

Transforming Healthcare Education

RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE



RCSI



CONTENTS

Governance	06
President's Review	08
Strategic Plan Accomplishments	13
Council Members	14
Chief Executive's Review	16
Senior Management Team	21
Milestones and Achievements	22
Surgical Affairs	24
Research and Innovation	32
Healthcare Management	38
Healthcare Management Overview	40
Institute of Leadership	42
Education, Teaching and Learning	44
Faculty of Medicine and Health Sciences	46
School of Medicine	50
School of Pharmacy	54
School of Physiotherapy	56
School of Nursing and Midwifery	58
School of Postgraduate Studies	60
Faculty of Dentistry	62
Faculty of Radiologists	64
Faculty of Nursing and Midwifery	66
Faculty of Sports & Exercise Medicine RCPI and RCSI	68
Irish Institute of Pharmacy	70
International Campuses	72
RCSI Development - Alumni Relations, Fellows and Members	78
RCSI People	82
Human Resources at RCSI	84
Student Experience	86
RCSI in the Community	88
Initiatives in Ireland	90
Global initiatives	93
Finance	96
Appendices	102

MILESTONE ANNIVERSARIES



Anniversary of
Graduate Entry
Medicine in Ireland



Anniversary
of RCSI Dubai



Anniversary of School
of Postgraduate
Studies



Anniversary of
Penang Medical
College Malaysia

RCSI IN NUMBERS

INVESTMENT

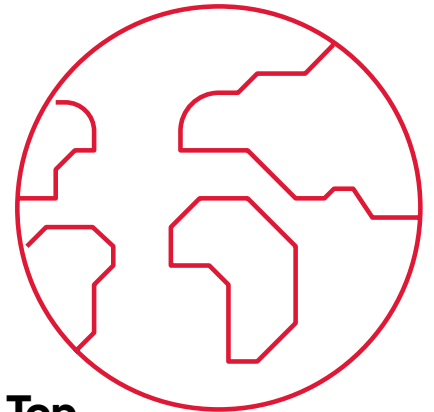
€80m

invested in new state-of-the-art educational
facility at No. 26 York Street

€11m

invested in extension of RCSI Education
and Research Building Beaumont Hospital

WORLD RANKINGS

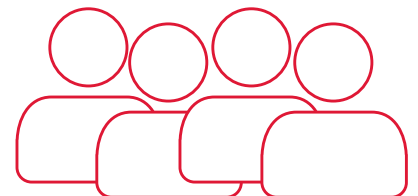


Top

2%

Times Higher Education
World University Rankings
2017

STAFF



1,141

INTERNATIONAL OUTLOOK

84 International student profile:
students from 84 countries

4 Overseas campuses:
Malaysia (2), Bahrain and Dubai

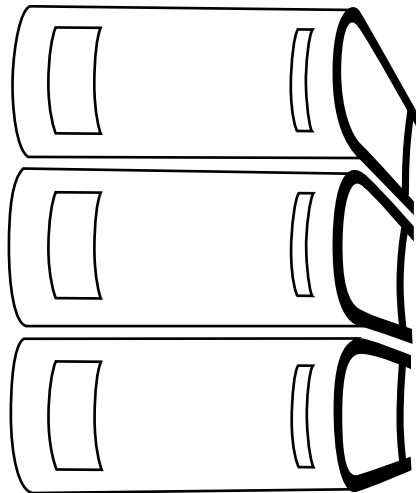
RESEARCH

No.1

Highest overall success rate for Horizon 2020 grants awarded to Irish Institutions

Double

RCSI field-weighted citation compared to world average



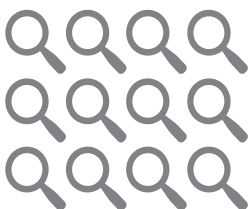
INNOVATION

Increase in inventions identified by RCSI researchers

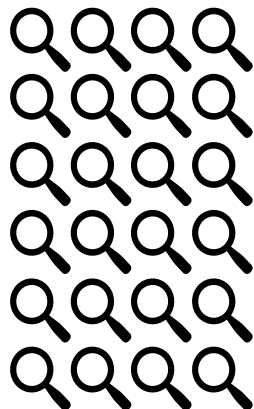
Increase in research commercialisation agreements

Increase in number of industry-funded research programmes

50%



100%



40%



STUDENTS

3,271 Registered Students

2,291 Undergraduate Students in Medicine, Pharmacy, Physiotherapy and Physician Associates

1,043 Postgraduate Students (MSc, MD, PhD)

ALUMNI

16,000

alumni in 97 countries

SURGERY

346

Surgical trainees





RCSI was founded in 1784 as the national training and professional body for surgery

Today we are transforming healthcare education...



Now our activities span the spectrum of health sciences



Our world-leading research minds drive pioneering breakthroughs and inform policy in human healthcare



Using our core expertise, we enhance the standards of education, health and wellbeing in our local communities

so our future leaders can transform lives



And we have a global perspective on how we train our future clinical professionals



RCSI GOVERNANCE

President's Review	08
Strategic Plan Accomplishments	13
Council Members	14
Chief Executive's Review	16
Senior Management Team	21
Milestones and Achievements	22



PRESIDENT'S REVIEW

Since 1784, the Royal College of Surgeons in Ireland has demonstrated sustained commitment and dedication to the achievement of the highest standards of education and training of doctors and healthcare professionals.

Today, RCSI's undergraduate and postgraduate surgical campuses in Dublin, Bahrain, Perdana and Penang continue to strengthen and enhance the College's global reputation for excellence in nurturing and developing healthcare leaders of the future.

Now, the College is set to enter an exciting new phase in its evolution, driven by strategic investment in transformative infrastructural projects, innovative education and training programmes, and the drive, energy and creativity of its people – students, faculty and staff.

This review highlights some of the most significant developments that have taken place from July 1, 2016 to June 30, 2017.

Opening of No. 26 York Street

The opening of RCSI's state-of-the-art new academic and education building, located at 26 York Street, Dublin 2, is the most exciting development of the year in terms of surgical education, our College's original raison d'être at its foundation.

The College has invested approximately €80 million in the development of this modern, practical and sophisticated facility designed specifically to educate the healthcare leaders of the future. The design, construction and commissioning of the building was completed to the highest standards, guided by the RCSI project management team, led by Michael McGrail, Director of Corporate Strategy.

The opening of No. 26 will transform our ability to deliver on our fundamental commitment to the enhancement of surgical care of the patient through



Professor John Hyland, President, RCSI

// The College is set to enter an exciting new phase in its evolution //

the provision of education, training and lifelong learning for surgeons and healthcare professionals. No. 26 enables us to bring the provision of these services to a new level. The facility will be a vital resource and support for all the surgeons in the country during their training and throughout their careers.

Surgical Education & Training

The refinement of the Surgical Training Pathway continued to progress, with further streamlining of the transition from the previous pathway taking place during the reporting period. This has been an essential project to allow us to continue to attract the highest quality young doctors to surgical training and beyond.

The transition process, capably led by the Irish Surgical Postgraduate Training Committee – chaired by Ms. Bridget Egan, Council Member - has benefitted from the sustained effort of all stakeholders who are united in their commitment with flexibility to ensure that we optimise all aspects of our training of the surgical leaders of the future. We will continue to hone relevant aspects of the pathway to ensure that it best serves the needs of our patients and is fully acceptable to both trainees and trainers.

We will also continue to encourage trainees to have significant involvement in research throughout their careers. In the short term a strong clinical/research



Pictured at The Surgical Forum of Great Britain and Ireland and the Joint Surgical Colleges Meeting which took place in RCSI in July 2016 were Professor David Galloway; President, Royal College of Physicians and Surgeons of Glasgow; Ms Clare Marx; President Royal College of Surgeons, England; Professor John Hyland, President, RCSI; Professor Michael Lavelle-Jones, President, Royal College of Surgeons of Edinburgh.

CV will be essential for individual trainees to remain competitive for International (post CCT) Fellowships.

This year, 60 surgical trainees commenced the first year of Core Surgical Training (CST), 55 surgical trainees progressed to the second year of CST and 44 were appointed to higher training.

Vascular Surgery

This year, the Vascular Surgery Committee, under the leadership of Mr Stephen Sheehan, (the Vascular Surgery Training Programme Director), finalised its work on the establishment of the new vascular surgery training programme in alignment with the framework provided by the vascular surgery curriculum.

The setting up of this programme is the beginning of a landmark phase in the development of the speciality and the programme will play a fundamental role in the advancement of vascular surgery practice with consequent benefits for improved patient care. The programme receives its first intake of trainees in July 2017.

Millin Meeting 2016

Planning for Patients of the Future was the theme of the 2016 Millin Meeting which brought together 300 surgeons at RCSI to discuss challenges within surgical training and practice in Ireland. The focal points of this year's meeting included the selection of surgeons of the future, the need to support a gender balanced surgical workforce and the surgical future of smaller hospitals in Ireland.

The Millin Lecture entitled "The Evolution of Tissue Engineering in Urology" was delivered by Mr. Niall Davis, FRCSI (Urol).

Charter Day 2017

The annual RCSI Charter Day Meetings in February 2017, explored key issues in surgical training, education and practice. One of the topics discussed was professionalism in surgical practice,

focusing on how the College can provide optimal guidance for surgeons to help them maintain the highest standards of surgical practice in a complex healthcare environment.

The Charter Day meeting also marked the launch of the new RCSI Fellowship and Membership Programme, our three-year phased plan to provide enhanced value and support for our surgical Fellows and Members based here in Ireland and across 78 other countries worldwide.

Healthcare Leaders of the Future

RCSI continues to play a key role at the forefront of global healthcare. In the year to the end of June 2017, RCSI graduated 536 doctors across Dublin, Bahrain, Perdana and Penang. Our overseas campuses continue to establish ever higher benchmarks of excellence in education and training.

// RCSI is deeply committed to advancing the highest standards of professionalism in surgical practice. //



Professor John Hyland, President of RCSI and Minister for Mental Health and Older People, Helen McEntee TD, at the launch of a colouring book, 'journey through the brain' at RCSI which promotes young people to talk about mental health and the brain.

RCSI Bahrain

RCSI Bahrain has further enhanced its academic profile with important partnerships and events during the past year. These include hosting the first International Research Conference, in conjunction with King Hamad University Hospital; becoming official host partner for the Ministry of Education's annual vocational skills competition; and hosting Skills Bahrain, which promotes the technical and vocational education sector.

Penang Medical College

It was a particularly memorable year for Penang Medical College (PMC), under the guidance of Prof. Stephen Doughty, which reached the milestone of its 1,500th medical graduate in summer 2017.

The College congratulates and thanks Professor Kevin Nolan, formerly the Head of the Department of Pharmaceutical and Medicinal Chemistry and the Foundation Head of the School of Postgraduate Studies at RCSI, who retired from his role as Vice President, Academic Affairs, PMC. The College welcomes his successor, Professor David Whitford, formerly Department of Family Medicine, RCSI, who took up the post during the year.

Perdana University-RCSI

Perdana University (PU-RCSI) graduated its first cohort of medical students under the stewardship of the Dean, Professor David Adams, and the Deputy Dean, Professor Mary Cafferkey, both of whom retired in summer 2017. Our thanks to both for their invaluable contributions to the development of education and

training at Perdana University.

The College welcomes their successors, Professor Mike Larvin, formerly Head of the Medical School, University of Limerick, who joins as the new Dean in August 2017, and Dr Karen Morgan, one of our longest-serving faculty at PU-RCSI, who will take up the role of Deputy Dean.

RCSI Dubai

Our congratulations to RCSI Dubai, on celebrating its 10th year anniversary last November. Since its inception, RCSI Dubai has graduated over 600 health professionals with RCSI postgraduate degrees in leadership, quality, education and healthcare management.

Court of Examiners New Chapters

The announcement of the opening of

two new Regional Chapters of RCSI's Court of Examiners, one in the Gulf Countries (GCC), based in Bahrain, and one in South-East Asia (SEA), based in Penang, reflects the significant growth in RCSI candidate numbers at overseas MRCS exam centres. The launch of these Chapters enables the College to enhance engagement with local examiners and will allow existing RCSI Fellows in the Gulf and SEA to become more involved in the work of the College.

The Court of Examiners, led by Professor Ronan O'Connell, Member of Council, has grown rapidly in recent years and has proved very successful in recruiting new Examiners.

Rankings

The strength of RCSI's commitment to excellence in education and training gained further recognition with the announcement of the 2016-2017 Times Higher Education (THE) World University Rankings which placed RCSI in the #201-250 category, moving up from its 2015-2016 ranking of #251-300.

RCSI's rise in the rankings is linked, in

particular, to a strong performance in the area of citations, a score which measures the influence of research. RCSI's focus as an exclusively health science-orientated institution has enabled the College to continue to strengthen the impact of its research, under the guidance of Professor Ray Stallings as Director of Research and Innovation.

Healthcare Management

As part of RCSI's continuing objective to shape the education and training of our future medical professionals and in our role as academic partner to the RCSI Hospitals Group, the College has created a new Healthcare Management structure which integrates existing expertise with additional competencies, to establish a range of research, educational, training, and policy-shaping functions that will position RCSI as a recognised centre of expertise in healthcare management.

The healthcare management capability, under the leadership of Mr Eunan Friel, is founded in three core areas – leadership education, healthcare system research and service improvement – and delivered by three dedicated RCSI units:

- RCSI's Institute of Leadership;
- a new Health Outcomes Research Centre; and,
- a new Quality and Process Improvement Centre.

The College welcomes this alignment of existing and new entities within a single management structure, and the opportunities that this presents in facilitating synergy and growth in the provision of a suite of health service-focused educational, training and research capabilities.

Professionalism

RCSI is deeply committed to advancing the highest standards of professionalism in surgical practice. The College seeks to provide optimal support to surgeons in maintaining the standards of surgical practice demanded by patients, peers, employers and the public, as well as guidance in how to manage conflicts between these standards when they arise.

In early 2017, the College began work on the development of a surgical professionalism framework document, a professional guide for surgeons to complement the ethical guide from the Medical Council. The College engaged with Fellows and Members to explore key issues in relation to professionalism in surgical practice throughout the first six months of 2017.

Informed by this engagement process, the preparation of this document is now underway, under the leadership of Professor Sean Tierney, Dean of Professional Development and Practice.

Addressing Gender Diversity

RCSI has long been at the forefront in developing selection processes for future surgeons, and we are proud of our tradition of encouraging and supporting women surgeons that began with the conferring of our first female Fellow, Dr Emily Winifred Dickson, in 1893.

Inspired by this tradition, I was acutely conscious of the need to address issues of gender diversity today and set up a Short Life Working Group, under the Chairmanship of Ms. Deborah McNamara – Council Member – to explore the issues of Gender Diversity. Following this report RCSI is initiating a series of measures to support women in their surgical careers and to encourage women who are considering a career in surgery.



Mr Brendan Moran, Consultant Colorectal and General Surgeon at the Basingstoke and North Hampshire Foundation Trust in the UK, was awarded an Honorary Fellowship at the 2017 Charter Day events.



Pictured at the signing of a formal loan agreement between RCSI and the European Investment Bank for €50 million as part of a €106 million investment in the RCSI Dublin campus were (l-r) Minister for Health, Simon Harris TD; President of the European Investment Bank, Dr Werner Hoyer; RCSI President, Professor John Hyland; and European Investment Bank Vice-President, Andrew McDowell

can impact effectively on waiting lists and improve access to services while also assessing the configuration and resourcing of services to better target where specific services should be delivered.

In 2017, Professor Frank Keane made the decision to step down as National Lead in NCPS. He has made an outstanding contribution both to the College and to the Irish health services through his extraordinary leadership on a range of national healthcare initiatives, but, in particular, the development of the clinical programmes. His work has always been motivated and guided by his passionate commitment to improving patient care and access to services.

The NCPS continues its vital work under Co-Lead, Mr Ken Mealy, with the appointment of a successor to Professor Keane planned before the end of 2017.

We were greatly saddened at the death of several of our colleagues during this past year: Mr. William Hederman, Past President, RCSI 1990-1992; Professor Arthur Tanner, Member of Council; Professor Robbie Harrison, Emeritus Professor of Obstetrics & Gynaecology; and Mr. Paul Byrne, Consultant Surgeon, Barringtons, Limerick. All made significant contributions during their professional lives and are sadly missed.

The College, based on the report’s recommendations, is committed to:

- establishing measures to encourage female medical students considering a career in surgery through better promotion of surgical careers to schools and young women;
- working to build a culture supporting female surgical trainees including mentoring and improving fellowship options for women;
- taking into consideration the needs of trainees who are parents to ensure training time is flexible and that there is evaluation of trainee wellbeing during pregnancy; and,
- encouraging diversity through part-time surgical appointment options, specific programmes for female Fellows and

research funding ring-fenced for female Fellows.

To this end the College has set up an RCSI Equality and Diversity Unit, headed by Dr. Avril Hutch.

National Clinical Programme in Surgery

The National Clinical Programme in Surgery (NCPS), developed with the cooperation of the HSE, and guided by Programme Leads, Professor Frank Keane and Mr Ken Mealy, has given us the blueprint for effective delivery of acute and elective surgery.

The next phase in the development of the NCPS involves a focus on individual specialties to identify what measures

Conclusion

My first year as President has provided me with an even wider perspective on the College, reinforcing my view that RCSI makes a unique and vital contribution to the advancement of global healthcare. Innovative and inspiring, RCSI constantly looks to the future and to new horizons in healthcare.

The College’s success in its journey to becoming a world-leading Health Sciences Institution is driven by its people, under the dynamic leadership of our Chief Executive, Professor Cathal Kelly and his senior management team. With the support of Council, Professor Kelly and his team provide the strategic insight and imagination that will ensure our continued success in the years ahead. I am grateful to all of them, and to the Vice President, Mr. Ken Mealy, and the Council Members for their dedication and commitment to our unique College.

// RCSI is initiating a series of measures to support women in their surgical careers and to encourage women who are considering a career in surgery //

STRATEGIC PLAN ACCOMPLISHMENTS

RCSI's strategic plan 'Growth and Excellence' for the Faculty of Medicine and Health Sciences 2013-2017 aims to deliver on RCSI's vision to 'educate, nurture and discover for the benefit of human health'. Based on the five themes of the strategy, key 2016-2017 achievements are outlined below:

LEADERSHIP IN INTERNATIONAL MEDICAL EDUCATION

- Continued to strengthen teams in Bahrain, Penang and at Perdana University;
- Eight annual conferring ceremony took place in RCSI Bahrain;
- A new strategy (2016-2020) was launched in Penang;
- Perdana University marked the completion of its second cycle of students in 2017; and,
- The sixth RCSI International Education Forum was held in June 2017.

EXCELLENCE IN EDUCATION

- Opened a new state-of-the-art education and academic building at No. 26 York Street which includes a new library, student amenity and sports facilities, and advanced clinical simulation facilities;
- Times Higher Education ranking improved significantly with RCSI rising to the 201-250 category in the 2017 World University Rankings
- Launched a new RCSI Master of Pharmacy (MPharm) and a range of healthcare management initiatives; and,
- Enhanced and consolidated student services, and wellbeing and career advice.



IMPACTFUL RESEARCH AND INNOVATION IN HEALTH SCIENCE & EDUCATION

- Research strategy (Strategic Academic Recruitment Programme) continued to be implemented;
- Centre for Vascular Biology launched;
- Significant success in competitive funding including a SFI Centre application in 'FutureNeuro';
- Continued improvements in research infrastructure and supports for researchers; and,
- A range of research breakthroughs.

STRONG STRATEGIC PARTNERSHIPS

- Investment in partner hospitals and ongoing development of RCSI Hospitals Group;
- Growing alumni engagement;
- Growing philanthropic support for RCSI; and,
- Continued support for our community in Ireland and internationally (e.g. COSECSA).

ENHANCED ORGANISATIONAL CAPABILITIES

- Strong financial performance to support investment;
- Continued growth in staff numbers and investment in staff development;
- Continued rollout of leadership development programme; and,
- Continued investment in infrastructure.



COUNCIL MEMBERS



Professor John Hyland
President, RCSI; Consultant Surgeon
(General/Colorectal, Retired)



Mr Kenneth Mealy
Vice-President, RCSI; Consultant Surgeon
(General), Wexford General Hospital



Professor W. Arthur Tanner (RIP 01/02/2017)
Medical Consultant to Leinster Rugby,
Retired Director of Surgical Affairs, RCSI



Mr Declan J. Magee
Immediate Past-President,
General Surgeon (Retired)



Professor Patrick J. Broe
Group Clinical Director, RCSI Hospitals
Group



Mr Parnell Keeling
Consultant Surgeon (General) Bon Secours
Hospital, Glasnevin



Mr Kevin O'Malley
Clinical Director with IEHG, Consultant
Surgeon (General/Vascular), Mater
Misericordiae Hospital and Joint Clinical
Director, Ireland East Hospital Group



Mr James Geraghty
Consultant Surgeon (General/Breast) and
Senior Lecturer in Surgery, St. Vincent's
University Hospital and UCD



Professor Paul Burke
Consultant General and Vascular Surgeon,
St. John's Hospital and University Hospital
Limerick



Mr Joseph G. O'Beirne
Consultant Surgeon (Orthopaedic), University
Hospital Waterford



Professor P. Ronan O'Connell
Head, Section of Surgery and Surgical
Specialties, UCD, Consultant Surgeon, St.
Vincent's University Hospital.



Mr Michael E O'Sullivan
Consultant Surgeon (Trauma & Orthopaedic),
University Hospital Galway/Merlin Park
Hospital



Mr David Quinlan

Consultant Urologist, St. Vincent's University Hospital



Professor Kevin Conlon

Professor of Surgery, Trinity College Dublin, and Consultant Surgeon (General & HPB), St. Vincent's University Hospital and Tallaght Hospital



Mr David Moore

Consultant Surgeon (Trauma & Orthopaedic), Our Lady's Children's Hospital Crumlin/ AMNCH Tallaght Hospital/ Blackrock Clinic



Professor K. Simon Cross

Consultant Vascular and General Surgeon, University Hospital Waterford



Professor Laura Viani

Director of National Cochlear Implant Programme and Hearing Research Centre, Beaumont Hospital; Temple Street; RCSI



Professor Michael J. Kerin

Professor and Head of Surgery and Consultant Surgeon (Breast/ Endocrine/ General), NUI Galway and Galway University Hospital



Ms Camilla Carroll

Consultant ENT Head and Neck Surgeon, Royal Victoria Eye and Ear hospital, Dublin



Ms Bridget Egan

Consultant Vascular Surgeon, AMNCH Tallaght Hospital



Ms Deborah McNamara

Consultant Surgeon (General/Colorectal) and Clinical Director of Surgery, Beaumont Hospital



The Hon. Mr Justice Peter Kelly

President of the High Court



Mr Roderick Ryan

Chartered Accountant, Financial Consultant

CHIEF EXECUTIVE'S REVIEW

The past 12 months has seen outstanding performance by the College across our core activities in education, training and research setting new benchmarks in excellence on our path to establishing a world-leading position as a focused health sciences institution, uniquely positioned to influence meaningful change in healthcare.

As we embark on the planning stages of a new strategic vision that will inform the development of the College from 2018 to 2022, it is encouraging to look back on a year of substantial achievement in implementation of the final phases of the current plan, Growth and Excellence, which, as Chief Executive, I am pleased to share with you in the RCSI Annual Report for 2016-2017.

Top 2% Worldwide

In September 2016, RCSI significantly improved its position in the 2016-2017 Times Higher Education (THE) World University Rankings. RCSI is now ranked in the #201- 250 category, moving up from its 2015-2016 ranking of #251 – 300, positioning the College in the top 2% worldwide.

RCSI's improved ranking reflects strong performance in a range of categories, in particular, in relation to citations. Articles by RCSI researchers are cited at a rate that is twice the world average and our researchers have achieved the highest citation impact of any university in Ireland, highlighting the significance of the work being carried out by our scientists and clinicians. It is further evidence that RCSI, as a health sciences-centred institution, punches above its weight both nationally and internationally.



Professor Cathal Kelly, Chief Executive/ Registrar, RCSI

The strength of the College's performance in the THE World University Rankings represents an affirmation of RCSI's strategic investment in the expansion of our educational and research activities to provide impactful research, excellence in education and international leadership in medical education. It also epitomises the dedication to excellence in the pursuit of optimum healthcare delivery that motivates our faculty, staff and students.

This latest improvement in international rankings only reinforces our commitment to continue to innovate and invest in buildings, research facilities and people, in order to support the delivery of excellence in education and the transfer of research discoveries into clinical practice for the benefit of patients.

Building Research Excellence

The implementation of the Strategic Academic Recruitment (StAR) Programme continues to progress and we have successfully recruited for many new research lecturer positions, professorships, and the StAR PhD programme over the past year. We are ready to embark on the third phase of recruitment to the StAR programme, focusing particularly on the area of Vascular Biology to support the new Centre for Vascular Biology, which was launched in April 2017.

Throughout the year there has been significant success in attracting research funding including securing the funding to establish an SFI Research Centre. Under the leadership of Professor David Henshall, the centre known as FutureNeuro, will focus on research related to the diagnosis, monitoring and treatment of chronic and rare neurological diseases.

RCSI continues to record outstanding success in capturing international funding and has the highest overall success rate on Horizon 2020 submissions at 22%, compared to the Irish national average of 13.4%.

// RCSI, as a health sciences-centred institution, punches above its weight both nationally and internationally. //

The College continues to support its commitment to research excellence with major investment in research infrastructure and supports including new laboratories on the St Stephen's Green Campus and at Beaumont Hospital.

No. 26 York Street

As a primarily self-funding body, the College consistently reinvests to provide an enhanced learning experience for our students and to deliver effective support to its research initiatives with the ultimate objective of driving improvements in healthcare delivery.

In that context, I am delighted to report that No. 26 York Street, RCSI's new academic and education building is being opened on a phased basis from July 2017.

No. 26 transforms the College's educational and training capabilities and will add an entirely new dimension to the student experience. No. 26 offers the largest clinical simulation facility of its kind in Europe offering our students and trainees the opportunity to learn in an extensive, hi-tech, simulated

// No. 26 offers the largest clinical simulation facility of its kind in Europe //

environment before they enter the clinical workplace. The state-of-the-art surgical and clinical training suites include a mock operating theatre, clinical training wards, standardised patients' rooms and task training rooms.

Other major facilities will include a comprehensive, leading-edge library at the heart of the new building, spanning three floors, and state-of-the-art sports and recreational facilities in the lower floors. In addition, a 550-seater auditorium will enhance our appeal as a location for international scientific meetings and major health sciences conferences.

I am tremendously proud of the

magnificent efforts of all those who have turned our vision of No 26 into the reality that now allows us to offer this unique and enriching learning experience to students. I would like to acknowledge, in particular, the outstanding leadership of Michael McGrail, Director of Corporate Strategy, who led the project team.

Also this year, we are investing €11 million in the second phase of the expansion of the RCSI Education and Research Centre (ERC II) at our campus in Beaumont Hospital. New facilities will include a series of large, flexible multi-functional tutorial rooms on the ground floor, open plan faculty offices and meeting spaces on the first floor and laboratory and research facilities on the second floor. Construction began in January 2017 and is progressing efficiently.

Contribution to the Irish Economy

Since the year 2000, RCSI has spent more than €67 million of its own funds on capital and building projects to enhance our facilities for students and researchers. The knock-on impact of this investment for the wider economy is multi-faceted and significant.



RCSI staff pictured at the first Townhall meeting to take place in No. 26 York Street in June 2017



Louise Richardson, Vice-Chancellor of University of Oxford, recipient of the Inaugural Emily Winifred Dickson award, which recognises women who have made an outstanding contribution to their field, and was established in honour of Emily Winifred Dickson who broke boundaries when she became the first female Fellow of RCSI in 1893.

Regionally too, RCSI's investment benefits local economies. RCSI spends in the region of €11.5 million annually on funding clinical education posts, facilities and staff in its teaching hospitals.

RCSI also has considerable regional economic impact in Ireland through projects such as the Medical Commencement Programme at the Institute of Technology in Tralee and through our involvement as the academic partner in the RCSI Hospitals Group which cares for over 800,000 people in the north east region of Ireland and in Dublin. RCSI activities have and will continue to have a sustained, positive economic impact nationally.

Improving health service provision

With its heritage, RCSI is strategically positioned to provide a uniquely authoritative offering in healthcare management education, training and research that complements, extends and further distinguishes the College's clinical education competencies.

// RCSI is strategically positioned to provide a uniquely authoritative offering in healthcare management education, training and research //

This year has seen the implementation of the first phase in the establishment of the College's focused healthcare management structure, under the leadership of Mr Eunan Friel. This structure incorporates three units:

- the Health Outcomes Research Centre;
- the Quality and Process Improvement Centre; and,
- RCSI's Institute of Leadership.

This alignment of existing and new entities within a single management structure facilitates synergy and growth in the provision of a range of research, educational, training, and policy-shaping functions that will enhance RCSI's effectiveness and visibility as

a recognised centre of expertise in healthcare management.

International Education

RCSI continues to strengthen its leadership position as an international healthcare education provider, in particular, through its award of a common medical degree in three countries, demonstrating our commitment to excellence in healthcare education worldwide, connecting our colleges in Ireland, Bahrain and Malaysia, as well as our network of alumni across the globe.

RCSI Bahrain will celebrate the graduation of more than 200 doctors and nurses during its eighth annual

Conferring Ceremony in early July. RCSI Bahrain has actively raised its academic profile with important partnerships and events during the reporting period. One of the highlights among these events was the hosting of its first International Research Conference, in conjunction with King Hamad University Hospital.

In the past year, RCSI has celebrated 10 years of educating health professionals in Dubai. This important milestone was an opportunity to mark the ongoing success of RCSI Dubai's nearly 550 graduates as they continue to enhance health services in the region. Our programmes at RCSI Dubai are tailored to deliver on our mission of better patient outcomes, which will benefit human health both in Dubai and across the Middle East. I am also delighted to announce the appointment of a new Director of Operations in RCSI Dubai, Mr Hasan Altug.

Penang Medical College (PMC) reached the milestone of its 1,500th medical graduate in summer 2017. I was delighted to welcome Professor Stephen Doughty as the fourth President of Penang Medical College, who took up the post in 2016.

Perdana University marked the completion of its second cycle of students in 2017 and I look forward to travelling to Malaysia for the conferring ceremony in October of this year.

Enhancing the student's holistic development

As part of our commitment to our student's holistic development, this academic year saw the launch of the Centre of Mastery: Personal, Professional and Academic Success (CoMPPAS).

Led by Ronan Tobin, the newly appointed Head of Student Engagement & Development, the Centre comprises a multi-disciplinary team of specialists working collaboratively to facilitate and empower students to achieve their personal, academic and professional goals.

The hub broadens access to, and further enhances, our existing student advisory and development services, including academic development, student wellbeing, language and communications, career development and learning access and facilitation.

The CoMPPAS service is available to

all students who wish to maximise their potential or enhance their performance. The service assists students to overcome the challenges they may face during their training and encourages them to develop sustainable strategies for success as future healthcare professionals.

RCSI Hospitals Group

Cognizant of the importance of our clinical partner locations to RCSI's success, the College is committed to the success of the RCSI Hospitals Group. The Group progressed under the leadership of CEO Mr Ian Carter, who had overall responsibility for the management of the hospitals within the network.

The past year has seen important appointments to senior positions in the Group including the appointment of Ms Sheila McGuinness as Chief Operating Officer, Professor Patrick J. Broe as Group Clinical Director.

The scope of RCSI activities related to the Hospital Group covers areas such as Health Outcomes Research, Lean/ Process Improvement, Population Health Research, Project Echo (knowledge-sharing networks, led by expert teams

who use multi-point videoconferencing to conduct virtual clinics with community providers), the expansion of the Education Research Centre at Beaumont Hospital and the Connolly Campus Development.

National Awards

I was delighted to see the wider recognition achieved by the work of the RCSI Estates Team – in collaboration with colleagues in Human Resources – through their success in winning the overall Excellence in Facilities Management Award and the Excellence in Health and Safety Award in April 2017 at the annual Facilities Management Awards ceremony. Central to this success was the RCSI Inspire programme, the College's health and wellbeing programme which was established in 2016. I would particularly like to acknowledge the role of Mr Kenneth Gormley, as Head of Estate & Support Services, in leading the team to this success.

In May 2017, RCSI's Tissue Engineering Research Group (TERG) was a highly deserving winner of the Research Laboratory of the Year award at the Irish Laboratory Awards 2017, which



Remco de Fouw inspecting his sculpture 'Atlas and Axis', inspired by the atlas and axis vertebrae of the spine, which was unveiled as the inaugural commission for the RCSI Art Award which recognises the connection between art and healing.



The final event of the College's 1916 centenary commemorations was a spectacular outdoor animated light show telling the story of the College's history, which took place as part of the Open House Dublin festival in October 2016

recognizing excellence and innovation amongst Ireland's internationally renowned scientists. The accolade is a great tribute to the collaborative, interdisciplinary, translational nature of the group's research and the quality of the researchers on the team under the outstanding leadership of Head of TERG, Professor Fergal O'Brien, Professor of Bioengineering and Regenerative Medicine in the Department of Anatomy.

Senior Appointments and Retirements

I would also like to take this opportunity to welcome Mr Justin Ralph who joined us in June 2017 as Chief Technology Officer. In the context of preparatory work on our new strategy, he will help us map out our digital transformation process, while steering the consolidation of existing IT achievements by our IT Team.

This year saw the retirement of Professor John Waddington as Head of the Department of Molecular and Cellular Therapeutics (MCT). I wish him the very best for the future and I am pleased to report that he will maintain his ties with RCSI as Professor Emeritus. I was delighted to welcome Professor Tracy Robson who took up the position as the new Head of Department in August 2016.

// I would like to thank each and every member of RCSI staff for their unwavering commitment, loyalty and hard work in helping to realise our mission to educate nurture and discover for the benefit of human health. //

Professor Arthur Tanner

It is with particular sadness that I acknowledge the passing of our esteemed colleague and Fellow, Professor Arthur Tanner, who died in February after a lengthy illness. As a Council Member and the first Director of Surgical Affairs at RCSI, his immense contribution to the College and to surgical training and practice, will not be forgotten.

Conclusion

It is important to express our gratitude to the patients, clinicians and staff of our teaching hospitals. Their contribution to the College's growth and development is crucial and I wish to specifically acknowledge their generosity to the College's students and trainees, an essential factor in the success of the learning process.

I would also like to congratulate Professor John Hyland on the first year of his Presidency. It has been a pleasure to work with him and I look forward to continuing to do so in the coming year.

I would like to thank each and every member of RCSI staff for their unwavering commitment, loyalty and hard work in helping to realise our mission to educate nurture and discover for the benefit of human health.

My grateful thanks also to my colleagues on the Senior Management Team, and to the Council of the College, for their support during the past year.

SENIOR MANAGEMENT TEAM



Professor Cathal Kelly
Chief Executive/ Registrar



Professor Hannah McGee
Dean of the Faculty of Medicine
and Health Sciences



Professor Raymond Stallings
Director of Research and
Innovation



Mr Kieran Ryan,
Managing Director of Surgical
Affairs



Ms Jennifer Cullinane
Director of Finance



Mr Barry Holmes
Director of Human Resources



Mr Eunan Friel
Managing Director of
Healthcare Management



Mr Michael McGrail
Director of Corporate Strategy



Mr Justin Ralph
Chief Technology Officer



Ms Aine Gibbons
Director of Development, Alumni
Relations, Fellows & Members

RCSI MILESTONES AND ACHIEVEMENTS

July

More than 300 senior citizens enjoyed the 6th Annual RCSI Ballroom of Romance.



September

The first graduating class from Perdana University – RCSI (PU-RCSI) School of Medicine in Malaysia celebrated their conferring.

November

Olivia O'Leary, Journalist and Broadcaster delivered the 25th Carmichael Lecture to more than 300 surgeons at the Millin Meeting.



August

RCSI graduates were reunited with their former classmates and lecturers at the Alumni Gathering weekend.



December

Professor John Hyland, President, RCSI with Dr Maurice Manning, Chancellor of the National University of Ireland at a special ceremony where he was awarded an Honorary Fellowship of RCSI, in recognition of his outstanding contribution to Irish education and public service.

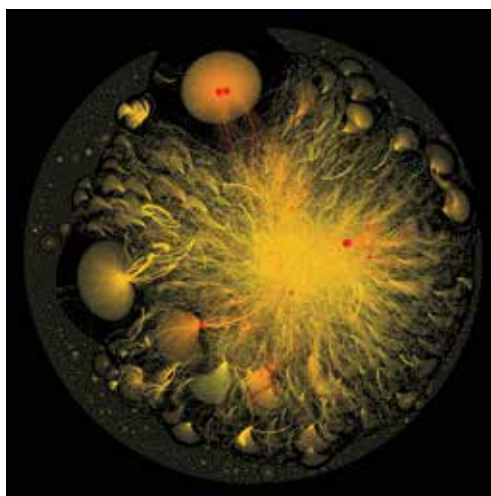
October

Graduate Entry Medicine (GEM) students joined Richard Bruton, Minister for Education and Professor Hannah McGee, Dean of the Faculty of Medicine and Health Sciences to mark the 10 year anniversary of the RCSI GEM programme.



January

Sarah O'Keeffe getting her arm put into a cast by Mr Anthony Hoban, Surgical Lecturer at the RCSI Open Day



March

An image which illustrates a fascinating visualisation of Twitter conversations about breast cancer, created by a team at RCSI, was unveiled as a winner of the Wellcome Image Awards 2017

May

Final year medicine students celebrated receiving their results



February

Dr Aran Maree, Chief Medical Officer, Johnson & Johnson and RCSI delivered the Johnson and Johnson Lecture at the Charter Day Meeting



April

Medicine and physiotherapy students tried out a new Physical Activity and Health module for RCSI students



June

Dr Bennet Omalu, a forensic pathologist who discovered brain disease caused by concussions delivered an RCSI MyHealth public lecture 'Knocking out Concussion in Sport' and received an Honorary Doctorate from the RCSI School of Medicine.

The image features a modern hospital or office interior. In the foreground, there is a white reception desk. To the right, a wall is covered with a grid of white lockers, each with a black handle and a small number. The ceiling has a series of parallel wooden slats with recessed lighting. A large, semi-transparent blue graphic with the number '2' is overlaid on the scene. The text 'RCSI SURGICAL AFFAIRS' is written in white, bold, sans-serif font across the middle of the image.

RCSI SURGICAL AFFAIRS



RCSI

National Surgical & Clinical Skills Centre

RCSI SURGICAL AFFAIRS



Mr Kieran Ryan,
Managing Director, Surgical Affairs

The twelve months from July 2016 to the end of June 2017 saw the successful introduction of the new five-year strategy, Supporting Excellence in Surgical Training and Practice, building on the foundations put in place by the previous 2011-2015 strategy. Now, as we look to 2020, we see surgery evolving within an ever more complex and challenging healthcare environment. Our objectives are to prepare and equip our surgical trainees to lead the delivery of surgical care within that new environment, to support our surgeons in practice to continue to lead in their fields and to help inform and shape policy evolution as it seeks to design the care models of tomorrow.

SURGICAL TRAINING

2017 marks the final year of parallel specialist training selection through the 'new' pathway and its predecessor. Surgical Affairs engaged in extensive consultation with all the surgical specialties and the training groups to help facilitate successful completion of the final stages of the transition to a single pathway model. I would like to thank all involved in the Irish Surgical Postgraduate Training Committee for its vital support in helping to effect the transition.

This year, 60 surgical trainees commenced the first year of Core Surgical Training (CST), 55 surgical trainees progressed to the second year of CST and 44 were appointed to higher training. While 115 surgical trainees in core training and a further 231 across all the specialties in higher training is persuasive evidence that a surgical career continues to attract the best and the brightest, we can by no means be complacent. We continue to review the communication strategies we deploy to promote awareness of the opportunities and challenges of a surgical career.

This year has also seen RCSI develop a strong focus on quality assurance and

quality measurement. Mr Pdraig Kelly, Associate Director of Operations and Planning, has developed robust and effective systems that help us understand the outcomes of our training programmes, support the progression of our trainees and identify areas for quality improvement in a structured and prioritised manner.

Vascular Surgery

Following on the recognition by the Medical Council of vascular surgery as a specialty, the Vascular Surgery Committee this year finalised its work on the establishment of the new vascular surgery training programme in alignment with the framework provided by the vascular surgery curriculum.

Successful candidates at the new FRCS Vascular Intercollegiate examination and those who have a Certificate of Completion of Specialist Training (CCST) will be entitled to entry on to the Vascular Surgery Specialist Register. Trainees currently on the general surgery programme with a sub-specialty interest in vascular will continue on this pathway, obtaining an FRCS General Surgery and a CCST for Specialist Registration.

This latest milestone in the evolution of the specialty is testament to the commitment of the Vascular Surgery

Committee, under the leadership of Mr Stephen Sheehan, the Vascular Surgery Training Programme Director. The vascular surgery training programme is scheduled to receive its first intake of trainees in July 2017.

The National Emergency Medicine Training Programme

The National Emergency Medicine Training Programme (NEMTP), which encompasses the three-year Core Specialty Training in Emergency Medicine (CSTEM) Programme and the Advanced Specialty training in Emergency Medicine (ASTEM) programme, has significantly enhanced its IT infrastructure with the introduction of innovative progression tracking systems and the development of an electronic database that captures all relevant training information. In due course, these innovations will be adapted more broadly.

The successful delivery of these initiatives is due to the hard work and ingenuity of the NEMTP team led by Programme Director, Dr Gareth Quin and his colleagues, Orla Mockler and Lisette Biggins.

The National Surgical Skills Competition

A key component of our role in Surgical Affairs is the continuous exploration of innovative and effective ways to promote careers in surgery and to highlight what makes surgery distinctive from other careers in medicine. In that context, the National Surgical Skills Competition provides a valuable platform that enables us to engage with the medical schools through their surgical societies,

“ This year has seen RCSI develop a strong focus on quality assurance and quality measurement. ”

inform students about the surgical training pathway and help clarify student perspectives on the nature of the surgeon's life.

The National Surgical Skills Competition takes place annually in RCSI. Six colleges take part in the competition, RCSI, UCD, Trinity College, UCC, UL and NUIG. Regional heats are held for each college; RCSI travels to Limerick, Cork and Galway and hosts their heats in their medical schools. The three Dublin colleges hold their heats in RCSI.

The 2017 final took place in April in RCSI. Close to 130 competitors took part.

This year's winner and runners up were:

1st : Devon Long (UL)

2nd : Nicholas Conradi (UL)

3rd : Kirollos Labib (NUIG).

Trainee Environment

We are actively working with the Medical Council, the HSE and the Forum of Irish Postgraduate Medical Training Bodies to address the underlying conditions that give rise to negative training experiences. The objective is to develop a clearer and deeper understanding of the learning environment at clinical sites so we can address issues of discrimination, bullying or harassment that arise for our trainees. In relation to trainee supports, RCSI has:

- (1) developed specific guidance documents for trainees in relation to how training works, expectations and contact points;
- (2) formulated guidelines on dealing with inappropriate behavior – the College is a signatory to the Forum of Postgraduate Training Bodies' document on supporting the trainee in difficulty;
- (3) set up a trainee grievance process; and,
- (4) incorporated trainee representation on our all specialty sub-committees and on the Irish Surgical Postgraduate Training Committee (ISPTC).

The nurturing of professionalism in the training site environment is a key focus of activity for Surgical Affairs. The College has codified standards of behaviour indicating what we expect from everyone within the training environment. Regular inspections at training sites have an important role to play in ensuring that standards are maintained and improved. The resulting inspection reports are fed back to the surgical team on that site



Pictured at RCSI Charter Day 2017 where a new RCSI E-Learning Programme on Professionalism for Doctors was launched are (l-r) Professor Freddie Wood, President of the Medical Council; Professor Oscar Traynor, Dean of Postgraduate Surgical Studies; and Dr Eva Doherty, Director of the Human Factors and Patient Safety

as well as to management. Inspection reports on training at our sites are linked with our Qualitrain process and a further level of objectivity is brought to the inspection through the involvement of our colleagues in the Intercollegiate Specialist Advisory Groups.

If there are significant concerns about a training environment, we work closely with the HSE and with local training sites to formulate practical and effective solutions.

Overall, there is a genuine commitment both from hospital management and from local trainers to resolve the challenges that may exist in particular sites and to ensure a healthy and supportive training environment, notwithstanding the wider challenges facing the services.

Flexible Training

Flexibility is a crucial component of a truly supportive training environment and based on guidelines formulated in consultation with the Forum of Postgraduate Training Bodies, the College encourages flexible training provision, where trainees have such a requirement for personal or professional reasons, based on a working pattern of 50% full time equivalent (FTE).

Informed by feedback from our

engagement with trainees, the College also advocates for provision of less than fulltime training, at an 80% FTE and we are in discussions with the HSE to progress this objective.

There are practical challenges in the delivery of these initiatives, such as the availability of operating and training opportunities in a clinical setting. Full implementation will necessitate managing a range of mutually interdependent factors. However, working in conjunction with the specialties, the College is committed to overcoming these challenges and delivering practical solutions that enable students to avail of flexible and less than fulltime training opportunities where applicable.

Human Factors and Patient Safety

RCSI has led the way in ensuring human factors and patient safety have been a core component of our training and education programmes. Reflecting the RCSI ethos that patient safety and quality of care are at the heart of healthcare delivery, the College welcomed students to the new interdisciplinary Masters (MSc) in Human Factors in Patient Safety in October 2016.

The new MSc is accredited by RCSI/ NUI and the Nursing and Midwifery



The National Surgical and Clinical Skills Centre at No. 26 York Street

Board of Ireland. Fourteen students have registered for the programme representing a range of disciplines including surgery, anaesthetics, nursing, emergency medicine and radiography. The Masters is a two-year, part-time programme of study consisting of seven modules of study including a research dissertation.

Our thanks to Programme Director, Dr Eva Doherty, and the Dean of Postgraduate Surgical Education, Professor Oscar Traynor, for successfully obtaining accreditation for this new programme.

SURGICAL PRACTICE

The College continues to make significant progress in strengthening the support structures it provides to surgical practice while enhancing its engagement with our service providers, the HSE and the policy makers and regulators who shape the delivery of surgery.

Hospital Groups

The full implementation of the Hospital Groups strategy is overdue and must be urgently addressed. Full implementation is vital to remove some of the key obstacles to progress in improving surgical care. The consequences of announcing Groups without follow-

through on implementation has meant that the reforms and changes which need to be made urgently cannot be consistently and uniformly established. The models of care for acute surgery, for elective surgery and for trauma and orthopaedic surgery have been painstakingly developed, agreed and approved, and have been ready for comprehensive implementation for some time, but they are predicated on the existence of a structure that enables the services to be organised, and resources deployed, on a Group basis.

National Clinical Programme in Surgery

The National Clinical Programme in Surgery (NCPS), guided by Programme Leads, Professor Frank Keane and Mr Ken Mealy, has given us the blueprint for effective delivery of acute and elective surgery. This initiative by the NCPS, in conjunction with the work of the National Clinical Programme in Emergency Medicine and the National Trauma and Orthopaedic Clinical Programme, has provided a platform that can facilitate a transformation in the delivery of surgery.

The next phase in the development of the NCPS is to focus in on individual specialties to identify what measures can impact effectively on waiting lists and improve access to services while

also assessing the configuration and resourcing of services to better target where specific services should be delivered.

During the next twelve months, we intend to introduce additional advisors and, in consultation with Dr Colm Henry, National Clinical Advisor and Group Lead Acute Hospitals, HSE and his team, we hope to appoint a Programme Lead in Vascular Surgery by the end of 2017. Budgets and other factors permitting, we would hope to see advisers appointed to all specialties in due course.

In 2017, Professor Frank Keane decided to step down as National Lead in NCPS. He has made an immense contribution both to the College and to the Irish health services through his extraordinary leadership in the development of the clinical programmes and his work on numerous national healthcare initiatives, always guided by an unwavering commitment to improving patient care and access to services.

The NCPS continues its vital work under Co-Lead, Mr Ken Mealy, and the college plans to appoint a successor to Professor Keane before the end of 2017.

I would also like to acknowledge

the cooperation of the HSE and its understanding of the importance of clinical engagement, which has been essential in facilitating the work of the NCPS.

Professionalism

In early 2017, the College initiated preparatory work on the development of a surgical professionalism framework document, a professional guide for surgeons to complement the ethical guide from the Medical Council. The College has engaged with Fellows and Members to explore key issues in relation to professionalism in surgical practice in the first six months of 2017, including, during the Charter Day Meeting, an extensive discussion of how professionalism can be supported, maintained and enhanced within the challenging context of the modern healthcare environment.

Informed by this engagement process, the document will define the parameters of excellence in surgical services and provide the basis for a code of professional conduct that will encompass the full complexity of the surgeon's role. The preparation of this document is underway, under the leadership of Professor Sean Tierney, Dean of Professional Development and Practice, and it is due for publication in late 2017.

Gender Diversity

The establishment of an RCSI short life

// The College continues to make significant progress in strengthening the support structures it provides to surgical practice //

working group on gender diversity, chaired by RCSI Council member, Ms Deborah McNamara, was announced at the Millin Meeting in November 2016 with the aim of investigating barriers to recruitment and retention that create gender imbalance. In subsequent months, the working group reviewed extensive literature in the area, held a national consultation and examined international best practice, and will publish a report on their findings in July 2017.

Close monitoring of the implementation of these recommendations (see President's review) will be crucial to accurately quantify our effectiveness in attracting female medical graduates into surgery and to track the progression of female surgical trainees into consultant and senior academic posts.

National Office of Clinical Audit

In December 2016, NOCA published the first national clinical audit reports for the Major Trauma Audit and the National Audit of Hospital Mortality.

The rollout of the National ICU Audit continues with two new sites going live in 2017 - University Hospital Galway and St James's Hospital. In addition, the Irish National Arthroplasty Register (INOR) is now live in two sites – St. Vincents University Hospital and Tullamore.

In June 2017, NOCA published its Strategic Plan for 2017-2020. The plan supports NOCA in continuing to be an independent driving force for better outcomes for patients in Ireland by promoting and supporting clinical audit in our hospitals. The NOCA Strategy 2017-2020 was developed following extensive consultation and engagement with stakeholders. It identifies NOCA's priorities for the next four years, and describes what NOCA plans to achieve and how it intends to achieve it.

The plan highlights five key strategic goals which will be prioritised over the next four years:

- to be the recognised and trusted body in Ireland to drive quality improvement through national clinical audit;
- to develop a sustainable infrastructure for national clinical audit;
- to enable those who deliver and manage healthcare to measure and improve the quality of care using national clinical audit;
- to expand the national clinical audit portfolio; and,
- to be a visible and innovative organisation.

We look forward to seeing the NOCA strategy being implemented under the committed leadership of Collette Tully, Executive Director and her capable team.

Professional Competence Scheme

In 2017, the College's agreement with the Medical Council to provide a lifelong professional development framework for surgeons and emergency medicine practitioners was renewed. Led by Professor Sean Tierney, RCSI continues to work closely with the surgical specialties in refining our Professional Competence Scheme, ensuring that PCS credits are



Professor Sean Tierney, Dean of Professional Development and Practice; Professor Laura Viani, Council Member; and Mr Kieran Ryan, Managing Director of Surgical Affairs, pictured attending the RCSI Regional Meeting for Fellows and Members at Waterford University Hospital in April 2017



Ms Deborah McNamara, Council Member (pictured right) and Ms Deirdre Fanning, Consultant Urologist, Barringtons Hospital Limerick and Bon Secours Hospital Tralee, Co-Chairs of the 2016 Millin Meeting session on supporting a gender balance surgical workforce

translated into practice enhancements and, most importantly, improved patient care. The PCS team are focused on honing the scheme's relevance to practitioners and further streamlining its processes to increase the ease with which surgeons can engage with it.

No. 26 York Street

In the first of many exciting developments made possible by the opening of the College's new state-of-the-art facility at No. 26, York Street, the National Surgical and Clinical Skills Centre (NSCSC) became operational in June, 2017.

An expert team has been working in Surgical Affairs, led by Professor Oscar Traynor and Mr Pdraig Kelly, to identify how the syllabus in surgical training and education can be enhanced by the new building. Among several innovative initiatives, we anticipate a lot more high-level training courses. We will be liaising with the specialties to identify particular courses which will be relevant to trainees and specific master classes which will be pertinent to consultants. These facilities will allow us to explore new and emerging procedures that have not been mainstreamed and provide better solutions to support trainees in developing their skills.

The new building has been designed as a space that encourages and supports cooperation and collaboration. Surgery is delivered through skilled teamwork and No. 26 York Street will give surgeons enhanced opportunities to work

with other healthcare professions and disciplines. We envisage increased collaboration between surgeons, nurses, anaesthetists and physician associates.

We also anticipate that the building will provide a platform where leading surgeons can liaise with industry and share their insights with engineers and innovators on how technology can be delivered in a way that works best for patients. A technical support team has been appointed to staff and run the new facility including an operations manager and four technicians.

The College of Surgeons of East, Central and Southern Africa (COSECSA)

The RCSI/COSECSA Collaboration Programme celebrated its 10th anniversary in 2017, receiving a third round of funding support from Irish Aid, the Irish Government's Programme for overseas development. COSECSA is a professional body that fosters postgraduate education in surgery, providing surgical training throughout

// These facilities will allow us to explore new and emerging procedures //

East, Central and Southern Africa and the aim of the RCSI/COSECSA Collaboration Programme is to increase the provision of quality, essential surgical and emergency care in the region, particularly at district level.

In the last ten years, the Collaboration Programme has helped develop a surgical training infrastructure which has, in turn, assisted in developing the level of service provision. Tens of thousands of operations have been carried out and services have been provided to the public in East, Central and Southern Africa, to which they have not had access previously.

The success of the RCSI/COSECSA Collaboration Programme, under the stewardship of Programme Director Eric O'Flynn, has been a tremendous achievement for all concerned.

Training and Practice: Looking Ahead

Our dual role as a professional body and a training organisation reflects the many mutual interdependencies and objectives of surgical training and surgical practice. In this context, we are concerned by the delay in the full implementation of the Hospital Groups strategy and the consequent delay in meaningfully addressing the range of issues that beset the surgical service which have the additional effect of reducing opportunities for surgical trainees to get adequate exposure to clinical training. The National Surgical and Clinical Skills Centre (NSCSC) will undoubtedly enhance our abilities to support training in new and innovative ways, but it cannot replace the unique learning opportunities provided by the clinical environment. There is an urgent necessity to work collaboratively, in conjunction with the Department of Health and the HSE, to address the many challenges ahead.

INTERNATIONAL ACTIVITIES

Surgical Affairs has been very active internationally over the last number of years, under the leadership of Mr Paul Nolan. 2016/2017 saw expansion of operations in the Middle East and South East Asia and marked a new departure with the establishment of initiatives in India and Malta.

Surgical Examinations and Skills Courses

There was very significant growth in

2016/2017 in the number of surgeons attempting MRCS examinations with RCSI. A record number of candidates sat examinations across all centres, culminating in the highest ever number of new Members being conferred by the College. Five new centres were opened during the year in places such as Kota Kinabalu in Malaysia, in Chennai and Kochi in India, and in Valletta in Malta. The last 12 months also saw expansion in supports for the College's MRCS exam candidates with preferential access being offered to online revision tools and core textbooks. A suite of video tutorials was also developed to help candidates ready themselves for each part of the exam.

The MRCS Part B OSCE Preparation Course was delivered in Ireland, Bahrain, and, for the first time, in Malaysia. The Intercollegiate Basic Surgical Skills Course was run at centres in Dublin, in Manama in Bahrain, and in Penang during 2016/2017 and an inaugural diet was also held in Valletta in May 2017.

RCSI continued to support the development and delivery of FRCS examinations in Ireland and the United Kingdom, as well as at centres in the UAE and in Malaysia.

Court of Examiners

Established in 2014, the RCSI Court of Examiners has had a very positive impact on the profile of postgraduate surgical examining at RCSI and made this activity more relevant and attractive to the College's surgical community in Ireland. The Court's second Annual Meeting was held at RCSI in October 2016 with the theme being "Professionalism in Surgeons: How best to train, assess and assure".

The Court's membership grew to 176 in 2016/2017, an increase of 85% in examiner numbers since 2014. During the year, the Court's Executive Committee intensively engaged with MRCS exam partners at RCSI Bahrain and Penang Medical College and agreed plans to establish two Regional Chapters of the Court in the Arabian Gulf and in South-East Asia in late 2017. These Chapters will be a unique and exclusive platform for engagement with RCSI's vast network of Fellows in those regions.

ACKNOWLEDGEMENTS

The Contribution of the Specialties

The open and generous engagement of the surgical specialties and their representative associations has been invaluable in helping the College identify and respond to the specific requirements of each specialty.

As a College, we are acutely aware of the need to tailor both our training and our professional supports for our surgeons to ensure that they have meaning and relevance to each specialty. We will continue to deepen our engagement with the specialties and their associations in 2017-18 with a view to fine-tuning our training and practice initiatives to better reflect the distinctive identities of each surgical specialty.

Council and our Governance Committees

The ongoing support and direction of Council is greatly appreciated. Without the engagement of Council members and all who engage in the various governance committees and working groups, the College would not be in a position to develop the range of supports and services it provides for our Members and Fellows. I am very grateful for the time and input of all involved.

Surgical Affairs Team

We are very fortunate to have an effective and committed team in surgical affairs. We have a diverse range of talents across our training administrative team, International Affairs, COSECSA, examinations, professional competence, research, education programmes and training faculty. I am very grateful for all their efforts on behalf of our Members, Fellows and trainees.

Our External Stakeholders

RCSI works very closely with colleagues in the HSE. In particular, the NDTP division, Clinical programmes and Strategy and the Acute Hospitals Division. I am grateful for the support of the HSE to RCSI in the delivery of our training programmes and the engagement in support of the clinical programmes. The College also has strong support from our industry partners and we appreciate their ongoing support. In addition, we work closely with our sister colleges as part of the UK and Ireland intercollegiate structures and the positive collaborations are invaluable. We also work closely with our colleagues in other training bodies and the Forum of Irish Postgraduate Medical Training Bodies.

RCSI POSTGRADUATE SURGICAL AWARDS FOR 2017

We are committed to encouraging the acquisition of additional training and skills outside the structured programmes of the College and, to this end, RCSI provides a range of scholarships and grants in postgraduate surgery to assist surgeons-in-training and recently-appointed consultant surgeons, to gain additional expertise in centres of excellence overseas.

THE FOLLOWING RECEIVED AWARDS IN 2017:

The RCSI Colles Travelling Fellowship in Surgery
Fardod O'Kelly

The Joint ACS/RCSI Resident Exchange programme
Tara Ní Dhonechú

RCSI/Ethicon Foundation Travel Grants

Paul Carroll, Anne Collins, Niamh Collins, Niall Davis, Roisin Dolan, Claire Donohoe, John Galbraith, Patrick Groake, John Kelly, Philip O'Halloran, Fardod O'Kelly, Padhraig O'Loughlin, Colin Peirce

The RCSI/IITOS Travelling Fellowships

Neil Burke, John Galbraith, Patrick Groake, John Kelly, David O'Briain, Padhraig O'Loughlin

The RCSI-Anthony Walsh/Ipsen Urology Travelling Fellowship
Gregory Nason

Millin Lecture
Helen Heneghan

Dr Richard Steevens Fellowship for 2015
Kah Hoong Chang

The Brian Lane Medal for 2016
Patrick McCabe

The Professor W.A.L. MacGowan Medal 2016
Tara Ní Dhonechú



RCSI
RESEARCH
AND
INNOVATION



RCSI RESEARCH AND INNOVATION



Professor Ray Stallings,
Director of Research and Innovation

Research at RCSI has continued to rapidly expand during the period 2016/2017 in terms of in our researcher community, building capacity and infrastructure. We have implemented the second phase of the Strategic Academic Recruitment (StAR) programme, completed major renovations of research facilities at the St Stephen's Green campus and we have also begun building an extension to the Education and Research Centre (ERC) on the Beaumont Hospital campus which will provide additional research space.

A notable funding success, and testament to our growing reputation for research excellence, was the announcement that RCSI will host the multi-million euro Science Foundation Ireland (SFI) centre: FutureNeuro. The centre, led by Professor David Henshall, aims to improve the diagnosis, monitoring and treatment of chronic and rare neurological diseases. On the innovation side, we have seen a continued increase in the number of inventions identified, research commercialisation agreements and industry-funded research programmes. These indicators are important for both research funding and commercialisation of our discoveries for the benefit of patients.

StAR Programme

We are already midway through implementing RCSI's strategic research plan 2014-2020 to bring RCSI research closer to applications for the benefit of patients, the healthcare system and populations. The StAR programme has been key to help us accelerate the delivery of innovative, impactful research in the health sciences across a range of disciplines. We would like to warmly welcome the new research lecturers who have joined RCSI under the StAR initiative in the past year: Dr Annie Curtis, Molecular and Cellular Therapeutics (MCT); Dr Simon Furney, Physiology and Medical Physics; Dr Oran Kennedy, Anatomy; Dr Ciara Murphy, Anatomy; Dr Roger Preston, MCT; and Dr Ingmar Schoen, MCT.

We also welcomed the first intakes under the StAR PhD and MD programmes last autumn. The StAR MD programme will strengthen our translational research,

build our complement of clinician scientist expertise and greatly benefit the RCSI Hospitals Group with further integration of clinical research in RCSI.

Irish Centre for Vascular Biology

The Irish Centre for Vascular Biology (ICVB) was established to support RCSI's strength and expertise in this area and to create a single national Irish centre of excellence that will be recognised at international level. The ICVB comprises an integrated network of groups in Irish universities, hospitals, small- and medium-sized enterprises (SMEs) and industry partners in Ireland, both north and south, involved in vascular-related research. Professor James O'Donnell, MCT, is the Director and aims for the centre to facilitate cutting-edge research that will ultimately lead to new treatments for vascular diseases such as thrombosis, stroke, haemophilia and cancer.

Research highlights

Researchers at RCSI published a total of 533 PubMed indexed articles in 2016, communicating research from a broad range of health science disciplines. Not only are RCSI researchers prolific in their output but their articles are also cited more than twice as often as the average publication in their field (measured by the field-weighted citation index). Below is a brief sample selected from the array of articles published in high-impact journals

during the annual reporting period where the senior author was an RCSI staff member.

Discovery of gene that blocks spread of colon cancer

A study led by Professor Brian Harvey in the department of Molecular Medicine has uncovered the function of a gene called KCNQ1 that is directly related to the survival of colon cancer patients. The work, which was carried out in collaboration with researchers from the University of Nice, opens up the possibility of a new kind of therapy that would target the KCNQ1 gene with drugs and also use the gene as a biomarker to improve diagnostics of colon cancer onset and development in patients. These findings were published in the journal Proceedings of the National Academy of Sciences of the USA (PNAS).

Genetic study confirms ancestry of Irish Travellers

A collaboration between Professor Gianpiero Cavellieri, MCT, and researchers from the University of Edinburgh examining the genetic structure of the Irish Travelling community has dispelled the long-held misconception of a shared ancestry between Irish Travellers and European Roma. This study, which was published in the Scientific Reports journal, confirmed that Travellers are of Irish ancestral origin

// RCSI articles are cited more than twice as often as the average publication in their field //



Four-year-old Alfie Dardis was on hand with Professor Paul McNally, RCSI Associate Professor of Paediatrics and Consultant in Paediatric Respiratory and Sleep Medicine to help announce the first national paediatric Cystic Fibrosis research programme in Ireland between RCSI and the National Children's Research Centre (NCRC). This €1.1m research programme will run for five years.

and, for the first time, gives an objective estimate of when Travellers split from the 'settled' population in Ireland, sometime in the mid-17th century. Shortly after these findings were published, former Taoiseach, Enda Kenny, made a statement in the Dáil recognising the Irish Travelling community as an ethnic group for the first time.

Epigenetic factors in epilepsy

Professor David Henshall, Physiology and Medical Physics, has reviewed the role of various micro-RNAs in the pathology of epilepsy in *The Lancet Neurology*. MicroRNAs (miRNA) are small, non-coding molecules that function in RNA silencing and post-transcriptional regulation of gene expression. Variation in miRNAs levels has been implicated in many diseases and the latest research in epilepsy provides a rich source of new miRNA targets for treatment.

Development of a new treatment for sepsis

A study published in the *Thrombosis and Haemostasis* journal by Dr Stephen Kerrigan, MCT/Pharmacy, and collaborators in DCU and the University

of Leuven, Belgium, has identified a new way of treating the life-threatening condition, sepsis. Sepsis is triggered by the body's response to bacterial infection, causing whole-body swelling due to a widespread inflammation that damages tissues and organs. This drug works by preventing any bacteria that may have entered the bloodstream from sticking to the inner-most side of a blood vessel.

Evaluation of new translational models of cancer

Dr Annette Byrne, Physiology and Medical Physics, has evaluated the benefits and strengths of patient-derived xenografts (PDXs) in a review for *Nature Reviews Cancer*. PDX models are increasingly used to address clinically relevant questions in cancer research, including the contribution of tumour heterogeneity to therapeutic responsiveness, tumour progression and the mechanisms of resistance to treatment.

Funding awards

RCSI has continued to have great success in securing research funding from a

wide range of national and international funding bodies. RCSI researcher proposals continue to have the highest overall success rate for Horizon 2020 grants awarded to Irish institutions. The total external funding awarded for the calendar year 2016 was €17.8m. Details of a number of the larger awards are as follows:

- Professor James O'Donnell, Irish Personalised Approaches to the Treatment of Haemophilia (iPATH). SFI Strategic Partnership Programme. Award: €4m;
- Professor Mary Cannon, iHEAR. Investigating the meanings and mechanisms of psychotic experiences in young people: a novel, mixed-methods approach. European Research Council Consolidator Grant. Award: €1.9m;
- Professor Ruairi Brugha. SURG-Africa – Scaling up Safe Surgery for District and Rural Populations in Africa. EU Horizon 2020. Award: €6m with €1.6m going to RCSI;
- Dr Claire McCoy. The role of microRNAs in Multiple Sclerosis. SFI Future Research Leaders Award: €1.5m;
- Professor Hilary Humphries. Cold air plasma to enhance hospital hygiene

leading to reduced surface bacterial counts and patient acquisition of vancomycin-resistant enterococci and *Costridium difficile* infection. HRB Award: €700k;

- Dr Darran O'Connor. HER CHOICE: Development of a prototype decision support tool for HER2+ breast cancer. SFI Career Development Award: €650k;
- Dr Roger Preston. Structure-based engineering of activated protein C to optimise its therapeutic potential for the treatment of inflammatory diseases. SFI Career Development Award: €640k.

Awards, honours and prizes

- Dr Annie Curtis, MCT, was one of just five winners of a prestigious L'Oréal-UNESCO for Women in Science 2017 Fellowships. For the past 10 years, the initiative has been awarding fellowship positions to outstanding female researchers and Dr Curtis was the only the only Irish winner this year.
- The Tissue Engineering Research Group (TERG) was named the Research Laboratory of the Year at the Irish laboratory awards 2017. The award was

accepted by group leader, Professor Fergal O'Brien and lab manager, Vincent McDonagh.

- The Epilepsy Lighthouse Project, led by Ms Mary Fitzsimons was named the best public sector IT project at the 2017 Tech Excellence Awards. A collaboration between eHealth Ireland, the Health Service Executive, RCSI, Beaumont Hospital and industry partner, ERGO, the Lighthouse Project entitled Providing Individualised Services and Care in Epilepsy (PISCES) creates conditions for using eHealth technologies to embed genomic medicine, patient reported outcome measures and clinical analytics into the clinical pathway.

INNOVATION

The Office of Research and Innovation (ORI) has continued to enhance RCSI's reputation for research commercialisation and industry engagement. In 2016, the number of inventions identified by RCSI researchers increased by 50 per cent and growth continues for 2017, the number of

research commercialisation agreements increased twofold on the previous year, and the number of industry-funded research programmes increased by 40 per cent. RCSI's significantly improved knowledge transfer performance has continued into the first six months of 2017 where RCSI has far exceeded its targets for industry engagement and invention disclosures (as independently set by Knowledge Transfer Ireland (KTI)). During the reporting period, the value of new industry-funded research programmes, with both leading multi-national companies such as Roche, Daiichi Sanko and Becton Dickinson and indigenous Irish SMEs such as Fleming and Inflection Biosciences, grew to €3.15m. These industry collaborations allowed RCSI to access a further €2.8m of research funding from the Irish Research Council, Enterprise Ireland and SFI under the Enterprise Partnership Scheme, the EI Innovation Partnership programme and the SFI Strategic Partnership programme. The research investment these companies make is globally mobile and it is testament to RCSI's world-class research expertise that the college was successful in securing this funding.

// The number of inventions identified by RCSI researchers increased by 50% //



Professor Garret Fitzgerald from the University of Pennsylvania and Chairman of the Irish Centre for Vascular Biology External Scientific Advisory Board and Professor James O'Donnell, Director of the Irish Centre for Vascular Biology and Professor of Vascular Biology, MCT, picture at the launch of the Centre.

RCSI Innovation Awards

The RCSI Innovation Awards, presented at our annual Research Day, recognise RCSI researchers who have been successful in commercialising their research and engaging with industry on research programmes.

- The RCSI Research Commercialisation Award recognises the RCSI researcher whose research is licensed or optioned by a company for the highest value: Professor Celine Marmion.
- The RCSI Industry Engagement Award recognises the researcher most successful in obtaining research funding from industry: Professor Richard Costello.
- The RCSI Clinical Research Commercialisation and Industry engagement award recognises the clinically qualified researcher most successful in research commercialisation and industry engagement: Professor Zena Moore
- The RCSI Invention Disclosure Awards recognise researchers who have identified potentially commercialisable inventions from their research activities: Jane English, Siobhan Hogan, Garrett Greene, Hasim Ibrahim, Robert Murphy, David Walsh, Joanne Ramsey and Rachel Gaul.



Professor Tracy Robson, Head of Molecular and Cellular Therapeutics, pictured with collaborators Professor Tim Harrison, Vice President Discovery Chemistry, Almac Discovery and Dr Graham Cotton, Senior R&D Group Leader, Almac Discovery

Initiatives to grow research commercialisation and industry engagement

In line with the very significant proportion of the national and European research budget committed to supporting industry-academic collaborative programmes, RCSI's knowledge transfer performance continues to strengthen. For example, RCSI's success in securing funding to host the FutureNeuro SFI Research Centre (Principal Investigator: Professor David Henshall) would not have been possible without strong support from indigenous and international companies. The ORI has organised a variety of initiatives to increase awareness among RCSI researchers of the opportunities and benefits associated with industry engagement and research commercialisation such as the Innovation Quarterly workshops series and researcher training programmes such as the Innovation Training Workshop – Translating Impact and Value from Research.

In September 2016, the ORI launched the RCSI Industry Partnership Seed Fund programme to stimulate industry collaborations that will grow into high-value strategic research partnerships and provide an innovative and differentiated approach to engaging with industry. The Innovation Team also presented RCSI research expertise and intellectual

property assets at BIO-Europe, Europe's largest partnering conference serving the global biotechnology industry, BIO-Trinity and several other industry facing events.

Knowledge transfer activities

In December 2016, RCSI secured €1m to support knowledge transfer activities at RCSI over the next five years as part of the RCSI-TCD Knowledge Transfer Consortium. This funding is awarded by Enterprise Ireland via the Knowledge Transfer Ireland Technology Transfer Strengthening Initiative to consortia of national academic institutions via a competitive process based on research income of institutes, past performance in research commercialisation and industry engagement and the quality of their vision for future knowledge transfer initiatives. This funding is expected to help support an increase in industry engagement, higher value spin outs and an increase in commercial licenses to industry at RCSI.

Research commercialisation and industry engagement highlights:

- **Onxeo collaborates with RCSI for research programme on Beleodaq® derivatives**

Onxeo S.A. an innovative company specialising in the development of orphan oncology therapeutics, announced a collaboration with Professor Celine Marmion, Associate

Professor of Bioinorganic Chemistry at RCSI for a discovery-stage programme on derivatives of beleodac (Beleodaq®), a histone deacetylase (HDAC) inhibitor.

- **RCSI and Almac Discovery enter research collaboration to target therapy-resistant cancer tumours**

RCSI's Professor Tracy Robson and Almac Discovery, a biopharmaceutical company focused on discovering and identifying innovative therapeutics for the treatment of cancer, entered a major research collaboration to explore the potential of a drug (ALM201) originally identified by Professor Robson to target tumour cells that are resistant to cancer therapies and cause cancer to spread to other parts of the body. The US Food and Drug Administration (FDA) has granted Orphan Drug Designation to the drug candidate, ALM201 in July 2017.

- **Academic-industry collaboration aims to regenerate damaged nerves**

A new collaboration between RCSI's Professor Fergal O'Brien, researchers at Trinity College Dublin (TCD) and Integra LifeSciences, a world-leader in medical technology, aims to develop, and bring to the market, a new product to facilitate the repair of large nerve defects in the body. This €1.4m research programme, based at the AMBER SFI Research Centre will run for three years.



RCSI
HEALTHCARE
MANAGEMENT



RCSI HEALTHCARE MANAGEMENT



Eunan Friel,
Managing Director, Healthcare Management

As part of RCSI's continuing objective to shape the education and training of our future medical professionals and our role as academic partner to the RCSI Hospitals Group, the College has created a new Healthcare Management structure which integrates existing expertise with additional competencies, to establish a range of research, educational, training, and policy-shaping functions that will position RCSI as a recognised centre of expertise in healthcare management.

An educational, training and research imperative

The College recognises that a comprehensive vision of the future of healthcare encompasses not only advancement in the clinical competencies of healthcare practice, but also in the holistic understanding, capable leadership and effective management of the wider healthcare delivery system within which healthcare practitioner teams work.

Evolving competencies, beyond core clinical training and aptitude, will have a determining influence on the effectiveness of clinical care in the decades to come. Healthcare leaders of the future must excel in these critical, extra-clinical dimensions of care to ensure that the optimal benefits of their clinical capabilities are realised for the benefit of the patient.

Driven by these imperatives, the initial fostering of the healthcare management capability is founded in three core areas – leadership education, healthcare system research and service improvement – and delivered by three dedicated RCSI units:

- RCSI's Institute of Leadership;
- a new Health Outcomes Research Centre; and,
- a new Quality and Process Improvement Centre.

Aligning existing and new entities within a single management structure facilitates synergy and growth in the provision of a suite of health service-focused educational, training and research capabilities.

These capabilities will support RCSI's strategic objectives in a number of ways:

- as clinical educators, enabling us to enhance the RCSI educational experience and further strengthen the distinguishing attributes synonymous with the RCSI graduate;
- as academic partners to a hospital group, strengthening our value proposition through the provision of training, process support and evidence-based thought leadership on the organisation and configuration of healthcare delivery;
- as health policy advisors, amplifying RCSI's voice on national healthcare issues, allowing us to support data-informed decision-making in relation to the distribution of healthcare services and resources;
- as the national professional surgical body, honing our commitment to provide leadership and guidance to government, executive and regulatory stakeholders; and,
- as a global provider of healthcare organisational management expertise and leadership capabilities, enabling us to support maturing healthcare systems internationally as they engage with ever greater complexities in healthcare delivery.

With its unique heritage, RCSI is strategically positioned to provide

an authoritative, signature offering in healthcare management education, training and research that complements, extends and further distinguishes the College's clinical education competencies.

Institute of Leadership

The Institute of Leadership's objective is to be the provider of choice in healthcare leadership and organisational development education and training, offering innovative, insight-rich and immersive development opportunities for those who lead the planning and delivery of healthcare.

The Institute agreed a new five-year plan for 2017 to 2021 with senior management early in 2017. Key elements of the plan include:

- the development of a broader range of programmes encompassing quality and process improvement; health informatics; healthcare economics, healthcare pricing, and communication;
- a qualitatively differentiated educational experience with innovative modular course structures, flexibility in delivery and an enhanced responsiveness to the individual professional's educational and training requirements;
- increased internationalisation of the Institute's activities and its impact

“Evolving competencies, beyond core clinical training and aptitude, will have a determining influence on the effectiveness of clinical care in the decades to come.”

on the leadership and organisation of healthcare delivery via strategic expansion of its footprint in established locations and the additional development of education and training opportunities at a diversified range of healthcare provision sites;

- growth of global partnerships, building meaningful alliances that will attract additional faculty and increase the scope of healthcare management expertise; and,
- focused research and thought leadership.

The process of strengthening the expertise base at our Sandyford and Middle East offices to support our growth ambitions has begun and the Institute has allocated investment to increase its organisational capability.

Currently, the Institute reaches 2,000 healthcare workers in the Irish healthcare sector every year through executive education and academic programmes.



Professor Jan Sorensen,
Director of the Healthcare Outcomes Research Centre

Health Outcomes Research Centre

The Health Outcomes Research Centre (HORC) objective is to become the leading Irish research centre dedicated to the development and dissemination of evidence-based research on healthcare outcomes that will inform healthcare policy and improve patient outcomes. The Centre will support RCSI's advancement of standards in surgery and healthcare delivery through authoritative contributions to healthcare policy development, academic debate and public dialogue, based on robust outcome research and comprehensive clinical insight.

HORC is a discrete entity within the RCSI research strategy with management oversight located within a wider healthcare management framework. A Research Director, Professor Jan Sorensen, was recruited in autumn 2016.



RCSI Quality & Process Improvement Centre (QPIC) presented training certificates of completion on 'Healthcare Process Improvement Programme (Level 2)' to the 'Medicines Management Process Improvement' project team members in Our Lady of Lourdes (OLOL) Hospital Drogheda in January 2017.

The Centre is currently working with several internal and external collaborators.

The Centre's initial focus of activity is largely on surgery and the RCSI Hospital group, with a view to graduated expansion of its sphere of engagement in the medium term. Early outcomes will result from its engagement with the National Office of Clinical Audit and the National Clinical Programme in Surgery.



Kieran Tangney,
Executive Director, RCSI Quality & Process Improvement Centre

Quality and Process Improvement Centre

Quality and process improvement is vital in healthcare in order to respond effectively to powerful economic constraints and quality imperatives that will only intensify. The role of the Quality and Process Improvement Centre (QPIC) is to work with healthcare management leaders to help them conceive and implement practical solutions in this challenging environment.

Uniquely, the QPIC has taken skills that

have been largely developed outside of healthcare – methodologies such as LEAN and Six Sigma – and translated their application to a healthcare environment, informed and guided by RCSI's understanding of how healthcare works.

The QPIC, led by Executive Director, Kieran Tangney, has put in place a close-knit team with a wealth of experience in clinical and systems design knowledge and in working directly with internal design teams. Adopting a supportive training model, the QPIC team works with people in their own facilities, helping them clarify the dynamics of the process flow, mapping it and exploring how to make it more efficient.

The Centre's quality improvement training incorporates methods that have demonstrated proven effectiveness in delivering significant quality improvement advances. These methods include:

- team-based training which drives staff empowerment and active clinical leadership;
- working on real projects;
- learning while doing; and,
- communicating in clear language, rather than in 'consultant-speak'.

During the past year, the QPIC team have provided training at an expanding number of sites for a range of clients including:

- RCSI Hospital Group;
- Bon Secours Health System; and,
- The HSE's Productive Operating Theatre Programme.

RCSI INSTITUTE OF LEADERSHIP



Professor Ciaran O'Boyle,
Director of the Institute of Leadership

This year has seen major developments in the strategic direction of the Institute of Leadership within the broader context of the RCSI's vision and mission. A major strategic review was completed under the direction of Professor Ciaran O'Boyle and Mr Eunan Friel, Managing Director, Healthcare Management and RCSI senior management team member.

Over the next five years, the Institute will increase its activities in Ireland and the Middle East and will, henceforth, work collaboratively with the College's new Quality Process Improvement Centre and the Health Outcomes Research Centre. The overall aim of this initiative is to increase RCSI's engagement with the health sector on a broader front, in order to be the provider of choice for education and training in healthcare leadership and organisational development.

This year has seen major developments in the strategic direction of the Institute of Leadership within the broader context of the RCSI's vision and mission. A major strategic review was completed under the direction of Professor Ciaran O'Boyle and Mr Eunan Friel, Managing Director, Healthcare Management and RCSI senior management team member. Over the next five years, the Institute will increase its activities in Ireland and the Middle East and will, henceforth, work collaboratively with the College's new Quality Process Improvement Centre and the Health Outcomes Research Centre. The overall aim of this initiative is to increase RCSI's engagement with the health sector on a broader front, in order to be the provider of choice for education and training in

healthcare leadership and organisational development.

Academic programmes

Masters degrees were conferred on 107 graduates in Ireland, 26 in Bahrain, and 71 in Dubai. The first cohort from the reintroduced Masters Degree in Quality and Safety in Healthcare Management graduated in November in Ireland. This year also saw the launch of the new Professional Diploma in Clinical Leadership in Ireland. This is a novel accredited programme designed for clinicians who are taking up senior leadership and management positions in their organisations.

Executive development programmes

As well as delivering its core academic programmes, the Institute has significantly increased its contribution to executive training and development in the public and private health sectors.

Bon Secours Leadership Development Programme

Fifteen senior managers from across the Bon Secours Health System participated in an inaugural bespoke leadership programme, which included the completion of significant strategic-change projects for the organisation. Agreement was reached for a second

programme, which commenced in June 2017.

Bon Secours Nurse Leadership Programme

The inaugural bespoke Bon Secours Nurse Leadership Programme commenced in January 2017 with 20 senior nurse managers from across the health system participating.

St Vincent's Private Hospital – Resilient Leadership Programme

Twenty-five nurse managers from St Vincent's Private Hospital completed a Resilient Leadership Programme during 2017. This programme drew on the emerging principles of positive psychology and was designed to enhance participants' resilience in dealing with the challenges of leadership and management.

Óglaigh na hÉireann (Irish Defence Forces)

In January, Major General Kevin Cotter opened the first-ever Clinical Leadership Development Programme for clinical and non-clinical staff working in the Irish Defence Forces Clinical Medical Unit. The programme is unique in that it is an interdisciplinary leadership programme designed for all medical officers, dentists, nurses, pharmacists, physiotherapists and military staff who are engaged in delivering healthcare to defence forces personnel in Ireland and overseas.

Middle East Leadership Programmes

The Institute again delivered a successful 'Women in Leadership' programme in Dubai in November and also reached agreement to deliver a new

/// The Institute has significantly increased its contribution to executive training and development in the public and private health sectors. ///



Ann Connolly and Helen Corrigan who both graduated with MSc in Leadership pictured at their conferring ceremony in November 2016

leadership programme for senior staff of the Ministries of Health in Bahrain, Oman, Kuwait and Qatar.

HSE/NLIC national leadership development programmes

The Institute successfully competed for a Health Service Executive (HSE) tender to deliver 16 leadership development programmes to 320 senior managers across clinical and support services including community health organisations, integrated hospital groups and clinical directorates. Programmes were delivered for clinicians, occupational health professionals, health and social care professionals, health business services teams, and senior staff from HSE corporate human resources (HR), information and communications technology (ICT) and finance functions. Innovative nine-day programmes were co-designed with executive sponsors, and participants undertook leadership projects aimed at achieving the sector-specific strategic goals of the HSE. The Institute has now completed 14 of these programmes. Building on this experience, the Institute has been contracted to deliver leadership programmes for the National Children's Hospital, a number of hospital groups

and community health organisations, the RCSI Hospitals Group and the HSE's National Finance Department. The Institute was also awarded the tender for a new National Clinical Directorate Leadership programme, due to commence in November 2017.

Agreement was reached with the HSE National Leadership and Innovation Centre (NLIC) to deliver a further set of leadership development and quality improvement programmes, as well as an executive coaching programme and a series of master-classes in clinical leadership, business case planning and performance achievement for 620 nurses and midwives.

RCSI Hospitals Group

The Institute increased its engagement with the RCSI Hospitals Group. A new leadership programme was launched in May 2017 for the Clinical Directors in Beaumont Hospital. This programme consists of a series of masterclasses supported by executive coaching, and is designed to develop the leadership capability of the group.

RCSI leadership lecture series

The Institute's 'Lessons in Leadership' series continued to attract interesting

speakers who shared their personal thoughts on leadership. This year's speakers were Mr Bill Maher, CEO of the Bon Secours Health System; Mr Feargal O'Rourke, Managing Partner at PwC Ireland; and Mr Gerald Lawless, Head of Tourism and Hospitality at Dubai Holding, and former CEO of the Jumeirah Group.

Research

The Institute has further increased its focus on research this year. Under the direction of Dr Elaine Byrne, Institute staff have made significant contributions to the literature on healthcare access, medical education, integrative nursing, business and biotechnology, and public sector entrepreneurship.

Engagement in Africa

Professor O'Boyle joined the RCSI College of Surgeons of East, Central and Southern Africa (COSECSA) Steering Committee, and the Institute will continue to support the RCSI's engagement with COSECSA. In addition, the Institute team will act as collaborators for the leadership training of surgical teams in the project, Scaling up Safe Surgery for District and Rural Populations in Africa (Horizon 2020 SURG-Africa), led by Professor Ruairi Brugha from the College's Department of Epidemiology and Public Health Medicine.

New to the team

This year sees the welcome arrival of a number of new senior staff at the Institute of Leadership. Dr Claudine Kearney, who formerly lectured at the Michael Smurfit Graduate Business School at University College Dublin, and who is a specialist in public sector entrepreneurship, joined as Lecturer and Programme Director for the Masters in Leadership. Mr Hasan Altug joined the Institute from PricewaterhouseCoopers as Director of Operations at RCSI Dubai. Ms Sara McDonnell, formerly Director of Operations and Executive Vice President of Hibernia College, will join the Institute as its new Head of Operations this summer.



RCSI EDUCATION, TEACHING AND LEARNING

Faculty of Medicine and Health Sciences	46
School of Medicine	50
School of Pharmacy	54
School of Physiotherapy	56
School of Nursing and Midwifery	58
School of Postgraduate Studies	60
Faculty of Dentistry	62
Faculty of Radiologists	64
Faculty of Nursing and Midwifery	66
Faculty of Sports & Exercise Medicine	
RCPI and RCSI	68
Irish Institute of Pharmacy	70



RCSI FACULTY OF MEDICINE AND HEALTH SCIENCES



Professor Hannah McGee, Dean,
Faculty of Medicine and Health Sciences

The twelve months to the end of June 2017 have seen a wide range of innovative developments within the Faculty including extensive consultation and preparation in curriculum development, the introduction of a suite of cultural competence initiatives, the development of a student support centre (CoMPPAS), and the achievement of further milestones in international education activities in collaboration with RCSI Bahrain, Penang Medical College and Perdana University-RCSI.

Facilities

Central to many activities this year was the opening of the ten-storey building on York Street, No. 26, marking the completion of a world-class education facility for immersive education and learning experiences. Two years of detailed planning and preparation, including visits to the best international medical and university centres from Stockholm to Vancouver supported the development of No. 26 York Street. The focus was on building facilities and resources to optimise our pedagogic approaches, including small group learning and experiential learning, and maximising the range of study options provided, from group to individual facilities.

Our simulation and experiential learning activities are being led by Professor James Murray, Director of Simulation and Clinical Skills Based Learning. These learning activities benefit from the in-house expertise provided by both undergraduate staff and postgraduate surgical training staff. The range of experiential learning resources extends across three floors.

A new library also extends across three floors and incorporates flexible study spaces that allow students to study singly and in groups, and are appropriately resourced to support student assignments, projects and presentations across a wide range of formats.

There is also seven-day availability of a state-of-the-art gym and sports facility in the basement of the building. No. 26 will amply complement the diversity of students' overall lifestyles and support work/life balance across all activities from education and study to physical activity.

Curriculum development

As part of our programme of ongoing curriculum development, the Faculty is now well advanced in rolling out an innovative Master of Pharmacy curriculum which has not only received regulatory approval, but has been commended for its quality.

The School of Medicine is currently carrying out a detailed curriculum review process incorporating external and internal consultations with an extensive

range of acknowledged experts, including distinguished Alumni, with a view to shaping a curriculum appropriate to the doctor of 2030 and beyond.

Career planning

In conjunction with degree programmes designed within the framework of developing professional competencies for evolving healthcare careers, the College offers personalised career planning and development supports through a range of initiatives including our ongoing international research and clinical electives. These enable students to travel internationally, particularly to the UK, US and Canada to avail of substantive elective opportunities.

Each year, a growing number of students also participate in the Research Summer School here at RCSI, enhancing both their research skills and their evolving CVs. The latest Summer School began with a Skills Workshop Programme in June, 2017 led by Dr. Sarah O'Neill, Director of the RCSI Research Summer School. The sixth annual International Conference for Healthcare and Medical Students (ICHAMS) took place to great success in RCSI in February, 2017. The largest ICHAMS yet welcomed over 290 delegates from over 20 countries across the globe.

Celebrating RCSI students' ambitions

In June 2017, to mark the opening of the new education facilities at No. 26, RCSI unveiled a 'time capsule' art installation there, which aims to capture the hopes and expectations of the College's

Two years of detailed planning and preparation, including visits to the best international medical and university centres supported the development of No. 26 York Street.



Minister David Stanton TD, Minister of State for Equality, Immigration and Integration with RCSI students (l-r) Simraaj Powar, Samy Beshay, and Jennifer Howell at the 2nd Annual RCSI International Citizenship Awards

graduating class of 2017. Furthermore, it stands as a statement that the College cherishes and acts as a custodian for the career ambitions of all its students.

The project, by artist Vanessa Donoso López and curator Clodagh Kenny, utilises clay bullae. Originating in the ancient Near and Middle East, bullae were hollow, ball-like clay 'envelopes'. In the RCSI project, each bulla is an individual time capsule, unique and personalised to an individual student, and contains a scroll outlining the personal ambitions of the student. Each capsule has been placed individually in a glass box, the boxes collectively forming a two-floor high installation of over 400 boxes, located on the lower floor of No. 26.

The time capsule installation will remain intact for 40 years - until the 2057 class reunion when the bullae/ time capsules will be opened by the Alumni, revealing the career and life reflections that each had when graduating back in 2017.

RCSI Student Medical Journal

The 10-year anniversary edition of the RCSI Student Medical Journal (RCSIsmj) was launched in Spring 2017. Since its inception in 2008, the RCSIsmj has provided a platform for undergraduate students to showcase and publish their research. The journal has gone from strength to strength thanks to the skill, enthusiasm, and dedication of students who serve as the RCSIsmj Executive Committee, staff writers and peer review team. Founding Editor, Dr Gavin Falk, was among those who gathered to mark the event.

Cultural competence and diversity

As part of our commitment to leverage our longstanding international experience to become leaders in higher education in recognising and promoting the value of culture and diversity for both students and staff, a number of new and enhanced activities promoting cultural competence and celebrating cultural diversity have been developed across RCSI, including:

- Cultural Diversity Month (incorporating International Night and International Food Night) – a series of events, already hosted by RCSI students for a number of years, which showcase and celebrate culture;
- International Citizenship Award – an initiative which aims to provide an explicit self-development pathway for students to gain maximum benefit from the rich multi-cultural environment that RCSI offers;
- Cultural Competence Online Training and Staff Workshops – an online educational tool "Understanding Cultural Competence" has been developed, piloted and made accessible to all RCSI staff and students;
- RCSI Appreciating Culture Lecture and Event Series – an initiative to develop engaging events on diverse topics relating to cultural competence for all staff and students; and,
- RCSI Festival of Culture – in December 2016, RCSI hosted the inaugural Festival of Culture, the first gathering

of students and graduates as an intercultural community to celebrate the rich tapestry of customs and cultures unique to RCSI.

The aims of these activities are to:

- achieve an inclusive work and study environment in which all groups of students and staff feel part of a thriving institution that champions diversity and equality, and lives up to its core values of respect and collegiality in delivering scholarship; and,
- explicitly demonstrate the many ways that our unique multicultural composition benefits our students and staff in terms of education and personal development.

Student Support and Development

In our ongoing commitment to optimise our student support and development infrastructure, we have developed an innovative student support facility, the Centre for Mastery: Personal, Professional and Academic Success (CoMPPAS).

CoMPPAS consists of ten full-time, expert staff dedicated to:

- optimising the academic development of students;
- enhancing the competence of students working through English as a second or additional language in order to enable

// A number of new and enhanced activities promoting cultural competence and celebrating cultural diversity have been developed //

full participation in a professional, multicultural health sciences education environment; and,

- delivering programmes enhancing career orientation and planning services for students from starting in College to beyond graduation.

The new centre is based in 123 St. Stephen's Green with outreach activities across St. Stephen's Green and clinical sites.

Education for educators

Up-skilling in core principles of education is essential to staff development. By autumn 2017 we are very pleased that more than 100 RCSI staff in Dublin and Bahrain will have graduated from the Postgraduate Diploma in Health Professions Education programme.

Sixth International Education Forum

The annual International Education

Forum is a key component of our overall staff development support infrastructure and was held for the sixth time in Dublin in June. The strong attendance included medical and health professions educators, clinicians, scientists and administrators from Bahrain, Dubai, Penang and Perdana (Kuala Lumpur). This year's Forum included Ed-i-Med, a one-day symposium on building resilience as healthcare educators. The symposium underlined the importance of supporting our trainee healthcare professionals in interpersonal and stress management as well as clinical and knowledge skills.

The StAR Programme

2017 also saw the successful delivery of a second round of academic staff recruitment, at lecturer level to the Strategic Academic Recruitment (StAR) Programme.

University rankings

RCSI significantly improved its ranking



Artist Vanessa Donoso López pictured at the unveiling of the 'time capsule' art installation in No. 26 York Street that aims to capture the hopes and expectations of the graduating class



Professor Áine Hyland, Emeritus Professor of Education and former Vice-President of University College Cork, was presented an Honorary Doctorate of RCSI in November 2016

position this year in the 2016-2017 Times Higher Education (THE) World University Rankings. RCSI was placed joint second of eight institutions in the Republic of Ireland included in the rankings. RCSI is now ranked in the #201- 250 category, moving up from its 2015-2016 ranking of #251 - 300.

RCSI's rise in the rankings is linked, in particular, to a strong performance in the area of citations, a score which measures the influence of research being carried out by the institution. RCSI's focus as an exclusively health sciences-oriented institution has enabled the College to continue to increase the impact of its research within the fields of health sciences research.

The strong performance in the THE World University Rankings is an affirmation of RCSI's strategic investment in the expansion of our educational and research activities to provide impactful research, excellence in education and international leadership in medical education.

Inaugural Emily Winifred Dickson award from RCSI

Professor Louise Richardson, Vice-Chancellor of University of Oxford, was awarded the inaugural Emily Winifred

Dickson award at a special ceremony in the College in September, 2016. The Emily Winifred Dickson award is intended to celebrate women who have made an outstanding contribution to their field. The award was named in honour of the woman who became the first female Fellow of RCSI in 1893, which made her the first female Fellow of any of the surgical royal colleges in Britain and Ireland.

International activities

In the year to the end of June 2017, RCSI graduated 536 doctors across Dublin, Bahrain, Perdana and Penang; and 182 nurses (Bahrain), physiotherapists and pharmacists. In addition, 475 students graduated from taught or research MSc masters, MD and PhD Programmes.

RCSI Bahrain

RCSI Bahrain has actively raised its academic profile with important partnerships and events during the reporting period. These include hosting the first International Research Conference, in conjunction with King Hamad University Hospital; becoming official host partner for the Ministry of Education's annual vocational skills competition; and hosting Skills Bahrain, which promotes the technical and

vocational education sector.

RCSI Bahrain also hosted the first dedicated Trauma Conference. Organised by the Medical Research and Emergency Medical Student Societies, the event focused on trauma in Bahrain and relevant guidelines, interventions and approaches. The student organisers won national Student Council Event of the Year and Students' Choice Event of the Year prizes for the conference.

Penang Medical College

Penang Medical College (PMC) reached the milestone of its 1,500th medical graduate in summer 2017.

Professor Kevin Nolan, formerly the Head of the Department of Pharmaceutical and Medicinal Chemistry and the Foundation Head of the School of Postgraduate Studies at RCSI, retired from his role as Vice President, Academic Affairs, PMC. Professor David Whitford, formerly Department of Family Medicine, RCSI, took up the post during the year joining a senior management team that also includes Professor Premnath Nagalingam, Dean and Head of Surgery Department, PMC, and Professor Stephen Doughty, the fourth President of PMC.

Perdana University-RCSI(PU-RCSI)

Perdana University has just graduated its second cohort of medical students under the stewardship of the Dean, Professor David Adams, and the Deputy Dean, Professor Mary Cafferkey, both of whom retired in summer 2017. Professor Mike Larvin, formerly Head of the Medical School, University of Limerick joins as the new Dean in August 2017 and he will be supported by Deputy Dean, Dr Karen Morgan, one of our longest-serving faculty at PU-RCSI.

RCSI Dubai

RCSI Dubai, licensed by the Commission for Academic Accreditation of the UAE Ministry for Higher Education & Scientific Affairs, celebrated its 10th year anniversary last November. Since its inception RCSI Dubai has graduated over 600 health professionals with RCSI postgraduate degrees in leadership, quality, education and healthcare management. RCSI Dubai has re-located to the new iconic Mohamad Bin Rashid University of Medicine and Health Sciences building in Dubai Healthcare City.

RCSI SCHOOL OF MEDICINE



Professor Arnold Hill,
Head of the School of Medicine

In a busy reporting period, the School of Medicine has completed a re-envisioning of the RCSI Medical Graduate Profile that will define the RCSI educational experience for years to come. This period has seen the School prepare for the opening of the transformative new RCSI facility at York Street in Dublin's city centre, No. 26, an evolutionary development in medical education capability, while we also advanced our key educational infrastructure project the RCSI Education and Research Centre, at Beaumont Hospital to its construction phase.

Medical Graduate Profile

A comprehensive review of the School of Medicine's Medical Graduate Profile was undertaken during the reporting period. The outcome of that detailed reassessment, the RCSI Medical Graduate Profile (MGP) 2017, represents a significant revision of the RCSI MGP of 2010.

The revised MGP reflects the values of RCSI; it is an articulation of the RCSI School of Medicine definition of the abilities needed for all of the integrated roles of practice and thus provides the foundation for the education that RCSI

students will receive. In the knowledge that we need to prepare doctors to meet healthcare needs in a fast-changing and dynamic global context, RCSI was committed to developing a framework

that would facilitate medical education and practice in an international context.

Development of the RCSI MGP has been the result of an evidence-informed,

// The School has completed a re-envisioning of the RCSI Medical Graduate Profile that will define the RCSI educational experience for years to come. //



Graduates pictured at the School of Medicine Conferring in June 2017



Architect's image of the RCSI Education and Research Centre extension (ERC II), Beaumont Hospital

highly collaborative process involving RCSI faculty, researchers, staff, students, alumni, other healthcare professionals and patients. National postgraduate training bodies participated in the process through involvement in focus group discussions and responses to a survey tool. The shaping of the RCSI MGP framework was also informed by CanMEDS 2015, developed by the Royal College of Physicians and Surgeons of Canada.

The framework of the RCSI MGP focused on the intrinsic roles of Professional, Communicator, Scholar, Global Practitioner, Competent Clinician and Leader, clarifying how these integrating roles emphasise the responsibilities of doctors to patients, society and the healthcare profession.

These roles culminate in the RCSI medical graduate, the clinically skilled doctor. At the stage of graduation, clinically skilled doctors can integrate the RCSI MGP roles, applying medical knowledge, clinical skills and professional values in their provision of evidence-based, high quality and safe patient-centred care.

The RCSI Medical Graduate Profile review process was led by Dr Alice McGarvey under the remit of the RCSI Curriculum and Assessment Steering Committee and approved by the RCSI School of Medicine Executive.

No. 26 York Street

RCSI's state-of-the-art new academic and education building, located at No. 26 York Street, Dublin 2 represents a

transformative step in the evolution of the College and is, from an educational perspective, the equivalent of an additional training hospital, enabling the provision of simulated practice prior to clinical practice.

No. 26 represents a substantial strengthening of the College's training and education resources offering a highly sophisticated training facility, where the deployment of simulated patients will facilitate training for better, safer healthcare.

The College has invested approximately €80 million in the development of this modern, practical and sophisticated facility which includes a world-class surgical and clinical training suite containing a flexible wet lab, mock operating



Professor Lotte N. Dyrbye Professor of Medicine and Professor of Medical Education at the Mayo Clinic, USA who delivered a talk entitled: "Burnout in Doctors – from stress and burnout to wellbeing and resilience – preparing medical educators" at the inaugural RCSI Ed-i-Med symposium which took place as part of the RCSI Sixth Annual International Education Forum.

assessment and medical education innovation, with curriculum reform topping the agenda this year.

For the first time, the IEF incorporated the Ed-i-Med symposium – an international medicine and health professions education symposium aimed at medicine and health professions educators, clinicians, scientists and administrators from higher education and healthcare institutions. The symposium took place on Tuesday, June 20, 2017.

It included a series of lectures on wellbeing and resilience. The keynote speaker was Professor Lotte N. Dyrbye, Professor of Medicine, Professor of Medical Education, Mayo Clinic. Professor Dyrbye's lecture focused on preparing medical educators to address the realities of stress and burnout among doctors.

The audience included medical and health professions educators, clinicians, scientists and administrators challenged with enabling students to become resilient as they transition from their undergraduate healthcare training setting to hospital, clinical and laboratory settings across the globe.

theatre, clinical training wards, standardised patients' rooms and task training rooms.

RCSI Education and Research Centre (ERC II)

Construction began in January 2017, on the Phase 2 Extension of the Education and Research Centre, which is located on a busy clinical campus at Beaumont Hospital.

Construction is progressing well with the foundations and first floor in place. The facility is expected to open next year, significantly expanding teaching and research capabilities, as well as providing a social space for students.

The project incorporates a new student

concourse at ground floor to link the existing building with the new facility. The new facilities will include a series of large, flexible, multi-functional tutorial rooms on the ground floor, open plan faculty offices and meeting spaces on the first floor and laboratory and research facilities, including write-up space, on the second floor.

Sixth International Education Forum

The Sixth International Education Forum (IEF) took place at RCSI in June 2017. The theme was "Building Resilience as Healthcare Leaders".

The week-long IEF brought together our Dublin and International faculty – three medical schools in three time zones – to discuss curriculum,

Engagement with hospital sites across the country

The School continues to enhance engagement with our colleagues in our major teaching hospitals, through annual site visits and the valuable work of the undergraduate Deans in each of our major teaching campuses in Connolly Hospital, Cavan, Drogheda, Kilkenny, Mullingar and Waterford.

Physician Associate Masters

The School's first cohort of students in the Masters in Physician Associate Studies will be completing their Year 2 examinations this year. In January 2017, RCSI welcomed its latest cohort of Physician Associate students to the College. The students are from varied backgrounds and many

// No. 26 York Street, represents a transformative step in the evolution of the College and is, from an educational perspective, the equivalent of an additional training hospital, enabling the provision of simulated practice prior to clinical practice. //

worked until recently in healthcare roles. The profession is growing rapidly internationally and we are delighted to be the first college in Ireland to offer a qualification in Physician Associate studies.

Significant appointments

In alignment with the development of the curriculum, the Cycle Director function has evolved into the role of Head of Year. The Heads of Year are: Professor Kevin McGuigan, Year 1; Professor Aidan Bradford, Year 2; Dr. Fidelma Fitzpatrick, Year 3; Professor Alice Stanton, Year 4; Professor David Williams, SC1; and Professor Gerry McElvaney, SC2.

Significant events and conferences

Professor Arnold Hill attended a number of international events and conferences during the reporting period including the Association of American Colleges Meeting in November 2016. He also visited University of California, San Francisco (UCSF) where he had the opportunity to gain an overview of its curriculum.



Physician Associate students with RCSI academics at the White Coat Ceremony

// The School's first cohort of students in the Masters in Physician Associate Studies will complete their Year 2 examinations //



Pictured at the launch of the ten-year anniversary edition of RCSI Student Medical Journal (RCSImj) are medical students Jenna Greers, Editor-in-Chief and Mohit Butaney, Director

RCSI SCHOOL OF PHARMACY



Professor Paul Gallagher,
Head of the School of Pharmacy

The RCSI School of Pharmacy had a distinguished year with recognition of student and staff excellence through national awards and prizes. 2016/2017 saw the successful delivery of the BSc (Pharm) (Years 3 and 4) and the National Pharmacy Internship and MSc (Industrial Pharmaceutical Sciences) programmes, the ongoing roll-out (Years 1 and 2) and professional accreditation of the five-year integrated Master of Pharmacy programme, co-hosting of an acclaimed Masterclass on Interprofessional Education, the hosting of the 10-year Alumni reunion, and significant success in both research funding and publications.

The School was proud to be part of very successful outreach activities, not least of which was a professional development event for practising pharmacists and physiotherapists on medication adherence and the Irish Network of Medical Educators (INMED) Scientific Meeting. The School's international partnerships continue to thrive.

Student achievements

The academic year 2016/2017 commenced with the White Coat Ceremony and medal prize-giving. RCSI Silver Medals went to Jonathan Hegarty, Nicola Gray and Lydia Fortune for coming top of the class in Years 1, 2 and 3, respectively. Katie McCormick, in the graduating BSc (Pharm) class, won the Dr John Kelly, Boots Ireland, Leo Pharmaceuticals and Astra Zeneca Pharmaceuticals Medals, and was awarded the prestigious NUI Dr Henry Hutchinson Stewart Medical Scholarship in Pharmacy in November 2016.

RCSI Master of Pharmacy programme

2016/2017 saw the roll-out of Year 2 of the School's new and highly integrated five-year Master of Pharmacy programme. Students rated their educational experience in Year 2 very highly and, in particular, found the interprofessional education (IPE) initiatives and practice placements enjoyable and rewarding. A novel IPE event was designed and developed between the Department of Clinical Microbiology, the School of Pharmacy and the Department of Medicine, and was delivered in April 2017. The case-based session was centred on the management of a patient with endocarditis, and provided an interprofessional experience for 400

// The School enjoyed considerable success at the RCSI Research Day. //

students on the day.

A key feature of the design of the integrated programme was the incorporation of a Longitudinal Community Pharmacy Placement (LCPP). The aim of the LCPP was to facilitate learning by providing a patient-centred integrative learning environment which permitted a deeper connection with patients and a wider understanding of all aspects of health. The placement was designed to inspire professionalism and advocacy at this early stage of the students' professional journey. The Affiliation for Pharmacy Practice Experiential Learning (APPEL) was responsible for oversight of the community placements, supervisor training and communication, and matching students with placements.

The School hosted a successful on-site accreditation visit by the Pharmaceutical Society of Ireland (PSI) in January 2017, which resulted in further accreditation of the programme up to the fifth and final year (Year 3 commences in September 2017).

Clinical collaborations

The School and the Pharmacy Department of St John of God Hospital were delighted to announce in May 2017 their continued partnership through the signing of a Renewed Vision of indefinite duration. This unique approach to committing to and celebrating our clinical

collaboration was inspired by Dolores Keating, Head of Pharmacy Services, St John of God Hospital, and Mr Matthew Lynch, School of Pharmacy Lead in Education.

Erasmus+ funded academic collaborations in 2016/2017

Following a successful Erasmus+ application, led by Dr Helena Kelly, the School was able to have funded mobilities in 2016/2017 between both our Chinese and US partners.

The School welcomed two visiting academics from Soochow University (SU), Suzhou, China, in April 2017. Professor Xinliang Mao and Professor Xinchun Teng of the School of Pharmaceutical Sciences visited and experienced a wide range of the current teaching activities. The School hosted two SU students in Semester 1 of 2016/2017 and College staff had the opportunity to visit SU to identify educational and research collaborations.

After the outward mobility of Mr Matthew Lynch, Mr Darragh Scannell and Ms Aisling Reast to Bill Gatton College of Pharmacy in East Tennessee State University (ETSU) in February 2017, the School was delighted to welcome a visiting ETSU delegation in May. Central to the visit was the opportunity for the School, in conjunction with the Irish Institute of Pharmacy, to provide a platform for its colleagues from ETSU to deliver a unique educational masterclass



Pictured at St John of God Hospital (SJOG) are: Professor Richard Blennerhassett, Clinical Director, SJOG; Professor Paul Gallagher, Head, School of Pharmacy, RCSI; Professor Hannah McGee, Dean, Faculty of Medicine and Health Sciences, RCSI; Dolores Keating, Head of Pharmacy, SJOG, and Honorary Senior Lecturer, RCSI; and Emma Balmaine, Chief Executive, SJOG.

in interprofessional education and collaborative practice entitled "The Journey To Team-Based Healthcare".

10-year Alumni reunion

The Pharmacy class of 2006 returned to RCSI in November 2016, to celebrate their – and the School's very first – 10-year reunion! The Dean of the Faculty of Medicine and Health Sciences, Professor Hannah McGee, launched the evening, and the past and present Heads of School, Professors John Kelly and Paul Gallagher, and Master of Ceremonies, Dr Judith Strawbridge, spoke about the importance of this inaugural class, which graduated in 2006. Alumna Deirdre Healy represented the class.

Research in the pharmaceutical sciences and clinical practice

Dr Gráinne Cousins received a HRB Health Research Award in Population Health (HRA-PHRA) of €307,000. A research study led by Gráinne, entitled "Potential impact of minimum unit pricing for alcohol in Ireland: Evidence from the National Alcohol Diary Study", was published in the journal, *Alcohol and Alcoholism*. Professor Steve Kerrigan delivered the invited lectures, "Mechanisms of

platelet activation following bacterial infection", at the International Society on Thrombosis and Haemostasis, in summer 2016, and "Thrombosis following bacterial infection of bloodstream" at the International Venous Thromboembolism Conference, Dublin, in September 2016. Dr Cristín Ryan delivered the invited lecture, "Developing interventions for effective healthcare: simple or complex?" at the Royal Pharmaceutical Society, Birmingham, UK, in September 2016. The Translational Research in Nanomedical Devices (TREND) research team, under the Tissue Engineering Research Group (TERG) in RCSI, co-led by Professor Sally Ann Cryan, had significant outputs in 2016 including eight peer-reviewed publications, two oral presentation awards for David Walsh and the Industry Engagement Award for Sally Ann Cryan at the 2016 RCSI Research Day.

The School enjoyed considerable success at the RCSI Research Day. The prize for best postgraduate oral presentation was awarded to Tony McHale. The winners of the Invention Disclosure Awards included Joanne Ramsey, Rachel Gaul and David Walsh, and Dr Ritesh Pabari was honoured with the prize for the most

highly downloaded item from the RCSI Repository.

Appointments, promotions and distinctions

Appointments included: Dr Shane Cullinan (Lecturer), Ms Gemma O'Connor (Lecturer) and Ms Róisín Reynolds (Practice Educator).

Dr Gráinne Cousins and Dr Samuel Maher were promoted to Senior Lecturer and Dr Steve Kerrigan was promoted to Associate Professorship (all promotions effective from September 2017).

Professor Paul Gallagher was recognised in 2016 with the Utrecht University Prize for Advancement of Practice of Pharmacy and delivered a lecture entitled "Spoon feeding in the long run teaches us nothing but the shape of the spoon". Dr Samuel Maher was awarded the President's Teaching Award at the November 2016 Conferring Dinner.

School and TERG PhD student Joanne O'Dwyer, co-supervised by Professor Sally Ann Cryan, was the recipient of the prize for best overall presentation and the Royal Academy of Medicine in Ireland (RAMI) Bioengineering Bronze Medal at the 22nd annual Bioengineering in Ireland conference in January 2017; the prize for best oral presentation at the European Nanomedicine Meeting in April 2017; and the prize for best oral presentation at the 2017 All Ireland Schools of Pharmacy Postgraduate Research Conference in April 2017. Nicola Kavanagh, who is undertaking a PhD under the supervision of Dr Steve Kerrigan, received the Donegan Medal at the RAMI meeting in June 2017. Seona Rossi, undertaking a PhD under the supervision of Dr Benedict Ryan and Dr Helena Kelly, was the recipient of the 2017/18 James Flaherty Scholarship.

Outreach

An Interprofessional Study Day for Pharmacists and Physiotherapists, hosted by the School of Pharmacy, in collaboration with the School of Physiotherapy, was held in RCSI in February 2017, entitled "How Can We Improve Adherence To Help Patients With Chronic Respiratory Disease?"

A patient focus group discussion entitled "The DRIVE Patient Panel" was held in RCSI in July 2016 and organised by Dr Helena Kelly.

2016/2017 saw the roll-out of Year 2 of the School's new and highly integrated five-year Master of Pharmacy programme.

RCSI SCHOOL OF PHYSIOTHERAPY



Professor Marie Guidon,
Head of School of Physiotherapy

The RCSI School of Pharmacy had a distinguished year with recognition of student and staff excellence through national awards and prizes. 2016/2017 saw the successful delivery of the BSc (Pharm) (Years 3 and 4) and the National Pharmacy Internship and MSc (Industrial Pharmaceutical Sciences) programmes, the ongoing roll-out (Years 1 and 2) and professional accreditation of the five-year integrated Master of Pharmacy programme, co-hosting of an acclaimed Masterclass on Interprofessional Education, the hosting of the 10-year Alumni reunion, and significant success in both research funding and publications.

The School of Physiotherapy's vision is to be recognised as a leading centre for physiotherapy education, research and scholarly activity. It aims to educate professionally safe, competent, reflective and analytical physiotherapists who possess a sound scientific knowledge base, have an understanding of the value of research and analysis, are responsive to the needs of clients and carers, and are aware of the dynamic diversity of healthcare environments in which they practice.

RCSI provides the opportunity to study physiotherapy in a multidisciplinary healthcare environment and amongst an international student body. A variety of teaching methods are utilised to support these concepts including lectures, seminars, tutorials, practical workshops, case presentations and small group discussions.

Alumni reunion

The School of Physiotherapy held its second annual alumni event in September

2016. Three alumni gave inspiring presentations on their careers to date, encompassing very different areas of clinical and research practice.

Transition to Health Programme

In February 2017, the second annual RCSI Transition to Health event took place, aimed at enabling students to enhance their physical and mental health and well-being, and introducing them to the use of state-of-the-art technology in health. Twenty-five transition year students took part in this two-day programme, during which a number of experts from the School of Physiotherapy delivered a series of practical workshops, tutorials and lectures on topics such as exercise, health and wellbeing. These were based on functional anatomy, how muscles work, the benefits of different types of sport and leisure activities and the problems presented by overuse of smartphones.

Inaugural research symposium

In May 2017, the School of Physiotherapy hosted the inaugural RCSI Hospitals

Physiotherapy Research Symposium. This important event brought academic staff from the School together with physiotherapy clinicians and managers from the RCSI hospitals including Beaumont Hospital, Connolly Hospital Blanchardstown, the Rotunda, Cavan and Monaghan Hospital, Louth County Hospital and Our Lady of Lourdes Hospital Drogheda to present patient-focused research in topics such as dementia, frailty, musculoskeletal pain, oncology and Parkinson's disease. Newly-appointed RCSI Strategic Academic Recruitment (StAR) lecturer, Dr Grace O'Malley, presented the keynote address on harnessing research to transform care in paediatric obesity.

Educational and research developments

In September 2016, the BSc Physiotherapy programme approval visit by CORU, the Health and Social Care Professionals Council, took place. The review panel met with academic and clinical staff, members of senior management, students, graduates, employers, external contributors and service users. The BSc Physiotherapy programme was formally approved by CORU in January 2017 for a period of five years.

Dr Helen French, senior lecturer in physiotherapy, was awarded a Fulbright-HRB HealthImpact Scholarship in March 2017. This significant achievement will see Dr French undertake research, using 3D motion analysis, into the role of movement dysfunction in the development of hip pain in adolescents and young adults at the Department of Health and Rehabilitation Sciences in Boston University in 2018.



Dr Helen French, Senior Lecturer in Physiotherapy (centre) pictured with MSc in Neurology and Gerontology graduates Eimear Manley and Elaine Scally at the November 2016 conferring ceremony.



Ms Mary Boyd, Lecturer in Physiotherapy instructs transition year students at the the second annual RCSI Transition to Health event which took place in February 2017

The School of Physiotherapy was delighted to host Dr Angela Fearon from the University of Canberra for a research meeting, lecture and practical workshop on 'Greater trochanter pain syndrome – Moving Beyond Bursitis' with more than 100 attendees.

A cohort of doctors, physiotherapists and nurses completed the postgraduate Musculoskeletal Injection Therapy module in April 2017. The aim of this module is to develop knowledge and skills in the use of injection therapy in the musculoskeletal setting as well as to address the training needs of doctors, physiotherapists and nurses working in orthopaedic medicine, rheumatology, musculoskeletal medicine and sports medicine. This educational initiative was delivered in collaboration with senior faculty from the Department of Anatomy and School of Pharmacy and clinical colleagues in Beaumont and Cappagh Hospitals.

An interprofessional education (IPE) workshop for students of physiotherapy and graduate-entry medicine was held in

Connolly Hospital Blanchardstown. The workshop focused on the multidisciplinary assessment and management of low back pain (LBP) and facilitated students' contrast of mechanical and inflammatory LBP presentations, with the help of volunteer patient interviews. Two new IPE activities were delivered in collaboration with the School of Pharmacy. A workshop on frozen shoulder was provided to physiotherapy and pharmacy students and an IPE session on stroke was delivered to students on the Physician Associates Programme. An Irish Network of Medical Educators (INMED) IPE workshop was also delivered in collaboration with Dr Martina Crehan, RCSI Health Professions Education Centre, in March 2017.

PhD student, Mary Walsh, won Best Platform Presentation at the Irish Heart Foundation conference for her research 'Back Up Again: The Experience of Repeat Fallers in the First Year After Stroke'.

A total of 11 undergraduate physiotherapy and medical students undertook summer

research in RCSI's School of Physiotherapy in 2016 with funding support from the RCSI Undergraduate Summer Student Research Programme. The research which took place in Beaumont, Connolly and Temple St University hospitals, as well as in the RCSI main campus, explored diverse topics such as fatigue in neurosurgical patients, multidisciplinary rehabilitation teams in the emergency department, central pain sensitisation in osteoarthritis and greater trochanter pain syndrome, Osgood-Schlatter disease in adolescents, injury incidence in dancers, analysis of physical activity levels in obese adolescents and exercise capacity in cystic fibrosis.

Appointments

In October 2016, Professor Marie Guidon, Head of the School of Physiotherapy, commenced her two-year term as President of the Irish Society of Chartered Physiotherapists.

Dr Grace O'Malley was appointed as Strategic Academic Recruitment (StAR) Research Lecturer. Dr O'Malley, who is the first physiotherapist to be appointed to this position, has extensive experience in the area of paediatric obesity and, in her new role, she will continue to develop her research activities in the assessment and management of paediatric obesity and its related co-morbidities including the feasibility of using telehealth and mobile-health strategies to enhance the clinical effectiveness of obesity treatment.

// In May 2017, the School of Physiotherapy hosted the inaugural RCSI Hospitals Physiotherapy Research Symposium. //

RCSI SCHOOL OF NURSING AND MIDWIFERY



Professor Zena Moore,
Head of the School of Nursing and Midwifery

Another busy year of growth and development was celebrated at RCSI's School of Nursing and Midwifery. International relationships were forged and strengthened, academic visitors were warmly welcomed and research and awards featured strongly.

Education

Student numbers continued to impress at the School of Nursing and Midwifery. 453 students graduated with RCSI/NUI awards at the graduation ceremony which took place on November 16, 2016.

Under the direction of Ms Chanel Watson, lecturer at the School of Nursing and Midwifery, the tender for the continued delivery of the Nurse/Midwife Prescribing Programme, with the Health Service Executive (HSE) was successful, scoring top place among all the tenders received by the HSE.

Three postgraduate nursing students, Gabriel Cantaert, Laura Dhaeyer and Heini Kanervo from the Ghent University, undertook modules from the Postgraduate Certificate in Nursing (Wound Management and Tissue Viability) during 2017.

International agreements

As part of our developing relationship with the Shanghai Lida Polytechnic Institute, the School hosted three of their staff members as visiting scholars for 12 weeks during the autumn: Ms Zhichao Qiu, Vice-President of Teaching in Nursing and Health Sciences; Ms Yan Wang, Nurse Educator, Shanghai Municipal Hospital of Traditional Chinese Medicine; and Ms Xian Wang, Deputy Director of the Nursing Department.

The School of Nursing and Midwifery also published a joint publication with

453 students graduated with RCSI/NUI awards at the graduation ceremony

colleagues in King Abdullah Medical City, Saudi Arabia (Saleh U, O'Connor T, Afaneh T, Moore Z, Patton D, Derwin R. The Use of a Competence Fair to Validate Nursing Competence. *Nurse Education Today*. 2017;57:1-7).

People

The School of Nursing and Midwifery welcomed the following to the team this year: Dr Sherly George, Lecturer; Ann-Marie Burke, Lecturer; Aoife Reilly, Research Assistant; Simone Walsh, Research Nurse; and Barry Moore, Research Assistant.

The School was delighted for Dr Mary O'Neill, Lecturer, who was awarded her Doctorate in Education, from the School of Social Sciences, Education and Social Work at Queen's University in Belfast in June, 2017.

Simone Walsh celebrated her graduation in March 2017 following completion of a Master's in Public Health at the London School of Hygiene and Tropical Medicine. Chanel Watson commenced her Doctorate in Higher and Adult Education at NUI Maynooth in September 2016.

Rosemarie Derwin commenced her PhD studies at RCSI, in January 2017, following her award of an Irish Research Council Enterprise Partnership Scheme Postgraduate Scholarship, in partnership with Fleming Medical Ltd, in 2016.

International links

A number of visiting professors were welcomed to the School of Nursing and Midwifery at RCSI this year including: Professor Barbara Bates Jensen, from the University of California Los Angeles (UCLA) School of Nursing; Professor John Welton, University of Denver, Colorado; and Professor Dimitri Beeckman, Ghent University, Belgium. Fulbright Scholar, Professor Tener Veenema, visited the School of Nursing and Midwifery in 2017. Professor Veenema is an internationally-recognised, subject-matter expert in disaster nursing and public health emergency preparedness. She is currently an Associate Professor And Paediatric Emergency Nurse Practitioner at the Johns Hopkins School of Nursing and Center for Humanitarian Health, Department of International Health at the Johns Hopkins Bloomberg School of Public Health.



Graduates pictured at the School of Nursing and Midwifery conferring ceremony which took place in the Convention Centre Dublin in November 2016

Research

Fourteen papers were published this year and 32 presentations were made at a number of conferences, including: the Annual European Wound Management Association Conference, Amsterdam; the inaugural Wounds Australia National Conference, Melbourne; Wounds UK; the 36th Annual International Nursing & Midwifery, Research and Education Conference, RCSI; the Gulf Diabetic Foot Conference, Doha; EdTech 2017; and the International Education Forum, RCSI.

Grants

The School was successful in securing a number of grants to the value of €425,728:

- Bruin Biometrics: fees and stipend for one PhD student over a three-year period, commenced September 2016 – Exploring the Impact of Sub Epidermal Moisture Measurement in the Prevention of Pressure Ulcers: €101,000;
- Irish Research Council Enterprise Partnership Scheme Postgraduate Scholarship Award 2016, in partnership with Nutricia – An Assessment of the

Nutritional Status of Men and Women with a Diabetic Foot Ulcer (DFU): €24,000;

- Irish Research Council Enterprise Partnership Scheme Postgraduate Scholarship Award 2016 in partnership with Fleming Medical – Using Smart Technology in Dressings to Monitor pH in Wounds: €72,000;
- Systematic review and update of the HSE National Best Practice and Evidence Based Guidelines for Wound Management 2009: €40,000;
- RCSI International Research Engagement Forum 2016 – Looking at Defining Grading and Risk in Pressure Ulcer Prevention: €5,000;
- Enterprise Ireland Feasibility Grant with Wellman International – Developing a Therapeutic Surface for the Prevention of Pressure Ulcers through the Control of Skin Microclimate: €94,000;
- Systematic Review of Tissue Viability Services Within a Community Care Setting (HSE): €11,128; and
- RCSI Summer School 2017 (two projects): An Economic Analysis of the Cost of the Management of

Pressure Ulcers; and A Systematic Review of Hydrogel Dressings for the Management of Split Thickness Skin Grafts: €5,600.

Higher research students

Currently, ten students are undertaking their PhD studies while three students completed their MSc (Research) studies in 2016:

- Susan O'Reilly: The Experiences of Staff and Family Members of Inpatients with Dementia, where Personal Passports are used to Support Care in an Acute Hospital Setting;
- Mairead Clarke: The Impact of an Educational Intervention on Home Support Workers' Ability to Assess and Detect Early Pressure Ulcer Damage within a Community Care Setting; and
- Gillian Power: pH, Exudate Composition and Temperature Measurement in Wounds, A Systematic Review.

Awards

Awards were presented to seven students during the academic year:

- Emer Shanley, PhD student: winner, Best Poster, Institute of Community Health Nurses Annual Conference 2017;
- Mary Costello, PhD student: winner of the Midlands Irish Community Health Nurses Award 2017;
- Emer Shanley, PhD student: third place, Pressure Ulcer Category at the Journal of Wound Care Awards 2017;
- Susan O'Reilly, MSc (Research): Best Oral Presentation, Irish Gerontological Society, 2016;
- Gillian Power: winner, Best Poster, Nursing Midwifery Planning and Development Units (NMPDU) conference;
- Clare Lewis: finalist, in the Health Service Executive National Excellence Awards, 2016;
- Aine Binchy, MSc student: winner, Best Oral Presentation at Galway University Hospital Research Day, 2016;

The following staff also received awards

- Professor Zena Moore: finalist, Consultancy Category at the Knowledge Transfer Ireland Impact Awards 2017;
- Professor Zena Moore: winner, RCSI Innovation Award 2016, for Industry Engagement and Research Commercialisation; and,
- Jane Burns with colleagues, Eric Clarke and Richard Arnett: winners, Wellcome Trust Image Awards 2017 for Breast Cancer: Graphic Visualisation of Tweets.

// The School was successful in securing a number of grants to the value of €425,728 //

RCSI SCHOOL OF POSTGRADUATE STUDIES



Professor Niamh Moran,
Head of the School of Postgraduate Studies

The School of Postgraduate Studies (SPGS) aims to be a leading centre for postgraduate education, research and scholarly activity, both nationally and internationally. Ongoing innovative research at RCSI contributes to improved treatment of disease, tackles important healthcare delivery issues, informs policy and improves clinical practice. The aim of the SPGS is to ensure that graduates are responsive to the needs of employers in academia, health sciences and industry.

The SPGS team includes: Niamh Moran BSc, PhD, Associate Professor and Head of School; Gianpiero Cavalleri BSc, PhD, Deputy Director; Emer Reeves MSc, PhD, Deputy Director; Anthony Chubb BSc, PhD, Programmes Manager; Lisa Maye-Gregory BATH, MTh, Senior Faculty Coordinator; Roisin Moriarty BSc, PhD, Postgraduate Programmes Coordinator; and, Elaine Carton BA, MA, School Coordinator.

In the academic year 2016-2017, the SPGS graduated 49 candidates comprising 28 PhD, 12 MD and 9 MSc; registered 68 new students, comprising 34 PhD, 24 MD, and 10 MSc; and enrolled 240 existing students including: 154 PhD, 66 MD, 1 MCh and 19 MSc.

Mission

The unifying mission of RCSI's postgraduate programmes is to deliver world-class training for biomedical and health researchers, who embark on a broad range of career paths and become the next generation of leaders contributing to human health. While RCSI recognises that the core of Postgraduate Research (PGR) education is the generation of new knowledge, our structured programmes provide training in a broader set of professional competencies to equip our graduates as leaders in their fields.

Strategic developments

A key output of the School in 2016-2017 was the publication of its five-year strategic plan: Growth Through

Excellence, RCSI School of Postgraduate Studies Strategic Plan 2016-2021.

The School's strategic plan highlights the following areas which we aim to develop:

- Excellence in postgraduate education;
- Internationalisation of the postgraduate student population;
- Facilitation of the delivery of RCSI's vision for impactful research and innovation;
- Enhanced school capabilities; and,
- Strong strategic partnerships.

In line with our strategy, the School has extended and improved the resources/facilities it offers its students and supervisors.

These enhancements include:

- The delivery of core modules, packaged into an umbrella course called Research Fundamentals, to all PGR students. This course is currently being developed for accreditation;
- New modules including Anatomical and Molecular Imaging, Fundamentals

of Computational Biology and Data Management;

- The creation of the Academic Review Group, chaired by Dr Deirdre Fitzgerald-Hughes, to streamline the registration process while ensuring the highest-calibre students undertake top quality projects with expert supervisory teams;
- The development of an online supervisor training module, especially aimed at guiding new supervisors, now available on Moodle;
- Hosting of supervisor forums where numerous useful ideas are shared, many of which we are implementing;
- Partnering with UCD and TCD for delivery of research supervisor support and development;
- The full automation of the annual review process, developed in collaboration with the IT department, with initial roll-out in October 2016;
- The restructuring of the PGR annual review report to allow numerous different formats that will facilitate final thesis production and manuscript

// The unifying mission of RCSI's postgraduate programmes is to deliver world-class training for biomedical and health researchers, who embark on a broad range of career paths and become the next generation of leaders contributing to human health. //

submissions; and,

- A survey of all PGR students, sourcing useful suggestions for further improvements/modifications;

Key events

The highlight of the SPGS calendar is always the conferring ceremony, where students, supervisors and their proud families celebrate their fantastic achievements. In the November 2016 graduation, there were 14 PhD, 8 MD and 6 MSc graduands, while in June 2017 we celebrated 14 PhD, 4 MD and 3 MSc graduands.

This year, the MD programme was reviewed in detail by a panel of international experts. Over two days in February, they examined every aspect of the course such as student selection, project supervision, annual review, examiner selection criteria and the final examination process. After interviewing many of the stakeholders including past and present students, current supervisors, and the SPGS committee, they concluded that this is an excellent MD programme and enthusiastically supported its continued delivery. The SPGS is extremely proud of this result, which is testament to the quality of the supervision the students receive and the policies/processes the SPGS has implemented to ensure this high standard of research is translated into high quality MD degree awards.

After a rigorous selection process, successful Strategic Academic Recruitment (StAR) PhD students started in October 2016. Their four-year PhD scholarships are fully funded by RCSI, with the first year including core module work and three rotation projects in different research groups before they settle into their final PhD projects.

The introduction of a new placement/ internship scheme, which will allow PGR students to visit an international research facility for an extended time, was announced in 2017.

The School celebrated its 10-year anniversary with a full-day celebration on September 9, 2016. Keynote speeches were delivered by postdoctoral alumni including Dr Caroline Bonner, European Genomic Institute for Diabetes, Lille, France; Professor Niamh Nic Daéid, Professor of Forensic Science, Centre for Anatomy and Human Identification, University of Dundee, Scotland; and



PhD graduate Dr Astrid Leech (right) pictured with her supervisor Dr Ann Hopkins, Senior Lecturer in the Department of Surgery at the higher degree conferring ceremony in June 2017

Professor Bernadette Hannigan, Director of Research, Translation & Innovation at Public Health England in the UK. The event was attended by 100 individuals.

A researcher catalogue was produced that included project summaries for all PGR students, highlighting the fantastic ongoing work within RCSI.

Responding to new demands in the global healthcare sector, the SPGS brought together leaders in healthcare and research to present potential students with a variety of postgraduate opportunities, from Masters to PhD level, at an Open Day that was held on in March 2017.

Internationalisation activities

The School offered two American PhD candidates six-month PhD scholarships through the study abroad programme organised by GoOverseas, an American website specialising in recruitment of students to study outside the USA. An MSc by Research was developed for RCSI Bahrain to help foster a culture of research in Bahrain, especially for graduating alumni from RCSI Bahrain who would like to study higher degrees there. Professor Graham Kendall, Provost and CEO, University of Nottingham Malaysia

Campus, a highly-respected international external assessor, approved the proposal which was then approved by the Medicine & Health Sciences Board in March 2017 and by the National University of Ireland in May 2017, and is pending approval by the Higher Education Council in Bahrain.

No. 26 York Street

The new state-of-the-art facility at No. 26, York Street will be a fantastic new feature in the PGR landscape. Not only does the world-class library offer many quiet work spaces, final-year PGR students who are writing up their theses will have a dedicated writing area in the PGR room. This area includes a locker for each student and a separate meeting room.

Postgraduate Programmes Executive Working Group

The ongoing work of the Postgraduate Programmes Executive Working Group (PGPEWG) continues to provide a forum for collaboration between the SPGS and the taught postgraduate programmes. This year PGPEWG initiatives included training on subjects such as Academic Integrity and Plagiarism, and training in the use of TurnItIn as a feedback tool.

RCSI FACULTY OF DENTISTRY



Dr John Marley,
Dean, Faculty of Dentistry

The Faculty of Dentistry was founded in 1963 with the core mission of advancing the science, art and practice of dentistry by the promotion of education, study and research. The Faculty is responsible for the maintenance of the highest standards of postgraduate training in Ireland and other centres around the world.

The Faculty of Dentistry provides education, accreditation of programmes and quality assurance through examination of postgraduate dental professionals in Ireland, the UK and internationally.

With more than 2,000 Fellows and Members globally, the Faculty's international role, through the provision of programmes and examinations at Membership and Fellowship level, is expansive and encompasses, in particular, the Middle East and Gulf Region, New York, Sudan and Sweden.

Academic activities

The Faculty has over 2,500 Diplomats, Members and Fellows. In addition to the provision of post-graduate examinations in Ireland, the Faculty has a number of overseas examination centres and has responsibility for the delivery of examinations abroad, as described in Table 1.

International activities

The Faculty of Dentistry continues to oversee its various international

centres throughout the year, as noted in Table 1. Faculty representatives will be visiting the College facilities in Kuala Lumpur, Malaysia, this summer to begin the process of inception of the Membership of the Faculty of Dentistry (MFD) examination there. In addition, the Faculty will look to develop relationships with other postgraduate centres for dental training. The Qatar conjoint programme continues.

Postgraduate Dental Education Programme

In addition to a Careers Day held for senior undergraduate students in January of each year, the Faculty has provided a monthly modular Postgraduate Dental Education Programme in RCSI for the past seven years. The programme runs annually from September to May.

The programme consists of eight modules in total, which are mapped to the MFD curriculum, but also provides continuing professional development (CPD) for dental practitioners along with two intensive revision courses for the MFD examination. In addition, there

are four bespoke Paediatric Dentistry modules streamed to Hamad Medical Corporation (HMC) in Qatar, and a further Paediatric Dentistry technical skills course held in Qatar. There are also bespoke, extended intensive revision courses delivered in Bahrain (two days) and Qatar (five days)

Annual Scientific Meeting

The 2016 joint meeting, "Small Beginnings, Big Outcomes", was co-hosted with the American Academy of Pediatric Dentistry and was a great success. It attracted a constellation of speakers from the US, Ireland, the UK and Middle East.

Subjects covered included dental prevention, treatment of early lesions, paediatric dental aesthetics, behavioural guidance, dental trauma and dental implants. The meeting finished with Professor Jeff Dean delivering the Sheridan Lecture before being awarded an Honorary Fellowship of the Faculty of Dentistry (FFD). We had 400 delegates in attendance over the two days.

Fellowship (Ad Eundem)

Dr Grace Kelly and Dr Eleanor O'Sullivan received Fellowships (Ad Eundem) in December 2016.

Conferrings

In July 2016, 231 MFD candidates, 23 FFD candidates, and 23 Diploma in Primary Care Dentistry candidates were conferred.

In December 2016, 41 MFD candidates, 12 FFD candidates, and 1 Diploma in

Location	Examination	Training approved	Inception date of centre
Jordan	MFD	MFD, FFD	2004
Ajman, UAE	MFD	MFD, FFD	2007
Bahrain	MFD	MFD, FFD	2007
New York	MFD, FFD	MFD, FFD	2008
Khartoum	MFD, FFD	MFD, FFD	2013
Malmo	MFD	MFD, FFD	2014
Qatar	MFD	MFD, FFD	2015



Candidates pictured at the July 2016 Fellows, Members and Diplomates conferring ceremony.

Primary Care Dentistry candidate were conferred.

Awards promoting excellence

The Faculty of Dentistry presented a number of awards to promote excellence in the science and clinical practice of dentistry:

- Adrian Cowan Medal 2016 – Ms Sylwia Nowak;
- Leo Heslin Memorial Medal 2016 – Mr Milad Tavakoli;
- John McGimpsey Prize 2016 – Ms Joanna Evelyn Mills;
- Seamus Keating Prize 2016 – Mr Patrick O'Connor.

Future

The Faculty of Dentistry wishes to develop an online suite of educational material as well as utilising the new facilities at No. 26 York Street to deliver hands-on courses.

With more than 2,000 Fellows and Members globally, the Faculty's international role is expansive

Appointments/retirements

Dr John Marley was appointed Dean in February 2017, and Professor Albert Leung was appointed Vice Dean. Elections are in progress for five vacant positions on the Board, and Committee ap-pointments will follow.

Faculty Board

Dr John Marley, Dean; Professor Albert Leung, Vice Dean; Dr Edward Cotter, Honorary Secretary; Dr Gerry Cleary, Honorary Treasurer; Professor Christopher Lynch, Honorary Editor; Professor Gerard Kearns, Education

Committee Chair; Mr Sean Sheridan, Inspections and Recognition Committee Chair; Board Members: Dr Ebrahim Al-Awadhi, Dr Mary Collins, Dr Kieran Daly, Dr Billy Davis, Mr Ken Halpenny, Mr Peter Ramsay-Baggs, Dr Sean Malone, Professor Osama Omer, Dr John Walsh.

RCSI FACULTY OF RADIOLOGISTS



Professor Max F. Ryan,
Dean, Faculty of Radiologists

The Faculty of Radiologists role is to lead, educate and support doctors who are training and working in the specialties of Clinical Radiology and Radiation Oncology. In a busy twelve months, the Faculty focused on the implementation of recommendations in the strategic review of its training programme and progressed work to secure National Clinical Audit Status for the National Radiology Quality Improvement Programme. It was a year which also saw substantial international activity including participation on several European committees and attendance at key meetings in the US and Europe.

SpR training, education and assessment

A significant proportion of the work of the Board, with a particular focus on SpR training, education and assessment, was devoted to the implementation of the recommendations of the 2016 strategic review of the Faculty's training programme. Multisource feedback has been initiated. A shift from time-based to competency-based training is being implemented with the introduction of entrustable professional activities. The progression criteria and examination regulations have been accordingly updated.

The Board has recognised the need to train more radiologists, given Ireland's relative paucity when compared to the majority of other European countries. The necessary initial uplift in national SpR numbers has been calculated and these figures were presented in a very productive meeting with Dr Colm Henry of the Acute Hospitals' division of the HSE and Professor Eilis McGovern of the NDTP. Both these bodies have agreed with the uplift required and the specified numbers in principle; however, as always, the implementation of these recommendations depends on the necessary funding being made available.

// The Board has recognised the need to train more radiologists, given Ireland's relative paucity when compared to the majority of other European countries. //

Quality Improvement

The principle objective for the Quality Improvement (QI) Programme for this year was to secure National Clinical Audit Status for the National Radiology Quality Improvement Programme. At the time of writing, the initial application has been met with approval and we are optimistic that this status will be achieved by the end of 2017. This will be a significant step towards ensuring that radiologists' participation in QI activities will be protected under Freedom of Information.

Meetings

This year the Faculty ran several annual meetings. They included:

- Annual Scientific Meeting and Dinner in RCSI, Dublin;
- Train the Trainers Meeting in RCSI, Dublin;
- Irish MRI Meeting in Lyrath House, Kilkenny;
- Management in Radiology Meeting in Glenlo Abbey, Galway;
- Faculty Spring Meeting in Glenlo Abbey, Galway; and,
- Irish NeuroRadiology Meeting in RCSI, Dublin.

External Relationships

In a changing healthcare environment, the Faculty liaises with local, national and international authorities on behalf of its Fellows and Members.

The Faculty sits on the Specialty National Quality Improvement Programme Steering Committee. Dr John Feeney, chairs the Faculty PCS (Professional Competence Scheme) & Quality Committee; Dr Peter Kavanagh is vice chair.

The work of combining the National Radiation Oncology training programme with the Faculty of Radiologists NDTP-funded structure has progressed satisfactorily over the past year. All of this activity has occurred within the context of increasingly rigid contractual commitments and service workload monitoring for Consultants.

The Board has, with the support of NDTP, made good progress in securing clinical support for its officer positions in order to encourage and enhance volunteer participation in Faculty affairs by all radiologists from all Irish hospitals.

International activities

At Radiology Society of North America (RSNA), the European Congress of Radiology (ECR) and European Society of Radiology (ESR) Leadership meetings, representatives of the Faculty met with the Presidents of the RSNA, the American Roentgen Ray Society, the Canadian Association of Radiologists, the Royal Australian and New Zealand College of Radiologists and the Royal College of Radiologists, ensuring that



Dr Maeve Keys and Dr Victoria Brennan who were conferred with Fellowships of the Faculty of Radiologists in Radiation Oncology, pictured at their conferring ceremony in December 2016.

we keep these organisations abreast of the innovative developments in Irish radiology training and that our trainees are recognised as products of a world-class training programme. The meetings also play an important part in ensuring that we continue to be fully informed of these organisations' credentialing and regulatory developments so that that our processes match theirs, allowing our trainees to seamlessly transfer for Fellowship and Scholarship opportunities. These meetings also foster collegial relations and sow the seeds for future mutually beneficial collaborations.

The European Society of Radiology has enjoyed continued success with its pan-European examination (European Diploma of Radiology). We are pleased to note that Past Deans, Dr Barry Kelly and Dr Adrian Brady are both examiners. Dr Adrian Brady is also Chair of the ESR, Quality and Safety Standards Committee.

There are a number of international scholarships in place including:

- the Massachusetts General Hospital-MacErlaine Scholarship: Dr Aileen O'Shea;

- the University of Washington/Health Services Research Scholarship: Dr Michael O'Reilly;
- the University of Toronto Fellowship: Dr Gerard Healy; and,
- the MSc in Evidence-Based Healthcare: Dr Ann Carroll.

The Faculty Board supports a five-year bursary fund system. The bursary is intended to help SpRs, Fellows and junior Consultants to establish an academic track in their career path by facilitating their achievement of a higher degree.

European Committees

The Faculty continues to have a strong representation on key European organisations and committees including the European Society of Radiology Committees where the following took up key roles in 2016:

- Dr John Feeney joined the Quality Safety Standard Committee for the period 2016-18; and,
- Dr Owen O'Connor joined the Research Committee for the period 2016-18.

Honorary Fellows

The Faculty awarded Honorary

Fellowships in Clinical Radiology to Dr Richard Fitzgerald, Consultant Radiologist, The Royal Wolverhampton Hospitals' NHS Trust and Vice President, The Royal College of Radiologists; and Professor Martin O'Malley, University Health Network, Mount Sinai Hospital and Women's College Hospital Toronto, Canada.

The Faculty awarded an Honorary Fellowship in Radiation Oncology to Professor Vincent Gregoire, Professor of Radiation Oncology, Academic Hospital of the Catholic University of Louvain in Brussels, Belgium, Director of the Centre for Molecular Imaging and Experimental Radiotherapy, and Clinical Head of the Department of Radiation Oncology.

Faculty Administrative staff

A huge debt of gratitude is owed to all the administrative staff in the Faculty offices who ensure the smooth running of the entire operation. Our grateful thanks to Ms Jennifer O'Brien, Ms Karen Milling, Ms Lorraine Coughlan, Ms Kayla Gant and Ms Cecelia Hartsell.

Appointments and Board changes

At the October 2016 Board Meeting, the new Dean, Professor Max Ryan thanked the outgoing Dean, Professor Dermot Malone, for all his efforts and many achievements during his time as a Board Member, Officer and Dean.

Dr Niamh Hambly, Dr Declan Sheppard, Dr Patricia Cunningham and Dr Colin Cantwell completed their terms on the Board of the Faculty in 2016.

We are pleased to welcome newly-elected board members, Dr Rachael Ennis and Professor Leo Lawlor.

Faculty Board 2016-2017:

Professor Max F. Ryan, Dr Anthony Ryan, Dr Niall Sheehy, Professor Leo Lawler, Dr Carol McGibney, Dr Tim Scanlon, Dr John Feeney, Professor Dermot Malone (Dean Emeritus), Dr Rachel Ennis, Dr Jim Clarke, Dr Peter Kavanagh. Ex officio: Professor John Hyland, President, RCSI

RCSI FACULTY OF NURSING AND MIDWIFERY



Professor Mary Jacob,
Dean, Faculty of Nursing and Midwifery

In a busy year, the Faculty of Nursing and Midwifery made significant advances across a range of its activities including the enhancement of its continuing professional development programme, completion of work on the Research Excellence Across Clinical Healthcare (REACH) project and the securing of several important service level agreements, reflecting its good standing and reputation both nationally and internationally.

Continuing Professional Development

The Faculty launched a suite of more than 50 CPD and life-long learning programmes across a range of specialty areas. Programmes are delivered through blended learning, with a combination of face-to-face learning and online learning that is supported through a range of multimedia services.

RCSI's Healthcare Industry Representative Credentialing programme was very successful, with 400 participants in the first three quarters of 2017. Two programmes took place in March and May, with another two scheduled for September and November 2017.

RCSI completed three CPD programmes with the Psychiatric Nurses Association (PNA). Following an educational needs analysis, a further 10 programmes were identified for various disciplines and these will be delivered in Q4 2017 and Q1 2018.

The Faculty completed the development of an e-portfolio, which is available to anybody who undertakes programmes with RCSI. The thinking behind the e-portfolio is that it allows the registrant to maintain their own professional development. The e-portfolio captures data in relation to their own needs and

enables them to develop their own personal development plan. It allows participants to reflect on the impact of the CPD they have undertaken on their own scope of practice. It is linked to the domains of competence for registered nurses, registered midwives and registered advanced nursing practitioners (ANPs).

The Faculty produced a discussion paper on the development of a new centre of excellence across Europe for CPD in nursing. That will be launched in the autumn.

Research

In June 2017, the Faculty completed work on the Research Excellence Across Clinical Healthcare (REACH) project, which was funded by the Health Services Executive (HSE). The Faculty was also awarded several HSE projects, which include:

- exploring the contributing factors to the admission rates of people who are over 65 living in residential and nursing home services into acute hospitals; and
- exploring child healthcare records in the community among interdisciplinary teams.

Following the REACH project, the Faculty developed a new needs analysis with

advanced nurse practitioners across the hospital group. The findings indicate a need for a support network for these advanced practitioners covering the region from Dublin up to Monaghan. This development has been agreed across the hospital group and across the ANPs, and will be launched in the autumn.

Phase two of the PNA RCSI evaluation of Vision for Change, the strategy which sets out the direction for Mental Health Services in Ireland, has been completed. Phase two explored the relationship between specialist mental health services as outlined in policy compared to the reality of implementation. The findings are in the final stages of analysis and will be available in autumn 2017.

In Q3 2016, the Faculty submitted a full report to the HSE on its research in relation to non-core task allocation.

Strategic Alliances and Service-level Agreements

A service level agreement was signed with SIPTU Health, which provides union membership to 40,000 people working in the healthcare industry, from healthcare assistants to nurses and midwives to allied health professionals. SIPTU Health commissioned the Faculty to complete a needs analysis, which will be launched by the Minister for Health, Simon Harris, in the autumn.

The Faculty signed a service level agreement with Dublin Simon Community and conducted a needs analysis with their homeless services. The charity organisation has 37 beds available

// The Faculty launched a suite of more than 50 CPD and life-long learning programmes across a range of specialty areas. //



Niall Breslin who was awarded an Honorary Fellowship of the Faculty of Nursing and Midwifery in recognition of his contribution to mental health advocacy, pictured with Mary Jacob, Dean of the Faculty and Thomas Kearns, Executive Director of the Faculty

for people with addictions, HIV, AIDs and a range of other blood-borne infections. It is the charity's intention to increase this to 100 beds. Having completed a service needs analysis, the Faculty has begun the provision of several programmes, which address infection control, wound management and assessment, and professional matters. The Faculty will also introduce a system of clinical peer supervision for the organisation.

Following the appointment of Annette Kennedy as President of the International Council of Nurses in May 2017, the Faculty at RCSI signed a service level agreement to provide academic and administrative support to the President. The International Council of Nurses is the largest international nursing body, with 130 country representative members representing over 20 million nurses. The new President, who is based in Ireland, will be supported by RCSI, which will provide academic support including reviewing papers, writing presentations and writing reports.

Graduation Ceremonies

The Fellowship Conferring Ceremony for the Faculty of Nursing and Midwifery

took place in November 2016 with 26 Fellow Graduates.

The potential to develop a Membership within the Faculty is currently being explored.

Overseas Nurses Aptitude Test Assessment

The overseas aptitude test has been very successful. December 2017 will mark two years since it was launched and over 1,600 applications are expected to have completed their assessment and registration process on the two-year anniversary.

In 2015, when the assessment was launched, there was a moratorium on recruitment. Therefore, most service providers using the assessment were in the private services and nursing home sector. There has been a shift and now the service is being used across all service providers. The HSE services, Dublin academic teaching hospitals and the major academic teaching hospitals around the country are all using this assessment now as the primary source to credential and assess registrants coming from overseas.

36th International Nursing and Midwifery Conference

The 36th International Nursing and Midwifery Conference took place in March. More than 270 people registered for the event, the largest attendance in several years. The focus of the Conference was: Transforming Values into Professional Practice and a masterclass was held on the topic, which was attended by 150 people.

Emily Logan, Chief Commissioner of the Irish Human Rights and Equality Commission, a former nurse, gave the opening address of the Conference and Dr Beverly Malone, CEO of the National League of Nursing in the US was a keynote speaker.

Three Honorary Fellows were conferred at the Conference: Emily Logan, Chief Commissioner of the Irish Human Rights and Equality Commission and former Ombudsman for Children; Niall 'Bressie' Breslin, musician and mental health activist; and John Murray, Vice President of the Nursing and Midwifery Board of Ireland.

Overseas conference participation

In 2017, Thomas Kearns, Executive Director of the Faculty, was invited to speak at the Horatio European Psychiatric Nurses congress in Malta. Between 300 and 400 people from 30 member countries attended the conference. RCSI provided accreditation and CPD points for the congress.

Faculty Board

Mary Jacob, Dean; Professor Marie Carney, Dean Emeritus and Board member; Dr Theresa Frawley, Vice Dean; Jacinta Kelly, Honorary Secretary; Hilda Gallagher, Honorary Treasurer. Board Members: Dr Áine Colgan; Dr Mark White; Dr Michael Shannon; Professor Mary Boyd; Professor Maura Pidgeon; Terry Hanan; Dr Catherine O'Neill and Judith Foley.

FACULTY OF SPORTS & EXERCISE MEDICINE, RCPI AND RCSI



Mr Cliff Beirne,
Dean, Faculty of Sports & Exercise Medicine,
RCPI and RCSI

It has been another busy year for the Board, Committee and staff of the Faculty of Sports & Exercise Medicine (FSEM). In the reporting period July 1, 2016, to June 30, 2017, the Faculty has held or participated in a number of successful events, including its Annual Scientific Conference and Spring Study Day. Education continues to be a key focus for the Faculty.

HST SEM programme

The Faculty received formal accreditation of its specialist registrar (SpR) level programme, Higher Specialist Training programme in Sports & Exercise Medicine (HST SEM), by the Medical Council of Ireland and Minister for Health, Simon Harris, in spring 2017.

We are currently preparing for our first intake in July 2018, and hope to advertise our first vacancies on the programme in November 2017. We are very much looking forward to welcoming our first intake of HST SEM trainees and providing them with a structured training pathway for Sports & Exercise Medicine in Ireland. We would like to

take this opportunity to thank all key stakeholders involved in this process, as this programme has been a long time coming to fruition.

Annual Scientific Conference 2016

The theme of the FSEM Annual Scientific Conference (ASC) 2016 was "The Female Athlete". The event took place from September 15-17, 2016, in RCSI, and was once again a joint venture with our colleagues from the Irish Society of Chartered Physiotherapists (ISCP) and Athletic Rehabilitation Therapy Ireland (ARTI). This event is a fantastic opportunity to collaborate with colleagues from other disciplines related to Sports & Exercise Medicine, and to

strengthen our links with like-minded academics and clinical professionals in this field.

Ms Emma Byrne (FAI) opened the conference in RCSI, which was followed by the awarding of Honorary Fellowships to Professor David Gerrard, Professor Jorunn Sundgot-Borgen and Dr Sharon Madigan.

SEMSEP modules

The Faculty ran three Sports & Exercise Medicine Structured Educational Programme (SEMSEP) modules this past academic year, with a number of guest speakers from overseas. The Faculty has just finalised the programme for the next academic year (2017/2018). The SEMSEP modules are of interest to FSEM Fellows and Members, but also medical practitioners in all specialties who are not affiliated with the Faculty, as well as other disciplines. Undergraduate students in medicine, physiotherapy and related disciplines are also welcome to attend these Saturday morning sessions. Last year, we covered the following topics: "Olympic Games Update"; "Concussion Update"; and "Nutrition for Sports and Health/Anti-Doping Updates".

ICGP/FSEM Joint Diploma in MSK Examination and Injury Management

This diploma is one of the most popular diplomas in the Irish College of General Practitioners (ICGP). More than 180 people have completed the diploma so far, and FSEM is also currently



Pictured at the FSEM Annual Scientific Conference 2016 is: Professor David Gerrard, FFSEM (Hon), keynote speaker.



Pictured at the FSEM Honorary Conferring Ceremony, Annual Scientific Conference, September 2016, are: Professor Moira O'Brien, FFSEM, and Professor Jorunn Sundgot-Borgen, FFSEM (Hon).

discussing future collaborative projects with the ICGP. The Faculty would like to thank Dr John O'Riordan, Course Principal, as well as Dr Joe Conway, Dr Mick Griffin and Dr Laoise Griffin, Course Tutors.

SPoRTS courses

The Faculty ran its last Standard Principles of Resuscitation and Trauma in Sports (SPoRTS) course in March 2017. We are currently in the process of reviewing all continuing professional development (CPD) activities run by the Faculty, and we will be developing a number of new courses, which will be launched in the next two academic years (2017/2018 and 2018/2019).

Spring Study Day 2017

This year, the Faculty collaborated with our colleagues from the School of Public Health, Physiotherapy and Sports Science in University College

Dublin (UCD). The Faculty would like to especially thank Dr Eamonn Delahunt and Mr Ulrik McCarthy-Persson, as well as our Vice-Dean, Dr Nick Mahony, for organising such an interesting event, which was well attended.

Membership/Fellowship

The Faculty launched new criteria for Associate Membership, Membership and Fellowship in October 2016, following approval by our parent colleges, RCSI and RCPI. At the time of writing, we have more than 550 Fellows and Members in our Faculty

Survey of Fellows and Members – spring/summer 2017

We are currently conducting a survey of our Fellows and Members; this initiative will assist us in putting together a long-term strategy for the Faculty, and we will have the results available later this year.

Winter Solstice Meeting

Our inaugural Winter Solstice Meeting took place on January 17, 2017, with more than 150 delegates in attendance. Our next meeting is scheduled to take place on December 7, 2017, and additional information will be circulated in due course regarding this event.

Healthy Ireland network

We were delighted to sign up to the Healthy Ireland network in spring 2017, and look forward to engaging with a number of other key organisations involved in promoting physical activity for health in the community.

Professor W Arthur Tanner

Finally, it was with great sadness that we learned of Professor W Arthur Tanner's death on February 1 this year. He was part of the team of doctors involved in the establishment of our Faculty in 2002, and was instrumental in the development and accreditation of our training programme in Sports & Exercise Medicine. Professor Tanner held the role of FSEM Vice-Dean between 2013 and 2015, and brought extensive experience and expertise to much of our projects. He was an invaluable member of our Faculty, a true gentleman, and is sorely missed by all of us.

Faculty of Sports & Exercise Medicine Board 2016/17

Dean: Mr Cliff Beirne (since April 2017), Dr Pdraig Sheeran (up to March 2017); Vice-Dean: Dr Nick Mahony; Honorary Secretary/RCSI Representative: Mr John Quinlan; Treasurer: Dr Adrian McGoldrick; Membership Secretary: Dr Mick Molloy; Elected Members: Dr Philip Carolan, Dr Suzi Clarke, Dr Martin Daly, Dr Gerard Kerr, Dr Conor O'Brien, Dr Pat O'Neill, Professor John Ryan, Dr Pdraig Sheeran; Lay Members/Appointed Members: Mr Kieran Collins, Ms Una May, Professor Niall Moyna; College Representatives: Professor John Hyland, RCSI President; Mr Michael E. O'Sullivan, RCSI Representative; Professor Frank Murray, RCPI President; Professor Sean Gaine, RCPI Representative; Professor Michael G. Molloy, RCPI Representative; Dr Paul Jackson, FSEM UK Representative; Dr Tim Swan, FSEM UK Representative (alternate).

// The Faculty received formal accreditation of its specialist registrar (SpR) level, Higher Specialist Training programme in Sports & Exercise Medicine //

IRISH INSTITUTE OF PHARMACY



Dr Catriona Bradley,
Executive Director, Irish Institute of Pharmacy

The Irish Institute of Pharmacy's vision is for pharmacists, individually and collectively, to realise their potential in creating a healthy Ireland. Our mission is to promote excellence in the areas of patient care, professional standards, education and research in pharmacy. Considerable progress has been made over the past 12 months in establishing and managing new quality-assurance processes as part of the profession's new continuing professional development (CPD) system.

Introduction

The Irish Institute of Pharmacy (IIOF), based in RCSI, is responsible for the management and operation of a CPD system for pharmacists in Ireland and the development of pharmacy practice in line with international best practice and evolving healthcare needs.

IIOF ePortfolio review

Statutory provisions were introduced by the Pharmaceutical Society of Ireland (PSI), the Pharmacy Regulator, in 2015, requiring pharmacists to record their CPD using the IIOF ePortfolio. CPD is defined statutorily as the "systematic, self-directed, needs-based and outcomes-focussed...process of continual learning and development". This approach requires pharmacists to undertake self-assessment, to engage in reflective practice and to undertake continual

learning, which is both relevant to, and delivers outcomes in, their practice of pharmacy. Each year, a random selection of pharmacists will be required to submit their ePortfolios for review as part of a quality-assurance process to ascertain that they are undertaking CPD as statutorily defined.

The first group of pharmacists was selected for ePortfolio review by the PSI in the summer of 2016 and the IIOF subsequently commenced the profession's inaugural ePortfolio-review process. Pharmacists were required to submit evidence of their CPD through the IIOF ePortfolio system and this was reviewed for compliance with the defined requirements. In May 2017, pharmacists were informed of their outcomes, with 90% demonstrating compliance with the standards. This indicates a high level of

engagement by the profession with this first CPD quality-assurance process and with the work of the IIOF.

Practice Review pilot

Practice Review is the second quality-assurance process required under the CPD legislation. The purpose of Practice Review is to ascertain that pharmacists who are practicing in patient-facing roles can demonstrate an appropriate level of competence in dealing with patient care in a number of key areas within a central standardised review setting. The process provides pharmacists with insights into their practice which will, in turn, enable self-reflection.

A pilot of the Practice Review process was undertaken in early 2017, involving 90 pharmacist volunteers. As with all components of the CPD system, the input of the profession will be integral to shaping the final process. The inaugural Practice-Review process will be undertaken in 2018, with the PSI selecting the first group of pharmacists in autumn 2017.

Training programmes

Courses to support pharmacy practice continued to be delivered through the IIOF website over the past 12 months. The online administration of Influenza Vaccination training programme was completed by over 960 pharmacists, enabling them to deliver seasonal influenza-vaccination services to their patients.

A modular system of training was developed in response to new legislation enabling pharmacists to supply and



IIOF Practice Review Pilot in RCSI in April 2017

administer emergency medicines and an extended range of vaccinations. Through this modular approach, pharmacists complete foundation courses, which provide training on core skills and knowledge, before undertaking medicine-specific, online-courses, which provide information on the delivery of specific emergency medicine or vaccination.

To support this new training pathway, the IOP accredited and launched seven new online training programmes: Delivering a Pharmacy Vaccination Service; The Administration of Influenza Vaccination; The Administration of Pneumococcal Vaccination; The Administration of Herpes Zoster Vaccinations; Diagnosis and Treatment of a Severe Angina Attack and the Supply and Administration of Glyceryl Trinitrate; Diagnosis and Treatment of Hypoglycaemia and the Supply and Administration of Glucagon; and Diagnosis and Treatment of an Acute Asthmatic Attack and the Supply and Administration of Salbutamol Training.

Engagement Peer Support Pharmacists

In March 2017, the IOP welcomed Peer Support Pharmacists (PSPs) to Croke Park, Dublin, for their fourth annual engagement event. This group serves as an important conduit for communication between the IOP and the pharmacy profession.

The focus of this event was developing resilience in the face of change, with an emphasis on exploring the skills needed to support the pharmacy profession as they meet their changing CPD needs. The event involved plenty of discussion about future direction of the pharmacy profession and the evolution of the new CPD system.

Information events

In 2016, the annual roadshow of IOP information events focused heavily on the ePortfolio review process, providing information to pharmacists on the new



IOP Staff and Peer Support Pharmacists at a Training Event in Croke Park

requirements. These events included live demonstrations of the ePortfolio, an explanation of the ePortfolio review standards and information on the supports available. A mix of webinar and face-to-face events were held to ensure that pharmacists could access information easily and conveniently. The IOP also coordinated a series of information technology (IT) workshops at venues around the country to enable pharmacists to improve their IT literacy and gain experience in using the IOP's online ePortfolio.

Engagement with the pharmacy profession

The defined quality-assurance requirements of the new CPD system represent a major shift for the profession. Pharmacists have engaged positively and constructively with the IOP throughout this period of change, with over 400 members of the profession contributing to the development of the new systems. This has enabled alignment between the mutual ambitions of the IOP and the pharmacy profession; that of enhancing patient care in pharmacy. Online approaches, such as the use of social media, regular e-Newsletters,

webinars, and the IOP helpdesk, have been useful in ensuring two-way engagement with the profession. As the quality-assurance processes are established, opportunities to meet with pharmacists directly have been valuable. Members of the IOP team enjoyed meeting pharmacists at a range of national conferences, including those of the Hospital Pharmacists Association of Ireland (HPAI), the Irish Pharmacy Union (IPU), and Pharmacists in Industry, Education, and Regulation (PIER). In addition, the IOP continues its 'open-door' policy, welcoming pharmacists to the offices in RCSI.

International engagement

The IOP participated in a number of international partnerships over the past year. Arising from contributions to the Life Long Learning in Pharmacy Conference 2016, a number of working groups were established with international colleagues, which will inform Irish practice. We were also delighted to collaborate with the School of Pharmacy in RCSI as co-hosts for an interprofessional education and collaboration masterclass, 'The Journey to Team-Based Healthcare', in May. Pharmacy colleagues from the Bill Gatton College of Pharmacy at East Tennessee State University provided insight on American approaches to team-based healthcare, emphasising the importance of collaborative working within primary care. The discussion was continued in a subsequent recorded roundtable forum of Irish and American pharmacy and medical practitioners, the podcast of which is available on the IOP website.

// Training was developed in response to new legislation enabling pharmacists to supply and administer emergency medicines and an extended range of vaccinations. //



RCSI
INTERNATIONAL
CAMPUSES



RCSI INTERNATIONAL CAMPUSES



The first cohort of graduates from PU-RCSI School of Medicine at their conferring ceremony in September 2016

RCSI continues to drive innovation in international medical education through the achievements of RCSI Bahrain, Perdana University RCSI School of Medicine and Penang Medical College in Malaysia, and RCSI Dubai. Significant milestones were reached in each of the campuses in the past 12 months.

RCSI BAHRAIN

RCSI Bahrain has continued to build on its three strategic pillars – teaching and learning, research and community engagement. The university has actively raised its academic profile with a number of important partnerships and events during the reporting period.

Teaching and learning

In November 2016, RCSI Bahrain celebrated its biggest ever conferring ceremony with more than 200 students graduating from undergraduate courses in nursing and medicine, as well as the RCSI Bahrain-hosted Institute of Leadership's Masters programmes. Among those graduating were 150 candidates from undergraduate,

bridging and masters programmes in nursing, marking the university's biggest ever cohort of nursing graduates. July 2017 will mark RCSI Bahrain's eighth conferring ceremony, including the graduation of more than 100 doctors at a single ceremony for the first time in the university's history. The summer 2017 conferrings will bring to more than 1,500, the number of RCSI Bahrain graduates since the inaugural conferring ceremony in 2010.

Educational innovations during the year included the launch of the first Peer Observation of Teaching (POT) programme. More than 20 members of RCSI Bahrain's academic staff attended the sessions, which were organised by the university's Professional Development

Unit (PDU), in collaboration with the Health Profession's Education Centre at RCSI in Dublin. Based on the results of this study, a POT working group was established and policy guidelines, and support resources in relation to feedback processes, templates, and reflective practice were developed.

School of Nursing and Midwifery tenth anniversary

In November 2016, RCSI Bahrain celebrated the tenth anniversary of the establishment of its School of Nursing and Midwifery with a series of events taking place over the course of the academic year to celebrate this momentous occasion and to promote a positive professional nursing agenda in Bahrain. The university established its School of Nursing and Midwifery in 2006, with a primary aim of growing the base of indigenous nursing talent in Bahrain and, since then, has graduated over 900 nurses, through its BSc (Hons) Nursing, BSc Nursing Bridging and Masters in Nursing programmes. As part of the

anniversary celebrations, more than 100 graduates joined current and former staff members for RCSI Bahrain's inaugural alumni dinner event, with cohorts of alumni from the very first graduating class of 2010, right up to the class of 2016, in attendance.

World Class Facilities

RCSI Bahrain marked the official opening of its refurbished and renamed centre of physical and social activity in September 2016. The Hub, formerly known as the Sports and Recreation Centre, underwent extensive development with new and expanded state-of-the-art sports and fitness facilities as part of the university's commitment to encourage a healthy lifestyle amongst staff and students.

Research

RCSI Bahrain played joint-host to its first International Research Conference in collaboration with King Hamad University Hospital (KHUH) on 16th and 17th November 2016. More than 200 staff, students, healthcare professionals and VIP guests attended the event with research from around the GCC as well as from the USA, China, Japan, Ireland and Australia, being presented. Taking place over two days, the conference began with a scientific session featuring oral and poster presentations followed on the second day by a series of educational workshops on the subjects of: "Scientific Writing", "How to do Research"; and "Importance of Research Ethics". State-of-the-art lectures were delivered by international speakers, Professor Hilliard Jason and Professor Jane Westberg,

// RCSI Bahrain played joint-host to its first International Research Conference with research from around the GCC as well as from the USA, China, Japan, Ireland and Australia, being presented. //

Clinical Professors of Family Medicine at the University of Colorado, Denver; Professor, Teresa Pawlikowska, Health Professions Education Centre Director, RCSI, Dublin and Dr Salman Al Sabah, Director of Surgical Research and Consultant Surgeon Al-Amiri Hospital and Royale Hayat Hospital, Kuwait.

Community Engagement

In March 2017, RCSI Bahrain played host to the annual Health Awareness Awards ceremony. Organised by RCSI Bahrain's Community Engagement department, in partnership with the Ministry of Education, the Health Awareness Awards are based around an art competition for local secondary schools with the aim of generating awareness among high school students of prevalent health issues including obesity, diabetes, smoking, road safety and genetic illnesses. This year's competition attracted more than 70 entries from some 25 government schools around the country, with the top three selected by a judging panel made up of representatives of the Ministry of Education, the Ministry of Health and RCSI Bahrain.

Events

RCSI Bahrain hosted the first dedicated Trauma Conference on 24th and 25th February 2017. Organised by the Medical Research and Emergency Medical Student Societies, the event focused on trauma in Bahrain and relevant guidelines, interventions and approaches. The student organisers won national Student Council Event of the Year and Students' Choice Event of the Year prizes for the conference.

RCSI Bahrain played host to its first Annual Surgery Competition in March 2017 to test suturing and fundamental laparoscopic skills. The event was organised by Intermediate Cycle 3 students and members of the Surgical Society.

During the year, RCSI Bahrain also became official host partner for the Ministry of Education's annual vocational skills competition "Skills Bahrain" and hosted the competition for the first time. Two RCSI nursing students took home medals for their efforts in the Health and Social Care competition category.

PERDANA UNIVERSITY, MALAYSIA

The past 12 months have been marked by significant milestones at Perdana University – RCSI (PU-RCSI) School of Medicine.

Academic Milestones

On Sunday 25th September 2016, the first cohort of 59 future doctors graduated from PU-RCSI School of Medicine at a conferring ceremony in Kuala Lumpur, marking a momentous occasion as the first graduating class from PU-RCSI. This was a significant milestone for RCSI as a whole, as it is the first year the College has awarded the same medical degree to graduates at our campuses in three different countries.



Professor Sameer Otoom, President of RCSI Bahrain and Professor John Hyland, President of RCSI present the Nursing Gold Medal to Narjes Ashkanan at the RCSI Bahrain November 2016 Conferring



Professor Stephen Doughty, President & CEO of Penang Medical College presents the 20th anniversary commemorative painting to RCSI President Professor John Hyland, in the presence of Professor Hannah McGee, Dean of the Faculty of Medicine and Health Sciences, RCSI

RCSI commenced its undergraduate medical programme with Perdana University in 2011, the year the university was founded. The accreditation process for the programme, which included 16 accreditation visits from various regulators, including the Medical Council of Ireland, the Malaysian Medical Council and the Malaysian Qualifications Authority, concluded that the programme was delivering exemplary graduates and the RCSI Dublin programme was deemed to have been very successfully transferred to PU-RCSI.

The second cohort of medical students have completed their programme under the stewardship of the Dean, Professor David Adams, and the Deputy Dean, Professor Mary Cafferkey, both of whom retired in summer 2017. The second graduating class will celebrate their graduation in October 2017.

New appointments

Professor Mike Larvin, formerly Head of the Graduate Entry Medical School, University of Limerick will join as the new Dean in August 2017. Professor Larvin will be supported by Deputy Dean, Professor Karen Morgan, one of the longest-serving faculty members at PU-RCSI.

59 future doctors graduated from PU-RCSI School of Medicine at a conferring ceremony in Kuala Lumpur, marking a momentous occasion as the first graduating class from PU-RCSI

Research

PU-RCSI staff and students presented research papers at a number of national and international conferences during the year. Staff publications continue to grow with papers published in leading peer-reviewed journals including *The Lancet*.

The Perdana University Research Laboratory, coordinated by Dr Erin Lim (Physiology), continues to promote research work within the campus. Now in its second year, the initiative is facilitating expansion of the research landscape for both staff and students. The facilities provide a platform for the implementation of basic molecular and microbiological research including kit-based molecular biology protocols.

PU-RCSI continued to build its profile

with staff membership of a number of professional organisations with highlights including Professor Karen Morgan's prestigious appointment as President of the European Health Psychology Society during the year.

PENANG MEDICAL COLLEGE, MALAYSIA

Penang Medical College (PMC) will reach the milestone of its 1,500th medical graduate in summer 2017. The second cohort from the Masters of Science in Health Research have also completed their programme and will graduate at the PMC conferring ceremony in July 2017.

20th Anniversary Celebrations

Penang Medical College (PMC) marked

its 20th Anniversary in the academic year 2016/17 with celebrations including Long Service Awards for staff and a Tree Planting Ceremony by his Excellency Eamon Hickey the Ambassador of Ireland to Malaysia. In December 2016, PMC held an Alumni and Student Conference to celebrate the success of PMC alumni and students. The 2016 celebrations closed with a Gala Dinner attended by founders of the college from Dublin and Penang, friends, alumni, staff and students.

A commemorative painting was commissioned for the occasion and Professor Stephen Doughty, President and CEO of PMC, presented this to Professor John Hyland, President of RCSI.

Retirements and Appointments

Professor Kevin Nolan, formerly the Head of the Department of Pharmaceutical and Medicinal Chemistry and the Foundation Head of the School of Postgraduate Studies at RCSI, retired from his role as Vice President, Academic Affairs, PMC. Professor David Whitford, formerly Department of Family Medicine, RCSI, took up the post during the year joining a senior management team that also includes Professor Premnath Nagalingam, Dean and Head of Surgery Department, PMC, and Professor Stephen Doughty, the fourth President of PMC.

Research

Penang Medical College continues to strengthen its research activities. More than 150 delegates attended the 4th annual PMC Research Day which took place in March 2017. The event showcased research conducted by PMC students and staff as well as to continue the cultivation of a research culture within PMC.

“ Following this year’s strategic review, RCSI Dubai has been identified as having significant growth potential and it is planned to increase RCSI’s footprint and level of activity in Dubai over the coming five years. ”

Under the leadership of Professor Jackie Ho, Head of the Department of Paediatrics, PMC is the coordinating centre for Cochrane Malaysia, which had a busy year publishing several systematic reviews including a number authored by PMC staff. In addition, the Department of Paediatrics was invited to present two reviews at a WHO meeting in November 2016.

Community Outreach

Students and staff in Penang Medical College’s Community Outreach Society has been actively involved in a free tuition programme for the Rohingya Refugee Children who do not have access to formal education. The Society has also been conducting health camps for the aborigines in Malaysia and have been conducting basic health check-ups for the Orang Asli villagers, with a focus on health education and promotion being the mainstay of the camps.

RCSI DUBAI

RCSI celebrated 10 years in Dubai in November at a ceremony attended by senior officials of RCSI, by College and Institute alumni, business partners in the UAE and a host of friends of College.

Speeches from the Irish Ambassador H.E. Pat Hennessy, Dr Mohammad Al Redha and H.E. Dr Raja Al Gurg, contributed hugely to the celebration. Following this year’s strategic review, RCSI Dubai has been identified as having significant growth potential and it is planned to increase RCSI’s footprint and level of activity in Dubai over the coming five years.

71 graduates were conferred with Master’s Degrees and Postgraduate Diplomas at a conferring ceremony in the Mohammed Bin Rashid Academic Medical Center in Dubai in November. 30 graduates were conferred with an MSc in Healthcare Management, 26 were conferred with an MSc in Quality & Safety in Healthcare Management, 13 were conferred with an MSc in Leadership in Health Professions Education and two were conferred with Postgraduate Diplomas. Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum presented the graduates with their certificates.

The 3rd Women in Leadership Programme took place in November at RCSI Dubai, in partnership with the Mohammad Bin Rashid University (MBRU). The programme attracted senior female health care professionals from across the Middle East. The programme leaders were Dr Pauline Connolly and Dr Mary Collins with excellent guest speaker input from Isobel Abdulhoul, OBE, Director of Emirates Dubai Literary Festival and Ayesha Ali Sultuan Al Junaidy, Board Member Smart City Dubai, Dubai Holdings.

Seamus O’Boyle, who for 10 years, directed administration in RCSI Dubai and made a significant input into both the academic programmes and the establishment of RCSI Dubai, left this year to pursue other interests. Mr Hasan Altug joined RCSI Dubai from PriceWaterhouseCoopers as the Director of Operations.



RCSI Dubai alumni Ajay Chaturvedi (MSc 2009) and Sonali Datta Juneja (MSc 2010) pictured at the RCSI Dubai 10-year anniversary celebrations in November 2016



RCSI
DEVELOPMENT
– ALUMNI
RELATIONS,
FELLOWS AND
MEMBERS



RCSI DEVELOPMENT – ALUMNI RELATIONS, FELLOWS AND MEMBERS



Ms Aine Gibbons, Director of Development, Alumni Relations, Fellows & Members.

The Development Office continues to work, at pace, to support the College's ambition to advance to the top one per cent of medical institutions worldwide. An integral part of our work over the last 12 months has been building and broadening our relationships with our Alumni, Fellows, Corporate Partners and Foundations.

Deepening our international network allows us to accelerate our growth in four key areas which are critical to our mission:

- **Student programmes** that enable the best and brightest students to study at RCSI and unlock career enhancing opportunities whilst they are here. In the last year, thanks to Alumni class gifts, we have not only continued our needs based scholarship programme Aim High but we have also established a brand new merit based scholarship 'Consilio Manuque,' which will be awarded to students this September. Through our annual Alumni Appeal we have been able to continue our support of the Research Summer School, Clinical Elective Placements and the Student Hardship Fund, all of which are critical to our student population.
- **New Professorial Chairs** which unlock new learning. This year the Development Office secured the first industry sponsored chair in partnership with Bon Secours Health System. Dr Dubhfeasa Slattery, Chair of Medical Professionalism will join RCSI in July and will further enable both organisations to deliver on a promise of improved patient safety and outcomes.
- **Medical Research** that delivers significant benefit to international health. The Development Office, working in conjunction with the Research and Innovation Office has successfully identified new funding streams to support RCSI researchers working on world-class projects both in our city centre campus and throughout our hospital group.
- **World-class facilities** creating the

// We met more than 800 alumni in locations spanning London, Toronto, Malaysia, Singapore and Hong Kong, Bahrain and New York – a true testament to RCSI's international footprint. //

backdrop for academic excellence. No. 26 York Street celebrates a diverse population of Alumni, Fellows and Industry partners who have come together to support its establishment and the activity which it will enable.

We have been delighted with the growth in the Development Office over the last 12 months and continue to be most grateful to all of those that support and endorse RCSI's ambitious endeavours. We look forward to continued success in the years ahead.

Igniting the Global Network

Central to RCSI's progress in 2016/2017 was our outreach to the global network of alumni in 97 countries worldwide. We met more than 800 alumni in locations spanning London, Toronto, Malaysia, Singapore and Hong Kong, Bahrain and New York – a true testament to RCSI's international footprint.

There has also been considerable growth in engagement achieved across our international campuses, led by Sonja Lee, Alumni Relations Manager. We celebrated

the 10th anniversary of RCSI Dubai in November and in March welcomed the attendance of Penang Medical College alumni and the first cohort of Perdana University (PU)-RCSI alumni, along with RCSI Dublin alumni, to the St Patrick's Day Reunion in Kuala Lumpur.

2017 has also seen increased engagement with RCSI Bahrain alumni, resulting in their attendance at global RCSI events and the launch of the RCSI Bahrain Alumni eNews, a quarterly email newsletter featuring alumni, news and the latest updates from campus. A celebration of 10 Years of the School of Nursing & Midwifery in RCSI Bahrain was the highlight of the year, and included the first event hosted by RCSI Bahrain for its nursing alumni.

On Home Soil

In Ireland, the year's highlights included the 'In conversation with...' alumni series, launched in 2015. In October two international rugby players, Mr Niall Hogan (Class of 1995) and Dr Felipe Contepomi (Class of 2007) took to the stage for an insightful discussion on balancing career and rugby. In February

Mr Sheraz Daya (Class of 1984), a pioneering ophthalmologist in the UK, and his patient and TV presenter Katie Piper joined us to share the live-changing impact Mr Daya's surgery had on her life and career.

The annual reunion weekend for Medicine & Dental alumni, the Alumni Gathering 2016, exceeded all expectations, attendance doubled from 282 in 2015 to 412 in 2016. The Gathering is the largest celebratory event in the reunion programme involving 10 anniversary years spanning 1956 – 2016, it's an enriching and memorable experience for alumni and the highlight of the Alumni Relations calendar.

Other Schools also hosted their own celebrations, with the School of Physiotherapy hosting their second annual reunion; and the Schools of Pharmacy and Postgraduate Studies as well as the Graduate Entry Medicine (GEM) programme welcoming alumni back on campus in Dublin to celebrate their respective tenth anniversaries.

Contactable, Engaged, Contributing

Understanding that alumni are our greatest ambassadors and that our engagement can only be as good as the contact information we hold, the first Alumni Hunt was launched in March 2017 and, with the help of student and alumni, more than 400 'lost' (uncontactable) alumni were found in just four weeks – bringing the total number of contactable alumni from RCSI Dublin to 65%, we are truly delighted to report this progress.

A further achievement for the year was the re-launch of the Alumni Magazine to feature more alumni stories from all RCSI campuses and Schools. The new publication adopted the theme of leading and learning and profiled many inspirational graduates making a significant impact in the surgical and healthcare profession.

Moving forward, all the activity of the past year has paved the way for the



In Conversation with Sheraz Daya (Medicine, 1984), and Katie Piper

establishment of global Chapters to continue to ignite the worldwide network to better support the student to alumni journey at RCSI.

Engaging with RCSI's Global Fellowship and Membership Community

Launch of Global Engagement Strategy

May 1, 2017 marked the commencement of a new expanded programme of engagement for RCSI's surgical Fellows and Members. Involving a three-year phased roll-out (2017-2020) of over 60 professional services, this initiative aims to support the critical developmental and transitional needs of surgeons at each stage of their career, from initial core surgical training through to retirement from clinical practice.

New categories of Fellowship and Membership were introduced this year to better address the changing needs of surgeons over the lifetime of their professional careers. These include three new sub-categories of Fellowship, which provide targeted supports to consulting surgeons as they make critical transitions throughout their professional careers.

Deepening Global Connections

A critical component of RCSI's engagement strategy for surgical Fellows and Members is enabling them to connect with their College and with their global community of surgical leaders (over 8,000 across 79 countries Worldwide).

Throughout 2016-2017, RCSI delivered a wide range of professional development and networking events to its surgical community.

More than 250 Fellows and Members attended the College's annual Millin Meeting in November, while a further 600 surgeons and guests visited RCSI in February for the annual RCSI Charter Day Meetings. Regional networking events were also held throughout Ireland, UK and North America in 2016-2017. Surgical Fellows and Members also attended a range of alumni-led events held during this period across Ireland, North America and Asia.

Keeping Surgeons Informed

Surgical Fellows and Members enjoyed a comprehensive schedule of community publications throughout 2016-2017. The College published three editions of Surgical Scope magazine, ten issues of the monthly e-newsletter for surgeons, Surgical Bulletin, and five editions of The Surgeon journal, a dedicated peer-reviewed surgical research journal, published in conjunction with the Royal College of Surgeons of Edinburgh.

Admission Ceremonies

More than 270 new Fellows and Members were welcomed to the College at four admission ceremonies held at RCSI Dublin, RCSI Bahrain and in Penang Medical College, Malaysia during the period. Among the awards conferred were Fellowships of RCSI in Cardiothoracic Surgery; General Surgery; Neurosurgery; Oral and Maxillofacial Surgery; Ophthalmology; Otolaryngology; Plastic Surgery; Trauma & Orthopaedic Surgery; Urology; and Fellowships Ad Eundem. Memberships of RCSI awarded included Memberships in Ophthalmology and Otolaryngology.

// This initiative aims to support the critical developmental and transitional needs of surgeons at each stage of their career //

RCSI
PEOPLE





HUMAN RESOURCES AT RCSI



Mr Barry Holmes,
Director of Human Resources

Research and innovation, learning and development, leadership and management development programmes as well as international careers are just some of the focus areas of RCSI's Human Resources team during the year.

Research

In association with the Office of Research and Innovation, the Human Resources (HR) team has developed and delivered a research-specific induction programme, as well as a welcome session for senior appointees undertaking research with RCSI. A number of topic-specific focus groups were held with researchers across RCSI to better understand their views and needs.

The researcher recruitment process has been revised and comprehensive support material has been developed to allow greater flexibility and to support research managers throughout the end-to-end recruitment process.

The HR team has revised its institutional policies and procedures to ensure they are fit for purpose and in line with best practice and it has also developed a number of new policies and procedures, for example, a Conflict of Interest Policy.

A comprehensive internal review of the HR Strategy for Researchers (HRS4R) was undertaken as part of the European Commission's formal evaluation process.

Review documentation was submitted to the European Commission for evaluation.

In collaboration with the Office of Research and Innovation (ORI), HR also developed a Researcher Career and Development Framework.

Learning and Development

A number of new programmes were developed and rolled out for staff across all areas of RCSI during the academic year.

A comprehensive development programme for RCSI's middle managers called Managing Through People commenced in May 2017. Its aim is to support the personal and professional development of these managers who are pivotal to RCSI's success. Running until January 2018, Managing Through People is designed to minimise the time away for managers while allowing adequate scope to develop and apply what they are learning. The programme is open to anyone with people management responsibilities in RCSI (ideally managing at least three people) and the group has a mix of

participants from academic, research and professional services areas. The structure of the programme is designed to support each participant's learning and development through a variety of means including facilitated modules, 360° assessment feedback and mentoring partnerships. Topics include Coaching and Developing Staff, Leading Change and Quality Conversations at Work.

RCSI's bespoke Leadership

Development Programme was offered to 14 new participants. The programme involved a series of two- and three-day skill-building modules and one-to-one coaching sessions, working together in small support and challenge groups towards individual and organisational goals. The programme is proving highly effective in developing leadership competencies and strengthening working relationships.

More than 500 staff participated in internally-offered courses. Popular sessions included: Career Development Workshops; MS Excel in Data Management; Effective Report Writing; Time Matters; Building Resilience; and Project Management.

Project Management Professional (PMP) training was undertaken by 14 staff with significant project and programme management responsibilities. The PMP is the international gold standard of project management certification and it demonstrates the holder's competence to lead and direct project and teams at every level. This group is currently undertaking the PMP exams to

Significant progress has been made in refining RCSI's approach to attracting talented healthcare academic leaders to work on its international campuses.

become certified project management professionals.

Nine female RCSI employees are participating in the Aurora Leadership Development Programme, an innovative women's leadership initiative run by the Leadership Foundation for Higher Education. The programme was developed to help address the issue of the under-representation of women in senior posts in higher education. It seeks to support women and their institutions to enable leadership potential. Developing RCSI's diversity and equality agenda will be a key focus in the coming year.

There has been an ongoing focus on researcher development, offering courses such as: Grant Writing Workshops; Managing your Research Project; Professional Networking for Researchers; Supervision and Mentoring Masterclass; and social media training – Amplifying my Social Media Voice and Getting Started on Social Media. Researchers have also had the opportunity to avail of one-to-one career coaching sessions with a specialist Research Coach.

Online learning continues to grow in popularity and more than half of staff members are active subscribers to Lynda.com, giving them access to more than 3,000 video-based tutorials on a wide variety of subjects across all RCSI campuses in Dublin and internationally.

Online cultural competence training, It's in our DNA, was also successfully rolled out. This online training course was designed for all staff and students. It introduces the topics of cultural awareness and cross-cultural communication and focuses on encouraging shared attitudes and behaviours in relation to issues of culture.

The Staff Development Scheme continued this year with four staff members selected to receive 80 per cent fee support from the Faculty of Medicine and Health Sciences to undertake postgraduate study in RCSI taught programmes.

International Careers

Significant progress has been made in refining RCSI's approach to attracting talented healthcare academic leaders



A celebratory lunch for staff marking 20 and 30 years' service at the College took place in November 2016

// A comprehensive internal review of the HR Strategy for Researchers (HRS4R) was undertaken as part of the European Commission's formal evaluation process. //

to work on its international campuses. This is an area of strategic focus for the College. A new International Talent Strategy was developed and a dedicated senior management team (SMT) Steering Group appointed to provide input and guidance, and oversee the delivery of this strategy. A separate International Talent Advisory Panel was also put in place to hear the ideas of RCSI leaders working on its international campuses on how to identify, attract, hire and retain the best talent.

Key progress was made in the delivery of the following:

- The second annual International Workforce Planning process was completed which provided a clearer picture of all key positions to be filled on RCSI's international campuses over the coming academic year;
- International sourcing campaigns were conducted for key roles in biochemistry, pathology, microbiology and obstetrics and gynaecology. These led to key appointments for the College and the development of a pool of talent with potential to take up

these roles in the future;

- A comprehensive Talent Marketing Plan was created to promote RCSI opportunities coupled with a new suite of marketing materials to support its delivery;
- The RCSI International webpages were redesigned and many College events were leveraged to promote the international campus opportunities;
- Key recruitment channels were reviewed and diversified, including international job boards, talent mapping and recruitment agencies, newly-targeted external events, publications, and target society/network websites, conferences, events and mailing lists;
- International Secondment and Relocation and International Remuneration policies were developed, with plans in place for implementation on a phased basis across the international campuses; and,
- The College appointed an International Talent Advisor to support the breadth of the work involved and to continue making progress in this area of strategic importance for the College.



Medical student Nikita Bansal explains the x-ray process to 8 year old Shane Noonan at the third annual RCSI Teddy Bear Hospital

STUDENT EXPERIENCE

RCSI students are involved in a wealth of extra-curricular activities which shape the rich and colourful tapestry that makes up student life. Highlights during the year included Cultural Diversity Month, the third Annual Teddy Bear Hospital and a long-awaited victory for the rugby club over their Parisienne rivals, St Antoine.

Student clubs and societies highlights

It has been another busy 12 months for the 87 societies and sports clubs at RCSI. Every year both the clubs and societies use their talents and skills to fundraise thousands of euro for a host of worthy causes, driven by the enthusiasm of the RCSI student body to participate in humanitarian and charitable initiatives which help to give back to communities in Ireland and across the globe.

Fundraising highlights included the

Paediatric Society hosting the third Annual Teddy Bear Hospital in aid of BUMBLEance, the Children's National Ambulance Service, with more than 200 children bringing sick or injured teddy bears to this hugely popular event. This event aims to make children more comfortable around doctors and hospitals while at the same time raising vital funds.

Orientation Week 2016

493 students began their courses in medicine, pharmacy and physiotherapy

in September 2016 and got to know their way around the College, with the help of the RCSI Buddies, RCSI student peer mentors in their second and third years, who provide an invaluable source of information on all aspects of college life to the new students.

The White Coat Ceremony also took place in the students' first week to mark their new role as student health professionals, with all the rights and responsibilities that entails as they study and learn with and through the generosity of patients and families and the general public.

There was also a wide variety of social events organised as part of Freshers' Fortnight including sign-up day for Clubs & Societies and the Freshers' Festival at the RCSI sports grounds in Dardistown.

BioSoc

Examining special needs and disability with a focus on children was the theme of the addresses at the 84th Biological Society Inaugural Meeting which took place in January 2017. The Biological Society (BioSoc) is the oldest student society in RCSI and the event was organised by students from the Biological Society Committee with assistance from the RCSI Student Services team.

// The clubs and societies use their talents and skills to fundraise thousands of euro for a host of worthy causes, driven by the enthusiasm of the RCSI student body //

Guest speakers on the night included Minister Katherine Zappone TD, Minister for Children and Youth Affairs, who delivered the 'Widdess Address' and Susan Dennehy, who is an award winning radio producer and reporter.

Cultural Diversity Month

Cultural Diversity Month, which took place in March 2017, once again played a key role in the student calendar, providing students with an opportunity to showcase the many aspects of their culture to peers, staff and the wider community. Highlights of the month included International Food Night, where students and staff got acquainted with gastronomic delights from all four corners of the globe, while hearing the stories behind the origin of the food and how it is made. RCSI's Exam Hall was also transformed into a lively Cultural Exhibition Fair, during the month, where students showcased their culture, landscape, clothing and history of their home countries.

The Grand Finale of Cultural Diversity Month was the Annual International Night. Due to growing numbers, this



International Night 2017

year's event moved from the Mansion House to the historic Olympia Theatre where an audience of more than 500 were transported around the globe by way of this spectacular stage show. The PIBS (Pakistan, India, Bangladesh and Sri Lanka) society stole the show to bring home the Parnell Keeling trophy, which was awarded for the best performance on the night as decided by a judging panel of staff and students.

Sporting highlights

Sport is an integral part of student life at RCSI, and there 32 active sports clubs, giving students the opportunity to balance academic study with a wide range of sporting activities.

The clubs had another active year with the rugby club securing a long awaited victory over their Parisienne rivals, St Antoine. This longstanding competition has been running since 1991 and although the majority of wins have been in RCSI's favour, the previous four years had gone in St Antoine's favour.

Nine students represented RCSI at the 121st Boston Marathon. This is the 18th year in which RCSI students have competed in the event which is held annually on Patriots Day in Boston.

The men's GAA team narrowly missed out on victory in the Corn Na Mac Leinn Cup which is part of the Siegerson weekend. This year's sports bursaries were awarded to:

- Jessica McGirr, a 3rd year Medicine student and senior member of the Irish Women's Hockey Team. Jessica received her first cap against Chile in July 2016 and now has her sights set on Tokyo 2020.
- Gemma Wright Ballester is a 2nd year Graduate Entry Medicine Student whose fencing has led her to represent RCSI at the Irish Open, the Student Intersarsity Individuals and the National Championships.

The Climbing Club were awarded Club of the Year for their increasing popularity and resulted in three climbing trips to the west of Ireland.

// Cultural Diversity Month provided students with an opportunity to showcase the many aspects of their culture to peers, staff and the wider community. //



84th Biological Society (BioSoc) Inaugural Meeting



**RCSI IN THE
COMMUNITY**



RCSI IN THE COMMUNITY



REACH RCSI Annual Sports Day

INITIATIVES IN IRELAND

The REACH (Recreation Education And Community Health) RCSI Programme is the community engagement and access programme of RCSI. Established in 2007, the overarching aim is to facilitate the participation of groups traditionally underrepresented in further and higher education, and to promote lifelong health in the local community of South Inner City Dublin.

The REACH RCSI Programme has forged community partnerships with local primary and post primary schools and local youth, community and sports groups.

Highlights of the past year include:

- Senior Citizens' Ballroom of Romance
- Free Health Checks provided by Mercer's Medical Centre staff
- See it, Do it Biology Practical Programme for Leaving Certificate students
- Senior Citizen's Christmas Lunch
- Leaving Certificate Maths Tutorials
- Chemistry Ambassador Programme – community based learning initiative which sees Foundation Year students

working with local primary school children

- Annual Sports Day for 100 primary school children at RCSI Sports Grounds
- Transition Year Access Programme
- Guidance and support with CV preparation, college and grant applications

Junior and Leaving Certificate Grinds Club

The REACH RCSI Grinds Club, which this year took place from October 2016 to March 2017, provides free one to one tuition to Junior and Leaving Certificate students from our local community of Dublin's South Inner City. The club aims to provide a supportive, informal

environment in which students can foster a positive view of education, become familiar with a third level setting and engage with RCSI staff and student volunteer tutors.

The club takes place twice weekly in the St. Stephen's Green campus with further supports such as career guidance, study skills, exam techniques, support with college and grant applications, mock interviews and oral work. Feedback from the programme illustrates the mutually beneficial nature of community engagement:

RCSI Volunteer Feedback:

"Great experience overall, very rewarding"

"... it was an amazing experience and I really hope my student benefited from it. Look forward to being a part of it next year!"

Participant Feedback:

"I received help with chapters that I didn't understand last year and it helped me a lot for my mock exam"

"My tutors were always there to help"

Leaving Certificate Maths Group Tutorials

In response to overwhelming requests for support with Maths at Grinds Club, REACH RCSI was delighted to work with Emily Ryan, PHD student at RCSI's Tissue Engineering Research Group (TERG). Emily has been a valued volunteer tutor with Grinds Club and in March 2017 developed and delivered four tutorials for

16 local Leaving Certificate students in support of their exam preparations.

Participant feedback was very positive: *"Easy to understand, clear instructions, examples"*

"I had many difficulties in maths and I didn't find the help that I needed before the maths tutorials"

"It helped us understand exam questions. I felt it was great revision for me as my teacher wouldn't have time to go over things again"

// The club aims to provide a supportive, informal environment in which students can foster a positive view of education, become familiar with a third level setting and engage with RCSI staff and student volunteer tutors. //



Young Mens' Health and Fitness Programme participants with Dr Alan Byrne



Senior Citizens' Ballroom of Romance

REACH RCSI Young Mens' Health and Fitness Programme

Having developed Community Health programmes targeting adult males and females, summer 2016 saw the introduction of a new health programme by REACH RCSI, targeting young men with our valued community partner, Aungier Celtic FC.

From July to August 2016, 15 young aspiring sportsmen from the under-17 team participated in the programme, designed to increase athletic ability specifically for soccer, build their knowledge and skills for positive independent training and improve understanding of different areas of the

game; nutrition, psychology, recovery, injury prevention and benefit of an overall healthy lifestyle. Informative workshops on health and fitness topics from experts in their field included: Performance Nutritionist for Age-Grade Rugby with IRFU, Nora Ní Fhlannagáin; Sports Psychologist, Richard Shanahan (Inspire Sport Performance); Lecturer in RCSI's School of Physiotherapy, Dr Helen French; and FAI Medical Director and Senior Irish International Team Doctor Dr Alan Byrne, an RCSI medicine alumnus. Each week Noel Colfer REACH RCSI Project Worker conducted physical fitness instruction and coaching. Fitness testing during week 1 and week 6 provided a benchmark to measure athletic performance with

each individual improving their fitness scores over the course of the initiative. The project overall was very worthwhile and enjoyable for both organizers and participants.

RCSI MYHEALTH

The RCSI MyHealth public lecture series, which included talks from expert speakers on a range of health and wellbeing topics, attracted a capacity audience of almost 400 at each of the six lectures with hundreds more watching the online live-streams. The 2016/2017 series included: 'Breast Cancer Research & Treatment, constantly Improving the odds'; 'Having A Baby – Medical Advances from Conception to Cradle'; 'Living with Stroke – Advancing Patient Care in Ireland'; 'Protecting Minds – Epilepsy Research, Treatments and Lifestyle Issues'; and 'Why Does Lung Disease Have Ireland Fighting For Breath?'. The final lecture in the series 'Knocking Out Concussion in Sport' featured RCSI Honorary Doctorate recipient Dr Bennet Omalu, a forensic pathologist / neuropathologist whose life and research inspired the book and film 'Concussion', along with a panel of experts from the world of sport and medicine.

The interactive RCSI MyHealth Transition Year programme, which gives students a taste of life as a doctor, continues to be hugely popular with 180 students attending the Dublin programme. A further 120 students from the South-East took part in the RCSI Waterford Transition Year MiniMed programme.

// The interactive RCSI MyHealth Transition Year programme, which gives students a taste of life as a doctor, continues to be hugely popular //



Leaving Certificate Grinds Club



Vaileth Steven Kisima with her baby Boba Kisima pictured with RCSI medical student Sasha Molony who was on a summer elective programme as part of the RCSI/COSECSA collaboration programme

GLOBAL INITIATIVES

RCSI is committed to advancing the health and wellbeing of people in the developing world by sharing knowledge and providing healthcare training and expertise in surgery, medicine and health research.

The review and coordination of these diverse activities is under the auspices of RCSI Outreach Committee for International Cooperation.

RCSI/COSECSA Collaboration Programme

2017 marks ten years of the unique collaboration programme between RCSI and the College of Surgeons of East, Central and Southern Africa (COSECSA)

- the surgical training college of Burundi, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe. The Colleges collaborate on a wide range of activities including training, examinations, research, administration,

finance and communications. Both colleges agreed a new four-year programme for the period 2017 – 2020, for which Irish Aid generously granted additional funding of €1.6 million.

COSECSA, with the support of the RCSI/COSECSA Collaboration Programme, has delivered exponential growth in surgical training and accreditation in East, Central and Southern Africa. As of June 2017, COSECSA has 443 surgical trainees and 99 accredited training hospitals. 206 surgeons have graduated from the COSECSA Fellowship training

programme and COSECSA aims to produce 300 more surgeons over the next four years.

While still clearly insufficient, this unprecedented production of surgeons will impact greatly on the ability of the people of the COSECSA region to access safe surgery. Currently there are only 1690 surgeons for the over 320 million people of the region, a ratio of approximately one surgeon for every 200,000 people, which partly explains why lack of access to surgical care kills more than HIV/AIDS, Malaria and TB combined. The collaboration programme has proven that, despite a widespread belief in a “brain drain” of surgeons emigrating from poorer countries to richer countries, surgeons who train in Sub-Saharan Africa, stay in Sub-Saharan Africa.

In the 2017 – 2020 period, the collaboration between the two colleges will focus on sustainability and quality, to ensure that this increasing production of surgeons is underpinned by the necessary quality assurance, administrative and management structures.

Key milestones in 2016/2017 included the successful transition of the COSECSA Membership exam to the Objective Structured Clinical Examination (OSCE) format, the launch of an interactive online map showing the location of every surgeon in East, Central and Southern Africa and the completion of training of the first cohort using COSECSA electronic logbook developed by the collaboration programme.

Through a unique programme, more than 200 rural general medical officers received basic surgical training. In conjunction with this, the Collaboration Programme also developed the World Health Organization’s official training tool



A WATERSPOUTT workshop in Malawi investigates the possibility of local potters producing a ceramic pot filter to be used in a combined solar/ceramic filter study, aimed to increase accessibility to safe drinking water

for basic surgical training of non-surgeon cadres.

Current collaborative initiatives include the rollout of COSECSA electronic written exams and the opening of dedicated COSECSA national offices in

each of the ten COSECSA countries.

Department of Epidemiology and Public Health Medicine

The RCSI-led SURG-Africa (Scaling up Safe Surgery for District and Rural Populations in Africa) project commenced on January 1, 2017 as the result of a successful EU Horizon 2020 proposal led by Dr Jakub Gajewski and Professor Ruairí Brugha, supported by Dr Elaine Byrne, Laura Phelan, Dr Tracey McCauley and the RCSI Office of Research and Innovation.

The research project, which was awarded €6 million (€1.58 million to RCSI), aims to generate high quality research evidence and to support ministries of health to make emergency and basic elective

COSECSA, with the support of the RCSI/COSECSA Collaboration Programme, has delivered exponential growth in surgical training and accreditation in East, Central and Southern Africa.

surgery available to rural populations through district level hospitals in Tanzania, Malawi and Zambia.

The SURG-Africa project team is working closely with colleagues in RCSI Surgical Affairs, who are overseeing the RCSI/ COSECSA collaboration, with a view to disseminating lessons from SURG-Africa across the ten COSECSA countries. In February 2017, Professor Brugha, Dr Gajewski and Mary Scholl attended the Pan African Association of Surgeons' (PAAS) International Conference on Global Surgery in Addis Ababa. The team visited Dar Es Salaam to kick start SURG-Africa in Tanzania, through meetings with the Ministry of Health and local surgeons; and launched the project in Moshi, Tanzania, in April 2017.

2016-17 has been an active year in data analysis, drafting and submission of journal manuscripts, following completion of two research projects: Community Systems for Equitable access to Maternal, Newborn and Child Health (COSYST-MNCH), funded by Irish Aid

// The project will receive funding of €3.6m over four years to advance Solar Disinfection (SODIS), which can make water safe to drink after it has been collected. //

and led by Dr Elaine Byrne, Dr Aisling Walsh and Professor Ruairi Brugha; and Clinical Officer Surgical Training in Africa (COST-Africa), led by Dr Jakub Gajewski and Dr Tracey McCauley.

Solar Water Disinfection

In June 2016 the WATERSPOUTT Project (WATERSPOUTT.eu), coordinated by Professor Kevin McGuigan, Department of Physiology and Medical Physics, was officially launched and the project is now well underway. Funded under EU Horizon 2020, WATERSPOUTT aims at providing safe drinking water to communities who rely on unsafe sources in Sub-Saharan Africa, with a focus on

Ethiopia, Malawi, Uganda and South Africa. The consortium consists of 18 partner organisations in four African and seven European countries. The project will receive funding of €3.6m over four years to carry out a technological development programme to advance three applications based on Solar Disinfection (SODIS), which can make water safe to drink after it has been collected. In parallel, a social science programme has been structured to make sure that the technologies are adopted by the target communities in rural Africa, with the support of the local authorities and in an economically sustainable way.

International Health and Tropical Medicine

The Department of International Health and Tropical Medicine's research portfolio, under the leadership of Head of Department, Professor Samuel McConkey, includes work on malaria surveillance in Gambia, using data from health centres in the country, to strengthen public policy on matters relating to malaria, based on scientific data.

Staff in the department have been invited to provide technical inputs to support national programmes to prevent and control malaria, tuberculosis and HIV in a number of countries in West Africa. These inputs include a review of national strategic documents; analysis of data to assess programmatic performance; and recommendations on programmatic adjustments to improve performance. External grants to national entities are the main source of funding for these three diseases. This year departmental staff played a leading role in securing a grant of more than \$70 million to support the prevention and control of TB/HIV in the region

Mr James Geraghty
Chairman, RCSI Outreach Committee for International Cooperation



COSECSA Teaching Hospital

10
RCSI FINANCE

A teal-colored rectangular graphic overlay is positioned on the left side of the page. It contains the number '10' in a large, dark teal font, with the text 'RCSI FINANCE' in a white, sans-serif font centered horizontally across the middle of the '0'.



RCSI FINANCE



Ms Jennifer Cullinane,
Director of Finance

RCSI is an independent, not-for-profit, health sciences institution. It operates under Royal Charter granted by King George III in 1784 to the College for the governance of surgical training in Ireland. Since its foundation in 1784, RCSI has remained dedicated to its core mission of educating and training doctors and other healthcare professionals capable of delivering the very best healthcare and carrying out innovative research to yield improvements in patient outcomes.

RCSI's charitable purpose is to further its education and research objectives of driving positive change in all areas of human health. Over time its activities have been extended to include medical and healthcare education through undergraduate and postgraduate courses, research and various community outreach programmes. The most recent change in its Charter in 2010 provided for the designation of the College as a statutory degree awarding body under Irish legislation. It is a recognised College of the National University of Ireland (NUI) and its medical programmes are accredited by various bodies including Quality and Qualifications Ireland (QQI) and the Irish Medical Council.

Although the College is based in Dublin, its education and training activities currently span the three continents of Europe, Asia and the Middle East, and Africa. RCSI operates three medical schools overseas, one in Bahrain and two in Malaysia, with healthcare

programmes also in the United Arab Emirates. The postgraduate professional training programmes extend beyond Ireland and include surgical training activities supporting the College of Surgeons East, Central and Southern Africa (COSECSA), with the support of Irish Aid. RCSI is academic partner of the RCSI Hospitals group.

Financial strategy and funding model

The RCSI Council as the governing body of the institution has responsibility for the College's financial affairs and delegates oversight to the Finance and Audit Committees. The financial strategy is to ensure disciplined financial stewardship of the organisation in order to both underpin the sustainability of its operations and realise the growth ambitions of the College as implicit in its Mission "to educate, nurture & discover for the benefit of human health". The financial planning framework is built to support both these objectives.

The College operates primarily a

self-funding model as the majority of its revenue comes from private rather than public funding sources. Funds generated must be sufficient to cover both current and capital requirements. Its main source of revenue is from student fees. Significant capital expenditure projects are funded through an appropriate balance of debt and ring-fenced reserves. There is a strong focus on generating annually a positive net cash in-flow to ensure its commitments in respect of its day-to-day expenses, working capital, debt servicing and infrastructural investment requirements can be met. As a registered charity, all surpluses earned are reinvested for the furtherance of its education and research mission.

We believe there exists a strong global market for health sciences education but recognise increasing and new forms of competition in the market place. The institution is entering a new and exciting strategic phase – one that highlights the need for continual investment in our existing education and research programmes while identifying new opportunities so that we can realise our potential into the future and our competitiveness in the long term. This new phase of the College's future requires a market focus built on grounded ambition, clear strategy, prudent financial management and excellence in execution. The funding plan that underpins the organisational strategy targets sustainable growth to support the necessary investments to protect academic quality while delivering robust financial management and meeting the requirements of banking covenants.

// A strong operating financial performance supporting the College's education and research mission was delivered in 2015/16. In line with the organisational strategy, the continued roll-out of the approved investment programme saw a planned reduction in earnings year on year. //



REVIEW OF THE YEAR TO 30 SEPTEMBER 2016

Core activities, Ireland

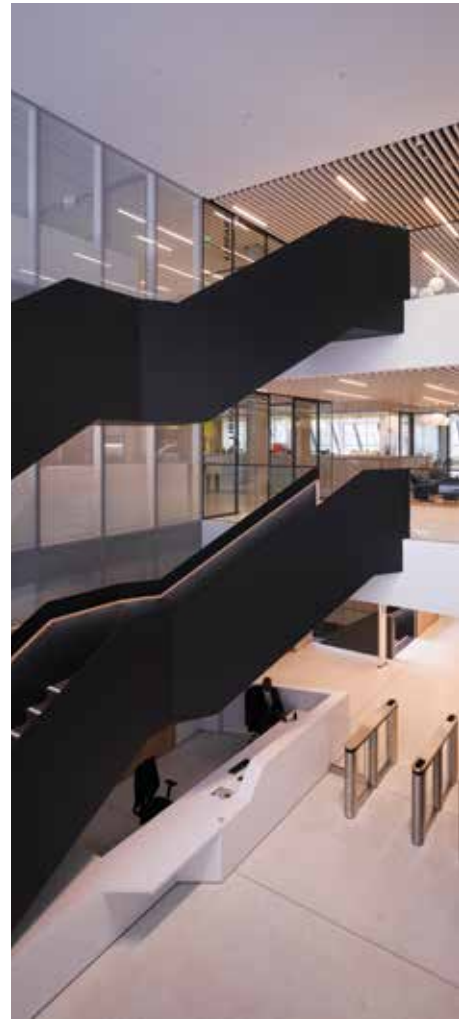
A strong operating financial performance supporting the College's education and research mission was delivered in 2015/16. In line with the organisational strategy, the continued roll-out of the approved investment programme saw a planned reduction in earnings year on year.

Overall, a strong operating surplus of €21m was generated, equating to 15%

of revenue. In the year, after inclusion of the €19m capital programme, a broadly breakeven position in line with approved plans was delivered.

Revenue at €140m showed a marginal increase on 2015 levels (2015: €139m) due to growth in education programmes offset by continued low market deposit rates and sale of a rental property. The majority of revenue continues to be earned from those activities that are core to the organisation's mission, being the degree-awarding activities, professional postgraduate training and research programmes. The College

also generates a valuable source of ancillary revenue from its endowment portfolio, including rental income and philanthropic sources.



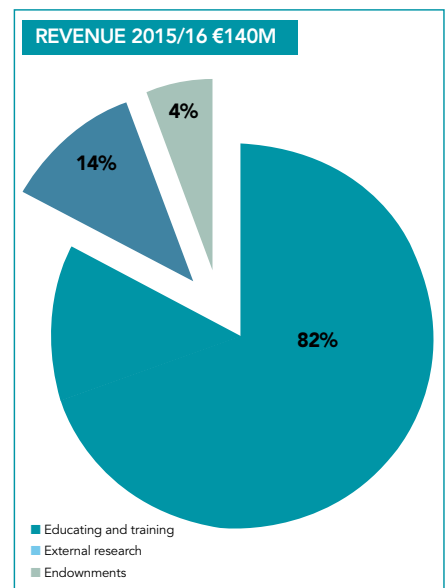
In the year, 19% of the revenue came from public and State funding across its education and research programmes. Operating costs increased year on year by 7% to €119m in line with approved plans to support the organisational strategy, “growth and excellence”. There were minimal increases in business-as-usual costs with continuing benefits from both low interest rates and general inflation levels. The majority of the increase in expenditure was focused on three strategic themes:

- **Research** – RCSI Strategic Academic Research (StAR) programme;
- **Education** – teaching and student support structures including the expansion of library services and the establishment of a health outcomes research unit; and
- **Organisational capability** – improved capability including an increased estate footprint, investments in cloud-based technology and the establishment of a process improvement centre to support the

delivery of more efficient systems.

The key drivers of the business model centre around student numbers, fee levels and staff costs. In 2016, staff-related costs accounted for almost 60% of the operating costs. The College employed, on average, just over 1,140 staff with increases focused on student-facing initiatives, simulation programmes and research. Fee levels for international students showed modest growth to support continued investment in the delivery of excellence in academic programmes and the student experience. Student numbers grew in the year, mainly in postgraduate training, to just over 3,700. The current student base draws from over 80 countries, with alumni in 97 countries worldwide.

During the year, the College underwent a due diligence review by the European Investment Bank (EIB) for a €50m loan application in support of a planned €120m capital programme over the next



ANNUAL OPERATING STATEMENT

Year ended 30 September 2016

Annual Operating Statement	2016 € millions	2015 € millions
Operating income	140	139
Operating costs	(119)	(111)
Operating surplus	21	28
Capital programme	(19)	(27)
Surplus of income over expenditure	2	1

five years. In December 2016, it was successful in securing €50m in long-term loan funding from EIB at a cost-effective rate.

In the year 2015/16, the capital programme amounted to €19m. Key elements of expenditure were: the new academic building at No. 26, York Street, which is on target to open for the 2017/18 academic year; planning works for the extension to the education and research centre at Beaumont Hospital; refurbishment of the catering facilities and the space vacated following the library move to No. 26; and continued investment in information and communications technology (ICT) infrastructure to improve organisational capabilities. The financial strategy targets a positive annual operating cash position after transfers to the capital replenishment reserve for the upkeep and funding of future campus developments. Both targets were met in the year and a broadly breakeven position was reported.

In the year, the College also saw improved market valuations on its investment property holdings and minimal currency impacts. The defined benefit pension scheme funding plan, as agreed with the Irish Pensions Board

following the 2012 restructure, remained broadly on track. However, under accounting rules, the scheme deficit increased from €23m to €33m, mainly as a result of a further fall in bond yields.

The College has a number of investments in support of its mission including a clinical research centre at Beaumont Hospital, a travel agency and property management services.

Conclusion

2015/16 was another strong year financially for the College with performance in line with approved financial plans. The financial strategy continues to balance the generation of sufficient reserves to support its mission of education and research while working within the boundaries of robust financial management practices.

We remain cognisant of emerging trends in the marketplace as we seek out viable growth opportunities and efficiencies in our operations, always while protecting academic quality. We recognise the potential negative effects of uncertainties in the markets in which we operate and continually work to reduce, where possible, volatilities including the business risks of market competition, interest rate and currency risks,

inflationary pressures and regulatory requirements. We build reserves to guard against these uncertainties and enable responsiveness, particularly given the nature of the organisation.

We look forward to what continues to be a strong global market for health sciences education, as we develop the new organisational strategy at an exciting phase of the College's future, underpinned by a sustainable financial plan.

I gratefully acknowledge the support of the loyal and hardworking College staff, my senior management colleagues and finance team over the last year in delivering the financial performance that enables the College to deliver on its mission. We look forward to another exciting year ahead.



// The College makes a significant annual contribution to the local economy. //

APPENDIX 1

HONORARY APPOINTMENTS AND PROMOTIONS

Honorary Professor

Dr Garry Duffy, Personal Professor of Anatomy, NUIG
Professor Richard Reilly, Professor of Neural Engineering and Ageing, TCD

Honorary Associate Professor

Professor Sean Murphy, Consultant Geriatrician, Mater Misericordiae University Hospital
Dr Ciaran Simms, Associate Professor, TCD

Honorary Clinical Associate Professor

Dr Oscar Breathnach, Consultant Oncologist, Beaumont Hospital
Dr Declan Cody, Consultant in Paediatric Endocrinology and Diabetes, Our Lady's Children's Hospital, Crumlin
Dr David Corcoran, Consultant Neonatologist and Paediatrician, Rotunda Hospital
Dr Siobhan Gormally, Consultant Paediatrician and Neonatologist, Our Lady of Lourdes Hospital, Drogheda
Professor Sean Murphy, Consultant Geriatrician, Mater Misericordiae University Hospital
Dr Paul O'Connell, Consultant Rheumatologist, Beaumont Hospital
Dr Chris Thompson, Consultant Endocrinologist, Beaumont Hospital
Dr Patrick Thornton, Consultant Haematologist, Beaumont Hospital/Connolly Hospital

Honorary Senior Lecturer

Dr Ronan MacLoughlin, Head of Science and Senior Scientist, Aerogen

Honorary Clinical Senior Lecturer

Dr Mian Basit, Consultant Physician, Our Lady of Lourdes Hospital, Drogheda
Dr Michael Boyle, Consultant Neonatologist and Paediatrician, Rotunda Hospital
Dr Peter Branagan, Consultant Respiratory Physician, Beaumont Hospital
Dr Naomi Burke, Consultant in Obstetrics & Gynaecology, Rotunda Hospital
Dr Ashraf Butt, Consultant in Emergency Medicine, Cavan Monaghan Hospital
Dr Kieran Carroll, Consultant Radiologist, St Luke's General Hospital Kilkenny
Mr Ijaz Cheema, Consultant Urologist, Beaumont Hospital/Connolly Hospital
Dr Danny Cheriyan, Consultant Gastroenterologist, Beaumont Hospital
Dr Kushal Chummun, Consultant in Obstetrics & Gynaecology, Rotunda Hospital
Mr Denis Collins, Consultant Orthopaedic Surgeon, Beaumont Hospital
Dr Eilis Condon, Consultant Anaesthetist, Connolly Hospital
Dr Michael Conway, Consultant Cardiologist, St Luke's General Hospital Kilkenny
Dr Sharon Cooley, Consultant in Obstetrics & Gynaecology, Rotunda Hospital
Dr Paul Cotter, Consultant Geriatrician, St Luke's General Hospital Kilkenny
Dr Michelle Dillon, Consultant Paediatrician, St Luke's General Hospital Kilkenny
Dr Maeve Eogan, Consultant Obstetrician and Gynaecologist, Rotunda Hospital
Dr Val Gough, Consultant Radiologist, Cavan Monaghan Hospital
Mr Philip Grieve, Orthopaedic Surgeon, Blackrock Clinic
Dr Gavin Harewood, Consultant Gastroenterologist, Beaumont Hospital
Dr Niamh Hayes, Consultant Anaesthetist, Rotunda Hospital
Dr Trevor Hayes, Consultant Obstetrics & Gynaecology, St Luke's General Hospital Kilkenny
Dr Mary Holohan, Consultant in Obstetrics & Gynaecology, Rotunda Hospital
Dr Dilip Jondhale, Consultant Physician, St Luke's General Hospital Kilkenny
Dr Damien Kenny, Consultant Congenital Cardiologist, Our Lady's Children's Hospital, Crumlin
Dr Ronan Kilbride, Consultant Neurophysiologist, Beaumont Hospital
Dr Tora Leong, Consultant Cardiologist, Hermitage Clinic
Ms Dilly Little, Consultant Urologist and Transplant Surgeon, Beaumont Hospital
Dr Shane Mc Geary, Consultant Anaesthetist, Connolly Hospital
Dr Colm McGurk, Consultant Endocrinologist, St Luke's General Hospital Kilkenny
Dr Sarah McLean, Consultant in Palliative Medicine, Beaumont Hospital
Dr Cora McNally, Consultant in General Medicine and Infectious Diseases, Beaumont Hospital
Dr Aine Merwick, Consultant Neurologist, Beaumont Hospital
Dr Barry Moynihan, Consultant Geriatrician, Beaumont Hospital
Mr Hannan Mullett, Orthopaedic Surgeon, Beaumont Hospital
Dr Blaithin Ni Bhuachalla, Consultant Geriatrician, Our Lady of Lourdes Hospital, Drogheda
Mr Donncha O'Brien, Consultant Neurosurgeon Beaumont Hospital,

Dr Conor O’Riordan, Consultant Radiologist, St Luke’s General Hospital Kilkenny
 Dr Phyllis O’Sullivan, Consultant Radiologist, St Luke’s General Hospital Kilkenny
 Dr Patrick Owens, Consultant Cardiologist, University Hospital Waterford
 Ms Margaret Philbin, Director of Nursing & Midwifery, Rotunda Hospital
 Dr Paulo Pinheiro, Consultant Physician, Cavan Monaghan Hospital
 Mr Richard Power, Consultant Urologist, Beaumont Hospital
 Dr Mark Rogan, Consultant Respiratory Physician, University Hospital Waterford
 Dr Rishi Roopnarinesingh, Consultant in Obstetrics & Gynaecology, Rotunda Hospital
 Dr Dorothy Ryan, Consultant Respiratory Physician, Beaumont Hospital
 Dr Jeremy Sargent, Consultant Haematologist, Beaumont Hospital
 Dr Richard Sheahan, Consultant Cardiologist, Beaumont Hospital
 Dr Sam Thomas, Consultant Obstetrics & Gynaecology, Midland Regional Hospital Mullingar
 Mr James Walsh, Consultant Orthopaedic Surgeon, Beaumont Hospital

Honorary Lecturer

Dr Mary Corcoran, Post-Doctoral Scientist, The Children’s University Hospital Temple Street
 Ms Aoife Corley, Midwife Manager, ReproMed
 Mr Noel Gaule, Associate Director, Shire Pharmaceuticals
 Ms Sabrina Kelly, Nurse Education and Practice Development Coordinator, Royal Victoria Eye & Ear Hospital
 Dr Eduardo Ruiz Hernandez, Assistant Professor, TCD
 Ms Marie Smith, Nursing Quality Manager, The Royal Hospital, Donnybrook

Honorary Clinical Lecturer

Dr Richard Farrelly, Senior Registrar, South Meath Mental Health Services
 Dr Wendy Ferguson, Clinical Specialist in Paediatric Infectious Disease, Rotunda Hospital
 Ms Leah Gaughan, Senior Antimicrobial Pharmacist, Beaumont Hospital
 Ms Anna-Claire Glynn, Neonatal Dietician, Rotunda Hospital
 Ms Moninne Howlett, Chief II Pharmacist, Our Lady’s Children’s Hospital, Crumlin
 Ms Sinead Keane, Senior Pharmacist, Our Lady’s Children’s Hospital, Crumlin
 Col. Dr Gerard Kerr, Director Medical Branch, St. Bricins Hospital, Defence Forces
 Dr Deirdre Lundy, General Practitioner, Bray Women’s Health Centre
 Ms Karena Maher, Haematology Clinical Nurse Specialist, University Hospital Waterford
 Mr Ehab Mansour, Consultant Surgeon, St Luke’s General Hospital Kilkenny
 Dr Greg Martin, Specialist in Public Health Medicine, Dr Steevens Hospital
 Dr Regina McQuillan, Palliative Medicine Consultant, St Francis Hospice
 Mr Diarmaid Semple, Senior Pharmacist, Our Lady’s Children’s Hospital, Crumlin
 Dr Gabriela Sorin, Senior Registrar, Beaumont Hospital
 Ms Kara Tedford, Senior CF & Antimicrobials Pharmacist, Our Lady’s Children’s Hospital, Crumlin

APPENDIX 2

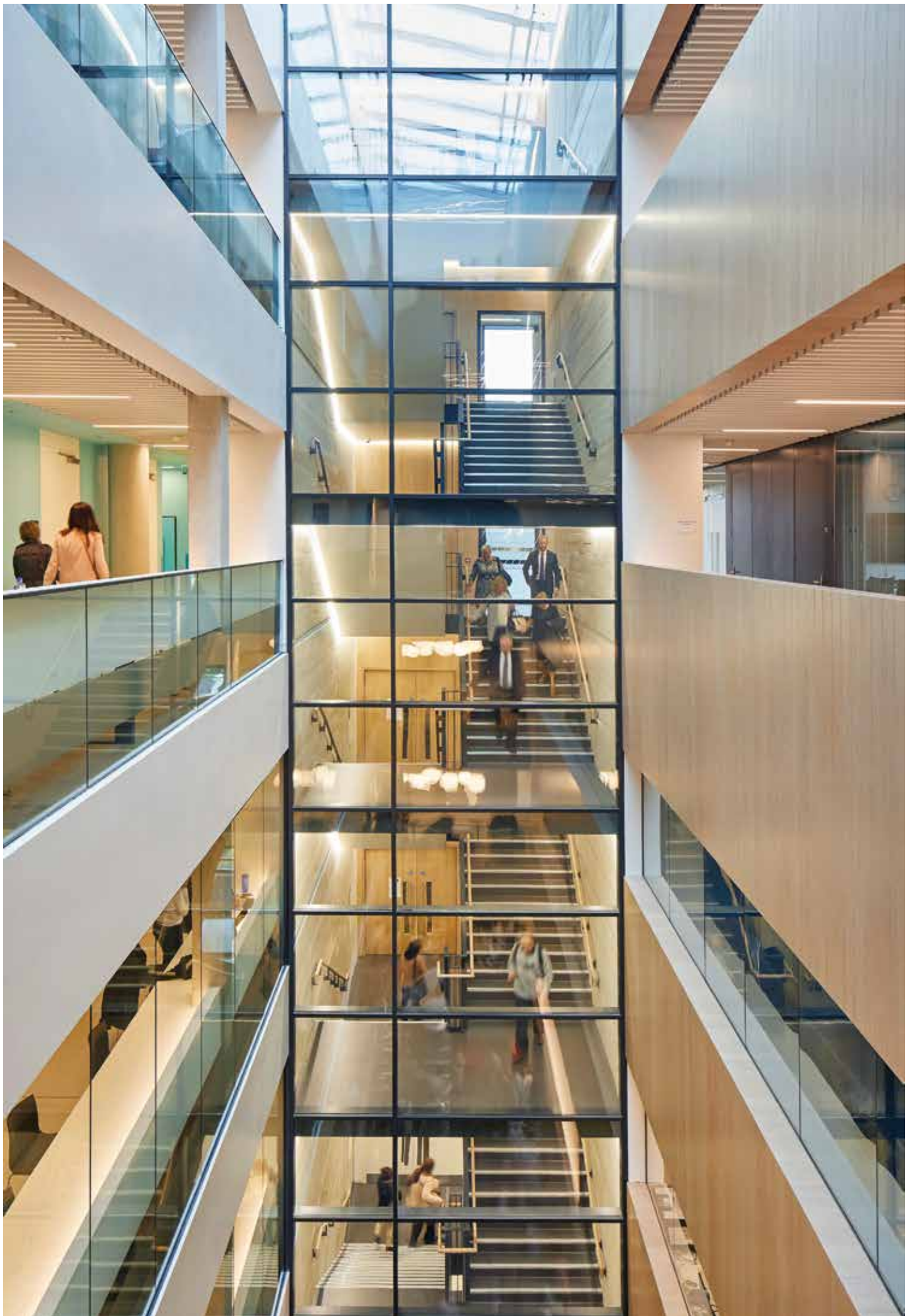
ACADEMIC STAFF PROMOTIONS (Effective 1st October 2016)

Associate Professor

Dr Gianpiero Cavalleri, Department of Molecular & Cellular Therapeutics
 Dr Frances Horgan, School of Physiotherapy
 Dr Brian Kirby, School of Pharmacy

Senior Lecturer

Dr James Barlow, Department of Pharmaceutical and Medicinal Chemistry
 Dr Mary Clarke, Department of Psychiatry and Psychology
 Dr Jane Holland, Department of Anatomy
 Dr Ann Hopkins, Department of Surgery
 Dr Emer Reeves, Department of Medicine
 Dr Warren Thomas, Department of Molecular Medicine



RCSI Royal College of Surgeons in Ireland
Coláiste Ríoga na Máinleá in Éirinn
123 St Stephen's Green, Dublin 2
Tel: +353 1 402 2100
Email: communications@rcsi.ie
rcsi.ie