



RCSI



STRATEGIC PLAN

2023-2027

ROYAL COLLEGE OF SURGEONS IN IRELAND
Medical University of Bahrain



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CONTINUED **GROWTH**

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

At the start of the 2018-2022 Strategic Plan, no one could have envisaged the global pandemic that struck the world in 2019/2020. However, COVID-19 changed the world and directly impacted the RCSI Bahrain Strategic Plan: Changing the way we run our organisation and challenging us to envisage new ways of driving healthcare education forward. Despite the adversity, this disruption was a catalyst for change, leading to growth in RCSI Bahrain.

Our new five-year strategy, covering 2023-2027, is built upon achievements of the 2018-2022 Strategic Plan and on the lessons learned through the pandemic. It is also aligned to the Bahrain 2030 vision and other strategic directives of our key stakeholders and offers an exciting and clear vision for the future where RCSI Bahrain's evolution gathers pace and the University will flourish and advance across all areas.

72% of our goals across all strategic pillars of the 2018-2022 Strategic Plan have been achieved, the pandemic had the most significant impact on the Community Engagement pillar. As a result, we had to adapt our approach to community engagement and develop a focus on helping the national effort in combatting COVID-19.

The criticality of the three strategic pillars remains relevant as we evolve over the next five years. They underpin the expansion, development and further enhancement of the University, thereby providing the foundations for growth and advancement, and at the same time we have incorporated our contribution to the United Nations Sustainable Development Goals (SDG's).

This Strategic Plan was developed through 2022 and involved engagement with and 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. This engagement has provided the data, insight and analysis required to develop a new five-year Strategic Plan that meets the needs of the RCSI Bahrain community, to achieve our overarching mission while maintaining our core values.

This Strategic Plan gives us the roadmap required to enhance further the excellent academic reputation that RCSI Bahrain has achieved since it was established in 2004. There will undoubtedly be challenges ahead of us over the next five years.

However, as we have shown during the last five year Strategic Plan, we will overcome these, and the University's reputation in the global medical and healthcare education market will be further increased.

We want 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 the Director of Quality and Academic Development, Dr Kathryn Strachan; Vice President for Academic Affairs and Head of the School of Medicine, Professor Alfred Nicholson; Managing Director, Mr Stephen Harrison- Mirfield; Head of School of Nursing and Midwifery, Professor Rebecca Jester; Head of Postgraduate Studies and Research, Professor Stephen Atkin; Quality Manager, Ms Heba Abdulhalim and Head of Service Improvement, Mr Simon Whitebridge.

We would also like to extend our thanks to RCSI Bahrain staff members who have given their time, knowledge and experience to assist us in developing the strategies in this document. RCSI Bahrain consulted extensively with our stakeholders, who provided invaluable input. We want to thank all of our stakeholders for this and in particular:

- Supreme Council of Health
- Bahrain Ministry of Health (MoH)
- Bahrain Ministry of Education (MOE)
- Economic Development Board (EDB)
- National Health Regulatory Authority
- Tamkeen

Medical Complex and our Health Centre partners:

- Bahrain Defence Force Hospital, Royal Medical Services
- King Hamad University Hospital
- Salmaniya Medical Complex
- Ministry of Health Primary Healthcare Centres
- Bahrain Red Crescent Society
- American Mission Hospital
- The Private Hospital Sector

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



Cathal Kelly

Professor Cathal Kelly

RCSI Vice Chancellor,
CEO and Registrar



Sameer Otoom

Professor

Sameer Otoom

RCSI Bahrain President

BACKGROUND

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) in 1978 with the awarding of MB, BCH, BAO to its graduates in addition to the historical Licentiates of RCSI and RCPI

2004 RCSI Bahrain opens the School of Medicine

2006 RCSI Bahrain opens the School of Nursing & Midwifery

2006 RCSI Bahrain opens the School of Postgraduate Studies & Research

2009 First Education and Training Quality Authority (BQA) institutional review

2010 First graduates of RCSI Bahrain confer

2012 First BQA programmatic review

2014 RCSI Bahrain receives Irish Medical Council accreditation

2019 RCSI Bahrain receives Higher Education Council (Bahrain) accreditation

2020 BQA programme review 2nd cycle

2021 RCSI Bahrain receives General Medical Council (UK) PLAB exemption

2022 Opening of RCSI Bahrain/KHUH Research Centre



RCSI BAHRAIN

RCSI received a license in 2003 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 17,250m² 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 1,620m² stand-alone building to the rear of the site, houses the sports and recreation facilities, including an indoor sports hall, male and female gyms, workout studios and a coffee shop, and the adjacent all-weather football pitch was added in 2014. 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), Mohammed bin Khalifa bin Salman Al Khalifa Specialist Cardiac Centre (MKCC) and Salmaniya Medical Complex (SMC) - as well as the 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. RCSI Bahrain graduates are in great demand across the world with 96% of students gaining employment within six months of graduating.

At the end of the academic year 2021-2022, the University has over 2,700 Alumni from 55 nationalities working in 35 countries around the world. The university also has 1,512 students drawn from 47 nationalities and spread across the Schools of Medicine (1,057); Nursing and Midwifery (429) and Postgraduate Studies and Research (26). There is a total of 205 full-time staff members, of which 31% are European, 46% are Bahraini and 23% other nationalities. 36% of the staff hold academic roles, and coupled with the clinical teachers across the main partner hospitals, provide a high staff-student ratio.

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). Institutional review by the BQA confirmed that RCSI Bahrain meets all quality assurance requirements in terms of governance, management and teaching. The University's medical programme is listed in the World Directory of Medical Schools.

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REVIEW

2018-2022 STRATEGIC PLAN

A key part of the 2023-2027 Strategic Plan development process was a review of the 2018-2022 Strategic Plan. This was the second Strategic Plan in the history of RCSI Bahrain and was built on three core strategic pillars, together with three enablers and Quality Enhancement integrated across all of the pillars.

72%

KPIs met from
2018-2022
Strategic Plan

Through the development of the 2018-2022 Strategic Plan, Objectives, KPI's and actions were created to support each pillar.

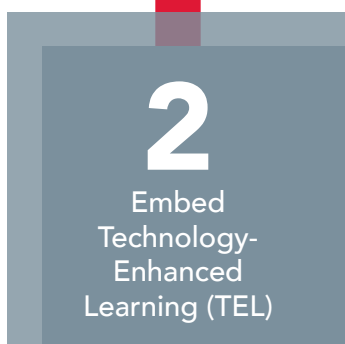
Due to the COVID-19 Pandemic, all Pillars in the 2018-2022 Strategic Plan were impacted which has resulted in the plans being revisited and new actions being created, some of which will be carried over into the 2023-2027 Strategic Plan.

However, despite the huge impact that the pandemic had on the Community Engagement Pillar, based on the overall 34 KPI's set out for the 12 respective Objectives across all three Pillars, 72% were considered to have been met by the conclusion of the plan's time-frame.



REVIEW:

2018-2022 STRATEGIC PLAN



TEACHING AND LEARNING | 2018 - 2022

HIGHLIGHTS

FROM 2018-2022 STRATEGIC PLAN

- Exceeded international student numbers
- Exceeded target numbers of graduates in medicine and nursing
- Successful institutional and programme accreditation
- Contracted with AdvanceHE for Certificate in Learning & Teaching in Higher Education - 35 staff completed to date
- Exceeded target in United States Medical Licence Examinations (USMLE's)
- Irish Medical Council accreditation achieved, valid for five years
- Received confidence from the Bahrain Education and Training Quality Authority for all programmes in Medicine and Nursing
- Increased number of TEL initiatives
- Transition to remote and Hyflex model for teaching & learning in response to Covid-19
- Academic Development Framework implemented
- Expansion of the Career & Alumni office providing additional support to our graduate





HIGHLIGHTS

FROM 2018-2022 STRATEGIC PLAN

- Establishment of the new RCSI Bahrain clinical and biomolecular research centre to provide the infrastructure for biomolecular research
- Establishment of the new stem cell and pancreatic cell research units to further diabetes and metabolic disease research
- Establishment of the new Clinical Trials Unit to undertake local and national clinical trials to recognised international standards
- Utilisation of alumni as clinical research associates to further clinical trials and teach clinical research methodology
- Introduction of the Research Award competition to engage students in further research
- Introduction of mentored research for alumni
- Increase in the number of publications in Quartile 1 as a measure of research impact
- Extramural funding achieved for the first time to undertake an investigator initiated clinical
- Introduction of the Good Clinical Practice and Research Integrity courses for both Faculty and students trial
- New collaborative work with the Bahrain Defence Force Hospital
- Establishment of the RCSI Bahrain research and audit database
- Initiation of the digital research ethics application linked to the research and audit database
- Additional international summer programmes for students at Keele Medical University and John Bradley Medical University
- Initiation of the student research review competition to engage more students in research projects

REVIEW:

2018-2022 STRATEGIC PLAN



RESEARCH
2018-2022

REVIEW:

2018-2022 STRATEGIC PLAN



COMMUNITY ENGAGEMENT AND SERVICE 2018-2022

HIGHLIGHTS

FROM 2018-2022 STRATEGIC PLAN

- Collaborated with Bahrain's Deaf Society, Blood Bank, Think Pink, American Mission Hospital, Dreams Society, Diabetes Society, British and St Christopher's Schools, Tree of Life Charity and the Red Crescent. Also, internationally with the Diabetes Federation
- Launch of exchange programme for nursing students at Keele University, UK and resumption of medicine exchange programme with RCSI in Dublin
- Staff and students travelled to Chennai - India to work alongside healthcare professionals and to experience the healthcare needs of those less privilege
- Total number of volunteers 787 (students, staff and alumni)
- A number of challenges and fundraising events were held to raise awareness and promote health and sustainability: Movember, SMILE, Beach Clean, Art Therapy, Teddy Bear Hospital, Color Run, Shoebox Appeal, etc.
- Initiating research collaboration
- Total events of 115 with total attendance of 1320
- Recognising efforts and issuing certificates of participation
- Organised several educational conferences and events such as: History of Medicine & Nursing Webinar Series and Royal Life Saving Bahrain lecture
- Evolving the role of student participants and including Student Council, Clubs and Societies and Student Engagement + Partnership (StEP) Programme





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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 Strategic Plan for 2023-2027, it is critical that we build our approach on our overarching commitment to students, staff, alumni and the community, as well as supporting the United Nations 2030 Sustainable Development Goals (SDG's). The Strategic Plan is underpinned by our promise and focuses on key areas in which we aim to excel.

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 evolving Strategic Plan, it is important that we are 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. Our target is to develop the highest calibre of 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, global reach, and professional focus in shaping and delivering excellence in patient care, permeates our approach to teaching and supporting our mission. 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. With our growing Alumni base and the programme developed to engage with them, we involve our 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 in which we want to excel:

QUALITY OF LEARNING AND TEACHING

Through national and international accreditation and recognition, RCSI Bahrain will be endorsed for its quality of learning and teaching

STUDENT EXPERIENCE

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

PROFESSIONAL DEVELOPMENT

Promote professional development by offering learning and development opportunities for all staff

EMPLOYABILITY

Develop the highest calibre of graduates with the skills, knowledge, attributes and resilience to work effectively in a health care team and engage in life-long learning

RESEARCH

Increase in peer-reviewed Quartile 1 publications, increase in extramural funded research projects, maintain maximal year on year spend on research, develop relevant partnerships, and focus on translational and impactful research



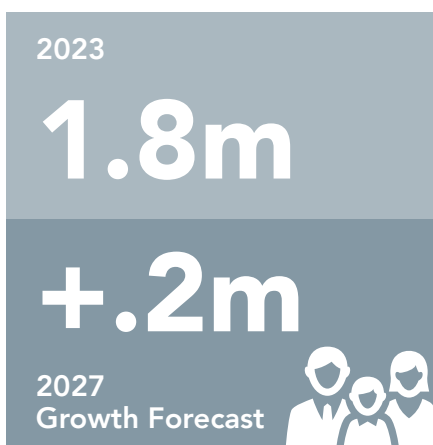
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MARKET INSIGHTS

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



POPULATION



REGISTERED DOCTORS



REGISTERED NURSES

Source: NHRA 2021 Annual Report.

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



**RSCI Bahrain
undertook an in-depth
piece of market research
where in 2021 we engaged
with 756 respondents from our
undergraduate cohort.**

Expand and better promote student opportunities (Medical Research, Electives, Community Engagement).

Streamline and Improve internal communications with students.

Expand support for undergraduates and utilise nursing ambassadors to support career activities.

Expand opportunities for research and electives.

Student Recruitment activities for nursing: focus on school presentations, career fairs and digital presence.

Support 'Future Nurses Bahrain' initiative.

Outreach programme to Nursing Alumni on postgraduate opportunities and career growth.

Broaden Nursing Alumni communication and maintain engagement.

Trusted Advisors positioning to be retained; Social/ Online as a major source of information for future students.

Communication with Career Counsellors to include value-added information.

Broaden Alumni communication and maintain engagement.

Give students as much on-campus time and activities within COVID-19 guidelines; preference for direct interaction with students whenever possible.

Expand Careers Office services and team.



MEDICINE



NURSING

MARKET INSIGHT RECOMMENDATIONS

5

2023-2027 STRATEGIC PLAN OVERVIEW

In addition to building on the 2018-2022 Strategic Plan, the core principle is to include input from as many different areas as possible to ensure that the 2023-2027 Strategic Plan was created by the University and local and international partners with maximum engagement.



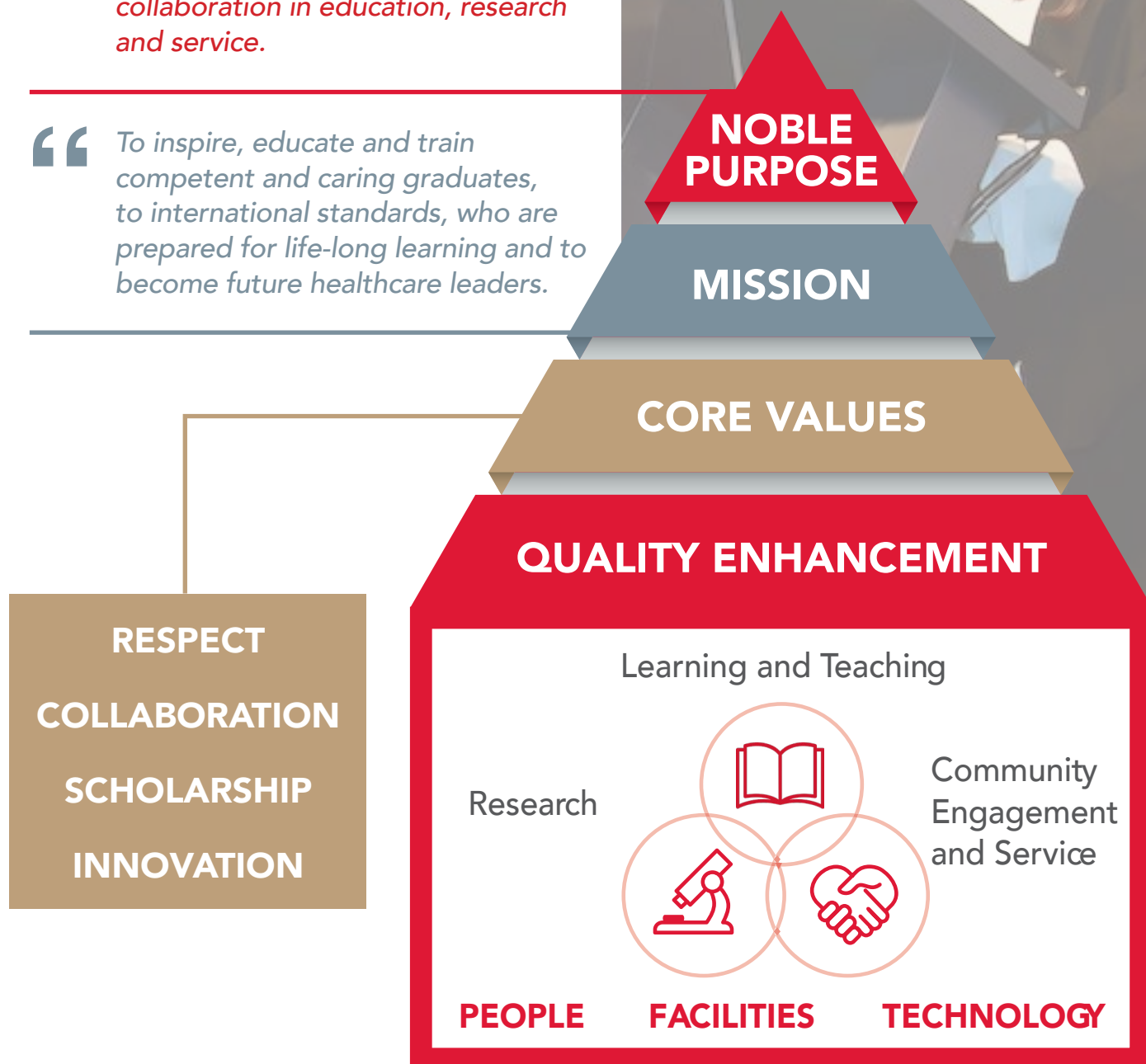
2023-2027 STRATEGIC PLAN

2023-2027 STRATEGIC PLAN

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.* ”



INTEGRATING OUR STRATEGIC PILLARS

A key area of improvement, identified from the 2012-2017 Strategic Plan and established in the 2018-2022 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 ensured that their objectives are fully integrated with the following strategic initiatives:



THE ECONOMIC VISION 2030 FOR BAHRAIN

"We aspire to shift from an economy built on oil wealth to a productive, globally competitive economy, shaped by the government and driven by a pioneering private sector – an economy that raises a broad middle class of Bahrainis who enjoy good living standards through increased productivity and high-wage jobs. Our society and government will embrace the principles of sustainability, competitiveness and fairness to ensure that every Bahraini has the means to live a secure and fulfilling life and reach their full potential."

NHRA STRATEGIC PLAN 2021-2025 MISSION

"Regulate the provision of healthcare in Bahrain to ensure high efficiency, safety and effectiveness in delivering health services both in the governmental and private sector based on the best scientific principles and health practice standards accredited in the Kingdom."

2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

In 2015, all the countries in the United Nations adopted the 2030 agenda for Sustainable Development. It has a set of 17 goals, the most relevant to RCSI being:

1. Goal 3 - Good health and wellbeing
2. Goal 4 - Quality education
3. Goal 7 - Affordable and clean energy

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 2023-2027 complements the HEC Strategic Plans for 2014-2024. In developing our 2023-2027 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.

The three pillars set out in this document and the Objectives and Key Performance Indicator's (KPIs) which follow, support the HEC strategies in many areas as we strive towards excellence in Learning and Teaching, 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 learning and teaching and the learning environment.

The Professional Development Unit (PDU) aims to assist staff and the organisation to grow and develop. We believe that focused professional development that meets both personal and institutional goals to support achievement of the three Strategic Pillars identified in the RCSI Bahrain Strategic Plan, enabling staff to reach their full potential and at an institutional level to develop collective excellence, for the benefit of staff, students, patients and the wider Community.

HEC National Higher Education Strategic Plan 2014-2024 Vision

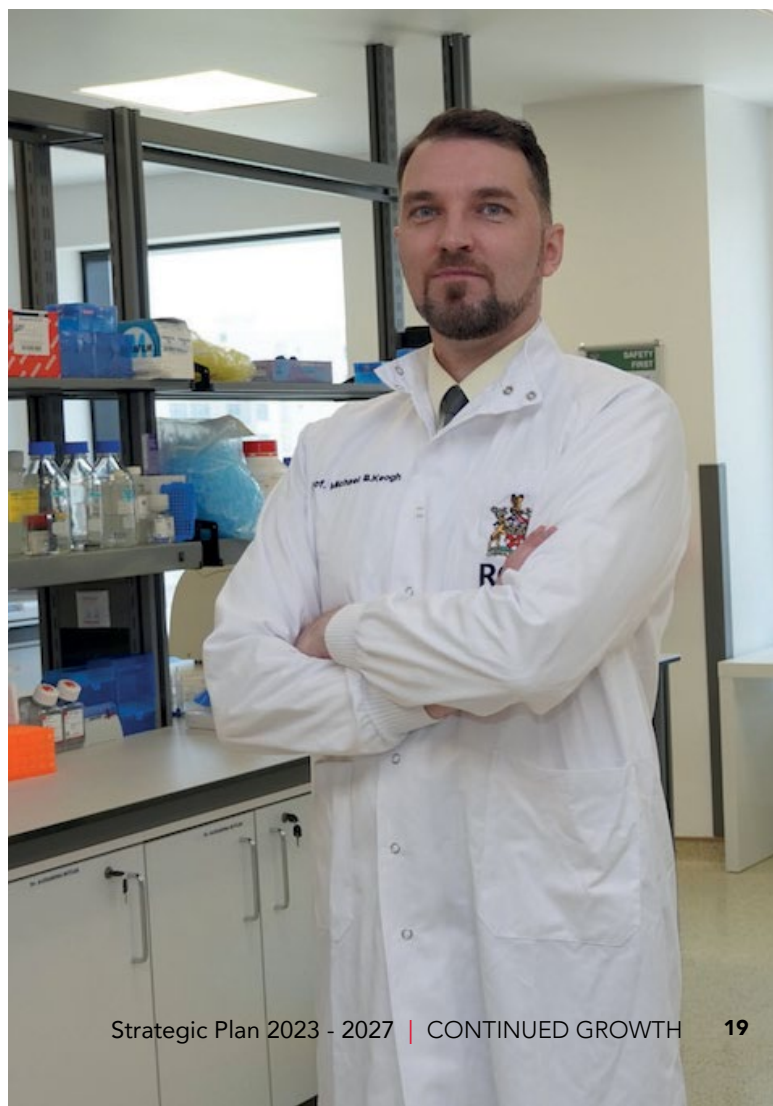


To position Bahrain as a regional hub for quality higher education, producing graduates with the skills, knowledge and behaviours required to succeed in the global knowledge economy while contributing to the sustainable and competitive growth of Bahrain.

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.



5.1

ENHANCING LEARNING AND TEACHING

At RCSI Bahrain, we recognise that our capacity to attract high quality students from all over the world rests primarily on our reputation for learning and teaching 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, international quality markers and illustrated by the capacity of our graduates to secure internships and employment.

STRATEGIC AIM

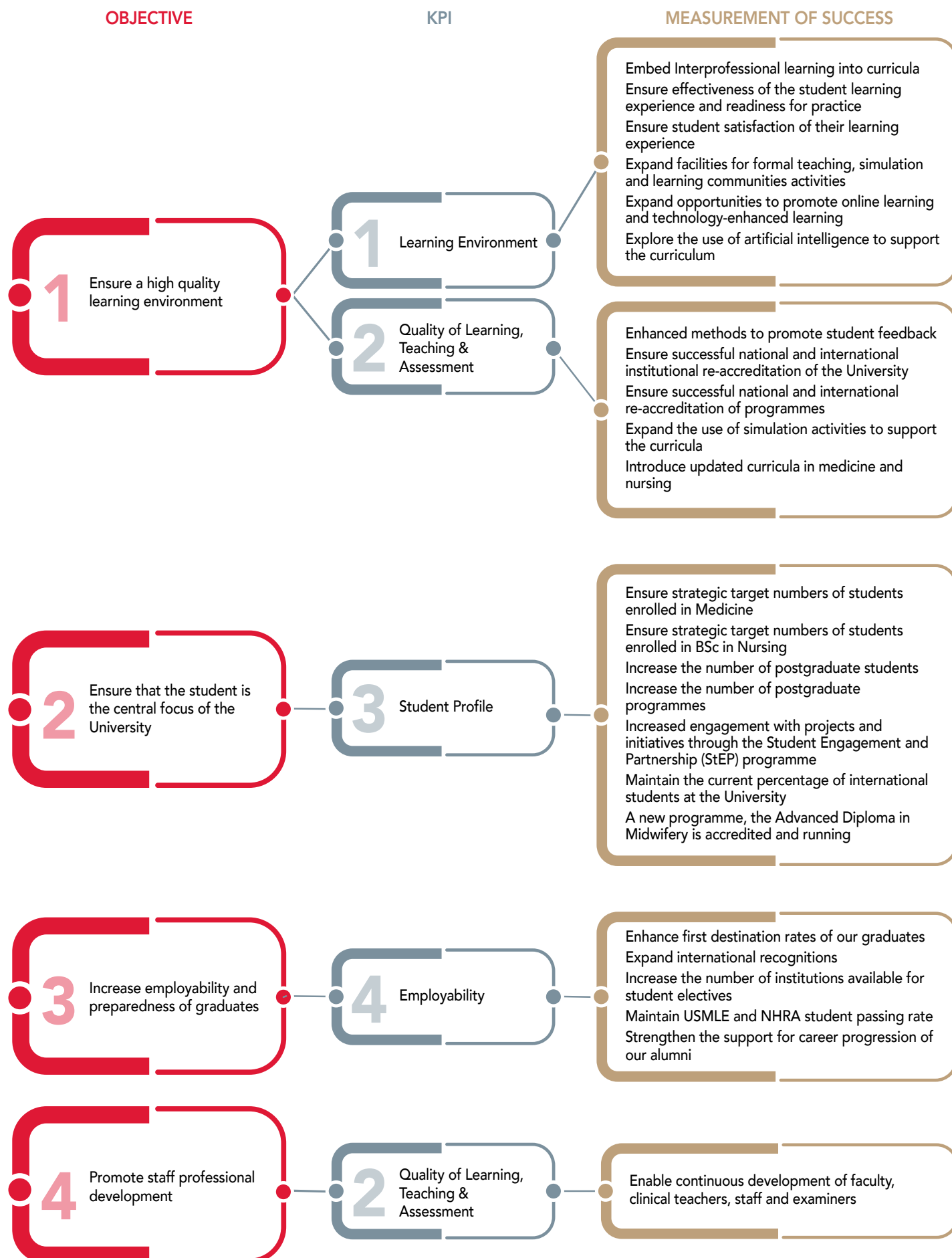
By continuing to strengthen our commitment to improve the student experience, the University will expand support for students, graduates, faculty and health professionals to enhance their career development.

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 thinking 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*

The Learning and Teaching Objectives, KPIs and Measurements of Success have been set up as shown below.



5.2

INNOVATING RESEARCH

Clinical and biomolecular research, and developing a translational research base underpins the foundations of research in RCSI Bahrain. 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

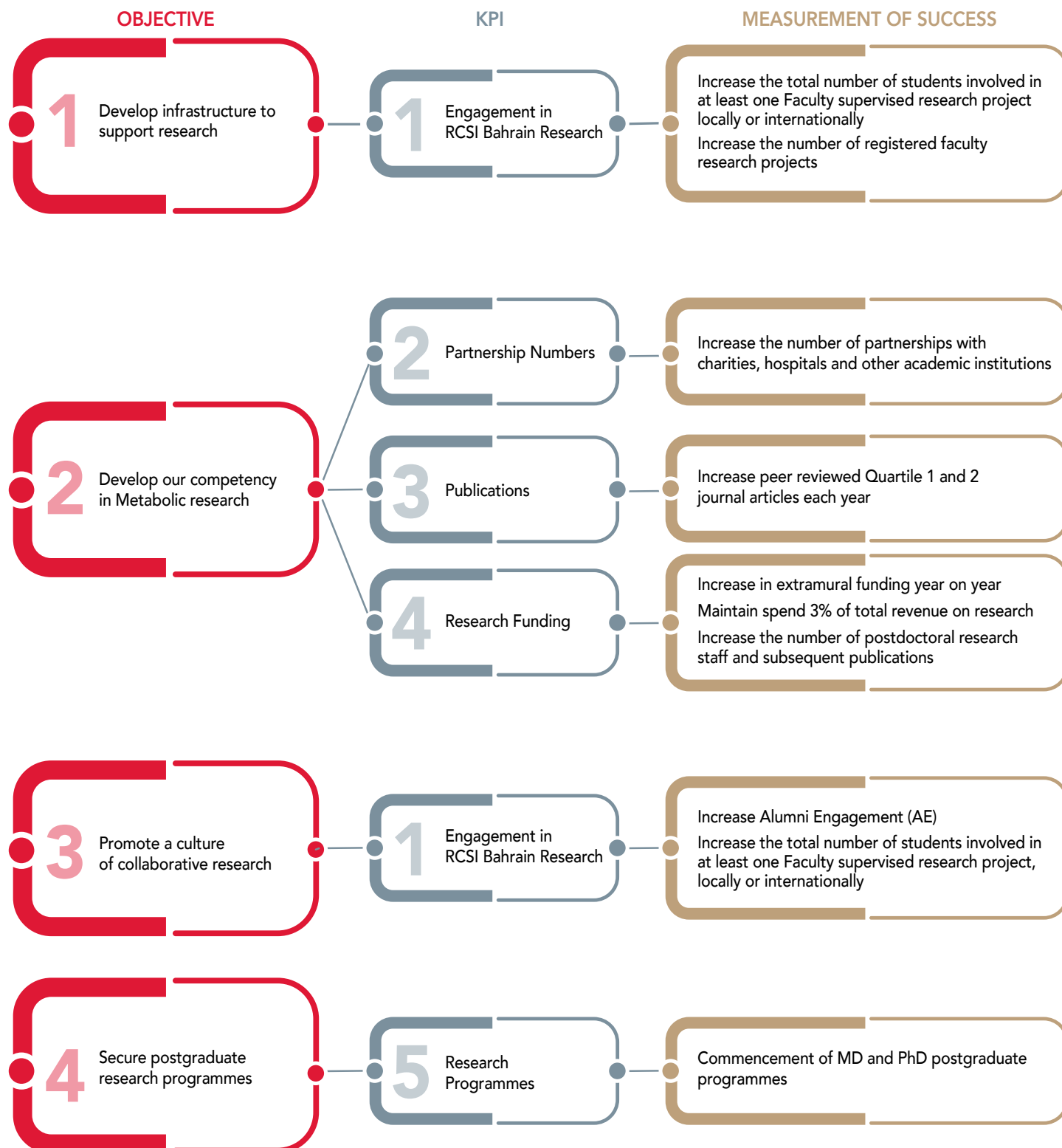
Building on existing research strengths, to improve the quality, visibility, recognition, and support for research that will enable RCSI Bahrain to become a leading medical university for clinical and biomolecular research in Bahrain and the Gulf region. We will develop our clinical trials infrastructure to develop Bahrain into a healthcare hub for the GCC 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 Diabetes and metabolic medicine and with a view to further developing our current research themes.

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

Research Objectives, KPIs and Measurements of Success have been set up as shown below.



5.3

REACHING 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 work in partnership with communities nationally and globally to identify health priorities and improve wellbeing linked to health strategies and the United Nations Sustainable Development Goals (SDGs).

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 the pillar integrates with the other pillars and 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 (NGOs) and industry leaders and support the community through charitable collaborations, welfare initiatives and charitable donations, both financially and in kind. In addition, we will enhance our staff and student development through engagement with international communities, to ensure we build a global perspective on community engagement and service..

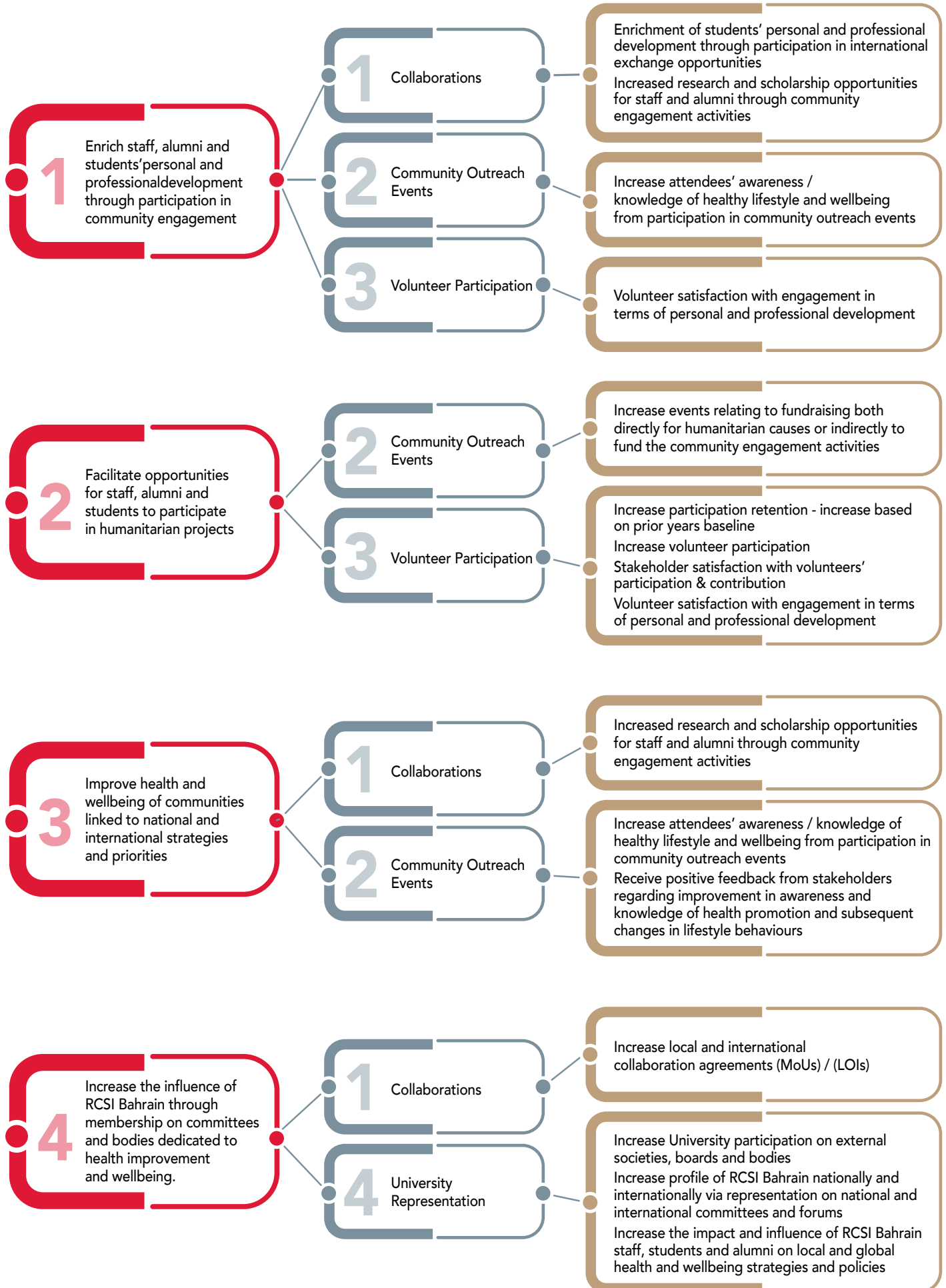
*Making a difference to
our community and beyond*

Community Engagement and Service Objectives, KPIs and Measurements of Success have been set up as shown on page 25.

OBJECTIVE

KPI

MEASUREMENT OF SUCCESS



5.4

DELIVERING THE STRATEGIC PLAN

The three pillars are at the core of the 2023-2027 Strategic Plan, and there are certain fundamental areas which are interwoven both into and across each of them. Following their significant contribution in delivering the 2018-22 Strategic Plan, three areas (People, Facilities and Technology) will remain as enablers for the 2023-2027 Strategic Plan, and they will support each pillar to ensure that their objectives are achieved.



OUR ENABLERS

The core 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 continue to 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, and create a succession plan
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 infrastructure
2. Manage the expansion of our Campus and support Goal 7 of the United Nations (SDG's) "Affordable Clean Energy" by meeting our energy requirements through the development of a Solar Farm on 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 2023-2027 ACKNOWLEDGEMENTS

- RCSI in Dublin, Senior Management Team
- Bahrain HEC National Higher Education Strategic Plan 2014-2024
- Bahrain HEC Research Strategic Plan 2014-2024
- RCSI Bahrain Market Insight Study 2021
- Bahrain 2030 Vision
- Bahrain National Health Strategy
- NHRA Strategic Plan 2021-2025
- United Nations 2030 agenda for Sustainable Development



RCSI

STRATEGIC PLAN

2023-2027

ROYAL COLLEGE OF SURGEONS IN IRELAND
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