



2017-2018 ANNUAL REPORT



RCSI

Leading the world
to better health

A low-angle photograph of a classical building facade. The image shows several large, fluted columns supporting a heavy entablature. Above the columns, a series of arches are visible. On the roofline, a statue of a standing figure is perched. The sky is a clear, bright blue. The lighting is warm, suggesting late afternoon or early morning.

Centuries of discipline in
independent education,
discovery and responsibility
for human health



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The RCSI Annual Report 2017/2018 covers the College's operations during the period 1 July 2017 – 30 June 2018

On the cover: Dr Cathal Kearney, Lecturer and Principal Investigator in the Tissue Engineering Research Group, Department of Anatomy; Monica Ramakrishnan, Foundation Year medical student; and Ms Sarah Early, RCSI Fellow and Consultant Cardiothoracic Surgeon, pictured in Europe's most advanced clinical simulation facility at RCSI, 26 York Street.

A year in numbers

TOP 250

Times Higher Education World
University Rankings 2018

457
Surgical and emergency
medicine trainees



RCSI
firsts

- **1st** cohort of Physician Associates in Ireland conferred
- **1st** Chair in Medical Professionalism in Ireland appointed
- **1st** national conference on healthcare outcomes hosted

Students from more than **60 countries**
4 Overseas campuses: Malaysia (2),
Bahrain and Dubai

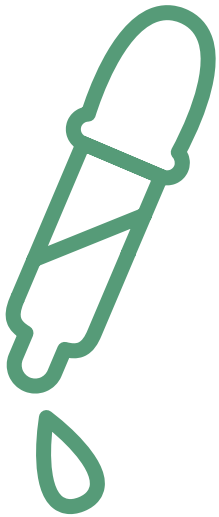


1,129 staff*





17,000 alumni in 97 countries



Research

- **€38.4m** external research funding in 2017
- **No. 1** Highest overall success rate for Horizon 2020 grants awarded to Irish institutions
- **Double the average** RCSI articles cited more than twice as often as the average publication in their field

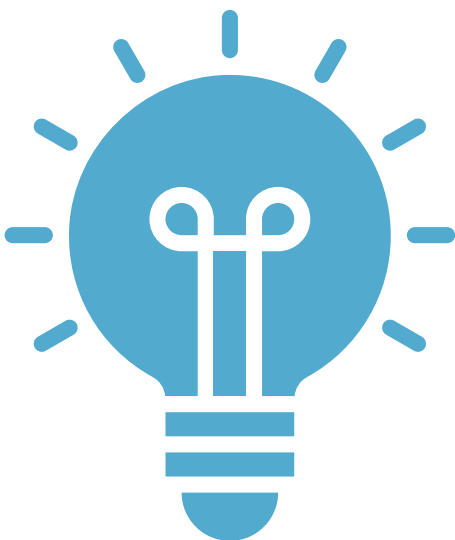
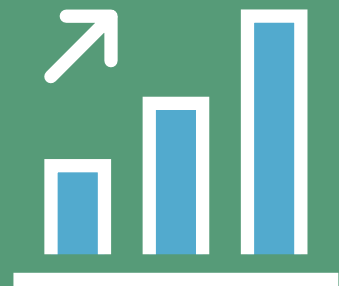
Students*

- **3,781** registered students
- **2,259** undergraduate students in Medicine, Pharmacy and Physiotherapy
- **1,041** postgraduate students (MSc, MD, PhD)

Investment

€80m invested in 26 York Street, home to Europe's most advanced clinical simulation facility

€11m invested in extension of the RCSI Smurfit Building, Beaumont Hospital



Innovation

150% increase in number of new patent applications filed to protect inventions arising out of RCSI's research activities

€3.2m value of new industry-funded research programmes



RCSI / COSECSA
(College of Surgeons
of East, Central and
Southern Africa)
partnership



President's review

Established 234 years' ago as the home of surgical training in Ireland, RCSI has a long history at the forefront of healthcare education in Ireland. Today, RCSI is a world leading health sciences education and research institution.

With four international campuses and alumni in 97 countries, RCSI has a unique global perspective on how we train tomorrow's clinical professionals today. Our ultimate purpose is to work in service of patients around the world.

This review highlights some of the most significant developments during the period of this annual report.

Surgical education and training

2017/2018 saw the continued implementation of the five-year Surgical Affairs Strategy.

The previous training pathway ended in 2017 and considerable progress was made on the development of the Equivalent Standards Route. The objective of this new pathway is to ensure fairness and inclusivity while maintaining the highest standards of training.

Official opening of 26 York Street

I was very pleased to attend the official opening of 26 York Street in June. The new world-class facilities have facilitated a significant increase in our training and education capabilities for surgeons in practice, resulting

in a substantial increase in the number of courses we can provide.

Interim statement on bullying and undermining behaviour

RCSI's Training Post Evaluation Survey 2017 shows a reduction in reports of bullying compared to the levels reported in the Your Training Counts data from the Medical Council in 2014. Notwithstanding this progress, RCSI is committed to further developing and implementing innovative and effective approaches aimed at addressing bullying and undermining behaviour in surgery.

The Joint Committee on Surgical Training issued an interim statement on bullying and inappropriate behaviour in October, making it clear that these behaviours are not accepted in surgery. The College also published a revised edition of the Guidelines on Inappropriate Behaviour.

Gender diversity in surgery

The report of RCSI's Working Group on Gender Diversity published in July 2017 highlighted the barriers

to female entry into and progression in surgical careers. RCSI is committed to promoting gender diversity across all our programmes. The number of female trainees entering our higher surgical training programmes increased from 34% in 2012 to 41% in 2018. Our intake into Core Surgical Training, however, remains at 30%. RCSI's focus on addressing this gender imbalance will continue in the year ahead.

Millin Meeting 2017

The 2017 Millin Meeting focused on challenges in the delivery of elective surgery, the model of care in children's surgery, and, the advances being made by RCSI in delivering surgical training for the 21st century. The 40th annual Millin Lecture, entitled Metabolic Surgery for Diabetes – A Chance to Cut is a Chance to Cure, was delivered by Ms Helen Heneghan PhD FRCSI.

Charter Day 2018

The 2018 Charter Day meeting brought together over 500 members of Ireland's surgical community. The meeting included a discussion on the impact of the National Cancer Strategy and a session on medico-legal issues.

The annual Johnson & Johnson lecture was delivered by Professor Shafi Ahmed on the Future of Surgery and How Inequality Kills was the subject of this year's Abraham Colles Lecture, delivered by Dr David Ansell, Senior Vice President, Rush University Medical Center, Chicago.

Code of Practice for Surgeons

RCSI's Code of Practice for surgeons was launched at the 2018 Charter Day Meeting. Supporting surgeons in their professional practice is at the core of our responsibility as the professional training body for surgery in Ireland. Surgical care is now being delivered in a very complex and rapidly changing environment. In this code, we have set out to articulate a straight-forward set of principles that surgeons can use to inform their own practice.

The Code of Practice for Surgeons was researched and prepared under the leadership of Professor Sean Tierney, Dean of Professional Development and Practice.

Professional Competence Scheme

Led by Professor Sean Tierney, RCSI continues to develop our Professional Competence Scheme ensuring our programmes lead to better patient care. In conjunction with the specialties, the College has developed a comprehensive syllabus of CPD training courses, addressing both clinical and non-clinical skills.

Surgical research

A short life working group, led by Professor Michael Kerins, has been tasked with exploring the structures, relationships and environment surrounding surgical research in Ireland. I look forward to reviewing the recommendations of the group when its work is completed.

Professionalism

I am proud that RCSI is a leader nationally in professionalism in healthcare education. We have developed a unique multi-component professionalism programme which ensures our graduates have the skills to work in today's healthcare landscape. In August 2017, the College appointed the first Chair and Professor of Medical professionalism. In April, the College welcomed more than 450 healthcare professionals to the first national conference aimed at highlighting the critical importance of professionalism in improving patient outcomes and experience, and in promoting clinician well-being.

Conclusion

It has been an immense pleasure to serve as RCSI President during a period of significant change for the College. My view of the role of RCSI in advancing healthcare across the globe has been solidified during my term as President. The College has a unique position in Ireland and an important role to play in global health.

I am very grateful to the staff of RCSI, led by Professor Cathal Kelly, and a dedicated Senior Management Team, for their extraordinary efforts in helping the College to fulfill its mission. It has been a privilege to lead the 2016-2018 Council and I acknowledge the invaluable contribution and expert oversight of the outgoing Council members. I am particularly grateful to Mr Kenneth Mealy who served as Vice President during my tenure. Mr Mealy has very clear insight into the issues in surgical services in Ireland and will, I am confident, make an important contribution to healthcare delivery during his term as President.

Supporting surgeons in their professional practice is at the core of our responsibility as the professional training body for surgery in Ireland.

Council members



Professor John Hyland
President, RCSI; Consultant Surgeon
(General/Colorectal)



Mr Kenneth Mealy
Vice-President, RCSI; Consultant Surgeon
(General), Wexford General Hospital



Mr Declan J. Magee
Immediate Past-President; General Surgeon
(Retired)



Professor Patrick J. Broe
Group Clinical Director, RCSI Hospitals
Group



Professor Paul Burke
Consultant Surgeon (General/Vascular),
St. John's Hospital and University Hospital
Limerick



Ms Camilla Carroll
Consultant Surgeon (Otolaryngology Head
and Neck), Royal Victoria Eye and Ear
hospital, Dublin



Professor Kevin Conlon
Professor of Surgery, Trinity College Dublin;
Consultant Surgeon (General/HPB), St
Vincent's University Hospital and Tallaght
University Hospital



Professor K. Simon Cross
Consultant Surgeon (Vascular/General),
University Hospital Waterford



Ms Bridget Egan
Consultant Surgeon (Vascular),
Tallaght University Hospital



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



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



The Hon. Mr Justice Peter Kelly
President of the High Court



Professor Michael J. Kerin

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



Mr Eamon Mackle

Consultant Surgeon (General), Craigavon
Area Hospital



Professor Deborah McNamara

Consultant Surgeon (General/Colorectal),
Beaumont Hospital and Co-Lead National
Programme in Surgery



Mr David Moore

Consultant Surgeon (Trauma &
Orthopaedics), Our Lady's Children's Hospital
Crumlin, Tallaght University Hospital and
Blackrock Clinic



Mr Joseph G. O'Beirne

Consultant Surgeon (Trauma & Orthopaedic),
University Hospital Waterford



Professor P. Ronan O'Connell

Emeritus Professor of Surgery UCD;
Consultant Surgeon, St Vincent's University
Hospital



Mr Kevin O'Malley

Consultant Surgeon (General/Vascular),
Mater Misericordiae Hospital and Joint
Clinical Director, Ireland East Hospital Group



Mr Michael E O'Sullivan

Consultant Surgeon (Trauma & Orthopaedic),
University Hospital Galway/Merlin Park
Hospital



Mr David Quinlan

Consultant Urologist, St Vincent's University
Hospital



Roderick Ryan

Chartered Accountant, Financial Consultant



Professor Laura Viani

Consultant Otolaryngologist/Neurotologist;
Director of National Hearing Implant and
Research Centre, Beaumont Hospital/RCSI

Chief Executive's review

For more than 230 years, RCSI has pursued an education and research mission in support of better patient care and we are committed to reimagining the delivery of that mission over the decades ahead.

I am pleased to present this report on RCSI's activity in 2017/2018. This has been a significant year in our long history which has seen the College make considerable advances in fulfilling this mission.

RCSI Strategic Plan 2018-2022

Following a year-long consultation process, RCSI published a five year strategic plan, Transforming Healthcare Education, Research and Service in April.

Across three strategic pillars, we have identified 36 actions that will support us to realise our vision of being 'an international leader in supporting healthcare professionals, through high quality education, research and service, to enable people to live long and healthy lives'.

The plan will see us embark on the largest overhaul of our curriculum since the College was established, invest in six research areas of strategic significance, and amplify our impact on healthcare and society. Our work to implement the actions set out in the plan has begun and I look forward to seeing further progress being made in the year ahead.

Education

The next five years will see the most radical overhaul of our curriculum in the history of the College. Our aim is to provide a transformative education experience, one which educates a very different kind of clinical professional.

We will prepare our students to thrive in an uncertain environment through a vertical focus on professionalism, wellness, resilience and leadership throughout the undergraduate medical curriculum from year one to six, employing varied methods of teaching and assessment. At its core is patient centred care, incorporating patient safety and clinician wellbeing, helping to ensure RCSI graduates have the skills and personal characteristics to be 21st century, workplace ready.

This transformation is taking place across the continuum of education offered by RCSI. The programmes offered by the Institute of Leadership, for example, have adopted innovative approaches from the fields of positive psychology and positive organisational scholarship.

26 York Street is now an incredibly vibrant hub and it has transformed the student experience at RCSI.

Research

RCSI is home to a vibrant research community, with 91 Principal Investigators and more than 450 research staff. In 2017, our researchers published a total of 853 PubMed indexed articles in 2017 communicating research from a broad range of health science disciplines. The number of patents filed to protect inventions identified by RCSI researchers increased by 150% and the number of industry funded research programmes grew to €3.2m.

Research output at RCSI has continued to grow in the past 12 months. The strategic investments we have

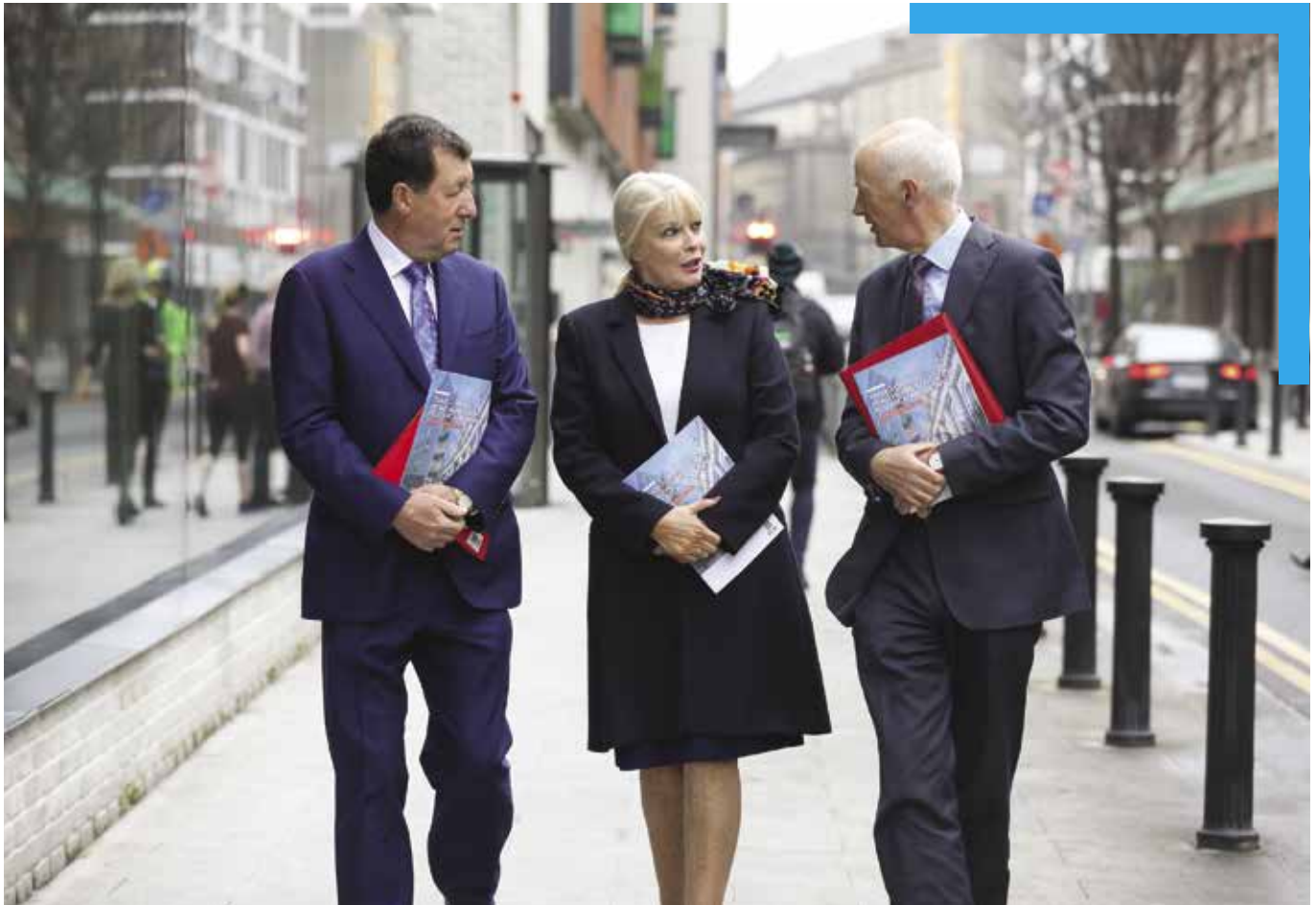
made in our people and our research infrastructure has paid dividends with high-impact publications in top-tier research journals, outstanding growth in our funding, and more collaborations with industry and other institutions worldwide.

We will now continue our work focusing on clinical and patient-centred research aimed at addressing key Irish and international health challenges. We will develop research centres in six areas of excellence and critical mass and support our researchers to maximise their contribution to healthcare knowledge.

Supporting Healthcare and Society

As educators and researchers, it is our duty to use our expertise, knowledge and discoveries to inform and influence healthcare providers and policy makers and to foster improvements in health across societies, around the world.

In November 2017, RCSI and College of Surgeons of East, Central and Southern Africa (COSECSA) celebrated ten years of successful collaboration in training and retaining more surgeons in Sub-Saharan Africa. During this time COSECSA has trained 261 specialist surgeons. Over 85% of COSECSA's graduates have been retained in their home country and over 90% have been retained in Africa.



Pictured at the launch of RCSI Strategic Plan 2018 – 2022 was Professor John Hyland, President, Minister of State for Higher Education, Mary Mitchell O'Connor TD and Professor Cathal Kelly, Chief Executive.

Rankings

RCSI ranked in the top 2% of universities worldwide in the 2018 Times Higher Education (THE) World University Rankings, positioning the College as joint second out of the nine institutions in the Republic of Ireland included in the rankings. Our strong performance in the rankings is an affirmation of our strategic investment in the expansion of our educational and research activities. It is also testament to the ambition and commitment to innovation by our faculty, staff and students. We are now working to build on this success with the ambition of moving in to the top 1% of universities in the world in the next five years.

Equality, diversity and inclusion

RCSI is committed to embedding Equality, Diversity and Inclusion across everything we do. We want to ensure that everyone in RCSI is treated fairly regardless of gender, age, race, sexual orientation, civil status, family status, disability, religion or ethnicity.

I was particularly pleased this year to launch Women on Walls at RCSI in partnership with Accenture. Gender diversity is core to our ethos at RCSI and we are proud to be associated with women who broke boundaries to become leaders in medicine. Women on Walls will bring the legacy of these women to life, providing a platform to celebrate their contributions and raise the visibility of the role of women in medicine. Once completed in spring 2019, the portraits will hang in the Boardroom of our historic St Stephen's Green building.

Campus development

We are committed to developing a world-class campus for our students and the past year has seen some very significant progress in that regard.

The major extension to the RCSI Smurfit Building, our education and research centre at Beaumont Hospital, was completed during the year. The Mercer building was completely refurbished allowing the transfer of

the Graduate Entry Medicine school from RCSI Sandyford to Dublin city centre. The basement of 123 St Stephen's Green was also refurbished during the year. It is now a wonderful social space with enhanced recreational facilities and two distinct restaurant offerings. I am grateful to Ken Gormley and the RCSI Estate and Support Services team for their hard work in delivering each of these significant projects.

We were very pleased to welcome WHO Global Ambassador for Noncommunicable Diseases and 108th Mayor of New York City Michael R. Bloomberg and Minister for Education and Skills Richard Bruton TD to the official opening of 26 York Street in June.

26 York Street is now an incredibly vibrant hub for our students from day to night and it has transformed the student experience at RCSI. We were delighted that the building was voted the public's favourite new building in 2018, through the RIAI "Public's Choice" award, as well as RIAI "Education Building of the Year". This is a reflection of the incredible effort made by the Steering Group and Design Group led by Michael McGrail, Director of Corporate Strategy.

We now look forward to the next phase in our campus development at St. Stephen's Green, Project 'Arc'. The preliminary design for this project provides for a 12,500 sq metre building which will accommodate research space, teaching space, student amenity space office space and public civic space.

Thank you

The patients, clinicians and staff of our teaching hospital play a vital role in the education we provide our students and the generosity shown to the College's students and trainees must be acknowledged. Thank you for your ongoing contribution to our students' and trainees' learning.

This annual report marks the end of Professor John Hyland's term of office as RCSI President. I want to thank Professor Hyland for his excellent stewardship of the College during the past two years. He made an outstanding contribution to the College during his tenure and I look forward to his continued support and guidance as a Council Member.

The hard work, commitment and collegiality of the staff at RCSI over the last number of years has had an extraordinary impact. I want to thank each and every one of you for your efforts. It is my great pleasure to work with you and I look forward to our shared success in the year ahead.

Thank you also to my colleagues on the Senior Management Team, and the Council of the College, for your commitment and support during the year.

RCSI is committed to embedding Equality, Diversity and Inclusion across everything we do.

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



Kieran Ryan
Managing Director of Surgical
Affairs



Jennifer Cullinane
Director of Finance



Barry Holmes
Director of Human Resources



Eunan Friel
Managing Director of
Healthcare Management



Michael McGrail
Director of Corporate Strategy



Justin Ralph
Chief Technology Officer



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

A year in pictures

July

Trainees attended the first Surgical Bootcamp which took place in the new state-of-the-art facilities in 26 York Street



November

To celebrate Science Week, the Department of Molecular and Cellular Therapeutics at RCSI opened its doors for a Lab Safari



September

More than 540 new students were welcomed to RCSI during Orientation Week



August

A record number of 423 alumni returned to celebrate the Alumni Gathering



December

RCSI hosted its annual Christmas lunch for senior citizens from the local community



October

National print, broadcast and online journalists visited 26 York Street for a media day showcasing the new facilities





March

Early career researchers presented their findings at RCSI Research Day 2018 which included new discoveries in cancer and neurological diseases



January

An RCSI MyHealth lecture began a national conversation aimed at helping people to recognise the signs and symptoms of sepsis



May

RCSI students celebrated Final Medicine Results Day 2018



April

The inaugural conference on healthcare professionalism in Ireland took place at RCSI



February

350 children brought their sick or injured teddies to the fourth annual RCSI Teddy Bear Hospital hosted by the Paediatrics Society



June

WHO Global Ambassador for Noncommunicable Diseases Michael R. Bloomberg spoke with broadcaster Pat Kenny at the official opening of 26 York Street on 'Global Health 2020: The Urgency of Action'

“ 26 York Street provides an advanced simulated environment for trainees and surgeons to refresh their skills and learn new and innovative techniques ”

Ms Dara O'Keeffe, Simulation Lead
in Postgraduate Surgical Education



01

Surgery



227

Higher Surgical
Trainees



Launch of the Code of
Practice for Surgeons

42

Advanced
Specialist
Trainees in
Emergency
Medicine



73

Core Specialist Trainees
in Emergency Medicine



Publication
of report
by RCSI's
Working
Group on
Gender
Diversity

432

Professional
Development
Programme
participants

115

Core Surgical Trainees

Surgery



Kieran Ryan
Managing Director, Surgical Affairs

The ongoing implementation of the five-year Surgical Affairs strategy, Supporting Excellence in Surgical Training and Practice, has progressed significantly across all three core areas, surgical training, surgical practice support and our international activities.

Surgical training

The past 12 months has marked a key phase in the evolution of the surgical training pathway as we continue to adapt and optimise it, in close consultation with all involved.

2017 marked the completion of the previous training pathway. A particular emphasis was placed on ensuring that we communicated effectively with trainees on both pathways, consistent with our commitment to fairness and transparency in all aspects of the process by which trainees progress into Higher Surgical Training. I want to acknowledge, in particular, the role of the specialties and the specialty training committees in facilitating the transition.

Equivalent Standards Route

The development of the Equivalent Standards Route (ESR) has been a pivotal addition to the new pathway. Intensive work has gone into the formulation of this initiative in the past 12 months and it will be ready to activate for the recruitment intake of 2018-2019. The ESR offers an opportunity to reapply for ST3 to candidates who were unsuccessful in progression from ST2 to ST3 directly.

ESR candidates will be assessed against each other for a limited number of reserve places. The number of available posts will be agreed with the Specialty and the Irish Surgical Postgraduate Training Committee (ISPTC) as usual.

Entry to Higher Specialist Training is competitive and RCSI will work in collaboration with the HSE/ National Doctors Training and Planning (NDTP) to determine appointment numbers. Those who wish to apply for the ESR must demonstrate they are meeting a standard equivalent to that of our core trainees on the run-through path.

The ESR will be evaluated as it progresses, with a view to further development and enhancement, if necessary. The objective at all times will be to maximise fairness and inclusivity, while maintaining the highest standards of training. The specialties will work closely with the College on the implementation processes, interviews and scoring mechanisms.

National Surgical Skills Competition

Now in its fifth year, the National Surgical Skills Competition is a key annual event for undergraduate medical students. This year close to 120 competitors took part in the regional heats with the final of the competition taking place in RCSI. Six colleges participated in the competition: RCSI, UCD, Trinity College, UCC, UL and NUIG. Regional heats were held for each college; RCSI travelled to Limerick, Cork and Galway and hosted their heats in their medical schools. The three Dublin colleges held their heats in RCSI at the National Surgical and Clinical Training Centre at 26 York Street.

The National Surgical Skills Competition provides a valuable platform that enables us to:

- engage with the medical schools through their surgical societies;
- inform students about the surgical training pathway; and,
- help clarify student perspectives on the nature of the surgeon's life.

The Code of Practice for Surgeons provides a straightforward set of principles that surgeons can use to inform their practice.



RCSI hosted an innovative surgical skills course for urology fellows from Memorial Sloan Kettering Cancer Center in the US and specialist urology trainees from Ireland in the new state-of-the-art training facilities at 26 York Street in June 2018

The 2018 final took place in May at RCSI. This year's winner and runners up were:

- 1st : Michael Towers – RCSI
- 2nd : Sarah Shanahan – UCD
- 3rd : Ken En Oh – NUI Galway.

A healthy working environment

During the reporting period, the College enhanced guidelines in relation to inappropriate behaviour, harassment and bullying.

In October, the Joint Committee on Surgical Training issued its interim statement on bullying and undermining behaviour, declaring unequivocally that bullying and undermining have no place in surgery and emphasising a commitment to tackling these behaviours and creating positive working environments.

In addition, the College published the second revised edition of our Guidelines on Inappropriate Behaviour.

A full package of information has been provided on mSurgery, the RCSI online surgical training resource, offering advice to our trainees and trainers on dealing with inappropriate behaviour as well as information on the range of supports available including our trainee grievance process.

The results of our Training Post Evaluation Survey 2017 indicates a reduction in reports of bullying compared to levels reported in the Your Training Counts data from the Medical Council in 2014.

While this is a step in the right direction, we are

acutely conscious that this is not an area in which we can be in any way complacent. The College will continue to map and assess workplace dynamics while exploring, developing and implementing effective and innovative approaches to further reduce incidences of bullying and undermining behaviour.

Vascular Surgery

In an important milestone for the development of the specialty, the College formally launched its Vascular Surgery Training Programme, receiving its first intake of trainees in July 2017. RCSI has worked closely with the vascular surgery specialty and the HSE in planning the training programme and I want to thank Mr Stephen Sheehan, the Vascular Surgery Training Programme Director, for his leadership in delivering the programme.

Annual Surgery and Emergency Medicine Induction Day

The Annual Surgical and Emergency Medicine Induction Day was held at the end of the reporting period on 29 June, 2018 at 26 York Street. It attracted close to 200 attendees and provided a wonderful opportunity for existing and new trainees to gather together at an inclusive event to familiarise themselves with the College, and engage with consultants and other trainees. I would like to thank Caroline McGuinness, Surgical Training Manager for managing the organisation of the event.

Emergency Medicine Core Training Programme

The delivery of the online RCSI National Training

Programme for Emergency Medicine was completed during the reporting period via a multidisciplinary collaboration within the College between the Emergency Medicine Specialty, the RCSI IT team and administration and management personnel in Surgical Affairs. The initiative was named the Private Sector Project of the Year Award in the Project Management Institute Awards in 2017 and has been short-listed for a global project of the year award.

Surgical practice

The College continued to enhance the support structures it provides to surgeons across a range of initiatives informing day-to-day practice, developing innovative, flexible training and driving structural change.

Code of Practice for Surgery

The College launched the Code of Practice for Surgeons at the Charter Day meeting on 2 February, 2018.

Modern surgery is a technically demanding speciality delivered in a complex environment. Surgeons must ensure that the patient care they provide is of the highest standard, that they keep abreast of new developments and that they provide adequate supervision and training to junior colleagues. However, increasingly complex demands in a challenging healthcare environment are putting surgeons under considerable pressure, resulting in burnout for some, and in others opting out of working on-call or choosing to retire early. The Code of Practice for Surgeons seeks to acknowledge this reality and provide guidance which helps surgeons in their day-to-day practice.

The Code provides a straightforward set of principles that surgeons can use to inform their practice. It aims to consolidate the national guidelines which surgeons are obliged to follow and provides guidance on how a surgeon should deal with situations where they feel their ability to meet professional responsibilities is compromised.

This edition has been updated from the 2004 edition to reflect changes in legislation, changes in the Medical Council Guidelines and evolving surgical practice. In addition to Irish legislation, policies and guidelines, the Code has drawn on publications by other Surgical Colleges and literature and international guidelines on ethical practice, as well as the feedback from a wide consultation process within the surgical community – all to ensure that this guide is as useful and practical as possible.

The Code of Practice for Surgeons was researched and prepared under the leadership of Professor Sean Tierney, Dean of Professional Development and Practice.

Elective Surgery

The protection of elective surgery capacity in hospitals continues to be an enormous challenge. This is a major concern for surgeons whose waiting lists continue to grow and whose patients are finding it difficult to gain access to vital care.

The full implementation of the Hospital Groups strategy is a critical factor in effectively advancing any proposals to bring about meaningful change. It is vital that the Groups are established with sound legislative underpinnings, creating legal entities that can manage their workforces and resources more effectively.

The College has developed a number of proposals that could be implemented within a fully operational Hospital Group structure. Proposals include the development of an elective-only hospital within a Group and the concept of making surgical consultant post appointments on a group-wide rather than hospital-specific basis.

The College has presented an extensive range of proposals to the HSE and the Department of Health and underlined the opportunities that would be created by definitive implementation of the Hospital Group structure.

Professional Competence Scheme

Led by Professor Sean Tierney, RCSI continues to develop and enhance our Professional Competence Scheme ensuring that PCS credits are translated into improvements in practice and, most importantly, better patient care.

26 York Street has facilitated a significant increase in our training and education capabilities for surgeons in practice, facilitating a substantial increase in the number of courses we can provide. In conjunction with the specialties, the College has developed a comprehensive syllabus of CPD training courses, addressing both clinical and non-clinical skills.

Harnessing our enhanced technology resources, the College is offering ever-more flexible training options both on-site and online. Our objective is to optimise delivery of the courses in a supportive and structured manner that takes into account the demanding environment of everyday surgical practice.

Gender Diversity

In July 2017 a report by RCSI's Working Group on Gender Diversity entitled "PROGRESS: Promoting Gender Equality in Surgery" was launched by Minister for Health, Simon Harris TD and RCSI President, Professor John Hyland.

The report identifies the lack of access for women to high quality surgical fellowships, working conditions during pregnancy and supports available to those returning to work after absence as among the barriers to female progress in the profession.

According to the chair of the Working Group Professor Deborah McNamara, Consultant in General and Colorectal Surgery, Beaumont Hospital, "If surgery is less appealing to women than to men, we need to know why and remove the obstacles".

The working group investigated barriers to recruitment and retention which resulted in this gender imbalance. The report strongly recommends the publication of an annual report on gender diversity in surgery, recording the progress being made as a result of these measures in a transparent way.

The report's key recommendations are:

- introducing measures to encourage female medical students considering a career in surgery through better promotion of surgical careers to schools and young women
- building a culture supporting female surgical trainees including mentoring and improving fellowship options for women
- considering the needs of trainees who are parents to ensure training time is flexible and evaluation of trainee wellbeing during pregnancy
- encouraging diversity through part-time surgical appointment options, specific programmes for female Fellows and research funding ring-fenced for female fellows

COSECSA

Our collaboration with COSECSA continues to be central to our support of enhanced international surgical care for underserved populations.

The College has outlined plans for the next phase in its support of enhanced international surgical care with the announcement of its intention to establish the RCSI Institute of Global Surgery. This initiative will build on the COSECSA collaboration and relevant research programmes, such as SURG-Africa, a four-year implementation research project to scale up safe, accessible surgery in Tanzania, Malawi and Zambia.

International activities

RCSI was very active internationally in 2017/2018. This year saw an expansion of operations in Europe, the Middle East, South East Asia and the Indian sub-continent. This year also marked new departures for the RCSI Court of Examiners.

Surgical Examinations

There was very significant growth in 2017/2018 in the number of surgeons attempting MRCS examinations with RCSI. Record candidate numbers sat exams across centres in Amman, Belfast, Chennai, Dammam, Dublin, Kochi, Kota Kinabalu, Kuala Lumpur, Manama, Penang and Valetta. Conferring ceremonies at College campuses in Ireland, Bahrain

RCSI POSTGRADUATE SURGICAL AWARDS FOR 2018

The College is committed to encouraging the acquisition of additional training and skills outside the structured programmes of the College and, to this end, 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 2018:

The RCSI Colles Travelling Fellowship in Surgery
Mr Kieron Sweeney, Ms Sarah Moran, Mr Gregory Nason

The Joint RCSI/Gussie Mehigan Scholarship Travel Grant
Mr Gregory Nason

The Joint ACS/RCSI Resident Exchange programme
Roisin Dolan

RCSI/Ethicon Foundation Travel Grants
Oisín Breathnach, David Coyle, Jaime Doody, John Galbraith, David E Kearney, Elizabeth McElnea, Sarah Moran, Gregory Nason, Kieron Sweeney, Peadar Waters

The RCSI/IITOS Travelling Fellowships
Oisín Breathnach, Cian Kennedy, Sven OhEireamhoin

The RCSI-Anthony Walsh/Ipsen Urology Travelling Fellowship
Eva Bolton

Millin Lecture
Padraig O'Loughlin

Dr Richard Steevens Fellowship for 2018
Eva Bolton, Emmeline Nugent, Peadar Waters

The Brian Lane Medal 2017
Darragh Waters

The Professor W.A.L. MacGowan Medal 2017
Kieron Sweeney

and Malaysia saw the highest ever number of new Members being conferred by RCSI. The College also continued to expand supports offered to exam candidates, including examination preparation courses and access for online revision tools and textbooks. Surgical Affairs worked closely with sister Surgical Royal Colleges in Edinburgh, Glasgow and London on the roll-out of FRCS examinations internationally. The FRCS exam is now offered in the specialties of Cardiothoracic Surgery, General Surgery, Neurosurgery, Plastic Surgery, Trauma and



Pictured at the launch of a report by RCSI's Working Group on Gender Diversity were (l-r) Chair of the Working Group, Professor Deborah McNamara; Minister for Health, Simon Harris TD; and Dr Ailín Rogers, Senior Surgical Trainee at RCSI

Orthopaedics, and Urology in countries including Australia, Bahrain, Egypt, Hong Kong, India, Jordan, Kuwait, Oman, Malaysia, Pakistan, Qatar, Saudi Arabia, Singapore, Spain, Turkey and the UAE.

Court of Examiners

The RCSI Court of Examiners continues to have a very positive impact on the profile of postgraduate surgical examining at RCSI. The Court's Third Annual Meeting was held at RCSI Dublin in October 2017 with the theme being "Challenges for Surgical Training in the 21st Century". During the year, the Court also established a South-East Asia Chapter (Penang, August 2017) and an Arabian Gulf Chapter (Bahrain, November 2017). The Chapters have proved a unique and exclusive platform for engagement with the RCSI network of Fellows in those regions. The Court also worked closely with COSECSA, supporting the development of COSECSA examinations and the training of Membership and Fellowship Examiners.

Acknowledgements

The specialties

We deepened engagement with the surgical specialties throughout the last 12 months, a crucial element in our commitment to ensuring that our training and professional supports continue to have relevance and meaning to each specialty. Their generous cooperation throughout the year is greatly appreciated.

Council and our Governance Committees

The insights, guidance and support of Council are crucial to the College's work across the range of supports and services it provides for our Members and Fellows. I want to thank them all for their invaluable input.

Surgical Affairs Team


The Surgical Affairs Team brings together multidisciplinary talents in our training administrative team, International Affairs, COSECSA, examinations, professional competence, research, education programmes and training faculty. I want to thank them for their unstinting efforts on behalf of our Members, Fellows and trainees.

External Stakeholders

I would like to thank the HSE, in particular the NDTP division, Clinical Programmes and Strategy and the Acute Hospitals Division, for its support of our training and clinical programmes.

The College also receives strong support from our industry partners which is greatly appreciated.

I would also like to express my gratitude to other training bodies, including our sister colleges within the UK and Ireland intercollegiate structures and our colleagues in the Forum of Irish Postgraduate Medical Training Bodies, for a range of positive collaborations that make a vital contribution to the work of the College.



“ Learning
alongside medicine
and physiotherapy
students has prepared
me to practice team-
based patient care in
my future career as a
pharmacist ”

Brian Dela Musoke,
MPharm Year 3 student



02

A
transformative
learning
experience

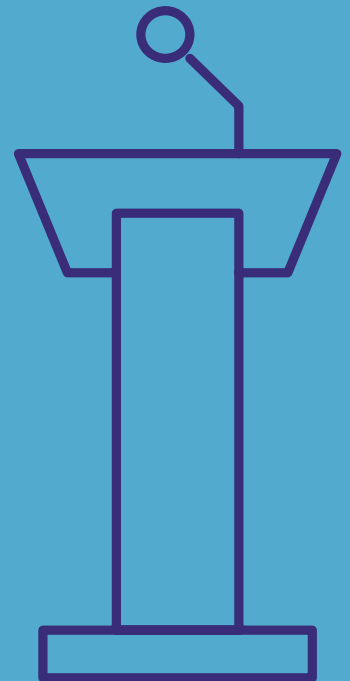


102

staff graduated from Health Professions Education programme

1,700

Over 1,700 participants in Institute of Leadership programmes



First national conference on professionalism in healthcare takes place



World-class experiential learning at 26 York Street

1,788

one-to-one student consultations for CoMPPAS services

A transformative learning experience



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

The RCSI learning experience is rooted in our commitment to design and deliver courses and support systems that ensure our students receive the best education and training in healthcare.

The past year has seen significant developments in advancing the delivery of learning at RCSI and the transformation of the curriculum is at the heart of this progress.

During the past 12 months, the Faculty has instigated a range of initiatives advancing the delivery of a transformative learning experience that develops graduates distinguished by their clinical excellence, character strength and resilience in the service of better patient care.

The transformation of the curriculum is fundamental to this once-in-a-generation process and the Faculty of Medicine and Health Sciences has already initiated the implementation of a new curriculum vision.

Integrated roll-out

A dedicated core team are working to ensure an integrated roll-out of the Transforming Healthcare Education Programme (THEP), consistent with the objectives of RCSI's strategic plan. The team initiated a thorough consultation process involving internal and external benchmarking, including wide engagement with College staff and 'critical friends', including alumni, to inform and shape the development of the THEP. The team made site visits to observe leading international programmes across the UK, Europe and North America, rigorously assessing the THEP's objectives to ensure the achievement of the highest standards globally.

The agreed programme of Transformative Education for Distinctive Practice (TEDP) will forge a singular approach to education, defining the RCSI education experience across all our schools. The TEDP is guided by seven learning and teaching principles:

1. Education for life-long learning;
2. Experiential education;
3. Digitally-enabled education;
4. Distinctively international curricula;

5. An inclusive, diverse environment fostering citizenship;
6. Individualised student pathways; and,
7. Student-centred partnership in developing programmes.

Deep student engagement

As a crucial component of the transformative process that is underway, we are committed to working closely with students in optimising curriculum transformation to meet their requirements from day one, year one, in RCSI through to graduation. Our work in progressing career planning and development supports is focused on helping students achieve their individual ambitions through a range of targeted initiatives, including our international research and clinical electives. The appointment of a student engagement champion underlines our determination to drive these initiatives to a new level.

A new era

The transition to a new era has already begun. Traditional methods of education are being enhanced by experiential learning and new digitally-enabled education initiatives, all given added impetus by the availability of an extensive array of leading-edge technological resources in 26 York Street. An increasing number of programmes already embody several new transformative elements such as integrated taught and experiential curricula and small, culturally diverse classes, as well as a clear focus on learning outcomes and professional development.

Ultimately, it is the quality of education we offer that equips our graduates and researchers to lead the world to better health. The critical measure of our transformed educational vision will be the impact of our graduates on the quality of patient care and health services worldwide.



Pictured at Ireland's inaugural conference on professionalism were Sir Robert Francis, Chairperson of the Mid-Staffordshire NHS Foundation Trust Public Enquiry (2013) and Professor Dubhfeasa Slattery, Chair of Medical Professionalism at RCSI and the BSHS

Professionalism

RCSI has developed a unique multi-component professionalism programme to ensure graduates are 'workplace ready' for today's professional landscape.

RCSI is a leader, nationally, in professionalism, exemplified by our appointment, in collaboration with the Bon Secours Health System (BSHS) in August 2017, of a chair in Medical Professionalism, Professor Dubhfeasa Slattery. This move was the first of its kind nationally. A unique programme in professionalism has been developed, spanning the continuum of undergraduate and postgraduate education and Continuous Professional Development (CPD).

Patient-centred

The programme incorporates a new, explicit, integrated theme of professionalism throughout the undergraduate medical curriculum from year one to six, employing varied methods of teaching

and assessment. At its core is patient-centred care, incorporating patient safety and clinician wellbeing, helping to ensure RCSI graduates have the skills and personal characteristics to be 21st century workplace ready.

The multi-component, postgraduate programme in professionalism includes:

- a communication strategy with on-site presentations on professionalism and feedback from staff at all BSHS locations nationally;
- a Work Place Behaviour Questionnaire to all staff (kindly shared by Professor Shapiro, Harvard);
- Ireland's inaugural conference on Professionalism (RCSI, April), at which multiple world experts discussed experiences, benefits and challenges regarding professionalism nationally and internationally;
- a new, postgraduate, interdisciplinary, course on professionalism incorporating leadership, quality, simulation, risk, and legal cases, (RCSI, May);
- an analysis of 10 years of clinical claims (BSHS) for "lessons learned" and provision of risk management recommendations.

Professional Development Framework pilot initiative

The empowerment of individuals, institutions and networks in the higher education sector to engage in meaningful personal and professional development is a critical factor in the enhancement of the student learning experience. Over the past year, The National Forum for the Enhancement of Teaching and Learning has piloted a Professional Development Framework for all staff who teach in Higher Education. The pilot implementation involved 22 groups, comprising 230 educators from around the country, working with a mentor from the Expert Advisory Panel.

We were very pleased that, in all, 102 RCSI staff had graduated with either a certificate or diploma from the Health Professions Education programme up to the November Conferings in 2017.



Professor Arnold Hill, Head of School of Medicine

School of Medicine

During the past 12 months, the School of Medicine has overseen completion of an ultra-modern learning environment in Beaumont Hospital and instigated the phased restructuring of the curriculum that will play a fundamental role in the transformation of the learning experience at RCSI.

A multi-capability learning environment

Work has been completed on a 30,000 sq. ft three-storey extension to the education and research facilities at the Smurfit Building at Beaumont Hospital. Representing an investment of €11 million, it provides a sophisticated, learning-focused environment with the capacity to accommodate up to 300 students.

The space has been designed and purpose-built to facilitate and inspire evolving educational and research practices, provide ease of access to the latest digital learning tools and support a diverse range of approaches to learning including virtual learning, individual study and small group teaching.

Linked to the existing building at ground floor level by a student concourse, the new facility includes a series of large, multi-functional tutorial rooms, open-plan faculty offices and meeting spaces on the first floor. The second floor hosts laboratory and research facilities, including 62 laboratory research spaces.

This multi-capability facility gives RCSI a unique opportunity to further enrich the educational experience it offers and enhance the support it provides for innovative, impactful research.

A future-oriented curriculum

In the course of the past year, the School of Medicine has conducted a strategic restructuring of the curriculum, aligning it to the medical graduate profile finalised in 2017. This work was the focus of the RCSI International Education Forum in June 2018, at which delegates prepared for the re-structured curriculum.

The restructuring process has established the essential strategic framework necessary for implementation of an ambitiously-conceived and transformative learning experience. In particular, the re-shaped curriculum delivers major structural changes which will enable clinical teaching to take place earlier and establish greater continuity of clinical teaching on

hospital wards through three years of the programme. The restructuring also provides for a refinement in the overall volume of assessment, while specifically enhancing continuous assessment processes.

International visits to leading medical schools in Europe, the UK and the US were a key factor during this process, enabling the School to benchmark its plans to the highest standards of education in medicine and healthcare. Exciting educational concepts and innovations were identified across a range of areas pertinent to the School's vision for a next-generation curriculum, including:

- team-based learning;
- integration models for medical schools and hospitals; and,
- the use of technology in facilitating learning.

These and future visits will inform the development of what is intended to be a world-leading medical curriculum.

MD Students Recruitment Programme

The School continues to implement a wide range of initiatives that drive impactful research. One of the most innovative of these is the MD Students Recruitment Programme, a subset of the existing StAR Programme.

The MD Students Recruitment Programme enables clinical doctors in training to take two years out to do an MD programme for a higher degree. During the academic year 2017/2018, there were 55 active MD students in RCSI. A pilot collaboration on this initiative between RCSI and Hermitage Medical Clinic commenced in 2017. This scheme has enabled a further five MD students to be recruited, with their participation in the programme beginning in July 2018.

Conclusion

At the end of a busy reporting period, notable for the significant expansion of infrastructural resources supporting the evolution of our teaching and research, as well as the implementation of curriculum change that will re-define the learning experience we provide, the School of Medicine is poised to embark on an era of unprecedented innovation – one that will be a game-changer in terms of the next decade of medical education in RCSI.



Professor Paul Gallagher, Head of School of Pharmacy

School of Pharmacy

In 2017/18, the School continued in its mission to deliver the highest standard of education for future pharmacy professionals with the roll-out of year three of the innovative, five-year integrated Master of Pharmacy (MPharm) programme.

The first iteration of year three expanded upon the principles of the novel, integrated approach to teaching established in years one and two of the programme and offered students increased patient engagement with the introduction of rotational hospital placements with our affiliated clinical partners. In conjunction with our partners in St. John of God Hospital, mental health first aid training workshops were delivered for the first time in year three.

Inter-professional study day

Inter-professional education remains a cornerstone of the MPharm programme and the School delivered another successful interprofessional study day, for pharmacy and medical students, with colleagues in the Departments of Microbiology and the School of Medicine, focusing on the provision of care to patients with endocarditis.

A critical component of the new programme is its emphasis on the importance of experiential learning

co-existing alongside direct methods of teaching and this was represented in the second delivery of the Longitudinal Community Pharmacy Placement (LCPP) in year two, which offered patient contact for our students in the community pharmacy setting. Innovative teaching practices also continued with the use of simulation technology in teaching across all years.

Teaching and learning developments

The School's academic staff have also received opportunities to explore diverse approaches to teaching and learning abroad, with Michelle Flood and Dr Cian O'Leary each awarded with a Fulbright Scholarship. Dr Cathal Cadogan was the recipient of a Royal Irish Academy Charlemont Grant and an RCSI StAR International Academic Engagement Fellowship.

Novel teaching developments within the School were recognised at the annual RCSI Research Day in March with John Hayden receiving the Health Professions Education Award for an out-of-classroom teaching innovation which saw students take a prescribed 'jellybean' daily for one month inviting students to consider concepts around medication adherence among patients.

The School continued in its role as provider of the National Pharmacy Internship Programme in 2017/18 and the year marked another successful delivery of the programme which culminated in 165 students attending the Professional Registration Examination in RCSI in October 2017.

This year represented the final iteration of the BSc Pharm programme. The conclusion of the BSc Pharm, alongside the ongoing roll-out of the School's new MPharm programme, highlights the progressive innovations RCSI has made in enhancing the scope and nature of pharmacy training in order to ensure sustained excellence in pharmacy education and to develop modern professionals devoted to advancing healthcare at home and abroad.



Pharmacy graduates at the November 2017 undergraduate conferring



Professor Marie Guidon, Head of School of Physiotherapy

School of Physiotherapy

The School of Physiotherapy's vision is to be recognised as a leading centre for physiotherapy education, research and scholarly activity.

The ambition is to educate professionally safe, competent, reflective and analytical physiotherapists and to embrace novel ways of teaching, informed by scholarship. The School also has a strong research base, evidenced by: the levels of independently secured research funding received by the School; the number of peer reviewed research papers; and the range of intra-institutional, national and international collaborations that have been developed.

Simulation and inter-professional education

With the opening of 26 York Street, physiotherapy students now participate in high-fidelity simulation learning. Students acquire a greater understanding of the skills required and increased confidence levels prior to clinical placement and develop a level of competence and confidence prior to real patient contact.

Staff from School continue to develop, pilot and evaluate inter-professional education (IPE) at RCSI in collaboration with the undergraduate Schools of Medicine and Pharmacy. A new IPE paediatric learning activity, developed in partnership with the Department of Paediatrics and the three undergraduate schools, is being finalised and will be available to students in the next academic year.

In preparation for early career readiness, mock interviews have been introduced for Final Physiotherapy students, facilitated by RCSI staff and physiotherapy managers. Both students and managers recommended this initiative should be repeated for future years.

Physiotherapy Professionalism

A definition of Physiotherapy Professionalism was developed during 2017-2018. Academic and clinical colleagues, students and professional and regulatory body representatives contributed to its development and a vertical theme of professionalism is now evident throughout the BSc Physiotherapy curriculum. Professionalism is a key component of all clinical assessments.

Development of leadership capabilities

The development of leadership capability is an integral part of a physiotherapy student's education. Recently added topics in 2017-2018 include interactive lectures on how to develop influence and how to understand the psychology of successful people. Physiotherapy students also have access to relevant learning opportunities within a variety of situations, for instance, group learning, inter-professional education (IPE) workshops and summer research projects.

In partnership with our clinical colleagues, increased opportunities for clinical placements in primary care have been developed in line with changes to the delivery of healthcare. However, the availability of clinical placement capacity remains challenging.

The development of leadership capability is an integral part of a physiotherapy student's education.



Undergraduate students undertake a simulated scenario in the mock operating theatre in 26 York Street

Simulation-based training

RCSI's new National Surgical and Clinical Skills Centre leads the way in the ever-changing landscape of procedural skills training.

A new paradigm for procedural skills training in the healthcare professions is emerging, driven by: increasing public and political expectation for ever greater standards in patient safety on the one hand; and a growing evidence base for the effectiveness and feasibility of simulation-based training on the other. These drivers are further augmented by the universal reduction in time available for training and a decreasing opportunity for healthcare workers in training to access patients.

Paradigm shift

Simulation-based training advances trainees further along the learning curve before they need to practise procedures on patients. Well-designed simulator-based learning translates into better, safer patient care. It is highly probable that simulation-

based training will become mandatory for all healthcare workers carrying out interventions.

The opening of the National Surgical and Clinical Skills Centre (NSCSC) delivers the opportunity for RCSI to be a major driver of this paradigm shift in Ireland and beyond.

There have been multiple highlights of our first year of operation, including:

- Surgical 'boot camp' – a three-week intensive surgical skills course;
- Undergraduate medicine – including simulated case scenarios in surgery, obstetrics and paediatrics and general practice;
- Undergraduate pharmacy training
- Undergraduate physiotherapy training
- Physician Associate training
- Postgraduate surgical and human factors training;
- Institute of Leadership training; and,
- External courses implemented by industry including companies such as Olympus, Johnson & Johnson and Acelity.



Professor Zena Moore, Head of School of Nursing and Midwifery

School of Nursing and Midwifery

Educating future leaders in healthcare delivery and related research is at the core of the mission of the RCSI School of Nursing & Midwifery.

We are committed to providing our students with outcome-focused curricula shaped by innovative teaching and learning practices. Our key goal is to empower nurses and midwives to be able to demonstrate the difference they make to healthcare delivery, and in doing so, to be able to respond accordingly to the leadership and professional challenges that they face every day.

In the past year, the School has welcomed over 500 students on a broad range of postgraduate studies. The School offers programmes which afford students the opportunity to enhance their skills in particular clinical specialties. This is achieved through close working relationships with our partner clinical sites and the design

and delivery of curricula that are responsive to clinical need. The opening of the new academic building at 26 York Street has also enhanced the clinical focus of our programmes. The School has also widened the scope of clinical specialties being offered.

Research-informed education

The development of deep knowledge of nursing and midwifery practice is reliant on engagement with cutting-edge research. The School's burgeoning research profile ensures that our graduates are equipped with the most contemporary knowledge to apply to patient care. In the past 12 months, the School has obtained €325,100 in research funding, signed six research industry collaborations and has published numerous papers in peer-reviewed journals.

The impactful nature of the School's research is demonstrated by the field-weighted citation index of 1.95, almost double the international average. The School also continues to roll out the clinical Master Class series with successful meetings relating to wound care and respiratory nursing this year.

Applying learning to practice

The application of learning to the realities of nursing and midwifery practice requires the development of interpersonal skills, professionalism and leadership.

The growing engagement of nurses and midwives in leadership and innovation in the health service is reflected in the strong growth in our MSc Nursing Advanced Leadership programme and the 75 students who followed programmes to MSc level this year.



School of Nursing and Midwifery graduates celebrated their conferring in November 2017



Pictured are Ireland's first ever cohort of MSc Physician Associate graduates who celebrated their graduation from RCSI in May 2018 (l-r) Alexandra Troy, Maria Macken, Jessica Maddock, Michael Buljubasic, Ciara Melia and Patricia Anderson

Physician Associate Studies

Ireland's first cohort of Physician Associate students celebrated their graduation at the RCSI Higher Degree conferring ceremony on 30 May 2018. While the Physician Associate role has grown rapidly internationally, it is a new healthcare profession to Ireland and RCSI is the first higher education institute in Ireland to offer an MSc in Physician Associate Studies.

Physician Associates (PAs) are highly skilled healthcare professionals who work as a member of a medical team in a wide variety of workplaces including all types of hospital and surgical care, GP practices and community health services. PAs support doctors in the diagnosis and management of patients and are trained to perform a number of roles

including taking medical histories, performing examinations, making diagnoses and analysing test results. Crucially, from the patient's perspective, PAs can provide a continuity of care that is frequently absent in other healthcare roles.

The MSc in Physician Associate Studies is a two year, full-time intensive programme, open to applicants who already hold a Level 8 health science or science-related degree. In January 2018, RCSI welcomed the third cohort of PA students.

RCSI physician associate graduates have been employed across Beaumont Hospital, the Mater Private and the Galway Clinic.



Professor Niamh Moran, Head of the School of Postgraduate Studies

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.

We have a unique opportunity to educate the next generation of healthcare professionals. Ongoing innovative research at RCSI contributes to improved treatment of disease, tackles important healthcare delivery issues, informs policy and improves clinical practice. By ensuring that they have the requisite knowledge, skills, experiences and attitudes, we equip our scholars with the tools to thrive as individuals and to make a meaningful contribution to healthcare in their community, in Ireland and around the world.

Postgraduate policy developments

- To deliver a more personalised educational experience, we now provide our postgraduate research (PGR) scholars with advanced training in research practice (four core modules and 12 optional modules). These are offered as a Postgraduate Certificate in Research Practice, with online content developed to facilitate remote access.

- To improve efficiency, we have changed our annual review guidelines to include literature review and publication formats;
- We have also finalised a new thesis by publication policy; and,
- We have worked with the RCSI Green Campus team to encourage smaller thesis-size and electronic submission.

Achievements

- Graduations: 52 scholars graduated with higher degrees by Research, comprising 33 PhD, 13 MD and 6 MSc.
- Registrations: 68 new scholars registered for higher degrees by Research, comprising 49 PhD, 11 MD, 7 MSc and 1 MCh.
- Hermitage/RCSI MD Programme: five co-funded MD scholarships were awarded in collaboration with the Hermitage Medical Clinic.
- RCSI StAR International PhD Scholars: four scholarships were awarded to international students to undertake a PhD with RCSI Principal Investigators
- RCSI International Secondment Awards: seven awarded (Research Day 2018), to advance our students' early career readiness.
- RCSI's MD award was shortlisted for the Irish Education Awards in the Best Student Experience category.
- A five-year QQI Quality Review, an international peer review of the School's policies and processes, was completed in June 2018.
- The School was awarded a Government of Ireland Academic Mobility Award to establish an international consortium to develop online education modules aimed at Postgraduate Research Scholars.



PhD graduates at the Higher Degree conferring in May 2018



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

Institute of Leadership

The mission of RCSI's Institute of Leadership is to optimise patient care by developing the leadership and management capabilities of healthcare professionals.

This is achieved through a suite of Masters and Diploma Programmes and a wide range of executive development programmes. The goal is to ensure that participants acquire the requisite knowledge, skills, experiences and attitudes to lead effectively in modern healthcare systems both in Ireland and around the world. This year, over 1,700 health professionals participated in Institute programmes in Ireland, Bahrain and the UAE.

Innovative approaches to transformative education

In line with RCSI's renewed focus on providing a transformative learning experience, Institute programmes are increasingly integrating cutting-edge research from the emerging fields of positive psychology and positive organisational scholarship. To this end, innovative approaches to transformative education and development have been adopted. These are aimed at developing, not only the knowledge and skills of those undertaking the programmes, but also their strengths, values, attitudes and professional identity.

For example, clinical directors participated for the first time in Executive Challenge Learning Sets in which they worked together in teams in a high trust environment to explore current real-life problems in their own workplaces. An action-learning approach was also adopted in a programme designed for the Central Medical Unit of the Irish Defence Forces. Participants undertook three days of training to develop their leadership skills which were then deployed in a simulated emergency field hospital.

A novel co-design approach was used to develop and deliver a range of executive development programmes. Co-design resulted in programmes that:

- met the specific learning needs of participants;
- responded to current and emerging strategic changes in healthcare policy and service delivery;
- enhanced personal and professional leadership and management practice; and,
- enabled the building of relational capital (peer to peer) and strategic networks, nationally.

A highly innovative, bespoke "After Action Review" (AAR) Training Programme was developed and implemented on behalf of the Quality Assurance and Verification Division of the HSE. An AAR is a structured timely discussion of an event (positive or negative) that enables the individuals involved to learn for themselves what happened, why it happened, what went well and what can be improved. It generates insight and learning and has been shown to lead to greater awareness, changed behaviours and agreed actions. The programme used a simulation-based approach, utilising RCSI's new state-of-the-art simulation centre, as well as experienced actors and realistic scenarios, to teach health professionals how to conduct effective AARs in their own institutions. The success of the programme has resulted in plans for its widespread adoption throughout the Irish healthcare system.



The inaugural Clinical Director Executive Skills programme was officially launched in November 2017. The programme was jointly designed by the Clinical Director Programme and Institute of Leadership, and is funded by the Quality Improvement Division of the HSE.



The International Citizenship Award ceremony took place in April 2018

Student Experience

Pursuits outside of the classroom enrich our student experience and enable our graduates to thrive personally and contribute to healthcare and society wherever in the world they choose to practice.

RCSI International Citizenship Awards

In April 2018, RCSI hosted the 3rd Annual RCSI International Citizenship Awards ceremony, recognising students who have developed the attributes required to show healthcare leadership in the mixed cultural and social settings that will be the norm in their future careers. The programme empowers students to avail of the rich multi-cultural opportunities available in RCSI for self-development through extracurricular activities, interacting with others from diverse backgrounds, and formally reflecting on their personal development through these activities, supported by staff mentors.

Orientation Week

540 students began their courses in Medicine, Pharmacy and Physiotherapy in September 2017. New students were guided by the Buddy Programme, which provides an invaluable resource in the form of friendly, knowledgeable and experienced students, who welcome the new students to RCSI for the first time and provide them with first-hand knowledge about student life in Dublin.

Student clubs and societies highlights

RCSI's 41 active student societies provide a wealth of choice for students while also giving back to the community through fundraising and the skills of our students.

Hosted by the RCSI Paediatrics Society, the 2018 Teddy Bear Hospital was the biggest to date with up to 100 students on hand to diagnose and treat the teddy bears belonging to over 350 children with proceeds raised from the day going to the Jack & Jill Foundation.

The impact of homeless on health was the focus of the 85th Biological Society Inaugural Address which took place on in January 2018. The Biological Society is the oldest student society in RCSI and the event was organised by students from the Biological Society Committee with assistance from the RCSI Student Services team.

Cultural Diversity Month

March 2018 was Cultural Diversity Month with a host of student events that celebrate the unique diversity of the undergraduate student body in the College. Highlights of the month included International Food Night which took place in the College and RCSI International Night in the Olympia Theatre, showcasing the culture, traditions, dance and music from our students' home countries.



New students arrive at RCSI for Orientation Week 2017

RCSI Student Medical Journal

In April 2018, students from RCSI launched the 11th edition of the RCSI Student Medical Journal (RCSIsmj). RCSIsmj is produced entirely by RCSI students and aims to promote student authorship and to foster research, innovation and student participation in healthcare issues

International Conference for Healthcare and Medical Students

In February 2018, RCSI students hosted the 7th International Conference for Healthcare and Medical Students (ICHAMS) welcoming almost 250 students

from all over the world to present their research to peers and educators in healthcare.

Sporting highlights

Sport is an integral part of student life at RCSI. The 35 active sports clubs provide students with a wide variety of sport options, which they choose to balance with their academic studies. This year marked several achievements for our sports clubs.

For the first time in College's 233-year history, the RCSI Men's GAA team won an All-Ireland Football Final, claiming victory in the Electric Ireland HE GAA Senior Football League Division 3 Finals with final score of 2-12 to DCU's 1-09.

The RCSI Ladies GAA team were crowned All Ireland champions this past year defeating DCU, 4-08 to 1-08 to bring home the Donaghy Cup.

In rugby, the RCSI-Beaumont Hospital team were crowned the winners of the 129th Dublin Hospitals Cup, beating UCD's Mater Hospital on a final score of 27-12.

RCSI students competed in the Boston Marathon for the 19th year running. Despite heavy rain and cold winds, all crossed the finish line, raising funds for RCSI alumni-run Floating Doctors.

The programme empowers students to avail of the rich multi-cultural opportunities available in RCSI

RCSI CoMPPAS

RCSI CoMPPAS (Centre for Mastery: Personal, Professional & Academic Success) delivers academic and personal development support to students to assist them in reaching their goals. RCSI CoMPPAS is a multi-disciplinary team of nine, highly skilled specialists working collaboratively to facilitate and empower students to achieve their personal, academic and professional goals.

The team provides academic development and study skills support; learning access and facilitation (including disability); student welfare; career development; and communications and language guidance. Uniquely in Irish higher education, students can access support via self-referral to service providers or in person at either of our drop-in centres in St. Stephen's Green or Beaumont Hospital and, increasingly, through online resources.

Pro-active engagement

CoMPPAS supports the delivery of the transformative learning experience through pro-active engagement and the fostering of personalised student learning, continuous growth, skills advancement and career development opportunities that position students for academic success, personal well-being and professional progression as future healthcare leaders.

This academic year, the team had 13,475 personal student engagements across all programmes. This included 1,788 one-to-one

consultations and drop-ins across the range of CoMPPAS services offered. We delivered 196 group workshops and tutorials, including 11 virtual workshops.

Innovative supports and services

Innovations delivered in the past year included:

- the development of an interactive iBook for student supports and services;
- a student digital academic skills project with Apple education;
- an enhanced academic and personal peer-to-peer mentor programme (P2P);
- Mock OSCE and MCQ assessments;
- wider staff training in mental health awareness; and,
- the reintroduction of "friendship" and well-being breakfasts and lunches, to facilitate informal support and contact between staff and students.

Career readiness

A multi-source feedback 'speed interview' programme was introduced for final year students in the School of Pharmacy and Physiotherapy. Work is underway and on track for the RCSI strategy career readiness project, including, under the leadership of Professor Judy Harmey, utilising LEAN process techniques to deliver enhanced preparation for international medical licensing examinations. The team is also engaged in operational research under the leadership of Dr Orna Tighe to ensure the ongoing evidence-based development of services.

Honorary Doctorates

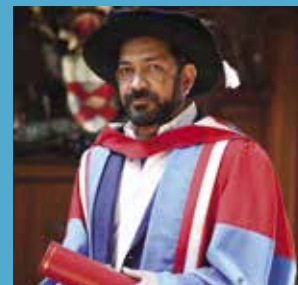
RCSI Honorary Doctorates are awarded to honour people who have made an outstanding contribution to society. Each recipient makes a commencement address at the RCSI graduation ceremony to inspire our new graduates.



With a longstanding commitment to inclusion and equality throughout her career, The Honourable Catherine McGuinness, who is currently a Member of Council of State, Patron of the Irish Refugee Council, Patron of the Irish Foster Care Association and Chair of Údarás NUI Gaillimh (Governing Body of NUI Galway), was awarded an Honorary Doctorate at the November 2017 conferrings.



RCSI alumna Professor Barbara Murphy (Medicine, Class of 1989) was awarded an Honorary Doctorate at the May 2018 medicine conferring. Professor Murphy is a world renowned transplant nephrologist and immunology researcher whose work focuses on the use of genomics and genetics to predict and diagnose outcomes following kidney transplantation.



Dr Siddhartha Mukherjee, a pioneering physician, oncologist and author who has redefined the public discourse on human health, medicine and science, received an Honorary Doctorate at the May 2018 Higher Degree Conferring. He also delivered a guest lecture, 'Three Visions of a Medical Future: Genes, Risk and Precision', during his visit to RCSI.

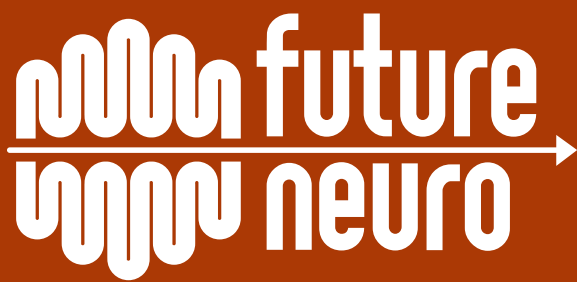
“ My research is investigating potential new therapeutics for Multiple Sclerosis to halt disease progression and improve quality of life for patients ”

Dr Claire McCoy, Lecturer in Immunology, Head of the microRNA Inflammation Research Group and recipient of the SFI President of Ireland Future Research Leaders Award 2018



03

Leading
impactful
research



Establishment of
FutureNeuro at RCSI

5

research
commercialisation
agreements
concluded



120

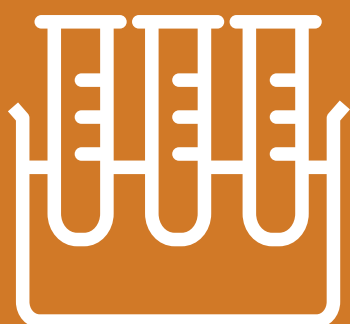
participants in 2018 RCSI
Student Innovation Challenge



853

PubMed
indexed articles
published in
2017

RCSI and
Surgacoll
Technologies
winner of KTI
2018 Spinout
Company
Impact Award



Extension of RCSI education
and research facilities at Smurfit
Building, Beaumont Hospital

Leading impactful research



Professor Ray Stallings
Director of Research and Innovation

Strategic investment in our people and our research infrastructure in recent years has paid dividends with high-impact publications in top-tier research journals, outstanding growth in our funding, and more collaborations with industry and other institutions worldwide.

Looking to the future, one of our main strategic focuses will be to enable more clinical and patient-centred research. Key to achieving this is the extension of the education and research building at Beaumont Hospital, which will allow greater engagement with our clinicians in Beaumont and throughout the RCSI Hospitals Group. We were delighted to welcome the first intake of fellows from the Wellcome-HRB Irish Clinical Academic Training Programme (ICAT) to develop and mentor future clinician scientists. Many of our key challenges to carrying out clinical research in Ireland are common for all hospitals, third-level institutions and funding bodies, so RCSI, University College Cork and Clinical Research and Development Ireland (CRDI) are co-leading the Corporate Enabling of Clinical Research Initiative to help find solutions.

We are also investing in our supports for researchers such as our new Research Information Management System for grant applications, administration and researcher profiles. In parallel, we are working with the IT department to deliver an advanced digital infrastructure that will facilitate data collection, analysis, sharing and storage. Both these resources will come on stream in the coming year.

Looking to the future,
one of our main
strategic focuses will be
to enable more clinical
and patient-centred
research

RCSI Research Centres of Excellence

Six key research areas have been identified to develop research centres in areas of excellence and critical mass:

- Cancer
- Regenerative Medicine
- Neurological and Psychiatric Disorder
- Surgical Science and Practice
- Population Health and Health Services
- Vascular Biology

StAR Programme

A key factor in our recent success has been attracting the best research talent to RCSI through the Strategic Academic Recruitment (StAR) programme. The StAR programme has been essential to accelerate the delivery of innovative, impactful research in the health sciences across a range of disciplines. We had another intake of StAR PhDs, MDs and StAR Hermitage scholars this year and would like to warmly welcome the new lecturers who have joined RCSI under the StAR initiative in the past year: Professor Norman Delanty (Molecular and Cellular Therapeutics, MCT), Professor Mark Sherlock (Medicine), Professor Christopher Thompson (Endocrinology), Dr Grace O'Malley (Population Health Sciences), Dr Jennifer Ryan (Epidemiology) and Dr Jamie O' Sullivan (MCT).

FutureNeuro Centre

The establishment of the RCSI-hosted, multi-million-euro SFI research centre, FutureNeuro, is a testament to our growing reputation for research excellence and industry collaboration, as well as a notable funding success. The centre, led by Professor David Henshall, aims to improve the diagnosis, monitoring and treatment of chronic and rare neurological



Dr Damir Varešlija and Professor Leonie Young authored a study on how breast tumour cells can spread to the brain that was published in The Journal of the National Cancer Institute in June 2018. The research is supported by Breast Cancer Ireland and the Irish Cancer Society through their first Collaborative Cancer Research Centre, BREAST-PREDICT.

diseases, which affect 700,000 individuals in Ireland. FutureNeuro links innovative neurotherapeutic development with genomic and biomarker-based patient stratification, a national eHealth infrastructure and a nationwide clinical network.

Research highlights

Researchers at RCSI published a total of 853 PubMed-indexed articles in 2017, communicating research from a broad range of health science disciplines. Not only are our researchers prolific in their output but RCSI articles are also cited more than twice as often as the average publication in their field (measured by the field-weighted citation index).

Below is a brief sample selected from the array of articles published in high-impact RCSI is now the most highly cited higher education institution in Ireland journals during the annual reporting period where the senior author was an RCSI staff member.

Study leads change in diagnosis and management of common bleeding condition

A clinical study led by Professor James O'Donnell and Dr Michelle Lavin, Irish Centre for Vascular Biology, found that people with the inherited bleeding disorder Low Von Willebrand Factor have a much greater bleeding tendency than previously thought. These findings, published in the leading haematology scientific journal Blood, change how doctors perceive and manage this bleeding

condition, particularly in preparation for surgery or childbirth.

Study identifies how breast tumour cells can spread to the brain

A study led by Professor Leonie Young, Department of Surgery, used genome-wide molecular profiling of patient tumours to reveal the molecular pathways that allow breast cancer cells to transform and spread to the brain. It is hoped that these findings, published in The Journal of the National Cancer Institute, will lead to novel therapeutic strategies in preventing and treating metastatic breast cancer.

Developing new regenerative materials for heart defects

Professor Fergal O'Brien's team, in partnership with Trinity College Dublin (TCD) and Eberhard Karls University in Germany, developed a new biomaterial that is capable of both regenerating tissues that respond to electrical stimuli (such as the nerves, spinal cord, heart, brain and muscles) as well as eliminating infection – an ever-growing problem in hospitals. This could enable enhanced recovery for heart attack and burn patients. The study is published in Advanced Materials, a leading international materials science journal.

Time of day affects severity of autoimmune disease

Dr Annie Curtis (MCT) and collaborators at TCD revealed how the body clock and time of day influence immune responses. Understanding the

effect of the interplay between 24-hour day-night cycles and the immune system may help inform drug-targeting strategies to alleviate autoimmune disease. The study has been published in the journal *Nature Communications*.

Funding awards

RCSI has continued to have great success in securing research funding from a wide range of funding bodies both nationally and internationally. The total external funding awarded for the calendar year 2017

was €38.4m (more than double the 2016 total of €17.8m). RCSI researcher proposals continue to have the highest overall success rate for Horizon 2020 grants awarded to Irish institutions (RCSI; 28%, EU and Ireland average: 15%) including:

- Professor David Henshall; FutureNeuro. SFI Research Centre Award: €10.3m with €8.2m going to RCSI.
- Professor Fergal O'Brien; ReCaP. Regeneration of Articular Cartilage using Advanced Biomaterials and Printing Technology. European Research Council, Advanced Award: €3m.
- Professor Annette Byrne; 1. COLOSSUS: Advancing a Precision Medicine Paradigm in metastatic Colorectal Cancer; and 2. GLIOTRAIN: GLIOblastoma brain tumour research, cancer systems medicine and integrative multi-omics; EU Horizon 2020 awards of: €4.6m with €1.4m going to RCSI and €2.5m with €1.3m going to RCSI respectively.
- Professor Anne Hickey; Structured Population and Health-services Research Education (SPHeRE) HRB. Award: €2.5m with €1.3m going to RCSI.
- Dr Cathal Kearney; Bilayered ON-Demand Scaffolds. European Research Council, Starter Award: €1.4m.
- Professor Stephen Keeley; Targeting of the farnesoid X receptor for treatment of chronic intestinal diseases. SFI Investigator Programme (IvP) Award: €1.1m.

A key factor in our recent success has been attracting the best research talent to RCSI through the Strategic Academic Recruitment (StAR) programme.



Pictured at the announcement of SFI's Career Development Awards were (centre l-r) Professor Mark Ferguson, Director General of Science Foundation Ireland and Chief Scientific Adviser to the Government of Ireland and Minister of State for Training, Skills and Innovation, John Halligan TD with RCSI recipients (l-r) Dr Oran Kennedy, Dr Annie Curtis and Dr Tobias Engel

- Professor Tom Fahey; Right Care: a programme of research to enhance safe and appropriate care for older patients in Ireland. HRB Collaborative Doctoral Awards: €1.4m.
- Professor Susan Smith; Managing complex multimorbidity in primary care: a multidisciplinary doctoral training programme. HRB Collaborative Doctoral Awards: €1.4m.
- Dr Annie Curtis; A Mechanistic Link between Circadian Disruption and Cardiovascular Disease. Irish Research Council, Laureate Awards: €650,000. MacroCLOCK – Circadian Control of Macrophage Mitochondria. SFI Career Development Award (CDA): €655,000.
- Dr Oran Kennedy; Subchondral Bone Microdamage in Post Traumatic OA. SFI CDA: €612,000.
- Dr Tobias Engel; A novel target for the treatment of drug-refractory epilepsy. SFI CDA: €625,000. PurinesDX: P2X7 receptor to control neuroinflammation and hyperexcitability in brain diseases. EU Horizon 2020 awards: €3m with €530,000 going to RCSI.

International Research Conferences

Two RCSI researchers helped bring two large

international research conferences to Ireland in July of this year. The World Congress of Biomechanics 2018 was co-hosted by RCSI and TCD in partnership with AMBER, the SFI-funded materials science and bioengineering research centre. Professor Fergal O'Brien was the Co-Chair of the congress, which brings together over 4,000 delegates, from many science and engineering disciplines, every four years.

Professor Dermot Cox was instrumental in bringing the 64th annual meeting of the International Society on Thrombosis and Haemostasis to Dublin and was the president of the organising committee that looked after the 3,000 national and international delegates.

Awards and Honours

Fergal O'Brien, Professor of Bioengineering and Regenerative Medicine in the Department of Anatomy, Deputy Director for Research and Innovation, and Head of the Tissue Engineering Research Group at RCSI, was elected as a Member of the Royal Irish Academy (RIA), Ireland's foremost body of experts in the sciences and humanities.

Innovation

The Office of Research and Innovation (ORI) has continued to enhance RCSI's reputation for research commercialisation and industry engagement.

In 2017, the number of new patent applications filed to protect inventions arising out of RCSI's research activities increased by 150% and five research commercialisation agreements were concluded. The College's improved knowledge transfer performance has continued into the first eight months of 2018 where RCSI has again exceeded its targets for industry engagement, invention disclosures and research commercialisation agreements (as independently set by Knowledge Transfer Ireland).

During the reporting period, the value of new industry-funded research programmes, with both leading multi-national companies and indigenous Irish SMEs grew to €3.2m. These industry collaborations allowed RCSI to access a further €700,000 of research funding from the Irish Research Council, Enterprise Ireland (EI) and SFI under the Enterprise Partnership Scheme, the EI Innovation Partnership programme and the SFI Research Centres programme. 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 funding.

Innovation highlights:

- RCSI, Science Foundation Ireland (SFI) and Shire, in partnership with the Irish Haemophilia Society, set up a major €4m, patient-orientated study entitled 'The Irish Personalised Approach to the Treatment of Haemophilia (iPATHY)'. This ground-breaking study, led by Professor James O'Donnell, Director of the Irish Centre for Vascular Biology, RCSI, and a Consultant Haematologist in the National Coagulation Centre in St James' Hospital, Dublin, will establish Ireland as a world leader in the development of personalised medicine for patients with bleeding disorders.
- RCSI established a large-scale research partnership with SFI and F. Hoffmann-La Roche AG focused on discovering new gene targets to control some devastating childhood epilepsies that do not respond to existing therapies. The research is being conducted by Professor David Henshall's lab in FutureNeuro – the SFI Research Centre for Chronic and Rare Neurological diseases based at RCSI.



RCSI undergraduate students take part in the Design Thinking Challenge, one of a number of training events for students to develop ideas and innovations which have the potential solve some of the biggest challenges in healthcare, organised as part of RCSI's Student Innovation Challenge

- RCSI and SurgaColl Technologies won the KTI 2018 Spinout Company Impact Award while the RCSI Strategic Industry Partnership Seed Fund was one of three shortlisted finalists for the KTI 2018 Initiative of the Year Award. These prestigious awards recognise excellence and success in knowledge transfer activities across all Irish publicly-funded research organisations.

Innovation Training:

Over 100 researchers participated in the inaugural RCSI Innovation Training series. This series ran over six months and helped to inform and upskill RCSI researchers on a variety of topics from a hands-on session in the York Street Library on 'Searching the prior art for your invention' to a practical guide on how to develop mutually beneficial industry collaborations.

2018 RCSI Student Innovation Challenge:

- There were 120 RCSI student participants in the 2018 RCSI Student Innovation Challenge. This year's event saw the students presented with five real-world clinical challenges in the areas of haemodialysis access (Dr Aamir Hameed), sudden unexpected death in epilepsy (Dr Hany El-Naggar), heavy menstrual bleeding (Dr Michelle Lavin), multiple myeloma and bone disease (Dr Siobhan Glavey) and pressure ulcers (Professor Zena Moore). Team PressiDect (Siobhan Ryan, Qasim Bari, Dola Thorta, Ayaka Yamaoto, Rosin Barker,

Isadora Lamego, Wessal Esharif, Jack Kearney, Reanna Ramlogan and Briane Derham) pitched the winning innovation.

RCSI CEO Innovation Awards

The RCSI CEO Innovation Awards, presented at the College's Research Day, recognise RCSI researchers who have been successful in commercialising their research and engaging with industry on research programmes.

- The RCSI CEO Research Commercialisation Award – recognising the RCSI researcher whose research is licensed or optioned by a company for the highest value: Professor Leonie Young.
- The RCSI CEO Industry Engagement Award – recognising the researcher most successful in obtaining research funding from industry: Professor Andreas Heise.
- The RCSI CEO Clinical Research Commercialisation and Industry engagement award – recognising the clinically qualified researcher most successful in research commercialisation and industry engagement: Professor James O'Donnell.
- The RCSI CEO Invention Disclosure Awards – recognising researchers who have identified potentially commercialisable inventions from their research activities: Reece Kenny, Department of Pharmaceutical and Medicinal Chemistry; Dr Irene Mencia Castano, Department of Anatomy; and Helen Coughlan, Department of Psychiatry, RCSI.

“Taking part in the REACH RCSI programme gave me the direction and guidance I needed to go on to study a degree in science”

Lee Sherlock, former participant
of the REACH RCSI programme



04

Supporting
healthcare
and society

MyHealth[®]

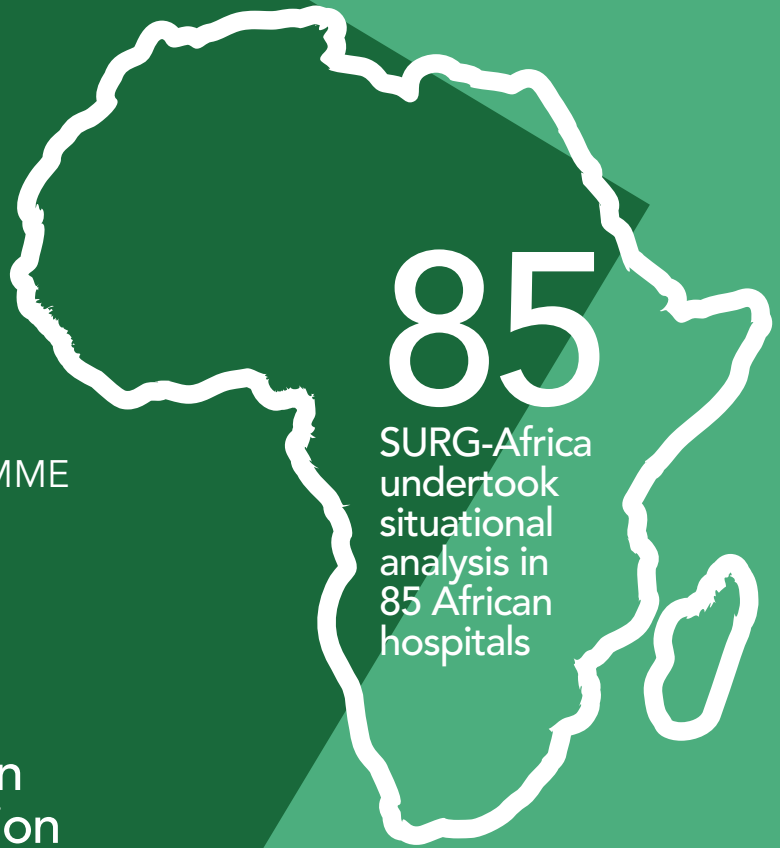
TRANSITION YEAR PROGRAMME

320

students participated in
RCSI MyHealth Transition
Year programmes in
Dublin and Waterford



REACH
RCSI
winner of
2018 Best
Educational
Outreach
Award



85

SURG-Africa
undertook
situational
analysis in
85 African
hospitals

COSECSA

261

specialist surgeons
in Sub-Saharan
Africa graduated
in ten years

Institute of Leadership delivered the
inaugural HSE National Clinical Directors
Development programme

Supporting healthcare and society



Mr Eunan Friel
Managing Director
Healthcare Management

With staff and students working together, RCSI remains committed to making a significant contribution to health and society, in Ireland and internationally.

Healthcare Management

During the past 12 months, the College's Healthcare Management capability has achieved significant advances in leadership education, healthcare system research and service improvement driven by three dedicated units, the Institute of Leadership, the Health Outcomes Research Centre and the Quality and Process Improvement Centre.

Institute of Leadership

In line with its ambition to be the provider of choice of healthcare-related education and training for healthcare professionals, the Institute of Leadership has been working to broaden and deepen its suite of academic programmes for those who support the delivery of healthcare on a daily basis. This year over 1,700 health professionals participated in Institute programmes across Ireland, Dubai and Bahrain.

The development of the Professional Diploma concept has been a significant initiative for the Institute and this year it launched the first of these innovative programmes – the 30-credit Professional Diploma in Clinical Leadership targeted at healthcare clinicians who find themselves in leadership roles. Over time,

it is intended to facilitate participants in achieving a 90-credit MSc through the successful completion of a series of such focused learning qualifications.

The Institute has supported the development of the RCSI Hospitals Group through the delivery of four leadership development programmes to healthcare professionals across the Group. In the past 12 months, the total number of participants representing all hospitals in the group who have attended these programmes, working together in 'cross-boundary' teams, reached 113.

In another ground-breaking initiative, the Institute successfully tendered to deliver the inaugural HSE National Clinical Directors Development programme. This programme is linked to the health system reform agenda as set out in the Government's Sláintecare report. Attendees included acute hospital clinical leaders and leaders in the provision of mental health services. In addition, an innovative and bespoke After Action Review training programme was developed and initiated on behalf of the HSE.

The Institute has also recently completed the first phase in implementation of a new operations management structure which will enhance both academic and student support levels.

Health Outcomes Research Centre (HORC)

During the reporting period, in collaboration with key healthcare organisations, the HORC research group advanced a range of research streams that will generate robust academic papers informing patient care and service configuration.

Its research collaboration with the National Clinical Programme in Surgery (NCPS) aims to leverage the substantial data that the clinical programme has collected to drive a major research focus on variances in patient outcomes as a result of care pathway differences.

This programme is linked to the health system reform agenda as set out in the Government's Sláintecare report

HORC is partnering with the National Office of Clinical Audit to analyse information from its hip fracture audit, major trauma audit and hospital mortality database.

In conjunction with the RCSI Hospital Group, HORC is researching the cost-effectiveness of medical treatments and analysing the micro-costing of services.

As part of its role in support of RCSI's advancement of standards in surgery and healthcare through the promotion of academic debate and public dialogue, HORC organised the first national conference on healthcare outcomes in February 2018 focusing on the role of robust outcomes data as a basis for the development and implementation of health policy. A strong attendance of more than 250 delegates included clinicians, healthcare managers, health economists, patient representatives and politicians.

The conference offered a unique forum in which to explore a value-based approach to healthcare policy development, planning, service delivery, funding and innovation. At a time when healthcare policy decision-making is subject to short-term agendas and knee-jerk responses, it is vital to develop platforms that encourage the formulation of policy on the basis of rigorously-derived evidence. The conference was an important first step in this direction.

The Quality and Process Improvement Centre (QPIC)

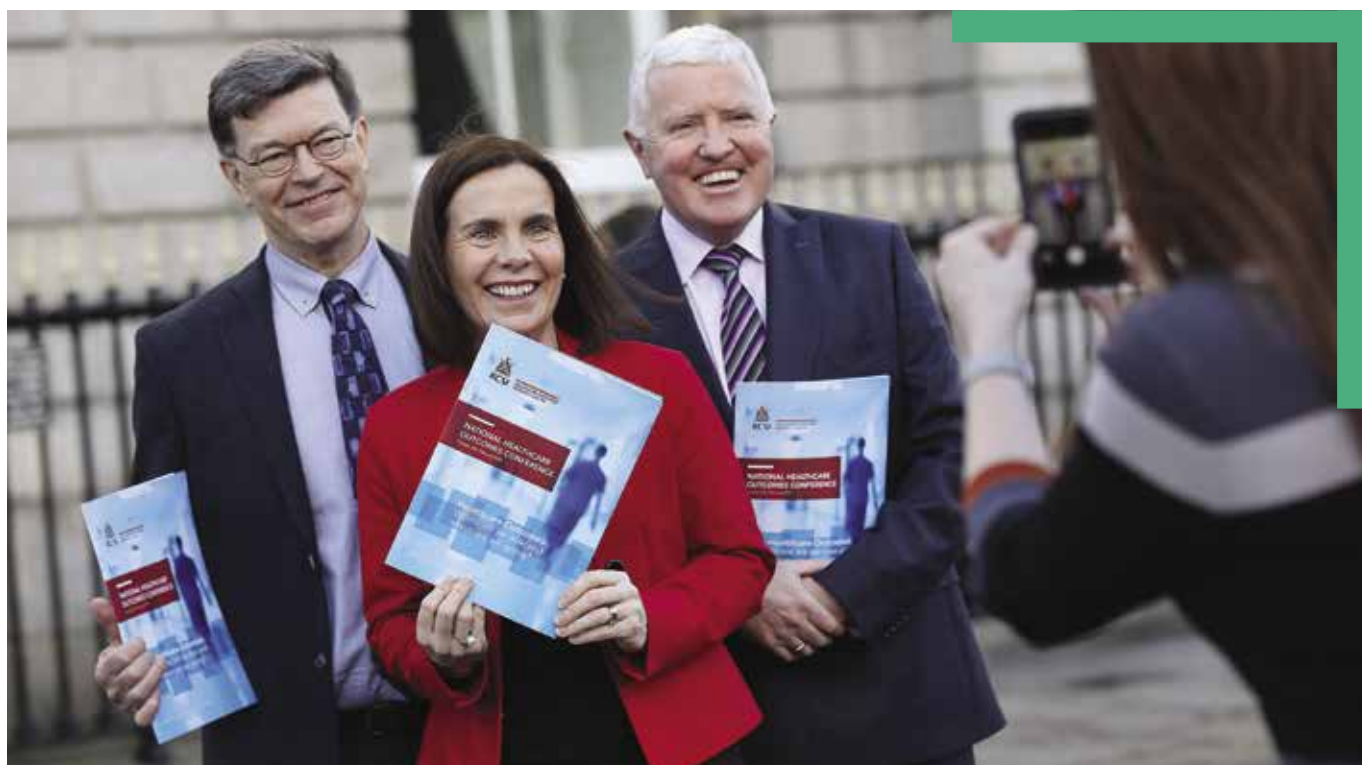
Over the reporting period, the QPIC has expanded its focus on improving effectiveness and efficiency

through quality and process improvement in both the healthcare and college environments.

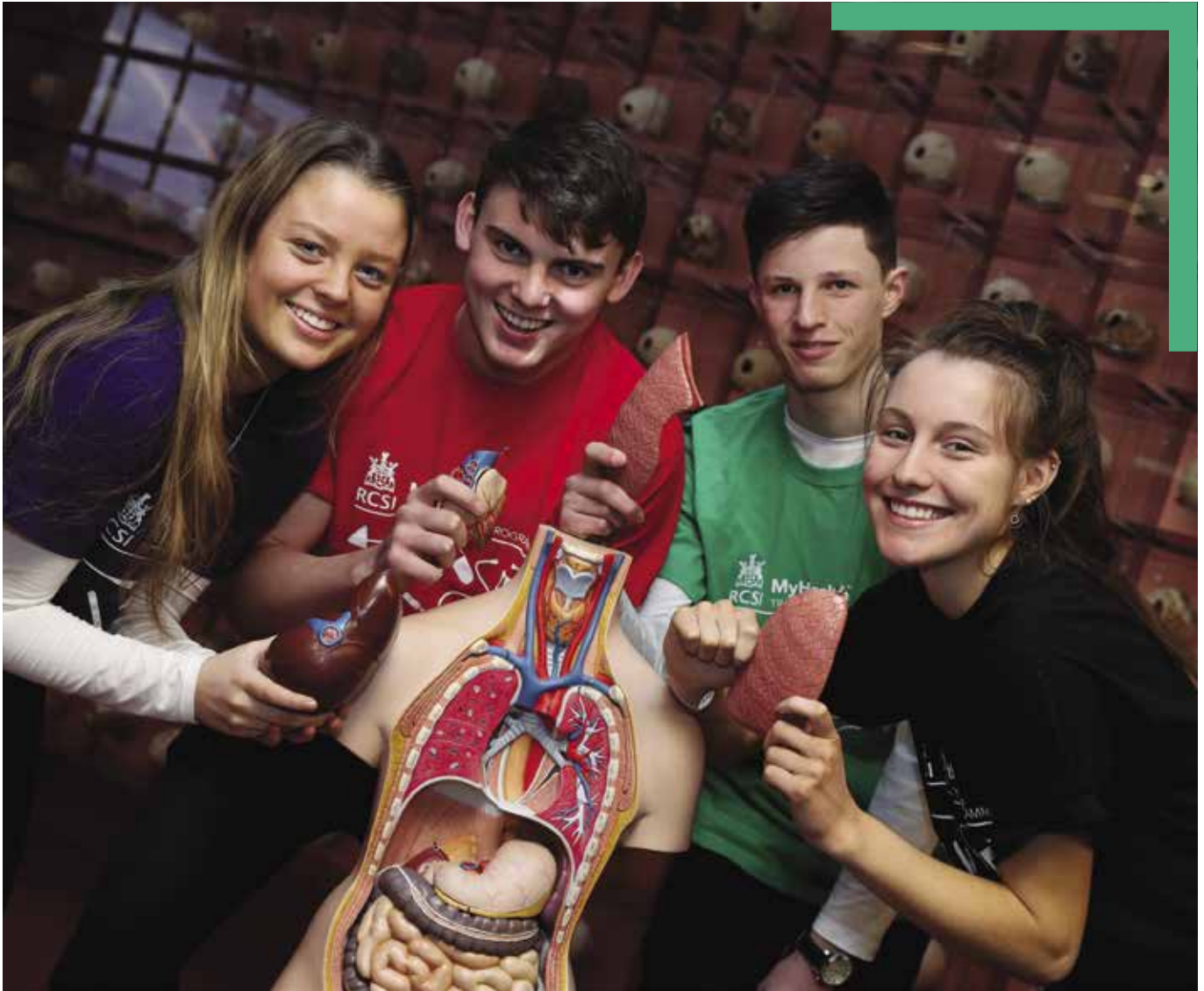
During the past year, the HSE, NCPS and the National Clinical Programme for Anaesthesia (NCPA) collaborated with QPIC to deliver a Theatre Quality Improvement Programme (TQIP) where on-site facilitation and coaching was a central component. University Hospital Kerry (UHK) was the first site to participate and the programme has subsequently been expanded to include additional sites at University Hospital Waterford, Beaumont Hospital, Dublin and South Infirmary Victoria University Hospital in Cork. Within 12 months in UHK, the TQIP programme has achieved an 18% increase in elective obstetrics and gynaecology theatre utilisation rates and an overall increase in elective theatre utilisation rates of 10%. This has created additional clinical capacity and amounts to an annualised productivity saving of €734,400.

The QPIC team has also successfully partnered with the Bons Secours Health System to deliver a range of process improvement projects in areas such as cardiology, oncology, endoscopy and discharge planning.

QPIC also has a role in working with RCSI to focus on quality and process improvement within the College. In a collaboration with the Quality Enhancement Office and Student Services, the student journey was mapped to identify the needs, desires and pressures that shape the student experience, with the initial project focus on the management of clinical placements.



Pictured at Ireland's first national conference on healthcare outcomes, hosted by the Healthcare Outcomes Research Centre and supported by Novartis were (l-r) Professor Jan Sorensen, Director of the Healthcare Research Outcomes Centre; Loretto Callaghan, Managing Director, Novartis; and Eunan Friel, Managing Director of Healthcare Management



RCSI MyHealth Transition Year programme

Community initiatives in Ireland

REACH RCSI

Established in 2007, the REACH (Recreation, Education and Community Health) RCSI Programme is our local community engagement and access initiative. Its aim is to facilitate participation of groups traditionally under-represented in further and higher education, and to promote lifelong health in our local community of south 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.

National Education Outreach Award

In April 2018 REACH RCSI achieved national recognition when it won the Best Education Outreach award at The Education Awards 2018. The awards celebrate excellence in the third-level education sector on the island of Ireland and REACH RCSI was

recognised for its educational initiative and health programmes developed in partnership with the local community, DEIS primary and post primary schools and community groups.

Career Exploration Evening

REACH RCSI in partnership with students and staff of Presentation Secondary School, Warrenmount, Dublin 8, hosted a Career Exploration Evening as part of College Awareness Week 2017 in November 2017.

The aim of the event was to inspire participating students from first to sixth year and their parents/guardians by interacting with diverse speaker panels who discussed their career journey. Experts in the speaker panels included professionals in healthcare, sciences, technology, arts, law, fitness and many more fields. RCSI staff, students, Warrenmount past pupils and local community representatives discussed their



Students of Presentation Secondary School, Warrenmount pictured at the Career Exploration Evening which took place as part of College Awareness Week 2017 in November

careers and experiences, sharing insights with students to facilitate career planning. Overwhelmingly positive feedback was received from the students, their parents and guardians, and teachers and staff.

Project Team: Maria Kelly, REACH; Laura Hammond, RCSI Surgical Affairs; Liz Fitzpatrick, Guidance Counsellor; Gwen Brennan, Principal; and Tricia Garry, Vice Principal, Presentation Secondary School, Warrenmount.

Healthcare: Dr Orlaith O'Daly and Nurse Sharon O'Dea, Mercers Medical Centre; RCSI Physiotherapy student Sinéad Kinsella; RCSI Pharmacy student Hazel Walsh; and RCSI Medical student Ryan Leon.

Career in Science/Research: Dr Roger Preston, MCT

Technology: Louise Ryan, RCSI IT Dept. Social Media and Communications: Kate O'Sullivan, RCSI Communications

Library: Johanna Archbold, RCSI Library Archives: Susan Leydon, RCSI Archivist

HR: Maggie Walshe and Judy Walsh

RCSI MyHealth

In January 2018, the RCSI MyHealth lecture, titled 'Fighting the Silent Killer: Saving Lives from Sepsis', focused on the symptoms and treatment of sepsis. The lecture aimed to encourage a national conversation to help people to recognise the signs and symptoms of sepsis.

Highlights of REACH RCSI activities during the year included:

July 2017

- Senior Citizens' Ballroom of Romance
- Summer Course for Primary School Teachers

August 2017

- Free Health Checks facilitated by Mercer's Medical Centre

October 2017 - April 2018

- Junior Certificate Grinds Club
- Leaving Certificate Grinds Club

November 2017

- Career Exploration Evening
- Getting to know RCSI Heritage Collections

December 2017

- Senior Citizen's Christmas Party

February 2018

- Chemistry Ambassador Programme – a community-based learning initiative that sees Foundation Year students working with local primary school children

April 2018

- Leaving Certificate Maths Tutorials facilitated by Emily Ryan

Year-round

- Guidance and support with CV preparation and college and grant applications

Speakers at the event were: Ciarán Staunton, of the Rory Staunton Foundation; Professor Steve Kerrigan, an Associate Professor in Pharmacology at RCSI and inventor of InnovoSep; Professor Ger Curley, RCSI Professor of Critical Care Medicine and Anaesthesia; and Dr Fidelma Fitzpatrick, RCSI Senior Lecturer and Consultant Microbiologist.

More than 500 people attended the lecture with a further 600 tuning in for the live stream.

RCSI MyHealth Transition Year programme

The RCSI MyHealth Transition Year programme takes place annually in Dublin and Waterford, offering transition year students with the opportunity to experience what it is like to train and work as a doctor. 200 students attended the Dublin programme, with a further 120 attending in Waterford.

The programme gave students the opportunity to gain hand-on experience with demonstrations given by leading academics and clinicians in their respective areas across a variety of topics including human anatomy, forensic medicine, surgery, obstetrics and paediatrics, psychiatry, emergency medicine, cardiology, respiratory disease, renal disease and family practice.

Transition to Health

In February 2018, 28 Transition Year students took part

in the 'RCSI Transition to Health Programme', a two-day programme coordinated by the RCSI School of Physiotherapy. This initiative aims to increase young students' awareness and knowledge of the importance of physical and mental health.

MCT Lab Safari

To celebrate Science Week Ireland, the Department of Molecular and Cellular Therapeutics (MCT) at RCSI opened its doors in November and invited members of the public to experience one of Ireland's most advanced research centres.

Almost 50 young people from schools around Dublin attended the fully-booked Lab Safari. The event was developed to encourage young people to consider a career in STEMM (Science, Technology, Engineering, Maths and Medicine) by sharing the passion and enthusiasm for research at RCSI.

RCSI MiniScience programme

Twenty transition year students from Dublin and its surrounding areas took part in the MiniScience Transition Year Programme in February 2018. During the three-day programme, students had the opportunity to experience life as a scientist. They learned about ageing of the human brain; epilepsy; and visualising neuronal and cancer cells.



Maria Kelly, REACH RCSI Programme Manager (right) receives the Best Education Outreach award from Lynn Willacy, Community and STEM Ambassador, Air Products, at The Education Awards 2018 in April

Global initiatives

As one of the world's truly international education institutions, RCSI recognises its responsibility to help reduce the huge inequalities in healthcare provision globally.

COSECSA-RCSI Collaboration

In November 2017, RCSI and College of Surgeons of East, Central and Southern Africa (COSECSA) celebrated 10 years of successful collaboration in training and retaining surgeons in Sub-Saharan Africa.

Financially supported by the generosity of the Irish public through the State's development arm, Irish Aid, this collaboration helps to save lives and alleviate disability in a region that is home to over 350 million people where there are less than 2,000 practising surgeons.

During the 10 years of partnership, COSECSA has scaled-up rapidly. A total of 261 specialist surgeons have now graduated from this innovative 'college without walls'. Over 85% of COSECSA graduates have been retained in their home country and over 90% have been retained in Africa. COSECSA now has 12 member countries, over 100 accredited hospitals and almost 600 trainees enrolled in one of 10 speciality training programmes.

A COSECSA-qualified paediatric surgeon made history in early 2018 when he led an all-Zambian surgical team in successfully separating conjoined twins in the capital, Lusaka. This was the first time an operation of this magnitude was carried out in Zambia, and the team was not only led by a COSECSA surgeon, but also included COSECSA general surgeons and trainees, who assisted during the seven-hour operation.

RCSI has helped COSECSA achieve these results through a 'whole-college' approach as departments across RCSI willingly share their expertise with COSECSA. In the past year, drawing on support from Dublin, COSECSA has launched a research strategy, developed a new online basic science course and advocated at regional, international and UN level on behalf of surgical patients in low and middle-income countries.

Behind the scenes, RCSI has supported COSECSA to implement robust financial reporting and budgeting processes, to run a best-in-class surgical e-logbook, to conduct OSCE scenario-writing workshops, and to benchmark its surgical curricula to international standards. The reciprocal Examiner Exchange activity saw two members of COSECSA's council, from Rwanda and Tanzania, travel to Dublin to examine in RCSI's MCS exams. Two RCSI Council members and a Faculty member travelled to Mozambique to serve as examiners and external examiners in COSECSA's Membership and Fellowship exams.

COSECSA, with support from RCSI, has successfully applied for international grants. In 2018, COSECSA will embark on developing the leadership skills of the surgical workforce in the region, under a \$250,000 award from the GE Foundation. COSECSA, RCSI's Institute of Leadership and Jhpiego – a John Hopkins University health affiliate – will partner together to design and deliver this training course. COSECSA is also reaching out to sister colleges of anaesthetists, obstetricians/gynaecologists and nurses, to support their development and make better surgery accessible to more people in the region.

SURG-Africa

RCSI's Scaling-up Safe Surgery for District and Rural Populations in Africa (SURG-Africa) research team, which coordinates an EC Horizon 2020-funded implementation research project, undertook situation analyses in 85 district-level hospitals in Africa in the second half of 2017.

The results were used to select nine district intervention hospitals in Malawi, 10 in Zambia and 12 in Tanzania, where district level supervision by surgical specialists started in early 2018. Quarterly, teams of surgical specialists from central hospitals make two- to three-day supervisory and training visits to district hospitals, to quality assure and support scale-up of general surgery. The aim is to make safe surgery accessible to rural populations.

Over 85% of COSECSA graduates have been retained in their home country and over 90% have been retained in Africa



Dr Bruce Bvulani, COSECSA Paediatrics Fellow at University Teaching Hospital, Lusaka pictured with the formerly conjoined twins that he successfully separated

SURG-Africa has been endorsed by country ministries of health and work is underway to scale-up the supervision in the three countries using local resources. The team published five (four research) journal articles on global surgery.

Professor Ruairi Brugha, who is principle investigator on SURG-Africa, was co-Chair of the Programme Committee for the WHO Global Symposium on Human Resources for Health, which was held in Dublin in November 2017.

Solar water disinfection

The EU-funded WATERSPOUTT project, coordinated by Professor Kevin McGuigan (Physiology and Medical Physics), has developed three solar water disinfection technologies that are currently being field tested in Ethiopia, Malawi, Uganda and South Africa.

These technologies will provide sustainable, low-cost water treatments for rural communities that do not have access to safe water in Africa. Some of these technologies will also be included in PANI-WATER, a second Horizon 2020 project coordinated by

Professor McGuigan, focusing this time on removing contaminants of emerging concern from drinking water and waste water in India.

International Health and Tropical Medicine

The Department of International Health and Tropical medicine provides medical education for all student doctors in RCSI on topics including HIV, malaria, worms, water, sanitation and travel health and at Master's level it teaches a module on Surgery in Developing World.

The departmental research portfolio includes work on malaria surveillance in Gambia, using data from health centres, to strengthen public policy based on data and science in the country.

Staff have provided technical inputs to support national programmes to prevent and control malaria, tuberculosis and HIV in a number of countries in West Africa. The department is also involved in malaria vaccine trials and Professor Sam McConkey is a member of Board of European Vaccine Initiative, Heidelberg.

“The quality and enthusiasm of the teaching faculty has equipped me with the clinical competencies I need to excel as a radiologist”

Dr Doug Mulholland, Fellow
in Interventional Radiology



05

Professional
training

Faculty of Dentistry



Dr John Marley
Dean, Faculty of Dentistry

The Faculty of Dentistry (FoD) continues to provide education, accreditation of programmes and quality assurance through examination of post-graduate dental professionals in Ireland, the UK and internationally.

The Faculty has more than 2,500 affiliates having passed examinations at three different levels along a postgraduate continuum: Diplomats, Members and Fellows. In the last year, we conferred over 360 candidates at all levels and awarded five annual prizes including a travel scholarship award. The FoD has a number of overseas examination centres: Ajman, Bahrain, Khartoum, Malmo, New York, and Qatar, and has responsibility for the delivery of examinations and short courses abroad.

Major policy issues

Following a FoD strategy 'Away Day' in 2017, the Faculty developed its targets for key themes which include: administration and infrastructure; examination provision; postgraduate education at home and abroad; and finance.

Faculty infrastructure and management

The Faculty office footprint was expanded and modernised, including a comprehensive updating of

IT systems, supporting online feedback with auto-generated metrics for the services we provide.

The new post of Operational Manager/Registrar of the faculty was created.

Examinations developments

Phase 1 of examiner recruitment was completed. In addition, an Educational Governance Committee was formed with representation from RCSI, exploring intellectual property rights and code-of-conduct for Faculty examiners/lecturers.

A project group was formed, with representation from the College's Student Academic Examination and Regulatory Affairs (SARA), exploring the development of an online screening tool for examination applicants and progress tracking of candidates.

Significant examination quality improvement (QI) advances were delivered through the work of subgroups including examination format changes with consequent significant time-saving.

There was also substantial progress in question archive development and curation of same. Significant examiner transport savings were achieved through and advanced booking initiative.

In addition, an array of other achievements included:

- ongoing international examination-hub development;
- preparatory course development and expansion at home and abroad under the direction of a preparatory course lead;
- external media service recording and broadcasting of the FoD Postgraduate Educational Programme including specialist paediatric modules;
- production and delivery of 'hands-on' courses in 26 York Street;
- inaugural award of an FoD-sponsored Undergraduate Research Summer Scheme Scholarship along with funding of an FoD-sponsored MSc studentship to commence September 2019; and,
- successful renewal of our contract for a Conjoint Postgraduate Programme with New York University.



Pictured are Dr Ciara Cronin, Dr Rebecca McMahon and Dr Aoife Woods who were conferred with Memberships of the Faculty of Dentistry in December 2017

Faculty of Radiologists



Professor Max F. Ryan
Dean, Faculty of Radiologists

Over the past year, the Faculty of Radiologists has continued to enhance the delivery of its training and education, including upgrades to IT and trainee supports. The Faculty was recognised for its achievements with a National Doctors Training and Planning (NDTP) Excellence Award.

The role of the Faculty of Radiologists is to lead, educate and provide support for all consultants and doctors in training in the specialties of clinical radiology and radiation oncology. Our remit spans diagnostic, interventional radiology and radiation oncology cancer treatment, helping to ensure that patients who use these services have the best possible experience and care.

SpR training

This year, the work of the Board, was largely devoted to specialist registrar (SpR) training, education and assessment. A new Part 2A SBA - EMQ examination was held in June. Progression criteria and examination regulations were updated. A Doctor in Difficulty guideline algorithm providing practical links to trainee supports was developed. Our new policies are available on the Faculty website.

SpRs doctors in training continue to excel in terms of their assessments, audit, and research. A list of named medal winners, Fellowships, scholarship and iCAT PhDs are published on the Faculty website.

Faculty teaching has advanced to a competency-based training model. A pilot project in Entrustable Professional Activities earned a National Doctors Training and Planning (NDTP) Excellence Award.

SpRs satisfaction with Multisource Feedback is good. One-to-one SpR feedback sessions are being brought in-house.

The physics curriculum and methods of teaching have been updated, making better use of upgraded IT facilities. An interview-matching system was introduced in the past year, and an IT project to upgrade our website and IT infrastructure has commenced. A vascular simulator was purchased to improve institutional research (IR) skills training.

Faculty Scientific Meetings were well attended with a balance of learning and opportunities to network. The Spring Meeting was held in Cork. Dr Mukesh Harisinghani, and Professor Kartik Jhaveri delivered a series of lectures and workshops. Professor John Cockburn was the Visiting Professor.

Uplift in SpR numbers approved

There is a need to train more radiologists. An uplift in SpR numbers has been approved in principle by NDTP and the Acute Hospitals' division of the Health Service Executive (HSE). Limerick University Hospital was accredited for SpR training.

Other developments

A Consultants and SpR Workplace Wellbeing Survey has raised concerns. The Faculty is collaborating with RCSI, the Royal College of Physicians of Ireland (RCPI) and NDTP to address the challenges.

The Radiology National Quality Improvement Programme submitted its application to the National Clinical Effectiveness Committee for National Clinical Audit status. If granted, this will ensure that radiologists' participation in QI activities will be protected by law.

The Faculty was recognised for its achievements with a National Doctors Training and Planning (NDTP) Excellence Award.

Faculty of Nursing and Midwifery



Dr Theresa Frawley
Dean, Faculty of Nursing and
Midwifery

The twelve months of the reporting period have proved an exciting phase in the development of the Faculty characterised by the achievement of strategic objectives across the diversity of its activities.

International and local developments

The Faculty's Executive Director, Professor Thomas Kearns was appointed Interim Chief Executive Officer to the International Council of Nurses (ICN) in Geneva in October 2017. The ICN represents more than 20 million nurses globally. Catherine Clune Mulvaney, Operations and Education Manager, was appointed as Acting Executive Director for the duration of Thomas' sabbatical.

The Faculty hosted roundtable discussions with colleagues from the European Nursing Council (ENC) focused on the development of the ENC's code of conduct and ethics for nurses as well as the text of its Nursing Act. It also explored the establishment of a European Centre of Excellence for Continuing Professional Development.

Local developments included the launch of the RCSI Hospital Group Advanced Practice Network in October 2017.

Research

The Faculty was involved in a number of research reports including:

- Report on a Social Return on Investment: PHN-Facilitated Breastfeeding Groups in Ireland;
- variables to be included in the Public Health Nursing Service and Community Medical Doctor Service Child Health Record; and,
- an Impact Evaluation of "Vision for Change" (Mental Health Policy) on Mental Health Service Provision, Specialist Services: A National Descriptive Evaluation Project.

Faculty Fellows and engagement

Fourteen Fellowship (Ad Eundem) awards and 27 Fellowship (By Examination) awards were conferred on nurses and midwives at the Fellows, Members and Diplomates Conferring Ceremony in December.

Honorary Fellowships were awarded to Liam Doran and Keith Wood in recognition of their individual contributions to health services in Ireland.

A comprehensive strategy was developed to promote the engagement of Fellows within the Faculty, introducing a suite of benefits and an event programme for Fellows. The events facilitate networking, information-sharing and engagement with Fellows. To date, several guest speakers have delivered thought-provoking presentations with more to come in the months ahead.

Board appointments and retirements

Dr Theresa Frawley and Terry Hanan, were respectively appointed as Dean and Vice Dean of the Faculty of Nursing and Midwifery at its March Board Meeting. Dr Patricia Minnock and Mary Godfrey were appointed to the Board in September 2017. Dr Áine Colgan, Board Member and former Dean completed her term of office in March 2018.



Former Irish international rugby player and chair of the Healthy Ireland Council, Keith Wood was made an Honorary Fellow of the Faculty of Nursing & Midwifery at its 37th Annual Honorary Conferring Ceremony. He is pictured with Mary Jacob, outgoing Dean (left) and Catherine Clune Mulvaney, Acting Executive Director (right)

Faculty of Sports and Exercise Medicine (RCPI and RCSI)



Mr Cliff Beirne
Dean of the Faculty of Sports and
Exercise Medicine (RCPI and RCSI)

It has been another busy year for the Board, Committee and staff of the Faculty of Sports and Exercise Medicine (FSEM), and education continues to be a key focus for the Faculty.

Annual Scientific Conference 2017

The 2017 conference themed "Exercise Medicine and Physical Activity for Health", which took place from 15-16 September in RCSI, was a joint venture with the Irish Society of Chartered Physiotherapist and Athletic Rehabilitation Therapy Ireland, co-chaired by Dr Nick Mahony and Professor Niall Moyna.

This event is a fantastic opportunity to collaborate with colleagues from other disciplines related to sports and exercise medicine, and to strengthen our links with like-minded academics and clinical professionals in this field. The conference was well attended with 225 delegates, and an Honorary Fellowship was awarded to Professor Paul Thompson, Chief of Cardiology and The Athletes' Heart Program at Hartford Hospital and Professor of Medicine at the University of Connecticut, as well as Past President of the American College of Sports Medicine (ACSM).

The Faculty ran three Sports and Exercise Medicine Structured Educational Programme (SEMSEP) modules this past academic year.

SEMSEP Modules

The Faculty ran three Sports and Exercise Medicine Structured Educational Programme (SEMSEP) modules this past academic year, with a number of overseas guest speakers. SEMSEP modules are of interest to FSEM Fellows and Members, as well as medical practitioners in all specialties and undergraduate/postgraduate students/trainees. Last year's topics included concussion, management of chronic illness in athletes, and management of soft-tissue injuries in sport.

ICGP/FSEM Joint Diploma in MSK Examination and Injury Management

The Diploma in MSK Examination and Injury Management is one of the most popular diplomas in the Irish College of General Practitioners with more than 200 people having completed the diploma to date.

Spring Study Day 2018

This year, the Faculty collaborated with colleagues from University of Limerick to deliver an interesting and engaging event in the Munster region which focused on the theme of "Optimising Health for Sport and Exercise Participation".

Winter Solstice Meeting

Our Winter Solstice Meeting took place on 7 December 2017 with a number of expert speakers from Ireland and overseas coming together to discuss the topic "Social Media and Sports and Exercise Medicine". Speakers included our Honorary Fellow and British Journal of Sports Medicine Editor, Professor Karim Khan, who delivered a lecture by video-conference on the night from Canada to our audience in 26 York Street.

Irish Institute of Pharmacy



Dr Catriona Bradley
Executive Director, Irish Institute of Pharmacy

RCSI is appointed by the Pharmaceutical Society of Ireland (PSI) as the managing body for the Irish Institute of Pharmacy (IIOp). The IIOp manages the statutory continuing professional development (CPD) system for pharmacists in Ireland and supports the development of pharmacy practice.

IIOp ePortfolio Review

Each year, approximately 20% of registered pharmacists are required to participate in an ePortfolio Review. In 2017, 1,260 pharmacists participated in this process. All submissions were reviewed for compliance against a set of peer-developed standards, which require pharmacists to demonstrate engagement in reflective practice and a range of learning activities. The outcomes of the process, released in May 2018, showed that 97% of selected pharmacists demonstrated compliance with the standards.

Practice Review

Each year, approximately 140 randomly selected pharmacists are required to participate in a Practice Review. This process ascertains that pharmacists practising in patient-facing roles can demonstrate an appropriate level of competence in patient care within a central standardised review setting.

The first Practice Review process took place in April 2018 at RCSI's world-class facilities at 26 York Street. In May 2018, participating pharmacists were advised of their outcomes, with 97% demonstrating competence.

Training programmes

The IIOp has continued to support pharmacy practice through the delivery of a range of online and face-to-face training programmes over the past 12 months. For example, the online Administration of Influenza Vaccination Training Programme was completed by more than 1,100 pharmacists, enabling them to deliver seasonal influenza vaccination services to their patients.

Engagement

In the past 12 months, the IIOp has delivered a series of information events, IT workshops and roadshows relating to the ePortfolio Review, Practice Review and the CPD system, to support pharmacists engaging with these processes. A combination of webinar and face-to-face events were held to ensure that pharmacists could access information easily and conveniently. In total, more than 1,100 pharmacists attended an IIOp information event or roadshow in the past 12 months.

Engagement with the pharmacy profession


The IIOp was, once again, present 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 Regulation and the International Pharmacy Federation.

In addition, the IIOp co-hosted the All Ireland Pharmacy Conference with the Northern Ireland Centre for Pharmacy Learning and Development in October 2017, with more than 160 pharmacists from Ireland convening to share and discuss research and innovation in pharmacy practice.



Pictured are members of the IIOp Team (l-r) Sarah Drumm, Frank Bourke, Dr Catriona Bradley, Sonya Saenz Saralegui, Claire Murphy, Katherine Morrow, Sarah Chambers, James O'Hagan and Alicia O'Dwyer





“ The multi-
national student
body at RCSI Bahrain
provides a vibrant
environment for me
to study and further
develop my passion
for medicine ”

Rebecca Marshall, RCSI medical
student, Bahrain campus



06

International
campuses

International
campuses



Medical graduates at the RCSI Bahrain Conferring Ceremony in June 2018

International campuses

The international reach of RCSI's research and education mission is epitomised by its campuses in Bahrain, Malaysia and Dubai which continued to drive innovation in international medical education through their achievements during the past 12 months.

RCSI Bahrain

A new strategic plan for 2018- 2022 marks the next phase in RCSI Bahrain's evolution. The plan aims to enhance and improve the university across all areas.

The same strategic pillars; teaching and learning; research; and community engagement and service, remain relevant for the next five years and form the basis for expansion, development and further enhancement. Building on the work carried out through RCSI Bahrain's first Strategic Plan (2012-2017), the new strategy was launched in early 2018 on the back of input and contributions by academic and administrative staff, student representatives, alumni and other stakeholders.

QQI Review

RCSI Bahrain recently underwent an internal quality review as required by Quality and Qualifications Ireland

(QQI). The panel consisted of six international experts in quality assurance and the review process took place in both RCSI Dublin and Bahrain.

The peer-review report was very positive and highlighted many areas of best practice. It will now be used to develop a quality improvement plan in support of our quality enhancement activities.

Ninth Annual Conferring Ceremony

Along with more than 90 graduates from undergraduate and postgraduate nursing, the largest ever Medicine cohort, 129 in total, was honoured during RCSI Bahrain's Ninth Annual Conferring Ceremony at its Busaiteen campus in June. Among the class of 2018 was the first group of graduates to have successfully qualified via the University's Medical Commencement Programme, which was launched in 2011.

Higher Education Commission recognition

RCSI Bahrain's undergraduate medicine programme has been recognised by Saudi Arabia's Ministry of Education. The result of this development is that any Saudi Arabian nationals graduating with an undergraduate medicine degree from RCSI Bahrain will now be recognised to practice in their home country and across the Gulf Cooperation Council (GCC) countries.

International Community Engagement Programme

Senior medical and nursing students from RCSI Bahrain embarked on a trip to Vietnam as part of the latest initiative in the university's International Community Engagement (ICE) Programme. During their stay, the students spent time in the operating room, the cardiac catheterisation suite, the cardiac theatre and the intensive care unit (ICU), participating in complex patient management and surgery.

Another group of medical and nursing students visited Gleneagles Global Health City Hospital in Chennai for a week-long trip. The ICE programme provides the opportunity for future healthcare professionals to observe diseases and procedures that are less common within their own cultures, as well as a chance to grow both personally and professionally.

New Careers and Alumni Office

Following the appointment of its first dedicated careers specialist, RCSI Bahrain recently marked the opening of its new Careers and Alumni Office.

Key functions of the office include the facilitation of consultations, 'drop-ins' and meetings for students, providing access to guidance, professional

development support and advice at different stages of their education.

A new 'Careers Discovery Week' is among the planned activities for the coming academic year.

Inside Cancer conference

Organised by the Medical Research Society (MRS), RCSI Bahrain students hosted a conference in March, aimed at providing insights into the research of cancer therapy approaches.

The conference entitled 'Inside Cancer', featured a series of keynote talks and a discussion panel. Among the presenters at the event were representatives of RCSI Bahrain, Arabian Gulf University (AGU), Salmaniya Medical Complex, Saad Specialist Hospital in Saudi Arabia and representatives of the private sector.

Students who attended were invited to submit relevant research abstracts prior to the event, with selected submissions chosen for oral presentations on the day.

Perdana University

PU-RCSI School of Medicine is a collaboration between Perdana University (PU) in Kuala Lumpur and RCSI. Perdana University is the first public-private partnership in the Malaysian Higher Education sector.

Students undertake the RCSI five-year undergraduate Medicine programme and gain the same qualifications as their counterparts in Dublin and Bahrain, while studying wholly in Malaysia.



Staff from Dublin, Bahrain and Malaysia came together for the International Education Forum in June. The Forum is a tailored opportunity for Faculty to meet and discuss innovations and challenges in the identical programme and medical degree delivered across three countries



PU-RCSI Class of 2016 graduates were among those who attended a two-day RCSI reunion in Kuala Lumpur, Malaysia in March 2018

Year 1 to 3 studies are mainly at PU's Serdang campus, with clinical studies from Year 3 to 5 at Hospital Kuala Lumpur, Hospital Tuanku Ja'afar Seremban and Hospital Putrajaya.

Of 45 Faculty positions held by Irish, International and Malaysian staff, 14 are RCSI leadership roles. The PU-RCSI programme is in its seventh year and has now achieved two graduating classes. The first class of 59 graduates were conferred in 2016, followed in 2017 by the second class of 57 graduates.

Research projects

Thirty students undertook summer research projects during 2017. Their work was presented at the annual Perdana University Research Day held in April and three students went on to present their research internationally. Ali Nasar received an award at the International Conference on Microbiology in July 2017 held in Bangkok, Thailand. Koh Ling Li received a travel award to the 16th International Bioinformatics Conference in Shenzhen, China in Sept 2017. Ong Suu Chi received the Silver prize from the UK Physiological Society for her presentation in Leeds, UK, in December 2017.

Clinical skills symposium

Delay in graduates starting house officer positions remains a challenge in Malaysia. With support from PU-RCSI, the Perdana University Medical Education and Training Academy, in conjunction with the Ministry for Health and Malaysian Medical Association, delivered a symposium on campus in November 2017 entitled 'Housemanship Survival and Clinical Skills'. The aim was to help to prepare medical graduates to enter the medical workforce despite the delay in their appointment.

Accreditation confirmed

PU-RCSI was visited by the Irish Medical Council assessment team in January 2018. Accreditation was confirmed for the maximum period of five years in May.

The White Coat Ceremony was held in March 2018 with an inspiring Malaysian guest speaker, Dr Vaikunthan Rajaratnam.

A successful Community Health Fieldwork programme was delivered during Spring 2018, fulfilling the requirements of the Malaysian regulator and reflecting the significant proportion of Malaysian healthcare delivered in a rural setting.

RCSI Dubai welcomed 79 new MSc students across our Healthcare Management and Quality and Safety in Healthcare Management Programmes – the largest intake so far.

A total of 11 PU-RCSI and Perdana University staff attended the RCSI International Education Forum in Dublin in June 2017, meeting colleagues based there and at the Colleges' other international campuses and contributing to curriculum review and development.

Penang Medical College

During the past 12 months RCSI's medical school in Penang, co-owned with University College Dublin (UCD) has undergone what is arguably the most significant transition within its 20 year history.

Having been established in 1996 as Penang Medical College (PMC), a formal college within the Malaysian Higher Education system, it was granted registration as Malaysia's 10th Foreign University Branch Campus (FUBC) in March 2018.

The new FUBC status acknowledges that the institution is a fully-fledged university, but even more importantly, it recognises that the quality of the institution merits its elevation to the elite group of foreign branch campuses of international universities in Malaysia. As part of this process, the Ministry of Higher Education requires PMC to adopt a name that is more reflective of its new status and hence, PMC will be renamed as RCSI & UCD Malaysia Campus (RUMC). New initiatives and course offerings flowing from this development will continue to ensure that RUMC progresses from strength to strength.

Research

A Research Day in March 2018 was an excellent opportunity to showcase many of the research achievements of staff and students. Development of

a pilot initiative to provide a research 'summer school' for undergraduate students from Ireland and other countries proved successful and will be enhanced in future years as publication output and research activities continue to develop.

Successful reaccreditation

Reaccreditation of the core undergraduate medicine programme by the Irish Medical Council was successful with a panel visit in January 2018 resulting in a highly favourable report and five-year re-accreditation being approved. A new role of Vice-Dean for Teaching and Learning will ensure that developments in both teaching and in the student learning experience will be central to future activities. A new Foundation in Science programme was launched in April 2018 to provide an additional intake pathway to the undergraduate medicine programme with discussions underway about potential progression from this course to other RCSI programmes.

RCSI Dubai

In September 2017, RCSI Dubai welcomed 79 new MSc students across our Healthcare Management and Quality and Safety in Healthcare Management Programmes – the largest intake so far.

At the conferring in November, 57 graduates received their certificates from HH Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum, bringing the number of graduates from the Institute of Leadership (IOL) Dubai to 677.


Women in Leadership Programme

The fourth Women in Leadership Programme was held in November in partnership with Mohammed Bin Rashid University of Medicine and Health Sciences (MBRU), attracting senior female healthcare professionals from across the Middle East.

Leadership development programme

In alignment with RCSI Dubai's strategy to increase the offering in professional training, a Leadership Development Programme was delivered in May to the senior leadership team and core faculty of MBRU. Furthermore, an Applied Clinical Leadership Programme was delivered to medical directors at Aster DM Healthcare Group.

In March, RCSI Dubai was honoured by a visit from a high-profile Irish Government delegation led by Minister Mary Mitchell O'Connor, Minister of State for Higher Education, accompanied by Paul Kavanagh, Irish Ambassador to the United Arab Emirates and Mike Hogan, Regional Manager, Enterprise Ireland. The Minister spoke with both graduates and lecturers on RCSI's positive impact in advancing healthcare leadership in the UAE.



“The best years
of my life were at
RCSI where I gained
lifelong friends and an
invaluable network of
professional colleagues
around the world”

*Ms Houriya Kazim (class of 1988) RCSI Fellow,
pioneering breast cancer specialist and first female
surgeon in the UAE*



07

Enabling
our vision

Campus development



Michael McGrail
Director of Corporate Strategy

The RCSI Strategic Plan 2018-2022 includes the promise to build a world-class campus. The year under review shows the initial manifestations of that promise.

In August 2017, 26 York Street became fully operational, the culmination of an €80 million investment and six years' work by the 26 York Street Steering and Design Groups. The complex landmark 10-floor building — four below ground to a depth of over 20 metres — transforms healthcare education in Europe. Its unique design elements have been recognised by many. 26 York Street was voted the public's favourite new building in 2018, through the Royal Institute of the Architects of Ireland (RIAI) 'Public Choice' award, in addition to winning the 'Education Building of the Year' award at the RIAI Irish Architecture Awards 2018.

Our Dublin campus has seen other significant investment this year. The major Phase 2 extension to the Smurfit Building in Beaumont Hospital was completed providing radically-improved research, teaching and social space for RCSI students and staff.

The Mercer building was completely refurbished allowing the transfer of the Graduate Entry Medicine school from Sandyford to Dublin city centre. This brings that very important student group into the heart of the St Stephen's Green campus. The basement of 123 York Street was refurbished into a major social space with enhanced recreational facilities and two distinct restaurant offerings.

Credit for designing, project-managing and executing each of these investments, both on time and on budget, goes to Ken Gormley and the RCSI Estates and Support Services team.

We are now concentrating on the next major campus development at the Ardilaun Centre. This is an existing three-block office development adjacent to 26 York Street, fronting onto St Stephen's Green. An overall master plan for the site to incorporate it into our York Street campus is being prepared.

We are advanced in the first stage — the preliminary design — of a new education and research building. Project 'Arc' will be located on the site of the existing Block A building. The preliminary design is for a 12,500 square metre building to accommodate research space, innovative teaching space, student amenity space, office space and public civic space.

As with 26 York Street and the other campus developments in the year, project Arc will continue the transformation of our campus into a world-class facility of which all RCSI students, staff and alumni can be proud.



26 York Street was the winner of the Public Choice category at the RIAI Irish Architecture Awards 2018

Information technology



Justin Ralph
Chief Technology Officer

Over the past year, the IT department has endeavoured to create a digital campus that facilitates collaboration, analysis, and value-based decision-making. This will be a transformative journey that will take several years.

The leveraging of cloud technologies to enable collaboration, innovation, and development of digital capabilities will remain one of our key objectives over the next number of years. The IT department, in conjunction with staff, students, and academia, has been engaged in the implementation of a number of new digital-enhanced systems including:

- a new platform from where Phase 1 of the RCSI website was built, delivering a modern, personalised and intuitive experience that engages meaningfully with our audience;
- new curriculum software, which will allow our academic staff to digitally capture and approve the curriculum in our programmes and to use the data to review and improve the overall coherence of RCSI programmes. With competency-mapping functionality, it will provide deeper and more robust insight into potential misalignments, gaps or redundancies of learning standards and teaching;
- an upgrade of the College Alumni system to ensure full GDPR compliance;
- completion of the new student timetable system;
- an upgrade of the College finance system;
- a new system for the National Training Programme for Emergency Medicine Trainees. The project won the Private Sector Project of the Year award at the 2017

National Project Management Institute (PMI) awards; and,

- roll-out of Office 365 to both students and staff.

These new systems seek to optimise process quality, efficiency and the academic experience of both students and staff. Ongoing investment has continued in Moodle, Quercus, and our underlying technical infrastructure across the College. An internal review of the IT Help Desk resulted in the implementation of several process and technical improvements since January.

Data protection and security is of the upmost importance to the College. With the increase in the number of cyber-attacks across the industry and the advent of GDPR, we have invested heavily in protecting the technical assets of the College.

Over the past six months, we have commenced several projects that are part of the RCSI Strategic Plan 2018-2022. Such projects include:

- providing real-time assessment and feedback tools for use during classroom and clinical assignments;
- investing further in our teaching and learning 'think-tank' to review and evaluate new methods of teaching and learning;
- providing student pathways that will enable students to visualise their progress, performance and identify any support required;
- a new digital course offering the Professional Diploma in Clinical Leadership for the Institute of Leadership;
- research Grant Management System;
- research Profile Management System; and,
- research Storage and Compute solution

Feedback from students and staff is of enormous importance to the IT Department. We will continue to listen and endeavor to improve the service and solutions that we offer. We will continue to review cutting-edge technology ways to improve the student, staff, and academic experience.

The project won the Private Sector Project of the Year award at the 2017 National Project Management Institute (PMI) awards

RCSI Development - Alumni Relations, Fellows and Members



Aine Gibbons
Director of Development - Alumni
Relations, Fellows and Members

The official opening of 26 York Street and the launch of the RCSI_Tomorrow Campaign with guest of honour, Michael R. Bloomberg, was an occasion to remember. An inspiring College-wide collaboration, this historic event increased RCSI's profile and reputation internationally.

The event welcomed the attendance of high-profile influencers who were able to play a transformational role in the delivery of RCSI's Strategic Plan 2018-2022.

RCSI's campaign for the future, RCSI_Tomorrow, will achieve a significant and long-lasting impact on global health via disciplined and strategic philanthropic initiatives in education and research. The Campaign has raised €9.4 million to date and continues to go from strength to strength.

Supporting 21st century graduates

RCSI_Tomorrow continues to support innovative educational experiences to enrich students' learning and break down societal barriers. RCSI's broad scholarship programme supports disadvantaged students, celebrates academic excellence, addresses diversity and encourages sporting achievement to create well-rounded healthcare leaders. In the last three years, RCSI has more than doubled the number of scholarships offered. In addition, 23 students were given the opportunity to enrich their training by gaining invaluable experience on clinical electives abroad, and 13 students were awarded competitive Research

Summer School grants to enable them to work alongside Principal Investigators to gain invaluable experience in clinical and laboratory settings.

Supporting healthcare in society

Generations of doctors and surgeons from RCSI have dedicated their careers to addressing the healthcare needs of populations across 97 countries. Our distinguished and diverse medical community has a unique global perspective on public health and is actively evolving health systems and global access to safe surgery.

This year, following significant campaign investment, RCSI will launch the Institute for Global Surgery to be led by a distinguished professional chair. This initiative will build on more than a decade of RCSI experience in delivering surgical access for underserved populations internationally.

Building the future

The expansion of the RCSI campus to create a vibrant Medical Quarter on St Stephen's Green will ensure RCSI continues to attract outstanding faculty researchers and students from around the world. 26 York Street is the cornerstone of the campus development and embodies RCSI's vision to push the boundaries of innovation to provide a world-class learning environment.

Global reach

The Alumni Team led by Sonja Lee met with more than 800 alumni at global receptions in Bahrain, Dubai, New York and Toronto as well as inaugural reunions in Boston, San Diego and a special St Patrick's Day weekend in Norway. The strength of our Alumni network is critical to the success of RCSI's expanding student programmes.

With ongoing engagement across our international

RCSI's campaign for the future, RCSI_Tomorrow, will achieve a significant and long-lasting impact on global health

campuses, highlights from the year include continued growth in readership of the new quarterly RCSI Bahrain eNews.

In RCSI Dubai, we were delighted to unveil, in November, the first of the Inspiring Excellence portraits for the Alumni Wall, emulating the Dublin display. Selected in recognition of the difference they are making in healthcare across the United Arab Emirates, the first honourees are Dr Mohammad Al Redha (RCSI Dublin, Medicine, 2003 and RCSI Dubai MSc, 2007) and Sheikh Dr Alia Humaid Al Qassimi (RCSI Dubai MSc, 2008).

On home soil

In Ireland, highlights included the 'In conversation with...' alumni series. In September, Houriya Kazim FRCSI (Class of 1988) and Adanna Steinacker (Class of 2015) took to the stage for an insightful discussion on 'suturing the gender gap' and shared their views on how to address the gender imbalance in surgery.

For the first time, RCSI's Charter Day programme of celebrations opened with an alumni-led event entitled 'In conversation with....the Floating Doctors'. Benjamin La Brot (Class of 2006) and Ryan McCormick (Class of 2014) shared their experiences providing healthcare to the world's most isolated communities.

The annual reunion weekend for Medical and Dental alumni, the Alumni Gathering 2017, celebrated a record number of 423 alumni returning 'home'. A sneak peek tour of 26 York Street was the highlight for many, as well as the Porters' Panel which included RCSI porters, past and present, Terry Slattery, Jim Sherlock and Frank Donegan, for a nostalgic trip down memory lane.

Contactable, engaged, contributing

Understanding that alumni are our greatest ambassadors and that our engagement can only be as good as the contact information we hold, efforts continue to locate 'lost' alumni. Thanks to all the Schools and Departments who continue to support this search.

A further achievement for the year was the re-launch of RCSI Alumni eNews, which resulted in an increase in the monthly readership with particular interest in the alumni 'On Call' and monthly Q&A features – the interviews are available to read on rcsi.ie/alumninews.

The second edition of the increasingly popular Alumni Magazine, aptly-named 'RCSI', ventured into hot topics affecting graduates in the workplace today such as: obesity and surgery; emigration of our new doctors; and prescribing rights for pharmacists.



Michael R. Bloomberg observing a simulated clinical scenario with (l-r) Dr Daire O'Leary explaining the procedure, Aine Gibbons, Director of Development - Alumni Relations, Fellows and Members and Judith Gilroy, Associate Director for Academic Affairs, at the official opening of 26 York Street and the launch of the RCSI_ Tomorrow Campaign



Alumni Gathering Welcome Reception in August 2017

Next year's ambitious programme will include the launch of the inaugural RCSI Alumni Awards to honour the outstanding achievements of RCSI Dublin alumni who, as global healthcare leaders, are educating, nurturing and discovering for the benefit of human health.

Engaging with RCSI's Fellowship and Membership community

Global engagement strategy – one year on

Twelve months after the commencement of a phased roll-out (2017-2020) programme of engagement for our surgical Fellows and Members, we are enjoying higher levels of meaningful interaction, both in Ireland and internationally. Supporting the critical developmental and transitional needs of surgeons at each stage of their career remains our primary goal.

Facilitating contact and dialogue

Improving our data is an ongoing priority for the Fellows and Members office led by Robyn Byrt. Call-out campaigns were conducted in May and June 2018 to Fellows and Members based in Ireland and the United Kingdom to verify contact information with good results, and we plan to reproduce this call-out model in 2019 in other key regions.

In April, we were pleased to host more than 30 Fellows and Members at our regional meeting in Belfast. We solicited feedback from our Fellows and Members based in Northern Ireland on the key topics and pressing issues concerning them to inform

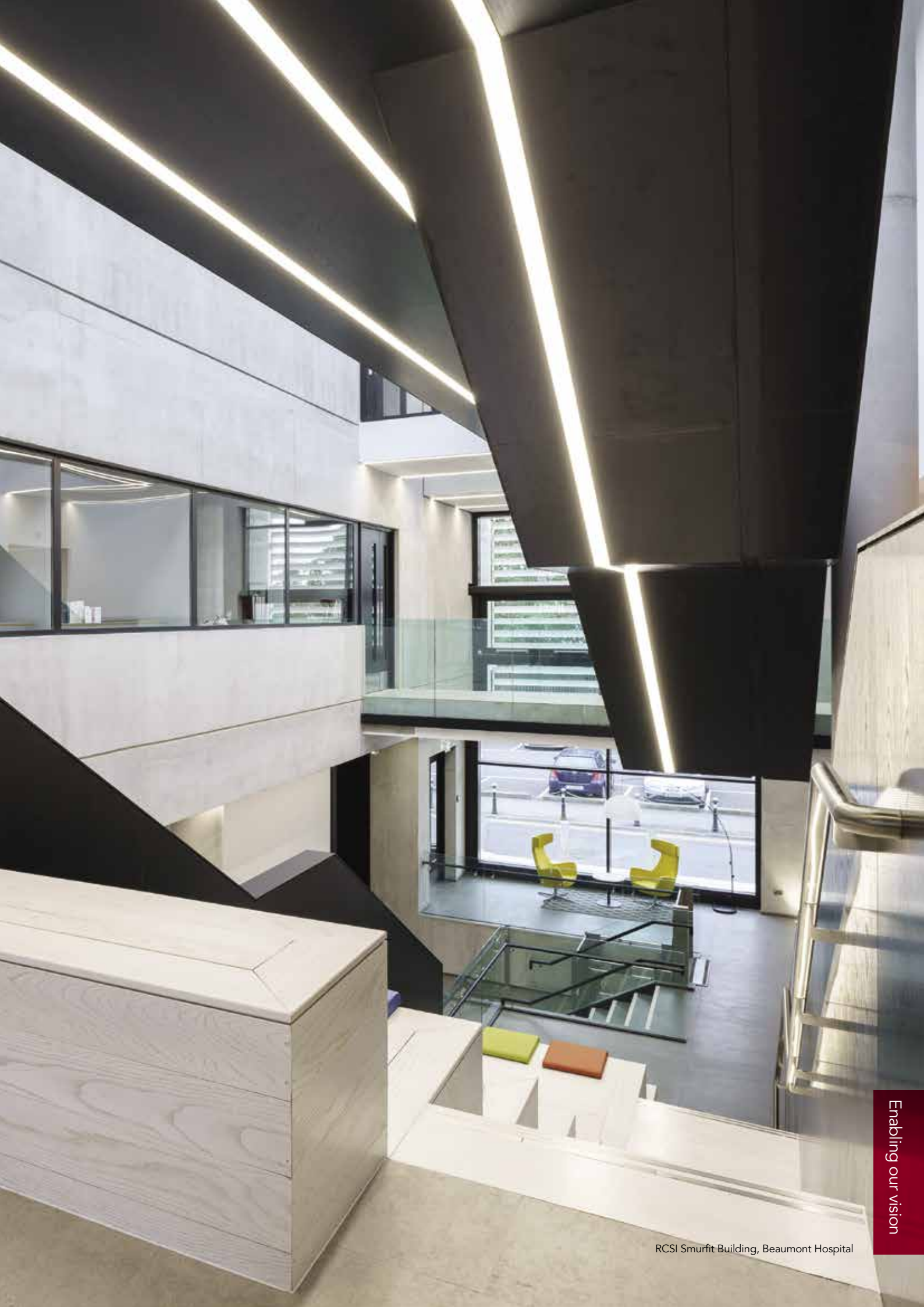
our agenda and discussion. This change in approach resulted in higher participation and invaluable insight.

Keeping our Fellows and Members informed

Initiatives to provide our Fellows and Members with communications better targeted towards their interests and needs resulted in two major changes to our community publications: the redesign of our Fellows and Members magazine; and the restructuring of our monthly e-Newsletter. Formerly 'Surgical Scope', the redesign of our 'Surgeons Scope' magazine was informed by surveys and focus groups conducted directly with Fellows and Members in the second half of 2017. The first publication of Surgeons Scope was distributed in July this year to overwhelmingly positive feedback. This change in strategy to our offline publications has been matched with a change in strategic direction of the content of Surgical Bulletin, the monthly e-newsletter distributed to our Fellows and Members. Five editions of The Surgeon journal, a dedicated peer-reviewed surgical research journal published in conjunction with the Royal College of Surgeons of Edinburgh, were also issued to our Fellows and Members in Good Standing.

Expanding the community

More than 310 new Fellows and Members were welcomed to the College in 2017, at five ceremonies held in July, November and December in Dublin, Penang and Bahrain. The percentage of Fellows and Members in Good Standing has increased at a steady rate of 2% year-on-year since 2015. The approval of a new pathway to MRCSI – the transfer of Membership from another Royal College – now benefits surgeons and surgical trainees who have recently moved to Ireland.



Human Resources at RCSI



Barry Holmes
Director of Human Resources

As RCSI commences delivery of the Strategic Plan 2018-2022, our primary focus will be on meeting our commitments under the 'Support our People and Culture' strategic enabler.

Building on our stated values of respect, collaboration, scholarship and innovation, our goal is to define the characteristics of the RCSI culture and embed these qualities in everything we do across our diverse organisation.

Building leadership capability

Everyone who has a management function should have a clear understanding of their roles, the responsibilities and standards expected of them and our support of their success. Our second cohort of managers are in the process of completing the Managing Through People (MTP) programme. The aim is to support the personal and professional development of these managers who are pivotal to RCSI's success. The structure of the programme is designed to support each participant's learning and development through a variety of means including facilitated modules, 360° assessment feedback and mentoring partnerships. Topics include: Coaching and Developing Staff; Leading Change; and Quality Conversations at Work.

Mentorship

To further embed the behaviours and competencies associated with strong leadership, we have focused on growing our mentorship networks across the College

network. To this end, we are proud to say our cohort of mentors has significantly expanded. The level of time and effort put in by our colleagues to provide stewardship to more junior colleagues is immensely appreciated.

Professional Development Planning

The Professional Development Planning (PDP) process aims to facilitate an environment that promotes open, constructive and developmental conversations between staff and their managers. The process provides both the structure and opportunity to enable managers to build effective relationships with their teams and, concurrently, provides employees with the opportunities to undertake further developmental opportunities. We continue to closely track and promote participation rates; a project was completed earlier this year to seek feedback and to redesign the PDP forms for managers, clinicians and general staff.

Researcher development

As RCSI's focus on increasing our researcher activity continues to pay dividends, HR continues to put the structures, training and resources in place under the Human Resources Strategy for Researchers (HRS4R) action plan to support our researchers in developing outstanding careers.

Process improvement projects

We will conclude a process improvement project specifically looking to enhance the effectiveness and efficiency of the employee onboarding process in order to create capacity for higher value-adding activities. We are grateful for the support provided by the Quality Improvement Process Centre in this regard.

We have focused on growing our mentorship networks across the College network.

Equality, Diversity and Inclusion

RCSI is committed to creating an environment where diversity is celebrated and everyone is treated fairly regardless of age, race, disability, ethnicity, family status, gender, membership of the travelling community, religion, sexual orientation, or socio economic variation.

To demonstrate its commitment to gender equality and diversity, RCSI established a dedicated Equality, Diversity and Inclusion Unit in July 2017.

RCSI is committed to achieving the recommendations set out by the HEA's Expert Group on Gender Equality and in 2018, the College engaged in the review with the Department of Education and Skills (DES) Gender Equality Task force.

The RCSI EDI Unit collaborates with key departments to:

- ensure that everyone (staff and students) in RCSI has an equal opportunity to succeed and is not discriminated against based on any of the nine grounds of equality as enshrined in the Irish Constitution.
- provide an education and awareness-raising programme on the value of EDI to day-to-day work at RCSI.
- ensure compliance with national legislative requirements.
- ensure existing policies/practices are equality proofed and support the development of new policies/procedures as required.
- support the roll out of Athena SWAN in RCSI.
- provide guidance on EDI related issues.
- support the RCSI EDI Committee.



Pictured at RCSI's first official celebration of Pride were (l-r) Sara Phillips, Pride Parade Grand Marshall and Chair of TENI, Dr Avril Hutch, Head of Equality, Diversity and Inclusion Unit, Elisa Duncan Cullen, Operations Assistant, Equality, Diversity and Inclusion Unit, and Justin Ralph, Chief Technology Officer

2017 – 2018 Highlights

July

- RCSI Equality, Diversity and Inclusion Unit established.
- RCSI introduces measures to address major gender imbalance among surgeons.

November

- RCSI celebrated International Men's Day (19 November) for the first time.
- RCSI becomes a signatory of the new expanded Athena SWAN Charter.

January

- RCSI joined the 30% Club HEI Women in Leadership scholarship programme, offering three scholarships to women in leadership valued at €35,000.
- RCSI submits gender profile to Higher Education Authority (HEA) Gender Profile Report and Department of Education and Skills (DES) Gender Task Force Report.
- Unconscious bias training introduced for all staff.

February

- RCSI Staff Pride Network established.
- Series of Trans 101 training commences with Transgender Equality Network Ireland (TENI).

March

- International Women's Day Wikipediathon.
- Open call to artists for Women on Walls at RCSI in partnership with Accenture launched.
- RCSI becomes the first higher education institution in Ireland to achieve the Investors in Diversity Ireland standard.
- Gender pay gap audit completed.

April

- Equality, Diversity and Inclusion (including Athena SWAN) included as a crosscutting theme in the RCSI Strategic Plan 2018 - 2022.
- Launch of Gender Identity and Gender Expression Policy for staff and students.
- RCSI Staff Age Friendly Network established in partnership with Age Action Ireland.

June

- RCSI hosts Advance HE 'Leading change through Inclusive Leadership' conference.
- RCSI hosts an official Pride celebration for the first time with partners TENI.

Finance



Jennifer Cullinane
Director of Finance

A solid operating financial performance, necessary to support the College's education and research mission, was delivered in the financial year ending 30 September 2017 and we look forward to enabling the ambitions of the new RCSI strategy 2018 – 2022.

Background

RCSI is an independent, not-for-profit, health sciences institution. We operate under Royal Charter given by King George III for the governance of surgical training in Ireland. Since our foundation in 1784, RCSI has remained dedicated to our objective of educating and training doctors and other healthcare professionals in line with our mission "to educate, nurture and discover for the benefit of human health". RCSI's charitable purpose is to further the education and research objectives of driving positive change in all areas of human health.

Over time our activities have been extended to include medical and healthcare education through undergraduate and postgraduate courses, research and various community outreach programmes. The most recent change in the Charter in 2010 provided for the designation of the College as a statutory degree-awarding body under Irish legislation. We are a recognised College of the National University of

Ireland (NUI). Our 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 responsibility for the College's financial affairs, with oversight delegated to the Finance and Audit Committees.

Although the College is based in Dublin, our 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 (Penang and Perdana), with healthcare management programmes in the United Arab Emirates. The postgraduate professional training programmes extend beyond the programmes run in Ireland and include surgical training activities supporting the College of Surgeons East, Central and Southern Africa (COSECSA), with the support of Irish Aid. The College is the academic partner of the RCSI Hospitals Group.

RCSI makes a significant contribution to the Irish economy every year. As one of Ireland's largest indigenous services exporters, we employ 1,129 people in the country. Through the spend of our staff and students, this results in close to 2,000 additional indirect jobs across the Irish economy. RCSI also contributes to the building of the reputation of Ireland as an international centre for education, as evidenced by the College's ranking among the top 2% of universities worldwide in the 2018 Times Higher Education (THE) World University Rankings.

Financial strategy

The College's financial strategy is to ensure robust financial stewardship of the organisation to both underpin the sustainability of our operations and to realise our growth ambitions, as implicit in our mission in an increasingly competitive market place. All surpluses earned are re-invested for the furtherance of our education and research mission, under our charitable remit.

The College continued to perform in line with approved budgets and bank covenant requirements for 2016/17, delivering a sustainable model.

Funding model

The College operates primarily a self-funding model. The majority of revenue comes from student fees, with more than 60% of students attending under a sponsorship agreement. Public funding sources, including research grants, contribute approximately 15% of annual revenue. Funds generated must be sufficient to cover both current and capital requirements. There is a strong focus on generating annually a positive net cash in-flow to ensure our commitments in respect of day-to-day expenses, working capital, debt and estate servicing are met. An appropriate level of reserves is maintained to provide for future investments and changes arising from general market volatility. Significant capital expenditure projects are funded through an appropriate balance of debt and reserves.

Review of the year to 30 September 2017

A solid operating financial performance, necessary to support the College's education and research mission, was delivered in 2016/17.

A summary of the RCSI consolidated statement of revenue and expenditure for the year to 30 September 2017 shows the following :

	2017 €m	2016 €m
Revenue	182	177
Operating costs	(151)	(141)
Depreciation	(8)	(8)
Net interest	(2)	(3)
Operating surplus	21	25
Unrealised non operating accounting surpluses/(deficits)	27	(8)
Net surplus	48	17

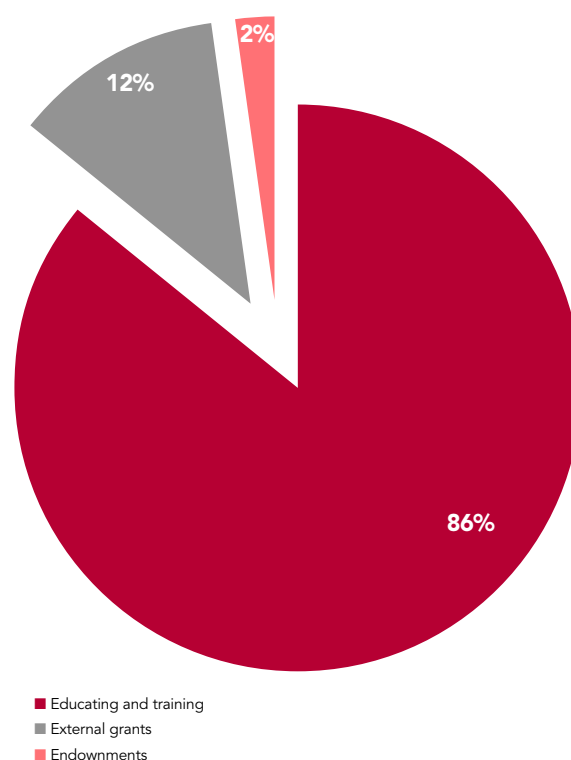
Note: 81% (2016:79%) of revenue is generated through Irish entities

- Revenue grew by 3% mainly due to growth in education programmes and modest increases in international fee rates. The majority of revenue continues to be earned from those activities that are core to our organisation's mission, being the degree awarding activities, professional postgraduate training and research programmes. The College also generates a valuable source of ancillary revenue from our endowment portfolio including rental income. Over 80% of revenue generated is through the College's Irish entities. The current student base draws from over 60 countries, with Alumni in 97 countries worldwide.
- Operating costs increased year-on-year by 7% in line with the continued rollout of the approved investment programme under our organisational strategy. Investment was also made to meet

compliance requirements under the General Data Protection Regulation. There were minimal increases in business-as-usual costs. There was a focus on process efficiencies and continual improvement, with continuing benefits from the low interest rate environment. In 2017 staff related costs accounted for just over 60% of operating costs.

- Unrealised non-operating surpluses/(deficits), which are required to be recognised under accounting standards, include uplifts in market valuations of investment property holdings and a reduction in the defined benefit pension scheme deficit. The scheme deficit reduced from €33m to €23m and the funding plan as agreed with the Irish Pensions Board following the 2012 restructure, remains broadly on track.

REVENUE 2016/17



Cash flow

The operating surplus generated free cash of €6m (2016:€10m) equivalent to 3% of revenue, having met debt service and ongoing capital programme commitments. Loan funding of €50m from the European Investment Bank was drawn down during the year in support of the ambitious capital programme over the next five years. The College was successful in minimising the effect of current negative deposit interest rates on our cash holdings.

Balance sheet

A summary of RCSI's consolidated balance sheet at 30 September 2017 is as follows :

	2017 €m	2016 €m
Non current assets	361	317
Current assets	224	172
Total assets	585	489
Current liabilities	116	102
Non current liabilities	184	150
Total liabilities	300	252
Net assets	285	237

The 20% increase in the net asset value of our organisation was accounted for by a strong operating financial performance and improved investment property and pension valuations. A significant capital investment programme was offset by an increase in borrowings. In the year, the capital programme amounted to €35m. The most significant element was the completion of the €80m investment in the new academic building at 26 York Street. Other estate activities included an extension to the Smurfit Building at Beaumont Hospital and the refurbishment of lecture theatres and catering facilities for students and staff. An investment in IT infrastructure focused on improving e-learning, security and organisational capabilities.

The College has a number of investments through subsidiary structures in support of our mission. In Ireland, these include a clinical research centre at Beaumont Hospital (Clinical Technologies and Research Development Ltd), a property management services company (West Green Management Company Ltd) and a travel company (RCSI Travel DAC) which supports the delivery of programmes overseas. Overseas, the College operates a medical university in Bahrain, and in Malaysia, a joint venture with University College Dublin.

Conclusion

The College continued to perform in line with approved budgets and bank covenant requirements for 2016/17, delivering a sustainable model.

The new RCSI strategy 2018 - 2022 is highly ambitious and calls for the most radical changes to the undergraduate curriculum in the history of the College as well as a step-change in our research focus. The investment plan supports these necessary initiatives to enable RCSI to deliver on our mission and protects us from major shifts in global competition within the higher education sector.

In our planning, we remain cognisant of emerging trends in the marketplace, as we seek out viable growth opportunities, to make strategic investments and efficiencies in our operations, while always protecting academic quality. We recognise the potential negative effects of uncertainties in the markets in which we operate and continually work to reduce volatilities, where possible, including market competition, interest rate and currency risks, inflationary pressures and regulatory requirements.

I once again gratefully acknowledge the support of all College staff, my finance team and senior management colleagues for their contribution in delivering on the financial targets over the last year. We believe our staff, both academic and professional services, share our excitement in the 2018 - 2022 strategy and are strongly motivated to build a sustainable future for RCSI. We look forward to what continues to be a strong global market for health sciences education as we implement the new organisational strategy at an exciting phase of the College's future, underpinned by a sustainable financial plan.

RCSI contributes to the building of the reputation of Ireland as an international centre for education.



Appendix 1

Honorary appointments and promotions

Honorary Clinical Associate Professor

Dr Tony Dorman, Consultant Histopathologist, Beaumont Hospital
 Mr George Cheriyan, CEO & Chief Medical Officer, American Mission Hospital, Bahrain
 Mr Ruairi MacNiocaill, Consultant Orthopaedic Surgeon, University Hospital Waterford
 Dr Diarmuid Smith, Consultant Endocrinologist, Beaumont Hospital

Honorary Clinical Professor

Ms Deborah McNamara, Consultant General and Colorectal Surgeon, Beaumont Hospital
 Professor Mahen Varma, Consultant Cardiologist, South West Acute Hospital

Honorary Clinical Lecturer

Dr Zetti Azvee, Neuropsychiatry Registrar, Beaumont Hospital
 Ms Aisling Beakey, Senior Clinical Pharmacist, Mater Misericordiae University Hospital
 Ms Lelia Cocoman, Senior Pharmacist, Peamount Healthcare
 Mr Garreth Dooley, Senior Pharmacist Oncology, Mater Misericordiae University Hospital
 Dr Iulia Dud, Senior Registrar, St Michael's House
 Ms Eavan Higgins, Informatics Pharmacist, Rotunda Hospital
 Ms Joanne Joyce, Senior Oncology Pharmacist, Beacon Hospital
 Mr Brian Kearney, Supervising Pharmacist, Sam McCauley Chemists
 Mr Brian Kehoe, Senior Informatics Pharmacist, Rotunda Hospital
 Dr John Lally, Senior Clinical Lecturer, Beaumont Hospital
 Ms Jennifer Lydon, Pharmacist, Peamount Healthcare
 Dr Frances McCartan, Paediatric Registrar, Midland Regional Hospital Mullingar
 Dr Jannie Michielsen, Embryologist, ReproMed
 Ms Marie O'Halloran, Acting Senior Clinical Pharmacist, Mater Misericordiae University Hospital
 Dr Catherine Riordan, Fertility Specialist, ReproMed
 Mr Farhan Tareen, Senior Registrar, Children's University Hospital Temple Street

Honorary Clinical Senior Lecturer

Dr Gerard Agnew, Consultant in Obstetrics and Gynaecology, National Maternity Hospital, Holles St
 Dr Helen Barrett, Consultant Histopathologist, Beaumont Hospital
 Dr Linda Brewer, Consultant Geriatrician, Beaumont Hospital
 Dr Aine Butler, Consultant Old Age Psychiatrist, Beaumont Hospital
 Dr Angela Carballo, Consultant Psychiatrist, North Dublin Mental Health Services
 Dr Albi Chalissery, Consultant Neurologist, Connolly Hospital
 Dr Carmel Curran, Consultant Geriatrician, Beaumont Hospital
 Dr Binu Dinesh, Consultant Microbiologist, Beaumont Hospital
 Dr Anne Doherty, Consultant Anaesthetist, Rotunda Hospital
 Dr Laura Durcan, Consultant Rheumatologist and Physician, Beaumont Hospital
 Dr Eszter Feher, Consultant Anaesthetist, Galway Clinic
 Mr James Forde, Consultant Urologist and Renal Transplant Surgeon, Beaumont Hospital
 Dr Patrick Gibbons, Consultant Psychiatrist, Naas General Hospital
 Dr Anne Gilleece, Consultant Microbiologist, Connolly Hospital
 Dr Conor Hensey, Consultant Paediatrician, Children's University Hospital Temple Street
 Dr Killian Hurley, Consultant Respiratory Physician, Beaumont Hospital

Dr Sheila Javadpour, Paediatric Respiratory Consultant, Our Lady's Children's Hospital, Crumlin
 Dr Mary Keogan, Consultant Immunologist, Beaumont Hospital
 Dr Fiona Kiernan, Consultant Anaesthesia and Intensive Care, Beaumont Hospital
 Dr Louise Kyne, Consultant Paediatrician, Children's University Hospital Temple Street
 Dr Malcolm Lewis, Consultant Nephrologist, Children's University Hospital Temple Street
 Ms Christine McDermott, Senior Advanced Nurse Practitioner Neonatology Nursing, Rotunda Hospital
 Dr Terence McManus, Consultant Respiratory Physician, South West Acute Hospital
 Dr Philip Murphy, Consultant Haematologist, Beaumont Hospital
 Dr Ikechukwu Okafor, Consultant Paediatrician in Emergency Medicine, Children's University Hospital Temple Street
 Dr Mary O'Riordan, Specialist in Public Health Medicine, HSE
 Dr Declan O'Rourke, Consultant Paediatric Neurologist, Children's University Hospital Temple Street
 Dr Saradha Srinivasan, Consultant Chemical Pathologist, Beaumont Hospital
 Dr John Thornton, Consultant Radiologist, Beaumont Hospital
 Dr Michael Williamson, Consultant Paediatrician, Children's University Hospital Temple Street

Honorary Lecturer

Mr Fergal O'Shaughnessy, PhD, Rotunda Hospital

Honorary Senior Lecturer

Dr Barry Heelan, Senior Director of Global Product Supply, Leo Pharma
 Dr Richard Maguire, Principal Biochemist, National Laboratory

Honorary Associate Professor

Professor Conor Buckley, Associate Professor in Biomedical Engineering, Trinity College Dublin

Appendix 2

Academic staff promotions

Senior Lecturer

Dr Grainne Cousins, School of Pharmacy
 Dr Michael Keogh, School of Medicine, Bahrain
 Dr Sam Maher, School of Pharmacy
 Dr Sarah O'Neill, Department of Molecular and Cellular Therapeutics

Associate Professor

Dr Annette Byrne, Graduate Entry Medicine/ Department of Physiology and Medical Physics
 Dr Dermot Cox, Department of Molecular and Cellular Therapeutics
 Dr Steven Kerrigan, School of Pharmacy
 Dr David Misselbrook, School of Medicine, Bahrain

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