

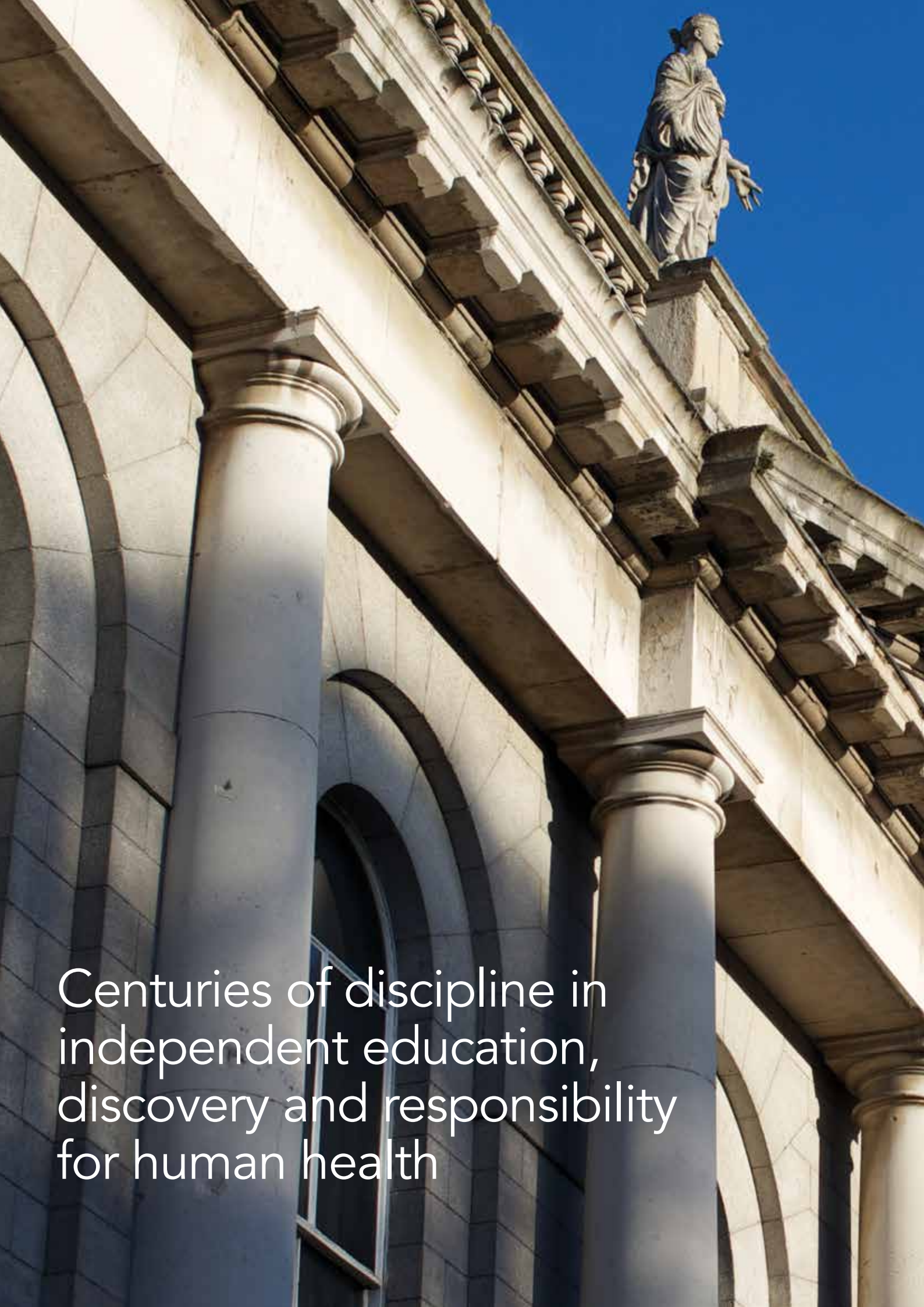


2018-2019
ANNUAL
REPORT



RCSI

Leading the world
to better health



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

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The RCSI Annual Report 2018/2019 covers the institution's operations during the period 1 July 2018 – 30 June 2019.

On the cover: A transformative learning experience - medical student Caitlyn Loo learns laparoscopic surgery skills 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 2020



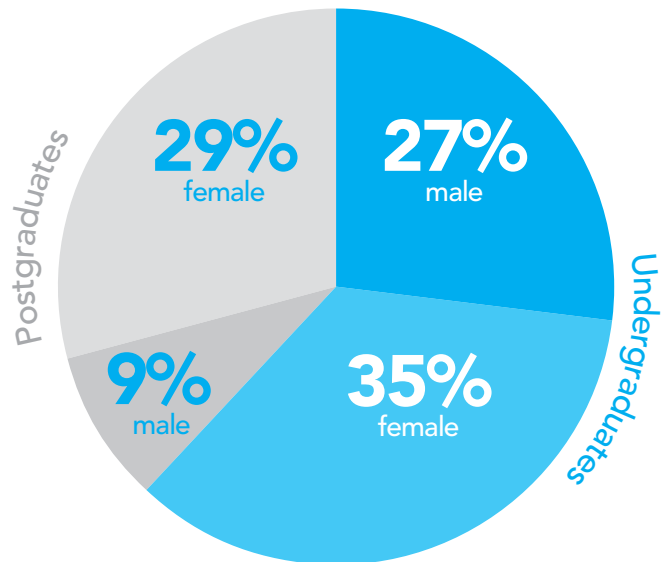
STUDENTS*
3,980 registered students
2,331 undergraduate students
(medicine, physiotherapy and pharmacy)
1,112 masters, MD and PhD
postgraduate students

Staff*
1,144



**#WOMEN
ON WALLS**

8 portraits of
historical female
leaders unveiled



**19,000 ALUMNI
IN 97 COUNTRIES**



INNOVATION

26 collaborative agreements with industry signed in 2018
€3.3m industry funding for research in 2018

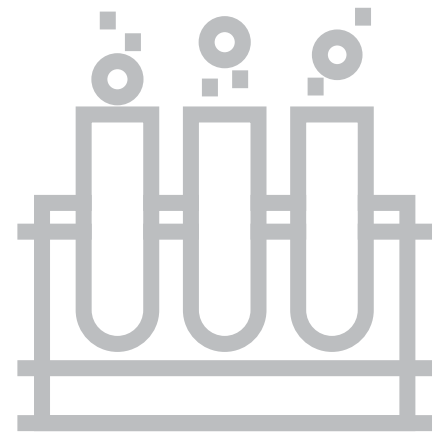


Students from more than 60 countries

4

OVERSEAS CAMPUSES:

Malaysia (2), Bahrain and Dubai



RESEARCH

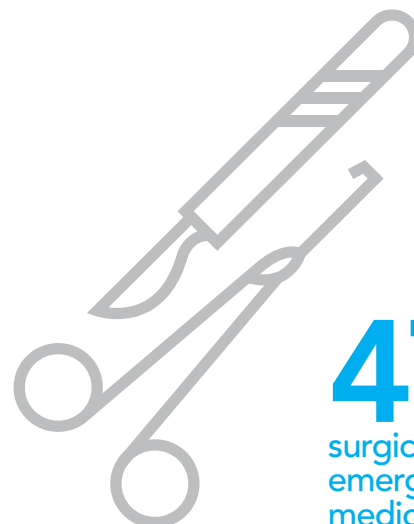
- **€35.1m** grant income 2018
- **No. 1** Highest overall success rate for Horizon 2020 grants awarded to Irish Institutions
- **Double the average** RCSI articles cited more than twice as often as the average publication in their field

Athena SWAN

Bronze accreditation for positive gender practice in higher education



Athena SWAN
Bronze Award



473

surgical and emergency medicine trainees

* In Ireland



President's review

Mr Kenneth Mealy, President

RCSI has a deep professional responsibility to enhance human health through endeavour, innovation and collaboration in education, research and service, with the patient at the centre of all that we do.

This responsibility guides our agenda and our efforts. I am pleased to share this review which highlights some of the most significant developments in the surgical affairs arena that occurred during the period of this annual report.

Surgical education and training

Having addressed concerns regarding the single opportunity to progress from ST2 to ST3, the new Surgical Training Pathway ensures that our trainees benefit from an innovative training pathway that supports them in developing the critical skills required to practice in a challenging healthcare environment.

The pathway was developed following several years of consultation, co-operation and hard work by many. I want to extend my gratitude to Professor Oscar Traynor, RCSI Dean of Postgraduate Surgical Education and Training, the specialty-training committees in addition to our administrative staff in Surgical Affairs who were involved in bringing this to fruition.

We are, however, conscious that adjustments to the pathway may be required from time to time, in response to emerging challenges. In this regard, we propose introducing a parallel track in 2020 for those wishing to train in general and emergency surgery with exposure to paediatric surgery, urology and possibly plastic surgery. These posts will be attractive to those who wish to work in Model 3 Hospitals or practice emergency general surgery or general paediatric surgery in Regional Model 4 Hospitals.

Surgical practice

In the last year, RCSI has made great strides in providing CPD support to surgeons through the Continuous Professional Development Support Scheme (CPD-SS). The scheme, established in collaboration with the HSE, aims to provide NCHDs not in training posts the opportunity to continue to maintain and enhance their clinical knowledge and skills in line with Medical Council requirements. Testament to the quality of the scheme is that 85% of eligible NCHD's in surgical posts have enrolled.

I am also particularly pleased to welcome the development of the Masters in Surgical Science in Practice, which offers a new approach to early surgical education and training. I acknowledge the considerable amount of work carried out by Professor Traynor and his team in designing this course.

Millin Meeting 2018

The impact on surgical services in Ireland of our aging population and the consequent challenges posed by co-morbidity was addressed by Professor Deborah McNamara at the 2018 Millin Meeting, which focused on the "Future of Surgery". An online course on professionalism for medical doctors in all specialities was launched at the meeting and the 41st Millin Lecture was delivered by Mr Padhraig F. O'Loughlin on "New Technology in Orthopaedic Surgery".

Charter Day 2019

This year's Charter Day meeting addressed the challenging issue of what happens "When things go wrong" in surgery. Over 500 members of Ireland's surgical community attended the meeting, which explored the perspectives of both surgeons and patients. As for previous years, holding the NOCA conference and the National Clinical Programme in Surgery meeting during the Charter Week ensured a lively engagement with colleagues, trainees and other colleagues from the health care professions over the three days.

Major developments in the treatment of patients with oesophageal cancer was the subject of this year's Abraham Colles Lecture, which was delivered by Professor J. Jan B. van Lanschot, MD, PhD, Professor of Surgery at the Erasmus University, Rotterdam. The annual Johnson and Johnson lecture was delivered by Professor Martin Corbally, Professor and Head of the Department of Surgery at RCSI Bahrain.

Gender diversity in surgery

I am pleased to report that the implementation of the recommendations of the report by RCSI's Working Group on Gender Diversity continued during the

year. It is encouraging that we have seen an increase in the number of female trainees and our efforts to further promote gender diversity in the profession has been boosted by an agreement with J&J for a fully funded Fellowship for female trainees seeking advanced post-CCST training. The first recipient of this award will be announced in late 2019.

Global surgery

RCSI is driven to help reduce the inequalities in health provision globally. The impact of the 12-year-old partnership between RCSI and the College of Surgeons of East, Central and Southern Africa (COSECSA), is impressive with 261 specialist surgeons trained and over 400 surgeons currently in training. Building on this experience and expertise, the RCSI Institute of Global Surgery was established during the year. The Institute seeks to address the findings of the 2015 Lancet Commission on Global Surgery, which advocates for universal access to safe, timely, affordable surgical and anaesthesia care. I look forward to the appointment of the O'Brien Chair in Global Surgery who will forge ahead with leveraging RCSI's knowledge and expertise to improve access to surgical services in the developing world.

Healthcare management

Our National Clinical Programme in Surgery continued to engage at the highest level with the senior management of the health service. The ENT Model of Care, launched in February, demonstrates the cooperation, mutual trust and understanding that exists between the College and the health services. It shows that progress in health will only come about through partnership between senior management and clinicians.

We have welcomed HSE Director General Paul Reid to the College and we look forward to supporting him as he endeavours to improve surgical services and the health service more widely.

Conclusion

I am indebted to my colleagues across RCSI, led by Professor Cathal Kelly and the Senior Management Team, and the Vice President Professor P. Ronan O'Connell and members of Council for their advice and support. So many of the staff of RCSI show extraordinary dedication to their roles and it is my great pleasure to serve with them in furthering our aims of producing future healthcare leaders not only here in Ireland but worldwide.

RCSI remains driven in its quest to lead the world to better health and I greatly look forward to my second year as President.

The new Surgical Training Pathway ensures that our trainees benefit from innovative training.

Council members



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



Professor P. Ronan O'Connell
Vice President, RCSI; Emeritus Professor of Surgery UCD; Consultant Surgeon, St Vincent's University Hospital



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



Professor Joseph G. O'Beirne
Consultant Surgeon (Trauma and Orthopaedic), University Hospital Waterford



Professor Paul Burke
Consultant Surgeon, Chief Academic Officer, University of Limerick Hospital Group



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; Associate Professor in Surgery, UCD



Professor David Healy
Consultant Surgeon (Cardiothoracic and Transplant), St Vincent's University Hospital and Mater Misericordiae University Hospital



Professor Thomas H. Lynch
Consultant Surgeon (Urological), St James's Hospital



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



Mr Paddy Kenny
Consultant Surgeon (Orthopaedic), Connolly Hospital Blanchardstown, The National Orthopaedic Hospital at Cappagh



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 Clinical Programme in Surgery



Mr David Moore
Consultant Surgeon (Trauma and Orthopaedics), Children's Health Ireland, Crumlin, Tallaght University Hospital and Blackrock Clinic



Ms Margaret O'Donnell
Consultant Surgeon (Plastic, Reconstructive and Aesthetic Surgery), Blackrock Clinic and St Vincent's Private Hospital



Mr David Quinlan
Consultant Urologist, St Vincent's Healthcare Group



Professor H. Paul Redmond
Consultant Surgeon (General), Cork University Hospital Group



Roderick Ryan
Chartered Accountant



Professor Laura Viani
Consultant Otolaryngologist/Neuro-otologist; Director of The National Hearing Implant and Research Centre, Beaumont Hospital/RCSI

Chief Executive's review



Professor Cathal Kelly, Chief Executive/ Registrar

Founded as the national training body for surgery in Ireland, RCSI has been at the forefront of healthcare education for more than 230 years. Today, we are an innovative, world-leading international health sciences education and research institution.

I am pleased to present this report on RCSI's activity in 2018/2019, marking the second year since the publication of our ambitious five-year strategy aimed at realising our vision of leading the world to better health through education, research and service. Our efforts to implement the actions set out in the plan continued at pace during the year.

Education

We are committed to educating the next generation of healthcare leaders in a way that ensures they acquire the skills to thrive in a rapidly changing and increasingly complex healthcare environment. The transformation of our undergraduate healthcare curricula advanced considerably in the past year. Once commenced in autumn 2021, this will mark the most fundamental and significant change in the education offered by RCSI in the College's history.

Case-based learning, progress testing, professional identity development and the nurturing of learning communities will underpin our teaching. The

transformation extends to our assessment methods and the new curricula will focus on a more continual appraisal system and a more balanced work schedule for our students.

Simulation has become a cornerstone of our students' education experience at RCSI and the National Surgical and Clinical Skills Centre at RCSI has now completed its second year of operation. All undergraduate medical students now participate in simulation-based education throughout their time at RCSI and our pharmacy, physiotherapy and physician associate students also benefit. The Higher Education Authority's grant to establish a Chair in Simulation is very welcome. It will enable RCSI to drive critical research in simulation-based education.

We opened the extension to the RCSI Smurfit Building at Beaumont Hospital in October 2018, providing a multi-capability learning environment and high-tech research resources to support industry-academia collaborations.

This will mark the most fundamental and significant change in the education offered by RCSI.

Research

Our dynamic research community is thriving. Focussed on clinical and patient-centred research that addresses important national and international health challenges, we achieved impactful publications in top-tier journals, new partnerships with industry and impressive external grant funding success.

Our researchers published more than 950 PubMed indexed articles in 2018 and RCSI remains the most highly cited higher education institution in Ireland. The total external funding awarded to RCSI for the calendar year 2018 was €35.1m and the number of agreements concluded to commercialise intellectual property arising out of RCSI's research activities increased by 20% with continued strong patenting activity and industry engagement.

Our growth in knowledge transfer continues at pace with more industry engagements, invention disclosures and commercialisation agreements achieved during 2018. The value of new industry-funded research programmes grew to €3.35m. These programmes allowed RCSI to access a further

€950,000 in research funding from the Irish Research Council, Enterprise Ireland and SFI.

Supporting healthcare and society

As educators and researchers, we have a 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.

Our healthcare management capability expanded considerably during the year, through the development of an enhanced educational offering from the Institute of Leadership, informing evidence-based decision making in healthcare through the research of the Health Outcomes Research Centre and enhancing efficiencies and building capacity in the health system through the work of the Quality and Process Improvement Centre.

In a significant advancement of our efforts to drive improvements in human health worldwide, the rollout of the RCSI Institute of Global Surgery began in October 2018. Founded on the work of our established programmes in Sub-Saharan Africa, the Institute provides a structure and strategic direction for RCSI to work through partnership to expand the provision of quality surgical care worldwide. An international recruitment process is underway for the O'Brien Chair of Global Surgery, marking the first time such a position has been competitively recruited worldwide.

Closer to home, our staff and students participated in a growing number of initiatives aimed at contributing to education and health promotion at local and national level, including a science summer course for primary school teachers, free health



Pictured at the launch of the Government's Disruptive Technologies Innovation Fund which took place at RCSI's state-of-the-art facilities at 26 York Street were Minister for Business, Enterprise and Innovation, Heather Humphreys TD; An Taoiseach, Leo Varadkar TD and Professor Cathal Kelly, Chief Executive.

checks for the local community, grinds clubs, chemistry tutorials and the annual Transition Year programme for students who are considering medicine as a career.

Rankings

We maintained our position in the top 250 universities in the 2019 Times Higher Education (THE) World University Rankings. This ranking confirms our position as a world-leading institution and, recognising our size relative to most of the other highly ranked institutions, is testament to the tenacity and commitment of our staff and our strategic investment in the transformation of our education and research.

Equality, diversity and inclusion

Embedding the principles of equality, diversity and inclusion (EDI) across RCSI continued during 2018 and 2019 with the goal of ensuring that each individual student and staff member is treated fairly and supported in making the most of their talents. In recognition of this important work, RCSI achieved Athena Swan accreditation in October 2018. This success reflects the hard work and dedication of staff from across the College who implemented and championed best practice in gender equality.

Emily Winifred Dickson Award

RCSI established the Emily Winifred Dickson Award in honour of the achievements of an extraordinary woman who broke boundaries when she became the first female Fellow of any of the surgical Royal Colleges in Britain and Ireland. We were delighted to present the Award to Mary Robinson, President of the Mary Robinson Foundation–Climate Justice, former President of Ireland and former United Nations High Commissioner for Human Rights, during our Charter Day celebrations.

Women on Walls

Emily Winifred Dickson is one of a group of eight female trailblazers in medicine whose legacy has been celebrated in RCSI's Women on Walls collection of portraits now hanging in the Boardroom of our St Stephen's Green building. These pioneers made

significant contributions to education and healthcare in Ireland and around the world. We hope that by giving the stories of these women a platform we will help inspire future generations of women and girls to pursue careers in surgery, medicine and the health sciences. I am grateful to our partners in this initiative, Accenture and Business to Arts, and to the Minister for Higher Education Mary Mitchell O'Connor, who joined us for the unveiling of the portraits.

Campus development

Over the last number of years, our drive to provide a world-class campus for our students has seen the opening of 26 York Street, the extension to the RCSI Smurfit Building at Beaumont Hospital and the redevelopment of the basement catering and recreational facilities in our St Stephen's Green building. We are now focused on our next major campus development at the Ardilaun Centre on St Stephen's Green. Our ambition is to create a hub to connect students, professionals, researcher, leaders, policy makers and the public so they can be empowered to advance healthcare together.

Thank you

I am privileged to work alongside a community of staff at RCSI whose drive and dedication has positioned our College as one of the world's leading healthcare education institutions. I want to thank you all for your hard work and I look forward to working with you all as we build on our success.

A large number of people are involved in educating our students and trainees. To the patients, clinicians and staff of our teaching hospitals, thank you for your ongoing contribution and generosity.

I want to thank RCSI President Mr Kenneth Mealy for his ongoing commitment and support. Mr Mealy is to be commended for the active role he has taken in driving the College's agenda, most particularly in the surgical arena and in quality improvement in healthcare.

I also extend my gratitude to my colleagues on the Senior Management Team, and the Council of the College, for your ongoing support and guidance.

I am privileged to work alongside a community of staff at RCSI whose drive and dedication has positioned our College as one of the world's leading healthcare education institutions.

Senior management team



Professor Cathal Kelly
Chief Executive/ Registrar



Jennifer Cullinane
Director of Finance



Eunan Friel
Managing Director of
Healthcare Management



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



Barry Holmes
Director of Human Resources



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



Michael McGrail
Director of Corporate Strategy



Professor Raymond Stallings
Director of Research and
Innovation



Justin Ralph
Chief Technology Officer



Kieran Ryan
Managing Director of Surgical
Affairs

A year in pictures

July

Primary school teachers take part in a Sense Walk during the Primary Science for Teachers initiative.



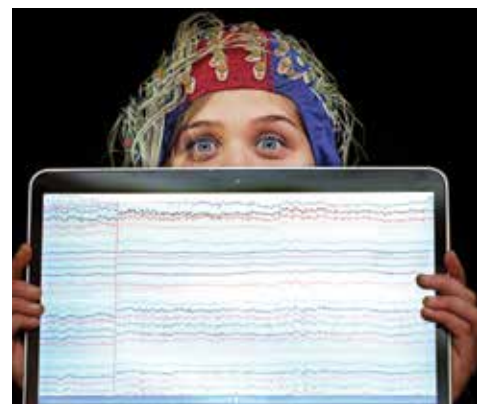
November

FutureNeuro, a €13.6 million SFI Research Centre for chronic and rare neurological diseases, launches.



September

RCSI welcomes more than 530 new students during Orientation Week.



August

More than 400 Alumni and their guests return to celebrate the alumni Gathering.



December

An Taoiseach, Leo Varadkar TD, visits RCSI, 26 York Street to launch the Disruptive Technologies Innovation Fund.



October

RCSI holds its first Intergenerational Day to celebrate Positive Ageing Week.





March

New portraits of historical female leaders in healthcare are installed as part of Women On Walls at RCSI.



January

RCSI and the IRFU Charitable Trust launch a partnership to advance research in Irish rugby.



May

Students celebrate Final Medicine Results Day 2019.



April

Dr Beth Frates, pioneer in lifestyle medicine education, delivers an RCSI MyHealth public lecture on paving the path to wellness.



February

Mary Robinson, President of the Mary Robinson Foundation - Climate Justice and former President of Ireland, receives the Emily Winifred Dickson Award.



June

More than 320 future doctors graduate at the June 2019 conferrings.

“ As a Fellow of RCSI, I benefit from being part of a surgical community of more than 9,000 Fellows and Members worldwide. ”

Dr Shirley Potter, Fellow of RCSI (2015), Consultant
Plastic, Reconstructive and Aesthetic Surgeon



01

Surgery

RCSI NATIONAL SURGICAL
AND CLINICAL SKILLS CENTRE



24 new specialty-specific training courses delivered



Launch of Specialty Training Post Quality Standards across the 12 specialties

521
Professional Development Programme participants

230
Higher Surgical Trainees



74 Core Specialist Trainees in Emergency Medicine



46
Advanced Specialist Trainees in Emergency Medicine

Surgery



Kieran Ryan
Managing Director, Surgical Affairs

The past 12 months saw substantial progress in the execution of the five-year Surgical Affairs strategy, Supporting Excellence in Surgical Training and Practice, with meaningful advances achieved in the three core activities: surgical training, surgical practice and international activities.

SURGICAL TRAINING

The past 12 months saw the full realisation of the College's vision for the Surgical Training Pathway, representing the culmination of several years of consultation, co-operation and hard work, in particular from the specialties and the specialty training committees.

The Equivalent Standards Route

The Surgical Training Pathway will continue to innovate in response to evolving training needs and, in that context, the Equivalent Standards Route (ESR) was activated this year.

The ESR provides an alternative opportunity to suitably qualified and experienced candidates to apply for places on ST3. We have taken care to ensure that the ESR initiative is fair to all trainees; the numbers allocated on ST3 are proportional to those coming through the core surgical pathway and the ESR. The number of candidates that availed of the ESR was in line with our expectations and the majority of them had completed Core Surgical Training.

Strengthening supports for Trainers

The past 12 months saw an intensification of trainer engagement with a view to better understanding of, and more effective responses to, the challenges facing trainers. A survey was initiated in June 2019 to identify

steps that will enable us to enhance existing supports and ensure training activities can fit as seamlessly as possible into surgical trainer schedules, while enhancing the most fulfilling aspects of the trainer role. The results will be collated over the summer months and studied with a view to developing additional supports later in the year.

Enhancing Training Site Quality

The new Specialty Training Post Quality Standards were launched across the 12 specialties in 2019. Established in the interests of trainers, trainees, the hospitals themselves and, ultimately, patients, these standards set the benchmark for training site quality in line with the requirements of the College and the Medical Council's criteria for quality assurance mechanisms in place at training bodies. Following the launch, the College began an extensive process of site assessments against the new standards.

Faculty of Surgical Trainers

The Faculty of Surgical Trainers was established in June 2019, with the objective of providing a structured academic support framework and appropriate recognition for the work of surgical trainers.

mSurgery

A comprehensive review of trainee and trainer-related content was carried out on the mobile resource for surgical training, mSurgery. The revised content on the surgical training hub includes updated regulatory information as well as details on how to access further practical help and supports provided by the College and the HSE.

National Surgical Skills Competition

In February 2019, the College hosted the sixth National Surgical Skills Competition, with medical students from all over Ireland getting the opportunity to compete for the coveted title in our state-of-the-art facilities in the National Surgical and Clinical Skills Centre. Nearly 60 medical students attended from all seven universities, which for the first time included Queen's University Belfast, making it a truly all-island competition.

The Surgical Training Pathway will continue to innovate in response to evolving training needs.



Surgical Bootcamp took place in the National Clinical and Surgical Training Centre at RCSI, 26 York Street in July 2018.

This year, the coveted title of National Surgical Skills winner went to Ciaran Nannery from the University of Limerick. Niall Adams from RCSI successfully secured second place, and third place went to Alexander Ergun from UCD.

SURGICAL PRACTICE

RCSI continued to strengthen the support it provides to surgeons across an extensive array of initiatives and services, ranging from the provision of programmes that enhance clinical knowledge to proactive advocacy on behalf of Fellows and Members on the strategic policy issues shaping the future of surgery in Ireland.

Continuous Professional Development Support Scheme

The Continuous Professional Development Support Scheme (CPD-SS) is a collaboration with the HSE that aims to facilitate NCHDs who are not in training posts to continue to maintain and enhance their clinical knowledge and skills while also maintaining their professional competence in line with Medical Council requirements. In all, 85% of eligible NCHDs in surgical posts have enrolled on the scheme.

Masters in surgical science and practice

One of the most exciting new developments in our academic education programme has been the development of the Masters in Surgical Science and Practice. The enrolment and selection process for the Masters programme took place earlier this year and is scheduled to commence in September 2019.

The innovative one-year full-time Masters in Surgical Science and Practice programme presents a new

approach to early surgical education and training. The programme will cover the entire curriculum for Core Surgical Training, as defined by the Intercollegiate Surgical Curriculum Programme, in just one year while making full use of the opportunities for immersive simulation that the College provides.

The overall aim is to provide participants with the knowledge and skills to commence surgical training in the clinical environment at a more advanced level, with documented and verifiable knowledge, skills and behaviours, which will accelerate training and contribute to enhanced patient safety.

In addition, in the period under review, 24 new specialty-specific training courses were delivered across surgical specialties and in the fields of emergency medicine, gynaecology, anaesthesiology and nursing. We welcomed the opportunity to facilitate these courses and to collaborate on their implementation with other training bodies.

National Trauma Network

The NOCA Major Trauma Audit National Report 2017 was launched in February 2019 and called for the prioritised implementation of regional hub-and-spoke Trauma Networks – each with a designated Major Trauma Centre.

Government implementation of the Trauma Network structure will have profound implications for the future shape of surgical services, and the College has met extensively with the specialties to gather their insights and recommendations for the new system. Subsequently, the College provided comprehensive

feedback to the HSE on how the implementation of the Trauma Network system can deliver the most effective surgical care for trauma patients. A decision on the selection of the Dublin Trauma Centre is expected in late 2019.

CervicalCheck and screening programmes

Dr Gabriel Scally's report into the CervicalCheck screening programme, and his subsequent supplementary report, raised serious questions around how doctors communicate with patients, while the communication and organisational deficits identified impacted public confidence in screening processes in general.

RCSI is committed to promoting professional standards

that address the communication and organisational issues outlined in the report and in particular to champion open disclosure policies within our student, trainee and consultant body. We have been working with other Colleges and the HSE to drive the provision of better quality assurance, better communication with the public around screening and to ensure the full implementation of the recommendations of the Scally Report.

Open disclosure

The Government approved the general scheme of the Patient Safety Bill in July 2018, providing for mandatory open disclosure and mandatory external notification of patient safety incidents. In the lead-up to the process of finalising of the legislation by Government, the College continues to engage, on behalf of Fellows and Members, with the Department of Health.

We are strongly advocating that the legislation should create a legislative framework for good patient-doctor communication and avoid a bureaucratic interpretation of open disclosure that may ultimately result in a litigious process rather than what was originally intended.

Mandatory licensing system

RCSI also engaged with the various specialties in relation to the Government's proposed mandatory licensing system for public and private hospitals and other providers of high-risk healthcare activities. We have conveyed the feedback from our Fellows and Members on this Bill to the Department of Health

RCSI continued to strengthen the support it provides to surgeons across an extensive array of initiatives and services.



Kieran Ryan, Managing Director, Surgical Affairs; Dr Eva O'Reilly, National NCHD lead and Mr Kenneth Mealy, President, pictured at the launch of RCSI's Continuous Professional Development Programme for NCHDs in August 2018.



Anna Walsh, Higher Surgical Trainee (right) with Mr Kenneth Mealy, President and Professor Deborah McNamara, RCSI Council Member pictured at the 2018 Millin Meeting.

and highlighted their key concerns in relation to its implementation.

New Model of Care launched

The Model of Care for Otolaryngology Head & Neck Surgery, authored by Professor Michael Walsh, Clinical Advisor in Otorhinolaryngology, Head and Neck Surgery at the National Clinical Programme in Surgery (NCPS), was launched in February 2019. A special note of thanks to Professor Walsh, his colleagues in the specialty and the team at the NCPS. This model now goes forward to the HSE, who will work with the College in appointing an implementation group to arrange its rollout.

Work is well advanced on two further Models of Care: the Model of Care for Urology under the direction of Mr Eamonn Rogers and the Model of Care for Vascular Surgery under the direction of Mr Martin Feeley.

Surgical research

In the period under review, the College published the report of a Short Life Working Group on Surgical Research, led by Professor Michael Kerin. Entitled "Towards Improved Collaboration and Coordination of Surgical Research in Ireland", it aims to generate a greater understanding of the value of research and outlines the supports that should be provided to trainees to facilitate their pursuit of a higher degree through research.

Gender diversity

The implementation of the recommendations of the report by RCSI's Working Group on Gender

Diversity, "PROGRESS: Promoting Gender Equality in Surgery", has continued during the past 12 months. It is encouraging to note that 40% of trainees in the 2018/19 intake were female.

This is the second year in a row that sees an increase in the number of female trainees. We are delighted to note the upward trend, and we will continue to encourage gender diversity across all our training programmes.

Institute of Global Surgery

Surgical Affairs was pleased to be involved in the establishment of the Institute of Global Surgery (more on page 53). This exciting development allows the College to build on the heritage of its COSECSA collaboration by developing sustainable health systems in low and middle income countries.

We look forward to the appointment of a Chair of Global Surgery, who will help build on the College's academic and training contributions to global surgery during the last 12 years.

We continue to support the delivery of increased surgical care for underserved populations through our ongoing collaboration with COSECSA. The number of trainees in the COSECSA regions continues to grow, accompanied by a consequent increase in the number of patients receiving surgical care.

Institutional review

The Department of Surgical Affairs underwent an Institutional Review through the RCSI's Quality Enhancement Office (QEO). This was an external peer review of the activities of Surgical Affairs, a ten-month process involving an in-depth self-assessment based on a set of standards from the QEO. An invited external panel then carried out a week-long review of the self-assessment, a process that included meeting independently with our stakeholders.

We were pleased with the positive feedback from our stakeholders, including our trainees, our trainers, our students, the HSE and the Medical Council. The process was completed in March 2019, and the recommendations of the panel will now form part of the quality improvement programme for Surgical Affairs.

INTERNATIONAL ACTIVITIES

Surgical Affairs was very active internationally in 2018/2019. This year saw major growth in postgraduate examination activity and marked the achievement of major milestones by the RCSI Court of Examiners.

Surgical examinations

During the year to June 2019, there was significant growth in the number of surgeons sitting MRCS examinations with RCSI. Record candidate numbers sat MRCS Part A exams across the College's exam centre

network in Europe, the Middle East, South East Asia and the Indian sub-continent. RCSI also saw significant growth in numbers sitting the MRCS Part B OSCE, with this examination taking place at the RCSI Bahrain campus, the RCSI Dublin campus and the RCSI UCD Malaysia Campus in Penang.

In June 2019, under the auspices of a recently signed Memorandum of Understanding between RCSI and Mohamed Bin Rashid University (MBRU) in Dubai, the College successfully delivered the MRCS Part B OSCE at MBRU. More than 80 candidates sat the examination, which was the largest ever diet of the membership exam held by RCSI in the United Arab Emirates.

The College continued to work closely with sister Surgical Royal Colleges in Edinburgh, Glasgow and London on the delivery of Fellowship examinations internationally. The FRCS exam is now offered in the specialties of Cardiothoracic Surgery; General Surgery; Neurosurgery; Plastic Surgery; Trauma

and Orthopaedics; and Urology in several countries including Australia, Bahrain, Egypt, Hong Kong, India, Jordan, Kuwait, Oman, Malaysia, Pakistan, Qatar, Saudi Arabia, Singapore, Spain, Turkey and the UAE. Plans were also announced to further expand the specialties in which the exam is offered internationally.

RCSI Court of Examiners

Under the leadership of the new Chair of the Court of Examiners, Mr Eamon Mackle, major progress was made on the implementation of examiner recruitment and quality assurance initiatives. The Court continued to work closely with COSECSA, supporting the development of COSECSA examinations and the training of its Membership and Fellowship Examiners. Further to its collaboration with COSECSA, the Court held its Fourth Annual Meeting at RCSI Dublin in October 2018, the theme of the evening being 'Global Surgery – a Transnational Perspective'.

RCSI POSTGRADUATE SURGICAL AWARDS FOR 2019

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

The following received awards in 2019:

The RCSI Colles Travelling Fellowship in Surgery

Danielle Collins for her Robotics and Pelvic Exenteration Fellowship at the Royal Marsden Hospital, London

An **RCSI Surgical Travel Grant** was awarded to each of the following:

- Adrian McArdle – towards his Fellowship in Oncologic and Microvascular Reconstructive Surgery at the Division of Plastic Surgery, University of Toronto/ Sunnybrook Health Sciences Centre
- Gregory Nason – towards his Society of Urologic Oncology Fellowship, University of Toronto
- Abdul Karim – towards his Trauma Fellowship in limb reconstruction, Cambridge University Hospitals
- Kieran Breen – towards his Fellowship in Robotic, Laparoscopic and Endoscopic Urology at the Northwestern University, Chicago
- Andrew Coveney – towards his Fellowship in General Surgery (Colorectal), in Sir Charles Gairdner Hospital, Perth, Western Australia
- Philip O'Halloran – towards his Clinical Fellowship in Neuro-Oncology, Endoscopic and Skull Base Surgery, Toronto Western Hospital, Canada
- Elaine Redmond – towards her Reconstructive Urology Fellowship at the University of Alberta, Edmonton, Canada

The Joint ACS/RCSI Resident Exchange programme

Jaime Doody

RCSI/Ethicon Foundation Travel Grants

Edel Quinn

Philip J.O'Halloran

Anna L. Walsh

The RCSI/IITOS Travelling Fellowships

Ali Abdul Karim, Adrian Cassar-Gheiti,

Grainne Colgan

James Hepburn

Sam Lynch

Rajiv Merchant

The RCSI-Anthony Walsh/Ipsen Urology Travelling Fellowship

Kieran Breen

Irish Travelling Fellowship, RCSI/RSM Section of Coloproctology

Cillian Clancy

Millin Lecture

Orla McCormack

Dr Richard Steevens Fellowship for 2019

Adrian McArdle

The Professor W.A.L. MacGowan Medal 2018

Anna Lucy Walsh

The Brian Lane Medal 2018

Richard Carr and Rory O'Neill

“ I had the opportunity to practice simulated patient consultations in Europe’s most advanced clinical simulation facility. ”

Onuche Ochai,
MPharm Year 4 student



A transformative
learning experience

02

A
transformative
learning
experience



World-class
experiential
learning at 26
York Street

Launch of CoMPPAS
Student Assistance
Programme



Extension to RCSI Smurfit
Building at Beaumont
Hospital completed

205 students trained
as Student Peer
Mentors

Transforming Healthcare
Education Programme (THEP)
Phase 1 approved by QQI



A transformative learning experience



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

The transformation of the undergraduate healthcare curricula has entered an intensive phase with the current focus on the delivery of a transformative curriculum in medicine, scheduled to commence in autumn 2021.

The College is now mid-way through the process of fundamentally re-shaping our curriculum in medicine, led by a clinician and educationalist partnership consisting of Dr John Jenkins, Dr Martina Crehan and their team, working in collaboration with Professor Arnold Hill and the entire medical school faculty.

The partnership has benchmarked best innovative practice via a series of meetings with thought leaders at international sites in North America and Europe, including McMaster University, the Mayo Clinic, University of Bristol and Utrecht University.

Higher Education Institutional Research Conference

The College was delighted to welcome the annual Higher Education Institutional Research (HEIR) conference to RCSI in September 2018. HEIR is a network of institutional research practitioners working in the UK and Ireland to support judicious use of metrics in learning and research environments to inform institutional decision-making. The conference addressed the challenges and opportunities for institutional research in a changing higher education landscape.



Pictured at the launch of the 12th edition of the RCSI Student Medical Journal (RCSISmj) were Editor-in-Chief, Rachel Adilman and Senior Editor, Alyssa Conti. The journal is produced entirely by RCSI students and aims to promote student authorship and to foster research, innovation and student participation in healthcare issues.

Enhancing the student experience

As strategic curricular developments progress through the Transforming Healthcare Education Project (THEP), it is encouraging to see that our students' day-to-day educational experience improves yearly. For example, in autumn 2018, as part of their Introduction to Clinical Practice module, Year 2 students experienced real-life consultations with simulated patients during a full day of recording in our new Learning Space facilities. Students took histories from simulated patients and received feedback directly from these patients, as well as from their peer group.

The partnership has benchmarked best innovative practice with thought leaders at international sites in North America and Europe.

Our students continue to engage in scholarly activity and electives alongside their core courses, with over 120 undertaking the Research Summer School annually and over 200 undertaking electives, mostly internationally and many with alumni support.

New appointments

Four new deputy deans have been appointed to roles that will make a critical contribution to the ongoing transformation of the learning experience in the Faculty. They are:

- Professor Ann Hickey, Deputy Dean for Positive Education;
- Professor Celine Marmion, Deputy Dean for Student Engagement;
- Professor Sam McConkey, Deputy Dean for International Curriculum Development; and,
- Professor Jochen Prehn, Deputy Dean for International Scholarly Engagement.

An inspiring year

It has been encouraging to see the energy and enthusiasm with which staff have embraced our transformative agenda for the future of healthcare education. Their hard-working, ambitious and scholarly approach is achieving wide recognition and increasingly delivering tangible results in research, education and reputational metrics.

Honorary Doctorates

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



Professor Sir Stephen O'Rahilly, Director of the Metabolic Research Laboratories at the University of Cambridge was awarded an Honorary Doctorate at the November 2018 conferrings. Professor O'Rahilly received the honour in recognition his groundbreaking studies into the molecular mechanisms which lead to diabetes, obesity and related metabolic and endocrine.



In May 2019, an Honorary Doctorate was awarded to Professor Garret A. Fitzgerald, Professor of Medicine and Systems Pharmacology and Translational Therapeutics at Perelman School of Medicine, University of Pennsylvania in recognition for his research in the field of cardiovascular and translational medicine that has improved the health and saved the lives of millions of people worldwide.



At the School of Medicine ceremony in June 2019, Professor Dame Sally Davies was awarded an RCSI Honorary Doctorate for her contributions as the Chief Medical Officer for England (CMO) and Chief Medical Advisor to the UK Government. She is an independent advisor to the UK Government on all medical and public health matters.



Professor Arnold Hill,
Head of School of
Medicine

School of Medicine

Redefining healthcare education

The Transforming Healthcare Education Programme (THEP), a two-phase framework for the strategic restructuring of the School of Medicine curriculum, is well underway. Approval was received in spring 2019 from Quality and Qualifications Ireland (QQI) to proceed with Phase 1 in September 2019. Phase 1 involves a systematic reorganisation of content and a reduction in its volume that will lead to a more streamlined learning path.

The outline of Phase 2, an ambitious blueprint that will redefine healthcare education in RCSI, is due to be completed in December 2019 and submitted to the regulators by early 2020.

The full implementation of the THEP will deliver groundbreaking developments in assessment methods with a focus on a more continuous appraisal system and fewer high stakes examinations, providing a more balanced work schedule for our students.

Key concepts underpinning our new vision for healthcare education include case-based learning, progress testing, professional identity development and the nurturing of learning communities.



Yara Zayout, Syama Sundar Gollapalli and Mohammad Alhazmi were among more than 300 future doctors to graduate at the School of Medicine June Conferring Ceremony.

The new curriculum will facilitate and encourage student autonomy, which, in turn, will help students in the decision-making process leading to the choice of which specialty they wish to pursue after graduation.

Medical Council accreditation

The Irish Medical Council carried out a three-day accreditation visit to the St Stephen's Green campus and the RCSI hospital locations in March 2019.

The quality of engagement with the Medical Council from both consultant clinicians at the hospital sites and clinical and pre-clinical colleagues was exemplary. We received favourable feedback at the conclusion of the visit, and we are currently awaiting the formal report from the Medical Council.

RCSI International Education Forum

The highly successful eighth International Education Forum (IEF) was held from 17 June to 21 June and focused on Phases 1 and 2 of THEP. Bringing together faculty from three medical schools in Perdana, Bahrain and Dublin, this year's IEF included the inaugural Education Innovation Award, showcasing more than 30 significant innovations underway across the institution.

MD students recruitment programme

The MD student recruitment initiative is part of the wider StAR Programme, developed to encourage clinicians to supervise postgraduate research degrees, enhance our research output for and offer increased support to clinical colleagues. This year, the MD students recruitment programme expanded its clinical base beyond the Hermitage Medical Clinic to include an additional group of active MD students based in the Beacon Hospital.

World-class facilities

The extension to the RCSI Smurfit Building at Beaumont Hospital was completed in July 2018 and was fully operational for the 2018/2019 academic year. This multi-capability learning environment offers world-class facilities, including high tech research resources that support industry-academia collaborations, such as RCSI's partnership with Stryker, a global leader in medical technology, to develop digital solutions for use in emergency and specialist care settings.



Professor Brian Kirby,
Acting Head of School
of Pharmacy

School of Pharmacy

The School of Pharmacy's mission is to deliver the highest standard of education for future pharmacy professionals. This continued in 2018/19 with the successful rollout of Year Four of our five-year integrated Master of Pharmacy (MPharm) programme and a successful accreditation site visit by the Pharmaceutical Society of Ireland in March 2019.

One of the key components of the new MPharm programme is experiential learning. Year 4 saw our students undertake their first statutory pharmacy placements, gaining valuable experience across a range of practice areas. During these placements, the students studied three innovative online modules. These modules were groundbreaking in that they were co-delivered to all Irish undergraduate pharmacy students in partnership with the School of Pharmacy, UCC and the School of Pharmacy and Pharmaceutical Sciences, TCD.

Teaching and learning developments

The School further transformed how we teach with the introduction of optional modules in MPharm Year 4. These modules, using novel teaching and learning methodology, covered a range of areas, allowing students to tailor their learning while still

studying content mapped to the Core Competency Framework for Pharmacists. One of the modules, 'Social Justice', coordinated by Dr Michelle Flood in collaboration with TU Dublin and the NCAD, won a teaching innovation award.

The Dr Harry O'Flanagan Prize for Excellence in Undergraduate Research was awarded to pharmacy student Sean Coll for his presentation "Hospital initiation of benzodiazepine receptor agonists in adults aged 65 years and over and their continuation in primary care: a retrospective cohort study".

Interprofessional Education is an important component of the MPharm programme, and the School was privileged to host a visiting Fulbright Professor during the first semester – Professor Brian Cross. Professor Cross is Associate Professor and Vice-Chair for the Department of Pharmacy Practice at East Tennessee State University College of Pharmacy and the Director for Interprofessional Education at the ETSU Academic Health Sciences Center. Professor Cross was able to share and provide the School with advice as our interprofessional portfolio expands.

This academic year marked the signing of a transnational collaborative agreement between RCSI and Soochow University, China for the delivery of a joint programme in Clinical Pharmacy. This programme, the first of its type for pharmacy in Ireland, will see students spend the first two years of their studies at Soochow University with the option to then transfer to RCSI-Dublin to complete a further two years of study with a specific focus on clinical pharmacy.

The final cohort of BSc (Pharm) students graduated in November 2018, marking the end of an era, but it is also testament to the innovative nature within the School as the training has evolved into the integrated MPharm programme. The School continued its role as a provider of the National Pharmacy Internship Programme (NPIP) with 140 candidates attending the Professional Registration Examination in RCSI in October 2018. In addition, the final cohort of NPIP students will complete their programme at RCSI in November 2019.



Pictured are sister and brother Sinead and Seamus Walsh who graduated with a BSc Pharmacy degree at the November 2018 conferring ceremony.



Professor Frances Horgan, Acting Head of School of Physiotherapy

School of Physiotherapy

The School of Physiotherapy's mission is to be recognised as a leading centre for physiotherapy education, research and scholarly activity. The School has made further progress in delivering a transformative learning experience in 2018-2019.

Character and Well-being

Professionalism

The theme of professionalism has been integrated vertically throughout the BSc in Physiotherapy programme. Academic and clinical colleagues; students; and professional and regulatory bodies contributed to the development of a definition of Professionalism for the School of Physiotherapy.

This definition of professionalism continues to serve as a valuable tool in the development of the qualities required to enact people-centred care. The visual professionalism tool is visible in both physiotherapy teaching and clinical environments. The definition has also been incorporated into the first, second and final physiotherapy clinical assessment forms.

This definition of professionalism continues to serve as a valuable tool in the development of the qualities required to enact people-centred care.

Resilience and growth

As part of the final physiotherapy Leadership and Professional Practice module, students engage in career workshops with the Career Development team in CoMPASS. In these workshops, they incorporate sessions on preparing for the transition to employment, CV writing, mock interviews and interview workshops, increasing their competitiveness and resilience.

Leadership

A re-organised Physiotherapy Leadership and Professional Practice module was introduced in the past academic year. This module aims to develop the students' personal and professional skills with particular relevance to leadership in physiotherapy practice. The module seeks to broaden students' knowledge and understanding of key leadership theories, health service organisation while reflecting on their own professional development, leadership and professionalism.

Clinical excellence

Teaching on the definition of professionalism has been incorporated into the BSc Physiotherapy Professional Development 1 module. Signposting to the tool takes place at the bi-annual Practice Education days and in our clinical placement sites with clinical tutors and educator colleagues.

For the next academic year, physiotherapy students will have increased exposure to simulation, and we plan on utilising the simulation facilities for more clinical skills training. Second year physiotherapy students engaged in small-group, high-fidelity simulation activities this year as part of their respiratory training. Student feedback has been overwhelmingly positive in regard to simulation, and the School plans to develop more similar opportunities going forward.



Undergraduate students practising a simulated scenario in the mock operating room at the National Surgical and Clinical Skills Centre, 26 York Street.

Simulation-based training

July 2019 will mark the completion of the second complete year of operations in the National Surgical and Clinical Skills Centre (NSCSC) at 26 York Street. It has been a year of consolidation, innovation, further success and change.

Existing courses for both undergraduate and postgraduate learners have continued apace, building on the initial offerings and aligning with the objectives outlined in Pillar 1 of RCSI's strategic plan 2018 – 2022. Simulation based education now exists in all of the undergraduate medical years and in selected components of undergraduate pharmacy, physiotherapy and physician associate training.

Postgraduate surgical training, human factors training and the Institute of Leadership training also continue to be major components of the Centre's regular workload.

There have been many innovative strides taken throughout the year, particularly with regard to the development of training models and devices. These achievements are owed largely to our wonderful simulation technicians, without whom the Centre would simply not function.

Noteworthy success stories

The first noteworthy success story was the award of 'Education Laboratory of the Year' at the annual Irish Laboratory Awards.

A second success story was the award of over €500,000 from the Higher Education Authority. The grant will allow RCSI to establish a formal research Chair in Simulation with associated research (PhDs & Post-Docs) and support staff. This success will enable a complete and sustainable twin track approach to simulation education and research.



Professor Zena Moore, Head of School of Nursing and Midwifery

School of Nursing and Midwifery

The School of Nursing and Midwifery at RCSI is the largest provider of post-graduate nursing and midwifery education in Ireland.

As Ireland's only exclusive postgraduate nursing and midwifery school, we are dedicated to developing the practice, educational and research capabilities of ambitious nurses and midwives. With a staff of 19, the school delivers 20 different education programmes to over 600 students, reflecting the diverse clinical specialities that are relevant to the field of today's nurses and midwives.

Our key goal is to empower nurses and midwives to demonstrate the difference that they make to practice and to patient outcomes. By demonstrating their contribution, this enables them to respond accordingly to the leadership and professional challenges that they face every day.

Staff at the school are actively engaged in cutting-edge research in the field of wound care. This research impacts on daily policy, practice and patient care, both nationally and internationally.

One of the most exciting developments within the school this year was the launch of the Skin Wounds and Trauma (SWaT) research centre. The centre arose in recognition of our leadership in research in this field. In striving to achieve RCSI's goal of leading the world to better health, we have enthusiastically embraced the opportunities that this exciting development of SWaT affords us.

Our achievements in securing research grant awards has significantly facilitated this progress. Successes this year were realised through six grant awards, the graduation of five PhD scholars, with a further 10 PhD scholars continuing their studies with us. In addition, we had 26 publications and 62 presentations, nationally and internationally. We look forward to continued success in the coming years, knowing that we are making a difference to healthcare worldwide.

To teach the realities of nursing and midwifery practice effectively, the school requires the development of interpersonal skills, professionalism and leadership. Our growing MSc Nursing Advanced Leadership programme reflects the necessity of developing leadership and innovation in the health service.



Pictured at the launch of the Skin Wounds and Trauma (SWaT) research centre are (l-r) Dr Tom O'Connor, Deputy Head of Department and Senior Lecturer; Professor Zena Moore, Head of School; Simone Walsh, Senior Research Projects Manager; Dr Declan Patton, Director of Research and Senior Lecturer.



Joseph Ogunbode, Kelly Nwaokorie, Javier Rojas and Yvonne Kirwan, who were among the second cohort of MSc in Physician Associate Studies graduates, are pictured celebrating their conferring in May 2019.

Physician Associate Studies

The MSc Physician Associate Studies' mission is to provide world-class education, designed to produce competent and professional physician associates with a focus on integrating the Physician Associate (PA) role within the Irish healthcare system.

PAs are highly skilled healthcare professionals who work with doctors as a member of a medical or surgical team in a wide variety of settings including hospital, surgical theatre, GP practices, and community health services.

The MSc in Physician Associate Studies, launched in 2016, is a two year, full-time, intensive programme open to applicants with a Level 8 health science or science-related degree. Physician Associate

students come from diverse backgrounds with experience in healthcare and the health sciences.

The conferring ceremony held on 29 May 2019 included thirteen new graduates from the PA programme, bringing the total number of qualified PAs to 20. An additional nine students are scheduled to complete the programme in December 2019 with nine students transitioning from their didactic phase into their clinical training year. The MSc Physician Associate Studies looks forward to expanding the programme when it welcomes a new cohort of 15 students in January 2020.

Alex Duplantier was appointed Director of Clinical Education in June 2019.



Professor Niamh Moran, Head of the School of Postgraduate Studies

School of Postgraduate Studies

The School of Postgraduate Studies aims to be a leading centre for postgraduate education, research and scholarly activity, both nationally and internationally. Our main strategic objectives are to enrich the postgraduate scholar experience; to grow postgraduate research scholar numbers; and to manage postgraduate scholar records.

The school oversees the quality of higher degree research projects, develops and manages the PhD and MD programmes under the new Strategic Academic Recruitment (StAR) Programme.

The school has developed the researcher training provision into a credit-bearing award that has helped to underpin successful EU Horizon 2020, Marie-Curie Innovative Training Networks (ITN), and SFI Research Centre bids. By ensuring that RCSI Postgraduate Research Scholars have the requisite knowledge, skills, experiences and attitudes, we equip our graduates 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 developments

- PhD Thesis-by-Publication officially launched on 14 February. Two scholars have used this format (developed by Professor Kevin Nolan) thus far and both passed their viva voce examinations.
- An Intercalated MSc is being trialed with undergraduate medical students.
- Online content was developed for remote students. This same content is also available for the new Postgraduate Certificate in Research Practice, customised for Postgraduate Research scholars.
- Careers Day on 14 February included numerous representatives from industry partners.
- Dr Deirdre Fitzgerald-Hughes (Deputy Head), Professor Darran O Connor (Deputy Head) and Dr Triona Ni Chonghaile (Lead for Intercalated MSc programme) have taken on lead roles within the school.

Achievements

- Graduations: In March 2019, we reported to the HEA that 63 scholars graduated with higher degrees by Research, comprising 46 PhD, 11 MD and 6 MSc.
- Registrations: We have 99 first year scholars registered for higher degrees by Research, comprising 64 PhD, 21 MD and 14 MSc.
- Beacon/RCSI MD Programme: Eight co-funded MD scholarships were awarded in collaboration with Beacon Hospital.
- RCSI StAR International PhD Scholars: Six scholarships were awarded to international students to undertake a PhD with RCSI Principal Investigators.
- RCSI International Secondment Awards: Nine students were awarded, on Research Day 2019, to advance our students' early career readiness.



PhD graduates at their conferring in May 2019.



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

Institute of Leadership

The Institute's main focus is on enhancing the ability of our scholars to lead meaningful change in healthcare systems in order to improve healthcare and make a significant contribution to society.

Developments in the Institute in 2018/2019 were informed by RCSI's renewed focus on providing transformative learning experiences for health professionals. There was an increased focus this year on incorporating findings from the emerging scientific fields of positive psychology and positive organisational scholarship in our activities.

The Institute contributes to the development of healthcare through its short development programmes and through its masters degree programmes. This year saw 218 scholars graduate from our three masters programmes in Dublin, Bahrain and Dubai. In line with RCSI's increasing focus on innovation, a new Masters in Leadership and Innovation in Healthcare was developed and has been successfully accredited for delivery in the next academic year. Accreditation has also been achieved for two new Professional Diplomas, one in Leading People and Teams and one in Developing Quality and Adding Value. Plans are at an advanced stage for a new Professional Diploma in Positive Health with new Diplomas in Strategy and Innovation and in Corporate Governance in the early planning stages.

It allows scholars to develop their clinical leadership capacity and maximise their impact on others in their healthcare organisations.

In order to enhance the current Professional Diploma in Clinical Leadership by offering a more flexible and student-centred delivery model, the Institute, supported by the RCSI's IT Department, launched a new online version of the programme. The programme, delivered using a blend of on-demand content, synchronous tutorials and discussion fora, is bookended by a face-to-face induction and onsite wrap-up sessions. It allows scholars to develop their clinical leadership capacity, increase their self-insight and maximise their impact on others in their healthcare organisations while studying in a way that fits with their work and personal commitments.

The Institute continued to contribute to the development of the Irish healthcare system in both the public and private sectors. As part of the HSE National Clinical leadership pathway programme for the development of executive clinical directors, 32 medical and surgical consultants successfully completed a co-designed leadership programme which aimed to enhance their capacity to lead systems change. The Institute also completed a multi-year commission for the HSE involving the delivery of 20 Multidisciplinary Leadership Development Programmes for 465 health professionals from across the Irish healthcare system. Development programmes were also delivered for the RCSI Hospital Group and the Bon Secours Health System.

Among RCSI's goals is the aspiration to educate scholars to show leadership in mixed social and cultural settings. To this end, Institute staff delivered programmes in a variety of different cultural settings. A Women in Leadership Executive Development Programme was delivered in Dubai for senior female healthcare leaders from the region. A Train the Trainer programme was delivered in Abu Dhabi for SEHA, the emirate's major health provider. As part of the HOPE (European Hospital and Health Care Federation) Exchange Programme, Institute staff provided an innovative bespoke programme on Executive Systems Leadership. Among the basic objectives of HOPE are aspirations to promote the exchange of knowledge and expertise within the European Union and to provide training and experience for hospital and healthcare professionals in a European context. A Masters Train the Trainer Programme was also delivered in Ethiopia as part of the RCSI/COSECSA collaboration.



Medical student Michael Shehata is pictured helping Amelia (6) with her teddy's arm at the Teddy Bear Hospital event hosted by the RCSI Paediatrics Society.

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.

Orientation Week

539 students began their courses in medicine, pharmacy and physiotherapy in September 2018. New students were guided by the Buddy Programme, which provides an invaluable resource in the form of friendly, knowledgeable and experienced students.

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.

Teddy Bear Hospital

Hosted by the RCSI Paediatrics Society, the fifth annual Teddy Bear Hospital saw over 350 children bring

their sick or injured teddies to be treated by RCSI students. All proceeds went to the children's charity Aoibheann's Pink Tie, which provides meaningful support to children living with cancer and their families.

Cultural Diversity Month

March 2019 was Cultural Diversity Month with a host of student events that celebrate the unique diversity of the undergraduate student body in RCSI. Highlights of the month included International Food Night which took place in RCSI and International Night in the Abbey Theatre, showcasing the culture, traditions, dance and music from our students' home countries.

RCSI Student Medical Journal

In April 2019, students from RCSI launched the 12th 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 Night 2019

International Conference for Healthcare and Medical Students

Medical Students (ICHAMS) welcomed more than 300 students from all over the world to present their research to peers and educators in healthcare.

A host of student events celebrate the unique diversity of the undergraduate student body in RCSI.

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.

In October 2018, Medical student Emily Beatty was awarded the inaugural Professor Moira O'Brien Sports Scholarship in recognition of excellence in her sport as a member of Ireland's Women's Hockey team including a silver medal Women's Hockey World Cup 2018.

RCSI students competed in the Boston Marathon for the 20th year running. Ten students represented RCSI and crossed the finish line at the 123rd Boston Marathon.

The RCSI rugby team travelled to Paris in February for the annual match against Université Pierre and Marie Curie (UPMC), which resulted in a draw. The friendly rivalry between the two colleges has existed for 28 years.

RCSI CoMPPAS

RCSI CoMPPAS (Centre for Mastery: Personal, Professional & Academic Success) is RCSI's dedicated hub for student success, staffed by a team of specialists working collaboratively to facilitate and empower students to achieve their personal, academic and professional goals.

The team's focus is career readiness; academic skills development; peer tutoring, mentoring and leadership; learning access and facilitation (including disability); student welfare and wellness; and professional communication and language. CoMPPAS manages RCSI's innovative Passport for Success (student orientation programme) and the RCSI International Citizenship Award.

This academic year, the team engaged in over 1,800 one-to-one consultations and 185 workshops, clinics and tutorials. CoMPPAS is part of the RCSI Student Engagement and Partnership initiative, which ensures the student voice is instrumental in assuring the quality of services and influences the development of the services themselves.

Highlights of the past year included:

- the launch of CoMPPAS Student Assistance Programme, which enables 24/7 student

access to personal support 365 days a year from anywhere in Ireland or abroad;

- 205 students trained as Student Peer Mentors, who mentored 945 other students;
- Year 1 and Year 2 undergraduate students accounted for 37% of all one-to-one appointments in the Career Readiness Programme;
- 100% match by our 2019 USA graduating class, including matches to the Mayo Clinic and Johns Hopkins, with particular success in pediatrics (7 graduates) and internal medicine (11 graduates) alongside matches in surgery, family medicine, obstetrics-gynecology, emergency medicine, psychiatry and anesthesiology;
- 43 students enrolled in the RCSI International Citizenship Award programme.

The CoMPPAS careers team continues to actively support our students' career progression both locally and internationally. Allied to that, in the past academic year, RCSI offered clinical elective placements to students at 18 key locations in the US and Canada alone through a network of strategic partnerships facilitated by RCSI's Director of International Electives Dr Ann Hopkins.



Undergraduate students who participated in the 2019 RCSI International Citizenship Award programme.



“ My research is investigating how our body clock controls mechanisms of immunity and inflammation. ”

*Dr Annie Curtis, Head of The Curtis Clock Laboratory
and Lecturer in Molecular and Cellular Therapeutics*



Leading impactful
research

03
Leading
impactful
research



102nd

in the world for
field-weighted
citation impact

950

PubMed
indexed articles
published in
2018

4 new
patents
filed



future
neuro

Launch of FutureNeuro
SFI Research Centre

63%

increase in Times Higher
Education score for industry
income to academic staff
member (2014 to 2018)

5

invention
disclosures



Leading impactful research



Professor Ray Stallings
Director of Research and Innovation

It has been another exceptional year with more publications in top-tier journals, new partnerships with industry and impressive external grant funding success. These achievements are driven by our dynamic and highly motivated researchers, who are focused on clinical and patient-centred research that addresses important national and international health challenges.

A number of new RCSI initiatives have come on stream in the past year to help our researchers to maximise their impact.

An important development for enhancing our research reputation, and to help build new relationships and stimulate collaboration, has been the implementation of new online researcher profiles. Together with the redesign of the RCSI website, it is now easier for external stakeholders to learn about our researchers and their expertise. In parallel, a new Research Information Management System for grant application and administration was launched. With our increasing needs for secure data storage and computational capacity, the IT department is rolling out an advanced digital infrastructure that will facilitate data collection, analysis, sharing and storage.

Clinical Research Sponsorship Office

Building on our proven record in clinical and patient-centred research, RCSI has established a sponsorship office in the RCSI Smurfit Building at Beaumont Hospital to guide our clinicians through the initial planning and regulatory aspects of clinical research. Led by Dr Muiris Dowling, a research physician with

over 20 years' experience of running clinical trials, the office is the first point of contact for a clinician who is interested in carrying out an RCSI sponsored clinical trial, whether observational or interventional.

The sponsorship office offers advice and assistance with many aspects of clinical research including:

- regulatory aspects of protocol preparation;
- compliance of patient information leaflets / informed consents with the Health Research Regulations (GDPR);
- applications for Health Products Regulatory Authority (HPRA) clinical trial approval;
- applications for Ethics Committee approval;
- study monitoring for GCP compliance; and
- investigational medicinal product manufacture and pharmacovigilance (drug safety) services.

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 in accelerating the delivery of innovative, impactful research in the health sciences across a range of disciplines. This year, we welcomed new StAR lecturer, Dr Gary Brennan (Physiology and Medical Physics). We would also like to acknowledge those StAR Research Lecturers in the last year who were appointed to tenured lecturer roles following successful evaluation: Dr Annie Curtis (Molecular and Cellular Therapeutics), Dr Oran Kennedy (Anatomy), Dr Triona Ni Chonghaile (Physiology and Medical Physics) and Dr Marco Monopoli (Chemistry).

Research highlights

Researchers at RCSI published a total of 950 PubMed indexed articles in 2018, 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 than the average publication in their field (measured by the field-weighted citation index) and RCSI is the most highly cited higher education institution in Ireland.

Our researchers are focused on clinical and patient-centred research that addresses important national and international health challenges.



Pictured at the launch of the FutureNeuro SFI Research Centre at RCSI in November 2018 are (l-r) Professor Mark Ferguson, Director General of Science Foundation Ireland; Minister for Business, Enterprise and Innovation, Heather Humphreys TD; Professor David Henshall, Centre Director for FutureNeuro; and Professor Orla Hardiman, FutureNeuro Principal Investigator.

Below is a brief sample selected from the array of articles published in high-impact journals during the annual reporting period where the senior author was an RCSI staff member.

Early warning system for epileptic seizures

A clinical study led by Professor Jochen Prehn, Department of Physiology and Medical Physics and FutureNeuro, has discovered a pattern of molecules that appear in the blood before an epileptic seizure occurs. These findings, published in the *Journal of Clinical Investigation*, may lead to the development of an early warning system, which would enable people with epilepsy to know when they are at risk of having a seizure.

Older people are more likely to be given an inappropriate prescription

A study led by Professor Tom Fahey, Department of General Practice and the HRB Centre for Primary Care Research, has found that potentially inappropriate prescribing (PIP) is becoming increasingly prevalent in older people and that hospitalisation is independently associated with an increased risk. It is hoped that these findings, published in *The BMJ*, will lead to better communication by hospital clinicians of intended prescription duration or planned review date to ensure that the patient's GP will have more complete information for reviewing and stopping such prescriptions.

New biomarkers for response to colorectal cancer treatment

Professor Annette Byrne, Department of Physiology and Medical Physics, together with partners in the ANGIOPREDICT research consortium, have discovered that chromosomal instability (where whole human chromosomes or parts of chromosomes are duplicated or deleted) may predict which patients will receive the most benefit from a key drug used to treat colorectal cancer (Avastin). By knowing in advance which patients would not benefit from Avastin, individuals could be spared the side-effects of the drug and are more likely to receive optimal treatment with a minimum of delay, while reducing cost of care. The study is published in *Nature Communications*.

A new treatment for osteomyelitis using copper-rich glass implant

A research project led by Professor Fergal O'Brien, Department of Anatomy and the AMBER SFI Research Centre, has developed a new therapy for the particularly difficult-to-treat bone infection, osteomyelitis, using an implant that kills bacteria and promotes bone growth without using antibiotics. The copper-doped bioactive glass in the porous scaffold implant attracts blood vessels and bone cells, which accelerates bone repair while the copper ions in the implant also prevent bacteria growth. These findings are published in the journal *Biomaterials*. This research article was later highlighted as a featured paper, Editors' Choice, by top journal *Science Translational*

Medicine. The results of the study were also highlighted by a number of news outlets both nationally and internationally.

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 to RCSI for the calendar year 2018 was €35.1m.

AMBER, the SFI Research Centre for Advanced Materials and Bio-Engineering Research, launched its

second phase with €40 million in funding over the next six years from SFI, coupled with €77 million contribution from industry and non-exchequer sources. RCSI was a founding partner in AMBER, with Professor Fergal O'Brien serving as Deputy Director, which now also funds AMBER RCSI Principal Investigators: Professor Sally-Ann Cryan, Professor Andreas Heise, Dr Cathal Kearney, Professor Donal O'Shea, Dr Oran Kennedy, Dr Ciara Murphy, Dr Cian O'Leary, Dr Caroline Curtin and Dr Annie Curtis. The extension of funding from 2019 to 2025 will continue the Centre's world leading academic and industry orientated research and lead to the creation of 350-new research positions across the seven partner institutions.

Details of a number of the larger awards are listed below:

- Professor Jochen Prehn: PD-MitoQUANT – A quantitative approach towards the characterization of mitochondrial dysfunction in Parkinson's disease. EU Horizon 2020 Innovative Medicines Initiative. €4.5 million with €1.1 million going to RCSI.
- Professor Bryan Hennessy: Detection of the EGFR T790M mutation in Exhaled Breath Condensate. HRB Definitive Intervention and Feasibility Awards (DIFA): €1 million.
- Dr Marco Monopoli: NanoCarb: Glyco-Nanoparticles for Applications in Advanced Nanomedicine. EU Horizon 2020 Marie Skłodowska-Curie Actions, Innovative Training Network. €4.2 million with €1.1 million going to RCSI.
- Professor Kevin McGuigan: PANI WATER - Photo-irradiation and Adsorption based Novel Innovations for Water-treatment. EU Horizon 2020 Innovative

RCSI has established a sponsorship office to guide our clinicians through the initial planning and regulatory aspects of clinical research.



Dr Orla Watters and Dr Niamh Connolly are pictured to mark the launch of PD-MitoQUANT, an international RCSI- coordinated Parkinson's research project that was awarded €7m by the Innovative Medicines Initiative (IMI) in collaboration with pharmaceutical industry and patient advocacy partners.

- Medicines Initiative. €3.6 million with €445,000 going to RCSI.
- Dr Barbara Clyne: Evidence synthesis and translation of findings for national clinical guideline development: addressing the needs and preferences of guideline development groups. Health Research Board (HRB) Emerging Investigator Award: €720,000.
 - Dr Maeve Mullooly: Investigating breast cancer risk factors to understand breast cancer epidemiological outcomes. Health Research Board (HRB) Emerging Investigator Award: €750,000.
 - Dr Sudipto Das: DETECT - DNA Methylation Signatures for Personalising Ulcerative Colitis Treatment. SFI Starting Investigator Research Grant (SIRG): €550,000.
 - Dr Gary Brennan: Molecular mechanisms of epileptogenesis and epilepsy-induced cognitive impairments; a dual role for m6A. SFI Starting Investigator Research Grant (SIRG): €545,000.
 - Professor Fergal O'Brien: 1. Scaffold-based Therapeutic Delivery for Spinal Cord Repair. IRFU Charitable trust: €500,000. 2. Non-viral Delivery of Genetic Cargo on Biomaterial Scaffolds for Bone Regeneration. SFI/ NSF US-Ireland R&D Partnership Planning Grant: €1.1 million with €450,000 going to RCSI.

Impact award

Professor Gianpiero Cavalleri won a Best Reported Impact Award at the 2018 SFI Awards. The award recognises a researcher's commitment to maximising the impact of their research. His presenting the first genetic map of the people of Ireland received global media coverage and was in the 99% percentile for online discussion (Altmetric) of over 300,000 research articles of a similar age. The paper ranked third for the most read of over 24,000 papers published in the journal Scientific Reports.

Innovation

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

In 2018, the number of agreements concluded to commercialise intellectual property arising out of RCSI's research activities increased by 20% with continued strong patenting activity and industry engagement. RCSI's improved knowledge transfer performance has continued, and we have again exceeded our targets for industry engagement (by 30%), invention disclosures (by 20%) and research commercialisation agreements (by 50%) 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 €3.35M. These industry collaborations allowed RCSI to access a further €950,000 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 testament to RCSI's world-class research expertise.

Innovation highlights:

- **RCSI Student Innovation Challenge 2018 concepts funded by HRB** Dr Michelle Lavin and Professor James O'Donnell combined some of the proposed solutions from the Student Innovation Challenge 2018 with parallel plans to disseminate their research on VWD in Ireland into an application to the HRB's Knowledge

Exchange and Dissemination (KEDS) programme. This application, entitled 'KEDS LoVIC-Kids: Improving public awareness of abnormal bleeding symptoms programme', was approved and launched by the CEO of HRB, Dr Darrin Morrissey. Students attending the launch event were delighted to hear how their work fed into the funding proposal, seeing their work transition from the innovation challenge into real-world application.

- **Exosomics takes option to RCSI exosome labeling technology** RCSI with PI Dr Marco Monopoli completed an option agreement of its patented NIR labelling technology with Exosomics S.p.A. RCSI has developed a method that, for the first time, allows for the endogenous labelling of exosomes using an NIR-fluorescent probe without the need for immunolabelling or synthetic or chromatographic manipulation.
- **FutureNeuro partners with UCB to give clinicians meaningful insights into epilepsy treatments** RCSI and Trinity College Dublin partnered with global biopharmaceutical company, UCB, to unlock the power of healthcare data to inform improvements in the clinical care of people with epilepsy. This project will provide insights into disease progression and responses to treatment, which can be used to determine risk factors and inform treatment planning for individuals living with epilepsy.
- **MedTech Innovator global investment competition for medtech companies comes to RCSI** RCSI hosted the European Regional MedTech Innovator



Pictured are Professor James O'Donnell (left), Dr Michelle Lavin (right), and CEO of HRB, Dr Darrin Morrissey (third from left) with the RCSI Student Innovation Challenge team whose LoVIC-Kids concept was approved for funding under the HRB's Knowledge Exchange and Dissemination (KEDS) programme.

2019 event in April. Over 30 early stage Medtech companies from across Europe were selected to present their value propositions to an international audience of venture capitalists and representatives of multinational companies including Olympus, J&J, Nipro and W.L. Gore. This event provided RCSI Innovation with access to valuable networks and increased profile among a high-value audience of potential industry partners and venture investors.

- RCSI successful in securing significant funding from the national disruptive technologies innovation fund** RCSI with PI Professor Donal O'Shea successfully led a consortium that secured €5.7M in funding from the National Disruptive Technologies Innovation Fund, a fund designed to support projects that have the potential to significantly alter markets and their functioning, to develop new image guided surgery technology.
- RCSI and Foras Na Gaeilge launch Irish language version of brain book** RCSI, with PI Professor David Cotter partnered with Foras Na Gaeilge to publish the Irish language version of Journey through the Brain entitled, "Aistear tríd an Inchinn". This new translation will be a welcome Irish language resource in schools and colleges across the country.
- 2019 RCSI Student Innovation Challenge** There were over 100 RCSI student participants in the 2019 RCSI Student Innovation Challenge. This year's event saw the students presented with six real-world clinical challenges in the areas of Epilepsy Medication Compliance in Young Adults (Dr Susan Byrne), Reducing Shoulder Injuries in Collision Sports (Dr Leo Pauzenberger), Surgical Skills Practice: Motivation & Tasks (Ms Leonie Heskin), Multiple Myeloma Virtual

Clinic (Dr Siobhan Glavey), Activity & Exercise for COPD (Dr Orlagh O'Shea) and Sickle Cell Disease Medication Compliance (Dr Helen Fogarty). The winning student team will be announced following the 2019 pitch night in July.

RCSI CEO Innovation Awards

The RCSI CEO Innovation Awards, presented at the College's Research Day, recognise the outstanding contribution of RCSI researchers to research commercialisation and industry engagement activity at RCSI.

- The RCSI CEO Research Commercialisation Award – recognising the RCSI researcher whose research is licensed or optioned by a company for the highest value: Professor Fergal O'Brien.
- The RCSI CEO Industry Engagement Award – recognising the researcher most successful in obtaining research funding from industry: Professor David Henshall.
- The RCSI CEO Clinical Research Commercialisation and Industry engagement award – recognising the clinically qualified researcher most successful in research commercialisation and industry engagement: Professor Richard Costello.
- The RCSI CEO Invention Disclosure Awards – recognising researchers who have identified potentially commercialisable inventions from their research activities: Hannah Rushe, Molecular and Cellular Therapeutics; Dr Alan Hibbitts, Anatomy; Dr Marion Hogg, Physiology and Medical Physics; Liam McDonough, School of Pharmacy; and Robert Murphy, School of Pharmacy.

“ With the support of RCSI and Irish Aid, COSECESA is on track to achieve its target of graduating 500 surgeons by 2020. ”

Rosemary Mugwe, Chief Executive Officer, College of Surgeons of East, Central and Southern Africa (COSECESA)



04
Supporting
healthcare
and society



Launch of RCSI Engage strategy to support health and education in our local and national communities

RCSI Institute of Global Surgery established in October 2018



RCSI's 1st online professional diploma qualification
Professional Diploma in Clinical Leadership



370 students participated in RCSI MiniMed Transition Year programmes in Dublin and Waterford

Supporting healthcare and society



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 reporting RCSI further expanded its healthcare management capability, making significant advances in its twin objectives of informing and supporting healthcare provision to deliver meaningful improvements in healthcare.

This was achieved by:

- developing an expanded, flexible and responsive educational offering within the Institute of Leadership for clinical and executive healthcare leaders;
- continuing to build our academic research platform to inform evidence-based decision-making through the work of the Health Outcomes Research Centre; and,
- providing frontline support to healthcare service units through the Quality and Process Improvement Centre in order to enhance efficiencies and build capacity.

Institute of Leadership

As a postgraduate school of healthcare management supported by the heritage and expertise of RCSI, the Institute of Leadership is uniquely placed to educate and inspire the professionals who will shape the future of healthcare delivery. Strengthening its position as the destination of choice for clinical and executive healthcare leadership education, the Institute has initiated an expansion of its suite of content offerings. The suite covers subject areas including process and

quality improvement, as well as managing people and teams - subjects that will increasingly shape and enable future healthcare delivery.

Simultaneously, the Institute is developing a more flexible delivery model, so that in addition to two-years masters programmes, we can offer a variety of modules, either academic or non-academic in content, and of varying durations, ranging from two-day courses to seven-month professional diplomas.

The past year saw the launch of RCSI's first online professional diploma qualification, a Professional Diploma in Clinical Leadership. This was delivered largely online over seven months with a small number of face-to-face days focused on applied learning. Two more diploma programmes, based around online delivery, have been conceived and developed in the last 12 months and have received academic approval: the Diploma in Quality and Process Improvement and the Diploma in Managing Teams in Healthcare.

The delivery of the second HSE Clinical Directors Programme, an executive development programme targeted to the most experienced senior clinical leaders in the country, was hugely successful. Of those who took part in the second iteration of the programme from November 2018 to March 2019, an impressive 100% of participants said they would recommend the programme to a peer.

In a significant development for the Institute, approval was granted to launch the MSc in Leadership and Innovation in Healthcare in Dubai. This is the first time that the Institute's flagship leadership qualification has been made available outside Dublin.

Health Outcomes Research Centre (HORC)

HORC has continued to develop its research focus on health service delivery through the provision of evidence-based analysis to inform policymakers and improve patient outcomes.

100% of participants said they would recommend the programme to a peer.



Pictured at Ireland's second National Healthcare Outcomes Conference, 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; Mr Kenneth Mealy, President; and Eunan Friel, Managing Director of Healthcare Management.

In collaboration with the National Clinical Programme in Surgery, HORC harnessed the extensive data gathered by the clinical programme to provide academic research output that can be used to inform, guide and validate strategic healthcare planning and decision-making. Currently reviewing databases on a range of surgical procedures, including hip fracture, laparotomy and major trauma, HORC is assessing differences in outcomes and identifying the factors influencing them.

Supported by Novartis, HORC held Ireland's second National Healthcare Outcomes Conference on 10 April, 2019 in the College. The conference facilitated a discussion about the benefits and challenges of integrating healthcare outcomes data in health policy, healthcare decision-making and healthcare procurement. It also explored patients' experiences of healthcare outcomes, analysing them alongside perceptions of those outcomes from the perspectives of clinicians and policy-makers.

The Quality and Process Improvement Centre (QPIC)

QPIC has continued to expand its commitment to quality and process improvement in both the healthcare provision and College environments.

QPIC completed the first phase of its Theatre Quality Improvement Programme (TQIP), an initiative undertaken in collaboration with the HSE, the NCPS and the National Clinical Programme for Anaesthesia (NCPA). Its objective was to demonstrate the value

derived from supporting hospital theatre teams in examining their processes.

The work involved training in the skills needed to track relevant metrics and identify inefficiencies where they existed. Efficiency gains of 10% to 15% were typically achieved, creating extra capacity and the opportunity for increased surgical patient access. Participating sites included University Hospital Kerry, South Infirmary Victoria University Hospital in Cork, and Beaumont Hospital, Dublin.

Having successfully demonstrated that capacity can be increased through quality and process improvement, QPIC is now preparing the second phase of its work, examining approaches to scaling up its interventions and investigating routes to optimise the opportunities presented by the increased capacity.

QPIC also launched the Better RCSI training programme during the reporting period, taking the same approach to improving quality and processes deployed in the TQIP programme and applying it to the professional services provided within the College. The training programme aims to generate enhanced value for students and RCSI employees across the College. It has been undertaken by a range of key departments, including Student, Academic and Regulatory Affairs (SARA), Finance, Institute of Leadership, HR and Student Recruitment, who are all currently leading improvement projects.

Community in Ireland

In June 2019, we launched RCSI Engage, a strategy to support health and education in our local and national communities from 2019 to 2023.

The RCSI Engage vision is to enhance human health and education by building reciprocal partnerships between RCSI staff, students and our local and national communities.

Over the next five years, RCSI Engage will drive the expansion and refinement of established programmes and the launch of some new initiatives. Staff from across RCSI contributed to this new strategy.

Local community

REACH RCSI Programme

The REACH (Recreation Education and Community Health) RCSI Programme is the local community engagement and access programme of RCSI. Established in 2007, REACH RCSI connects the institution with our local community, facilitates access to education for groups traditionally underrepresented and promotes lifelong health in our local community of South Inner City Dublin.

The REACH RCSI Programme has forged partnerships with local residents, primary and post primary schools, youth, community and sports groups. Internal partnerships and involvement of RCSI staff and students through volunteering or community-based learning is central to the reciprocal nature of the programme.

The RCSI Engage vision is to enhance human health and education by building reciprocal partnerships between RCSI staff, students and our local and national communities.

REACH RCSI highlights of the year include:

July 2018:

- Eight annual partnership event with Dublin City Council (DCC) Ballroom of Romance, welcomed 350 older people and DCC Volunteers for an evening of entertainment
- Summer Course for Primary School Teachers

August 2018

- Annual day of free Health Checks for local community facilitated by Mercer's Medical Centre

October 2018 - April 2019

- Junior Certificate Grinds Club
- Leaving Certificate Grinds Club

Foundation Year Electives, January – April:

- Chemistry Ambassador Programme - community based learning initiative where students work with local primary school children
- Physical Health Education Workshops with local primary schools in advance of sports day

December 2018

- Annual Christmas Lunch for 100 older people

April 2019

- Leaving Certificate Chemistry Tutorials facilitated by Professor Donal O'Shea

In 2018/2019, REACH collaborated with Clare Sullivan (Department of Simulation), Paediatric Clinical Lecturers Dr Daire O'Leary and Dr Leona Nertney, and our local primary schools St Enda's and Presentation to develop a reciprocal health education initiative. RCSI students developed and facilitated age appropriate, informative workshops on topics selected by the schools and a special Halloween fire safety workshop. RCSI students gained valuable experience interacting informally with children and communicating in a manner they can understand. In addition to health education, the children benefited from informal interactions with future doctors, allowing them to be more comfortable talking to doctors when attending appointments in the future.

RCSI Lab Safari

To celebrate Science Week Ireland, the Department of Molecular and Cellular Therapeutics (MCT) at RCSI opened its doors to provide female students from St Dominic's College in Ballyfermot with an opportunity to experience careers in biomedical research and health sciences. The event was developed to encourage



RCSI Paediatrics students' Halloween health and safety education workshops, with local youth groups YMCA and SAYS, took place in October 2018.

young women from areas at risk of disadvantage and social exclusion to consider careers in STEM (Science, Technology, Engineering, Maths and Medicine) and to give practical insights into careers as science and healthcare professionals, whether as a scientist, doctor or pharmacist.

National community

RCSI Transition Year MiniMed Programme

The RCSI Transition Year MiniMed programme takes place annually and offers transition year students the opportunity to learn from the country's top medical experts while getting hands-on experience during a five-day programme. Now in its 12th year, the Dublin programme increased its intake from 200 students to 250 students due to its popularity with a further 120 attending in Waterford.

Highlights of the programme included the opportunity for students to watch real-life surgeries from the Rotunda Hospital and witness a laparoscopic surgery. The students also got to practice their skills in simulated scenarios, including helping to treat a paediatric mannequin, learning to draw blood and

participating in a mock operating room scenario.

RCSI MyHealth Lecture Series

The RCSI MyHealth Lecture Series, aimed at people who are interested in improving their personal health and wellbeing, continued this year with further plans to expand the programme in 2019/2020.

In April 2019, the RCSI MyHealth lecture, titled 'Paving the Path to Wellness', focused on lifestyle medicine principles that promote healthy habits. Dr Beth Frates, a pioneer in lifestyle medicine education and an award-winning teacher at Harvard University, gave the audience insights into how healthy habits are formed – drawing from her background in psychology and biology.

RCSI MiniScience programme

Twenty transition year students from Dublin and the midlands took part in the fourth MiniScience Transition Year Programme in February 2019. During the three-day programme, students had the opportunity to experience life as a scientist. The students learned about ageing of the human brain, epilepsy, brain tumours, motor neuron disease and cancer.

Global community

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

Institute of Global Surgery

Five billion people worldwide are unable to access safe, affordable surgical care when needed. In response to this unacceptable situation, and aligned with RCSI's ambition to support healthcare and society, both nationally and internationally, the rollout of the RCSI Institute of Global Surgery began in October 2018.

The Institute is founded on the work of our established programmes in Sub-Saharan Africa - SURG Africa, the RCSI/COSECSA Collaboration Programme, and the newer Akazi programme. The Institute provides a structure and strategic direction for RCSI to work through partnerships to expand the provision of quality surgical care worldwide, for those most in need.

Two Programme Directors have been appointed, and an international recruitment process is underway for the O'Brien Chair of Global Surgery. This is an important step for the global surgery community worldwide as it is the first time such a position has been competitively recruited. The Chair is established through generous funding from the Iris O'Brien Foundation. Much initial work has been undertaken on establishing the structures and processes of the new Institute and priorities in areas such as communications and advocacy.

At a national level, we are working on the global health initiative of the Forum of Irish Postgraduate

Medical Training Bodies, which will be launched in October 2019. Internationally, RCSI has been selected to host the 2020 meeting of Global Alliance for Surgical, Obstetric, Trauma and Anaesthesia Care. We are exploring how to support established and new global surgery education programmes and are supporting educational opportunities such as medical electives in Malawi and surgical training exchanges with Vietnam.

In addition to supporting existing programmes of work, the Institute is building new partnerships and programmes of work to expand the provision of quality surgical care worldwide for those most in need. New programmes will deepen and grow our existing areas of work in research, training and capacity building, as well as broadening our focus to encompass the entire surgical team, including anaesthesia, nursing and beyond.

RCSI/COSECSA Collaboration Programme

The collaboration programme between RCSI and COSECSA (the College of Surgeons of East, Central and Southern Africa), now in its 12th year, continues to flourish. The programme is funded by Irish Aid with annual funding of €400,000. Staff and departments from across RCSI give their time and expertise to the partnership free of charge.

With 346 graduates to date, COSECSA is well on track to meet its target of graduating 500 new surgeons by 2020. The retention rate of COSECSA Fellows in their country of training is over 85%, making a real contribution to alleviating the shortage of surgeons in sub-Saharan Africa.

Five RCSI Fellows travelled to Kigali, Rwanda to serve as examiners in the COSECSA Membership and Fellowship exams last year. Two COSECSA Fellows came to Dublin to examine in RCSI's Membership exams and to participate in training delivered by RCSI's Court of Examiners and SARA team. RCSI's Institute of Leadership delivered Master Trainer workshops in Ethiopia and Tanzania to COSECSA surgeons, and senior staff from the Anaesthesia, Nursing and Obstetrics colleges in the region.

Women surgeons in Africa were once a rarity, at just 9% of all practising surgeons. RCSI and COSECSA are changing that picture through the COSECSA women's group, WiSA (Women in Surgery Africa). Women now represent 14% of COSECSA graduates and 23% of the current membership trainees. Women

The Institute provides a structure and strategic direction to expand the provision of quality surgical care worldwide, for those most in need.



Dr Clovis Paulin Baramburiye, a general surgery trainee pictured at University Hospital Kamenge in Bujumbura, Burundi. Burundi has a population of 11 million people and just 25 qualified surgeons. Dr Paulin is one of 5 COSECSA surgical trainees in Burundi and plans to stay in Burundi after he qualifies.

graduates took the top prizes in three of the eight Fellowship specialties at the December 2018 exams.

Behind the scenes, RCSI has provided valuable support to COSECSA in strengthening its administrative capacity as its geographic reach expanded to 120 accredited training sites and 14 member countries. COSECSA now has part-time administrative country coordinators in each country who help to improve communication between trainees, trainers and the College. COSECSA is in the process of appointing programme directors at each accredited site to ensure that the quality and standards of training are maintained across the board.

Meanwhile, COSECSA surgical training passed a milestone when the 150,000th operation was recorded in the COSECSA e-logbook in 2019. This logbook was custom-built for COSECSA by RCSI in

2015. While primarily a tool for trainees to record their surgical exposure, the logbook has emerged as a rich dataset of the surgical picture in sub-Saharan Africa, with the potential to inform health policy in the region. RCSI has supported COSECSA to establish a Data Governance Group to manage the increasing number of requests to access this dataset. A number of research studies are currently underway and the results are eagerly anticipated.

SURG-Africa

The first year of the surgical capacity building intervention implemented by the Scaling up Safe Surgery for District and Rural Populations in Africa (SURG-Africa) project, has been successfully completed. This project is led by RCSI in collaboration with two European and three African partners. The intervention consists of a programme of regular visits by specialist surgeons to 31 rural district hospitals in Malawi, Zambia and Tanzania to

strengthen the skills, confidence and surgical practices of local clinicians. SURG-Africa is increasingly recognised at a global, as well as a national, level as providing a feasible and scalable model for making safe, essential elective and emergency surgery available to rural populations in Africa, whose surgical needs have been neglected. In the past year, the RCSI SURG-Africa team has undertaken seven field trips to six countries, published six research articles, four of them in top quartile journals, and disseminates lessons learned through its website surgafrika.eu. For three years running, SURG-Africa has provided research summer school opportunities to five RCSI medical students.

Akazi Programme

The research team of the Institute of Global Surgery has secured €350,000 funding from the Irish Research Council for a new project, Akazi ('women' in Chichewa), which launched in April 2019. The project is developing an integrated screening package for breast and cervical cancer for rural women in Malawi.

Cervical cancer is the most prevalent form of cancer in females, with mortality rates of 80% and breast cancer is the third most common cancer in women. The survival rates from time of diagnosis are very low (average 5.6 months). Akazi will train staff at selected primary health clinics to visually inspect and treat early signs of cervical cancer and to do clinical breast examinations. A mixed-methods controlled trial will be undertaken to evaluate the feasibility and effectiveness of the model. Findings will be shared with the Ministry of Health to inform the design of a screening programme to scale up nationally.

SURG-Africa is recognised as providing a feasible and scalable model for making safe, essential elective and emergency surgery available to rural populations in Africa.



Clean water projects

RCSI researcher Prof Kevin McGuigan (Physiology and Medical Physics) currently coordinates two EU funded Horizon2020 projects which address the problems associated with removing contaminants from drinking water in resource-poor communities and low-income countries.

The WATERSPOUTT Project has developed three solar water disinfection technologies, which are currently being field-tested in Ethiopia, Malawi, Uganda and South Africa. The PANIWATER Project focuses on removal of anti-microbial resistant microbes and anti-microbial resistant genes from drinking water and wastewater in rural India. Both projects actively contribute to achieving the United Nations Sustainable Development Goal 6 (SDG6: Ensure availability and sustainable management of water and sanitation for all by 2030).

International Health and Tropical Medicine

RCSI has made a major commitment to international medical education, and Professor Sam McConkey, in his role as vice-dean, leads international curriculum development. Our aim is to enable our graduates to practice well in diverse multicultural settings.

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. At Masters level, we teach 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.

We hosted the Infectious Diseases Society of Ireland (IDSi) Conference in May 2019, where we submitted 6 posters, had three staff present oral presentations and won the best short oral presentation.

“ The support from the Faculty of Dentistry has enabled me to train with global experts in my specialty. ”

Dr Rory Boyd, Fellow of the Faculty of Dentistry and inaugural Faculty Research Travel Bursary recipient



05

Professional
training

Faculty of Dentistry



Dr John Marley
Dean, Faculty of Dentistry

The Faculty of Dentistry provides education, accreditation of programmes and quality assurance through examination of post-graduate dental professionals in Ireland, the United Kingdom and internationally.

The Faculty has over 2,500 affiliates having passed examinations at three different levels along a postgraduate continuum: diplomats, members and fellows. In the last year we had over 468 conferrings at all levels and awarded eight annual prizes including a travel scholarship award.

The Faculty 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. In April 2018 we visited India to develop two new examination centers North and South of the sub continent.

Major policy issues

In line with the Faculty's strategy, we have developed targets for key themes including: administration and infrastructure; examination provision; post graduate education at home and abroad; and finance.

Achievements in 2018/2019

In November 2018, we launched a successful media campaign to publicise our concerns at the lack of dental foundation training, mandatory CPD and the

absence of government-funded dental specialist/consultant training in the Republic of Ireland. The campaign culminated in the representation of the Faculty at the Oireachtas Health Committee on 15 May 2019, which resulted in invitations to the CDO, HSE, Department of Health and academic advisors to report to the Committee on 26 June.

We have now completed and implemented our bespoke online Fellowships examination application system and continue to develop our online membership facilities and members feedback with auto-generated metrics for the services we provide

Other developments included:

- Expansion and modernisation of Faculty office footprint was completed summer 2018.
- Fiona Allen was appointed as Operational Manager/Registrar of the Faculty in December 2018.
- With completion of phase 1 of examiner recruitment, we are now exploring novel approaches to examiner induction.
- The Educational Governance Committee formed with representation from RCSI, has now produced an agreed approach to intellectual property rights (IPR) for guest speakers and lecturers.
- We continue to progress our examination standard-setting including question archive development and curation.
- We continue to review our examiner transport and accommodation savings through advanced booking and value for money assessment.
- Our preparatory course development and expansion at home and abroad continues under the direction of a Preparatory Course Lead.
- Recording and broadcasting of the Faculty's Post Graduate Educational Programme including specialist paediatric modules.
- We continue with the production and delivery of "Hands-On" courses in 26 York street having held a Medical Emergency and Cone Beam CT course in 2018 and a further 3 courses scheduled later in 2019.
- Inaugural award of a FoD-sponsored MSc by research in collaboration with the Tissue Engineering Research Group is on track to commence September 2019.

We launched a successful campaign to publicise our concerns at the absence of government-funded dental specialist/consultant training.

Faculty of Radiologists



Dr Niall Sheehy
Dean, Faculty of Radiologists

The past year has been a busy and interesting year for the Faculty of Radiologists, including a series of scientific meetings and developments at home and abroad.

Scientific meetings

In October 2018, the Annual Scientific Meeting was themed as "The Faculty of Radiologists meets the Society of Abdominal Radiology". Professor Bernard King of the Society of Abdominal Radiology was awarded an honorary fellowship. Professor Maria Hawkins of the Oxford Institute of Radiation Oncology was the Honorary Fellow in Radiation Oncology. Special awards were presented by Dean-Emeritus Professor Max Ryan to Professor John Cockburn for his assistance with the FFR 2a exam and to Dr John Healy for his long service to Radiation Oncology. The MRI meeting focussing on cardiac MRI was held in Lyrath House Kilkenny and the Spring Meeting, focussing on chest imaging, was held in the Merchant Hotel in Belfast.

External relationships

In February of this year, the European Council Directive 2013/59/EURATOM Basic Safety Standards were transposed into Irish law. This legislation and its ramifications are still being understood. The Faculty is grateful to Professor Paddy Gilligan, who has written a useful guide to members and fellows on the subject. The Scally review into Cervical Screening Audits and the High Court Judgement by Mr Justice Cross dominated medical news in Ireland this year. These findings are of considerable interest to our Faculty both in screening and diagnostic radiology. The Faculty has been working with other postgraduate training bodies to understand their implications and to work with the HSE and public to improve understanding on the limitations of screening and diagnostic services.

We are confident that the screening and diagnostic services offered by our Fellows and Members are of a very high standard, but they cannot be perfect. Unfortunately, we can never have 'Absolute Certainty' in any of our examinations and a radiology report is only an opinion given by a human on imperfect datasets. It will be impossible for us to practice in a system that demands perfection, and the Faculty will continue to be an advocate for Radiological practice.

International activities

In Kuwait, the Faculty has negotiated a new contract for our radiology training programme, which will involve introducing Workplace Based Assessments. We maintain links with the European Society of Radiology (ESR) and the European Union of Medical Specialists (UEMS). Dr Adrian Brady, a former Dean, came second in the election for president of the ESR.



Pictured at the Faculty's Honorary Conferring Ceremony in October 2018 are (l-r) Dr Niall Sheehy, then Dean Elect; Dr Bernard King, Honorary Fellow; Professor Max Ryan, Dean-Emeritus; Professor Maria Hawkins, Honorary Fellow; and Dr Carol McGibney, Board Member.

Faculty of Nursing and Midwifery



Dr Theresa Frawley
Dean, Faculty of Nursing and
Midwifery

Since 1974, the Faculty of Nursing and Midwifery has continued to be at the vanguard of developments in nursing, midwifery and healthcare, with a number of key national and international developments in the past year.

International and local developments

- Collaborators from 23 European countries met to progress the establishment of a European Research Centre of Excellence for Continuing Professional Development (CPD);
- The launch of the RCSI Nursing Now campaign took place in June 2019 for the RCSI Hospital Group. Nursing Now is a global campaign supported by the World Health Organisation (WHO) and the International Council of Nurses (ICN);
- The RCSI Hospital Group DAISY Foundation International Award for Compassion in Nursing was launched in February 2019;
- Two Faculty initiatives were submitted to the RCSI Health Professions Education Centre (HPEC) Innovation Awards. The Aptitude Test for Overseas Nurses and the Healthcare Industry Representative (HCIR) Programme with the Aptitude Test made it to the final shortlist;
- The Faculty, working collaboratively with Mr Kevin Hyland O.B.E., the International Council of Nurses

(ICN) and HSE HR developed a pamphlet for nurses and midwives to address the signs of and responses to suspected human trafficking;

- The Faculty's founding Dean, Ms Mary Frances Crowley, featured as one of the portraits for the Women on Walls initiative.

Faculty Fellows and engagement

Seven Fellowships (Ad Eundem) and fourteen Fellowships (By Examination) were conferred on nurses and midwives at the December Conferring Ceremony.

Honorary Fellowships were awarded to Professor Linda H. Aiken, Professor Margarete Sandelowski and Dr Judith Shamian in recognition of their outstanding scholarship and contribution to the nursing and midwifery professions in February.

The Faculty's Programme of Fellows' Events continues to engage Fellows, and a recent "In Conversation" with local historian Catherine Corless was a particular highlight.

Staff appointments

Dr Edward Naessens joined the Faculty as Programme Coordinator to lead on the development and delivery of CPD programmes for the twenty first century. Dr Cathy Fitzgerald also joined the Faculty as a Research Fellow and will focus on the development of the European Centre of Excellence for CPD.

Board appointments and retirements

The Faculty would like to acknowledge the contribution of Ms Jacinta Kelly and Past Dean Ms Mary Jacob, who completed their terms in November 2018 and March 2019, respectively. They would also like to acknowledge Ms Terry Hanan, Vice-Dean, and Dr Catherine O'Neill, Board Member, who resigned in January 2019.

Dr Kevin Mc Kenna and Ms Laserina Maguire joined the Board in March 2019, and Professor Rory Farrelly and Ms Marianne Garvey Mc Mahon joined the Board in June 2019.



Mr Kenneth Mealy, President; Professor Linda H. Aiken; Dr Theresa Frawley, Dean; Professor Margarete Sandelowski; Dr Judith Shamian and Professor Thomas Kearns, Executive Director pictured as they celebrate Honorary Fellowships of the Faculty awarded to Professors Aiken, Sandelowski and Dr Shamian at the Faculty's Annual Conference.

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 and training continues to be a key focus for the Faculty.

Annual Scientific Conference 2018

This year's conference themed "Return to Play – The Shoulder" took place on 15 September 2018 in RCSI and was once again a joint venture with the Irish Society of Chartered Physiotherapists (ISCP) and Athletic Rehabilitation Therapy Ireland (ARTI). This event is a fantastic opportunity to collaborate with colleagues from other disciplines related to Sports and Exercise Medicine, and it strengthens our links with like-minded academics and clinical professionals in this field. The conference was well attended with 170 delegates, and an Honorary Fellowship was awarded to Mr Andrew Wallace, Consultant Orthopaedic Surgeon in King Edward VII Hospital specialising in shoulder and elbow, and Honorary Clinical Senior Lecturer at Imperial College London.

CPD opportunities

The Faculty ran two Sports and Exercise Medicine Structured Educational Programme

(SEMSEP) modules this past academic year, with a number of overseas speakers. Last year's SEMSEP topics included "On Field Trauma" and "Mental Health in Sport". Our Spring Study Day took place on Friday, 12 April 2019 in collaboration with colleagues from Athlone IT on the topic of "Tackling Doping in Sport". We also ran a number of journal clubs and grand rounds in Dublin, Belfast and Cork throughout the year, and our joint Diploma course in MSK examination and injury management with ICGP ran at full capacity.

All our CPD offerings are of interest to FSEM Fellows and Members, medical practitioners in all specialties, colleagues from other disciplines such as physiotherapy and sports sciences, and undergraduate/postgraduate students and trainees.

Higher Specialist Training in Sports and Exercise Medicine (HST SEM)

The Faculty spent the last 12 months preparing for its first intake of SpR trainees in Sports and Exercise Medicine; Dr Joe Jordan and Dr Stuart O'Flanagan attended their trainee induction day in RCSI in May 2019, and they will be starting on the programme in July 2019.

Inaugural public lecture – Physical Activity is Medicine

We held our first public lecture on the topic of "Physical Activity is Medicine" on Thursday, 31 January 2019 in RCSI, with more than 300 delegates braving the bad weather to attend on the night. This event was very well attended and we are already planning our next public lectures.

The Faculty spent the last 12 months preparing for its first intake of SpR trainees in Sports and Exercise Medicine.

Irish Institute of Pharmacy



Dr Catriona Bradley
Executive Director, Irish Institute of Pharmacy

The Pharmaceutical Society of Ireland has appointed RCSI to be the managing body for The Irish Institute of Pharmacy (IIOp). 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 process.

In 2018, 1,338 pharmacists participated in ePortfolio Review. 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 2019, showed that 97.2% 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 Process. This process ascertains that pharmacists practicing in patient-facing roles can demonstrate an appropriate level of competence in dealing with patient care within a central standardised review setting.

With collaboration from colleagues in the Conferences and Events; Student, Academic and Regulatory Affairs (SARA); IT, Estates and many other RCSI departments, the Practice Review process took place in October 2018 and April 2019 at 26 York Street. Across both events, 94.8% of participating pharmacists received an outcome of competence demonstrated.

Training programmes

The IIOp continued to support pharmacy practice through the delivery of a range of online and face-to-face training programmes over the past 12 months.

Engagement

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

The Peer Support Network was developed to offer informal peer-to-peer support to pharmacists. In 2018, a decision was taken to expand the network to allow more pharmacists an opportunity participate. In September 2018, the IIOp held its annual Peer Support Pharmacist training and development event with 54 members of the Peer Support Network attending the two-day event.

In November 2018, the Irish Institute of Pharmacy hosted a Pharmacy Practice Research Networking event with presentations from pharmacists working in key positions in government, the HSE and the Department of Health. The event also enabled all attendees to present their research interests to foster collaboration and networking.

97.2% of selected pharmacists demonstrated compliance with the standards.



“ I chose to study in RCSI Bahrain because of its impressive background of medical knowledge and world-respected RCSI curriculum. ”

Khalid Shamiyah, RCSI medical student, Bahrain campus



06

International
campuses

International
campuses



Medicine graduates at the tenth conferring ceremony in RCSI Bahrain in June 2019.

International campuses

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

RCSI Bahrain

As part of RCSI Bahrain's five-year Strategic Plan, the University is focusing on three strategic pillars of Teaching and Learning; Research; and Community Engagement and Service.

Incoming Heads of Schools

RCSI Bahrain is delighted to confirm the appointments of Professor Alf Nicholson, Professor Frank Crossan and Professor Stephen Atkin as the new Head of School of Medicine; Head of School of Nursing and Midwifery and Head of School of Postgraduate Studies and Research, respectively.

Professor Nicholson will move to RCSI Bahrain from RCSI in Dublin, where he has been Professor of Paediatrics and Head of Department since 2007.

Professor Crossan joins from Glasgow Caledonian

University (GCU), where he previously held the post of Dean of School of Health and Professor of Nursing and International Development.

Professor Atkin, meanwhile, moves the short distance from Weill Cornell Medicine Qatar, where he has spent the last six years as Professor of Medicine.

The incoming Heads of School will take over their respective positions from Professor Joe McMenamin (Medicine), Professor Seamus Cowman (Nursing and Midwifery) and Professor Davinder Sandhu (Postgraduate Studies and Research), who each have made significant contributions to RCSI Bahrain over the last number of years.

University receives HEC and BQA awards

RCSI Bahrain has strengthened its position and reputation as a regional leader in healthcare

education, with further endorsements by Bahrain's Higher Education Council (HEC) and the Bahrain Education and Training Quality Authority (BQA).

A busy few months for RCSI Bahrain's Quality Enhancement team was duly rewarded in the presentation of the Institutional Accreditation Certificate from the HEC during a formal ceremony at the Ministry of Education in May 2019.

In addition, RCSI Bahrain has received testimony from the Bahrain Education and Training Quality Authority (BQA) that the University meets all the requirements for quality assurance, valid for a period of five years.

New medicine scholarship launched

In March 2019, RCSI Bahrain launched a new medicine scholarship in honour of His Excellency Lieutenant General Dr Shaikh Mohammed bin Abdulla Al Khalifa, Chairman of the Supreme Council of Health. The scholarship will be awarded annually to an outstanding Bahraini medicine candidate.

Tenth conferring ceremony marked

RCSI Bahrain celebrated its tenth annual conferring ceremony in June 2019. The event witnessed the graduation of the largest ever medicine cohort of 134, along with 85 graduates from undergraduate and postgraduate nursing, bringing the total number of alumni to over 2,000.

Third international research conference

In October 2018, RCSI Bahrain hosted its third annual International Research Conference with the University of Bahrain. The abstracts covered topics from molecular subtypes of breast cancer in Bahrain to thoracic complications of bariatric surgeries in addition to an epidemiological study of multiple sclerosis in the region.

The multi-faceted aims of the conference were to showcase new knowledge to help patients, build further international research collaboration and to inspire students to get involved with research.

Community engagement programme

RCSI Bahrain has an active focus on community engagement and service and is committed to establishing collaborative partnerships with communities both in Bahrain and internationally.

Over 4,000 volunteer hours have been given to supporting the needs of communities and participating in health awareness and education activities, since the programme was established in 2012. In October 2018, the annual Community Engagement Kick-off event welcomed new volunteers to the programme.



Staff from Dublin, Bahrain and Malaysia came together for the International Education Forum in June 2019 to discuss innovations in the common medical degree programme that is delivered in the three countries.



The official launch of the RCSI & UCD Malaysia Campus (RUMC) as a Foreign University Branch Campus took place in September 2018.

PU-RCSI

PU-RCSI School of Medicine is a collaboration between RCSI and Perdana University (PU), the first public-private partnership in the Malaysian Higher Education sector. Students complete the same RCSI five-year undergraduate Medicine programme, gaining the same qualifications as their counterparts in Dublin and Bahrain, but study entirely in Malaysia. Students in Year 1 to 3 are mainly based at PU's Serdang greenfield campus site, while clinical studies in Years 3 to 5 take place at Hospital Kuala Lumpur, Hospital Tuanku Ja'afar, Seremban, Hospital Putrajaya and in General Practices and Community Clinics.

Student summer research projects

30 students undertook summer research projects in the past year. They presented at the annual Perdana University Research Day held on 5 April 2019, where five of the students were awarded prizes for oral presentations and two for posters. Four students presented at the Malaysian Congress of Geriatric Medicine in Alor Setar, Malaysia in August 2018, and two gained travel grants to present at the International Conference on Bioinformatics in New Delhi in September 2018. Ong Shu Chyi won third place for an oral presentation at the 32nd Malaysian Society for Pharmacology and Physiology Meeting held in Bangi, Malaysia.

Accreditation

Having gained the first full five-year programme accreditation by the Irish Medical Council last year, local regulators the Malaysian Qualifications Agency and Malaysian Medical Council held an interim visit in October 2018. Their report included no new recommendations pending re-accreditation in 2021.

Conferring ceremony

Perdana University's third Convocation took place on 7 October in the presence of Prime Minister Tun Dr Mahathir bin Mohamad and his wife, Tun Dr

Siti Hasmah Mohamad Ali, who received honorary degrees. Graduates included the largest class to date of 63 PU-RCSI students.

Malaysian Medical Intersarsity Games

Eleven students participated in the games, held at Panasonic Stadium, Shah Alam in December 2018. They won three gold medals, including two for Afiq Imran bin Masron in swimming and one for Raveen A/L Balasubramaniam in tennis. Afiq received the Most Outstanding Sportsman Award.

White Coat Ceremony

The White Coat Ceremony was held on 21 March 2018. Guest lecturer Professor Vicknes Waran Mathaneswaran inspired students with his account of building from scratch the renowned Neurosurgical Service at the University of Malaya Medical Centre.

RCSI International Education Forum

12 staff members attended the RCSI International Education Forum in Dublin in June 2018. This allowed them to follow up on their remote participation in the working groups of the Transforming Healthcare Education Programme.

RCSI & UCD Malaysia Campus (RUMC)

New name, brand, and outlook

In 2018, RUMC transitioned from Penang Medical College (PMC) to RUMC, a Foreign University Branch Campus and began a rebranding exercise. The then Minister of Education and Skills of Ireland, Mr Richard Bruton TD, and the Deputy Director General of the Ministry of Higher Education of Malaysia, Dr Mohd Nor Azman Bin Hassan, officiated at the official launch of the University in September 2018. The RUMC logo incorporates the original PMC crest adapted to reflect a fresh and modern look. The rebranding initiative, rolled out in stages, is targeted for completion in September 2019.

Programme successes

The Foundation in Science programme commenced this year with its second cohort. The programme saw its first cohort completing the course successfully with a high rate of progression into the medical degree programme.

Activities

In addition to the regular community outreach activities organised by the RUMC Student Association, there were several events introduced as part of the University's CSR efforts. In March 2019, we held our first Charity Carnival and Open Day. This saw our students and staff coming together to raise funds for several local charities. Held on campus grounds, the inaugural event comprised of performances by students, booths selling food and beverages, games, health screening

RUMC is taking the lead in providing family medicine training for doctors in Malaysia.

and talks conducted by our academics and marketing team.

The annual Research Day showcased recent research activities by RUMC's academic staff and students, including our adjunct staff at various Ministry of Health Hospitals.

In commemoration of International Women's Day, a panel of speakers comprising of RUMC staff of various backgrounds engaged both staff and students in a forum on empowering women and promoting gender balance in the workplace.

Collaborations

RUMC is taking the lead in providing family medicine training for doctors in Malaysia. In collaboration with the Irish College of General Practitioners (ICGP), iheed, and with the support of the Malaysian Ministry of Health, RUMC has begun accepting applications for the Malaysia-Ireland Training Programme for Family Medicine (MIInTFM). The programme is planned to commence in October 2019.



Minister Joe McHugh TD, Minister for Education and Skills (Ireland) led a delegation that visited RCSI Dubai to meet with students, alumni and staff in June 2019.

RCSI Dubai

In September 2018, RCSI Dubai welcomed 69 new scholars onto its two Masters programmes in Healthcare Management and Quality and Safety. At the conferring ceremony in November, 64 scholars graduates received their MSc parchments from HH Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum and Mr Kenneth Mealy, President of RCSI. This brings the total number of graduates from RCSI Dubai to 741.

This year, a Memorandum of Understanding (MOU) was signed between RCSI and the Mohammed Bin Rashid University Of Medicine and Health Sciences (MBRU) in Dubai. The two organisations committed to work together to provide innovative education, training and research for the benefit of healthcare in the region. The signing ceremony coincided with RCSI Conferring Ceremony during which 25 of MBRU's senior leadership team were recognised for completing a bespoke Leadership Development Program designed and delivered by the RCSI Institute of Leadership.

21 senior female healthcare professionals participated in the sixth Women in Leadership Programme with the theme "Realising Your Potential" held in June 2019 in partnership with MBRU. In the same month, RCSI's Department of Surgical Affairs, in collaboration with MBRU, successfully delivered the Part B OSCE component of its professional membership examinations at the Khalaf Ahmad Al Habtoor Medical Simulation Center. More than 80 candidates attempted the examination, the largest diet of the membership exam held by RCSI in the United Arab Emirates.

In collaboration with the RCSI QEO office, RCSI Dubai underwent self-assessment review and external peer review. The final report, which is due in August, will be used to develop a comprehensive quality improvement plan for RCSI Dubai.

In June, RCSI Dubai was honoured by the visit of Minister Joe McHugh TD, Minister for Education and Skills, Ireland. The Minister met with students, alumni and staff of RCSI Dubai and expressed his congratulations for RCSI's positive impact on healthcare development in the region.

“ My formative years studying and training in Dublin laid the foundation for my career in international cardiovascular disease research. ”

*Professor Koon Teo (Class of 1978), Professor,
Departments of Medicine and Clinical Epidemiology
and Biostatistics, McMaster University, Canada*



07

Enabling
our vision

Campus Development



Michael McGrail
Director of Corporate Strategy

The RCSI Strategic Plan 2018-2022 includes the commitment to build a world-class campus, and we are well on our way to achieving this.

26 York Street has now been fully operational for two academic years. The €80m complex landmark ten-floor building has transformed healthcare education in Europe, and its unique design elements have been recognised with a number of awards since the building's opening.

Our Dublin campus has seen other significant investment. Phase 2 extension to the Smurfit Building at 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. In addition, the basement of 123 York Street was refurbished into a major social space with enhanced recreational facilities and two distinct restaurant offerings.

We are now focused on the next major campus development at the Ardilaun Centre. This is an existing three-block office development adjacent to 26 York Street.

Project Connect will see a €88m redevelopment of Block A of the Ardilaun Centre, which fronts onto St. Stephen's Green. A planning application is currently being considered by Dublin City Council with site enabling works planned to commence in Q1 2020.

We know that the complex healthcare problems facing the world today will require collaboration to solve, which is why Project Connect is not just about building a campus. It is about creating a hub in which students, professionals, researchers, leaders, policy makers and the public can come together to learn and be empowered to advance healthcare together, for Ireland and around the world.

The opening of 26 York Street in 2018 marked the beginning of an exciting campus expansion for RCSI, providing world-class simulation facilities for our students and trainees. The redevelopment of Ardilaun Block A will further transform the way in which we educate our students so they can learn, grow, and prepare to take their place as the medical leaders of the 21st century. It will also provide a space that engages and involves the local community and plays a dynamic role in the life of the city.



RCSI Smurfit Building, Beaumont Hospital

Information technology



Justin Ralph
Chief Technology Officer

Over the past year, the IT department has endeavored to create a digital and innovative campus that facilitates collaboration, analysis, and value based decision making.

This transformative journey will take a number of years, and the leveraging of cloud technologies to enable collaboration, innovation, and development of digital capabilities will remain one of our key objectives. Over the past 12 months, a number of new systems and applications have been delivered.

Highlights include:

- Student App, "MyRCSI" has been developed with full engagement from our students.
- New digital course offering "Professional Diploma in Clinical Leadership" for the Institute of Leadership to support our growth initiative.
- Research Profile and Grant Management System, which will be instrumental in our drive to improve our global reputation and garner internal efficiencies.
- Research Storage and Quantum Compute solution, providing storage space (both on premise and within the cloud) and access to quantum computing to our researchers.
- Full upgrade of Moodle to provide a more modern appearance and additional functionality.
- Technology Enhanced Learning module "Paediatrics", developed in conjunction with 20 consultants from Crumlin and Temple Street.
- Connect SA provides a single centralised CRM database for all Surgical Affairs stakeholders.
- Full upgrade of the Fellows and Members portal.

- Phases 1-3 of the RCSI website have been built in collaboration with the Communications Department. The new website is now more externally focused with stronger use of pictures, videos, and sharper text.
- Transition to a new Managed Services provider that will offer a more secure and efficient service to RCSI.
- Continued investment in Wi-Fi, Data Protection and Security.
- Heavily invested in protecting the technical assets of the College against cyber-attacks.

Over the next 12 months, we have committed to a number of projects that are part of the RCSI Strategic Plan 2018-2022.

Projects include:

- Provide real time assessment and feedback tools for use during classroom and clinical assignments to measure how well students are prepared for the future.
- Provide pathways that enable students to visualise their progress, performance, and identify any support required.
- Develop two new digital course offerings for the Institute of Leadership.
- Create a CRM application for marketing, reputation, recruitment and clinical relationships.
- Provide and configure a digital recruitment and marketing tool.
- Investigate on how the college can integrate machine learning and AI into the new medical undergraduate curriculum, postgrad offerings, and research.
- Provide additional functionality to the Mentor Network application.
- Install and configure a new Library Management system.
- Roll-out the final phases of the RCSI website.
- Continued investment in our network, infrastructure, and security.

Our projects are committed to supporting growth, increasing efficiencies across the College, improving the reputation of RCSI, and providing a better student experience that will also have the dual benefit of improving the career prospects of our graduating students.

Leveraging of cloud technologies to enable collaboration, innovation and development of digital capabilities is key.

Development - Alumni Relations, Fellows and Members



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

Our Development – Alumni Relations, Fellows and Members office has continued to grow and advance RCSI’s external relationships with our committed community, building mutually beneficial engagements with individuals and organisations globally.

RCSI TOMORROW campaign

The Development Team worked with vigour to support “RCSI TOMORROW”, our campaign to achieve a lasting impact on global health by focusing on strategic philanthropic initiatives in education and research. The campaign leadership is supported in this endeavour by the trustees of the Friends of RCSI, our US Foundation. The focus includes supporting 21st century graduates, the recruitment of world-class faculty, breakthrough research and the development of our iconic campus. The campaign has raised €11.5m to date, thanks to the generosity of our extraordinary Alumni, Fellows, friends and partners who endorse our vision.

Supporting 21st century graduates

In addition to expanding our scholarship programmes for both needs and merit based scholarships, this year we established the “Professor Moira O’Brien Sports Scholarships” to celebrate sporting excellence amongst our exceptionally talented students.

Attracting world-class faculty

Since the opening of 26 York Street, RCSI emerged as a national leader in simulation education. In recognition, RCSI was able to secure a significant grant from the HEA to establish the RCSI Centre for Simulation Education and Research to be led by a new Professor of Simulation. This significant investment in the new Centre will position RCSI as a European leader in transformational teaching practices.

Breakthrough research

In February 2019, the Irish Rugby and Football Union Charitable Trust (IRFU), World Rugby and RCSI launched two important projects. The first is in spinal cord repair, led by Professor Fergal O’Brien (Professor of Bioengineering and Regenerative Medicine), and the second is in injury surveillance at schoolboy level, led by RCSI’s School of Physiotherapy.

Building an iconic campus

The official opening of 26 York Street by Mr Michael Bloomberg was a landmark moment for RCSI. The publicity from the launch allowed RCSI to launch the 26 York Street Room Naming Campaign which has generated gifts from alumni and corporate partners, ensuring they form a major part of the rich community that celebrate the success of RCSI.

We are deeply grateful to all the individuals and companies who through their philanthropic support enable RCSI to realise its ambition (see page 82).

ALUMNI RELATIONS

Networking globally

The Alumni Relations Team met with more than 1,300 alumni at receptions, events and reunions in Bahrain, Boston, Dubai, Dublin, Hong Kong, London, Toronto and New York.

Highlights included opening the RCSI Charter Day Programme of celebrations with the alumni-led event “In Conversation with Dr Hedy Fry”. Dr Fry (Medicine 1968), a Trinidadian-Canadian politician and physician, shared her journey to becoming one of Canada’s most prolific politicians. The reception at the House of Lords in London, hosted in February 2019 by The Rt. Hon. the Lord Ara Darzi of Denham OM KBE PC FRS (Medicine, 1984, FRCSI 1990), was attended by 250 Alumni, Fellows and Members.

The Alumni Gathering 2018, hit record numbers again with more than 420 alumni and guests, spanning six decades, being welcomed back to RCSI over three days in August for the annual RCSI reunion weekend.

The strength of our alumni network is not only critical to the success of our expanding student programmes but also enhances the reputation of RCSI worldwide.

Honouring alumni

At the annual RCSI Bahrain Alumni Reception in November 2018, the first Alumni Inspiring Excellence Portraits were presented to Asma AlNajjar, Eman AlJahmi (Nursing and Midwifery, 2010) and Dr Aymen Bukannan (Medicine, 2010). These remarkable graduates are role models, offering inspiration to both current students and visitors to the University.

In RCSI Dubai, the Alumni Inspiring Excellence portrait of Dr Amer Ahmad Sharif was unveiled at the November 2018 Conferring Ceremony to popular acclaim.

The inaugural RCSI Alumni Awards took place in RCSI Dublin in March 2019. Representing the diversity of RCSI, six exceptional role models from all disciplines were honoured at a memorable ceremony attended by alumni, faculty and guests.

The RCSI Alumni Magazine featured our Alumni Awardees on the cover and profiled their careers since graduation. The magazine also featured an interview with alumna Dr Wan Azizah (Medicine, 1978) about her rise to the top of Malaysian politics.

FELLOWS AND MEMBERS

Engagement: at home and abroad

Supporting the critical developmental and transitional needs of surgeons at each stage of their career is our primary goal. The higher engagement enjoyed by RCSI

with our surgical Fellows and Members, both in Ireland and internationally in the past year, is a clear indicator of the impact of our programme.

Keeping our Fellows and Members informed

Communications - both print and online - remain a crucial tool in our engagement programme. We are pleased that the circulation of our print magazine 'Surgeons Scope' has increased by 10% compared with the same time last year.

Following a similar redesign of our eNewsletter 'Surgical Bulletin', we were delighted to achieve our highest 'open rate' ever of 52% this year, well above the industry average of 22%.

Strengthening connections

Meeting our Fellows and Members in person remains a primary objective of our event strategy. We were thrilled to host over 500 Fellows and Members at key events throughout the year, including the North American Chapter of Fellows in Boston, two regional meetings in Galway and Sligo, a reception at the House of Lords in London, the 2018 Millin Meeting and the 2019 Charter Day celebrations.

Growing and maintaining the community

With just under 400 new Fellows and Members admitted to the College between July 2018 and June 2019, the Fellowship and Membership community continues to go from strength to strength.



Winners of the inaugural RCSI Alumni Awards: Dr Kelly Aylward, School of Postgraduate Studies; Avril Copeland, School of Physiotherapy; Dr Daniel Briscoe, School of Medicine; Dr Emer Shanley, School of Nursing & Midwifery; Fatima Rustom, School of Pharmacy; and Martin Dunne, Institute of Leadership.

Human Resources



Barry Holmes
Director of Human Resources

Under the People and Culture enabler of the RCSI Strategic Plan, the HR team continues to focus on a range of initiatives to ensure our people, who work across a number of locations, departments and role types, have a positive and engaging employee experience.

Colleagues from the HR team are attending Yellow Belt training in Lean Six Sigma and leading projects under the #BetterRCSI initiative. These projects are looking at ways to enhance the on-boarding experience for rotational NCHD clinicians, and also to improve the efficiency and effectiveness of key employee engagement initiatives.

The second cohort of participants of the hugely popular Managing Through People (MTP) programme completed their training, and applications are currently under review for acceptance to the third cycle for next year. The aim is to give all people managers within RCSI the opportunity to benefit from a structured programme to enhance their skills and confidence as leaders.

The HR team has worked to enhance the analytics and data reporting capability on key people metrics. This has resulted in the delivery of people dashboards, presented to Senior Management quarterly. Together with the staff survey results, these dashboards provided SMT with additional information and insight to make more impactful people-management decisions.

The commitment to protect and nurture the positive characteristics of the culture of RCSI, which permeates all aspects of college life, is a standalone project

under the strategic plan. It is heartening to see this positivity manifested in the strong feedback from staff who participated in the 2018 survey of the employee experience. As our staff work in a more agile way to deliver other strategic commitments, such as the continued transformation of the undergraduate medical curriculum, HR continues to ensure our people have the support, training, growth opportunities and time to deliver these changes while still maintaining our shared culture.

There was a sharp increase in the level of participation by employees in the PDP review process over the previous year. This was attributed to senior management's buy-in to the benefits of the process and a focused communication drive on the part of the HR Business Partnering team to people managers and team members. The aim of the process is to facilitate an environment that promotes conversations outside of standard operational structures for managers to build effective relationships with their teams and, concurrently, provides employees with the chance to undertake further developmental opportunities.

As RCSI reaches the mid-point of the Strategic Plan, the HR team is excited to deliver further enhancements to our systems and processes with the aim of providing the best support to our people.

The commitment to protect and nurture the positive characteristics of the culture of RCSI, which permeates all aspects of college life, is a standalone project under the strategic plan.

Equality, Diversity and Inclusion

The Equality, Diversity and Inclusion (EDI) Unit delivered landmark achievements across its strategic objectives: foundation, data, accountability, knowledge, community and collaboration.

The Equality, Diversity and Inclusion (EDI) Unit delivered landmark achievements across its strategic objectives: foundation, data, accountability, knowledge, community and collaboration.

EDI was embedded as one of three foundational pillars in the 2018-2022 Strategic Plan with the aim for everyone to take an active role in embedding EDI across everything RCSI does so that each individual has an opportunity to make the most of their lives and talents.

The EDI Unit collaborated with IT, HR, Legal and QEO to implement mechanisms to effectively capture and report EDI data across all 10 equality grounds. This allowed the team to address underrepresentation as required.

The EDI Unit introduced accountability initiatives to ensure EDI is ingrained across our governance, policy development/implementation and decision-making. These included five new policies: an EDI Policy, a minimum 40% male/female gender representation on decision-making bodies, a Core Meeting Hours policy, an Email Usage policy, and a Gender Identity and Expression policy. In October 2018, RCSI achieved Athena SWAN Bronze accreditation, which reflected the dedication from staff across RCSI to implement and champion best practices in gender equality.

A number of educational training sessions were rolled-

out, including 15 Trans 101 trainings attended by 198 staff. The EDI Unit delivered a bespoke unconscious bias classroom based training as well as Irish sign language and access trainings for front line staff.

With regard to community and collaboration, the EDI hosted more than 25 events, developed partnerships with 13 external non-profit partners and worked closely with colleagues in Estates, Communications and Conference and Events throughout the year.

Highlights from the year include:

- the first-ever meeting of the Association of Women Surgeons in Ireland;
- participation in Positive Ageing Week and Intergenerational Day;
- International Men's Day celebration and the launch of the first-ever Men's Shed chapter at a higher education institute;
- the Better Options Career Fair with partner AHEAD;
- the Appreciating Culture lecture series; and
- Pride breakfast with TENI and Chrysalis, a trans feminine portrait exhibition.

In March 2019, the landmark Women on Walls portrait collection, recognising the pioneering achievements of eight extraordinary women and enhancing the visibility of historical female leaders in healthcare, was launched with Minister Mary Mitchell O'Connor.



RCSI was awarded Athena SWAN Bronze accreditation for positive gender practice in higher education in 2018.

Finance



Jennifer Cullinane
Director of Finance

RCSI's financial strategy is to ensure robust financial stewardship of the organisation to both underpin the sustainability of our operations and realise our mission in an increasingly competitive market place.

Background

RCSI is a not-for-profit, independent, 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 our 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 community outreach programmes. The most recent change in the Charter in 2010 provided for the designation of RCSI 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.

Key activities

Although RCSI is headquartered in Ireland, our education, training and research activities 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 (Perdana and Penang), 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. RCSI collaborates with other higher education institutions through research studies and is the academic partner of the RCSI Hospitals Group.

RCSI contributes to the building of the reputation of Ireland as an international centre for education as evidenced by our ranking among the top 250 (2%) of universities worldwide in the 2019 Times Higher Education (THE) World University Rankings. RCSI also makes a significant contribution to the Irish economy every year. As one of Ireland's largest indigenous services exporters, we employ over 1,100 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.

Financial management

The RCSI Council, as the governing body of the institution, is responsible for RCSI's financial affairs, with certain functions delegated to the Finance and Audit Committees.

RCSI's financial strategy is to ensure robust financial stewardship of the organisation to both underpin the sustainability of our operations and realise our mission in an increasingly competitive market place. In line with our charitable remit, all surpluses earned are reinvested for the furtherance of our education and research mission.

RCSI operates primarily a self-funding model. Funds

As one of Ireland's largest indigenous services exporters, we employ over 1,100 people in the country.

generated must be sufficient to cover both current and capital requirements. There is a strong focus on generating annually a positive cash flow to ensure commitments in respect of day-to-day expenses, working capital, debt servicing and asset maintenance are met. Significant capital expenditure projects are funded through an appropriate balance of debt and reserves. Reserves are maintained to provide for continued investment and to enable responsiveness to general market volatility.

Review of the year to 30 September 2018

Overall, RCSI's financial performance has remained steady year on year and in line with approved plans and bank covenant requirements. A summary of the RCSI consolidated statement of revenue and expenditure for the year to 30 September 2018 shows the following:

	2018 €m	2017 €m
Revenue	186	182
Operating costs	(158)	(151)
Depreciation	(8)	(8)
Net interest	(3)	(2)
Operating surplus	17	21
Unrealised non operating accounting surpluses	5	27
Net surplus	22	48

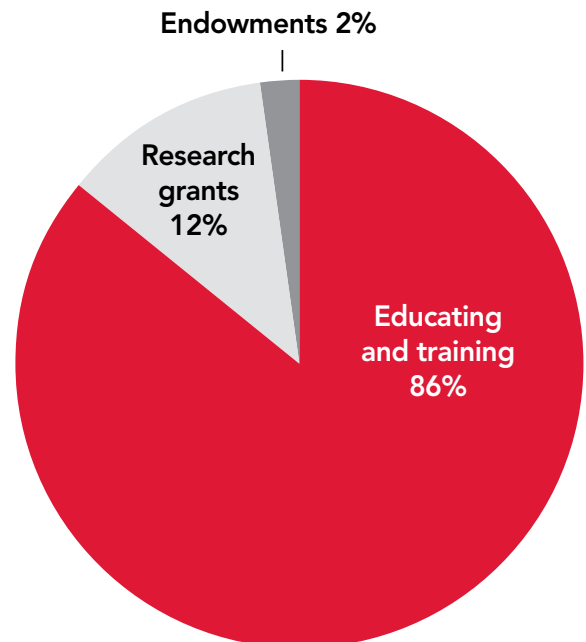
Note : 82% (2017: 81%) of revenue was generated through Irish entities

- The majority of revenue continues to be earned from those activities that are core to the organisation's mission: degree awarding activities, professional postgraduate training and research programmes. A valuable source of ancillary revenue is our endowment portfolio. In the year, revenue grew by 2% mainly due to growth in our education programmes. Public funding sources, including research grants account for 15% of revenue. Student numbers stand at just under 5,500 with representation from over 80 countries. Over 50% of students attending do so under a sponsorship agreement.
- Operating costs increased year on year by 5%. The key movements are accounted for by the continued rollout of approved strategic investments, servicing an increased campus footprint and debt, together with multi-year commitments under the StAR research programme, offset by a low

interest rate environment. As a higher education institution, staff-related costs continue to account for a significant element of the cost base at just over 60% of operating costs. A key focus is on ensuring value for money and delivering continual process improvements. This is done under the "BetterRCSI" programme while aligned with a sustainable environment agenda.

- Unrealised non-operating valuations that are required to be recognised under International Financial Reporting Standards include annual market valuations of our investment property holdings and pension scheme. The defined benefit pension scheme deficit stands at €22m, and the funding plan agreed with the Irish Pensions Board, following the 2012 restructure, remains on track.
- An operating cash surplus equivalent to just under 3% of revenue was generated, having met commitments relating to debt service and an on-going capital maintenance programme.

REVENUE 2017/18



Balance sheet at 30 September 2018

Overall, the net asset value of the organisation increased by 8%, accounted for by a strong financial performance, improved market valuations on property holdings and pension liabilities, increased asset value from the investment programme, and offset by increased borrowings. In the year, the capital programme amounted to €24m in respect of IT and estate infrastructure investments across the organisation's campus. The key projects include the completion of an extension to the Smurfit Education and Research Centre at Beaumont Hospital and IT infrastructure upgrades focused on improving student e-learning and organisational capabilities.

A summary of the RCSI consolidated balance sheet at 30 September 2018 is as follows:

	2018 €m	2017 €m
Non current assets	387	361
Current assets	247	224
Total assets	634	585
Current liabilities	127	116
Non current liabilities	199	184
Total liabilities	326	300
Net assets	308	285

RCSI 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 & Research Development Ltd), a property management services company (West Green Management Company Ltd) and a travel company (RCSI Travel DAC) to support the delivery of programmes internationally. Overseas, the College operates a medical university in Bahrain and a joint venture with University College Dublin in Malaysia (formerly known as Penang Medical College).

Conclusion

Overall 2017/18 was another successful year for RCSI in terms of performing in line with approved budgets and bank covenant requirements.

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

The investment programme to support the RCSI strategy 2018 - 2022 is highly ambitious and calls for the most radical changes to the undergraduate curriculum in the history of RCSI as well as a step-change in our research focus. The investment plan supports these necessary initiatives to enable RCSI to deliver on its mission and protect us from major shifts in global competition within the higher education sector. Our staff, both academic and professional services, share our excitement around the strategy and are strongly committed to building a sustainable future for RCSI.

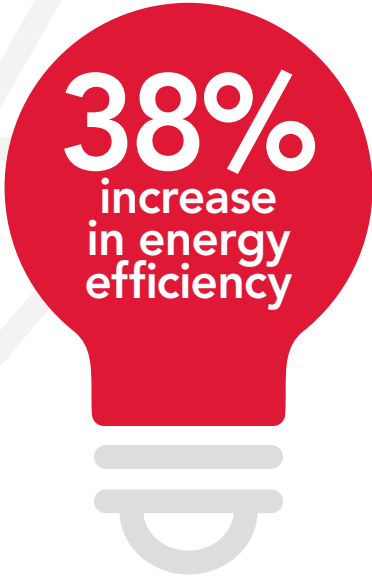
I gratefully acknowledge the support over the last year, of all RCSI staff, my finance team and senior management colleagues for their collaborative engagement and support to enable the organisation to deliver on its financial targets. We look forward to what continues to be a strong global market for health sciences education as we implement the organisational strategy at an exciting phase of RCSI's future, underpinned by a sustainable financial plan.

The investment programme to support the RCSI strategy 2018 - 2022 is highly ambitious.

SUSTAINABILITY AT RCSI

ENERGY

- **38% increase in energy efficiency** (kWh / Sqm) since baseline 2006 while campus footprint has increased by 44% over the same period
- **2020 targets** already achieved
- 6.5 GWh of **electricity** used in 2018
- 5.4 GWh of **gas** used in 2018
- **100%** green electricity procured



WASTE AND RECYCLING

- **Reduce, Reuse, Recycle, Recover** waste hierarchy employed in our waste and resource management, in line with international best practise
- **198 tonnes of waste** generated in 2018
- **Zero to landfill** policy for the St Stephen's Green campus
- **General waste** sent to "waste to energy plant" in Poolbeg Dublin 4, where it is transferred into energy
- **Recyclable materials** fully processed, recycled and shipped to mills and recycling plants
- **Glass** turned into glass cullet at Glassco and recycled back into glass bottles
- **Food waste** fully composted at an enhanced anaerobic digestive facility, trapping the methane produced to create electricity

TARGETS FOR 2019/ 2020

- Reduce total waste generated by 1%
- Increase recycling and composting rates by 2%



CATERING

- Free **reusable cups** for all staff
- Eliminated over **200,000** paper cups annually from RCSI staff rooms
- Reduced annual waste by over **3.5 tonnes** annually
- Saved 3,800kg CO₂ from landfill
- All beverages in RCSI restaurant and cafés are **Fairtrade**

TARGETS FOR 2019/2020

- Phase out **single use plastic** packaging in RCSI café restaurants
- **Green Flag** accreditation for campus



PHOTOCOPIER PAPER

- Annual photocopier paper usage 23.5 tonnes

TARGET FOR 2019/2020

- Reduce photocopier paper usage by 5%

Thank you

We are deeply grateful to all the individuals and companies who enable RCSI to realise its ambition through their philanthropic support.



Appendix 1

Honorary appointments and promotions

Honorary Associate Professor

Professor Siobhan O'Sullivan, Chief Bioethics Officer, Department of Health and Children

Honorary Clinical Associate Professor

Professor Shu Hoashi, Consultant Endocrinologist, Midland Regional Hospital

Professor Frank Walker, Consultant Nephrologist, University Hospital Waterford

Professor Nick van der Spek, Consultant Paediatrician, Cavan Monaghan Hospital

Honorary Clinical Professor

Professor Shane Higgins, Master, National Maternity Hospital

Professor Bee Tan, Professor of Obstetrics and Reproductive Sciences, University of Leicester

Professor Eleanor Molloy, Professor of Paediatrics and Child Health, Trinity College Dublin

Professor Ronan Cahill, Professor of Surgery, Mater Misericordiae University Hospital

Honorary Clinical Lecturer

Dr Sorcha McManus, Clinical Tutor, RCSI

Dr Brendan McDonnell, Fellow in Perinatal Ultrasound, Coombe Women and Infants University Hospital

Dr Philip O'Halloran, Neurosurgical Specialist Registrar, Beaumont Hospital

Ms Margaret Donnelly, Pharmacist, Rotunda Hospital

Honorary Clinical Senior Lecturer

Dr Caroline Larkin, Consultant Anaesthetist, Beaumont Hospital

Dr Mohammad Faheem, Consultant Anaesthetist, Midland Regional Hospital

Dr Muhammad Farooq, Consultant Anesthetist, Midland Regional Hospital

Dr Inam Ul Haq Khan, Consultant Cardiologist, Midland Regional Hospital

Dr Monica Monaghan, Consultant Cardiologist, South West Acute Hospital

Dr Niamh Murphy, Consultant Cardiologist, Our Lady of Lourdes Hospital, Drogheda

Dr Solomon Asgedom, Consultant Cardiologist, University Hospital Waterford

Mr Fabio Bartolozzi, Consultant Cardiothoracic Surgeon, Galway Clinic

Dr Caragh Behan, Consultant General Adult Psychiatrist, Cluain Mhuire Community Mental Health Services

Dr Hilary Cronin, Consultant Geriatrician, Midland Regional Hospital Mullingar

Dr Ezzat Elhassadi, Consultant Haematologist, University Hospital Waterford

Dr Siobhan Glavey, Consultant Haematologist, Beaumont Hospital

Dr John Ryan, Consultant Hepatologist/Gastroenterologist, Beaumont Hospital

Dr John McHugh, Consultant in Clinical Neurophysiology, Our Lady's Children's Hospital, Crumlin

Dr Niamh McCawley, Consultant in General Surgery, Beaumont Hospital

Dr Nandini Ravikumar, Consultant in Obstetrics and Gynaecology, Midland Regional Hospital

Dr Des Cox, Consultant in Paediatric Respiratory Medicine, Our Lady's Children's Hospital, Crumlin

Dr Aisling O'Gorman, Consultant in Palliative Medicine, Our Lady of Lourdes Hospital, Drogheda

Dr Pauline Kane, Consultant in Palliative Medicine, Midland Regional Hospital

Dr Lois O'Connor, Consultant in Public Health, Department of Public Health

Dr Miriam O'Connor, Consultant Medical Oncologist, University Hospital Waterford

Dr Alida Talento, Consultant Microbiologist, Our Lady of Lourdes Hospital, Drogheda

Dr Jan Franta, Consultant Neonatologist, Rotunda Hospital

Dr Sahar Ahmed, Consultant Obstetrician and Gynaecologist, Rotunda Hospital

Mr Aaron Glynn, Consultant Orthopaedic Surgeon, Our Lady of Lourdes Hospital, Drogheda

Mr Peter Walshe, Consultant Otolaryngology Surgeon, Beaumont Hospital

Dr Susan O'Connell, Consultant Paediatric Endocrinologist, Our Lady's Children's Hospital, Crumlin

Dr Alfonso Rodriguez Herrera, Consultant Paediatrician, St. Luke's General Hospital Kilkenny

Dr Orla Walsh, Consultant Paediatrician, Children's University Hospital

Dr Suzanne Kelleher, Consultant Paediatrician, Our Lady's Children's Hospital, Crumlin

Dr Frances Dockery, Consultant Physician, Beaumont Hospital

Dr Andrew Eustace, Consultant Psychiatrist, Highfield Healthcare

Dr Paul Matthews, Consultant Psychiatrist, Kildare West Wicklow Mental Health Service

Dr Neasa Ni Mhuircheartaigh, Consultant Radiologist, Beaumont Hospital

Dr Richard Lynch, Consultant Radiologist, Midland Regional Hospital

Honorary Lecturer

Dr Lisa Loughney, Clinical Exercise Physiologist, MedEx Wellness, DCU

Ms Pauline Wilson, Clinical Specialist Podiatrist in Diabetes, St James' Hospital

Dr Deirdre Corrigan, Senior Manager MSAT Finished Goods, Leo Pharma

Dr Rosemary Warren, Simulation Centre Manager/Army Nursing Manager, University of Oxford/Ministry of Defence

Ms Niamh McLain, Tissue Viability Nurse, Dun Laoghaire Health Centre

Dr Justin Brophy, Chair, Forum of Irish Postgraduate Training Bodies

Appendix 2

Academic staff promotions

Senior Lecturer

Dr Aisling O'Leary, School of Pharmacy
 Dr Brona Murphy, Department of Physiology and Medical Physics
 Dr Cathal Kearney, Department of Anatomy
 Dr Darren Griffith, Department of Pharmaceutical and Medicinal Chemistry
 Dr Fiona O'Brien, School of Pharmacy
 Dr Sally Doherty, Department of Psychology (Bahrain)

Associate Professor

Dr Darran O'Connor, Department of Molecular and Cellular Therapeutics
 Dr Karen Morgan, Department of Psychology and Behavioural Sciences

Professor

Professor Anne Hickey, Department of Psychology
 Professor Celine Marmion, Department of Pharmaceutical and Medicinal Chemistry
 Professor David Williams, Department of Medicine
 Professor Leonie Young, Department of Surgery

Appendix 3

Honorary doctorates and fellowships

Honorary Doctorates

Professor Dame Sally C. Davies FRS FMedSci, Chief Medical Officer for England, Chief Medical Advisor to the UK Government Department of Health and Social Care

Professor Garret A. FitzGerald MD FRS, Professor of Medicine and Systems Pharmacology and Translational Therapeutics, Director, Institute for Translational Medicine and Therapeutics, Perelman School of Medicine, University of Pennsylvania

Professor Sir Stephen O'Rahilly, Director of the MRC Metabolic Diseases Unit and the Metabolic Research Laboratories, University of Cambridge, Honorary Consultant Physician at Addenbrooke's Hospital, and Associate Faculty Member of the Wellcome Trust Sanger Institute

Honorary Fellowships of RCSI

Dr Barbara Lee Bass, President of the American College of Surgeons and John F. and Carolyn Bookout Distinguished Chair of Surgery at Houston Methodist Hospital, Texas, USA

Professor Conor Delaney, Chairman of the Digestive Disease and Surgery Institute, Cleveland Clinic, Ohio, USA

Professor Frank A. Frizelle, Head of Department of Surgery at the University of Otago, New Zealand

Professor J.J.B. (Jan) van Lanschot, Professor of Surgery at the Erasmus University, Rotterdam, the Netherlands

Professor John Monson, Executive Director Colorectal Surgery, AdventHealth, Orlando, Florida, USA

Professor Gerard M. O'Donoghue, Department of Otolaryngology and NIHR Biomedical Research Centre, Queen's Medical Centre, Nottingham, UK.

Professor Hilary Sanfey, Professor of Surgery and Vice Chair for Education, Southern Illinois University, USA

Mr Josef Schmidt, Head Coach, Irish Rugby

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