

# TRANSFORMING HEALTHCARE EDUCATION, RESEARCH AND SERVICE

RCSI Strategic Plan 2018–2022



**RCSI**





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

*Our ultimate purpose is to work in service of patients. Our College was founded by Royal Charter on 11th February 1784, to set and support professional standards for surgical training and practice in Ireland. This noble surgical heritage continues to shape our approach to education, research and service. At its very essence, surgery is the most exacting of disciplines, demanding professionalism, precision, skill and expertise at the highest level.*

*Today we are an innovative, world leading international health sciences education and research institution with undergraduate and postgraduate schools and faculties across the health sciences spectrum. We are home to numerous healthcare institutes as well as leading research centres driving pioneering breakthroughs in human health. Located in the heart of Dublin, with four international campuses and a student community of over sixty nationalities, we have an international perspective on how we train tomorrow's clinical professionals today.*

*A deep professional responsibility to enhance human health through endeavour, innovation and collaboration in education, research and service informs all that we do. We welcome students and researchers into programmes of academic excellence and a lifelong community of colleagues, that is clinically led, nurturing and supportive to enable them to realise their potential to serve our global patient community.*

*We are an independent, not for profit body and remain committed to institutional independence, service, academic freedom, diversity and humanitarian concern. Our independence enables us to chart our own course in service of excellence in human health. Placing the patient at the centre of all that we do, our values of Respect, Collaboration, Scholarship and Innovation continue to unite and direct our purpose.*

# RCSI in numbers 2017

## WORLD RANKINGS



Top

# 2%

Times Higher Education  
World University Rankings  
2017/18

## RESEARCH

# No.1



Highest research  
paper impact  
(citation rate) in  
Ireland

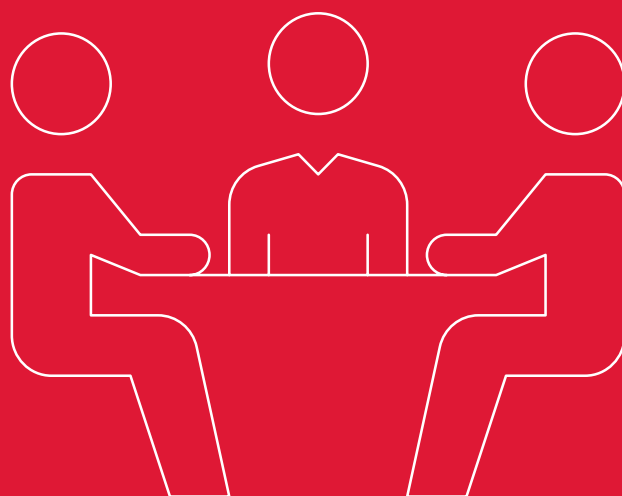
## Double

RCSI field-weighted  
citation compared  
to world average

## STAFF



# 1,141



## INTERNATIONAL OUTLOOK



International student profile:  
Students from over **60** countries

**4** International campuses:  
Bahrain, Dubai, and Malaysia (2)

Alumni:

**17,000** in 97 countries

## STUDENTS IN IRELAND

**2,291** Undergraduate students  
in Medicine, Pharmacy, Physiotherapy  
and Physician Associates

**1,043** Postgraduate students  
(MSc, MD, PhD)

**346** Surgical trainees

## INVESTMENT



# €80m

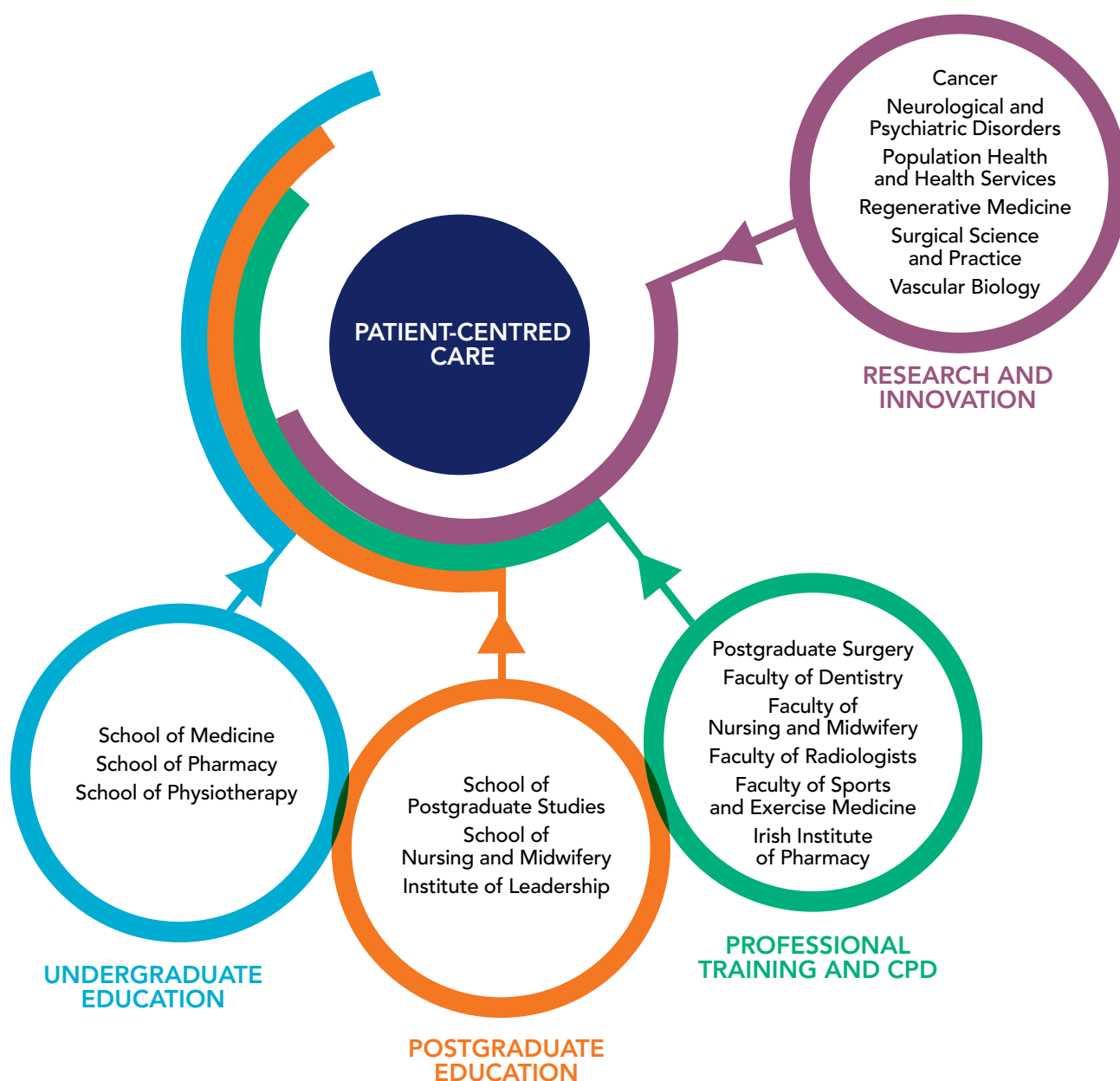
Invested in Europe's most  
advanced simulation facility at  
No. 26 York Street

# €11m

Invested in extension of the  
RCSI Education and Research  
building at Beaumont Hospital

# RCSI Areas of Focus

Healthcare practice requires a lifelong commitment to learning. We support the continuum of healthcare education and training with the patient always as the focal point. Informed by leading research, we seek to support healthcare professionals throughout their working lives. Our core education and training bodies are outlined below.



This strategy focuses primarily on our degree awarding activities. It complements our strategy for surgery 'Supporting Excellence in Surgical Training and Practice' which is outlined in Appendix 2.





# Our Values

We commit to these values:

Respect

Collaboration

Scholarship

Innovation

# 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 strategy focuses on the development of RCSI in Ireland. While our international campuses will benefit from the strategic priorities outlined in this publication, they are mandated to produce strategies to meet local education and healthcare needs. This publication sets out our high level strategy to achieve our vision.

In recent years, we have made substantial progress in delivering on our vision. Our new education building at 26 York Street, Dublin provides our students and educators with a modern library and highly advanced experiential simulation facilities that are redefining healthcare education. Our research programme has grown rapidly in ambition, size and impact. We have significantly enhanced our academic and organisational capabilities.

Healthcare is facing many challenges. We need a transformation if we are to address these while managing the growing costs of healthcare provision to individuals and society. More people than ever are living long and healthy lives. However, 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. To provide, efficient, safe, and advanced high quality healthcare, which enables people to live long and healthy lives, we commit to actions across three pillars:

## 1. Delivering a transformative learning experience

We have a unique opportunity to educate the next generation of healthcare professionals. By ensuring that they have the requisite knowledge, skills, experiences and attitudes, we will equip our students, both fulltime students and lifelong learners, with the tools to thrive as individuals and to make a meaningful contribution to healthcare in their community, in Ireland and around the world.

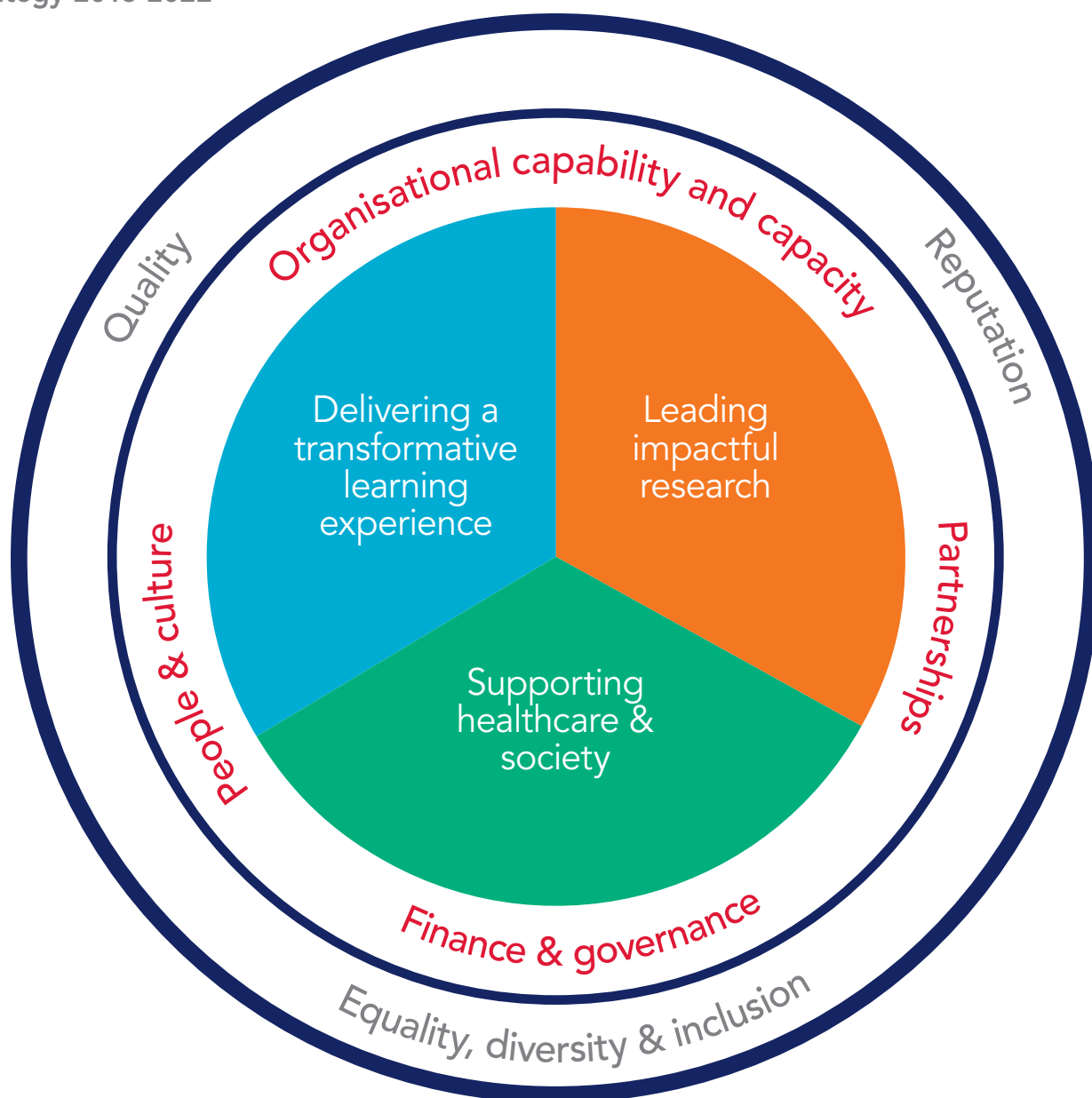
## 2. Leading impactful research

Our research agenda will drive scientific breakthroughs, innovations and insights that will allow us to understand and respond to changing health needs and contribute to the medicines, devices, techniques and system changes that enhance patient treatment and care.

## 3. Supporting healthcare and societal well-being in Ireland and internationally

We empower our graduates to enhance human health and well-being in Ireland and internationally. As educators and researchers, it is our duty to use our expertise, knowledge and discoveries to inform and influence healthcare providers and policy makers and 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, we will:

- ▶ Deepen our organisational capabilities
- ▶ Increase the quality and breadth of our partnerships
- ▶ Support our people and culture
- ▶ Maintain our financial performance and governance standards

### Foundations

Our work is driven by an unrelenting focus on quality and reputation, while our relationships are firmly based on equality, diversity and inclusion. These are the foundations, and measure, of our success.

# Pillar 1

## Delivering a transformative learning experience

We are transforming healthcare education, so that our students can transform lives. We equip our graduates with the knowledge, skills, experiences and attitudes that enable them to thrive personally and to contribute meaningfully to healthcare and society in Ireland and the communities and countries where they choose to practice.

RCSI is in a unique position to support healthcare professionals from the first to the last day of their professional lives. With the patient at the heart of everything we do, our schools focus exclusively on medical and healthcare education and research. Our professional faculties and institutes deliver education, training and research in surgery, healthcare system leadership and professional development.

Using this knowledge, we are committed to transforming the design and delivery of our courses and support systems, so that students receive the best education and training in healthcare.

- ▶ We will deliver innovative, distinctive and future focused curriculum upgrades across our 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.
- ▶ 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, real time assessment and feedback.
- ▶ We will provide a seamless student experience. We will ensure that:
  - our uniquely international 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 our students' early career readiness. We will ensure that:
  - our students gain skills that are impactful on health and highly sought by healthcare providers;
  - every student is supported to set ambitious goals and develop the competencies to achieve them;
  - all our students have a lifelong partner in RCSI with a community of peers through our alumni, fellows and members networks.





## Pillar 1

# Delivering a transformative learning experience *continued*

Our graduates will be known for their clinical excellence and their character strengths and well-being which supports their ability to care for patients and meet their professional and personal goals. This double helix will be embedded in all RCSI education and training programmes\*.



### Clinical Excellence

RCSI students develop a strong understanding of biomedical science, demonstrate an immediate preparedness to practice, and navigate healthcare systems as they work across disciplines and fragmented healthcare providers to care for patients.

### Character and Well-being

RCSI graduates will have the personal characteristics and competencies to work and thrive in complex and pressurised health systems.

\* This approach draws on the work of the International Positive Education Network which promotes positive education

## Clinical Excellence

### Biomedical Science

Informed by leading edge research, our graduates will have a deep knowledge of biomedical science and its application to their discipline.

### Clinical Practice

Built on the provision of a high-quality education and clinical experience, we will ensure that our graduates are patient focused and have the skills, experiences and attitudes to excel as healthcare professionals.

### Healthcare Systems

RCSI graduates will be prepared to understand healthcare systems and to drive innovation within and across the healthcare sector in Ireland and internationally.





## Character and Well-being

### Professionalism

Becoming a healthcare professional involves forming values and developing behaviours and attitudes that foster professional relationships, promote public trust and enhance patient safety. RCSI has long valued the importance of professionalism. We will be recognised as the first Irish healthcare educator, and among the first in the world, to make this a core part of our education and part of our students' future work in healthcare.



### Resilience and Growth

Pressure is a very real element of a healthcare professional's work. 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 equip our students with resilience to support their long term professional and personal development.



### Leadership

The ability to assess situations, make decisions and work with others is central to healthcare delivery and leadership. In particular, RCSI graduates will develop the attributes required to show healthcare leadership in the mixed cultural and social settings that will be the norm in their future careers.





# Pillar 2

## Leading Impactful Research

RCSI has significantly enhanced its research capability, competitiveness and impact. An indicator of the growing impact of RCSI researchers on the international health sciences research landscape can be seen in how frequently our research is cited by other researchers. RCSI's field-weighted citation impact is the highest in Ireland and twice the world average.

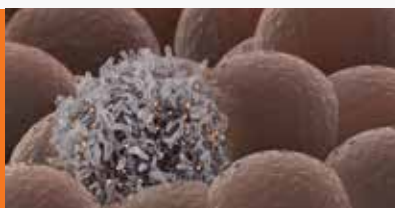
With a focus on clinical and patient-centred research, we will succeed in leading impactful research by addressing key Irish and international health challenges. Supported by significant continuous investment in research infrastructure and systems, we will focus relentlessly on quality and impact.

- ▶ We will develop research centres in areas of excellence and critical mass.
- ▶ We will support our researchers to maximise their contribution to healthcare knowledge as they seek to create the scientific breakthroughs, innovations and insights that provide the medicines, devices, techniques and system changes that enhance patient treatment and care.

- ▶ We will integrate world-class research into learning and teaching. We will offer students a research-driven education experience, and create an opportunity for all students to become involved in research themselves.
- ▶ We will invest in advanced infrastructure and services, such as: laboratory and write-up space, scientific equipment, digital infrastructure to facilitate data collection, analysis, sharing and storage, innovation supports and more.
- ▶ We will grow and diversify RCSI's community of researchers, supporting them to develop outstanding careers.

### RCSI Research Centres of Excellence

Cancer



Regenerative Medicine



Neurological and Psychiatric Disorders



Surgical Science and Practice



Population Health and Health Services



Vascular Biology





# Pillar 3

## Supporting Healthcare and Society

RCSI's education and research mission is an international one, a fact borne out by our international campuses and the diversity of our student body. It is driven by a deeply rooted sense of professional responsibility for enhancing human health through education, research and service.

With staff and students working together, we will continue to contribute significantly to health and society.

We will enable healthcare professionals, through high quality learning and research, to help people to live long and healthy lives by continuing to:

- transform learning outcomes using experiential learning in simulated environments;
- introduce new healthcare professions to Ireland and expand the capabilities of existing professions;
- focus our research resources on important health and healthcare issues.

► We will remain patient focused by prioritising the needs of patients and the public in our education and research in order to drive innovations that transform healthcare.

► We will inform and improve healthcare delivery by drawing on evidence, academic and clinical expertise and 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 '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 RCSI through our access programmes and initiatives, support students in post primary education to reach their full potential, and promote interest in science and healthcare careers.

► We will continue to make an important economic contribution to Ireland and promote Ireland as a centre for international education.

► We will expand support to our international community. As one of the world's truly international education institutions, RCSI recognises a responsibility to help reduce the huge inequalities in healthcare provision globally - particularly in less developed countries. We will promote improved healthcare delivery through programmes relating to education, training and research.

### Supporting Healthcare and Society

Deepen patient engagement



Promote access to higher level education



Inform and improve healthcare delivery



Support Ireland as a centre for international education



Promote well-being and improvements in health



Support our international community







## Pillar 3

# Supporting Healthcare and Society *continued*

### RCSI – Impact on Surgery Internationally

Five billion people do not have access to safe, affordable surgical care. Across ten African countries in which RCSI currently works, there are just 1,690 surgeons for a combined population of 320 million. This equates to five surgeons per one million people, one 26th of the equivalent Irish ratio.

With Irish Aid funding, RCSI is supporting the College of Surgeons of East, Central and Southern Africa (COSECSA) to develop and provide specialist quality-assured surgical education and training to medical practitioners in Africa.

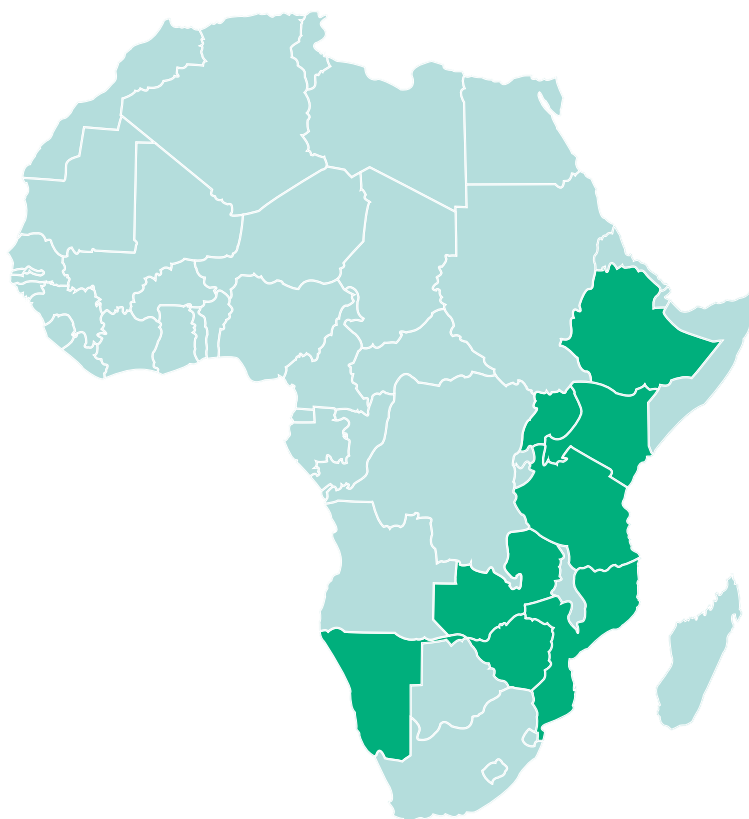
#### With RCSI's support, COSECSA is:

- ▶ The largest single contributor to the surgical workforce in East, Central and Southern Africa - 93% of whom remain working in the that region.
- ▶ Able to have immediate impact as our work allows trainees to support qualified surgeons early in their training thus boosting surgical capacity quickly.
- ▶ Named as a model of best practice by the Lancet Commission.

With EU support, we are also working to identify a model in which non-physician clinicians are trained to deliver safe surgery in rural hospitals in Africa.

### COSECSA Achievements (November 2017)

- ▶ Graduation of 206 specialist surgeons
- ▶ Over 500 surgeons currently in training
- ▶ Establishment of a regional suite of short courses
- ▶ 99 accredited training hospitals
- ▶ 165 trainers, of whom 28 are master trainers
- ▶ Comprehensive e-learning platform – “School for Surgeons”
- ▶ Bespoke surgical electronic logbook
- ▶ Establishment of Women in Surgery Africa Association
- ▶ Advocacy for essential surgery in Africa, resulting in greater levels of investment









# Strategic Enablers

To support the delivery of these strategic pillars, we 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 clinicians (e.g., hospital consultants, general practitioners, physiotherapists, pharmacists and nurses) and enhance our network of clinical training sites
- ▶ 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



2:00PM

100%

# ALUMNI GATHERING



@RCSIAlumni

1m



999,999 likes

Reliving the glory days! #RCSIAlumni #Friends #HappyMemories  
#Home #Ireland #onlyseemslikeyesterday

Like

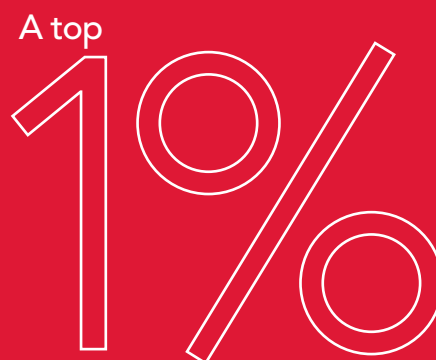
Comment



# What Does Success Look Like?



A student experience that prepares all our students to excel professionally in their chosen field



world university ranking



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



World class facilities across all our campuses



A research environment that attracts and develops highly impactful researchers



A growing community of clinical educators and researchers



A meaningful contribution to healthcare and society

High quality staff engagement with students and researchers







# Appendix 1:

## RCSI's International Footprint

- ▶ Diverse with students from over 60 countries studying in Ireland
- ▶ International with four international campuses in Bahrain, Dubai, and Malaysia (2)
- ▶ Networked with more than 17,000 Alumni who are improving human health in 97 countries worldwide



- Where our Alumni members are active

# Appendix 2: Supporting Excellence in Surgical Training and Practice, A Strategy for 2016-2020

We will support the RCSI noble purpose by delivering excellence in surgical education and training and by setting and supporting the highest possible standards in surgical practice. We will at all times act in the interest of patients and the quality of their care.

## 1. Surgical Training

Our mission is to 'to deliver excellence in surgical education and training through innovative, structured and supervised training programmes that build measurable competencies across clinical skills, knowledge and behaviours to support the needs of our patients and our service partners'. We will:

- ▶ Refine RCSI's core training pathway
- ▶ Develop the specialist training pathway
- ▶ Develop a robust, integrated e-learning programme
- ▶ Develop a robust quality assurance programme and capability
- ▶ Continue to review and upgrade the curriculum
- ▶ Support research and academic surgery

## 2. Surgical Practice

Our mission is 'to be the lifelong professional 'home' for our fellows and members through the provision of meaningful professional and collegiate support and to provide leadership, insight and support to healthcare policy makers, regulators and service providers in pursuit of excellence in surgical care.' We will:

- ▶ Develop and support a lifelong professional development framework for surgeons
- ▶ Develop and launch a surgeons' assistance programme
- ▶ Support the development of service delivery structures
- ▶ Expand the national clinical audit
- ▶ Support and engage our fellows and the wider surgical community

## 3. International Programmes

Our mission is 'to provide an unrivalled suite of surgical training, assessment and professional development services to medical professionals and client organisations in the healthcare sector worldwide.' We have identified the following strategic priorities:

- ▶ Examinations for the membership of the Royal College of Surgeons in Ireland
- ▶ International medical graduate training

Further information can be found at [rcsi.ie/surgicalaffairs](http://rcsi.ie/surgicalaffairs)



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