



RCSI FACULTY OF
NURSING & MIDWIFERY

Faculty of Nursing and Midwifery

Strategic Plan 2019 – 2022





“For us who nurse,
our nursing is a thing,
which, unless we are
making progress
every year, every
month, every week,
take my word for it,
we are going back”.

Florence Nightingale

OUR PROFESSIONAL QUALITIES

“Leadership, knowledge,
responsibility, conciliation
availability, wisdom,
co-ordination,
co-operation, prudence”.

Mary Frances Crowley, Founding Dean

Dean Mary Frances
Crowley (1906 – 1990)
by William Nathans as
part of the campaign,
Women on Walls at
RCSI in partnership
with Accenture.

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Our Mission:
to Educate, Nurture
and Discover for the
benefit of Human
Health



The Faculty of Nursing and Midwifery was established in 1974 by the founding Dean, Ms Mary Frances Crowley. The Faculty is the longest established higher education provider for nurses and midwives in Ireland. It has one of the longest established annual international research conferences and offers a unique and prestigious Fellowship award.

The Faculty focuses on taking the professional nurse and midwife on a lifelong learning journey through the professional's career trajectory to support them meet the needs of society within rapidly changing healthcare environments.



Developed and implemented 6 Service Level Agreements

Developed over 50

education and training programmes



Developed and managed the Aptitude Test for over 3200 nurses wishing to register and practice in Ireland



Developed partnership colleges of CPD with 2 nursing and health professional unions



Credentialed

almost 500 Healthcare Industry Representatives

RCSI Faculty of Nursing and Midwifery Areas of Focus

This strategy focuses on the Faculty of Nursing and Midwifery as it interfaces with the organisational strategy for RCSI.

Professional Nursing and Midwifery practice requires a lifelong commitment to learning, continued professional development and the professional maintenance of competence. On-going professional education and training is fundamental for high quality, safe, person centred care. Informed by and informing leading CPD research, we seek to support the ongoing development of Nurses and Midwives and other healthcare professionals throughout their working lives. We work with professionals across all scopes of practice from the bedside to the Boardroom.





Our Mission

“To Educate, Nurture and Discover for the Benefit of Human Health”



Our Vision

RCSI’s vision is ‘to be an international leader in supporting healthcare professionals, through high quality education, research and service, to enable people to live long and healthy lives’. The Faculty of Nursing and Midwifery builds on this Vision and includes “being a leading provider of Continued Professional Development, lifelong learning and Professional Competence Programmes, and being a research leader in this field”.



Our Values

The Faculty values are Respect, Collaboration, Scholarship and Innovation; a set of Nursing and Midwifery Values which link with care, compassion and commitment are incorporated as an Appendix to the strategy.



Introduction

RCSI's vision is 'to be an international leader in supporting healthcare professionals, through high quality education, research and service, to enable people to live long and healthy lives'. This publication sets out the Faculty of Nursing and Midwifery's high level strategy to achieve our vision. The College vision and strategic plan structure is also utilised to inform the Strategic Plan for the Faculty of Nursing and Midwifery.

During the lifetime of the last strategic plan (2014-2019); the Faculty of Nursing and Midwifery have made substantial progress in delivering on our strategic aims and intent. The Faculty has grown in ambition, size, impact and reputation. We have significantly enhanced our educational, research, policy impact and organisational capability.

Globally healthcare is facing many challenges, not least in terms of health policy, economics and Human Resources for Health (workforce). The Faculty believes that delivering on the WHO agendas for Universal Health Coverage and reducing the impact of the Non Communicable Diseases and changing demographics provides a rationale and opportunity for transforming Nursing and Midwifery as Health care professionals to address these challenges while managing the growing costs of healthcare provision to individuals and society. Healthcare systems are increasingly challenged to meet patient needs and to support wider health and well-being. As populations are ageing, there is a growing number of people with multiple and complex health

needs who must be supported across fragmented healthcare systems. Patients are better informed and rightly have higher expectations regarding the quality of their care while healthcare professionals must also manage their own well-being. Technology offers huge potential but requires investment.

RCSI is purposefully committed to working to solve the greatest challenges of modern healthcare. The Faculty of Nursing and Midwifery believe that Nurses and Midwives have a substantial role to play in this solution. To provide, high quality, evidence informed, efficient, safe, and advanced healthcare, which enables people to live long and healthy lives, we commit to actions across three pillars:



01

Delivering a transformative learning experience

We have a unique opportunity to educate Nurses and Midwives. By ensuring that they have the requisite knowledge, skills, competencies, values, experiences and attitudes, we will facilitate the continued professional development and lifelong learning of Nurses and Midwives, with the tools to thrive as professionals and to make a meaningful contribution to health and social care in their community, in Ireland and globally.

02

Leading impactful research

Our research agenda will strategically focus on the science of lifelong learning, Continuing Professional Development and the management and maintenance of professional competence. It will drive scientific research, innovations and insights that will allow us to understand and respond to rapidly changing health needs and contribute to the capacity of the professions to respond to changing healthcare contexts and needs; address health policy deficits and provide economic outcome data to support system changes that enhance service development, delivery and care.

03

Supporting healthcare and societal well-being in Ireland and internationally

We work with our hospital group, national and international colleagues and global structures and campaigns to empower Nurses and Midwives to enhance human health and well-being in Ireland and internationally. It is our duty to use our expertise, knowledge and discoveries to inform and influence healthcare providers and policy makers to foster improvements in health across societies, around the world.



Overview of RCSI Strategy 2018-2022



Strategic Enablers

To ensure we meet the commitments outlined in these pillars, the Faculty of Nursing and Midwifery will:

- Deepen our Faculty capabilities;
- Increase the quality and breadth of our Faculty partnerships;
- Support the Faculty's people and culture;
- Maintain the financial performance and enhance the governance standards of the Faculty.

Foundations

The work of the Faculty of Nursing and Midwifery is driven by a commitment to excellence, quality and reputation, while our relationships are firmly based on equality, diversity and inclusion. These are the foundations, and measure, of our success.

01.

Delivering a Transformative Learning Experience

The Faculty of Nursing and Midwifery fosters knowledge, skills, competencies, values, experiences and attitudes; it facilitates the continued professional development and lifelong learning of Nurses and Midwives that enable them to thrive personally and to contribute meaningfully to healthcare and society in Ireland and beyond.

With the patient at the heart of everything we do; the Faculty of Nursing and Midwifery focus exclusively on Nursing, Midwifery and healthcare practitioner education and research. We facilitate education, training and research in professional development.

Using this knowledge, we are committed to transforming the design and delivery of our educational programmes, so that nurses and midwives receive the best education, professional development and training in healthcare.

- We will deliver innovative, distinctive and future focused education and training programmes. We will create healthcare professionals with excellent clinical competence who are ready to thrive in challenging healthcare environments.
- We will create a modern learning environment through:
 - Enhanced experiential learning opportunities using Europe's most advanced simulation facilities to enable real world learning;
 - Smaller group teaching environments to support critical reasoning skills, and more flexible courses and options to meet students' specific interests and career aspirations;
 - Strategic alliances with existing and new partners;
 - Delivering programmes "on site".
- We will personalise the student experience. We will use digital technology to offer new ways to access educational material, to enable self-directed and distance learning, while facilitating discussion, collaboration, assessment and feedback.
- We will provide a seamless student experience. We will ensure that:
 - our student population has an unrivalled student experience;
 - our students' broader well-being is supported;
 - our student systems provide a seamless student journey.
- We will advance nurses and midwives' career readiness. We will ensure that:
 - our students gain knowledge and skills that are impactful on health policy and health system delivery and highly sought by healthcare providers;
 - all our students have a lifelong partner in RCSI with a community of peers through our alumni, fellows and members networks, and our electronic learning management platforms.
- We will advance inter-professional education, lifelong learning and continuing professional development directly and through strategic alliances.

Clinical Excellence

Clinical Practice

Nurses and Midwives are patient focused and must have the skills, experiences and attitudes to excel as healthcare professionals. The Faculty of Nursing and Midwifery is committed to a strategic focus on clinical practice with our diverse range of clinical partners including the RCSI Hospital Group. The Faculty is keen to work in partnership with clinical practice colleagues to ensure our education; research and innovation have quality outcomes that enhance the healthcare system, nurses and midwives and people as service users, patients and families. The Faculty is committed to strengthen the fundamental collaboration between clinical and academic partners.

Healthcare Systems

The focus of the Faculty of Nursing and Midwifery RCSI is to strengthen the contribution Nurses and Midwives make to improving healthcare systems and to drive innovation within and across the healthcare sector in Ireland and internationally. The Faculty believes that in keeping with WHO agendas, delivering Universal Access to High Quality healthcare nationally and internationally depends on a quality nursing and midwifery workforce.

Character and Well-being

Professionalism

Becoming a nursing/midwifery professional involves forming beliefs and values and developing behaviours and attitudes that foster professional relationships, promote public trust and enhance patient safety. The Faculty will strive to inculcate professionalism through all its education programmes, its research activity and its strategic alliances.

Resilience and Growth

The work of nurses and midwives takes place in a pressurised, challenging and changing environment. It is vital that those working in the field can not only perform well under pressure but also manage their own well-being. While recognising a need for broader system reform, we will facilitate the development of personal resilience to support the long term professional and personal development of nurses and midwives as members of an interdisciplinary team.

Leadership

The Faculty of Nursing and Midwifery promote the positioning of Nurses and Midwives as leaders from the bedside to the Boardroom, at local, regional, national and international levels. The Faculty will also support the leadership development of young and early career nurses and midwives.





02.

Leading Impactful Research

The strategic focus of research within the Faculty of Nursing and Midwifery is in the area of CPD, Maintaining Competence and the lifelong learning agenda. The pedagogy and a significant focus on outcome data (care experience and economics) linked to healthcare quality, patient outcomes will be a key focus for our European research centre.

The Faculty will succeed in leading impactful research by addressing the relationship between lifelong learning, professional development and maintaining and managing professional competence to key Irish, European and international health challenges. The Faculty and partners will focus relentlessly on high quality and impactful research that will focus on outcomes.

- We will support our researchers to maximise their contribution to healthcare knowledge as they seek to create the science of CPD, innovations and insights that provide the professionals, leaders, regulators and system changes that enhance system development, expanded scope of practice and care.
- We will integrate research into CPD and lifelong learning and teaching. We will offer registrants a research- driven professional development and educational experience, and create an opportunity for all Faculty collaborators to become involved in research themselves.
- We will invest in infrastructure and services, such as: digital infrastructure to facilitate data collection, analysis, sharing and storage, innovation, learning supports, pedagogy and more.
- We will grow and diversify the Faculty's community of researcher collaborators within Europe, supporting them to collaborate on our shared agenda.

RCSI Research Centres of Excellence
Faculty of Nursing and Midwifery EU Centre
of Research Excellence-CPD



03.

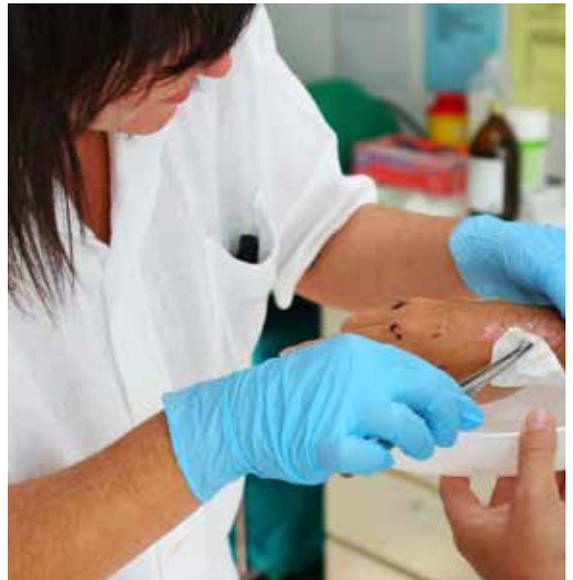
Supporting Healthcare and Society

The Faculty of Nursing and Midwifery has developed an extensive international reputation in areas such as Professional Development, Credentialing and Competence Assessment. The EU Centre of Research Excellence (CPD) based within the Faculty involves colleagues from 20 countries and involves pan European organisational collaborators.

Working with international partners, such as the WHO, ICN, Nursing Now campaign, with staff, Fellows, Associates and registered Nurses and Midwives working together, the Faculty will continue to contribute significantly to health and society.

The Faculty will enable nurses and midwives, through high quality learning and research, to help people to live long and healthy lives by continuing to:

- transform learning outcomes using experiential, innovative and electronic learning in simulated environments;
- expand the capacity and capabilities of nursing / midwifery and other interdisciplinary colleagues;
- The Faculty will remain patient/people focused by prioritising the needs of services, patients and the public in our education and research in order to drive innovations that transform healthcare outcomes and policy and economic drivers.
- We will inform and improve healthcare delivery by drawing on evidence from academic and clinical expertise and policy and economic insight, and our international healthcare networks. We will expand our international healthcare networks - particularly in Europe. We will engage with and support policy makers, regulators, and clinical and healthcare leaders in their efforts to improve healthcare delivery.
- We will support the global Non Communicable Disease agenda and 'Healthy Ireland' by promoting lifelong health and activity among our students and staff, and by engaging with our local and national community.
- We will promote access to the Faculty through our programmes and initiatives, support registrants in different scopes of practice to achieve their competence and capability and support colleagues to promote interest in nursing and midwifery careers.
- We will expand support to our international community. The Faculty will maintain its existing relationships with ICN, WHO, ENC, EFN, Sigma and Nursing Now and will promote improved healthcare delivery through programmes relating to education, training and research.
- The Faculty will lobby for and support the development of a professional voice (non-industrial relations) for nursing and midwifery with other partners in Ireland.



Strategic Enablers

To support the delivery of these strategic pillars, the faculty will focus on four strategic enablers.

1. Organisational Capability and Capacity

We will redesign our organisation to better serve the needs of our students, our staff and other stakeholders. We will:

- Enhance our management systems.
- Improve organisational effectiveness through process improvement.
- Continue to invest significantly in our physical and digital infrastructure.
- Develop deeper relationships with Nurses, Midwives and interdisciplinary colleagues.
- Enhance our student recruitment and marketing functions.

2. Partnerships

Partnerships are central to our continued success. We will:

- Create a stronger culture of partnership with our students while developing our alumni, fellows and members networks.
- Strengthen national and international collaborations with a wide range of partners, including: the RCSI Hospital Group and the wider healthcare system, other higher education and research institutions, and the healthcare industry.

3. People and Culture

Everyone in RCSI serves our mission and plays a role in building a high performing organisation and culture. We will:

- Continue to develop best-in-class systems to support and engage staff, to enhance leadership and management capability, and to support organisational development.
- Support a culture that advances our goals by building on our values of Respect, Collaboration, Scholarship and Innovation, and our aim to equip students for personal and professional success.
- Continue to implement our Equality, Diversity and Inclusion (EDI) Policy and Action Plan.

4. Finance and Governance

We will implement a five year financial plan that supports the strategy. We will:

- Invest appropriately in a planned and integrated way.
- Ensure high standards of accountability, probity and financial control.
- Deliver value for money and efficiency in all our activities.

What Does Success Look Like for the Faculty of Nursing and Midwifery?



A student experience that prepares all our students to excel professionally in their chosen scope of practice



Offer true long-term value to enable students to realise their full career ambition



A growing community of clinical educators and researchers



World class facilities



A research environment that attracts and develops highly impactful researchers

- An exceptional educational and lifelong learning experience for Registered Nurses/Midwives, across scopes of practice and including clinicians, managers, educators and researchers.
- A modern technological enhanced and accessible Faculty education and lifelong learning platform that is integrated with the Faculty's Eportfolio.
- Managing a best in class Professional Competence Scheme.
- Strengthening the contributing of nursing and midwifery leadership from the bedside to boardroom.
- Credentialing and capability for advanced practice to facilitate system reform and readiness.
- Strengthening the contribution of nursing and midwifery to policy (national, e.g Healthy Ireland, Slaintecare and international SDGs and NCDs) through focussed education, leadership and development.
- Strengthening the contribution of nursing and midwifery to health economic outcomes.
- Strengthening our existing and new partnerships with health care and industry.
- Strengthening the value and significance of the Faculty annual conference.
- Strengthening the value and prestige of the Faculty Fellowships (By Exam, Ad Eundem, Election and Honorary).
- Developing new avenues of engagement by nurses and midwives with the Faculty such as Membership.
- Contributing to a multi-stakeholder national professional voice for nursing and midwifery.
- Strengthening the contribution of nursing and midwifery to developing new models of care and practice.
- A respected, (securing grants and peer reviewed publications) collaborative research centre focused on CPD.
- A best in class provider of competence assessment/ regulatory credentialing examinations.
- A highly productive and collaborative partnership relationship with the RCSI Hospital Group.



Appendix 1: The Faculty of Nursing and Midwifery's International Footprint

The Faculty of Nursing and Midwifery:

- Diverse with Fellows from 20 countries
- Candidates for the Aptitude Test from 33 countries
- European Centre of Research Excellence (CPD) with collaborators from 20 countries and pan national organisations.
- Work with Horatio and European Nursing Council (Europe)
- Working towards a Nursing/Midwifery WHO Collaborating Centre



Care Collaborative
Confidentiality PARTNERSHIP

Safe Working Environment

team-based

COMMITMENT

Respect
Collaboration
Scholarship
Innovation



RESPECT

Effective Communication

Integrity

RCSI FACULTY OF NURSING & MIDWIFERY

QUALITY safe

Openness
person-centred



EMPATHY

Interprofessional/ Interdisciplinary

Responsive

DIGNITY

ENTREPRENEURIAL

Nursing & Midwifery

Good Governance



TRUST

Support

COMPASSION

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