



RCSI

Peer Review Group Report

Faculty of Nursing and Midwifery Internal Quality Review

January 2025



RCSI

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1 Context for the Review

1.1 Introduction

This report presents the findings of a quality review of the Faculty of Nursing and Midwifery, at the RCSI University of Medicine and Health Sciences, which was undertaken in January 2025.

The Royal College of Surgeons in Ireland (RCSI) was established by Royal Charter in 1784 to set and support professional standards for surgical training and practice in Ireland. RCSI has evolved considerably in the intervening years and is now both a university and a postgraduate training body in surgery and related specialties. This dual role brings many advantages to the institution, not least of which is the ability to offer education and training at all career levels (i.e. undergraduate, postgraduate & professional) in medicine, surgery and related disciplines. In fact, it is the only surgical or medical Royal College in these islands to have university status. RCSI is the largest medical school in Ireland and awards medical degrees in Ireland, Bahrain and Malaysia. RCSI also provides undergraduate degree programmes in Pharmacy and Physiotherapy in Ireland, undergraduate Nursing degree programmes in Bahrain and masters (taught & by research) and doctoral programmes variously in Ireland, Bahrain, China, and Malaysia. RCSI became a Recognised College of the National University of Ireland (NUI) in 1978. Following an institutional review commissioned jointly by the Higher Education Authority and the National Qualifications Authority of Ireland, RCSI independent degree awarding powers were activated by ministerial order in 2010 pursuant to the terms of The Royal College of Surgeons in Ireland (Charters Amendment) Act 2003. The Qualifications and Quality Assurance (Education and Training) Act 2012 established RCSI as a Designated Awarding Body. In 2019 RCSI received authorization to use the description 'University' and to style itself accordingly, pursuant to the provisions of the Qualifications and Quality Assurance (Education and Training) Amendment Act 2019.

RCSI is an independent, not-for-profit health sciences institution with charitable status in the Republic of Ireland. The institution operates a primarily self-funding model, with State funding accounting for less than 20% of total income. The model is based on the education of a substantial cohort of international students alongside Irish/EU students.

1.2 Methodology for Review

- **Purpose of the Review**

The self- assessment exercise is a process by which a Unit reflects on its mission and objectives, and analyses critically the activities it engages in to achieve these objectives. It provides for an evaluation of the Unit's performance of its functions, its services and its administration. In line with the RCSI strategic plan 'Growth and Excellence' it provides assurance to the University of the quality of the units' operations and facilitates a developmental process to effect improvement. The fundamental objectives of the review process are to:

- Review the quality of the student experience, and of teaching and learning opportunities.
- Review research activity, including; management of research activity, assessing the research performance with regard to: research productivity, research income, and recruiting and supporting doctoral students.
- Identify, encourage and disseminate good practice and to identify challenges and how to address these.
- Provide an opportunity for the Units to test the effectiveness of their systems and procedures for monitoring and enhancing quality and standards,

- Inform RCSI's strategic planning process.
- Provide robust evidence for external accreditation bodies.
- Provide an external benchmark on practice and curriculum.
- Provide public information on the RCSI's capacity to assure the quality and standards of its awards. RCSI's implementation of its quality procedures enables it to demonstrate how it discharges its responsibilities for assuring the quality and standards of its awards, as required by the Universities Act 1997 and the Qualifications and Quality Assurance (Education and Training) Act 2012.

- **The Review Process**

The key stages in the internal review process are:

1. Establishment of a Self-assessment Committee
2. Preparation of a Self-assessment Report (SAR) and supporting documentation
3. Site visit by a peer review group that includes external experts both national and international
4. Preparation of a peer review group report that is made public
5. Development of a Quality Improvement Plan (QIP) for implementation of the review report's recommendations (that is made public)
6. Follow-up to appraise progress against the QIP

- **Membership of the Peer Review Group**

- Kim O'Mahony (Chair), Quality Officer, University of Limerick.
- Anne-Marie Brady, Chair of Nursing & Chronic Illness, School of Nursing & Midwifery at Trinity College Dublin.
- Fintan Foy, CEO of the Irish College of General Practitioners.
- Dale Whelehan, Lecturer in Smurfit Graduate School of Business
- Catriona Bradley, Executive Director of the Irish Institute of Pharmacy.

- **Terms of Reference for the Peer Review Group**

The terms of reference of the PRG are to:

- Evaluate critically the SAR and the supporting documentation
- Verify how well the aims and objectives of the Unit are being fulfilled, having regard to the available resources, and comment on the appropriateness of the Unit's mission, objectives and strategic plan
- Comment on how well the Unit fits with the strategic plans for the University as a whole

- Evaluate the Unit's strengths, weaknesses, opportunities and challenges as outlined in the SAR
- Discuss any perceived strengths and weaknesses not identified in the SAR
- Assess the suitability of the working environment(s)
- Comment on any recommendations proposed by the Unit in its SAR
- Make appropriate recommendations for improvement, with due consideration of resource implications

The Peer Review Group (PRG) visited RCSI from 13th to 15th January 2025 and held meetings with:

- President, RCSI Senior Management Team (SMT), Registry, School of Postgraduate Studies, Head of Quality Enhancement
- Faculty Board Officers
- Executive Dean
- Faculty Executive Staff
- Vice Dean Research
- Administrative Staff
- Central Support Services
- School of Nursing and Midwifery staff
- External Stakeholders (RCSI Hospitals Group, National and International Organisations)
- PhD Students

2 Introduction and Context of the Unit

The RCSI Faculty of Nursing and Midwifery was founded in 1974 and has a proud tradition of delivering educational programmes to nurses and midwives in Ireland. The Faculty provides registered nurses and midwives with education and training at the highest standard to support the maintenance of their professional development and competence.

The Faculty has been through significant shifts in focus over the past eleven years, aligning itself with the broader mission of RCSI while adapting to the evolving needs of nursing and midwifery. In September 2014, the Faculty and School of Nursing and Midwifery separated, following extensive consultation and research, carried out by PwC. This culminated in the Faculty's strategic decision to focus on the Fellowship Programmes and Continuous Professional Development, while the School of Nursing and Midwifery continued to focus on the postgraduate nursing and midwifery education framework. It then sought to place strategic emphasis on lifelong learning, professional excellence, and research for practice and health system improvement. A critical innovation in 2015 saw the introduction of the Overseas Aptitude Test (OAT) as a rapid entry pathway to registration for overseas nurses in Ireland. In the context of an ongoing national nursing manpower crisis, this one of kind assessment is extremely successful and generates considerable income to enable the Faculty to further its broader mission.

In the newly published strategy for 2024-2027, the Faculty has embraced RCSI's mission to "educate, nurture, and discover for the benefit of human health". Building on this, the Faculty has set ambitious priorities for the coming years, which include:

- Empowering lifelong learning and professional excellence in Nursing and Midwifery
- Conducting innovative research for impactful practice and health systems improvement
- Creating a thriving and engaged community of fellows and members; and committing to embed equality, diversity and inclusion
- Building strategic partnerships and alliances for lasting impact
- Establishing a trusted brand for education, research, and advocacy

The board of the RCSI Faculty of Nursing and Midwifery is made up of esteemed professionals and experts from both national and international healthcare sectors and is uniquely positioned to serve as a leading and influential voice for nursing, both in Ireland and globally. A distinctive attribute of the Faculty of Nursing and Midwifery is the flexibility to innovate and resources to develop strategic partnerships. In recent years, strategic activities have significantly enhanced the RCSI Faculty of Nursing and Midwifery's global brand, with its international stature and presence rising notably through the securing of the WHO Collaborating Centre designation. This global recognition aligns with RCSI's broader ambition to lead in nursing education and practice, advancing its goal of improving human health.

Internationalisation efforts, such as the Global Innovation & Leadership Academy and the WHO Collaborating Centre for Nursing Regulation and Continuing Professional Development, are complex initiatives that require careful navigation. Currently, these activities are managed by the Board and contract staff. These innovations represent key strengths and offer significant opportunities and potentially a useful potential pipeline for expansion of Faculty work. It would be important to establish processes to ensure smooth transition from innovation to operationalisation. To fully capitalise on these opportunities, future efforts will need to be guided by long-term planning and implementation strategies focused on sustainability and the potential for cross-fertilisation in education and research.

Over the past two years, the Board has made strategic and innovative appointments, including executive deans and key figures in research and education, forming a strong team to drive the Board's vision forward. While the latest strategic plan outlines ambitious goals for research and education, the necessary university infrastructure and resources must be in place to support these ambitions. Without this foundational structure, the efforts of senior leadership to advance the strategic vision could be hindered, potentially leading to frustration and impacting staff retention.

2.1 Commendations

- The Faculty has demonstrated a consistent delivery and growth trajectory since its inception.
- The Faculty is lauded for cultivating a vibrant culture of innovation, fostering creativity and entrepreneurial initiatives. This has led to substantial and positive impacts within RCSI and beyond.

2.2 Recommendations

- Conduct a thorough analysis of the published strategy to ensure its operational and financial feasibility.
- Leverage the success of the WHO Collaborating Centre and further position the RCSI Faculty of Nursing and Midwifery as a thought leader in global health issues through for example policy briefs, global health fora.

3 Organisation and Management

The Faculty of Nursing and Midwifery is one of the postgraduate faculties hosted by the RCSI, sitting within the Surgery and Postgraduate Faculties Board the College. As such it has access to the RCSI supports, structures and infrastructure through Shared Central Services arrangements. The commitment of RCSI to the Faculty was evident in meetings with the President, Senior Management Team, and support services staff. All could identify how the Faculty aligns with, and supports, the RCSI strategic ambition and reputation, particularly in relation to Faculty membership and fellowship, establishing high-profile strategic partnerships and leading innovation that advanced RCSI's strategic ambitions. It was recognised that the Faculty has been generous in sharing its contacts and high-level relationships with RCSI, in service of the wider University agenda.

There was clear evidence of the Board members' commitment to their role in leading the strategic development of the Faculty, evidenced by the frequency of meetings, the work of the sub-committees and the development of the Faculty's strategic plan. This is matched by a commitment to governance, as evidenced by the revision of the Standing Orders, the development of a robust risk register and current updating of the Code of Corporate governance. Board members were commended by the PRG on their unwavering commitment to the development of the Faculty.

Meetings with the Executive Management Team (EMT) and the research, education, innovation and administrative teams, revealed that there was a high calibre of expertise within the Faculty, and that team members were energetic and enthusiastic about their contribution to the Faculty's strategic ambitions. The executive dean and vice-deans were passionate about progressing the aims of the Faculty, finding solutions to current obstacles, such as collaborating with RCSI University staff to award ECTS credits for training programmes through the Medicine and Health Sciences Board governance structure. It was indicated that the development of Faculty ability to award ECTS credits would be a preferable arrangement. This is not something that is currently possible within the governance structures of RCSI, and meetings with the university stakeholders suggested that this is not likely to change in the foreseeable future. Achieving a shared understanding, between RCSI and the Faculty, of the associated implications of this position would clarify the practical realities that need to be considered in advancing the strategic ambitions of the Faculty.

It is evident that Faculty has been through a period of significant activity, at both Board and Executive level, with a significant increase in the range of activities being undertaken and the increase in size of the executive team. This, combined with the proactive and enthusiastic approach of both Board and Executive team members, means that structures and ways of working have emerged organically in response to the evolving agenda. A period of consolidation is now recommended. In recent years, the Board needed to be involved in operational aspects of the executive function, particularly as the Executive Leadership team was being recruited and appointed. However, it is not sustainable for voluntary board members to maintain current level of involvement and therefore clarifying the respective roles and responsibilities of Board members and Faculty staff in the execution of the strategy will be important. Similarly, there is an opportunity for greater cohesion within the Faculty between the innovative functions of GILA and WHO Collaborating centre and the rest of the Faculty operations, so that a smoother transition of projects from innovation phase to operationalisation phase can be achieved.

In conclusion, the current organisational structures of the Faculty, including RCSI supports, the Board and the Executive team, serve the Faculty well. All stakeholders have invested significant time and effort to achieve impressive growth for the Faculty. A period of consolidation, in which roles and responsibilities are clarified, operational realities are recognised, and internal cohesion is enhanced, is now required to prepare a solid platform for future growth.

3.1 Commendations

- The board members' dedication and commitment are truly commendable. Their active involvement in the Faculty's functions and activities (e.g., constitution, Strategic Plan, and Risk Register) has been invaluable.

- The high-calibre of the Executive team and the significant progress achieved in a short period of time are remarkable.
- The unwavering support from the RCSI Senior Management Team and wider RCSI Support Services is clear.

3.2 Recommendations

- To enhance clarity of purpose within the Faculty, it is crucial to foster a clear understanding of the differentiation of the roles and responsibilities of the Board and Executive functions.
- Establish clear understanding between the RCSI, Faculty Board and Faculty Staff on the regulatory capabilities of the relevant governance structures within RCSI, to support planned expansion of research and educational activities.
- Evaluate how the innovative functions within the Faculty e.g. GILA, WHO, internationalisation, are integrated with core executive management functions.

4 Staff and Facilities

The PRG engaged in extensive discussions with staff members across various levels of the Faculty, providing valuable insight into its internal operations and workplace environment. These discussions highlighted a well-structured and highly supportive work culture, which has been instrumental in maintaining staff morale and operational efficiency. The Faculty has successfully embraced flexible and hybrid working models, demonstrating a commitment to meeting the diverse needs of its workforce. These models not only enhance staff well-being but also foster high levels of productivity and job satisfaction. This adaptability reflects a forward-thinking and progressive approach to modern work practices, aligning with global trends in workforce management.

The Faculty Executive team deserves particular recognition for cultivating a workplace culture in which administrative staff feel both valued and supported. Staff members consistently reported a sense of belonging and appreciation for their contributions, describing a collaborative and inclusive environment. This positive culture fosters strong interpersonal relationships and mutual respect, which in turn drives operational excellence and team cohesion. The Faculty's commitment to creating such an environment is a notable strength and serves as a model for fostering staff engagement.

Further enhancing its reputation, the Faculty Board—comprising a group of highly esteemed and experienced professionals—has positioned the Faculty as a prominent authority in nursing both nationally and internationally. Their leadership and strategic vision have elevated the Faculty's standing in the academic and professional spheres, contributing to its recognition as a leader in the field. This achievement is a testament to the Board's ability to navigate complex challenges while maintaining a forward-looking agenda that benefits the nursing profession at large.

Despite these significant strengths, the PRG identified several areas where further development could enable the Faculty to achieve its strategic ambitions. Specifically, there is a pressing need for closer alignment between the Faculty and RCSI regarding evolving capacity requirements. Given the autonomy of the Faculty, but also its unique relationship with the infrastructure of the University, as the Faculty grows and undertakes increasingly complex initiatives, enhanced collaboration is needed to address infrastructure requirements, such as marketing and IT systems. These areas are critical for enabling the Faculty to remain competitive and agile while staying within the broader resource framework of the University, with a view to minimising duplication of efforts and streamlining the resources available internally in a cost and operationally efficient manner.

Another area of improvement relates to staff career progression. While the Faculty demonstrates strong support for its staff, greater transparency and clearer pathways for career advancement are necessary, particularly with clarification around the advancement pathway being defined as distinctly academic or professional. Formalising and communicating these opportunities can significantly enhance staff satisfaction, retention, and long-term engagement. Providing more structured mechanisms for professional growth will ensure the Faculty continues to attract and retain top talent.

The PRG also noted the Faculty's reliance on a small number of contract staff to sustain core activities. While this approach offers flexibility, it also poses risks to the stability and sustainability of operations. To mitigate these risks, the PRG recommends that the Executive Management Team undertake a comprehensive needs analysis and business planning process to ensure that future activities of the organisation, which are reliant on internationalisation as a critical enabling activity, are incorporated within business-as-usual activities longer term. This proactive step will not only address capacity issues but also strengthen the Faculty's ability to consolidate and embed key strategic priorities longer term, while expanding its global footprint.

In conclusion, while the Faculty has made commendable strides in creating a supportive and productive workplace, strategic enhancements in capacity planning, career progression, and resource alignment will further solidify its reputation as a leader in nursing education and research.

4.1 Commendations

- The Faculty effectively embraces flexible and hybrid working models, allowing staff to meet individual needs while maintaining productivity and satisfaction.
- The Faculty Executive team fosters a workplace culture where administrative staff feel valued and supported, creating a positive and encouraging work environment.
- The Faculty Board, consisting of esteemed professionals has successfully positioned the Faculty as a leading voice in nursing nationally and internationally.

4.2 Recommendations

- There is a need for enhanced alignment between RCSI and the Faculty on the evolving capacity requirements needed to deliver on the Faculty's strategic ambitions (e.g., marketing and IT infrastructure), being cognisant of University resources.
- Enhance transparency on Faculty staff career progression.
- Given the reliance on a small number of contract staff, the executive management team should consider needs analysis/business planning for the expansion and sustainability of all core activities to strengthen focus and capacity on and for internationalisation.

5 Teaching, Learning and Assessment

Since the separation between the Faculty and School, the Faculty has embraced its role in delivering professional development to nurses, cultivating a wide range of approaches and formats. Its initiatives include:

- supporting qualified nurses seeking registration in Ireland through the Overseas Aptitude Test (OAT),
- recognising excellence through the fellowship and membership programme
- providing programmes, courses and conferences to support nurses in practice

The OAT and the membership/fellowship programme are distinct to RCSI and differentiate it from all other nursing education providers, nationally and internationally. This was emphasised in many meetings, such as those with internal & external stakeholders. These unique offerings need to be protected and cultivated and should continue to form the mainstay of the Faculty's offering. In particular, the fellowship establishes the Faculty of Nursing and Midwifery as a unique player, nationally and internationally, in delivering education and professional development activity for nurses and midwives. A strategic focus in the current strategic plan is to increase the reach of the fellowship program, enhancing its value. The discussion with internal stakeholders revealed the potential to increase the visibility and national/international engagement of the Fellowship programme. The reliance on the OAT to fund the operations of the Faculty is clearly articulated within the risk register for the Board. The OAT has enabled funding of the recent educational and research endeavours. While the risk is evident the steps to mitigate that risk was less clear in the discussions with internal stakeholders during the review.

There are repeated references in the Faculty strategy, reflected in the discussions with staff and stakeholders, about the desire to focus activity on the growing need for CPD in healthcare. Over the past 18 months, under the leadership of the Executive Vice-Dean for education, concerted efforts are evident to navigate the national CPD marketplace and develop a range of CPD offerings, including leadership coaching, deconditioning, and flourishing.

Stakeholders report that the market for healthcare CPD within Ireland is crowded due to the increasing focus on micro credentials by both the RCSI university and many third-level colleges. Additionally, CPD is being driven by organisations such as the HSE Leadership Academy, HSELAND, and the Irish Nurses and Midwives Organisation (INMO). In addition, it is acknowledged that the internal market for CPD is heavily influenced by the funding available within the health sector. Currently, this funding prioritises the postgraduate framework and courses that offer ECTS credits. As a result, CPD offerings without formal academic credit are viewed less favourably by the potential audience for new courses.

The degree-awarding structures, mechanisms and governance arrangements for education courses are not currently available to units falling under the Surgery and Postgraduate Faculties Board. Meetings with RCSI senior staff revealed that this situation is unlikely to change soon. Faculty staff members expressed a desire to leverage RCSI University degree-awarding mechanisms to enable it to award ECTS credits to some of its CPD programmes. Currently, if the Faculty of Nursing and Midwifery is to realise its ambitions in relation to awarding ECTS credits, it will need to focus on establishing collaborations with units which fall within the Medicine and Health Sciences Board of the university.

The recent success in establishing the WHO Collaborating centre for regulation professional development of nursing is notable. This is timely and may be a vehicle by which the Faculty of Nursing and Midwifery might position to investigate and position itself for the international market for CPD in health care.

5.1 Commendations

- The Faculty's forward-thinking approach and dedication to innovation have established it as a leader in the nursing CPD market.
- The Fellowship programme, uniquely associated with the Faculty, stands unrivalled internationally.
- The OAT has achieved market dominance in Ireland, effectively addressing national nursing manpower needs by providing a swift pathway to registration.

5.2 Recommendations

- To further enhance the Fellowship program, it is recommended to expand its international audience and align the membership and fellowships with the anticipated continuing education credit system of external stakeholders.
- An assessment may be undertaken to assess how membership and CPD may be aligned with the anticipated continuing education credit system by NMBI by 2026. This alignment may strengthen appeal of fellowship and provide additional professional development opportunities for members.
- Continuously evaluate, monitor and assess the impact of the Fellowship program to ensure it meets the evolving needs of the profession.
- Utilise testimonials from current Fellows and Faculty members to enhance credibility and visibility both nationally and internationally.

6 Curriculum Development and Review

The Faculty's skilled educational expertise and access to a wide network within the HSE Dublin and Northeast region, and nationally, enable the executive management team to swiftly identify and meet market needs for continuous professional development education. Additionally, the membership and fellowship opportunities, along with the flexibility to design innovative continuous professional development (CPD) offerings, set the Faculty apart from RCSI's School of Nursing and Midwifery and other third level institutions engaged in nursing education. There has been work progressed to develop innovative CPD programmes in response to potential demands. The educational brochures are certainly sophisticated and represent the high standard of marketing within the RCSI. The business case for individual courses and quality approval review processes for education curricula was not readily apparent during the review.

A unique strength of the Faculty lies in its ability to innovate and forge strategic partnerships, as demonstrated by the work of GILA and the establishment of the WHO collaboration centre. These initiatives present a valuable and potential pipeline for Faculty CPD engagement with an international audience, making it crucial to establish processes to capitalise on these opportunities. In addition, there is opportunity to expand their market share of the CPD market nationally through online platforms and hybrid models.

The Faculty's Overseas Nurses Aptitude Test has secured market dominance in Ireland, addressing national nursing manpower needs by providing a rapid pathway to registration. With 20% of new NMBI entrants annually using this pathway, it is meeting both HSE and private sector demands. This model can potentially be replicated by other developed countries seeking rapid registration pathways.

6.1 Commendations

- The Faculty's exceptional educational expertise, combined with its extensive clinical network empowers the executive management team to quickly identify and address market needs for continuous professional development education.

6.2 Recommendations

- Undertake a needs analysis for CPD for the international market and identify key international markets where the Faculty's programs would meet a growing demand for CPD.
- Establish a robust governance structure for the approval process for the development of the suite of CPD offerings, while retaining the agile and competitive advantage of the Faculty to respond to market demand.
- Tap into the digital knowledge of the RCSI university and build upon the online platform for virtual participation, enabling global and national candidates to access the programmes without geographic limitations.
- Monitor developments regarding the NMBI's continuing education credit system and ensure the Fellowship program is compatible with the new framework. Adjust the education curricula and structure of the Fellowship to ensure that it offers credit-worthy educational components.

7 Research Activity

The PRG observed a strong and growing commitment to research within the Faculty, underscored by deliberate actions aimed at fostering a robust research culture. Two standout initiatives include the appointment of an Executive Vice-Dean for Research with a significant track record of building research capability, as well as the provision of dedicated funding for PhD and doctoral scholarships, which exemplifies the Faculty's strategic investment in advancing health service research. This initiative not only supports the development of emerging scholars but also aligns with the Faculty's mission to produce impactful, evidence-based contributions to the nursing and healthcare sectors.

The PRG noted that the Faculty's research activities span an extremely wide array of interests, reflecting the diverse expertise and passions of its board members and staff including critical areas such as social prescribing, health economics, leadership, innovation, continuous professional development, and workforce planning. While this breadth provides opportunities for interdisciplinary research, it also presents a challenge in defining a cohesive research identity. Currently under review, the proposed HealthWise may have the potential to be a leading centre of research. The alignment between this proposed research centre and smaller programs, such as those in CPD and manpower, remains unclear and would benefit from further strategic consideration and assessment of resources. Reaching a consensus on a distinctive and strategic research focus would enhance the Faculty's capacity to align efforts, maximise efficiencies, optimise resources, and communicate its unique contributions to external stakeholders. A unified focus would also improve the Faculty's ability to secure external funding and foster collaborative partnerships. Central to achieving this is the implementation of an efficient and transparent mechanism for consolidating and reporting all research activities to the Executive Dean, providing a cohesive and strategic overview of the Faculty's initiatives.

Another research strength of the Faculty lies in its active engagement in thought leadership. The GILA concept focuses on leveraging the reputation and resources of former directors and board members to create a global presence and to promote the RCSI as thought leader in innovation and research in healthcare. Members of the Faculty have made meaningful contributions to global health forums, high-level dialogues, and the development of policy briefs. These activities position the Faculty as a credible and influential voice in shaping the future of nursing and healthcare policy. By leveraging its expertise and maintaining an active presence in such forums, the Faculty can play a vital role in addressing pressing challenges in healthcare and influencing decision-making processes on both national and international stages. Looking ahead, the PRG encourages the Faculty to further its thought leadership by deepening its engagement in global health initiatives, producing timely and impactful policy briefs, and actively participating in strategic dialogues. These efforts represent a distinctive strength of the Faculty, offering a unique opportunity to define its research identity while reinforcing its strategic ambition to be recognised as the leading voice of the nursing profession. Such initiatives will not only solidify the Faculty's reputation but also position it as a pivotal contributor to identifying future research initiatives that align with the research mission of the Faculty while concurrently shaping the future of nursing and healthcare on a global scale.

The Faculty has set ambitious goals for research, and achieving these will require a substantial academic infrastructure. Currently, the realisation of this agenda depends on a small number of staff in executive roles, rather than academic positions. The growth of these research initiatives will likely be influenced by the Faculty's ability to attract and retain academic staff. Considerable funding has been made available to attract full time students and part-time PhD/doctoral students. Students are registered with the School of Postgraduate Studies (SPGS) and aligned with both a RCSI school and the Faculty executives' staff. Conflicting accounts were evident regarding regulation and arrangements for primary supervision. The university regulations do state supervisors should '*hold an academic position within RCSI for at least the duration of the scholar's programme*'.

To fully support the potential of the Healthwise Research Centre and the possible research opportunities that may be available through the WHO Collaborating Centre, a critical mass of active principal

investigators, primary supervisors and researchers is needed. Currently staff within the Faculty do not have access to the academic promotion system, which may be a factor in recruitment and retention for those wishing to pursue academic advancement.

7.1 Commendations

- The commitment to building a research strategy through tangible activities (e.g., dedicated funding for the PhD/doctorate scholarship) highlights a strong commitment to health service research.

7.2 Recommendations

- Given the diverse research interests within the Faculty, it is recommended to reach consensus on a distinctive research focus for the Faculty.
- Continue to provide thought leadership through policy briefs, global health forums, and high-level dialogues that elevate the Faculty's role in shaping the future of nursing.
- Evaluate the academic resources that will be needed to realise the research strategy once developed and the manpower strategy that will enable its success within the Faculty.
- Clarify boundaries and processes for supervision and support of PhD students.

8 Management of Quality Enhancement

The PRG were very impressed with the engagement of the Faculty both in preparation for the review and during our various meetings during the site visit. Staff were enthusiastic in their feedback to the panel and open and honest in their contributions. The SAR was supported by a range of case studies showcasing areas of good practice across the Faculty, in addition to numerous supporting documents.

As outlined in the Self-Assessment Report (SAR), management of quality and enhancement is a key part of the Faculty's new strategic plan (2024-2027) across the five strategic priorities. To date, formal mechanisms at local level to improve the quality of the activities of the Faculty, with particular reference to enhancing the quality of teaching, learning and research are still being developed.

Although the SAR was very light on factual details on quality assurance, with little self-evaluation on how quality is monitored, measured and improved, several valuable nuggets of information and examples of quality enhancement were included in the supporting documentation. This section of the SAR would have benefitted greatly by the inclusion of specific aspects of quality assurance/quality enhancement in the narrative, rather than in the supporting documentation.

There was very little evidence during our site visit of a structured quality assurance framework within the Faculty. As programmes provided by the Faculty do not go through the RCSI structured quality assurance framework, the PRG recommends the development of a robust quality assurance process for the formal approval of all programmes and assessments, including OAT, CPD programmes and other offerings, which incorporates due diligence requirements and aligns with RCSI requirements.

8.1 Commendations

- The Faculty staff's active participation in self-evaluation activities reflects a strong commitment to the process and numerous instances of continuous improvement initiatives, showcase the Faculty's dedication to ongoing development.

8.2 Recommendations

- Develop a robust quality assurance process for the formal approval of all programmes and assessments, including OAT, CPD programmes and other offerings, which incorporates due diligence requirements and aligns with RCSI requirements.

9 Support Services

The PRG commends the Faculty for the high standard of support services available to staff and students, both centrally from RCSI and through the Faculty administrative support. These services are well-structured, responsive, and tailored to meet the Faculty's needs, enabling the seamless operation of its core activities. The administrative support provided reflects a strong commitment to excellence and ensures that both academic and administrative functions are well-supported, which in turn contributes to a positive and productive environment.

Specifically to the administrative support functions, Faculty members spoke highly of the accessibility and efficiency of the support teams, highlighting their critical role in enabling the smooth delivery of programs and initiatives. The PRG noted that this level of service is integral to maintaining the Faculty's reputation for operational excellence and for fostering a sense of cohesion among staff and students.

However, as the Faculty continues to expand its activities and ambitions, careful consideration must be given to the administrative demands placed on support services. The PRG observed that the growing scale and scope of Faculty activities, particularly when multiple initiatives occur within short timeframes, have the potential to strain existing resources. A review of the allocation of administrative tasks, including the current time dedicated to reporting on governance activities, would be beneficial to determine whether these processes represent the most efficient use of administrative efforts.

To address this, the PRG recommends incorporating administrative capacity planning into the Faculty's strategic planning processes. By proactively identifying potential bottlenecks and addressing resource gaps, the Faculty can ensure that its support services continue to operate at a high standard without compromising staff well-being or its current operational efficiency. Thoughtful coordination and planning, particularly around the timing and sequencing of concurrent activities, will further optimise the efficiency and sustainability of the Faculty's operations.

9.1 Commendations

- The support services, both centrally from RCSI and through the Faculty administrative support available to the Faculty are exemplary.

9.2 Recommendations

- When planning Faculty activities, especially as the Faculty grows, it is crucial to consider the administrative load. Particular attention should be given to managing concurrent activities within short timeframes.

10 External Relations

The Faculty are in the privileged position of having extensive access to and excellent relationships with numerous external stakeholders within RCSI, nationally and internationally. During the process of this review, we met with the School of Nursing & Midwifery, Nursing & Midwifery Board (NMBI), representatives from RCSI Hospital Groups and received detailed summaries on the role of GILA, and WHO Collaborative Centre. The respect and esteem at which the Faculty is held is admirable and this is undoubtedly built on its history, but also its delivery of highly regarded education, research and collaboration.

Of particular note, the Faculty runs the OAT on behalf of the NMBI and this key task has been a very significant driver in income for the Faculty. The recent establishment of GILA and the WHO Collaborative Centre provide a potential for additional sources of income if at any time the numbers doing the OAT start to fall. This latter initiative also enables the Faculty to increase its reach internationally.

The meeting with the RCSI Hospital Group clearly showed the very strong link between the clinical and education and how much the hospitals value that relationship with the Faculty. Particular praise was given to the Faculty for its ability to deliver courses and educational material at short notice to meet needs and requirements at that time and very particular mention was made of the Leadership Coaching Programme. The potential for this to be run nationally seems enormous and should be explored. Consideration should be given though to landscape of leadership education both internally within the RCSI and nationally.

The relationship with the School of Nursing and Midwifery was explored in significant detail and while both the School and Faculty are distinctly different in their offerings, there is the risk for overlap and confusion. However, what was clear was a willingness by all to explore the potential for collaboration and in fact there is a unique opportunity for the Faculty to exploit that relationship in a positive way. The Faculty will require a strong relationship with the School as it expands its research and if it is to pursue the route of having its programmes accredited under NFQ. More formal engagement at an executive level might be advantageous and the development of an MOU outlining the scope of the relationship and the key deliverables as part of the Faculty's strategy. All sides want to make this relationship work.

The RCSI has a very extensive overseas network and there is great potential for the Faculty to tap into that, particularly in respect of its CPD delivery but also growing its Membership and Fellowship. GILA will also enable this expansion and growth in influence and business potential. GILA illustrates the entrepreneurial and innovative spirit of the Faculty and again is highly commendable. The challenge is to incorporate activities and relationships developed via GILA into the day-to-day Faculty operations and deliverables and we welcome the review as outlined by the Board during the site visit. The scope is enormous and offers an exciting vehicle for the Faculty.

10.1 Commendations

- The Faculty's strategic activities have significantly boosted its global presence in nursing education and research (e.g., the WHO Collaborating Centre designation) furthering its goal of improving human health.

10.2 Recommendations

- Strategically align international ambitions with planned activities for conversion of opportunities, being cognisant of the required development of robust due diligence activities.
- Expand on partnerships with international institutions (e.g., through the WHO collaborating centre) to create cross-border CPD programs that encourage knowledge exchange and professional development on a global scale.
- Develop more formal engagement and partnership with the School of Nursing and Midwifery through an MOU which would outline deliverables with collaboration as the key.

11 Summary of Commendations and Recommendations

List the commendations and recommendations for each section

Commendations

- The Faculty has demonstrated a consistent delivery and growth trajectory since its inception.
- The Faculty is lauded for cultivating a vibrant culture of innovation, fostering creativity and entrepreneurial initiatives. This has led to substantial and positive impacts within RCSI and beyond.
- The board members' dedication and commitment are truly commendable. Their active involvement in the Faculty's functions and activities (e.g., constitution, Strategic Plan, and Risk Register) has been invaluable.
- The high-calibre of the Executive team and the significant progress achieved in a short period of time are remarkable.
- The unwavering support from the RCSI Senior Management Team and Wider Support Services RCSI is clear.
- The Faculty effectively embraces flexible and hybrid working models, allowing staff to meet individual needs while maintaining productivity and satisfaction.
- The Faculty Executive team fosters a workplace culture where administrative staff feel valued and supported, creating a positive and encouraging work environment.
- The Faculty Board, consisting of esteemed professionals has successfully positioned the Faculty as a leading voice in nursing nationally and internationally.
- The Faculty's forward-thinking approach and dedication to innovation have established it as a leader in the nursing CPD market.
- The Fellowship programme, uniquely associated with the Faculty, stands unrivalled internationally.
- The OAT has achieved market dominance in Ireland, effectively addressing national nursing manpower needs by providing a swift pathway to registration.
- The Faculty's exceptional educational expertise, combined with its extensive clinical network empowers the executive management team to quickly identify and address market needs for continuous professional development education.
- The commitment to building a research strategy through tangible activities (e.g., dedicated funding for the PhD/doctorate scholarship) highlights a strong commitment to health service research.

- The Faculty staff's active participation in self-evaluation activities reflects a strong commitment to the process and numerous instances of continuous improvement initiatives, showcase the Faculty's dedication to ongoing development.
- The support services, both centrally from RCSI and through the Faculty administrative support available to the Faculty are exemplary.
- The Faculty's strategic activities have significantly boosted its global presence in nursing education and research (e.g., the WHO Collaborating Centre designation) furthering its goal of improving human health.

Recommendations

- Conduct a thorough analysis of the published strategy to ensure its operational and financial feasibility.
- Leverage the success of the WHO Collaborating Centre and further position the RCSI Faculty of Nursing and Midwifery as a thought leader in global health issues through for example policy briefs, global health fora.
- To enhance clarity of purpose within the Faculty, it is crucial to foster a clear understanding of the differentiation of the roles and responsibilities of the Board and Executive functions.
- Establish clear understanding between the RCSI, Faculty Board and Faculty Staff on the regulatory capabilities of the relevant governance structures within RCSI, to support planned expansion of research and educational activities.
- Evaluate how the innovative functions within the Faculty e.g. GILA, WHO, internationalisation, are integrated with core executive management functions.
- There is a need for enhanced alignment between RCSI and the Faculty on the evolving capacity requirements needed to deliver on the Faculty's strategic ambitions (e.g., marketing and IT infrastructure), being cognisant of University resources.
- Enhance transparency on Faculty staff career progression.
- Given the reliance on a small number of contract staff, the executive management team should consider needs analysis/business planning for the expansion and sustainability of all core activities to strengthen focus and capacity on and for internationalisation.
- To further enhance the Fellowship program, it is recommended to expand its international audience and align the membership and fellowships with the anticipated continuing education credit system of external stakeholders.

- An assessment may be undertaken to assess how membership and CPD may be aligned with the anticipated continuing education credit system by NMBI by 2026. This alignment may strengthen appeal of fellowship and provide additional professional development opportunities for members.
- Continuously evaluate, monitor and assess the impact of the Fellowship program to ensure it meets the evolving needs of the profession.
- Utilise testimonials from current Fellows and Faculty members to enhance credibility and visibility both nationally and internationally.
- Undertake a needs analysis for CPD for the international market and identify key international markets where the Faculty's programs would meet a growing demand for CPD.
- Establish a robust governance structure for the approval process for the development of the suite of CPD offerings, while retaining the agile and competitive advantage of the Faculty to respond to market demand.
- Tap into the university RCSI digital knowledge and build upon the online platform for virtual participation, enabling global candidates to access the program without geographic limitations.
- Monitor developments regarding the NMBI's continuing education credit system and ensure the Fellowship program is compatible with the new framework. Adjust the education curricula and structure of the Fellowship to ensure that it offers credit-worthy educational components.
- Given the diverse research interests within the Faculty, it is recommended to reach consensus on a distinctive research focus for the Faculty.
- Continue to provide thought leadership through policy briefs, global health forums, and high-level dialogues that elevate the Faculty's role in shaping the future of nursing.
- Evaluate the academic resources that will be needed to realise the research strategy once developed and the manpower strategy that will enable its success within the Faculty
- Clarify boundaries and processes for supervision and support of PhD students.
- Develop a robust quality assurance process for the formal approval of all programmes and assessments, including OAT, CPD programmes and other offerings, which incorporates due diligence requirements and aligns with RCSI requirements.
- When planning Faculty activities, especially as the Faculty grows, it is crucial to consider the administrative load. Particular attention should be given to managing concurrent activities within short timeframes.
- Strategically align international ambitions with planned activities for conversion of opportunities, being cognisant of the required development of robust due diligence activities.

- Expand on partnerships with international institutions (e.g., through the WHO collaborating centre) to create cross-border CPD programs that encourage knowledge exchange and professional development on a global scale.
- Develop more formal engagement and partnership with the School of Nursing through an MOU which would outline deliverables with collaboration as the key.



Appendix 1: Site Visit Schedule

IN ADVANCE | PRG Planning Meeting | MS Teams | Tuesday 7 January 2025

Date	Time	Dur. Mins	Sched. no.	Mtg. Title
Tues Jan 7	14.30 – 15.00	30 mins	1	Welcome and Introduction for PRG Head of Quality Enhancement & Quality Reviews Manager
		10 mins	2	Break
Tues Jan 7	15.10 – 16.30	80 mins	3	Private Planning Meeting for PRG

SITE VISIT | Day 1 | 13 January 2025

Date	Time	Dur. Mins	Sched. No.	Mtg. Title	Venue
Mon Jan 13	09.00 – 09.15	15 mins	1	Welcome for PRG President, Head of Quality Enhancement & Quality Reviews Manager Tea/coffee	Robert Smith Room
Mon Jan 13	09.15 – 10.30	75 mins	2	Private Planning Meeting for PRG PRG: Review of preparatory work Tea/coffee at 10.15	Robert Smith Room
Mon Jan 13	10.30 – 10.55	25 mins	3	Meeting with Faculty Board Officers Meeting theme: Strategic and operational overview	Robert Smith Room
Mon Jan 13	11.00 – 11.20	20 mins	3a	Meeting with Executive Dean Meeting theme: Strategic and operational overview	Robert Smith Room
Mon Jan 13	11.20 – 11.35	15 mins	3b	Meeting with Faculty Board Officers & Executive Dean Meeting theme: Strategic and operational overview	Robert Smith Room
	11.40 – 11.50	10 mins	4	10 minute preparation time between meetings for PRG	Robert Smith Room
Mon Jan 13	11.50 – 12.30	40 mins	5	Meeting with Faculty Executive staff Meeting Theme: Research overview	Robert Smith Room
Mon Jan 13	12.30 – 12.40	10 mins	5b	Meeting with Executive Vice Dean for Research	Robert Smith Room
	12.45 – 13.45	60 mins	6	Lunch for PRG	Robert Smith Room
Mon Jan 13	13.50 – 14.40	50 mins	7	Meeting with Faculty Executive staff Meeting Theme: Education overview	Robert Smith Room
	14.40 – 14.50	10 mins	8	10 minute preparation time between meetings for PRG	Robert Smith Room
Mon Jan 13	14.50 – 15.35	45 mins	9	Review defined meeting #1: Meeting Theme: Start up and innovation	Robert Smith Room



	15.40 – 16.00	20 mins	10	Break for PRG Tea/coffee	Robert Smith Room
Mon 13 Jan	16.00 – 16.45	45 mins	11	Review defined meeting #2: Meeting Theme: Administration	Robert Smith Room
Mon 13 Jan	16.50 – 17.30	40 mins	12	PRG Review of afternoon’s meetings; draft commendations & recommendations; planning for next day	Robert Smith Room
Mon 13 Jan	18.30 – 20.30	120 mins	13	Dinner for PRG with QEO staff	TBC

SITE VISIT | Day 2 | 14 January 2025

Date	Time	Dur. Mins	Sched. No.	Mtg. Title	Venue
Tues 14 Jan	08.45 – 09.15	30 mins	14	PRG: Review of preparatory work	Robert Smith Room
Tues 14 Jan	09.15 – 10.00	45 mins	15	Review defined meeting #3 Meeting Theme: Meeting with staff representatives from central support services with a focus on Finance, HR, Estates and IT	Robert Smith Room
	10.00 – 10.10	10 mins	16	10 minute preparation time between meetings for PRG	Robert Smith Room
Tues 14 Jan	10.10 – 10.55	45 mins	17	Review defined meeting #4 Meeting Theme: Meeting with staff representatives from central support services with a focus on Communications and Events planning	Robert Smith Room
	10.55 – 11.15	20 mins	18	Break for PRG Tea/coffee	Robert Smith Room
Tues 14 Jan	11.15 – 12.00	45 mins	19	Review defined meeting #5 Meeting Theme: School of Nursing and Midwifery	Robert Smith Room
	12.00 – 12.10	10 mins	20	10 minute preparation time between meetings for PRG	Robert Smith Room
Tues 14 Jan	12.10 – 12.55	45 mins	21	Review defined meeting #6 Meeting Theme: Meeting with the President, members of RCSI SMT, Registry, SPGS and QEO	Robert Smith Room
	13.00 – 13.40	40 mins	22	Lunch for PRG	Robert Smith Room
Tues 14 Jan	13.40 – 14.20	40 mins	23	Review defined meeting #7 Meeting Theme: External relations 1: RCSI Hospital Group	Robert Smith Room
	14.20 – 14.30	10 mins	24	10 minute preparation time between meetings for PRG	Robert Smith Room
Tues 14 Jan	14.30 – 15.15	45 mins	25	Review defined meeting #8 Meeting theme: External relations 2: National and international organisations	Robert Smith Room
	15.15 – 15.35	20 mins	26	Break for PRG Tea/coffee	Robert Smith Room



Tues 14 Jan	15.35 – 16.20	45 mins	27	Review defined meeting #9 Meeting Theme: PhD students	Robert Room	Smith
	16.20 – 16.30	10 mins	28	10 minute preparation time between meetings for PRG	Robert Room	Smith
Tues 14 Jan	16.30 – 17.00	30 mins	29	Meeting with Head of unit / management team (if required) Follow up meeting with unit management team – opportunity to explore aspects arising from stakeholder meetings	Robert Room	Smith
Tues 14 Jan	17.00 – 17.30	30 mins	30	PRG Review of afternoon’s meetings; draft commendations & recommendations; planning for next day	Robert Room	Smith
Tues 14 Jan	18.30 – 20.30	120 mins	31	Dinner for PRG	TBC	

SITE VISIT | Day 3 | 15 January 2025

Date	Time	Dur. Mins	Sched. No.	Mtg. Title	Venue	
Wed 15 Jan	09.00 – 09.15	15 mins	32	PRG: Review of preparatory work	Robert Room	Smith
Wed 15 Jan	09.15 – 10.00	45 mins	33	Time slot for additional meeting (s) (if required by PRG)	Robert Room	Smith
	10.00 – 10.10	10 mins	34	10 minute preparation time between meetings for PRG	Robert Room	Smith
Wed 15 Jan	10.10 – 10.40	30	35	Tour of Facilities		
	10.40 – 11.00	20 mins	36	Break for PRG Tea/coffee	Robert Room	Smith
Wed 15 Jan	11.00 – 13.00	120 mins	37	PRG meeting to finalise commendations and recommendations	Robert Room	Smith
	13.00 – 13.30	30 mins	38	Lunch and private meeting time with QEO	Robert Room	Smith
Wed 15 Jan	13.30 – 14.00	30 mins	39	PRG meeting with QEO for clarification and discussion of main findings	Robert Room	Smith
Wed 15 Jan	14.00 – 14.30	30 mins	40	Meeting with Head of Unit & QEO to present main findings	Mary Dowson Room	Emily
Wed 15 Jan	14.30 – 14.50	20 mins	41	Exit presentation to unit staff – key commendations & recommendations	Mary Dowson Room	Emily
	15.00			Review ends		



RCSI

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**Internal Quality Review
Quality Improvement Plan
(QIP)
Faculty of Nursing and
Midwifery 2025**



Quality Improvement Plan

Faculty of Nursing and Midwifery

DOCUMENT CONTROL SHEET

Name of Unit	Faculty of Nursing and Midwifery					
Project Title	IQR 2024 – 2025 Quality Improvement Plan					
Document Title	Quality Improvement Plan					
This Document Comprises	DCS	TOC	Text	List of Tables	List of Figures	No. of Appendices
	1	1	23	0	0	0

Rev	Status	Author(s)	Reviewed By	Approved By	Office of Origin	Issue Date
1	Draft 1	Faculty of Nursing and Midwifery	QEO		Faculty of Nursing and Midwifery	
2	Draft 2	Faculty of Nursing and Midwifery	QEO		Faculty of Nursing and Midwifery	05/09/2025



Quality Improvement Plan 2025

The Faculty's strategic intention is to lead with excellence and innovation in nursing and midwifery education, research and practice, shaping a healthier future for all. In pursuing this intent, we have aligned with the broader RCSI strategic themes while addressing the unique needs and aspirations of the Faculty. Our focus for this strategy cycle (2024 – 2027) centres on five strategic priorities. There is continuity with those set out in the previous strategy, but also a new focus which is in line with the ambition for the organisation. Our strategic priorities are:

1. Empowering lifelong learning and professional excellence in nursing and midwifery;
2. Innovative research for impactful practice and health systems improvement;
3. Creating a thriving and engaged community of Fellows and Members; and committing to embed equality, diversity and inclusion;
4. Building strategic partnerships and alliances for lasting impact;
5. A trusted brand for education, research and advocacy.

Each of the recommendations made in the Peer Review Group report have been mapped to these strategic priorities. The recommendations below are presented thematically as they appeared in the Peer Review Group report.



Quality Improvement Plan 2025

Recommendation	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resource Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
1. Conduct a thorough analysis of the published strategy to ensure its operational and financial feasibility <i>(Aligned to organisational, administrative and other matters)</i>	PRGR - 2.2 SAR vol.1 – 4.1.1 SAR vol.1 – 4.2.5 SAR vol.1 – 4.3 SAR vol.1 - 13	Agree strategic priorities and operational feasibility. Seek Board approval for implementation by 31 December 2025	Dean of the Faculty, Faculty Board, Executive Dean	Time	Quarter 3 2025	Strategic implementation plan outlines allocated funding and priority of strategic objectives for the life of the strategy	August 2025: In progress
		Ensure Faculty expenditures are in line with the approved Financial Strategy and budget	Dean of the Faculty, Faculty Board, Executive Dean	Current costs are being estimated across the 3-year period	Quarter 4 2027	Expenditure is aligned to the approved Financial Strategy and budget	August 2025: In progress
2. Leverage the success of the WHO Collaborating Centre (WHOCC) and further position the Faculty as a thought leader in global health issues through, for example, policy briefs, global health fora <i>(Aligned to Strategic Priority 5)</i>	PRGR - 2.2 SAR vol.1 - 11	Deliver the programme of work as approved by the Board, annually, and within the context of the Terms of Reference of the WHOCC	Global Innovation and Leadership Academy (GILA) Co-Directors, Dean of the Faculty, Faculty Board	Administrative support in line with Board approved budget	Review annually in Quarter 3	At least 90% of approved annual deliverables are made on time and on budget	August 2025: In progress
Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
3. To enhance clarity of purpose within the Faculty, it is crucial to foster a clear understanding of the differentiation of the roles and	PRGR - 3.2 SAR vol.1 - 1 4.1.3 SAR vol.1 - 4.4	Finalise and implement the Code of Corporate Governance by 31 December 2025	Dean of the Faculty, Faculty Board	Time and costs associated with cost of external governance consultants	Quarter 4 2025	All Board Members declare compliance with the Code annually. A record of will be kept by the Board Secretariat	August 2025: In progress



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responsibilities of the Board and Executive functions <i>(Aligned to organisational administrative and other matters)</i>		New Board Members will receive a comprehensive induction. Induction materials are reviewed, updated and enhanced for each Board member induction	Dean of the Faculty, Faculty Board, Executive Dean	Time and costs to prepare materials, maintain records and solicit feedback, cost associated with hosting in-person events	Ongoing	All new Board members receive a comprehensive induction within 3 months of appointment; a record will be kept by the Board Secretariat	August 2025: In progress
		Continue annual training updates on governance and related Board matters for all Board members	Dean of the Faculty, Faculty Board, Executive Dean, Senior Executive Assistant	Time and costs associated with procuring and evaluating external training	Quarter 3 2025	A record of attendance will be kept by the Board Secretariat	August 2025: In progress
		Provide joint Team Development Days for both the Board and the Executive	Dean of the Faculty, Faculty Board, Executive Dean, Senior Executive Assistant	Time and costs associated with procuring and evaluating external training, venue hire, etc	Quarter 2 2026	A record of attendance will be kept by the Board Secretariat	August 2025: Not yet started
Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
4. Establish clear understanding between the RCSI, Faculty Board and Faculty Staff on the regulatory capabilities of the relevant governance structures within RCSI, to support planned expansion of research and educational activities	PRGR - 3.2 SAR vol.1 - 1 SAR vol.1 - 4.4	Explore internal partnerships that will leverage accreditation and research collaborations to achieve Faculty strategic aims	Executive Dean, Executive Vice Dean for Research, Executive Vice Dean for Education	Time to foster relationships	Ongoing	Number of collaborations formed	August 2025: In progress
		Enhance Board understanding of the organisational structure and processes of RCSI and restrictions around	Executive Dean	Time at induction training	Induction training	Enhanced understanding of RCSI organisational structure and processes.	August 2025: In progress



Quality Improvement Plan 2025

(Aligned to organisational administrative and other matters)		professional education and research versus NFQ accredited programmes					
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Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
5. Evaluate how the innovative functions within the Faculty e.g. GILA, WHO, internationalisation, are integrated with core executive management functions (Aligned to organisational administrative and other matters)	PRGR - 3.2 SAR vol.1 - 4.1.5 SAR vol.1 - 4.4 SAR vol.1 - 11	Board to review and respond to the recommendations of the independent external review of GILA; Executive to implement recommendations	Dean of the Faculty, Faculty Board, GILA Co-Directors, Executive team (implementation)	Consultancy tender awarded. Administrative support to the review process over a 6-month period	Draft report expected by Quarter 3 2025	Recommendations of the review will be submitted to the GILA Sub-Committee and Board for review and implementation	August 2025: In progress
		Regularly share GILA updates at the weekly Faculty management huddle	GILA Co-Directors, Executive Dean	Time	Ongoing, weekly	Ongoing attendance at weekly meeting	August 2025: Complete
		The Executive Dean and / or Vice Dean for Research attend the GILA Sub-Committee meetings	Dean of the Faculty, Faculty Board, GILA Co-Directors, Executive Dean	Time	Ongoing, five times per year	The activities of GILA are aligned to the strategic objectives of the Faculty Board	August 2025: Complete
		Dean of the Faculty and Faculty Board continue to receive a regular update on all GILA activities including budget analysis	Dean of the Faculty, Faculty Board, GILA Co-Directors	Time	Ongoing, five times per year	GILA activities are mapped and aligned to budget available	August 2025: Complete



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Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
6. There is a need for enhanced alignment between RCSI and the Faculty on the evolving capacity requirements needed to deliver on the Faculty's strategic ambitions (e.g., marketing and IT infrastructure), being cognisant of University resources (Aligned to Strategic Priority 4)	PRGR - 4.2 SAR vol.1 - 3.4 SAR vol.1 - 4.4 SAR vol.1 – 5.1.3 SAR vol.1 – 10.1	Recruit, train and retain dedicated resources for key roles including research, education, communications and marketing, brand management and stakeholder engagement	Executive Dean, Executive Vice Dean for Education, Executive Vice Dean for Research	Time to develop job descriptions, for recruitment process, induction and ongoing support, salary costs associated with high calibre staff	Ongoing based on prioritisation of strategic objectives, development of education and research programmes, and Faculty finances	High calibre staff attracted and retained in key positions. A Communication and Marketing Officer and Research Coordinator will be in post by 31 December 2025	August 2025: Complete
		Reintroduce strategic dialogue meetings with RCSI IT, RCSI Finance, and the wider RCSI community	Executive Dean, Executive Vice Deans for Education and Research	Time	Quarter 4 2025	Number of meetings with RCSI IT, RCSI Finance and other departments	August 2025: In progress
		Encourage broader membership of Faculty Executive in wider RCSI committees	Executive Dean, Executive Vice Deans for Education and Research	Time	Quarter 4 2025, ongoing	Number of Faculty representatives on broader RCSI committees and groups	August 2025: Complete



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Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
7. Enhance transparency on Faculty staff career progression. <i>(Aligned to organisational administrative and other matters)</i>	PRGR - 4.2 SAR vol.1 – 5.1.1 SAR vol.1 – 5.1.5 SAR vol.1 - 5.2	Ensure ongoing professional and career development for Faculty and staff	Executive Dean and Executive Vice Deans for Education and Research	Time and costs associated with staff participation in professional development	Reviewed and implemented annually	Annual PDP process, regular training provided, number of team building and staff-related professional development events	August 2025: In progress
		Enhance team engagement in professional and career development relevant to their role, with a view to progression	Executive Dean and Executive Vice Deans for Education and Research	Time and costs associated with professional development and training	Ongoing	Percentage of staff participating in professional development programmes and PDP's	August 2025: In progress
		Review pay scales, role responsibilities, and progression opportunity for administrative staff with HR	Executive Dean	Salary costs	Ongoing	All administrative staff on incremental pay scale	August 2025: Not yet started
		Ensure all post-doctoral researchers and lecturers align to national and local salary scales and increments, and understand RCSI requirements regarding promotional scale	Executive Dean and Executive Vice Deans for Education and Research	Salary costs	Complete, continuing quality enhancement	Alignment of salary scales to national standard	August 2025: Complete
Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
8. Given the reliance on a small number of contract staff, the executive management team	PRGR - 4.2 SAR vol.1 - 4.2.4 SAR vol.1 - 4.4	Continue to recruit the workforce resources outlined in the strategic action plan as approved by the Faculty Board	Executive Dean, Faculty Board	Salary costs	Quarter 4 2025 and ongoing as required	Additional resources in place by early 2026	August 2025: Complete



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should consider needs analysis / business planning for the expansion and sustainability of all core activities to strengthen focus and capacity on and for internationalisation (Aligned to Strategic Priority 5)	Consider succession planning and retention strategies to ensure long-term sustainability and return on investment	Executive Dean	Costs associated with salaries and continuing education and professional development	Quarter 4 2025 and ongoing	Retention of staff, number of staff on permanent contract	August 2025: Complete
	Implement GILA review recommendations when available and as appropriate	Dean of the Faculty, Faculty Board, Executive Dean	Time	Quarter 2 2026	Recommendations implemented	August 2025: In progress



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Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
9. To further enhance the Fellowship program, it is recommended to expand its international audience and align the membership and fellowships with the anticipated continuing education credit system of external stakeholders (Aligned to Strategic Priority 3)	PRGR - 5.2 SAR vol.1 - 3.4 Faculty strategy 3.3.	Enhance ongoing promotion of Fellowship and Membership via the Faculty website, social media and printed materials	Operations and Education Manager, Communications and Marketing Officer	Costs associated with updating, designing, printing and dissemination of printed and other marketing materials	Annually, continued quality enhancement	Feedback from stakeholders collected annually to ensure the effectiveness of marketing campaigns	August 2025: Complete
		Extend the hosting of live information webinars to explain the Fellowship and Membership programmes	Operations and Education Manager, Communications and Marketing Officer	Costs associated with updating and hosting webinars	Annually, continued quality enhancement	Increased attendance at live webinars, increased applications	August 2025: Complete
		Expand and utilise Faculty networks, channels, and current Fellows and Members to promote the programmes	Operations and Education Manager, all Faculty staff and Board Members	Time and costs associated with national and international travel to attend in-person events	Ongoing, continued quality enhancement	Increased international applications from a growing number of countries, improved retention rates	August 2025: Complete
		Explore feasibility of hosting conferring ceremony in other RCSI campuses, such as Bahrain	Operations and Education Manager, Communications and Marketing Officer	Costs associated with international travel and conferring fees	Quarter 4 2025	Hosting of first international conferring ceremony	August 2025: Not yet started
Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
10. Continuously evaluate, monitor and assess the impact of the Fellowship program to ensure it meets the evolving needs of the profession (Aligned to Strategic Priority 3)	PRGR - 5.2. SAR vol. 2. – 1.13. Faculty strategy 3.1 Faculty strategy 3.2 Faculty strategy 3.4.	Gathering testimonials and feedback from Fellows and Members	Operations and Education Manager, Comms and Marketing Officer	Time	Quarter 4 2025	Number of testimonials and feedback received; degree of positive sentiment	August 2025: In Progress
		Undertake a Fellows and Members engagement survey	Operations and Education Manager, Comms and Marketing Officer	Time, cost associated with external supplier to administer and analyse the survey	Quarter 2 2026	Incorporate survey results into processes and opportunities for Fellow and Member engagement	August 2025: Started
		Conduct periodic retention audits for	Operations Manager	Time and cost associated with	Quarter 2 annually	Improving retention trend year on year by 10%	August 2025: Not yet started



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		to measure, track and report the impact of our interventions		dedicated CRM to manage database			
		Offer exclusive Fellow and Member benefits and add additional benefits based on feedback	Operations and Education Manager, Comms and Marketing Officer	Time and costs associated with any additional initiative	Quarter 3 2026 when survey results available	Impact assessments, attendance at CPD and networking events, number of award applications	August 2025: In progress
		Issue regular newsletters updating Fellows and Members on Faculty activities	Operations Manager, Comms and Marketing Officer	Time	Ongoing, continued quality enhancement	Fellows and Members engaging with and contributing to newsletter	August 2025: Complete
Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
<i>Cont.</i>		Engage Fellows and Members in Faculty initiatives such as teaching, assessing, research and annual conference	Operations and Education Manager, Executive Vice Deans for Education and Research	Time and costs associated with any lecturing / examination fees, travel and / or accommodation	Ongoing, engage with Fellows and Members as required	Numbers expressing interest to act as viva examiners, conference chairpersons / adjudicators, lecturers, researchers	August 2025: Complete
		Consider creating opportunities for Fellows and Members to participate in Faculty Board Sub-Committees for defined periods	Dean of the Faculty, Faculty Board	Costs associated with travel and accommodation, time to revise Code of Corporate Governance and develop related processes	Quarter 4 2025	Recruitment and attendance of Fellows and Members in Sub-Committees in 2026; feedback from Fellows and Members on their experience	August 2025: In progress
		Pilot a Fellows and Members summer school programme offering novel education and CPD	Operations and Education Manager, Centre for Nursing and Midwifery Advancement Lead	Costs associated with hosting in-person events, travel and accommodation	Quarter 2 – 3 2026	Numbers attending summer school events, number of Fellows and Members involved in delivering programmes	August 2025: Not yet started
		Explore the potential to use an online platform as a method of establishing a	Operations and Education Manager,	Time and costs associated with hosting and	Quarter 4 2025 –	Participation rates in community of practice	August 2025: Not yet started



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Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
		Faculty alumni network for ongoing engagement	Centre for Research Excellence Lead	moderating the website	Quarter 4 2026	activities, sign up rate for the platform	
11. Utilise testimonials from current Fellows and Faculty Members to enhance credibility and visibility both nationally and internationally <i>(Aligned to Strategic Priority 3)</i>	PRGR 5.2 SAR vol.2 – 1.13 SAR vol.2 – 1.2 Faculty strategy 3.2 Faculty strategy 5.2	Gather testimonials in relation to the process of becoming, and professional impact of being, a Fellow or Member	Operations and Education Manager, Comms and Marketing Officer	Time	Quarter 4 2025	Number and sentiment of testimonials and feedback received	August 2025: In progress
		Analyse testimonials and feedback for use in marketing campaigns and improving offerings	Operations and Education Manager, Comms and Marketing Officer	Time and costs that may be associated with new offerings	Quarter 1 2026	Suggestions for improvement, incorporation of feedback into marketing and processes	August 2025: In progress
12. Undertake a needs analysis for CPD for the international market and identify key international markets where the Faculty's programs would meet a growing demand for CPD <i>(Aligned to Strategic Priority 1)</i>	PRGR – 6.2 Faculty Strategy 1.3	Start an independent mixed methods market analysis to undertake a deep dive	Executive Dean, Executive Vice Dean for Education, Operations and Education Manager	Time, professional fees for independent market research consultants	Quarter 4 2025	Understanding the CPD needs of nurses and midwives taking a bottom-up and top-down approach	August 2025: In progress
		Continue to build relationships with employers to support their CPD requirements	Executive Vice Dean for Education	Time to invest in relationship management and attend events	Ongoing	A complete suite of relevant CPD programmes on offer which meet employer needs	August 2025: In progress
Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
13. Establish a robust governance structure for the approval process for	PRGR - 6.2 SAR vol.1 - 6 SAR vol.1 - 7	Explore internal avenues for assigning ECTS (or other professional credits) to all CPDs	Executive Dean, Executive Vice Dean for Education	Time	Quarter 4 2026	ECTS (or alternative) in place for all CPD programmes	August 2025: Ongoing



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developing the suite of CPD offerings, while retaining the agile and competitive advantage of the Faculty to respond to market demand <i>(Aligned to Strategic Priority 1)</i>		Continue to develop CPD offerings in collaboration with subject matter experts, including Fellows and Members	Executive Vice Dean for Education, Operations Manager	Time, sessional payments for Fellows, Members and other contributors	Ongoing, continued programme devolvement and enhancement	Number of external providers engaged in programmes, number of programmes developed and held	August 2025: Complete
		Develop an SOP in relation to programme development	Executive Vice Dean for Education	Time	Quarter 1 2026	SOP developed, communicated to programme developers	August 2025: Ongoing
14. Tap into the university RCSI digital knowledge and build upon the online platform for virtual participation enabling global candidates to access the program without geographic limitations	PRGR - 6.2 SAR vol.1 - 6 SAR vol.1 - 7 SAR vol.1 - 9 Faculty Strategy 1.1, 1.2	Liaise with and engage RCSI Online as appropriate and explore alternative learning technology options	Executive Dean, Executive Vice Dean for Education	Time and costs associated with horizon scanning, programme development, technology	Where possible programmes will be hybrid / online from 2025	Number of hybrid / online programmes developed with RCSI online or alternative vendors	August 2025: Ongoing
		Explore potential for AI technology, delivered through new platforms, to provide CPD	Executive Vice Dean for Education, mCPD Lead	Time for horizon scanning	Ongoing	Faculty identified as a key player in the offering of AI assisted CPD	August 2025: Ongoing
Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status



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<p>15. Monitor developments regarding the NMBI's continuing education credit system and ensure the Fellowship programme is compatible with the new framework</p> <p><i>(Aligned to Strategic Priority 3)</i></p>	<p>PRGR - 6.2 SAR vol.2 - 1.2</p>	<p>Monitor communications and guidelines from NMBI in relation to the professional competence scheme and align Fellowship and Membership awards with any requirements and standards issued</p>	<p>Executive Vice Dean for Education, Operations and Education Manager</p>	<p>Time</p>	<p>Unknown</p>	<p>Assess how Fellowship and Membership may be aligned with the finalised NMBI professional competence scheme; gather data on the estimated number of hours it takes to complete Fellow / Member portfolio</p>	<p>August 2025: In progress</p>
<p>16. Adjust the education curricula and structure of the Fellowship to ensure that it offers credit-worthy educational components</p>		<p>The Fellowship Award is not a taught programme, it an assessment of professional attainment with agreed criteria and therefore does not have an education curriculum</p>	<p>N/A</p>	<p>Nil</p>	<p>Quarter 3 2025</p>	<p>Nil</p>	<p>Complete</p>



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Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
17. Given the diverse research interests within the Faculty, it is recommended to reach consensus on a distinctive research focus for the Faculty (Aligned to Strategic Priority 2)	PRGR - 7.2 SAR vol.1 - 8.1 SAR vol.1- 8.2 SAR vol. 1 - 18.3	Finalise structured research framework for the entire Faculty through the tendering process to secure an external partner	Executive Dean, Executive Vice Dean for Research	Time and cost associated with tendering and hiring consultant to develop strategic research framework	Quarter 2 2026	Development of a Structured Research Framework and implementation underway from January 2026	August 2025: In progress
		Establish an overarching and accredited research centre for all Faculty research activity, internally and externally	Executive Dean, Executive Vice Dean for Research	Time to prepare and submit the application proposal	Quarter 2 2026	An application for a FNM Research Centre submitted and approved by the RCSI Research Office	August 2025: In progress
					Quarter 4 2026	Designation of the FNM Research Centre achieved	August 2025: In progress



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Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
18. Continue to provide thought leadership through policy briefs, global health forums, and high-level dialogues that elevate the Faculty's role in shaping the future of nursing (Aligned to Strategic Priority 5)	PRGR - 7.2 SAR vol.1 – 4.1.5 SAR vol.1 – 8.1	Engage with existing stakeholders around their research / evaluation / policy needs	Executive Dean, Executive Vice Dean for Education, Executive Vice Dean for Research	Time and costs associated with networking opportunities, relationship management, creation and dissemination of communications	Ongoing, continued quality enhancement	Number of policy / white paper tenders and grants awarded	August 2025: Complete
		Scan e-tenders for research / evaluation / policy opportunities	Executive Dean, Executive Vice Dean for Education, Executive Vice Dean for Research	Time	Ongoing	Number of policy / white paper tenders and grants awarded	August 2025: Complete
		Promote and market the policy / paper outputs of the Faculty and the competence of the Faculty team	Executive Vice Dean for Education, Executive Vice Dean for Research Comms and Marketing Officer	Costs associated with a marketing budget	Ongoing	Number of policy / white paper outputs per annum; Number of policy development tenders awarded	August 2025: Complete

Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
19. Evaluate the academic resources that will be needed to realise the research strategy once developed and the manpower strategy that will enable its	PRGR - 7.2 SAR vol. 1 - 8	Develop a costed workforce development plan within the Structured Research Framework when available	Executive Dean, Executive Vice Dean for Research	Time	Quarter 4 2026	Board approves the Structured Research Framework including a Board approved costed research workforce plan	August 2025: In progress



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success within the Faculty (Aligned to Strategic Priority 2)							
20. Clarify boundaries and processes for supervision and support of PhD students (Aligned to Strategic Priority 2)	PRGR 7.2 SAR vol.1 8.4	Continue to build interdisciplinary, cross-professional, co-supervision arrangements across all schools in RCSI via Postgraduate School and align research with the UN Sustainable Development Goals, Structured Research Framework and Faculty Strategy	Executive Dean, Executive Vice Dean for Research	Time of Faculty staff and dedicated time and capacity of colleagues from across RCSI schools to collaborate in co-supervision arrangements	Ongoing on yearly basis, continued quality enhancement	Number of interdisciplinary PhD students	August 2025: Complete
Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
Cont.		Communicate cross supervision arrangements in all PhD marketing material	Executive Dean, Executive Vice Dean for Research	Time and costs associated with designing and printing materials	Quarter 2 2026	Updated promotional and marketing literature	August 2025: In progress
		Host an annual FNM postgraduate research event for students to deliver project updates to peers and wider RCSI	Executive Vice Deans for Research and Education, individual supervisors	Time and costs associated with hosting the event	Quarter 2 2026	Attendance at event	August 2025: Complete for 2025
							Not yet started for 2026
21. Develop a robust quality assurance process for the formal approval of all programmes and assessments, including OAT, CPD programmes and	PRGR - 8.2 SAR vol.1 - 9	Appoint external examiners to regularly review and assess any CPD, assignments and course evaluations	Executive Vice Dean for Education, Operations and Education Manager, Co-Directors of GILA	Periodic External Examiner payments / honorariums	Ongoing, review annually	External examiners appointed to review and quality assure all CPD programmes	August 2025: Complete
		Include PPI contributors as subject matter experts to co-design programmes	Executive Vice Dean for Education	Salary costs	Ongoing, continued	All programmes are designed with input from subject matter experts	August 2025: Complete



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other offerings, which incorporates due diligence requirements and aligns with RCSI requirements.		Gather and act on learner feedback and programme evaluation for all CPD programmes	Executive Dean, Executive Vice Dean for Education, Operations and Education Manager	Time	quality enhancement Ongoing, continued quality enhancement	Student feedback incorporated into programme development for each subsequent iteration of each programme	August 2025: Complete
Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
<i>(Aligned to Strategic Priority 1)</i>		Ensure all CPD development and offerings align with FNM strategic priorities	Executive Vice Dean for Education, Operations and Education Manager	Time	Ongoing, review annually	Each new programme is clearly aligned with the Faculty's strategic priorities	August 2025: Complete
		Continue to engage with NMBI in relation to their approval of the OAT	Co-Directors GILA, OAT Coordinator	Time	Ongoing as per approval cycle	OAT will maintain its status of approval from NMBI	August 2025: Complete
22. When planning Faculty activities, especially as the Faculty grows, it is crucial to consider the administrative load. Particular attention should be given to managing concurrent activities within short timeframes <i>(Aligned to organisational, administrative and other matters)</i>	PRGR - 9.2 SAR vol.1 - 4.4 SAR vol.1 - 10.1	Continue to hold Events Meetings to provide information and support across the team in relation to planning events	Operations Manager and Operations and Education Manager	Time	Ongoing, monthly and as required	Quality of each event, incorporation of feedback into subsequent events	August 2025: Complete
		Develop a standard operating procedure (SOP) in relation to planning of Faculty events	Operations Manager	Time	Quarter 4 2025	Adherence to SOP when planning events, further development of SOP to continually improve process	August 2025: In progress
		Liaise across the wider team and Faculty Board to plan concurrent events to ensure operational capacity	Faculty Board, Operations Manager, Senior Executive Assistant	Time	Ongoing, monthly and as required	Effective scheduling of events to optimise resources and notice provided to support services	August 2025: Complete
Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status



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Cont.		Adopt best practices in project management to enhance operational effectiveness	Operations Manager and Operations and Education Manager	Time and costs associated with CPD programmes	Quarter 4 2026	Number of staff completing project management training (e.g. PRINCE2)	August 2025: Not yet started
		Conduct regular audits of SOPs to implement improvements	Operations Manager	Time	Ongoing	Clear SOPs and guidelines in place, annually reviewed with implementation plan in place	August 2025: In progress
23. Strategically align international ambitions with planned activities for conversion of opportunities, being cognisant of the required development of robust due diligence activities (Aligned with Strategic Priority 5)	PRGR - 10.2 SAR vol.1 – 8.1 SAR vol.1 – 8.2 SAR vol.1 – 8.3 SAR vol.1 – 10 SAR vol.1 – 11	Exploratory international collaborations continue to develop new partnerships	Dean of the Faculty, Faculty Board, Executive Dean, Executive Vice Dean for Education, Executive Vice Dean for Research, GILA Co-Directors	Time and costs associated with travel	Ongoing	Number of international collaboration agreements, research and education programmes developed per annum	August 2025: In progress
		Engage in Memoranda of Understanding (MoU) with universities and research performing organisations that align to the Faculty’s strategic priorities	Executive Dean, Executive Vice Dean for Education, Executive Vice Dean for Research	Time and costs associated with travel	Ongoing, develop new MoUs as appropriate and required	Number of MoUs agreed per annum	August 2025: Complete

Recommendation in order of priority	SAR Reference PRGR Reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / Timeframe	Measurement / Benchmarking	Outcome / Status
24. Expand on partnerships with international institutions (e.g., through the WHO CC) to create cross-border CPD programs that encourage knowledge exchange and professional	PRGR - 10.2 SAR vol.1 – 11	Continue to utilise MoUs to strategically develop partnerships	Dean of the Faculty, Faculty Board, GILA Co-Directors, Executive Dean	Administrative time to draft, agree and manage MOUs	Ongoing as required	MoUs contributing to strategic ambitions and delivering on targeted activity	August 2025: Complete
		Continue to nominate global leaders for Fellowship Ad Eundem and by Election	Dean of the Faculty, Faculty Board, Executive Dean	Time	Annually	Annual nomination of key strategic leaders Growth of Ad Eundem and by Election Fellows	August 2025: In progress



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development on a global scale <i>(Aligned with Strategic Priority 5)</i>							
25. Develop more formal engagement and partnership with the School of Nursing through an MoU which would outline deliverables with collaboration as the key <i>(Aligned with Strategic Priority 5)</i>	PRGR - 10.2 SAR vol.1 – 3.3.1 SAR vol.1 – 11 Strategy 1.1	Collaborate with the School of Nursing and Midwifery on tender and grant calls, developing an MoU for each project outlining arrangements for IP and finance, roles, and responsibilities	Executive Dean, Executive Vice Dean for Education	Time to invest in developing and enhancing relationships, and to draft, agree and manage MoUs	Ongoing as tender / grant opportunities arise	Number of joint applications, projects and MoUs per annum	August 2025: Complete
		Explore potential alignment with other RCSI Schools and Faculties	Executive Dean, Executive Vice Dean for Education	Time to develop and enhance relationships	Ongoing	Number of new projects or PhD collaborations	August 2025: In progress