

TRANSFORMING HEALTHCARE EDUCATION, RESEARCH AND SERVICE

RCSI Strategic Plan 2018–2022



RCSI



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

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

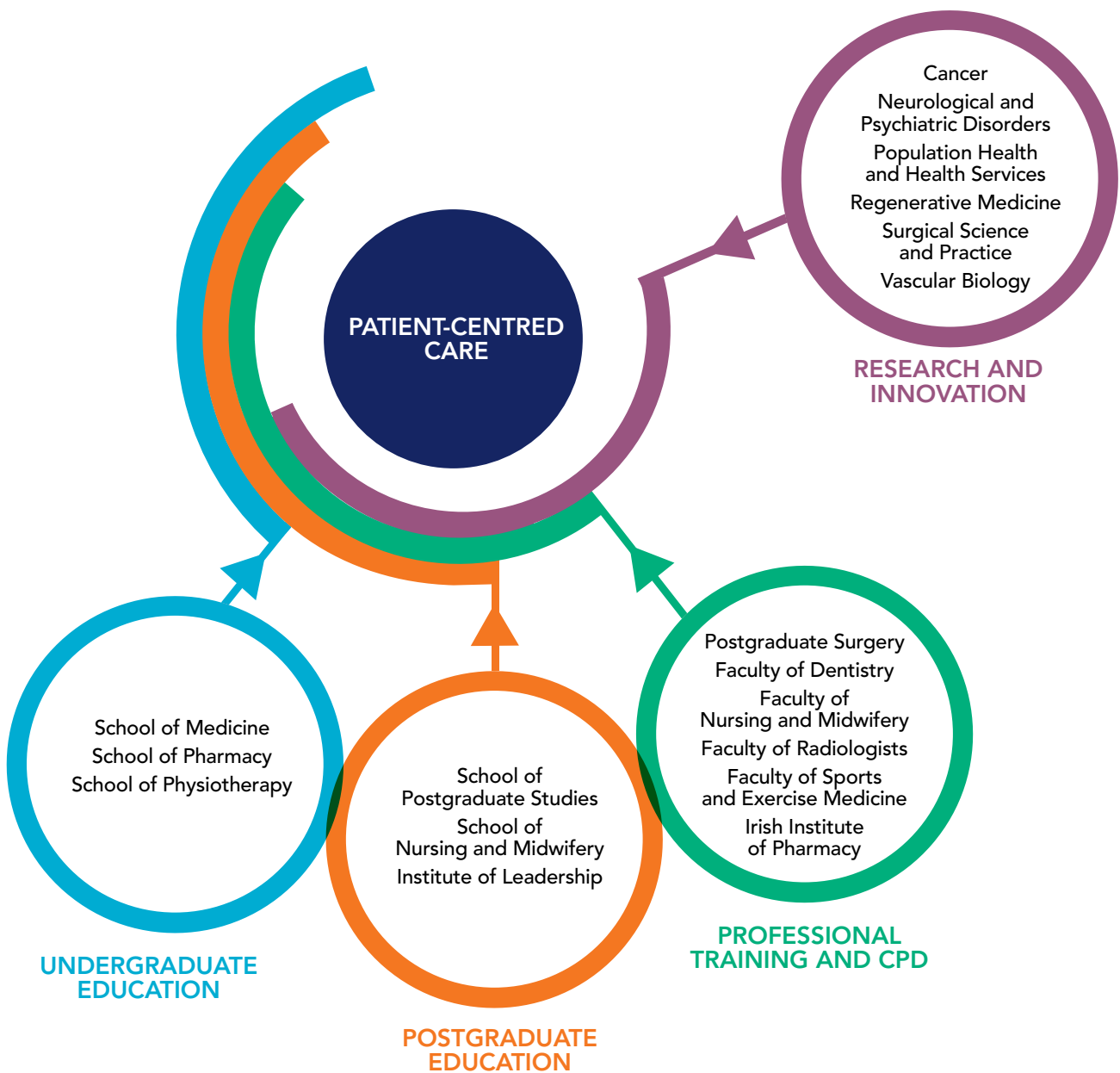
Today we are an innovative, world leading international health sciences education and research institution with undergraduate and postgraduate schools and faculties across the health sciences spectrum. We are home to numerous healthcare institutes as well as leading research centres driving pioneering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

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

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

RCSI Areas of Focus

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



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

RCSI mission, vision and values

Mission - to educate, nurture and discover for the benefit of human health

'To educate'

The primary focus of RCSI is to empower and facilitate our students to realise their full career potential in service of our global patient community.

'nurture'

We welcome our learners and researchers into programmes of academic excellence and a lifelong, community of professional colleagues. We have a responsibility to care for, encourage, challenge and motivate them to realise their full potential.

'and discover'

Our ambition is to transform healthcare through impactful research and ensure our approach to discovery and innovation is incorporated into our teaching.

'for the benefit of human health'

Our work in education, research and service is focused on people and patients - our aspiration to advance healthcare provision in Ireland and globally.

Vision - to demonstrate and achieve international leadership in supporting healthcare professionals, through high quality education and research, to enable people to live long and healthy lives

'demonstrate and achieve international leadership'

RCSI will be a globally respected institution by our students and alumni, the healthcare systems they join, by our clinical partners and third level peers.

'supporting healthcare professionals'

We are solely focused on health sciences. We will support our students from the day they join us and throughout their professional careers.

'high quality education and research'

We will be synonymous with excellence as measured by the impact of our students and our research.

'to enable people to live long and healthy lives'

We continue to be outcome driven by focusing on people and patients and the health issues that shorten and reduce quality of life.

Values - we commit to live by these values in RCSI policies and actions

Respect

We commit to respect for all persons who engage with RCSI including patients, students, staff, and the public.

Collaboration

We promote a nurturing, collegial and inclusive community that values collaboration and development.

Scholarship

We provide a stimulating and challenging environment that promotes excellence in learning and teaching, research and service.

Innovation

We promote a culture of creativity and curiosity to transform ideas into solutions through discovery and entrepreneurship.



Our Values

We commit to these values:

Respect

Collaboration

Scholarship

Innovation

Overview of RCSI Strategy 2018–2022

RCSI's vision is 'to be an international leader in supporting healthcare professionals, through high quality education, research and service, to enable people to live long and healthy lives'. This strategy focuses on the development of RCSI in Ireland¹. While our international campuses will benefit from the strategic priorities outlined in this publication, they are mandated to produce strategies to meet local education and healthcare needs. This paper sets out our strategy to achieve our vision².

In recent years, we have made substantial progress. Our new student centred education building at 26 York Street, with a self-funded investment of €80 million, provides us with the experiential simulation learning facilities to re-define healthcare education. Likewise, our research programme accelerated the delivery of innovative, impactful research on health sciences. An external acknowledgement of our success is evidenced by our continued improvements in the Times Higher Education World University Rankings where we now rank in the top 2% of institutions globally. At the same time, RCSI has grown and expanded student and researcher numbers, deepened organisational capabilities and financial resources, and enhanced engagement with our community.

Despite progress, of which we are proud of, we are not complacent.

More people than ever are leading long and healthy lives. However, healthcare systems are increasingly challenged to meet patient needs and to support wider health and well-being. As populations are aging, there are a growing number of people with multiple and complex health needs who must be supported across fragmented healthcare systems. Patients are better informed and rightly have higher expectations regarding the quality of their care while healthcare professionals must also manage their own well-being. Technology offers huge potential but requires investment. We need a transformation in healthcare if we are to address these challenges while managing the growing costs of healthcare provision on individuals and society.

What does this mean for the people we serve? Healthcare professionals must increasingly work across disciplines and fragmented healthcare systems to care for patients, integrate technology into care and manage costs, and more fundamentally drive innovation and reform across wider healthcare systems in Ireland and internationally. We also know that healthcare professionals cannot support others unless they can take care of themselves. In addition to ensuring that our students are academically and clinically excellent, we have to ensure that our students have the resilience, tenacity and wider competencies to thrive in complex and pressurised health systems.

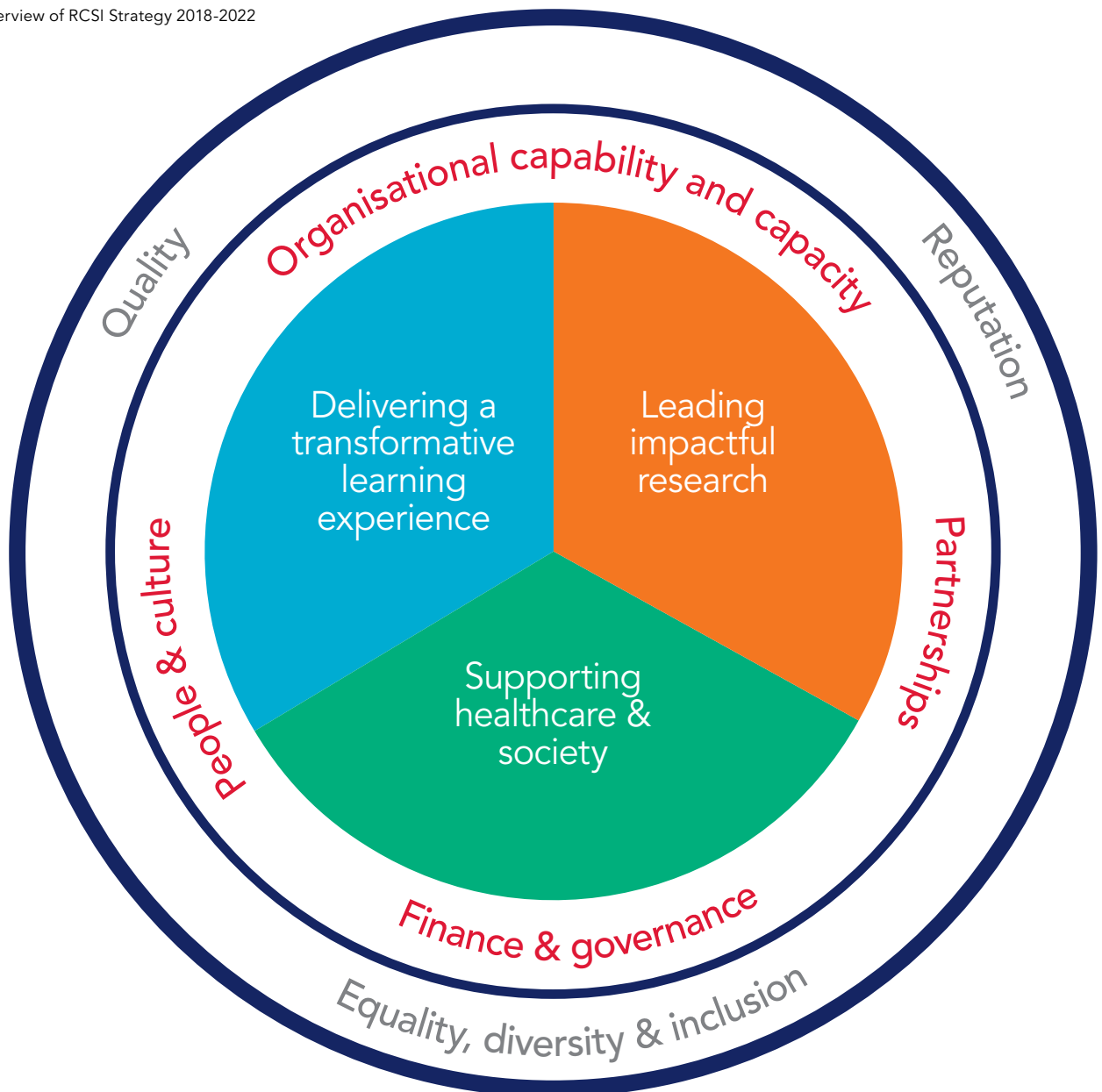
Education is also changing. Brexit, for example, creates opportunities, threats and uncertainty. However, it is certain that competition for students is continuing to increase forcefully. Our customers are also changing, as states are increasingly unwilling to pay for third level education. Competition for research funding is also intense. As an independent, not-for-profit organisation, we are responsible for our own future.

RCSI is purposefully committed to working to solve the greatest challenges of modern healthcare. To provide efficient, safe, and advanced high quality healthcare, which enables people to live long and healthy lives, we commit to actions across three pillars.

¹ While our international campuses will benefit from the strategic priorities outlined in this publication, they are mandated to produce strategies to meet local education and healthcare needs.

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

Figure 1: Overview of RCSI Strategy 2018-2022



1. Delivering a transformative learning experience

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

2. Leading impactful research

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

3. Supporting healthcare and society

We empower our graduates to enhance human health and well-being in Ireland and internationally.

As educators and researchers, it is our duty to use our expertise, knowledge and discoveries to inform and influence healthcare providers and policy makers and to foster improvements in health across societies, around the world.

Strategic enablers

To ensure we meet the commitments outlined in these pillars, we will

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

Foundations

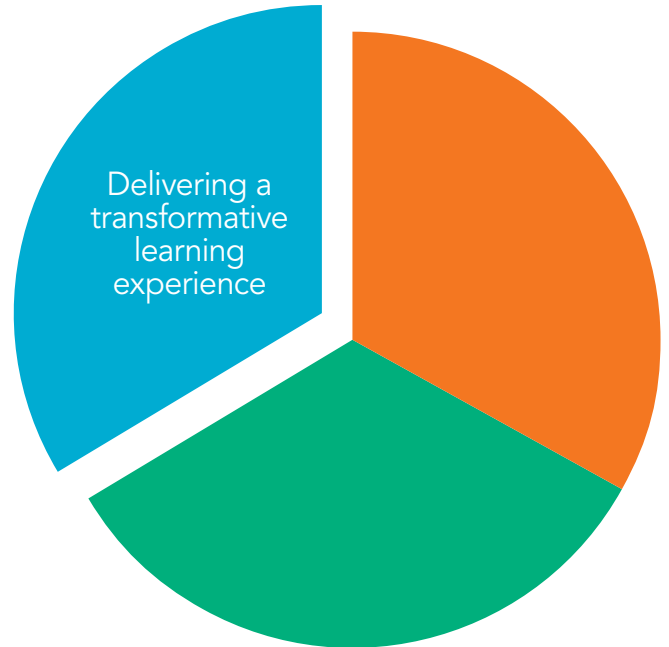
Our work is driven by an unrelenting focus on **quality** and **reputation**, while our relationships are firmly based on **equality, diversity and inclusion**. These are the foundations, and measure, of our success.

Strategic Pillar 1

Delivering a transformative learning experience

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

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



We are committed to transforming the design and delivery of our courses and support systems, so that students receive the best education and training in healthcare. To deliver a transformative learning experience, we will:

1. Create a modern learning environment by implementing a new RCSI learning and teaching strategy. We will restructure our approach to learning, teaching and assessment. Building on recent investments, we will provide advanced experiential learning opportunities (e.g. simulation), more small group teaching to support critical reasoning skills, more course options to meet student needs, and assessment techniques that foster longitudinal formative assessment.

2. Deliver innovative, distinctive and future focused curriculum upgrades across our programmes to support a broad-based graduate skill profile. We will create healthcare professionals with excellent clinical competence who are ready to thrive in challenging healthcare environments. Informed by best practice in curriculum design, the following core tenets will pervade all our healthcare degree programmes:

- ▶ Clinical excellence, with recognised strengths in biomedical science, clinical practice and healthcare systems
- ▶ Character and well-being with recognised strengths in professionalism, leadership and resilience

3. Personalise the student experience using digital technology. We will use digital technology to enhance the student journey, to personalise and continuously improve the learner experience, and to engage with students. Digital technology will provide new channels to access educational material (e.g. specialised use of lecture capture, podcasts, and artificial intelligence), enable self-directed and distance learning (e.g. blended learning), facilitate deeper discussion and collaboration, and increase support for assessment and feedback tools.

4. Provide a seamless student experience by designing and implementing streamlined student centric processes. We will ensure that:

- ▶ our uniquely international student population have an unrivalled student experience
- ▶ our students' broader well-being is supported
- ▶ our student systems provide a seamless student journey

5. Support students' early career readiness.

We will establish an integrated career programme offering personalised career development support and



challenge. In addition to strong academic supports and access to alumni networks, we will ensure that students have an achievable plan for commencing employment by supporting students to develop career plans early, enabling students to build a portfolio of relevant experiences (e.g. electives, research projects, mentors), and preparing graduates to enter healthcare systems in relevant countries.

6. Support the lifelong development of healthcare professionals. We will meet the skills needs of healthcare professionals as they evolve over their working life through our professional faculties and institutes, which deliver education, training and research in surgery, healthcare system leadership and professional development. In particular, we will implement 'Supporting Excellence in Surgical Training and Practice'

7. Develop and support our educators to excel in education delivery and international engagement.

We will:

- ▶ Continue to strengthen our core academic disciplines

in Ireland and in our international campuses. We will nurture talent within RCSI, upskill and involve our early career researchers in our education mission, and recruit staff who are capable of transforming the quality of education in the classroom and clinical environment.

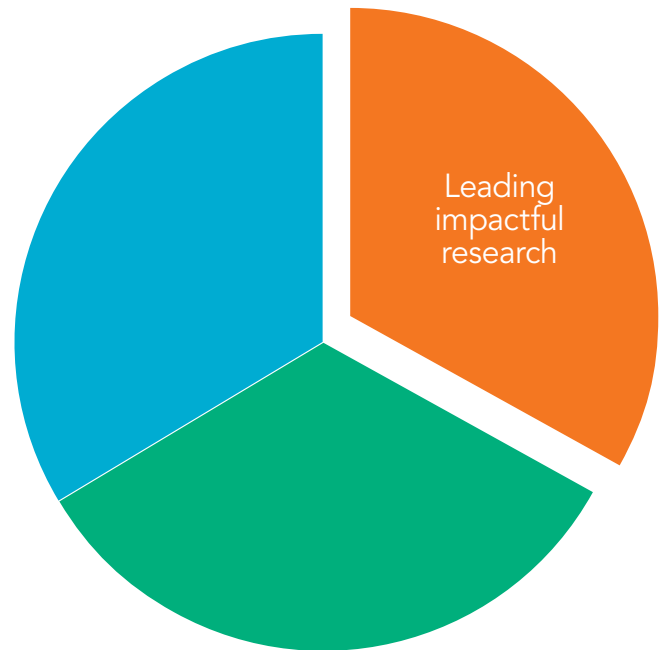
- ▶ Support faculty development by enhancing the skills of our academic and clinical staff as they engage with students.
- ▶ Review our systems to measure and reward staff who deliver excellence and innovation in education practice and related student support.
- ▶ Develop the support systems needed to implement this strategy by expanding our learning and development capabilities and health professions education research. Our research agenda will support the delivery of the RCSI Learning and Teaching Strategy and the distinctiveness of our educational offering.
- ▶ Enhance our engagement with academic stakeholders, emphasising our educational excellence, impact and distinctive philosophy.

Strategic Pillar 2

Leading impactful research

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

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



To succeed in leading impactful research that addresses key Irish and international health challenges, we will:

8. Develop research centres in areas of excellence and critical mass with clear governance and management structures.

Focused investment and recruitment will enhance our ability to play a meaningful role in the following national and international health challenges: cancer, neurological and psychiatric disorders, population health and health services, regenerative medicine, surgical science and practice, and vascular biology. We will review priority areas periodically and continue to advance health education research as it informs our education goals.

9. Maximise our research impact and reputation.

We will support Research Centres and researchers to achieve broader health, societal and economic impacts and to contribute to healthcare knowledge through extensive dissemination activities, publications in leading journals and research commercialisation. We will regularly evaluate the performance of our Research Centres and will create the foundation for a strong international research profile for RCSI.

10. Integrate world class research into learning and teaching.

We will give students a research-driven education experience, and create an opportunity for all students to become involved in research.

11. Invest in advanced infrastructure and services to support our Research Centres and researchers. We will:

- ▶ Continue to develop essential research supports (e.g. biostatistics, biobanks, etc.)
- ▶ Maximise use of the Clinical Research Centre in the Smurfit Building at Beaumont Hospital
- ▶ Build and equip new research laboratories and invest in digital infrastructure to facilitate data collection, analysis, sharing and storage
- ▶ Reform research governance and professional supports

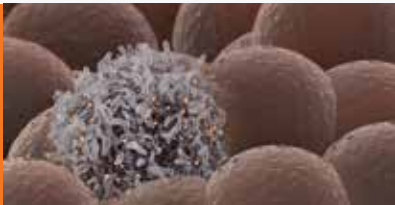
12. Grow and diversify our researcher community and support our researchers to develop outstanding careers. We will:

- ▶ Continue to grow the depth, diversity and quality of our research community. We will attract excellent students, faculty and staff from Ireland and around the world. We will work with our hospital partners to support clinical staff to engage in RCSI supported research and clinical trials.
- ▶ Provide an excellent working environment that supports researchers to develop their research and broader skills, to build national and international networks, to contribute to our teaching mission and to advance their long-term career potential.



RCSI Research Centres of Excellence

Cancer



Regenerative Medicine



Neurological and Psychiatric Disorders



Surgical Science and Practice



Population Health and Health Services



Vascular Biology



Strategic Pillar 3

Supporting healthcare and society

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

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

- ▶ Transform learning outcomes using experiential learning in simulated environments
- ▶ Introduce new healthcare professions to Ireland and expand the capabilities of existing professions
- ▶ Focus our research resources on important health and healthcare issues



With staff and students working together, we will continue to contribute more broadly to healthcare and society. Building on our education and research strengths and ambitions, to contribute to healthcare and society, we will:

13. Remain patient focused by prioritising the needs of patients and the public in our education and research in order to drive innovations that transform healthcare. Where appropriate, we will embed patients and the public in RCSI education and research to enhance quality and its potential impact.

14. Inform and improve healthcare delivery and promote public health and well-being. We will utilise our academic excellence, specialist professional knowledge, networks and city centre location to advocate for broader healthcare reform. We will enhance the delivery of surgical practice and patient care, and in line with the State's Healthy Ireland programme, we will promote lifelong health and activity among our students and staff and in our broader community.

15. Promote access to higher level education.

We will work to:

- ▶ Stimulate access to further and higher education by supporting students at second level to reach their full potential
- ▶ Make access to RCSI feasible for traditionally underrepresented student groups
- ▶ Work with students and teachers to promote interest and knowledge in science and healthcare careers

16. Expand support to our international community.

We will promote improved healthcare delivery internationally through programmes relating to education, training and research. For example, we will create an Institute for Global Surgery and Healthcare Professional Development.



Supporting Healthcare and Society

Deepen patient engagement



Promote access to higher level education



Inform and improve healthcare delivery



Support Ireland as a centre for international education



Promote well-being and improvements in health



Support our international community



Strategic Enabler 1

Organisational capability and capacity

We will enhance organisational capability and capacity. We will re-design the organisation to better serve the needs of our students, our staff and other critical stakeholders. We will:

17. Enhance our management systems. We will align this strategy with unit action plans (e.g. schools, research centres, enabling services, international campuses, etc.) through the implementation of a comprehensive annual business planning process. We will use this process to agree priority actions, to manage investment and costs, to proactively develop new growth opportunities, and to progress implementation.

18. Improve organisational effectiveness through process improvement. We will implement a systematic process improvement programme to enhance our organisational effectiveness and efficiency. By eliminating waste, we will create capacity for higher value adding activities.

19. Enhance our network of clinical training sites with capacity to provide a high quality and consistent education experience for clinical skills teaching and for experiential learning. We will better manage clinical training capacity by optimising available capacity, managing costs, and delivering rotation and elective schedules tailored to curriculum needs and students' career aspirations.

20. Enhance our student recruitment and marketing functions. Recognising that our markets are changing and increasingly competitive, we will refine our student recruitment propositions across our courses, markets and campuses, diversify same, and strengthen our capabilities and structures to deliver.

21. Continue to invest significantly in our physical infrastructure. We will continue to enhance our current campuses and advance our campus masterplan to create a Medical Quarter on the (St Stephen's) Green. We will develop our education and research infrastructure on relevant hospital sites, implement a programme to offer all first year students and PhDs suitable residential accommodation, and progress our 'Green Campus' environmental programme.

22. Optimise the use of digital technology. We will deliver digitally enhanced systems that improve process quality and efficiency, and enhance the student, staff and academic experience. We will create cloud-based support systems to support institutional growth and flexible digital workspaces that support collaboration and innovation.

23. Enhance our management information systems. We will enhance how we collect, analyse and utilise information to better inform timely decision making.

24. Enhance strategic communications and reputation. We will develop an integrated plan for branding, stakeholder communication and reputation enhancement that will support internal communications, deepen relationships with key partners, and enhance the awareness and reputation of RCSI across public, healthcare, education, research and policy stakeholders, both in Ireland and internationally.

Strategic Enabler 2

Partnerships

Partnerships are central to our success. Engaging with students is essential. We will strengthen our national and international collaborations with a wide range of partners including the RCSI Hospital Group and the wider healthcare system, other higher education and research institutes and business. We will:

25. Create a stronger culture of partnership with students in which their contribution to guide and contribute is more clearly supported and acknowledged. We will engage students more in the decisions that particularly affect them, including actions 1, 2, 3, 4, 5, 10, 20, 21, 26, 34, and 35.

26. Develop our global alumni and fellows and members networks across all our campuses.

Understanding that alumni, fellows and members are our best champions and ambassadors, we wish to engage more effectively with each network to:

- ▶ Grow our global reputation
- ▶ Enhance the student and trainee experience
- ▶ Identify leaders, experts, volunteers and enlist their support to help us deliver on our ambitious plans
- ▶ Develop a community of supporters

27. Support the development of an integrated academic health system in the Dublin North and Northeast region in partnership with the RCSI Hospital Group and primary healthcare partners. We will facilitate effective collaboration between education, research and healthcare delivery. We will play an important role in enhancing the provision of healthcare to over 800,000 people in region.

28. Build deeper relationships with clinicians (e.g., hospital consultants and doctors, general practitioners, physiotherapists, pharmacists and nurses). The network of RCSI affiliated sites provides for variety, both in the location and breadth of experience encountered by our students. We will review the clinician journey and identify best practice in engaging with clinicians in order to support high quality learning and teaching and to grow education capacity, to provide opportunities for research, to manage administration efficiently, and to recognise the essential contribution that clinicians make towards developing the next generation of healthcare professionals.

29. Build academic partnerships across the healthcare system with a particular focus on private sector partners. As part of our business planning process, we will work with a wide range of parties to develop new offerings.

30. Create high value and productive research partnerships. Collaboration between our research centres and across our campuses, and with recognised institutions (e.g., hospitals, other higher education and research institutes) and industry is central to creating high quality research that achieves impact. We will support our researchers to engage and collaborate with leading researchers and institutions.

31. Attract philanthropic investment to support our mission to educate, nurture and discover for the benefit of human health.

Strategic Enabler 3

People and culture

Everyone in RCSI is in service of our mission and has a role to play in building a high performance organisation and culture. We will:

32. Create a distinctive employee experience.

We will continue to work to develop best in class systems to support and engage staff, to enhance manager - employee relationships, to address workforce planning and capability gaps, and to measure operational effectiveness.

33. Enhance leadership and management capability.

We will ensure that everyone who has a management function has a clear understanding of their role, responsibilities and standards expected, and that we support them to succeed.

34. Promote a positive culture as RCSI grows and expands.

Building on our stated values of respect, collaboration, scholarship and innovation, and our aspiration to equip our students with the knowledge, skills, experiences and attitudes to thrive, will implement a range of initiatives to embed our values and create a culture that supports personal growth, accountability and achievement.

35. Achieve Equality, Diversity and Inclusion.

We will develop, implement and evaluate an Equality and Diversity Policy and Action Plan. We will achieve and maintain Athena Swan accreditation.

Strategic Enabler 4

Finance and governance

RCSI is entering a new and exciting strategic phase – one that highlights a 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. We will:

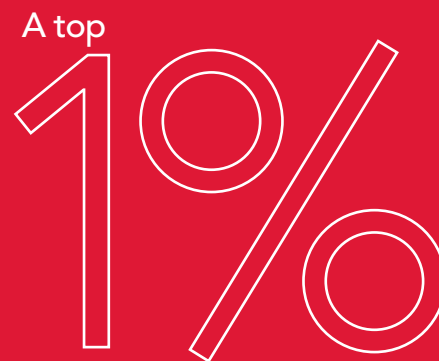
36. Implement a five year financial plan that supports the strategy. We will:

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

What Does Success Look Like?



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



world university ranking



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



World class facilities across all our campuses



A research environment that attracts and develops highly impactful researchers



A growing community of clinical educators and researchers



A meaningful contribution to healthcare and society

High quality staff engagement with students and researchers



RCSI Strategic Roadmap and Implementation

Strategic Pillars	Area	High-level Strategic Actions	Sample measures of success
1. Delivering a transformative learning experience	Our approach	1. Implement RCSI learning and teaching strategy	<ul style="list-style-type: none"> • Student satisfaction • Meaningful staff-student engagement • Strong student progression
	What we teach	2. Partnerships Deliver innovative and future focused curricula	<ul style="list-style-type: none"> • Attainment of identified graduate attributes
	How we teach	3. Personalise the student experience using digital technology 4. Provide a seamless student experience	<ul style="list-style-type: none"> • Student wellbeing • Student satisfaction with key systems and the learning environment
	Lifelong careers	5. Support students' early career readiness 6. Support the lifelong development of healthcare professionals	<ul style="list-style-type: none"> • Student engagement • Student progress on achieving career goals (e.g. USMLEs) • A suite of new or enhanced offerings available
	Supporting educators	7. Enhance Educational Excellence and Reputation	<ul style="list-style-type: none"> • Strong core academic disciplines in Ireland and international campuses • Strong teaching reputation
2. Leading impactful research	Focused growth	8. Develop research centres in areas of excellence and critical mass	<ul style="list-style-type: none"> • Establishment of centres • Research excellence
	Quality and impact	9. Maximise our research impact and reputation 10. Integrate research into teaching and learning Infrastructure 11. Invest in advanced research infrastructure and services	<ul style="list-style-type: none"> • Impactful publications in high quality journals • Development of intellectual property • Strong research reputation • Delivery of world class infrastructure (e.g. space and information technology) and services to support research
	Researcher careers	12. Grow and diversify our researcher community and support our researcher to develop outstanding careers	<ul style="list-style-type: none"> • Growth in researcher numbers and funding • Diversity of faculty, staff and students (e.g. % of staff with significant international experience) • We meet international benchmarks (EU HR logo, Athena Swan) and support researcher needs
3. Supporting healthcare and society	In Ireland	13. Deepen patient engagement 14. Inform and improve healthcare delivery and public health 15. Promote access to higher level education	<ul style="list-style-type: none"> • Patients engaged with education and research • Contribution to surgical practice, health and healthcare policy • High staff and student engagement • Widening student participation
	Internationally	16. Support surgery and healthcare internationally	<ul style="list-style-type: none"> • International impact • Higher quality education and research

Strategic Enablers	Area	High-level Strategic Actions	Sample measures of success
1. Organisational capability and capacity	Leadership	17. Enhance our management systems	<ul style="list-style-type: none"> Agile and joined up decision making and implementation
	Management of critical systems	18. Improve effectiveness and efficiency through process improvement 19. Enhance management of clinical capacity 20. Enhance student recruitment and marketing	<ul style="list-style-type: none"> Improved effectiveness and efficiency Increase in quality of clinical experience Increased clinical capacity Strong pipeline of high quality students More diverse students across courses and countries
	Infrastructure	21. Build a world class campus 22. Optimise Digital Technology 23. Enhance management information systems	<ul style="list-style-type: none"> Sufficient space for key functions (teaching, research, recreation, administration, etc.) Environmentally friendly campus Key strategic goals supported by IT Student and staff satisfaction Single source of truth for all RCSI data
	Our message	24. Enhance strategic communications and reputation	<ul style="list-style-type: none"> Improved external reputation Stronger relationships with key stakeholders Internal clarity on our brand
2. Partnerships	Those we serve	25. Engage students in strategy implementation 26. Develop our alumni, fellows & members networks	<ul style="list-style-type: none"> Initiatives increasingly student centric Increased engagement with alumni, members and fellows
	Those we work with	27. Support the development of an integrated academic health system in the Dublin North East region 28. Build deeper relationships with clinicians 29. Build academic partnerships across the healthcare system 30. Create high value and productive research partnerships	<ul style="list-style-type: none"> Growing contribution to RCSI hospital group Increased number of high quality clinicians engaged in high quality teaching and research Increased engagement with primary care Diversification of training environments New product offerings Increased research impact through collaborations
	Supporters	31. Attract philanthropy to achieve our goals	<ul style="list-style-type: none"> Funds raised to support key college initiatives
3. People and culture	Our staff	32. Create a distinctive employee experience 33. Enhance management capability	<ul style="list-style-type: none"> Increased staff satisfaction Improved staff development Clarity on structures, roles and responsibilities
	Our culture, values and actions	34. Promote a positive culture 35. Achieve equality, diversity & inclusion	<ul style="list-style-type: none"> Positive culture Consistent application of organisational values Deliver equality, diversity and inclusion and Athena Swan accreditation
4. Finance	Finance and governance	36. Implement a five year financial plan	<ul style="list-style-type: none"> Growing revenues/ funds for reinvestment Investing appropriately in a planned and integrated way High standards of accountability, probity and financial control Delivering value for money and efficiency

RCSI Strategic Roadmap and Implementation

This strategic plan is the product of extensive consultation and interactive working sessions with hundreds of RCSI staff, students, alumni and partners. These engagements have significantly shaped the direction and goals of this plan.

The quality of our staff and students is one of RCSI's great strengths. Every member of the RCSI community will have a part to play in helping us achieve our strategic goals over the next five years.

We are committed to the implementation of this plan. As set out below, each strategic action in the plan has been assigned to specific members of the Senior Management Team who will drive its development and implementation. Each action comprises a range of sub-actions or

milestones. For these, we have identified lead actors, resources and timelines for delivery.

Systems are in place to track performance (actions, milestones and KPIs) and address the inevitable challenges that will arise. The objectives of this strategic plan are ambitious but with the support of the RCSI community, we can achieve these objectives and realise our shared vision to educate, nurture and discover for the benefit of human health.





Internal copy - not for external circulation

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