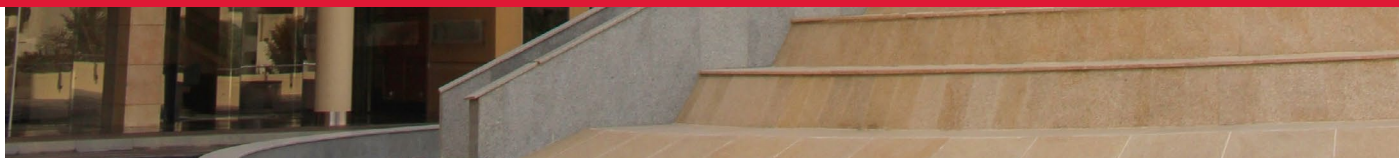




RCSI

STRATEGIC PLAN 2018-2022

DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE



CONTENTS

Section 1:	Harnessing Potential	4
	- A Joint Message from the CEO and Registrar of RCSI and the President of RCSI Bahrain	4
	- Background	6
Section 2:	Review of 2012-2017 Strategic Plan	8
Section 3 :	Context - Our Promise	12
Section 4:	Market Insights - Listening to Our Stakeholders	14
Section 5:	2018-2022 Strategic Plan Overview	16
Section 5.1:	Developing: Teaching and Learning	20
Section 5.2:	Building: Research	22
Section 5.3:	Serving: Community Engagement and Service	24
Section 5.4:	Delivering the Strategic Plan	26
	- Our Enablers	27
	- Acknowledgements	27



1

HARNESSING POTENTIAL

A Joint Message from RCSI CEO and Registrar, Professor Cathal Kelly, and RCSI Bahrain President, Professor Sameer Otoom



With RCSI Bahrain's continuing evolution comes the development of a new Strategic Plan for 2018- 2022, which will aim to enhance and improve the University across all areas. While the majority of the goals of the 2012-2017 Strategic Plan have been achieved, the same strategic pillars remain relevant for the next five years and form the basis for expansion, development and further enhancement.

The development of this Strategic Plan commenced in May 2016 and included contributions from multiple stakeholders, such as ministries, governmental organisations, partner hospitals and private sector entities, as well as staff, representatives of the Student Council and Alumni. All of these contributions have provided the relevant information required to develop a Strategic Plan that meets the needs of staff and students of RCSI Bahrain, in order to achieve its over-arching mission, while maintaining its core values.

We are very optimistic that the excellent academic reputation that has been achieved by RCSI Bahrain since it was established in 2004 can be expanded upon as a result of this Strategic Plan. We appreciate that there will be challenges that lie ahead over the course of the next five years but we are confident that these can be overcome and that the University's reputation in the global medical education market will be further increased.

We would like to extend our congratulations to the team at RCSI Bahrain for their work in developing this exciting and ambitious five-year Strategic Plan. Particular thanks must go to Head of Quality Enhancement, Dr Kathryn Strachan; Vice President for Academic Affairs; Head of the School of Medicine, Professor Joe McMenamin; Director of Foundation Year, Dr Declan Gaynor; Associate Director for Academic Affairs, Dr Jean Hughes; Head of School of Nursing and Midwifery, Professor Seamus Cowman; Head of Postgraduate Studies

and Research, Professor Davinder Sandhu; Professor of Public Health and Epidemiology, Professor Susan Dovey; Chief Operating Officer, Stephen Harrison-Mirfield; Associate Director of Marketing and Communications, Lesley Byrne; Community Outreach Manager, Victoria Ham; Head of Estates and Support Services, Mohammed Abdulla; Head of Human Resources, Gary Brady and Head of ICT, Cathal Prendergast, who have led this development over an 18-month period.

We would also like to extend our thanks to RCSI Bahrain staff members who have given their time, knowledge and experience to working groups set up to analyse and refine the plan to the level that has been detailed in this document.

RCSI Bahrain consulted extensively with our Stakeholders who provided invaluable input. We would like to thank all of our stakeholders for this and in particular:

- Supreme Council of Health
- Bahrain Ministry of Health - Including Salmaniya Medical Complex and Primary Healthcare Centres
- Bahrain Defence Force Hospital
- King Hamad University Hospital
- National Health Regulatory Authority
- Higher Education Council (HEC)
- Tamkeen
- Bahrain Red Crescent Society
- Private Hospital Sector

Finally, we wish the staff and students of RCSI Bahrain the best of luck in the future, as they continue to strive in developing healthcare leaders who make a difference worldwide.



Cathal Kelly

Professor Cathal Kelly
RCSI CEO and Registrar



Sameer Otoom

Professor Sameer Otoom
RCSI Bahrain President

BACKGROUND

RCSI

RCSI has a distinguished history in the field of medical education, which has been punctuated by a number of key events.

1784

The granting of a Royal Charter by King George III, giving the power to control the practice of surgery and to make provision for surgical education

1844

The granting of a supplemental Charter from Queen Victoria instituting a Fellowship, the examination for which could be taken a minimum of three years after graduation

1886

The Medical Act ordains that graduates required education in surgery, medicine and obstetrics, leading to the emergence of the conjoint board between RCSI and the Royal College of Physicians of Ireland (RCPI)

1978

RCSI becomes a recognised college by the National University of Ireland (NUI) with the awarding of MB, BCh, BAO to its graduates in addition to the historical Licentiates of RCSI and RCPI

2004

RCSI Bahrain opens

2010

First graduates of RCSI Bahrain confer



RCSI BAHRAIN

RCSI received a license to establish a medical university in Bahrain and as a result, the University was opened in October 2004 with the first intake of medical students.

In 2006 the School of Nursing and Midwifery and the School of Postgraduate Studies and Research were established.

The University moved to a new, purpose-built campus in October 2008. Our main campus building incorporates approximately 17,250 m² and is set across six floors, featuring tutorial rooms, lecture theatres, teaching and research laboratories, a restaurant, the Avicenna Library and Learning Resource Centre and the specially designed Ibn Al-Baitar Clinical Simulation Centre (CSC). A 1,620 m² stand-alone building to the rear of the site houses the sports and recreation facilities, which include an indoor sports hall, male and female



gyms, workout studios and a coffee shop, as well as the adjacent all-weather football pitch. The campus has a high-speed Wi-Fi connection and student learning is enhanced through the use of the Moodle Virtual Learning Environment.

The CSC provides opportunities for students to practice skills and techniques in a controlled learning environment prior to clinical placement. King Hamad University Hospital (KHUH), which opened in 2012, lies adjacent to the University campus and the relationship between the two parties is further enhanced through a number of joint appointments in the specialities of Surgery; Paediatrics and Medicine. KHUH, along with other public hospitals - Bahrain Defence Force Hospital (BDF) and Salmaniya Medical Complex - as well as the private American Mission Hospital (AMH), provide our

students with opportunities to gain a comprehensive range of clinical experiences.

Through a number of collaborative arrangements, students are afforded internships and clinical experience in a variety of countries. This not only affirms our standing in the international community but also enhances the employability of our students both nationally and internationally.

At the end of the academic year 2016-2017, the University has over 1,500 Alumni and 1,239 students drawn from 40 nationalities and spread across the Schools of Medicine (875); Nursing and Midwifery (340) and Postgraduate Studies and Research (24). There is a total of 161 full-time staff members, of which 32% are academic, and, coupled with the clinical teachers across the main partner hospitals, provide a low staff-student ratio.

We are also licensed to host two postgraduate programmes for the RCSI Institute of Leadership (IOL) – the MSc in Healthcare Management and the MSc in Quality and Safety in Healthcare Management. These programmes currently have 92 students undertaking these qualifications which enable healthcare professionals to add to their knowledge and competence in healthcare leadership areas.

The University is quality assured by a number of external bodies, both through its umbilical links with RCSI in Dublin and also by the Bahrain Education and Training Quality Authority (BQA). The latest report by the BQA placed the University in the top category regarding its level of achievement in terms of governance, management and teaching. The University's medical programme is listed in the World Directory of Medical Schools.

2

REVIEW

2012-2017 Strategic Plan

A key part of the 2018-2022 Strategic Plan development process was a review of the 2012-2017 Strategic Plan. This was the first in the history of RCSI Bahrain and was built on three core strategic pillars, with Quality Enhancement integrated across all of the pillars.



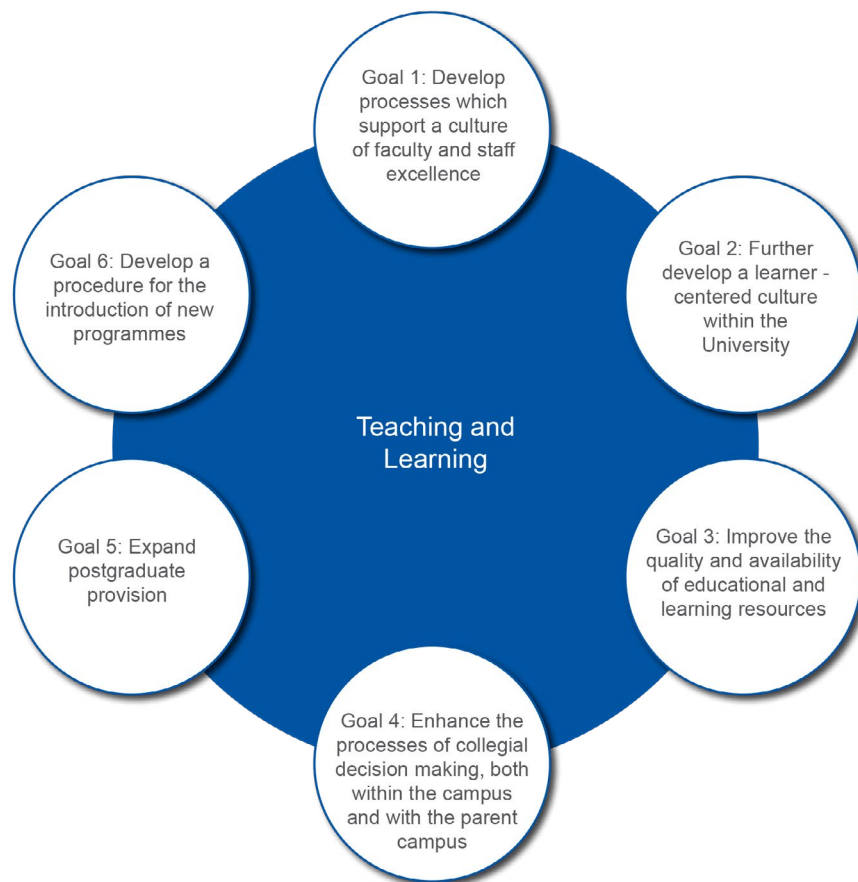
Through the development of the 2012-2017 Strategic Plan, goals, actions and KPI's were created to support each pillar.

Based on the 39 KPI's set out for the 15 respective goals, 80% were considered to have been met by the conclusion of the plan's time-frame.

KPIs met from
2012-2017 Strategic Plan

80%

TEACHING AND LEARNING



HIGHLIGHTS

from 2012-2017 Strategic Plan

Development of the Health Professions Education Centre

Irish Medical Council accreditation achieved

Admission criteria refined

Development of the Ibn Al-Baitar Clinical Simulation Centre

Centre for Student Success (CSS) established

Development of the Avicenna Library and Learning Resource Centre space

Student Mobility Programme established

Engagement of staff with professional development activities



RESEARCH



HIGHLIGHTS

from 2012-2017 Strategic Plan

Establishment of thematic research clusters

- Cardiovascular and Metabolic Medicine
- Oncology
- Healthcare Professions Education
- Biosciences

Significant increase in the number of peer reviewed publications

Postgraduate and Research Office established with a dedicated Research Officer

National and international collaborations established:

- Bahrain Ministry of Health
- Arabian Gulf University (AGU)
- University of Bahrain (UoB)
- SBI Pharma, Japan

RCSI/AGU joint grant funding

Research events

- Regenerative Medicine Tissue Healing Symposium
- Globalisation and Transnational Education and Curriculum Implementation Symposium
- Diabetes and Sickle Cell Symposium
- Use of 5 ALA in Medicine Symposium
- Research Summer School
- International Research Conference

COMMUNITY ENGAGEMENT AND SERVICE



HIGHLIGHTS

from 2012-2017 Strategic Plan

"Go Active" community involvement events

Annual Charity Challenge launched

- Paddle Bahrain
- Stair Climb
- Bahrain Marathon Relay
- Tour de Bahrain

International Community Engagement established:

- Chennai
- New Delhi
- Vietnam
- Lesotho

Diabetes Mobile Unit

- Launched in 2012
- 57 School visits completed
- 3700+ children visited

National collaborations on World Health Day and International Nurses Day

Bahrain Diabetes Society and Shurook Camp attendance

Think Pink Bahrain collaboration

Integration into the medical and nursing curricula:

- Nursing; N3/N4 Mobile Diabetes Unit
- Medicine; Medical Commencement Programme (MCP) and Foundation Year modules

Health promotion initiatives delivered in the community

Bi-annual blood donation drive established

3

CONTEXT

Our Promise

This document details the Strategic Plan for the Royal College of Surgeons in Ireland - Medical University of Bahrain (RCSI Bahrain) for the next five years.

In developing the 2018-2022 Strategic Plan it is important that we ground our approach in our overarching commitment to students, staff, alumni and the community. The following Strategic Plan is underpinned by our promise and focuses on key areas that we aim to excel in.



OUR PROMISE

“To provide an educational and professional experience that better prepares our students to make a positive impact in healthcare and become highly sought after and employable graduates who secure internships, residencies, healthcare jobs, postgraduate educational study places or any other form of personal and professional advancement that they wish to pursue in healthcare.”

When considering our new Strategic Plan, it is important that we are very clear on what our promise is in terms of setting out our position in the market and how we are going to embed it in everything we do. It is essential that everything we do is targeted at developing the highest calibre graduates who are clinically and professionally prepared for the challenges that lie ahead and who will excel in their careers over time, differentiating themselves from their peers from other institutions both regionally and internationally.

Our single focus on health sciences, along with our global reach and our professional focus in the shaping and delivery of excellence in patient care permeates our approach to teaching, supporting our mission “RCSI, Developing healthcare leaders who make a difference worldwide”. We excel at producing graduates who are ready for the workplace and the feedback from employers and licensing authorities supports this and is something of which we are very proud. In time, with the development of our Alumni programme, we aim to involve graduates as role models and mentors to truly enhance the student experience.

For us to do this we need to ensure that we focus on areas that we want to excel in:

Quality

Ensure international accreditation and recognition, as well as delivering high pass rates in licensing examinations.

Optimal student experience

Provide enhanced learning environment, facilities and opportunities to ensure successful careers and lifelong learning.

Professional development

Achieve high levels of graduate engagement and develop a diverse alumni workplace demographic with an international footprint.

Employability

Develop the highest calibre graduates that have the skills, knowledge and attributes to make them highly employable and to be prepared for post graduate training.

Research

Increase in peer reviewed publications, externally funded research projects, year on year spend on research and develop relevant partnerships.



4

MARKET INSIGHTS

Listening to Our Stakeholders

As with any organisation, a number of external factors impact on the strategic activities of the University. Here, we give a brief overview of some healthcare statistics and market insights relevant for Bahrain.

BAHRAIN HEALTHCARE - KEY STATISTICS

	2016	2022 Growth forecast
Population	1.5m	+.25m
Registered Doctors	4,111	+700*
Registered Nurses	8,962	+1,500*

Source: NHRA 2016 Annual Report.

* Growth forecast for Doctors and Nurses follows predicted population growth.

MARKET INSIGHTS

1.

Develop a clear and concise **value proposition** that can be understood and associated with by our target audience.

2.

Implement a **Customer Relationship Management programme** to ensure that we have maximum insight to inform decisions.

3.

Develop a dedicated **Career Guidance/Professional Development Unit** to support our students and alumni in their career decisions.

4.

Create an effective **alumni engagement function**, to develop and deliver well-thought-out alumni engagement programmes.

5.

Create a maximum-impact and highly-effective **digital communications strategy**, to engage with our target audience quickly, effectively and in a way that connects with them.

6.

Enhance our **student experience** by clearly communicating the excellent services on offer and encourage students to engage with them. Ensure parents and sponsors are also properly engaged and communicated with.

RCSI Bahrain conducted an in-depth market study with 710 respondents from our student body, parents, successful applicants who did not accept their offer, career counsellors, the media and other groups. The main recommendations are shown here:

7.

Maximise **accessibility to Medical and Nursing research** opportunities.

8.

Provide clear communication around **clinical skills development** so that students can better relate this area of the curriculum to their experiences in clinical settings.

9.

Ensure our **facilities are kept current and appropriate** to deliver the educational experience expected. Maximise the utilisation and effectiveness of what we currently have, while looking at what we need to take us forward.

10.

Explore how we can **diversify our offering** to match the market demand and deliver quality healthcare education that enhances Bahrain and the region.

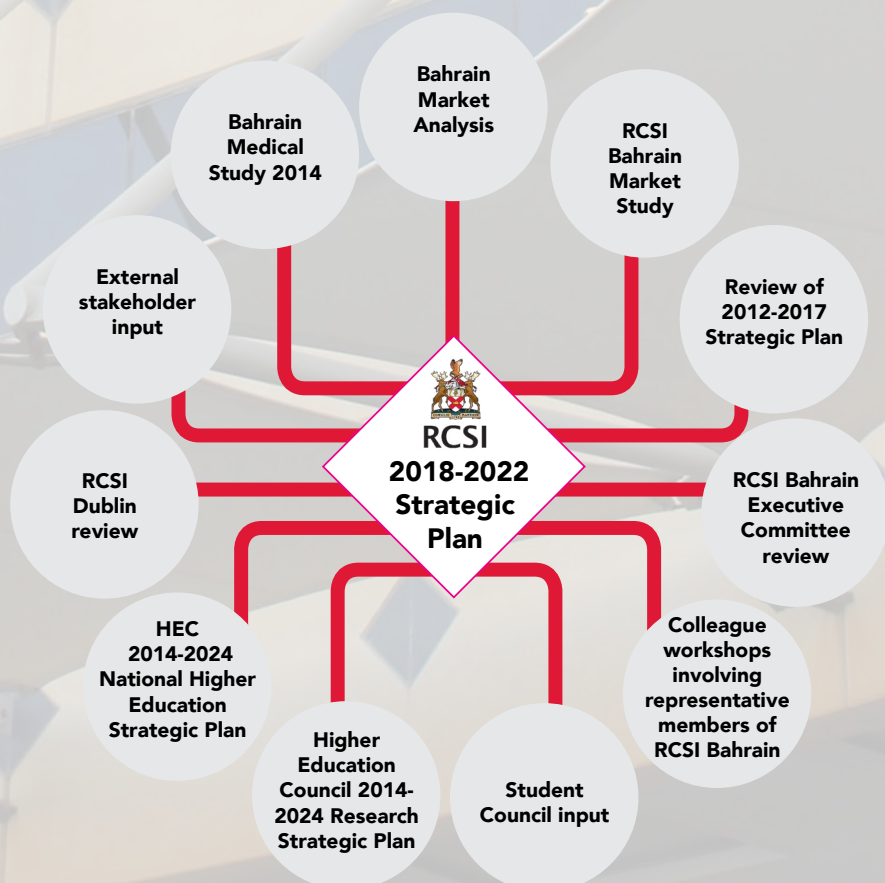


5

2018-2022 STRATEGIC PLAN OVERVIEW

In addition to building on the 2012-2017 Strategic Plan, the core principle is to include the inputs from as many different areas as possible to ensure that the 2018-2022 Strategic Plan was created by the University and local and international partners with maximum engagement.

DEVELOPMENT PROCESS



STRATEGIC PLAN 2018-2022

This Strategic Plan has been developed on the following structure and includes the guiding principles of RCSI Bahrain.

"Building on the heritage of the Royal College of Surgeons in Ireland (RCSI) which was founded in 1784, we will enhance health in Bahrain, the other GCC countries and beyond through endeavour, innovation and collaboration in education, research and service".

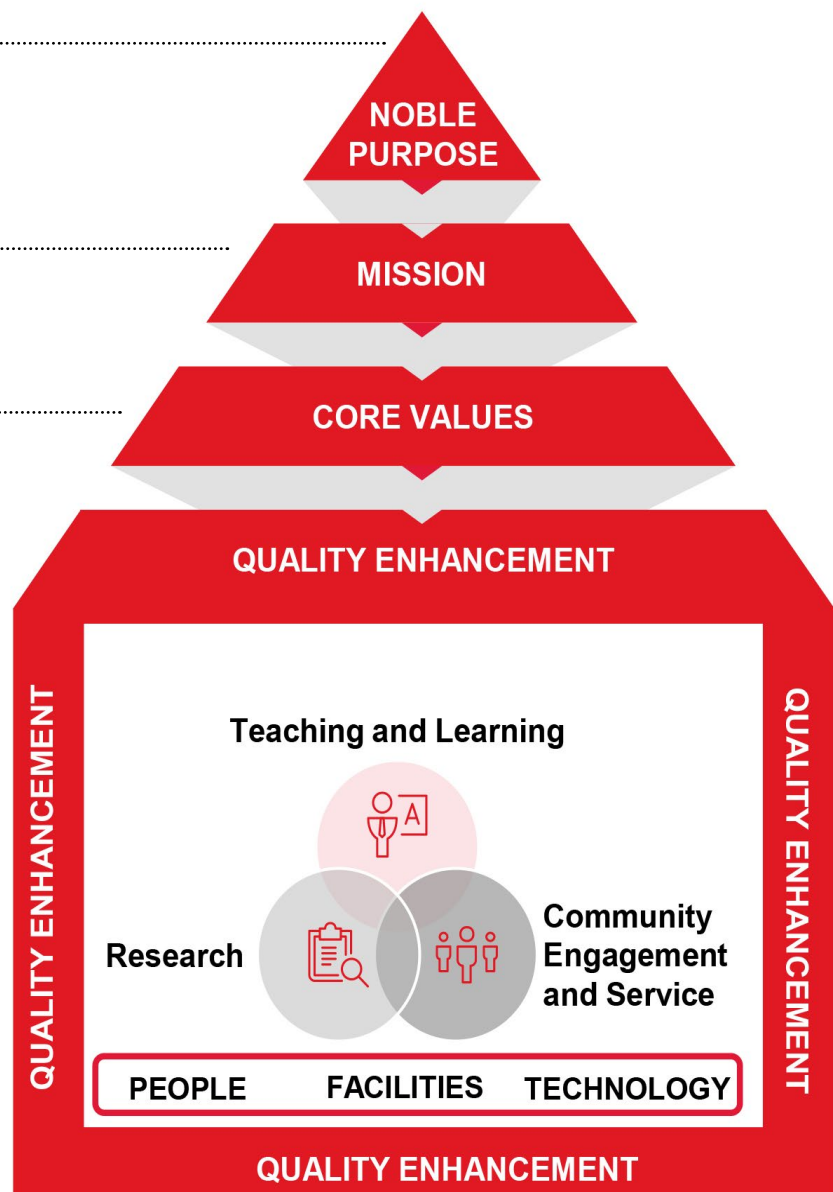
"To inspire, educate and train competent and caring graduates, to international standards, who are prepared for life-long learning and to become future healthcare leaders."

RESPECT

COLLABORATION

SCHOLARSHIP

INNOVATION



INTEGRATING OUR STRATEGIC PILLARS

An area of improvement, identified from the 2012-2017 Strategic Plan, has been to look at the integration between the three strategic pillars to advance the University and its objectives. The pillar teams have worked in partnership to ensure that the synergies are maximised in each pillar.

To illustrate this, we have highlighted two such cross-pillar initiatives below:

THE GLOBAL HEALTH INITIATIVE

This initiative promotes to our students the importance of having a global perspective when looking at healthcare. We are increasing the number of opportunities for our students to undertake electives in developing countries in order to make a difference (**Community Engagement and Service**), learn skills that have to be deployed where modern technology is not available (**Teaching & Learning**) and gathering and analysing data about their experiences which can inform a broader study (**Research**).

LOOKING AT THE IMPACT OF DIABETES

With the prevalence of diabetes in Bahrain and the GCC it is a natural area of interest for RCSI Bahrain. The University currently provides an education programme, in conjunction with the Bahrain Diabetes Society and supported by the Rotary Club of Manama, that educates younger children on how to avoid the risks of diabetes through healthy living (**Community Engagement and Service**). The running of this programme is now built into the School of Nursing and Midwifery curriculum (**Teaching and Learning**) and as diabetes is a key research theme (**Research**) we are able to enhance the programme.



SUPPORTING THE HIGHER EDUCATION NEEDS OF BAHRAIN

The Higher Education Council was established in 2006 in order to regulate, promote and monitor the higher education sector and it is fundamental that the RCSI Bahrain Strategic Plan 2018-2022 complements the HEC Strategic Plans for 2014-2024. In developing our 2018-2022 Strategic Plan, we have ensured that we are aligned to the HEC strategies and the vision of the higher education sector in Bahrain, to ensure that the University adds value to the growth of the Kingdom.

HEC National Higher Education Strategic Plan 2014-2024 Vision:

“To position Bahrain as a regional hub for quality higher education, producing graduates with the skills, knowledge and behaviours required to succeed in the global knowledge economy while contributing to the sustainable and competitive growth of Bahrain”

HEC Research Strategic Plan 2014-2024 Vision:

“Bahrain will excel in key fields of research of importance to the Kingdom’s economy and social welfare, and possess the broad research capacity needed to access and use global knowledge”

The three pillars set out in this document and the objectives and Key Performance Indicator’s (KPI’s) which follow, support the HEC strategies in many areas as we strive towards excellence in Teaching and Learning, Research and Community Engagement and Service.

QUALITY ENHANCEMENT

RCSI Bahrain is committed to enhancing all aspects of the student experience whilst at the University and to preparing world class graduates in the healthcare sector who are prepared for life-long learning, are capable of securing employment and contributing significantly to any healthcare institution throughout the world.

The University is committed to continuous quality improvement and enhancement and considers the embedding of a culture of quality in all of its activities to be at the core of its mission. The quality enhancement strategy is built around the European Standards and Guidelines for Internal/External Quality Assurance in the higher education area and focuses on enhancing the quality of teaching and learning and the learning environment.

5.1

DEVELOPING: Teaching and Learning

At RCSI Bahrain we recognise that our capacity to attract high quality students from all over the world rests primarily on our reputation for teaching and learning excellence. The student experience is paramount in terms of the quality of education which they receive and the knowledge, skills and competence which they have attained on graduating, as they enter the workforce as healthcare professionals.

The quality of RCSI graduates is already acknowledged by employers and illustrated by the capacity of our graduates to secure internships and employment.

STRATEGIC AIM

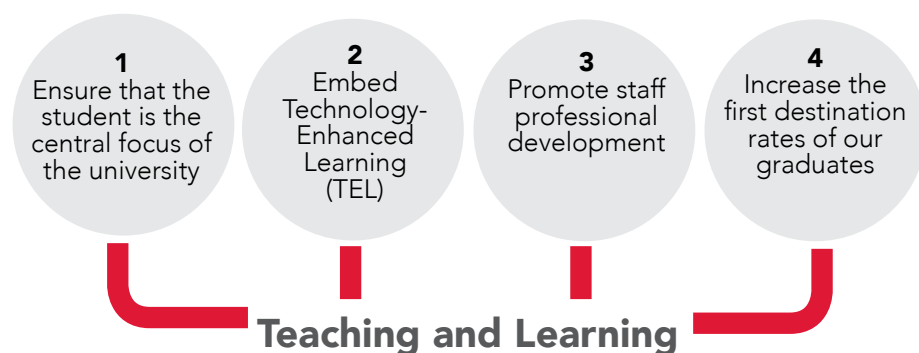
By continuing to strengthen our commitment to improve the student experience, the University will expand support for students, graduates, faculty and health professionals to enhance their career development.

OBJECTIVES

Our focus is on further developing the learning experience of our students and graduates through targeted, achievable and measurable initiatives. We will enable a successful transition from second to third level learning and from the campus to the clinical environment, developing higher order and independent learning skills. We will increase our use of educational technology to support teaching and learning. We will provide new opportunities for our faculty to enhance their professional development with particular emphasis on improving their teaching skills. We will ensure that our graduates are competitive in the local, regional and global health markets and we will expand our postgraduate provision to support the graduate career path into the longer term.

Enhancing student experience and ensuring graduate employability

These objectives have been organised as follows and our success in achieving them will be measured as set out in the accompanying table:



KPI's	MEASUREMENT OF SUCCESS		BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22
Student Profile	● Maintain the current percentage of international students at the University	Students	44%	✓	✓	✓	✓	✓
	● Ensure strategic target numbers of graduates are met in Medicine and Nursing	Medicine	112	135	150	150	150	150
		Nursing	65	85	85	90	95	100
	● Increase the number of postgraduate students (including IOL)	Students	107	107	135	150	155	155
● Increase the number of taught postgraduate programmes	Programme	3	3	4	5	6	6	
Learning Environment	● Increase student response rates on evaluation of their learning experience	Response Rate	<50%	60%	65%	70%	75%	85%
	● Increase the number of TEL initiatives	Initiative	10	12	14	16	18	20
Quality of Teaching	● Ensure successful national and international re-accreditation of the University	Ireland	2	✓	✓	✓	✓	✓
		Bahrain	2	✓	✓	✓	✓	✓
	● Increase the number of faculty possessing a teaching qualification	Faculty	17	20	25	29	34	38
Employability	● Maintain USMLE and NHRA student passing rates	Pass Rate	> 75%	✓	✓	✓	✓	✓
	● Enhance first destination rates of our graduates	Medicine	80%,	82%,	84%,	86%,	88%	90%,
		Nursing	77%	79%	81%	83%	85%	87%
	● Increase the number of institutions available for student electives	Medicine	30	32	35	38	40	43
Nursing		4	7	8	9	10	11	

Achievement of the KPI's is supported by a detailed action plan.

Achievement of the KPI's is supported by a detailed action plan.

5.2

BUILDING: Research

An active Research Committee oversees research within the University, disbursing institutional research funding to faculty through a peer reviewed application process and overseeing student summer research grants and projects. A Research Ethics Committee provides ethical approval for all research involving RCSI Bahrain faculty and students.

STRATEGIC AIM

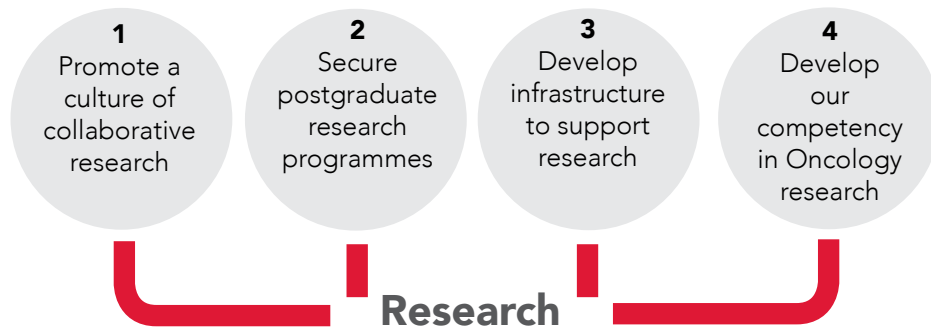
Building on existing research strengths, to improve the quality, visibility, recognition, and support for research that will enable RCSI Bahrain to become the leading medical university for research in Bahrain and the Gulf region.

OBJECTIVES

We will build upon existing, and create new, multi-disciplinary research collaborations within the University and with other centres of research excellence in Bahrain, the Gulf region and internationally. We will continue to support, develop and enhance faculty and student engagement with research by advising on interacting with grant awarding bodies, identifying research opportunities and supporting them from inception to publication. We will develop our competence in, and capacity for, research in key areas, in particular the area of Oncology and with a view to further developing our current research themes.

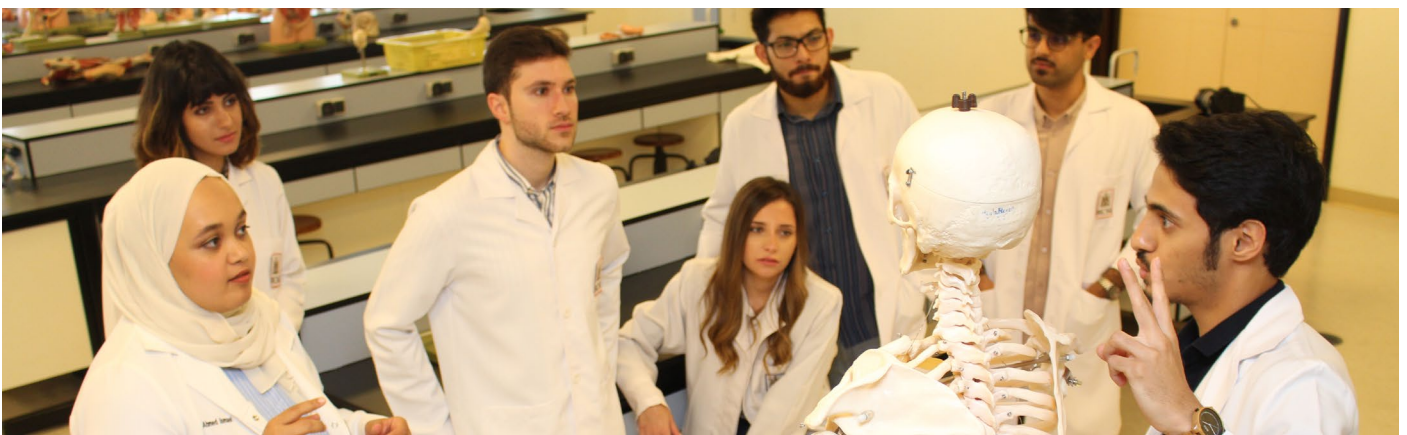
Increasing research capacity within the university, across Bahrain and the wider region

These objectives have been organised as follows and our success in achieving them will be measured as set out in the accompanying table:



KPI's	MEASUREMENT OF SUCCESS		BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22
Research Funding	● Spend 3% of total revenue on research	Total revenue	3 %	✓	✓	✓	✓	✓
	● Increase % of research externally funded year on year	External funding	<1 %	1 %	2 %	3 %	4 %	5 %
Research programmes	● Commencement of research postgraduate programmes	Programmes	0	0	0	1	2	2
Partnerships Numbers	● Increase the number of partnerships with charities, hospitals and other academic institutions	Partnerships	7	7	8	9	10	10
Engagement in RCSI Bahrain research	● Increase Alumni Engagement (AE)	AE score	N/A	10	50	70	100	125
	● Increase Total number of students	Students	40	50	60	70	80	90
Publications	● Increase peer reviewed journal articles each year	Publications	34	40	50	60	70	80

Achievement of the KPI's is supported by a detailed action plan.



5.3

SERVING: Community Engagement and Service

Building on the noble purpose of RCSI Bahrain, the University is committed to establishing a collaborative partnership with the local and wider community. The concept of Community Engagement and Service, as employed in this plan, refers to a strategic intervention on the part of the University to enhance the wellbeing of the wider community both locally and internationally.

STRATEGIC AIM

To engage and service our community and beyond, by enhancing the health awareness and knowledge of communities, supporting the personal and professional development of our students and staff, participating in national committees and bodies and building local and international partnerships.

OBJECTIVES

We have a number of objectives within the pillar which will further strengthen the community outreach function as an integral aspect of the University. We will ensure that the pillar integrates with the other pillars and that we increase the active engagement of our staff, students and alumni. We will provide health awareness education through collaborations with healthcare professionals, government bodies, Non Government Organisations (NGO's) and industry leaders and support the community through charitable collaborations, welfare initiatives and charitable donations, both financially and in kind. In addition, we will also enhance our staff and student development through engagement with international communities, through the RCSI Bahrain Global Health Initiative, to ensure that we build a global perspective on community engagement and service.

Making a difference to our community and beyond

These objectives have been organised as follows and our success in achieving them will be measured as set out in the accompanying table:



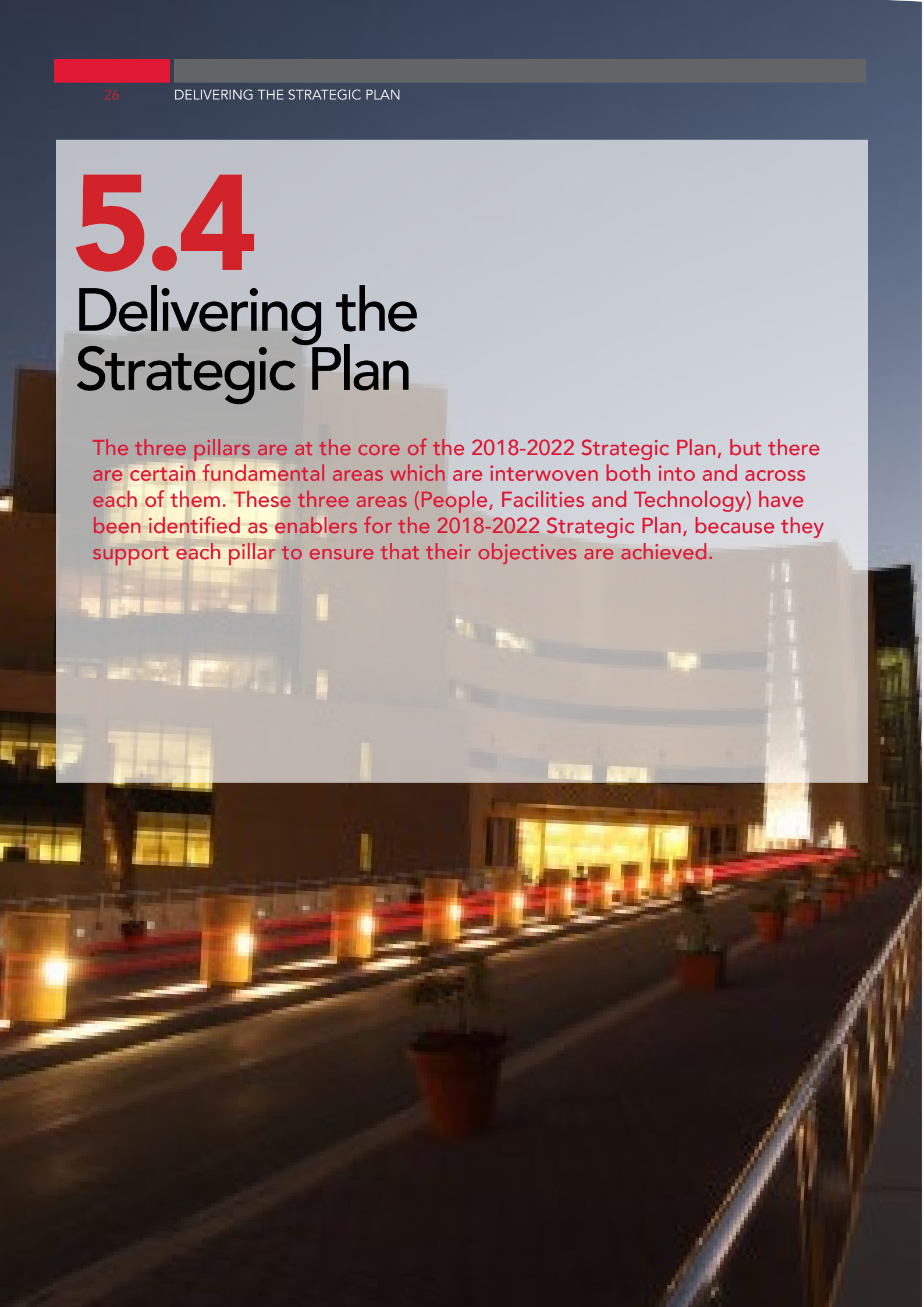
KPI's	MEASUREMENT OF SUCCESS		BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22
Volunteer Participation	● Increase staff, student and alumni volunteer participation	Students Staff Alumni	124 8 1	140 15 5	170 25 10	200 35 20	230 45 35	250 50 50
	● Increase participant retention - Increase based on prior years baseline	Volunteers	133	40%	45%	50%	55%	60%
	● Increase external attendees	Attendees	Not measured previously	16	21	26	31	35
University Representation	● Increase University representation on external societies, boards and bodies	Cumulative	53	56	59	62	65	69
Collaborations	● Increase other stakeholder collaborations	Cumulative	27	30	35	40	45	50
	● Increase formal local and international collaboration agreements (MoU)	Cumulative	5	7	10	12	13	15
Community Outreach Events	● Increase local and international events	Total per year	16	20	23	25	27	30
	● Increase on campus events	Total per year	2	3	4	6	8	10
Reach of Health Education activities	● Increase number of people educated	Participants	886	0%	10%	15%	20%	25%
Global Health Initiative	● Increase number of participating students	Students	12	14	16	18	20	20

Achievement of the KPI's is supported by a detailed action plan.

5.4

Delivering the Strategic Plan

The three pillars are at the core of the 2018-2022 Strategic Plan, but there are certain fundamental areas which are interwoven both into and across each of them. These three areas (People, Facilities and Technology) have been identified as enablers for the 2018-2022 Strategic Plan, because they support each pillar to ensure that their objectives are achieved.



OUR ENABLERS

The aim of the three enablers is to ensure that our operational areas are fully aligned and integrated within the pillars. We have set out each of the enablers below and highlighted the key areas of contribution that they will make to each of the pillars.

PEOPLE

- 1 Continue to attract, reward and retain the best people, accessing talent from around the world.
- 2 Develop the knowledge, capabilities and skills of our people.
- 3 Maintain a sustainable staffing profile which meets our evolving needs.
- 4 Be inclusive, supportive and collegial in our approach, which is underpinned by our core principals.

FACILITIES

- 1 Pursue consistency and continuity in quality and experience across all elements of our physical infrastructures.
- 2 Challenge the scale and sustainability of our estate, whilst protecting our important assets, including our iconic campus.

TECHNOLOGY

- 1 Pursue consistency and continuity in quality and experience across all elements of information technology.
- 2 Achieve greater integration of information technology infrastructure and major equipment procurement within our overall estate planning process.
- 3 Ensure that we have the information we need to support learning, teaching and research.

Strategic Plan 2018-2022 Acknowledgements

RCSI, Senior Management Team
 Bahrain HEC National Higher Education Strategic Plan 2014-2024
 Bahrain HEC Research Strategic Plan 2014-2024
 RCSI Bahrain Market Study 2017
 Bahrain Medical Study, World Bank, Ministry of Health and
 KPMG 2014 - 2015
 NHRA 2016 Annual Report



STRATEGIC PLAN 2018-2022

RCSI BAHRAIN

Medical University of Bahrain
P.O. Box 15503, Adliya
Kingdom of Bahrain
Tel: +973 1735 1450
Email: info@rcsi-mub.com

RCSI.bh



@RCSI_Bahrain



rcsibahrain

