

Professor Mary Jacob, Dean, Faculty of Nursing and Midwifery



Continuing Professional Development

The Faculty was commissioned to develop and deliver a number of inter-professional educational programmes in: inter-disciplinary communication; orthopaedics; respiratory nursing; cardio-thoracic nursing; and theatre and surgical nursing. In addition, the Faculty has established a national programme on documentation for public health nurses and a number of programmes on clinical supervision.

The Faculty also contributed to the development of an inter-disciplinary MSc with the Department of Surgical Affairs on Human Factors in Patient Safety. This MSc has been approved by the Nursing and Midwifery Board of Ireland (NMBI).

The Psychiatric Nurses Association (PNA) in partnership with the Faculty, will launch its College of CPD in September and a series of four masterclasses have been agreed.

Research

The Faculty continues work on its Research Excellence Across Clinical Healthcare (REACH) project, which is funded until November 2016.

It also undertook new research on behalf of the Health Services Executive (HSE) in relation to non-core task allocation, which will be completed in Q3 2016.

The Faculty was commissioned to complete two position papers for the European Nursing Council; one on the European Professional Card (EPC) and the other on a pan-European standard of

CPD for nurses. As a result of this work, the Faculty is now involved in an Erasmus and Horizon 2020-funded project for CPD and discussions are ongoing in relation to this.

The Faculty was commissioned to carry out two literature reviews, for the Pre-Hospital Emergency Care Council on education entry requirements for nurses and medical technicians and emergency medical technicians; and for the HSE on discharging older persons from acute care.

Mr Thomas Kearns, Executive Director of the Faculty, completed an evaluation study for the PNA on the impact of Vision for Change, the Government mental health strategy introduced in 2006, for practice. He has also been commissioned by the PNA to undertake phase two of this study, which will commence in

September looking at specialist services across all adult services.

Graduation Ceremonies

The Conferring Ceremony for the School of Nursing and Midwifery took place in November during which two scholarships were awarded by the Faculty to outstanding students. The Members and Fellows Graduation Ceremony took place in December 2015; 10 Fellows by Examination and seven Fellows Ad Eundem were conferred.

Strategic Alliances and Service-level Agreements

Strategic alliances between The Irish Medical & Surgical Trade Association (IMSTA) and the Faculty were agreed to progress education for credentialing of healthcare industry representatives. The Faculty will facilitate education and training.



Mr Thomas Kearns, Executive Director of the Faculty addressing the 35th International Nursing and Midwifery Conference



Norah Casey as she received her Honorary Fellowship from Professor Marie Carney, outgoing Dean of the RCSI Faculty of Nursing and Midwifery. Norah Casey was made an Honorary Fellow of the RCSI Faculty of Nursing and Midwifery in recognition of her contribution to nursing, business and society internationally.

Service-level agreements were secured with the Psychiatric Nurses Association and the Institute of Community Health Nursing.

Overseas Nurses Aptitude Test Assessment

The Faculty was approved by the regulator to manage an aptitude test for overseas nurses who wish to register to practice in Ireland. The programme commenced in December 2015 and over 340 overseas nurses have registered for this programme to date. During his tenure as Minister for Health, Leo Varadkar, supported the programme and in April 2016 newly-elected Minister for Health, Simon Harris, positively referenced this fact during Parliamentary questions in the Dáil.

35th International Nursing and Midwifery Conference

The 35th International Nursing and Midwifery Conference, Maintaining Professional Competence: Continuous Professional Development and Enhancing Patient Outcomes, took place in March 2016. Over 200 delegates from 18 countries attended. The Department

of Health was represented by the Chief Nurse, Dr Siobhan O'Halloran. Forty-three Honorary Research, Clinical and Teaching Associates were presented with certificates at the conference.

Three Honorary Fellows were conferred during the opening ceremony: Ms Norah Casey, Broadcaster and publisher; Dr Diane Cooney Miner, Dean, Wegmans School of Nursing, St John Fisher College, Rochester, New York and Ms Anna Shakespeare, CEO, St Michael's House.

An inter-disciplinary masterclass on the use of "E-portfolios in Assessing Competence and Continuing Professional Development", opened by Professor Marie Carney, preceded the conference. It was attended by 50 nurse delegates.

Overseas Conference Participation

In her capacity as Dean of the Faculty, Professor Marie Carney attended the Emerald Literati Network 2015 Awards in Verona, Italy, where she was presented with the Award of "Outstanding Reviewer for Excellence in Reviewing International Publications".

In November, Professor Carney attended

the Federation of Nurse Educators Conference, titled: "Competences of Educators in Nursing Science in Europe: What are the outcomes, what are the prospects?" in Lyon, France in April. Mr Thomas Kearns, Executive Director of the Faculty, was invited to speak at conferences in Romania, Albania, Croatia and Italy.

Faculty Board

In March 2016, Ms Mary Jacob took over as Dean of the Faculty. It was agreed that the office of the Dean will be moved. The new office will be located beside the College Hall in 123 St Stephen's Green and it is the only Faculty to remain in this RCSI building.

The Faculty Board consists of: Ms Mary Jacob, Dean; Professor Marie Carney, Dean Emeritus and Board member; Dr Theresa Frawley, Vice Dean; Ms Jacinta Kelly, Honorary Secretary; Ms Hilda Gallagher, Honorary Treasurer. Board Members: Dr Áine Colgan; Dr Mark White; Dr Michael Shannon; Professor Mary Boyd; Professor Maura Pidgeon; Ms Terry Hanan; Dr Catherine O'Neill and Ms Judith Foley.

FACULTY OF SPORTS & EXERCISE MEDICINE, RCPI AND RCSI

It has been another busy year for the Board, Committee and staff of the Faculty of Sports & Exercise Medicine (FSEM). In the reporting period July 1, 2015, to June 30, 2016, the Faculty has held or participated in a number of successful events, including its Annual Scientific Conference and Spring Study Day. Education continues to be a key focus for the Faculty.

Dr Pdraig Sheeran, Dean, Faculty of Sports & Exercise Medicine, RCPI and RCSI



HST SEM Programme

The Faculty made its submission to the Medical Council of Ireland for accreditation of its Higher Specialist Training (HST) programme in Sports & Exercise Medicine in November 2015, and attended Kingram House for a formal accreditation visit in December 2015. The Faculty is waiting to receive the recommendations report from the Medical Council. The Faculty will advertise any updates in relation to the training programme over the coming months on its website.

The Faculty has received provisional approval of its training programme by the HSE for funding, and hopes to be in a position to advertise for its first specialist registrar (SpR) intake in the next 12 to 18 months, provided its postgraduate training programme has been formally accredited by the Medical Council.

This programme will be open to candidates who have already completed specialist training in a recognised specialty and who wish to gain additional expertise in the new specialty of Sports & Exercise Medicine, leading to dual certification. Successful completion of the programme will see trainees being awarded with a Certificate of Completion of Specialist Training (CCST) in Sports & Exercise Medicine.

Annual Scientific Conference 2015

The FSEM's Annual Scientific Conference (ASC) 2015 focused on Paediatric Sports & Exercise Medicine, and was entitled "Sports Injuries and Illness in Young People – A Complete Picture". It took place from September 17-19, in 2015. It

was a joint venture with the Irish Society of Chartered Physiotherapists (ISCP) and Athletic Rehabilitation Therapy Ireland (ARTI), and was a fantastic opportunity to collaborate with colleagues from other disciplines related to Sports & Exercise Medicine.

Mr Mark Pollock opened the conference in RCSI, which was followed by the awarding of an Honorary Fellowship to Professor Tim Noakes. The Faculty would like to thank its ISCP and ARTI colleagues for their contribution to this event. ASC 2016 will be back in RCSI from September 15-17, 2016, and will hold the conference in collaboration with ARTI and ISCP. The Faculty looks forward to a conference on the theme of "The Female Athlete".

SEMSEP

The Faculty ran four Sports & Exercise

Medicine Structured Educational Programme (SEMSEP) modules this past academic year, with a number of guest speakers from overseas. The Faculty has just finalised the programme for the next academic year (2016/2017). The SEMSEP modules are of interest to FSEM Fellows and Members, but also medical practitioners in all specialties who are not affiliated with the Faculty, as well as other disciplines. Undergraduate students in medicine, physiotherapy and related disciplines are also welcome to attend Saturday morning sessions.

ICGP/FSEM Joint Diploma in MSK Examination and Injury Management

This diploma is one of the most popular diplomas in the Irish College of General Practitioners (ICGP). More than 150 people have completed the diploma so far, and FSEM is also currently discussing future collaborative projects with the



Mark Pollock, explorer, adventurer and collaboration catalyst, speaking at the opening of the 12th Annual Scientific Conference of the Faculty of Sports and Exercise Medicine



Dr Padraig Sheeran, Dean of the Faculty; Professor Tim Noakes, Professor of Exercise and Sports Science at the University of Cape Town, who was awarded an Honorary Fellowship of the Faculty; and Professor Moira O'Brien.

ICGP which it hopes to launch next year. The Faculty would like to thank the following FSEM Fellows for their continuous involvement in the running of this course: Dr John O'Riordan, course principal; and Dr Joe Conway, Dr Mick Griffin, and Dr Laoise Griffin, course tutors. This year, the Faculty made a number of video recordings for course graduates, which will greatly enhance how participants learn.

SPoRTS course level 2

The Standard Principles of Resuscitation and Trauma in Sport (SPoRTS) immediate care course is going from strength to strength, with two courses now running every year (Dublin and Cork), and the Faculty hopes to extend this to four courses per year in the near future, due to increasing demand. The Faculty is also exploring opportunities to bring this course to Galway and Limerick, as well as Northern Ireland. This course is the only course in Ireland accredited by the Faculty of Pre-hospital Care (Royal College of Surgeons of Edinburgh). It is currently accredited at level 2, and the Faculty is scheduled to be audited to re-validate the course in the coming 12 months.

The Faculty's refresher course (SPoRTS course level 3) has been up and running for the past 12 months, and Faculty is developing a new "SPoRTS course for all" (level 1) for the general public. The Faculty hopes to further develop training in immediate care for children (management of serious injuries/trauma in schools) and it has met with Department of Health and Children and Department of Education representatives over the past year in relation to this.

Spring Study Day

This year, the Faculty collaborated with colleagues from Dublin City University (DCU) for Spring Study Day 2016, which focused on "Exercise Medicine Clinical Updates". The Faculty would like to especially thank Dr Noel McCaffrey FFSEM, and Mr Enda Whyte from DCU, as well as new Vice-Dean, Dr Nick Mahony, for organising such an interesting event.

Membership/Fellowship

The Faculty has been busy developing new criteria for Associate Membership, Membership and Fellowship, and it

hopes to be in a position to advertise the new criteria in due course. This year, the Faculty also launched a new category of membership called "Student Membership" for undergraduate students in relevant disciplines who have an interest in the speciality.

RCPI Policy Group on Physical Activity

The Faculty joined the new Policy Group on Physical Activity which was launched by RCPI recently. The Faculty welcomes this latest development in the promotion of physical activity, and looks forward to making a significant contribution to this new policy group.

Executive Director in Immediate Care in Sports

The Faculty recently appointed Mr Brian Carlin as Executive Director (ED) in a part-time role. As ED he will be responsible for developing and implementing new courses, diplomas and MSc, among other projects, with the assistance of the FSEM CPD co-ordinator.

Research

It is important that the Faculty develops its research arm and has recently engaged key people in research in important areas of exercise medicine.

Faculty of Sports and Exercise Medicine Board 2015/2016

Dean: Dr Padraig Sheeran, Vice-Dean: Dr Nick Mahony, Honorary Secretary (and RCPI Representative): Mr John Quinlan, Treasurer: Dr Adrian McGoldrick, Membership Secretary: Dr Mick Molloy, RCPI President ex officio: Prof Frank Murray, RCPI Representative: Prof Sean Gaine, RCPI Representative: Prof Michael G. Molloy, RCPI President ex officio: Prof John Hyland, RCPI Representative: Mr Michael E. O'Sullivan, Irish Institute of Sport Representative: Dr Rod McLoughlin, FSEM (UK) Representatives: Lt Col. Tim Swan, Dr Paul Jackson (Alternate), Board Members: Mr Cliff Beirne, Dr Philip Carolan, Dr Suzi Clarke, Dr Martin Daly, Dr Eanna Falvey, Dr Gerald Kerr, Dr Conor O'Brien, Dr Pat O'Neill, Prof John Ryan, and Prof W. Arthur Tanner, Lay Members: Mr Kieran Collins and Ms Una May

IRISH INSTITUTE OF PHARMACY

The journey towards a unique and innovative national system of continuous professional development (CPD) for pharmacists advanced significantly in the Irish Institute of Pharmacy (IIOF) over the past 12 months. In September 2015, national and international pharmacy leaders gathered in RCSI for the launch of the Institute's strategy, 'Supporting the Pharmacy Journey: The Irish Institute of Pharmacy Strategy 2015-2018', which describes the route to full implementation of a new national CPD system.

Dr Catriona Bradley, Executive Director, Irish Institute of Pharmacy



The Royal College of Surgeons is contracted by the Pharmaceutical Society of Ireland (PSI, the pharmacy regulator) to establish and manage the IIOF, which has been tasked with the establishment of a new and innovative CPD system for Irish pharmacists.

IIOF ePortfolio Review Pilot

After the successful launch of the IIOF ePortfolio in March 2015, the focus shifted to the ePortfolio review process. This is one of the central components of the requirements set by the pharmacy regulator in new CPD system for pharmacists.

Each year, a random selection of pharmacists will be invited to submit evidence of engagement with the CPD system through the IIOF ePortfolio, to demonstrate that they are undertaking a reflective, self-directed, outcomes-focused approach to CPD. The IIOF has developed a process for the review of ePortfolios, which is peer-led with appropriate quality control. A pilot of the review process was undertaken during 2015, involving 130 pharmacist volunteers. The pilot was completed in May 2016, and the proposed process was very well received. The pilot has been integral to shaping the final process that will be used when the first formal ePortfolio Review takes place in autumn 2016.

ENGAGEMENT

Peer Support Pharmacists

In January, the IIOF welcomed 30 peer support pharmacists (PSPs) to Dublin for its third annual two-day training event. As has become traditional, the event involved

plenty of open dialogue and inspiring conversation. The PSPs provided valuable guidance and ideas to the IIOF on how it could best support pharmacists, and the IIOF provided training sessions that would assist the PSPs in their own important work in supporting their profession.

Information Events

In the second half of 2015, 30 ePortfolio Information Events were delivered by the PSPs at venues around the country. These included live demonstrations of the ePortfolio and information on the supports available to pharmacists.

In the first half of 2016, 20 further events were delivered nationwide and during this series of events the Institute used a dynamic new approach to prompt

discussion about the practicalities of incorporating CPD into a busy pharmacists' life. There were lively discussions at each event and people generally left with more confidence about how they engage with CPD.

Engagement with the Pharmacy Profession

Using information events, social media and the newsletter, the Institute highlighted and promoted its activities directly to pharmacists.

The Institute also attended and presented at a range of national and international conferences, including those of the Hospital Pharmacists Association of Ireland; the Irish Pharmacy Union; Pharmacists in Industry, Education and



Peer Support Pharmacists at the Annual training event 2016



Steering Group of IOP. From left to right: Margaret Doherty (Community Pharmacist), Dr. Michael Morris (Pharmacist working in Regulatory setting), Prof Paul Gallagher (Nominee of RCSI), Caroline McGrath (Nominee of the PSI Council), Helena Buchanan (Nominee of Pharmaceutical Society of Northern Ireland), Eugene Renehen (Community pharmacist – group), Kate Mulvenna (Chair of the steering group, Nominee of the HSE), Liz Hoctor (Nominee of the IPU), Dr. Catriona Bradley (Executive Director RCSI), Dr. Martin Hemnan (Nominee of TCD), Mary O’Connell (Nominee of HPAI), Eamonn Quinn (Nominee of Department of Health), Maria Creed (Hospital Pharmacist), Jack Daly (Nominee of PIER), Prof Kieran Murphy (Nominee of PSI)

Regulation; the Irish Pharmacy Students Association; and the International Pharmaceutical Federation.

Training Programmes

During 2015, courses to support pharmacy practice continued to be delivered through the IOP, including the online influenza vaccination training programme for experienced vaccinators, which was completed by over 600 pharmacists. A number of other online and face-to-face courses were released covering areas such as Managing Quality, Communications Skills and Supporting Mental Health.

In 2015, the then Minister for Health Leo Varadkar introduced new legislation allowing for an expanded range of vaccines and life-saving medicines to be administered by pharmacists. The IOP worked closely with the relevant stakeholders to support this new legislation through the accreditation and provision of a number of new training programmes.

The first of these was an online training programme entitled ‘Treatment

// The IOP has also been actively involved in a range of national and international health and pharmacy conferences. //

of Anaphylaxis and Supply and Administration of Adrenaline in Emergency Situations’. It was made available in February 2016. A new face-to-face ‘Diagnosis and Treatment of Suspected Narcotic (i.e. Opioid) Overdose and the Supply and Administration of Naloxone’ training programme was held for the first time in June 2016. Over the next 12 months further programmes will be added to build a new, streamlined, modularised approach to pharmacist training.

Strategy Launch

The IOP launched its strategy ‘Supporting the Pharmacy Journey’ at a seminar in RCSI in September 2015. As part of the seminar, national and international pharmacy leaders shared

their perspectives on the new CPD system.

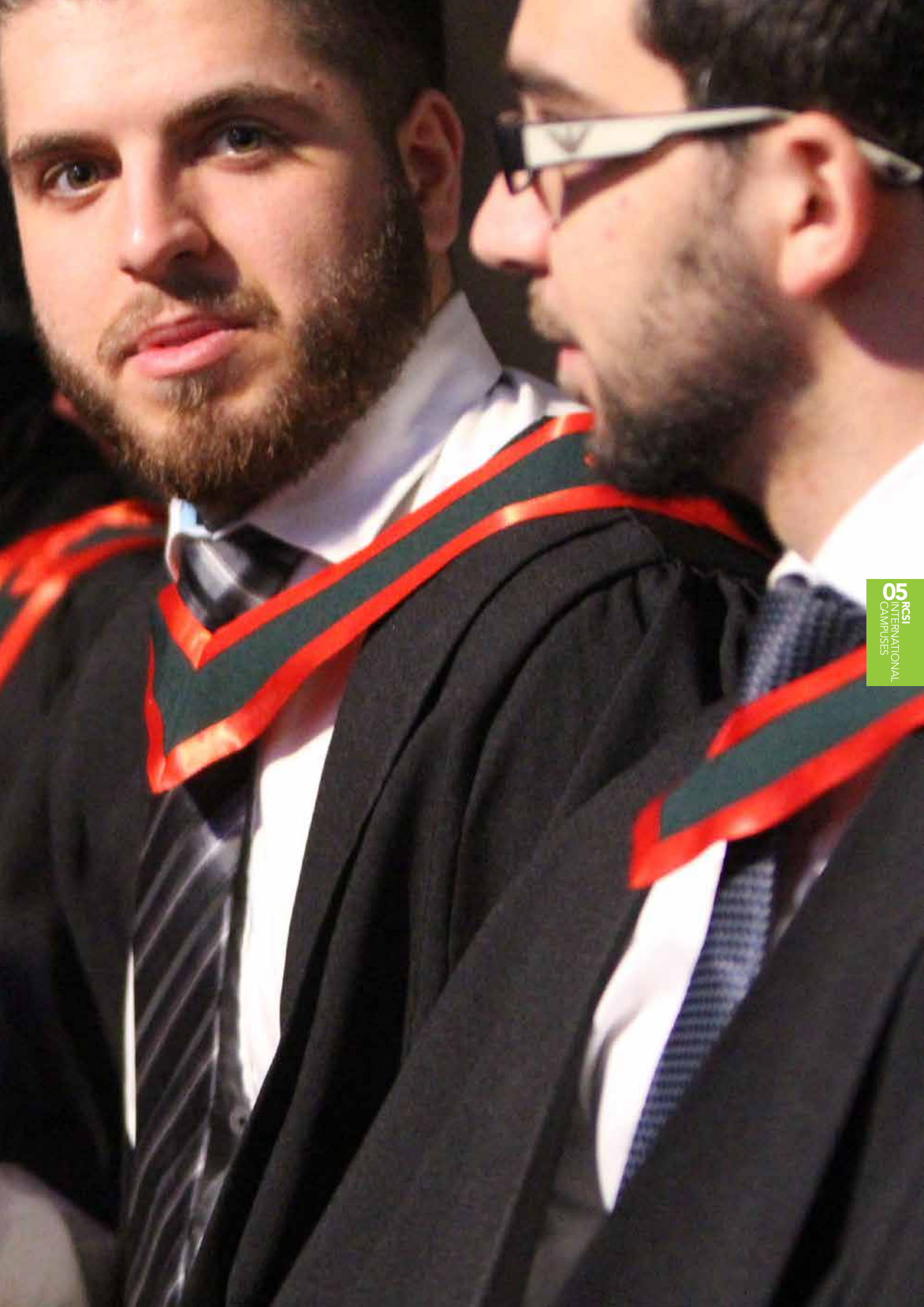
A number of Irish pharmacists who are leading pharmacy at a European level also presented as part of the seminar. Over 200 pharmacists participated in the event, either in person or by watching the live stream online.

The IOP has also been actively involved in a range of national and international health and pharmacy conferences. Further details can be found in the IOP’s annual report 2015 at www.iop.ie. The Irish CPD model for pharmacists is recognised internationally as being innovative and ambitious in its approach and its evolution is being watched with much interest, both nationally and internationally.



05

RCSI
INTERNATIONAL
CAMPUSES



RCSI INTERNATIONAL CAMPUSES



RCSI continues to drive innovation in international medical education through the achievements of RCSI Bahrain, Perdana University-RCSI and Penang Medical College in Malaysia, and RCSI Dubai. Significant milestones were reached in each of the campuses in the past 12 months.

RCSI BAHRAIN

In 2016, RCSI Bahrain graduated its seventh cohort of medical students and continued to build on its three strategic pillars – teaching and learning, research and community engagement.

RCSI Bahrain hosted a range of health-promotion activities in 2015/16, including a Mental Health Conference, a Diabetes and Sickle Cell Disease Conference, a Colorectal Cancer Workshop, a Regenerative Medicine Symposium and a Transnational Education Symposium, among others. Students were also involved in organising and hosting their own events, namely the International Surgery Careers Symposium and the Oncology Symposium in January. Further

reflection of the growth in strength of the student body came with the student council elections being contested for the first time by three teams, and the launch of a student newspaper is imminent.

Teaching and learning

It has been an eventful year for recognition of the university and its programmes, including the awarding of full membership of the Association of Arab Universities and the 'The Network: Towards Unity for Health' to the School of Medicine. The Kingdom's regulatory education body, the National Authority for Qualification and Quality Assurance of Education and Training confirmed RCSI Bahrain's listing and the inclusion of its programmes in the National Quality

Framework. RCSI was also highly placed in a list of Bahrain's private, higher-education institutions in the Higher Education Council's annual report.

RCSI Bahrain continues to strengthen ties and work closely with its main partner hospitals, and has been focused this year on making good its commitment to developing its portfolio of collaborators across the Kingdom of Bahrain and overseas. With this in mind, the university has signed agreements with the Gulf Diabetes Specialist Center, the Bahrain Specialist Hospital and the German Orthopaedic Hospital to offer students clinical electives. In addition, agreements have been signed to: promote collaboration with the Bahrain Medical Society; establish a joint-committee with the Supreme Council for Women for a series of awareness campaigns, outreach programmes and research projects; and, launch a Nursing Research Strategy with King Hamad University Hospital.

In line with a push to engage with schools

and potential students across the Middle East, the inaugural Future Doctors programme welcomed 25 high-school students and counsellors from the region to the campus for an introduction to undergraduate and postgraduate aspects of a career in medicine. The series of international school visits, which were undertaken by RCSI Bahrain's team, reached 38 schools across Oman, Qatar, Jordan and Kuwait, while a host of local high schools took part in a campus tour programme.

World-class Facilities

The campus facilities have also witnessed further development recently, with the official inauguration of the re-named Ibn Al-Baitar Clinical Simulation Centre (CSC), equipped with two four-bed bays, an intensive care area, a maternity area, a control room and two debriefing rooms.

This was followed by the opening of the refurbished and renamed centre of physical and social activity, The Hub, in time for the new academic year. After extensive development over the summer break in the wake of unprecedented levels of footfall and participation in activities, the facility has introduced state-of-the-art spinning bikes, a volleyball court, a PlayStation/X-Box game-zone as well as newly-designed areas that provide dedicated 'Chill-Out, Work-Out and Time-Out' space.

Upskilling Staff

The dedicated Professional Development Unit (PDU) this year launched the university's first Leadership Development Programme, with 17 academic and administrative staff undertaking a series of modules facilitated by Bahrain Institute of Banking and Finance (BIBF) and The Chapel House Group.

School of Nursing and Midwifery

The School of Nursing & Midwifery continued its international community

engagement with student nurses in Chennai, Delhi and Vietnam as well as launching a new initiative in collaboration with National Taipei University of Nursing and Health Sciences in Taiwan. A nursing research strategy was developed in conjunction with the King Hamad University Hospital (KHUH) in Bahrain.

E-books were successfully introduced for nursing students, and learning styles and approaches to teaching were adapted in line with this. We congratulate Professor Maura Pidgeon, who was named the new Director of the Masters in Nursing programme in RCSI Bahrain.

Community Engagement

The Community Engagement office continued to advance its core objectives throughout 2015/16 via a range of initiatives, including the launch of Bahrain's first ever stroke awareness video with the support of the Ministry of Health. Meanwhile, the International Community Engagement programme had its biggest-ever cohort – 16 senior medical and nursing students. These students took up placements across four international locations in Lesotho, Chennai, New Delhi and Vietnam. The placements give students the opportunity to experience medical and clinical engagement within environments and systems with which they are unfamiliar.

Research

The first three Dilmun Scholarship students, who are focusing on areas of research in line with the needs of Bahrain, are finishing their pre-doctoral year at RCSI in Dublin before taking up office in

Bahrain from September 2016. A further three scholarships were announced for the 2016/17 academic year.

Organised in conjunction with the KHUH, the Annual Research Day, incorporating five thematic cluster groups, was expanded to attract students from around the Gulf region.

The Annual Research Conference was held on November 7, 2015. For the first time, this was an all-day affair and included 16 presentations, 24 posters and three PhD reports. Keynote talks were given by: Professor Riyadh Hamzah, Secretary General of the HEC, on a "Research Vision and Strategy for the Kingdom of Bahrain"; Professor Ronan Conroy from RCSI Dublin on "Ten Top Tips on How To Do Research"; and, Mr Osama Al Khajah, CEO of the Ebtikar Association, an organisation that aims to foster and promote innovation, on "Innovation for Students".

Institute of Leadership

The two Masters programmes of MSc in Healthcare Management and MSc in Quality & Safety in Healthcare Management are credited by both the National University of Ireland and licensed by the Higher Education Council of Bahrain as hosted programmes. They are an excellent example of transnational global education attracting students from across the Gulf. In 2015, the programmes were given an excellent rating by the RCSI external review process. Dr Michael Shannon was named Programme Director and Senior Lecturer in the Institute of Leadership, Bahrain.

/// RCSI Bahrain continues to strengthen ties with its main partner hospitals. ///



Students pictured after RCSI Bahrain's 'Colour Run', which took place as part of the second annual Health Week



Graduates at the Conferring Ceremony at Penang Medical College

PERDANA UNIVERSITY, MALAYSIA

The past 12 months have been marked by significant milestones at PU-RCSI. In 2015, Perdana University welcomed a visit from the Medical Council of Ireland. Following this visit, PU-RCSI received full accreditation from the Medical Council.

The college also underwent an accreditation inspection by the Malaysian Qualifying Agency on behalf of the Malaysian Medical Council in April 2016. The exit meeting and the draft report were both extremely positive and the final report is expected shortly.

Academic milestones

With the completion of the first cycle of students in May 2016, PU-RCSI marked a new phase in its development. A total of 59 students sat for the first final examination. The examination results were good with a significant number of students achieving first or second class honours. The graduation ceremony for these students will take place in September 2016 in the Marriott Hotel in Putrajaya.

The Guest of Honour at this year's white coat ceremony was Datuk Mahadev Shankar, a prominent and recently retired Malaysian lawyer and former High Court judge.

Research

In 2015, Perdana University hosted the 11th Malaysian Genetics conference, the biggest inter-disciplinary congress in Malaysia encompassing human, animal, plant and microbial genetics. Dr Radha Kodiappan (Department of

Biochemistry) was part of the organising committee. Dr Radha was also a finalist in the EURAXESS Science Slam Malaysia 2015, a showcase for young research talent. PU-RCSI staff and students presented papers at a number of other national and international conferences. Staff publications continue to grow with papers published in leading journals including *The Lancet*.

One of PU-RCSI's class of 2016 students, Nirmalathiban Parthiban, who is due to graduate in September 2016, has been appointed as the International Journal of Medical Students Malaysian Ambassador. Meanwhile, three fourth-year students have had presentations accepted for International Transplant Conferences in Rome and Hong Kong.

Associate Professor Karen Morgan (Psychology) is a committee member of a number of prestigious professional organisations and is the President Elect of the European Health Psychological Society.

Dr Erin Lim (Physiology) successfully set up the Perdana University Research Laboratory to promote research work within the campus. The facilities provide a platform for the implementation of basic molecular and microbiological research including kit-based molecular biology protocols. The initiative is already facilitating expansion of the research landscape for both staff and students.

Finally, PU-RCSI was pleased to learn that Professor Tin Tun (Biochemistry) has been awarded the prestigious Fellowship of the Royal College of Physicians (London).

PENANG MEDICAL COLLEGE, MALAYSIA

Penang Medical College (PMC) celebrates its 20th anniversary this year, a year in which it also awarded its first postgraduate degrees.

The Masters of Science in Health Research programme was launched in association with RCSI, under the leadership of Professor Rashid Khan from Penang Medical College and Professor Ronan Conroy from RCSI. The first cohort of this RCSI/PMC MSc in Health Research degree graduated at the PMC conferring ceremony in June 2016. Recipients included four doctors, a senior lecturer in Psychiatry and a research officer.

Teaching and Learning

A Medical Education Unit was established in September 2015, directed by Professor W. Kirwan, Professor of Surgery and Head of Department. The following workshops took place during the reporting period: "Standard Setting" led by Dr Richard Arnett (RCSI); "Standardised Patients" led by Professor W. Kirwan (PMC); and "Optical Mark Reading" led by Mr Kenneth Aeria (PMC).

Professor Kirwan was an invited speaker at the 20th Malaysian Education Summit in Kuala Lumpur in April 2016 where he spoke on "The Role and Impact of Internationalising Higher Education to the Malaysian Education system".

Research

PMC is the coordinating centre for Cochrane Malaysia, which had a busy year. Several systematic reviews have been authored in 2015 – 2016, including 21 reviews from the staff of the Department of Paediatrics in PMC. In addition, the Department of Paediatrics has been invited to present two reviews at a WHO meeting in November 2016. Professor Jackie Ho, Head of the Department of Paediatrics is also the Lead Investigator in the Cochrane MDG project which is focused on using Cochrane evidence to ensure best practices to achieve optimal attainment of Millennium Development Goals 4 and 5. This project, funded by the National Clinical Research Centre runs from 2014 to 2017. Cochrane authors, primarily from the Department of Paediatrics, have published 10 peer-reviewed articles with a cumulative impact factor of 47 since 2015.

// The first cohort of the MSc in Health Research degree graduated at the PMC conferring ceremony in June. //

The Head of the Department of Medicine, Professor Richard Loh Li Cher, is the Principal Investigator with the Asian Research Network of Obstructive Lung Disease, a research collaboration of eleven Asian countries, coordinated by the Asian Medical Centre, Seoul, South Korea. He is also the Principal Investigator for the Malaysia centre in the International Burden of Obstructive Lung Disease (BOLD) Research Network, coordinated by Imperial College London. This is an established global research network set up to obtain reliable information on the prevalence of Chronic Obstructive Lung Disease. Associate Professor Yeow Toh Peng is the Principle Investigator for a multi-centre study with international collaboration evaluating the pathophysiology of early onset Type 2 diabetes (YT2DM) with regards to glucose homeostasis, incretin effect and cardiovascular risk burden.

The Head of Department in the Department of Psychiatry, Dr Finian O'Brien, is working on an international research project leading to a PhD, another member of staff, Dr Ng Yin Ping, is working towards an MSc, while Dr Umadevi A/P K.R. Vasudevan was awarded an MSc this year. This is in addition to a series of collaborative research projects undertaken by the staff and students. Hoe Hong Ming and Ng Su Kyi were joint best poster prize winners at the PMC research day 2016. The department has published five peer-reviewed publications in 2015.

Retirement

Professor Amir Khir, retired as President, CEO and Dean after a 19-year career with PMC. Professor Khir was awarded an Honorary Doctorate in Medicine by the NUI at the annual conferring ceremony in June 2016 in recognition of his service to clinical education in PMC Malaysia and on behalf of RCSI and UCD.

Appointment

In March 2016, PMC appointed Professor Stephen Doughty as its fourth President succeeding Professor Amir Khir. Professor Doughty, who takes up the position in September 2016, moves from the position of Vice-Provost (Teaching and Learning) at the University of Nottingham, Malaysian Campus (UNMC), a post he has held since 2010.

RCSI DUBAI

This year, RCSI Dubai graduated 67 students: 35 graduates were conferred with an MSc in Healthcare Management; 21 with an MSc in Quality and Safety in Healthcare Management; and 11 with an MSc in Leadership in Health Professions Education. The MSc in Leadership in Health Professions Education programme is delivered jointly with the University of Sharjah. The ceremony took place at the prestigious Mohammed Bin Rashid Academic Medical Center in Dubai and graduates were, once again, presented with their certificates by H.E. Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum.

Graduates from RCSI Dubai represent a broad spectrum of health professionals and include doctors, nurses, health managers, pharmacists and laboratory technicians who come from a wide variety of public and private health sector organisations. Many of the graduates of these programmes are now in senior positions in the health services, not only of the UAE, but throughout the Middle Eastern region.

This year, RCSI-Dubai, in partnership with Dubai Healthcare City provided a highly successful and innovative Executive Leadership for Women programme. Based on the national importance placed on leadership development in the region, plans are at an advanced stage to deliver a new Masters degree in Executive Leadership. Subject to UAE Government approval, it is anticipated that this programme will commence in Dubai in January 2017.



RCSI Dubai Conferring Ceremony in November 2015

// RCSI-Dubai, in partnership with Dubai Healthcare City, provided a highly successful Executive Leadership for Women programme. //



06

RCSI
DEVELOPMENT
– ALUMNI
RELATIONS,
FELLOWS AND
MEMBERS



RCSI DEVELOPMENT – ALUMNI RELATIONS, FELLOWS AND MEMBERS

RCSI recognises that a loyal and engaged community is central to the success of the College. 2015/16 has been an exciting and fast-paced year in which three teams have come together – Development, Alumni Relations, and Fellows and Members – to transform the participation and engagement of our Alumni, Fellows and Members to the benefit of the individuals, the health profession and the College itself.

Ms Aine Gibbons, Director of Development, Alumni Relations, Fellows & Members.



Investing in our Future

We have grown our Development function to support the College's objective of reaching the top one per cent of medical institutions worldwide. In line with RCSI's strategy, 'Growth and Excellence', we have identified four significant areas of investment to aid the College's advancement. Over the next five years, we will seek additional funds to contribute to:

- the expansion of the RCSI Scholarship Programme to attract the best and brightest students to study at the College, regardless of their means;
- the establishment of three new Professorial Chairs to establish thought leadership in global surgery, simulation and medical professionalism;

- the advancement of six key areas of medical research with the capacity to deliver significant benefit to international health; and
- the creation of world-class facilities to support academic excellence.

Significant funds have been raised in our first year and we have been delighted with the response from the RCSI community: our Alumni, Fellows, corporate partners and foundations. We look forward to continued success in the field of Development in the years ahead.

Reconnecting with Alumni

Central to RCSI's progress in 2015/16 was the outstanding contribution of many of our ever-growing Alumni community, who continued to advance

the reputation of the College by raising our international profile. In the last 12 months, we have witnessed a surge of activity, including considerable growth in Alumni engagement, both in Ireland and worldwide, led by Sonja Lee, Alumni Relations Manager.

Creating Lasting Impressions

The three-stage journey for RCSI Alumni can be summarised as Contactable, Engaged and Contributing. Our restructuring of this journey included the completion of a comprehensive contact update project. As a result, more than 3,500 Alumni records have been updated with new contact information. This project will continue with the launch of the 'Great Alumni Hunt' in March 2017. Keep an eye on rcsi.ie/alumni for further information about how you can participate.

The completion of RCSI's largest ever Alumni survey was a major achievement for the year. Alumni were invited to unlock memories of their College days, and 1,500 (10 per cent of the total Alumni network) completed the survey and shared their views about RCSI with us. The results will be available online and via social media platforms in September 2016.

'For Alumni, about Alumni' is the mantra for RCSI Alumni engagement, and all our communication platforms have been reviewed to ensure that these guiding principles are adhered to. The website has been given a temporary facelift in advance of the launch of the new RCSI website next year. Our monthly Alumni email newsletter, eNews, features



Alumni Gathering 2015 Scientific Meeting



Eugene Kennedy (Medicine, Class of 1988), Michelle Kennedy, David Crooks (Medicine, Class of 1989) and Harpal Mangat (Medicine, Class of 1985) at the annual North American Alumni Gathering in April 2016

content specifically commissioned and written for the College's global Alumni networks, and our social media following has increased by more than 800 per cent. Alumni are invited to connect with the team on Facebook (RCSI Alumni), LinkedIn (RCSI) and Instagram (@RCSIALumni).

The annual Alumni magazine, RCSI Matters, was published in March 2016 and featured more than 500 Alumni, including spotlights on Alumni making a difference in business (Dr Lamees Hamdan), medical research (Professor Magnus Ohman) and humanitarian crises worldwide (Dr Muireann Brennan). Our Alumni-led focus allows us to showcase the many diverse and successful professionals that make up our Alumni community and highlight the impact and difference RCSI Alumni make to the global health profession.

Growing Alumni Global Engagement

To help our 15,500 Alumni worldwide stay connected, in the coming year we

// The Alumni Gathering 2015 was a hugely popular event. //

plan to establish global Alumni chapters which will be central to the team's engagement programme. In 2015/16 we were fortunate enough to meet with more than 600 Alumni at events in London, Dubai, Kuwait, Qatar, New York, Los Angeles and Chicago, as well as new events launched in Dublin.

The Alumni Relations team hosted the inaugural School of Physiotherapy Reunion as well as the launch of 'In conversation with...', a new RCSI Alumni event series. For the first in this series, the College was delighted to welcome Dr Spencer Johnson (Medicine, Class of 1968), bestselling author of *The One Minute Manager* and *Who Moved My Cheese?* to share his story. Upcoming events will feature Dr Felipe Contepomi, Dr Niall Hogan and Dr Sheraz Daya.

The annual reunion weekend, the Alumni Gathering 2015, was a hugely popular event. We welcomed back 282 Medical and Dental Alumni, representing the period from 1945-2005, for their milestone reunions. 2016 is set to be an even bigger event and will include the 10-Year Anniversaries of the Schools of Pharmacy and Postgraduate Studies as well as the Graduate Entry Medicine programme. The ongoing engagement and support of our Alumni from all our Schools makes RCSI a truly unique and special Alma Mater.

Engaging with RCSI's Global Fellowship and Membership Community

With the opening of the New Academic Education Building (NAEB), which includes the state-of-the-art Surgical Training Centre, on York Street in 2017, alongside the continued development of the College's international operations, RCSI is committed to ensuring that its engagement with Fellows and Members will help to drive the transformation of the Fellows and Members programme.

In May 2016, RCSI recruited Donal Hackett as Fellows and Members Manager, a new position for the College. This role will play an integral part in ensuring that the needs of our 8,000-strong community is represented and championed across the College's domestic and international operations.

The development of an engagement strategy is underway, to support the developmental needs of Fellows and Members over the lifetime of their surgical careers, from their initial core surgical training through to their eventual leadership within their respective surgical specialties. The goal is to underpin the College's ambitions of expanding its surgical training and professional development programmes both in Ireland and abroad and to provide the Fellows and Members with the mission-critical supports and services they need in order to develop, transition and, ultimately, excel as surgical leaders.

07

**RCSI
PEOPLE**





HUMAN RESOURCES AT RCSI

RCSI's Human Resources (HR) team continue to build on the successes of previous years in support of the College Strategy at strategic, operational and tactical levels.

Mr Barry Holmes, Director of Human Resources



Strategic Recruitment

HR has been successful in attracting some excellent talent across all departments. Some key strategic appointments include: Mr Kieran Ryan as the Managing Director for Surgical Affairs; Professor Tracy Robson as the new Head of Molecular and Cellular Therapeutics; and Professor James Murray as the new Director of Simulation. The Director of Simulation is a newly-created role to lead the development of the integration of simulation in our curricula, and to fully realise the potential of our new state-of-the-art simulation facility currently under construction.

The number of clinical educators has increased across the teaching hospitals with an extra four new posts created this year. Two joint academic consultant positions were created and filled: Professor Gerard Curley, Head of Department of Anaesthesiology and Professor Karen Flood, Senior Lecturer, Obstetrician and Gynaecologist.

Strategic Academic Recruitment (StAR) Programme

The StAR Programme is an ambitious initiative to accelerate the delivery of innovative, impactful research in the health sciences across a range of ground-breaking work including the creation of novel medical devices and the development of new therapeutics and new diagnostic tests.

As part of the StAR campaign, Professor Andreas Heise joined RCSI as StAR Associate Professor of Chemistry. Professor James O'Donnell, Director of

the Irish Centre for Vascular Diseases, has also joined RCSI as a senior clinician and StAR appointee to support Translational Research. In addition, RCSI also hired eight research lecturers across a number of thematic areas.

These include:

Dr Tríona Ní Chonghaile – Physiology and Medical Physics;
 Dr Tobias Engel – Physiology and Medical Physics;
 Dr Marco Monopoli – Pharmaceutical and Medical Chemistry;
 Dr Stephen Madden – Population Health Sciences;
 Dr Finbarr Leacy – Population Health Sciences;
 Dr Ian Kelleher – Neurological and Psychiatric Disorders;
 Dr Annie Curtis – Molecular and Cellular Therapeutics; and,
 Dr Oran Kennedy – Anatomy.

As a result of this increased recruitment, it became clear that there was a requirement for a dedicated biostatistics unit. This unit will be headed up by Professor Gloria Crispino who will join RCSI as Associate Professor.

HRS4R (HR Strategy for Researchers)

The HR department, in collaboration with the Office of Research and Innovation (ORI), has developed RCSI's HR Strategy for Researchers (HRS4R). This initiative included carrying out an internal gap analysis to compare current RCSI policies and practices with the Charter & Code principles, and developing a HR strategy for researchers including an action plan based on the gap analysis.

Some of the key deliverables achieved include:

- a structured Learning and Development Programme ;
- a revised Professional Development Planning process for researchers has been developed to support them to identify and focus on the key priorities;
- a researcher-specific induction/ welcome session was designed and piloted in May 2016 – the session outlined the supports available to researchers in addition to communicating to them their responsibilities as RCSI staff; and,
- a strategic review of the HR researcher recruitment process has been completed delivering a more flexible process and it will be piloted in August 2016.

Learning and Development

RCSI's Learning and Development team have extensively increased the number of programmes offered this year. RCSI's Leadership Development Programme (LDP) has expanded its reach and aims to strengthen and deepen the leadership skills of all participants. Cohort 1 consisted of 14 senior leaders who successfully completed the programme which involved instructor-led sessions, one-to-one coaching and work on a business breakthrough goal. Cohort 2 kicked off in early June and 14 senior managers attended. This represents a significant investment by RCSI in its senior leaders.

During the academic term, the Learning and Development team schedule

training almost every week. This year, more than 600 staff participated in internally-offered courses. Popular sessions include IT training, Project Management, Effective Minute-Taking and Writing for Publication.

The Researcher Lunchtime Workshop Series was a new initiative of the Research Reputation Enhancement Group. These short sessions were designed to build research competencies and are mapped onto the Vitae Researcher Development Framework domains. Sessions on the theme of communicating research deal with traditional media, social media, enhancing personal brand and using academic networks. In addition, there are sessions on drug discovery, writing conference abstracts, calculating h-indices and using tables in articles.

A new StAR Advisor session has been established to support on-boarding of new hires. A Research Lecturer will be linked with a StAR Advisor and, upon appointment, they will devise a five-year plan for both research and teaching at RCSI.

RCSI also launched RCSI 'Inspire', a new strategy that promotes the benefits of health and wellbeing to staff. All colleagues were invited to attend lunchtime talks which featured topics such as maintaining a work-life balance, healthy eating and nutrition and even desk-based yoga.

The VHI Employment Assistance Programme (EAP), a confidential counselling service available 24 hours a day, 365 days a year, is also promoted at RCSI.

Online learning is very popular. More than half of the staff members are active subscribers to RCSI's Lynda.com. The online library provides 24-

HR has been successful in attracting excellent talent across all departments.



Cancer researcher Dr Triona Ni Chonghaile, Department of Physiology & Medical Physics is among the StAR Research Lecturers that have been recruited this year

hour access to video-based training on a multitude of topics, with a library of over 2,000 courses, across all RCSI campuses in Dublin and internationally.

The Staff Development Scheme continued this year with 10 staff members selected to receive 80 per cent fee support from the Faculty of Medicine and Health Sciences to undertake postgraduate study in RCSI taught programmes.

The Bitesize Management workshop series proved successful again this year. These short, focused sessions were designed to be easily accessible and thought-provoking, and to give managers practical techniques that they could immediately apply in their departments. These workshops could be availed of without having to take a day away from the office.

There has been an ongoing focus on researcher development this year, offering courses such as Grant Writing Workshops, Managing your Research Project and Presenting your Research at Conferences. Similarly to last year, researchers had the opportunity to avail

of one-to-one coaching sessions with an expert specialist coach.

International Talent

As part of its 2013 - 2017 Growth and Excellence strategy, RCSI is driving significant growth across its international campuses in Bahrain, Dubai, and Malaysia (Perdana and Penang), as well as actively exploring opportunities for further expansion. To drive this growth, Sandra Coughlan joined RCSI as Head of International Talent, a new standalone entity within the RCSI HR department. Since joining RCSI, Sandra has developed an ambitious international talent strategy which has been heavily supported by the RCSI senior management team.

An International Talent Steering Group has recently been formed and will meet monthly to input into, and guide, the International Talent strategy. The group will monitor and support progress on talent initiatives designed to proactively and systematically identify, attract, engage, deploy and retain talent on our international campuses and allow RCSI to continue developing healthcare leaders who make a difference worldwide.



Participants at the Cultural Exhibition Fair which took place during Cultural Diversity Month

STUDENT EXPERIENCE

RCSI students are involved in a wealth of extra-curricular activities which shape the rich and colourful tapestry that makes up student life. Highlights during the year included Cultural Diversity Month, the RCSI student newspaper 'DIVERCSITY' winning awards in only its second year and the continuing tradition of RCSI students taking part in the Boston Marathon.

RCSI students have been highly active in volunteering and charitable initiatives. In the past academic year RCSI students raised funds for a host of worthy causes and charities, as well as volunteering their time to assist in many of the College's outreach programmes.

Student clubs and societies highlights

RCSI has 40 active student societies offering students valuable opportunities to meet people with similar interests. Sport is an integral part of student life at RCSI, and there 34 active sports clubs, giving students the opportunity to balance academic study with a wide range of sporting activities.

Orientation Week 2015

484 students began their courses in Medicine, Pharmacy and Physiotherapy in September 2015, got to know their

way around the College, while also being introduced to the academic and administrative staff. Mr Declan J. Magee, President of RCSI hosted a reception for the new students as opportunity for our new student's families to join in the excitement of the beginning of their life as an RCSI student. The White Coat Ceremony also took place the first week to mark their new role as student health professionals, with all the rights and responsibilities that entails as they study and learn with and through the generosity of patients and families and the general public.

There was also a wide variety of social events organised including sign-up day for Clubs & Societies, the Fresher's Festival in the RCSI sports grounds in Dardistown and a ballad session in Dublin's Vicar St venue which brought the week to close.

BioSoc

At the 83rd Biological Society Meeting, Professor James Paul O'Neill was welcomed as new President of RCSI's oldest student society. The theme of this year's BioSoc meeting explored innovations in head and neck cancer treatments.

Following his welcome address, outgoing Biological Society President Professor Peter Conlon handed over the chain of office to Professor James Paul O'Neill, Professor of Otolaryngology, Head and Neck Surgery at RCSI, officially marking the commencement of his term as President of the Society.

Professor O'Neill is a graduate of RCSI (Medicine, Class of 2001) and has a long association with the Society, having attended his first BioSoc meeting as a student in the late 1990s. In his Presidential Address, Professor O'Neill outlined developments in head and neck cancer treatment from an oncological perspective, and the importance of raising awareness amongst patients and healthcare professionals.

DIVERCSITY - RCSI student newspaper

In only its second year, DIVERCSITY, the RCSI student newspaper took home Best

Small Publication and Best Newspaper Layout of The Year at the Smedia (National Student Media) Awards held in the Aviva stadium in April 2016.

In taking home the award, DIVERCSITY competed against many other college newspapers, some of which have been running for decades. Winning the awards was therefore an outstanding achievement for such a young publication.

DIVERCSITY also set a new record for the highest number of nominations for a first time entry in the Smedia Awards, which have been in existence for 16 years.

Cultural Diversity Month

The College takes particular pride in its Cultural Diversity and to celebrate this, Cultural Diversity Month at RCSI took place in March 2016, with the festivities getting underway, with an acoustic ballad session and finishing with International Night, one of the highlight events in the student calendar. International Food Night was another highlight of the month, where students and staff got acquainted with gastronomic delights from all four corners of the globe, while hearing the stories behind the origin of the food and

// In only its second year, DIVERCSITY, the RCSI student newspaper took home Best Small Publication and Best Newspaper Layout Of The Year at the Smedia Awards //

how it is made.

For three days RCSI's Exam Hall was transformed into a lively Cultural Exhibition Fair where students from 16 various countries will showcase their culture, landscape, clothing and history of their home countries. The countries participating this year include Canada, Trinidad & Tobago, Egypt, Bahrain,

Malaysia, Syria, Saudi Arabia, Ireland, Kuwait, Australia and Pakistan, India, Bangladesh and Sri Lanka (PIBS), to name but a few. Each act performed dances and musical pieces that highlighted their various talents from all around the globe, all while dressed in the traditional clothing of their respective countries. This year local schools were invited in to visit the fair, something we will continue with and expand on in coming years.

The Annual International Night was held in the Round Room of the Mansion House in Dublin with guests being entertained by a celebration of international talent, music and dance.

The winners of this year's Parnell Keeling trophy for their fantastic performance on the night, was the Middle-Eastern Student Association (MESA).

Sporting highlights

RCSI's Men's and Women's Volleyball teams, gained their first international exposure, in Kettering, United Kingdom, on November 6-8, 2015 in the Volleyball England Student Cup Qualifier Tournament. Both teams fought hard, and faced high calibre university teams. The Women's Volleyball team tied for 3rd overall in the tournament.

RCSI Polo (also representing Ireland) had a fantastic weekend in September at the Universities Home Nations Cup (England, Ireland, Wales & Scotland) in Cheshire England. Beating Scotland in the knockout tournament the narrowly lost to Wales. Despite the narrow loss it was an incredibly important weekend for RCSI polo and for progressing the sport in Ireland.

Boston Marathon

Team RCSI, once again, competed and successfully completed the 120th Boston Marathon. This is the 17th year in which RCSI students have competed in the event which is held annually on Patriots Day in Boston.

The Boston Marathon is the oldest road race and RCSI's involvement is facilitated by Dr John V Coyle (RCSI Class of 1962), member of the Boston Athletic Association (BAA) and recipient of the 2002 RCSI Distinguished Graduate Award. A special thanks goes to Dr Coyle who has made RCSI participation in this prestigious event possible.



Clockwise from top: Conor Peace, Daniel McManus, Wendy Paine, Vincent Healy, Scott Moses and Amandeep Chugha at the 83rd BioSoc Meeting; Performers at International Night 2016 ; Members of the Polo Team at Clubs and Socs day 2015

08

RCSI IN THE
COMMUNITY





RCSI IN THE COMMUNITY



INITIATIVES IN IRELAND

The REACH (Recreation Education And Community Health) RCSI Programme is the community outreach and access programme of RCSI. Established in 2007, the overarching aim is to facilitate the participation of groups traditionally under-represented in further and higher education, and to promote lifelong health in the local community of South East Inner City Dublin.

The REACH RCSI Programme has forged community partnerships with local primary and post-primary schools and local youth, community and sports groups. This year's REACH RCSI Programme supported a wide range of projects and initiatives, including:

- Free one-to-one tuition was provided at weekly Junior and Leaving Certificate Grinds Clubs
- Guidance and support was provided in relation to CV preparation and college and grant applications;
- RCSI's Primary Science for Teachers

Initiative was held in July 2015 – this is a workshop-based programme that helps primary school teachers to develop their interest and enthusiasm for teaching science with direct relevance to the primary school curriculum;

- Kiran Pathak Scholarship in Pharmacy 2015/2016;
- Free Health Checks were provided to local Dublin residents by Mercer's Medical Centre staff in August 2015;
- Continued support of Aungier Celtic FC, with the annual RCSI shield match taking place in February 2015;
- the Chemistry Ambassador Programme, which enables Foundation Year students to inspire their interest in



Clockwise from top: Maureen MacSweeney enjoying her time at this year's Senior Citizens Christmas party. See it, Do it participants 2015 with REACH RCSI project manager Maria Kelly, John O'Brien (Anatomy) and Dr Maria Morgan (MCT). Professor Hannah McGee, Dean, Faculty of Medicine and Health Sciences; Maria Kelly REACH RCSI project manager; and local youth Thomas Moran at the opening of the York Street playground.

on themes such as animal and plant cells, the cardiovascular system, osmosis and plant germination, to name but a few. It is hoped that in addition to the valuable hands-on experience of conducting the experiments, students can take away a taste for a career in science and get a real insight into life at college.

Events for Senior Citizens

The annual Ballroom of Romance in July saw 350 senior citizens from the catchment area of the College enjoying a night of dinner, music and dancing.

The Senior Citizens' Christmas party took place in December 2015 with over 100 local senior citizens in attendance. This year's special guest was RCSI medical student and Rose of Tralee, Elysha Brennan.

RCSI MYHEALTH AND TY MINIMED

'The Rise and Rise of Diabetes in Ireland' was the first in a new RCSI MyHealth public lecture series, which began in February 2016, followed by the second in the series 'Active Lifestyles – Helpful or Harmful?' in April. Each lecture, which included talks from four expert speakers, attracted a capacity audience of almost 400 with hundreds more watching the online live-stream.

The interactive RCSI Transition Year (TY) MiniMed programmes, giving students a taste of life as a doctor, continue to be hugely popular with 180 students attending the Dublin programme with a further 120 students from the South-East taking part in RCSI Waterford Transition Year MiniMed.

Chemistry, was delivered in March 2016

- the Annual Sports Day for 100 local primary school children was held in March 2016 at RCSI's Sports Grounds in Dardistown

York Street Play Space

The opening of the York Street Play Space in December 2015 was an initiative focused on providing the children and young people of the local community with a safe space for free play and social interaction. The playground was the culmination of a year-long community partnership project between local residents of York Street, REACH RCSI Programme and Dublin City Council (DCC). A sandpit, a slide, a mud kitchen and a tree house are just some of the attractions now provided in this facility which is encircled by a community garden, planted by local resident Gerard Doyle.

This amenity aims to encourage young people to engage in lifelong participation in healthy, recreational activities.

See it, Do it – Leaving Certificate Biology Support Programme

The See it, Do it series continued to be an effective, supportive tool for Leaving Certificate Biology students from our local community. The programme encompasses a 'hands-on' approach towards the learning of the mandatory practical activities from the curriculum. Each weekly session sees the participants work in the RCSI Labs where they conduct the practicals, in small groups, under the direction of our dedicated staff who guide the students through the process providing demonstrations, asking knowledge-prompting questions and answering queries. Working in small teams allows the students to take control of their own learning in activities focused



Children in a primary school in Tigray, Ethiopia hold up the solar disinfected water that they brought to school

GLOBAL INITIATIVES

RCSI is committed to advancing the health and wellbeing of people in the developing world by sharing knowledge and providing training and expertise in medicine, research, healthcare and surgery. The review and coordination of these diverse activities is under the auspices of RCSI Outreach Committee for International Cooperation.

RCSI Global Health Conference

In April 2016, RCSI hosted an international conference ‘Global Health Partnerships: Innovation in Surgery, Education and Research’ to address the urgent health needs of low and middle income countries. The event brought together researchers, medical practitioners and others to discuss global health needs in light of the adoption of the UN Sustainable Development Goals in September 2015 and the world’s commitment “to

ensure healthy lives and promote well-being for all at all ages”.

Highlights of the conference included Professor Francis Omaswa who spoke about the importance of ownership and leadership in Africa; Lord Nigel Crisp who called for a new approach to global health – ‘turning the world upside down’ through partnerships for mutual learning and co-development and Dr James Campbell from the World Health Organization who

discussed the global shortage of health workers.

RCSI/COSECSA Collaboration Programme

The College of Surgeons of East, Central and Southern Africa (COSECSA), with the support of the RCSI/COSECSA collaboration, has now become, by far, the largest surgical training institution in the 10-country region in which it operates. Starting with just four candidates in 2003, COSECSA now has over 400 postgraduate surgical trainees. While this exceptional growth has been heartening, the surgical workforce deficit facing the region remains immense. The collaboration mapped every surgeon in East, Central and Southern Africa, publishing a paper that showed a ratio of just 0.53 surgeons per 100,000 population in the region. Other collaboration programme research has

shown that with a regional retention rate of 93 per cent, surgeons trained in Africa, stay in Africa.

The RCSI/COSECSA collaboration, supported by Irish Aid, leverages the knowledge and skills within RCSI to play a major role in the professionalisation of COSECSA's administration and the development of the COSECSA strategy and business model to ensure long-term sustainability. Notable milestones in this regard include the expansion of the COSECSA secretariat, including the recruitment of a new CEO Ms Rosemary Mugwe, and publication of the 2016-2020 strategic plan.

Women in Surgery Africa (WiSA) was launched in December 2015 as a membership group to provide support to female surgeons, surgeons in training and medical students in the COSECSA member countries.

World-leading surgical electronic logbooks were rolled out for all trainees, along with a new website, an overhaul of the COSECSA e-learning platform and the completion of the World Health Organisation Emergency Trauma Care e-learning tool.

Training courses continue to increase in size and number, while the 2015 examinations, utilising standard operating procedures for the first time, set a new standard for quality, as well as once again being the largest COSECSA examinations held thus far. Training innovations include the roll-out of training in the RCSI/COSECSA mobile surgical skills unit, the completion of the Master Trainer courses and the expansion of Essential Surgical Training courses for junior hospital doctors.

Department of Epidemiology and Public Health Medicine

Two global health research and training projects entered their final stages this year.

The funding period of Community Systems for Equitable access to Maternal, Newborn and Child Health (COSYST-MNCH), an Irish Aid-funded three-year project in Malawi, came to an end in December 2015. Led by Dr Elaine Byrne, Dr Aisling Walsh and Professor Ruairi Brugha, this partnership developed and delivered an RCSI-accredited, technology-enhanced learning (TEL) MSc

in Community Systems Health Research. Three Malawian students successfully completed their taught course and have embarked on field work for their dissertations in 2016.

For those interested in learning more about TEL, see: cosystemnch.org. One journal article on TEL has been published and more papers are planned.

The April 2015 RCSI Global Health Conference, included six oral research presentations on COST-Africa, the EU-funded randomised controlled trial in Zambia and Malawi. Data analysis and write-up for publications, led by Dr Jakub Gajewski and Dr Tracey McCauley, is ongoing. Outputs will cover the impact, effectiveness and cost effectiveness of training non-physician clinicians to undertake major surgery in district hospitals in Africa. One Horizon 2020 follow up research proposal was submitted and a further proposal is planned. RCSI's health workforce research on the inward and outward migration of doctors from Ireland resulted in a further four journal articles during the year.

SODIS in Uganda

The Solar Water Disinfection (SODIS) Project, run by Professor Kevin McGuigan of the Department of Physiology and Medical Physics in the Nakasongola district of central Uganda, continues into its second year. The project is funded by the Princess Haya Foundation

and provides safe drinking water for primary school students, by constructing rainwater harvesting tanks in each school before introducing SODIS. Rainwater harvesting tanks have been completed in 19 primary schools in this area and introduction of SODIS promotion is at an advanced stage.

International Health

Emerging infectious diseases cause fear, uncertainty, disruption, poverty, disease and death. Last year, it was Ebola in West Africa and beyond, and this year it is the Zika virus disease, which emerged in South America initially, before spreading to Central America, and on to West Africa. The Department of International Health and Tropical Medicine has helped to create awareness about this virus and has communicated accurately with TV, radio and newspaper journalists in Ireland and the UK on a rapidly evolving and complex story.

The departmental research portfolio includes a published doctoral thesis on safety, immunogenicity and efficacy in a challenge trial of a malaria vaccine.

The Department is also working on malaria surveillance in Gambia, using data from health centres, to strengthen public policy based on data and science there.

Mr James Geraghty
Chairman, RCSI Outreach Committee for International Cooperation



Vaileth Steven Kisima with her baby being visited by RCSI student and Rose of Tralee Elysha Brennan during her visit to Africa to see RCSI/COSECSA collaboration projects in Africa

09

RCSI FINANCE





RCSI FINANCE

RCSI is an independent, not-for-profit, health sciences institution. It operates under Royal Charter given by King George III in 1784 to the College for the governance of surgical training in Ireland. RCSI's charitable purpose is to further its education and research objectives of driving positive change in all areas of human health.

Ms Jennifer Cullinane, Director of Finance



Since its foundation in 1784, RCSI has remained dedicated to its core mission of educating and training doctors and healthcare professionals to the highest standard, producing quality graduates and professionals with the knowledge and skills required to deliver healthcare to patients worldwide.

Its activities have been extended over time to include medical and healthcare education through undergraduate and postgraduate courses, research and various outreach programmes in local communities. The most recent change in its Charter in 2010 provided for the designation of the College as a statutory degree awarding body under Irish legislation. It is a recognised College of the National University of Ireland (NUI) and its medical programmes are accredited by various bodies including Quality and Qualifications Ireland (QQI) and the Irish Medical Council. The RCSI Council, as the governing body of the institution, has oversight of the College's financial affairs.

The College is headquartered in Ireland but its education and training activities currently span the three continents of Europe, Asia and the Middle East, and Africa. RCSI operates three medical schools overseas – one in Bahrain and two in Malaysia – with programmes also in the United Arab Emirates. The surgical training activities extend beyond the programmes run in Ireland to supporting the College of Surgeons of East, Central and Southern Africa (COSECSA), with the support of Irish Aid. The College's current student base draws from over 60

countries and has Alumni in 97 countries worldwide.

Financial strategy and funding model

As a private institution, the College operates primarily a self-funding model. Given this, funds generated must be sufficient to cover both current and capital requirements. As a registered charity, all surpluses earned are reinvested for the furtherance of its educational and research objectives.

The financial strategy of RCSI is to ensure disciplined financial stewardship of the organisation. This requires robust financial management while ensuring sufficient funds are generated to support strategic investment plans. As a private institution in receipt of minimal public funding, we need to continually assess new opportunities in a measured way, building in a level of caution to guard against the potential negative effects of events outside our control and flexibility to enable us to be responsive to a changing environment, to ensure our competitiveness in the long term. There is a strong focus on generating annually a positive net cash in-flow, to ensure RCSI can meet its commitments in respect of its day-to-day expenses, working capital, debt servicing and infrastructural investment requirements.

The financial strength of the College continues to be built using the dual strand process of:

- income growth while ensuring that academic quality is protected; and,
- effective cost management, with early testing of the principles of 'Lean'

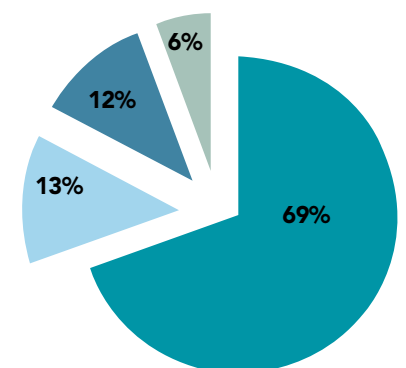
demonstrating the potential to maintain and indeed enhance the quality of our services while reducing costs.

Review of the year to 30 September, 2015

In 2014/15, the organisation delivered a strong financial performance, continuing to provide a firm foundation in support of its mission of driving positive change through education and research in the healthcare environment worldwide.

A strong operating surplus of €28m was generated in line with the prior year, equating to 20% of income.

INCOME 2014-15 €139M



- DEGREE AWARDING ACTIVITIES
- EXTERNAL RESEARCH
- PROFESSIONAL POSTGRADUATE TRAINING PROGRAMMES
- ENDOWMENT FUNDRAISING AND ANCILLARY

Income

Income at €139m showed a marginal increase on 2014 levels (2014: €138m). The main sources of revenue earned by the

College are from those activities that are core to the organisation's mission, being degree-awarding activities, professional postgraduate training and research. It also generates income from its endowments, fundraising and other ancillary activities. In the year, student recruitment and external research funding remained strong. The gain arising on the sale of a non-core property asset following an estate review was offset by an associated reduction in rental income and deposit interest income in a low interest rate environment.

RCSI receives minimal public and State funding, with less than 18% earned from such sources during the year. It makes a significant annual contribution to the local economy. It is estimated that RCSI generates annually about €25m through employment and other taxes, with an equivalent amount accruing from the multiplier effect of international students to the economy. RCSI also contributes to the building of Ireland's reputation as an international centre for education. RCSI currently stands at 46th in most "international outlook", as ranked by Times Higher Education (THE).

Operating costs increased marginally year on year to €111m (2014: €110m). The increase is accounted for by continued investment in the strategic areas of our staff, programmes, campus infrastructure and organisational capability. The organisation continues to benefit from low general inflation and interest rates. An essential component in the delivery of an educational service is its staff and so, in higher education, staff costs represent a significant percentage of the total cost base. In 2015, just over half of the operating costs continue to be represented by staff costs. The College employed on average just over 1,000 full-time equivalent staff – an increase of 1% on 2014 levels, with the increase focused on student-facing initiatives such as small

As a private institution, the College operates primarily a self-funding model.

ROYAL COLLEGE OF SURGEONS IN IRELAND

Year ended 30 September, 2015

Annual Operating Statement	2015 € millions	2014 € millions
Operating income	139	138
Operating costs	(111)	(110)
Operating surplus	28	28
Capital programme	(26)	(27)
Surplus of income over expenditure	2	1

group teaching, student services and simulation programmes.

The College continued its investment in its capital investment programme, with €26m invested in the year (2014: €27m). A key element of the expenditure is accounted for by the New Academic Education Building on York Street, which is planned to open for the 2017/18 academic year, along with the continued investment in ICT infrastructure to improve organisational capabilities. We estimate that over 160 jobs currently are derived from the College's significant capital investment programme. Free cashflow in the year was broadly breakeven at €2m (2014: €1m).

Conclusion

2014/15 was another strong year financially for the College. Progress made over the last number of years in improving the annual operating model positions us well to achieve our ambitions, where we continue to build on our education and research objectives for the advancement of healthcare and our reputation as an international educator.

As we now look forward to what continues to be a strong global market for health sciences education, we are focusing on the future through a new and exciting strategic lens – one that includes continual re-investment in our value proposition to ensure we can realise our potential. This presents opportunities, but also key strategic choices and the need for rigorous financial stewardship to protect the financial stability of the institution while at the same time supporting the necessary investment to sustain and grow our business. We are currently planning a step-change in our research output

as well as engaging in a review of our medical curriculum in order to deliver the 'practice-ready' doctors required to lead patient care in the new clinical world of 2025. We have an ambitious capital development plan over the next five years, which we believe is necessary to provide the infrastructure required to meet the quality agenda in education and research. We are entering a new and exciting phase of the College's future, one that calls for grounded ambition, clear strategy and prudent financial management.

We need to remain conscious of the potential negative effects of uncertainties in the markets in which we operate, given the nature of the organisation. We see the continued volatility in markets and continue to monitor the business risks of market competition, interest rate and currency risks, inflationary pressures and ensuring regulatory compliance. We work to reduce, where possible, the volatilities in the funding model, build contingencies to guard against uncertainties in the external environment and retain a level of flexibility in our planning to enable us to be responsive to a changing environment. We need to consider the early emergence of trends in markets and seek out viable growth opportunities, continually look for efficiencies in our operations and consider always the long-term effects of decisions on the funding model.

The 2014/15 performance is the result of the dedication and adherence to budgetary targets by all staff of the College. I would like to acknowledge the support and commitment of my senior management colleagues and finance team over the last year.

APPENDIX 1

HONORARY APPOINTMENTS AND PROMOTIONS

Honorary Clinical Professor

Dr Rhona Mahony, Master National Maternity Hospital, Holles Street

Honorary Professor

Prof Carlos Blanco, Consultant Neonatologist, National Maternity Hospital, Holles Street

Honorary Associate Professor

Mr Bill Maher, Chief Executive, Bon Secours

Prof Laura Viani, Consultant ENT Surgeon, Beaumont Hospital

Honorary Clinical Associate Professor

Dr Aengus S. O'Marcaigh, Consultant Paediatric Haematologist, Our Lady's Children's Hospital, Crumlin

Dr Afif El Khuffash, Consultant Neonatologist, Rotunda Hospital

Dr Amar Agha, Consultant Endocrinologist, Beaumont Hospital

Dr Martina Morrin, Radiologist, Beaumont Hospital

Dr Paul Byrne, Consultant Obstetrician and Gynaecologist, Beaumont/Rotunda Hospital

Dr John McDermott, Consultant Endocrinologist, Connolly Hospital

Dr Liam McCormican, Consultant Respiratory and General Internal Medicine Physician, Connolly Hospital

Dr Richard Farrell, Clinical Lead and Consultant Gastroenterologist, Connolly Hospital

Honorary Clinical Senior Lecturer

Dr Breda Hayes, Consultant Neonatologist, Rotunda Hospital

Dr Carol Blackburn, Consultant in Paediatric Emergency Medicine, Our Lady's Children's Hospital, Crumlin

Dr Elizabeth Barrett, Consultant in Child and Adolescent Liaison Psychiatry, Childrens University Hospital Temple Street

Dr Jennifer Donnelly, Consultant in Obstetrics and Gynaecology, Rotunda Hospital

Dr Jubil Thomas, Consultant Anaesthetist Our Lady of Lourdes Hospital Drogheda

Dr Karen Burns, Consultant Clinical Microbiologist, Beaumont Hospital

Dr Patrick Morris, Consultant Medical Oncologist, Beaumont Hospital

Dr Paul Keelan, Consultant Cardiologist, Our Lady of Lourdes Hospital Drogheda

Dr Richard Drew, Consultant Microbiologist, Rotunda Hospital

Dr Robert Cunney, Consultant Microbiologist, The Children's University Hospital Temple Street

Dr Rosemary Harkin, Consultant Obstetrician and Gynaecologist, Our Lady of Lourdes Hospital Drogheda

Dr Séamus Hussey, Consultant Gastroenterologist, Our Lady's Children's Hospital, Crumlin

Dr Seamus Looby, Consultant Neuroradiologist, Beaumont Hospital

Dr Selena Pillay, Consultant, Beaumont Hospital

Dr Claire Smyth, Consultant Gastroenterologist and General Physician, Connolly Hospital

Dr Colette Barry, Consultant Physician, Bon Secours

Dr John Kirby, Consultant Radiologist, Connolly Hospital

Dr Saira Nasim, Consultant Medical Oncologist, Blackrock Clinic

Mr Anant Mahapatra, Consultant Orthopaedic Surgeon, Our Lady of Lourdes Hospital Drogheda

Mr Athar Sheikh, Consultant General and Colorectal Surgeon, University Hospital Waterford

Mr Barry O'Sullivan, Consultant Plastic and Reconstructive Surgeon, Beaumont Hospital

Mr Daragh Moneley, Consultant Vascular Surgeon, Beaumont Hospital

Mr David Beddy, Consultant Surgeon, Our Lady of Lourdes Hospital Drogheda

Mr Des Toomey, Consultant General and Colorectal Surgeon, Midland Regional Hospital

Mr Gerry O'Donoghue, Consultant Breast, General and Endocrine Surgeon University Hospital Waterford

Mr Ivor Cullen, Consultant Urologist and Andrologist, University Hospital Waterford

Mr John Burke, Consultant Colorectal and General Surgeon, Beaumont Hospital

Mr Michael Allen, Consultant General Surgeon, Beaumont Hospital

Mr Michael Donnelly, Orthopaedic Consultant, Beaumont Hospital

Mr Michael Fitzpatrick, Chief Pharmacist, Our Lady's Children's Hospital Crumlin

Mr Mohsen Javadpour, Consultant Neurosurgeon, Beaumont Hospital

Mr Ponnusamy Mohan, Consultant Urologist, Beaumont Hospital

Mr Richard Mascarenhas, Consultant Gastro Intestinal Surgeon, Cavan General Hospital

Mr Sherif El-Masry, Consultant General and Colorectal Surgeon, Our Lady of Lourdes Hospital Drogheda

Mr Tariq Cheema, Consultant Surgeon, Cavan General Hospital

Mr William Robb, Consultant General and Upper GI Surgeon, Beaumont Hospital

Mr Emeka Nzewi, Consultant General and Colorectal Surgeon, Cavan General Hospital

Ms Mairead Casserly, Senior Clinical Pharmacist, Mater Misericordiae University Hospital

Dr Subhasish Sengupta, Consultant Gastroenterologist, Our Lady of Lourdes Hospital Drogheda

Honorary Senior Lecturer

Dr Karen O'Connor, Director, Integration Management Office Leo Pharma
 Mr Mirza Catibusic, Senior Pharmaceutical Assessor, Health Products Regulatory Authority
 Ms Kathleen Kinsella, Associate Lecturer, Kinsella Management Solutions
 Ms Margaret Boland, General Manager/CEO, Connolly Hospital
 Ms Orla Keegan, Head of Education, Research and Bereavement, Irish Hospice Foundation

Honorary Clinical Lecturer

Dr Andrew Tierney, Consultant in Anaesthesia and Intensive Care Medicine, Connolly Hospital
 Dr Animitra Das, Consultant Paediatrician, University Hospital Waterford
 Dr Aoibhlinn O'Toole, Consultant Gastroenterologist and General Physician, Beaumont Hospital
 Dr Caitriona Cody, Consultant Anaesthetist, Connolly Hospital
 Dr Cormac McCart, Acute Medical Consultant, University Hospital Waterford
 Dr Donncha O'Gradaigh, Consultant Rheumatologist, University Hospital Waterford
 Dr Faith Cranfield, Palliative Medicine Consultant, Connolly Hospital
 Dr Grace O'Malley, Clinical Specialist Physiotherapist in Paediatrics, Childrens University Hospital Temple Street
 Dr Lorraine Mc Conway, Consultant Acute Medicine, University Hospital Waterford
 Dr Louise Brennan, Senior Registrar Psychological Medicine, AMNCH Tallaght
 Dr Maeve Doyle, Consultant Microbiologist, University Hospital Waterford
 Dr Paul Foran, Consultant Radiologist, Connolly Hospital
 Dr Rachel Gilmore, Consultant in Emergency Medicine, Connolly Hospital
 Mr Pdraig Daly, Consultant Urologist and Transplant Surgeon, University Hospital Waterford
 Mr Barry McGuire, Consultant Urologist, Connolly Hospital
 Mr James Murphy, Consultant Breast and General Surgeon, University Hospital Waterford
 Mr Mazen Al-Alawi, Consultant in Respiratory and General Internal Medicine, Our Lady's Hospital, Navan
 Mr Morgan McMonagle, Consultant Vascular and Trauma Surgeon, University Hospital Waterford
 Ms Brona Kehoe, Senior Pharmacist, Mater Misericordiae University Hospital
 Ms Helen Strapp, Tissue Viability Clinical Nurse Specialist, AMNCH
 Ms Louise Fitzsimons, Senior Clinical Pharmacist, Mater Misericordiae University Hospital
 Ms Nina Acosta, Acting Senior Clinical/SARI Pharmacist, Mater Misericordiae University
 Ms Susan Potter, Senior Clinical Pharmacist, Mater Misericordiae University Hospital
 Ms Sarah Molony, Clinical Pharmacist / Medicines Information Pharmacist, Mater Msericordiae University Hospital
 Mr Mark Grannell, Consultant Surgeon, South West Acute Hospital
 Ms Roisin Baggott, Fertility Nurse Coordinator, Repromed Ireland
 Dr John Cooke, Consultant Geriatrician, University Hospital Waterford
 Mr Jordi Guardiola, Embryologist, Repromed Ireland
 Mr Declan Keane, Senior Clinical Embryologist, Repromed Ireland
 Dr Suzanne Corcoran, Consultant Microbiologist, Bon Secours
 Mr Ivan Mulligan, Senior Pharmacist, Beacon Hospital
 Dr George Pope, Consultant Geriatrician and General Medical Physician, University Hospital Waterford
 Dr Hugh Ramsey, Senior Registrar Psychiatry, St. Michaels House

Honorary Lecturer

Dr Catherine Brown, Consultant Nephrologist, University Hospital Waterford
 Dr Graham Roberts, Consultant Endocrinologist, University Hospital Waterford
 Dr Paul Kavanagh, Specialist in Public Health Medicine, HSE
 Dr Shabhat Shah, Consultant Endocrinologist, Our Ladys Hospital, Navan
 Ms Ann Higgins, Chief Director of Infection Prevention, Infection Prevention and Quality Medical Audits Ltd
 Ms Aoife Carolan, Senior Pharmacist, St John of God Hospital
 Ms Caroline Powles, Screening Training Coordinator, Cervical Check

APPENDIX 2

Academic Staff Promotions

Dr Jacqueline Daly, Senior Lecturer
 Dr Helen French, Senior Lecturer
 Dr Dara Meldrum, Senior Lecturer
 Dr Judith Harmey, Associate Professor
 Dr Fionnuala Breathnach, Associate Professor

Dr Fiza Rashid-Doubell, Associate Professor
 Prof Susan Smith, Professor
 Prof Alice Stanton, Professor
 Prof Ronan Conroy, Professor
 Prof David Cotter, Professor

RCSI KEY STATISTICS

3625
Registered
Students



15,500
Alumni
from 97
countries



1067 staff

4 Overseas campuses
Malaysia (2), Bahrain
and Dubai

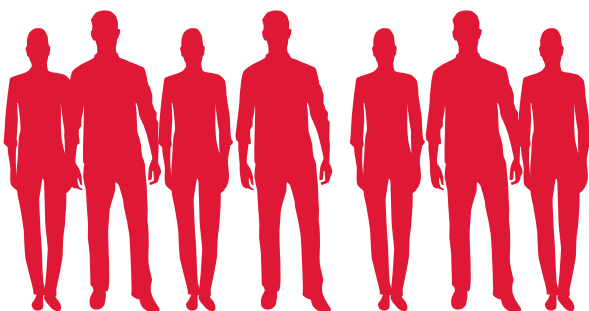


€120m
Annual contribution
to Irish exports



1354
Postgraduate
Students

Surgical and
Emergency **391**
Medicine Trainees



2271
Undergraduate
students





RCSI Royal College of Surgeons in Ireland
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123 St Stephen's Green, Dublin 2
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Email: communications@rcsi.ie
www.rcsi.ie



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