



School of Physiotherapy

Quality Improvement Plan

DOCUMENT CONTROL SHEET

Name of Unit	School of Physiotherapy					
Project Title	Quality Improvement Plan					
Document Title						
Document No.						
This Document Comprises	DCS	TOC	Text	List of Tables	List of Figures	No. of Appendices

Rev	Status	Author(s)	Reviewed By	Approved By	Office of Origin	Issue Date
		School of PT				January 8 th 2013

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
----------------	----------------	---------------------------	---------------------------	------------------------	---------------------	----------------------------	------------------

Organisation and Management of the School							
The School should record minutes of School meetings and include and follow-up on, action items where appropriate.	PRGR 3.2.1	Minutes of School meetings (and action items) will be recorded and followed-up on.	School of PT		Commenced Q3 2012	Minutes of School meetings will be stored in departmental folder on RCSI network drive.	In place for academic year 2012-2013
Student representation should be included on undergraduate and postgraduate programme boards.	PRGR 3.2.2	Student representatives will be included in end of year programme review meetings. The optimum mechanism for postgraduate student representation will be discussed with the School of Postgraduate Studies.	School of PT		To commence summer 2013	Minutes of end of year programme review meetings will record student feedback and actions taken.	Pending
A clear mission, vision and objectives for the School should be stated and an associated strategic plan for the next five years developed.	PRGR 3.2.3.	The School will develop a strategic plan for the next five years with reference to the RCSI Strategic Plan, to ensure alignment with the strategic objectives of the College.	School of PT		The plan will be developed by Q2 2013.	The strategic plan will be reviewed annually and updated.	Pending
Opportunities should be created and staff in the School should be encouraged to	PRGR 3.2.4 PRGR 4.2.1	Staff currently play an active role on many external committees including Irish Society	Head of School/SMT		In progress	Staff development promoted.	In progress

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
chair College and external committees and working groups.		of Chartered Physiotherapists Accreditation and Education and Professional Development committees, Irish Heart Foundation Council on Stroke, Rehabilitation and Therapy Research Society and Manipulative Therapy Clinical Interest Group. Opportunities to chair College committees and working groups will be pursued.					
RCSI should consider ways in which the administrative burden on the Head of School could be reduced, e.g. by the appropriate allocation of School staff to one or more senior roles.	PRGR 3.2.5.	Allocation of administrative roles should be aligned with the School's activities and will be informed by the School's strategic plan.	College				Pending
RCSI should provide on-going mentoring and training for new and current School	PRGR 3.2.6.	This would be welcomed by the School of PT and will be facilitated by the	College				Pending

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
heads.		upcoming appointment of a Learning and Development Officer.					
RCSI should set up regular meetings for the School with Senior Management.	PRGR 3.2.7.	Meetings on a quarterly basis will be arranged between the Dean and the Head of School and an annual report will be forwarded by the School to the Senior Management Team.	College				Pending
RCSI should finalise and implement the proposed staff performance management system as soon as possible.	PRGR 3.2.8.	Implementation of a College-wide performance management system would be welcomed by the School of PT.	College				Pending
Staff and Facilities							
The School should consider assigning the Movement Laboratory solely for research purposes. Ergonomic desks and chairs should be provided in the Movement Laboratory for researcher use. Student seating in	PRGR 4.2.2. PRGR 4.2.3 PRGR 4.2.4 PRGR 8.2.6	Teaching activities will be scheduled in additional tutorial rooms in College. Desks in the Movement Laboratory are similar to those used by School staff in other locations. Ergonomic chairs to be purchased for researcher use. Writing	School of PT	None if student numbers and programme delivery remains unchanged. However, any increase in student numbers or introduction of new programmes is likely to necessitate the provision of additional dedicated teaching accommodation.	Commenced in academic year 2012-2013.	Tutorial room bookings record. Movement Laboratory bookings for research activity.	In progress

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
Practical Room I should be fitted with writing tablets.		tablets were fitted in October 2012.					
Quality Assurance							
The School should set up a formal annual programme review process that examines student statistics for the year, external examiner feedback, academic and other issues arising, quality of teaching and learning environment.	PRGR 5.2.1.	An annual programme review is currently undertaken during which external examiner, student, academic and clinical staff feedback is considered and a Quality Improvement Plan is compiled. At future meetings, student statistics will also be reviewed and a more formal process for clinical staff input into programme review will be introduced. The input of the RCSI Examinations Analyst will also be sought.	School of PT		Summer 2013	Student statistics will be monitored on a rolling 5 year basis. Programme review meeting minutes will be stored in the departmental folder on the RCSI network drive.	Pending
The School should develop a quality assurance policy that addresses the on-going enhancement of all School	PRGR 5.2.2.	A School of PT quality assurance policy will be developed, aligned with the RCSI Quality Policy and incorporated into the School's strategic	School of PT		Q 1 2013		Pending

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
activities.		plan.					
RCSI should develop a formal policy for teaching quality evaluation with input from all Schools and Departments and ensure that its outcomes and ensuing actions for all modules are provided annually to the appropriate College committees.	PRGR 5.2.3.	The recent establishment of the RCSI Peer Enhancement of Teaching Working Group is welcomed by the School of PT, feeding into the annual programme review process and the College promotional process.	College				
Teaching and Learning and Feedback from Stakeholders							
The School should introduce more formalised interaction with students outside of class time.	PRGR 6.2.1.	Student appointments will be scheduled on a more formal basis.	School of PT		Commenced in academic year 2012-2013	The number of appointments requested and the time allocated will be monitored by staff.	In place for academic year 2012-2013
The School should consider modification of the current programme delivery to free up staff time in order to facilitate the development of new programmes and further research	PRGR 6.2.2	Alternative programme delivery options will be explored at the programme review meeting at the end of the academic year.	School of PT		Summer 2013		Pending

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
activity.							
The School should review the Formal Clinical Assessment (FCA) examinations.	PRGR 6.2.3	Following academic staff discussions and consultation with clinical staff the FCAs were discontinued for the academic year 2012-2013.	School of PT		Academic year 2012-2013.	Clinical staff will be consulted at the end of academic year regarding the outcome of this change.	In place for academic year 2012-2013
Curriculum Development and Review							
The School should consider more internal and external stakeholder involvement and contemporary benchmarking when developing programme curricula.	PRGR 7.2.1.	Stakeholder involvement has been considered in programme curricular developments to date. However, this will be enhanced in any future developments by the inclusion of additional stakeholders, e.g. international colleagues and educationalists.	School of PT			Benchmarking against international programmes and entry-to-practice curricular guidelines.	Pending
The School should create a transition process to remove reliance on BSc core funding and one MSc programme. The School should consider the	PRGR 7.2.2. PRGR 7.2.3 PRGR 7.2.4.	This process will be discussed initially with SMT and developed appropriately in collaboration with relevant RCSI personnel. An online clinical education	School of PT/ SMT/ Academic Director of Admissions/Finance		Q4 2012/ Q 1 2013 Discuss with SMT and relevant departments. Q2 – Q4 2013 Progress as appropriate	Benchmarking against international programmes and entry-to-practice curricular guidelines. Uptake of the clinical education module will be monitored in Q1 2013.	Ongoing

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
development of alternative programme delivery options and investigate the potential for the development of CPD modules in areas relevant to the School's expertise.		module was developed in 2012. The feasibility of CPD module development aligned with key areas of health policy is being undertaken.					
Research Activity							
The School should seek representation on the RCSI Research Committee to ensure greater involvement in future developments of the RCSI strategy.	PRGR 8.2.1.	The School of PT is now part of the Population Health and Health Care research cluster (with departments of General Practice, Psychology, Epidemiology and Public Medicine). The recent establishment of an RCSI Principal Investigators Forum by the Director of Research will also facilitate the exchange of information and ideas between researchers and the Research Committee.	School of PT			Active engagement with the research cluster and the RCSI PI Forum in the future development and review of the RCSI research strategy.	In progress

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
The School should seek inclusion in other clusters such as Bioengineering, Cardiovascular Research and Neuroscience	PRGR 8.2.2	Informal links are currently established with Bioengineering colleagues. As the School's research activity primarily has a clinical focus, inclusion within the Population Health and Health Care research cluster is the most appropriate at present.	School of PT				
The School should collaborate with experienced PIs inside and outside RCSI to access greater funding opportunities.	PRGR 8.2.3.	The School of PT is currently collaborating with research teams in the Dublin Institute of Technology and in TCD. Building on these experiences, further research opportunities will be explored.	School of PT			Increased funding successes and research outputs.	Ongoing
The School should capitalise on the RCSI – DCU – NUIM Alliance to strengthen research activities in Physiotherapy/Sports Science education and general healthcare.	PRGR 8.2.5.	The School of PT is actively involved in the development of a new MEng programme which will be jointly delivered by the 3U partners. Further research opportunities within the 3U	School of PT		MEng to commence Q3 2013	Number of postgraduate research students in Year 2 (2014-2015) of the programme.	Ongoing

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
		Partnership will be explored.					
The School should finalise and implement as soon as possible a research equipment/software replacement and upgrade plan, and put in place a funding resource strategy to meet these needs over the next three years.	PRGR 8.2.7	Both teaching and research equipment needs will be reviewed and a purchase and replacement plan will be drawn up based on agreed priorities and aligned with the School's strategic plan.	School of PT/SMT	Additional capital expenditure will be required on a phased basis over the next three years. Postgraduate fee income will be targeted at this. However, it is unlikely to be sufficient to meet the total funding requirements.	Q 2 2013 Plan finalised by School of PT and submitted to SMT Q 3 2013 Purchasing to commence		Ongoing
External Relations							
The School should seek, and obtain, more significant representation (e.g. chair roles) in external fora.	PRGR 9. 2.1	See PRGR 3.2.4/4.2.1	School of PT				Ongoing
The School should endeavour to expand interactions with non-EU student providers by exploiting RCSI expertise in recruitment.	PRGR 9.2.2.	The School would welcome increased interaction with non-EU student providers to increase its international profile and facilitate student recruitment.	Head of School/SMT/ Academic Director of Admissions		Q 2 – Q 4 2013	Increase in number and diversity of non-EU student population.	Pending

School of Physiotherapy



Quality Improvement Plan January 2013

Recommendation	PRGR reference	Response / Action Planned	Responsibility for Action	Resources/Implications	Deadline /Timeframe	Measurement / Benchmarking	Outcome / Status
The School should increase external examination activities at Irish and UK universities.	PRGR 9.2.3.	School of PT staff currently participate in some external examination activities at Irish Universities. The opportunity to expand these activities at other Universities will be explored.	School of PT			Number of external examiner appointments.	Pending
The School should set in place a more formal liaison with RCSI's Alumni Office to maintain a School alumni database.	PRGR 9.2.4.	The School of PT strongly supports the establishment of a School of Physiotherapy alumni database and a more formalised relationship with graduates.	School of PT/Alumni Office		Q1 2013 Discuss establishment of database with Alumni Office Q2 - Q3 2013 Commence establishment of database	Number of alumni on database.	Ongoing
The School should explore business models similar to those used by the School of Pharmacy as both Schools are similarly positioned in a large medical environment.	PRGR 9.2.5.	Business models will be explored in tandem with a review of programme delivery options, market analysis and funding considerations.	School of PT/SMT/Finance/ Academic Director of Admissions		Q 4 2012 - Q1 2013 Meet with Head of School of Pharmacy and SMT Q 2 – Q 4 2013. Progression based on the outcome of those discussions.		Ongoing

Abbreviations: PT= Physiotherapy; SMT= Senior Management Team