

# RCSI Contribution to Ireland

September 2018



**RCSI**

Leading the world  
to better health

# RCSI in numbers

## WORLD RANKINGS



Top

# 2%

Times Higher Education  
World University  
Rankings 2019

## CONTRIBUTION TO THE IRISH ECONOMY



- Number of additional jobs created across the Irish economy as a result of the expenditure of RCSI, our staff and students: 1,750
- Contribution to Irish exports: €120m p.a.

## INTERNATIONAL OUTLOOK



International student profile:  
Students from over

# 60

countries

# 4

International campuses:  
Bahrain, Dubai and Malaysia (2)

Alumni:

# 17,000

 in 97 countries

## STUDENTS IN IRELAND

**3,781** Registered students

**2,259** Undergraduate students  
(Medicine, Physiotherapy and Pharmacy)

**1,041** Postgraduate students  
(Masters, MD, PhD)

**457** Surgical and emergency  
medicine trainees

## STAFF IN IRELAND



# 1,129

## INVESTMENT



# €80m

Invested in RCSI's 26 York Street, home to Europe's most advanced clinical simulation facility

# €11m

Invested in extension of RCSI's Smurfit Building at Beaumont Hospital

# Introduction

RCSI is a higher education, professional training and research institution focused on health sciences. The College was founded by Royal Charter in 1784 to set and support professional standards for surgical training and practice in Ireland. This surgical heritage continues to shape our approach to education, research and service. The RCSI School of Medicine, the largest in Ireland, was founded in 1886.

Today we are an innovative, world leading international health sciences institution with undergraduate and postgraduate schools and faculties across the health sciences spectrum. We are home to a number of healthcare institutes and 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. We remain committed to service, academic freedom, diversity and humanitarian concern.

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.

Through the RCSI Hospital Group, our national role in surgery and local initiatives to support our community in inner city Dublin, RCSI engages in a range of activities to enhance the delivery of healthcare, to improve public health and support access to education.

RCSI is a statutory, independent, and not for profit body. Its foundation charter was subsequently amended by Oireachtas Acts in 1965 and in 2003. It is one of the nine statutory degree awarding institutions in the State provided for in the Qualifications and Quality Assurance (Education) Act, 2012.

In 2015, RCSI was awarded "university authorisation" by the Minister for Education and Skills under the terms of the Education (Miscellaneous Provisions) Act 2015 and can now describe itself as a University of Medicine and Health Sciences – but only outside the State.

Financially, RCSI is self-funding organisation. Unlike publicly funded universities and institutes of technology it does not get 'core' funding from the Exchequer. It receives about 2% of its Irish income from the State in the form of payments for education services rendered (for EU medical, pharmacy and physiotherapy students). These payments are below economic cost.

Additional funds come from competitively secured research grants from research funders such as SFI, Health Research Board and Irish Research Council. The value of all these payments is more than exceeded by the payments RCSI makes annually to the Exchequer in taxes.

RCSI's broader economic contribution is very considerable. It employs more than 1,100 staff and generates an estimated €120 million of export earnings annually - making it one of Ireland's largest indigenous exporters. The estimated total annual contribution of RCSI to the Irish economy is of the order of €200 million annually.

RCSI's Strategic Plan (2018–2022) 'Transforming Healthcare Education, Research and Service' can be found at [www.rcsi.ie/strategy2018](http://www.rcsi.ie/strategy2018).

**This paper summarises our contribution to Ireland. It is organised using a Department of Education and Skills framework\* (link here), which sets six key objectives for Irish higher education institutions.**

\*<https://www.education.ie/en/Publications/Education-Reports/higher-education-system-performance-framework-2018-2020.pdf>

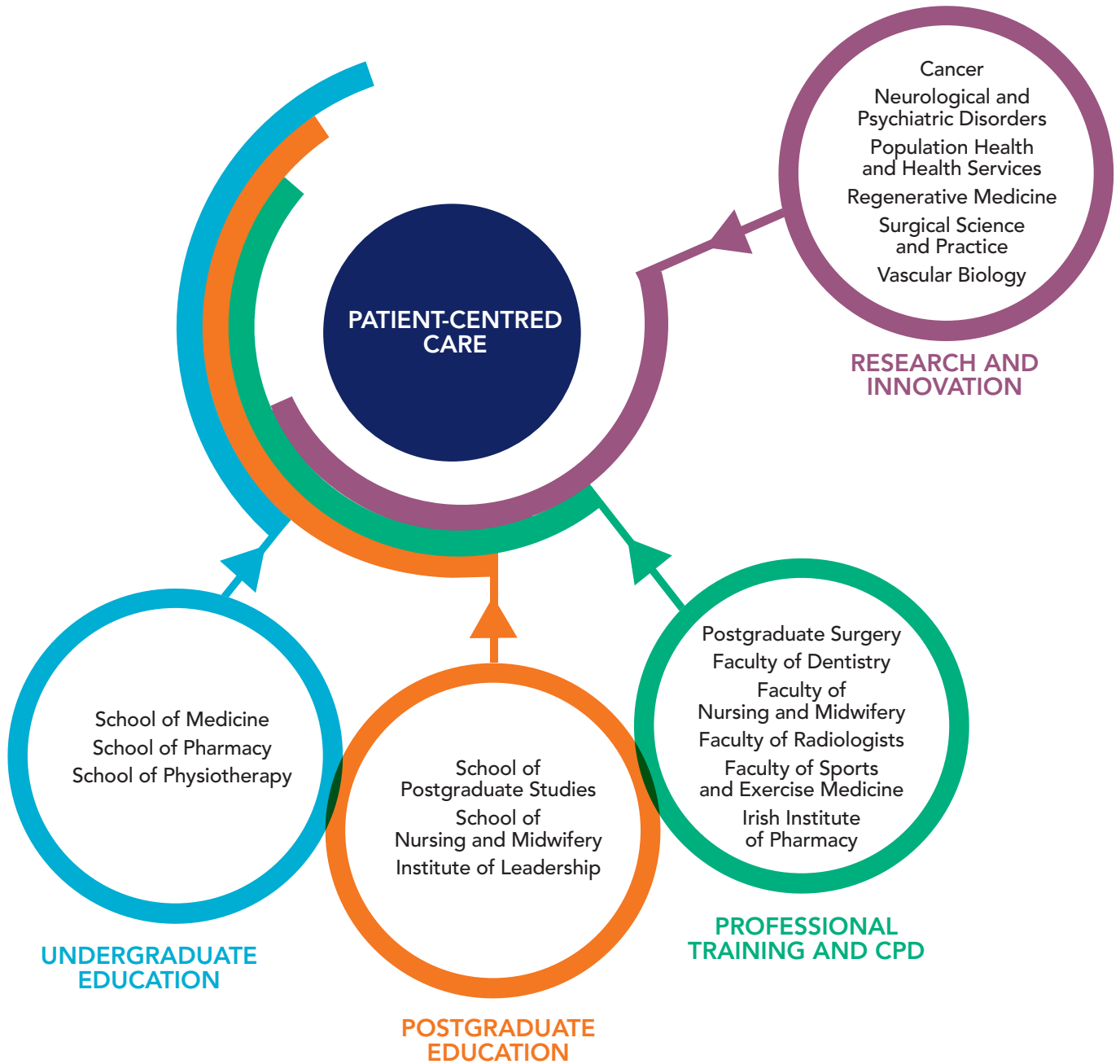
# Objective 1

Providing a strong talent pipeline combining knowledge, skills and employability which responds effectively to the needs of our enterprise, public service and community sectors, both nationally and regionally, and maintains Irish leadership in Europe for skill availability

- With a sole focus in healthcare, we offer a range of courses including medicine, nursing, pharmacy, physiotherapy, surgery and healthcare leadership to meet the needs of the healthcare sector in Ireland and overseas.
- We support the continuum of healthcare education and training with the patient always as the focal point. We offer a wide range of healthcare courses from undergraduate to postgraduate qualifications (69 accredited programmes - NFQ level 8 and above) to supporting lifelong learning. Our core education and training entities are captured in figure 1.
- Informed by leading research, we seek to support healthcare professionals throughout their working lives. As healthcare courses require a very specific range of knowledge, skills and attitudes, our courses are continuously framed by patient and industry needs (healthcare sector), and indeed, co-delivered by industry. Many of our educators are active clinically, mainly in hospitals.
- Our new education building at 26 York Street provides an excellent educational experience for students and surgeons alike. It facilitates the development of core technical and non-technical skills in a safe environment. Trainees are able to learn safe surgical practice and develop operative skills, reinforcing the importance of surgical training to patient safety. 26 York Street was self-funded by RCSI at a total cost of €80m.
- Unlike typical higher education providers, RCSI provides an extensive range of offering to support the lifelong development of healthcare professionals. For example, supported by the State, we manage the Irish Institute of Pharmacy whose role includes the development and implementation of a CPD system for all pharmacists in Ireland and the development of pharmacy practice in line with international best practice and evolving healthcare needs.
- We house a number of professional member-driven Faculties who support the ongoing development of their professions including surgery, nursing and midwifery, sports and exercise medicine, radiology and dentistry. These faculties provide education and training programmes to meet the needs of their profession who work in clinical, management and research roles.
- As an independent body, the College must generate sufficient financial resources to cover both operating costs and capital funding requirements. Ensuring that our education and training programmes are relevant and competitive – both in Ireland and internationally - is central to our ongoing sustainability. As a registered charity, all surpluses earned are reinvested in fulfilling our strategic objectives for education, research and service.
- We continuously strive to drive innovation in course offerings and delivery:
  - o We launched the first Graduate Entry Medicine course in Ireland (2006) – opening up medicine to a wider range of students than the CAO entry route allows for.
  - o We launched the first Nurse Midwife Prescribing course (2007) – expanding the range of practice of nurses.
  - o We launched the first (and only) Physician Associates programme in Ireland (2016) – creating a new profession in Ireland that has the potential to significantly enhance the quality of healthcare while lowering costs.

**Figure 1**

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.



# Objective 2

Creating rich opportunities for national and international engagement which enhances the learning environment and delivers a strong bridge to enterprise and the wider community.

- In 2000, RCSI was the first higher education institution to develop a clinical research centre on a hospital site in Ireland (Smurfit Building at Beaumont Hospital). In 2018, RCSI opened an €11 million extension to the centre. In recent years, we have also invested in research and education facilities in University Hospital, Waterford, St. Luke's General Hospital, Kilkenny, Our Lady of Lourdes Hospital, Drogheda, and Connolly Hospital, Dublin. Further investments are planned.
- The RCSI campus has formed part of the streetscape of Dublin for over 230 years. The opening of 26 York Street in 2017 marks the transformation of RCSI's Medical Quarter in the heart of Dublin city. We aspire to make further investments in the city centre campus.

RCSI's state-of-the-art healthcare education building at 26 York Street allows early clinical education to be delivered away from the patient's bedside, enabling students and trainees to learn in a simulated, feedback-rich environment. The building accommodates a new surgical training suite with a mock operating theatre, clinical training wards, 540-seat auditorium, library and sports complex.

This building provides students, surgical trainees and staff with the most modern facilities that promote the development of the RCSI community at the heart of the city. RCSI's €80m investment represents our vision for a world-class educational facility that will put RCSI at the global forefront of innovation in healthcare education and training. Speaking at the official opening, Michael Bloomberg noted that 26 York Street would "help raise the bar for teaching institutions around the world."

- RCSI has successfully shaped and led the training of surgeons since its foundation. This is executed through a wide range of programmes and activities in the National Surgical Training Centre for those wishing to pursue a career in surgery. As part of our work, the National Clinical Programme in Surgery provides a framework to design and implement change initiatives to improve and standardise the quality of care and access for patients in a cost effective manner.
- As the primary academic partner, RCSI through the

Hospitals Group is playing a key role in enhancing the provision of healthcare to over 800,000 people in Dublin (north) and the Northeast, Ireland's fastest growing region. The Group comprises Beaumont, Connolly, The Rotunda, Louth County Hospital, Our Lady of Lourdes Hospital Drogheda and Cavan and Monaghan Hospitals.

We are committed to the success of the group. The scope of RCSI activities cover areas such as Health Outcomes Research, Lean/Process Improvement, Population Health research, and Project Echo (knowledge sharing networks, led by expert teams who use multi-point videoconferencing to conduct virtual clinics with community providers). We also host the group HQ on our St. Stephens Green campus.

- The International Medical Commencement Programme (a pre-entry programme) is jointly delivered by the RCSI and the Institute of Technology Tralee. Based in Kerry, the programme is designed to enhance the scientific and communication skills of those international students whose first language is not English to prepare them for entry into RCSI undergraduate programmes in medicine, pharmacy and physiotherapy. Over 120 students participate annually, contributing to the success of ITT and to the economy of Tralee and the South West region.
- The Institute of Leadership provides opportunities for health professionals to develop as leaders capable of displaying a wide range of management and supervisory skills in their clinical or administrative roles. We achieve our mission through a combination of academic rigour, a practical focus on improving healthcare delivery and helping professionals understand and develop themselves.
- We house a number of member-driven Faculties who support the ongoing development of their professions including surgery, nursing and midwifery, sports and exercise medicine, radiology and dentistry. These faculties provide education programmes to meet the needs of their profession who work in clinical, management and research roles. Likewise, the Irish Institute of Pharmacy, based at 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.

- We run a wide range of public health events to improve public understanding of health and healthcare. For example, the RCSI 'MyHealth' Lecture series is for people who want to learn more about common illnesses and health related topics, and how we can improve our personal health and well-being.
- We run a programme (REACH - Recreation Education and Community Health) to support community engagement and access. Established in 2007, REACH facilitates the participation of groups traditionally underrepresented in further and higher education, and to promote lifelong health in our local community in South Inner City Dublin. The programme, driven by staff and students, has forged community partnerships with local primary and post primary schools and local youth, community and sports groups.
- In 1990, RCSI opened a GP practice, the Mercer's Medical Centre, on the site of the old Mercer's Hospital. It is now the largest GP practice in Dublin city centre. In addition to the core activities of general medical practice in an inner city site, the centre participates in the education and training of student doctors and in the specialist training of future GPs. It provides free GP services to RCSI students and is also involved in health promotion activities in the local community.
- RCSI is also committed to advancing the health and wellbeing of people in the developing world. The COSECSA programme represents a unique collaboration between RCSI and a College of Surgical Educators across 10 countries in East, Central and Southern Africa (COSECSA). By sharing our intellectual property and the expertise of our staff, we have grown the capacity of COSECSA's faculty and administration staff to train surgeons in Africa. With our support, COSECSA has delivered exponential growth in surgical training and accreditation in 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.
- In addition to our contribution to healthcare, RCSI makes a significant contribution to Ireland's broader historical, social, and economic development. Our headquarters in 123 St. Stephen's Green has been witness to numerous historic events, including the 1916 rising. Today, our buildings and staff play host – both to historic tours – and conferences and events on the frontiers of health sciences and health policy. For example, in July over 4,000 delegates from nearly 70 countries congregated in the Convention Centre, Dublin for the World Congress of Biomechanics, which was co-hosted by RCSI and Trinity College Dublin in partnership with AMBER, the Science Foundation Ireland-funded materials science group. More than 600 members of the public visited our historic building at 123 St Stephen's Green for Culture Night 2018.



# Objective 3

Excellent research, development and innovation that has relevance, growing engagement with external partners and impact for the economy and society and strengthens our standing to become an innovation leader in Europe.

- The mission of RCSI's research strategy is to improve human health through translational research: clinical, laboratory- based and health service research informed by bedside problems, and societal and global health challenges.
- As an exclusively health sciences-focused educational and research institution with strong links to acute hospitals and other institutions that reflect the wide diversity of healthcare facilities and needs, locally and nationally, RCSI is uniquely placed to develop and enhance translational research for the benefit of patients and to improve the health of the community. In 2000, RCSI was the first higher education institution to develop a clinical research centre on a hospital site in Ireland (Smurfit Building at Beaumont Hospital). In 2018, RCSI opened an €11 million extension to the Centre at Beaumont Hospital.
- RCSI academic staff, many of whom have joint appointments with hospitals, bring clinical expertise and resources to RCSI that are essential to deliver truly translational research, from bench to bedside to population and vice-versa.
- 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.
- We are building world-class research teams in key areas that significantly affect human health. Our research programmes drive scientific breakthroughs, innovations and insights that allow us to understand and respond to changing healthcare needs and contribute to the development of new therapeutics, diagnostics, devices and healthcare system change that will enhance patient treatment and care in the future. The following table sets out a number of examples where our research is achieving tangible impact for patients.





# Key Metrics

# > 200%

Increase in inventions identified by RCSI researchers since 2016



A range of important scientific discoveries that improve human health

# No.1

Highest research paper impact (citation rate) in Ireland

**DOUBLE**  
RCSI field-weighted citation compared to world average



Grant Income

# €35m



Science Foundation Ireland **sfi**  
For what's next  
Founding Partner in four SFI funded research Centres



# 400%

increase in research agreements with Industry since 2014

# No.1 for H2020

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

Examples of excellent research, development and innovation that has relevance, growing engagement with external partners and impact for the economy and society and strengthens our standing to become an Innovation Leader in Europe.

Research Examples	Example of Outcomes
<p><b>Example 1: Perinatal - supporting mothers and babies</b></p>	
<p>Unfavourable pregnancy and birth outcomes can have devastating effects and lifelong consequences for infants and their families.</p> <p>Headquartered at RCSI and based at the Rotunda Hospital campus, Perinatal Ireland is focused on improving women and children's health. It is a collaborative research network that links the seven largest obstetric maternity hospitals on the island of Ireland.</p> <p>As these hospitals manage 50,000 of the 70,000 births p.a. in Ireland, it is ideally placed to perform large-scale ground-breaking clinical research studies in pregnancy together with long-term paediatric outcome studies. There are only a handful of such networks globally.</p>	<ul style="list-style-type: none"> <li>• The research network has completed some of the world's largest clinical studies of twin pregnancies, pregnancies complicated by fetal growth restriction, and complicated labour. These studies have been used to change how care is delivered (through changes in national clinical guidelines) to patients in Ireland and internationally.</li> <li>• In addition to its clinical research activities, the network is also active in educational activities and methods of advancing clinical care including an annual teaching conference for practitioners and the development of new technology systems that underpin obstetric care.</li> </ul>
<p><b>Example 2: Respiratory disease - breathing easier</b></p>	
<p>During a normal day, we breathe nearly 25,000 times.</p> <p>If all types of lung disease are considered together, it is one of the leading causes of death in Ireland. In particular, Ireland has the highest incidence of cystic fibrosis (CF) in the world.</p> <p>Based in the RCSI (Beaumont Hospital campus), our main research areas are on inflammatory lung diseases such as CF and alpha-1 antitrypsin deficiency (AATD). These diseases have particular significance to the Irish population and our global diaspora, and are highly debilitating illnesses. For example, over 2,000 Irish individuals have severe Alpha-1 deficiency and over 200,000 people are genetic carriers.</p>	<ul style="list-style-type: none"> <li>• Our Research Group houses a detection program for AATD, which is the first national screening programme in the world, with over 15,000 people screened to date. The resulting database has defined the extent of this condition in Ireland and has served as a template for other countries. Early detection allows for medical follow-up and lifestyle changes that can help prevent or at least postpone the development of AATD-related lung and liver disease.</li> <li>• The Group is the only Irish centre in the European CF therapeutic network. RCSI research shows the effects of gender hormones on infections and has major implications for conditions beyond cystic fibrosis including other respiratory diseases such as asthma.</li> <li>• The group was also centrally involved in the first major paper published on the efficacy of the drug 'ivacaftor' - the first drug that treats the underlying cause rather than the symptoms of the disease, which is now the standard of care for CF patients with the G551D mutation.</li> <li>• Clinically the unit cares for 160 patients.</li> </ul>



## Research Examples

## Example of Outcomes

### Example 3: Neurological and psychiatric diseases - protecting minds

Over 50 million people across the world suffer from epilepsy, making it the most common serious neurological disorder for which there is no cure.

There are 37,000 people with epilepsy in Ireland, including an estimated 12,000 to 15,000 people who have regular seizures. There are an estimated 130 epilepsy-related deaths each year in Ireland.

The Experimental Epilepsy Group at RCSI comprises over 20 scientists focused on understanding epilepsy and developing new treatments.

- For every two out of three people with epilepsy their seizures are controlled by medication, but one in three patients continues to have seizures despite being prescribed medication. Thus, there is a major unmet need for improved understanding of the cause(s) of epilepsy and the identification of new treatments.
- This group is recognised internationally for discoveries on the molecular mechanisms of epilepsy and for discoveries on non-coding RNAs (called microRNA) and their therapeutic targeting. The group was the first to elucidate a role for microRNA in epilepsy and to develop a potential therapy based on managing the molecules.

### Example 4: Regenerative medicine - mending broken bodies

Every day thousands of surgical procedures are performed to replace or repair tissue that has been damaged through disease or trauma.

The developing field of tissue engineering aims to regenerate damaged tissues by combining cells from the body with highly porous scaffold biomaterials, which act as templates for tissue regeneration, to guide the growth of new tissue.

RCSI hosts the Tissue Engineering Research group, which is a cluster of over 60 interdisciplinary researchers.

- RCSI researchers are focused on how advanced therapeutics (consisting of biomaterials that may incorporate stem cells or drugs) can promote the regeneration of tissues. Researchers are currently focusing on restoring human tissue (e.g., heart, eye, airway, nerve bone, cartilage, blood vessels, pancreas, etc.) to its original function following disease and injury.
- The group collaborates with a range of Irish and international partners. For example, Mending Broken Hearts is a translational research program funded by the EU and coordinated by RCSI. The international team of scientists and engineers focus on developing advanced regenerative therapies that treat the damage caused by heart attacks.
- Likewise, DRIVE against Diabetes is an EU funded research programme led by RCSI, which seeks to enable patients with diabetes to be freed from daily insulin injections with the help of long-lasting gel injections loaded with insulin-producing cells.

- RCSI has partnered with a wide range of companies to address a number of healthcare challenges. We have driven a 400% increase in research agreements with industry since 2014. Models of engagement vary and are tailored to meet the company's requirements. Industry partners include - Integra Lifesciences, Fleming Medical, Almac, Athena Diagnostics, Wellman International and Aerogen.



# Objective 4

Significantly improves the equality of opportunity through education and training and recruits a student body that reflects the diversity and social mix of Ireland's population

- RCSI's founders included both nationalists and unionists. It was founded to provide surgical education on a non-sectarian basis. In 1893 the first female fellow, Emily Dickson was appointed, and in 1885 Agnes Shannon was the first female medical student registered in a British or Irish Medical School. Today, 61% of our staff are female, as are 62% of our student population.
- RCSI has achieved Athena Swan Bronze Award. The award recognises RCSI's advancement of gender equality in higher education and research.
- RCSI operates across five international campuses and has 70 countries represented in Dublin. RCSI has a long tradition of celebrating cultural diversity. Data from the ISSE indicates that our students are comfortable studying in a highly multi-cultural environment. It places them well to work in multi-cultural healthcare teams and to support diverse patient groups. RCSI welcomes the increasing ethnic and national diversity of our community, and is committed to equal treatment of all regardless of race.
- We are part of the CAO process which centrally processes our allowed quota of EU applications to our first year undergraduate courses based on merit. As noted earlier, RCSI launched the first Graduate Entry Medicine course in Ireland. Providing an alternative access mechanism to the Leaving Certificate, graduate entry opens up medicine to a wider range of students.
- To support a diverse student body, RCSI offers a range of scholarships and programmes including:
  - o RCSI participates in the Higher Education Admissions Route (HEAR) which supports socio-economically disadvantaged students. In addition to the 6% HEAR places, we provide three Access Scholarships for CAO school leaver applicants.
  - o Established in 2007, the REACH RCSI Programme is a community outreach and access programme, promoting recreation education and community health. The initiative is aimed at encouraging and facilitating third level participation and enhancing life chances for those traditionally underrepresented at third level, particularly those from Dublin's south inner city.
  - o REACH RCSI works in partnership with DEIS primary and post primary schools, youth and community groups together with the local community on the design and delivery of educational initiatives including Junior and Leaving Certificate Grinds Club, science workshops, sports and health programmes and an education information service.
  - o RCSI provides a Traveller Community Access Programme which aims to increase the participation and success rates of members of the Traveller community in third level educational programmes.



# Objective 5

Demonstrates consistent improvement in the quality of the learning environment with a close eye to international best practice through a strong focus on quality & academic excellence

- RCSI's St Stephen's Green campus has formed part of the streetscape of Dublin for over 230 years. Our new state-of-the-art healthcare education building at 26 York Street allows early clinical education to be delivered away from the patient's bedside, enabling students and trainees to learn in a simulated, feedback-rich environment. The building accommodates a new surgical training suite with a mock operating theatre, clinical training wards, 540-seat auditorium, library and sports complex.
 

RCSI's €80m investment represents our vision for a world-class educational facility that puts RCSI at the global forefront of innovation in healthcare education and training.
- RCSI has significantly improved its international ranking in recent years. For example, in the Times Higher World University Rankings, RCSI ranks in the top 2% in the world. This has been driven by our continued investment in education and research activities. RCSI's Strategic Academic Recruitment (StAR) programme is an ambitious initiative which commenced in 2015 to accelerate the delivery of innovative, impactful research in the health sciences by recruiting world class researchers and educators. A key focus of our strategic plan 2018-2022 is to enhance RCSI's international reputation amongst academic communities, university peers and collaborators, ensuring RCSI and Irish education and research is renowned for excellence amongst all stakeholder groups.
- From a student perspective:
  - o Our students rank RCSI highly in the Irish Student Engagement Survey (ISSE). For example, when asked 'If you could start over again, would you go to the same institution you are now attending?', the following percentages respond 'Definitely yes' (ISSE, 2017), see below table 1. A majority of other responses are 'probably yes'.
  - o 95% of all graduates go on to postgraduate career and/or training (RCSI - first destination data, August-September, 2017).
  - o Our medical students perform strongly in the US Medical Licensing Examination (USMLE). All international medical graduates who wish to work in the US must complete these as registration exams. RCSI's performance is circa 90%, indicating that in regard to US medical licensing and against vigorous international competition, our student educational attainment is outstanding.
- As part of our commitment to our student's holistic development, we have established the Centre of Mastery: Personal, Professional and Academic Success (CoMPPAS). The unit comprises of 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.

**Table 1 (ISSE, 2017)**

Institutions	All Students	Undergrad - Year 1	Undergrad - Final Yr	Postgrad taught
RCSI	48.1%	48.5%	41.4%	57.6%
All HEIs	42.8%	46.1%	37.0%	45.5%

# Objective 6

Demonstrates consistent improvement in governance, leadership and operational excellence.

- RCSI is an independent, not-for-profit, health sciences institution. It operates under Royal Charter, granted in 1784 to the College for the governance of surgical training in Ireland. Its charter was subsequently amended by Oireachtas Acts in 1965 and in 2003.
- It is one of the nine statutory degree awarding institutions in the State provided for in the Qualifications and Quality Assurance (Education) Act, 2012. In 2015, RCSI was awarded “university authorisation” by the Minister for Education and Skills under the terms of the Education (Miscellaneous Provisions) Act 2015 and can now describe itself as a University of Medicine and Health Sciences – but only outside the State.
- The college has a range of governance structures to ensure consistent improvements in governance, leadership and operational excellence. In 2011, RCSI established the Medicine and Health Sciences Board (MHSB) as the governing body responsible for all degree-awarding educational activities of RCSI. Its role and responsibilities parallel those of the governing bodies of the publicly funded HEIs.
- RCSI’s Quality Enhancement Office (QEO) was established in 2010. The role of the QEO, as the executive arm of the RCSI Quality Committee, is to support the implementation of the RCSI quality assurance/quality improvement (QA/QI) strategy by coordinating all relevant activities and by collecting the data needed to allow the College to continually assure and develop the quality of all aspects of programme delivery.
- Key external oversight mechanisms include:
  - o RCSI’s charitable purpose is to further its education and research objectives of driving positive change in all areas of human health. We are regulated by the Charities regulator in this regard. As a registered charity, all surpluses earned are reinvested for the furtherance of its education and research mission.
  - o RCSI academic awards, processes and procedures are subject by law to oversight, inspection and review by Quality and Qualifications Ireland (QQI) – identical to the situation of the 7 publicly funded universities.
  - o RCSI awards and curricula are subject to scrutiny, oversight and licensing by a number of regulatory bodies - including the Irish Medical Council, the Pharmaceutical Society of Ireland, the Nursing and Midwifery Board of Ireland, and the Health and Social Care Professionals regulatory body - CORU.
  - o RCSI is subject to the Ombudsman legislation. RCSI students have access to an Independent Appeals Commissioner - a position which since its inception has been filled by a retired High Court judge.
  - o RCSI is subject to Freedom of Information legislation.
- 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.
- 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:
  - o RCSI’s Institute of Leadership;
  - o a new Health Outcomes Research Centre; and,
  - o A new Quality and Process Improvement Centre.



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