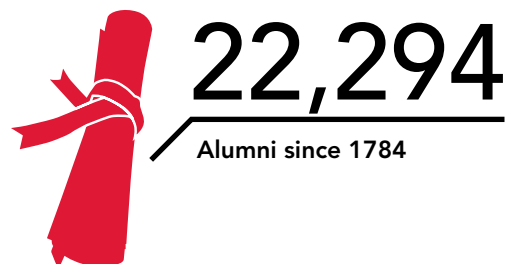
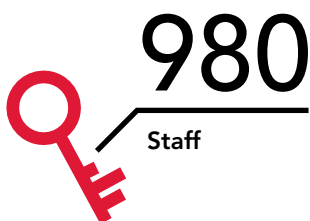
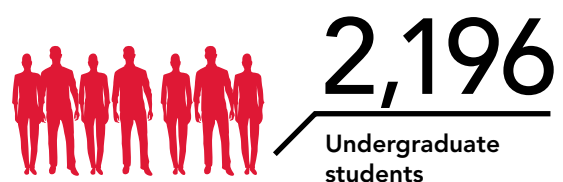
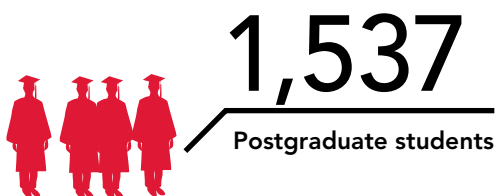


RCSI ANNUAL REPORT

2014-2015



RCSI KEY STATISTICS



* €85m from direct RCSI exports with the remainder from international student expenditure in Ireland.

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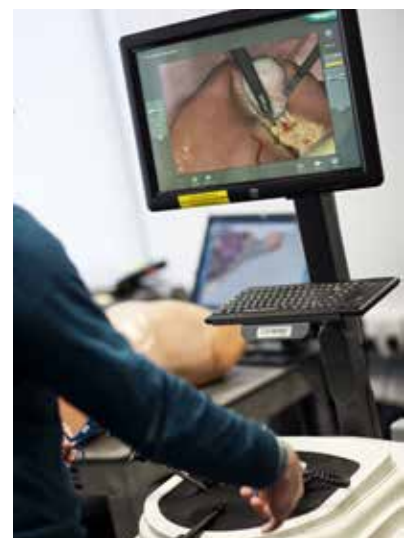
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The reporting period for the Annual Report 2014/2015 is 1st July 2014 – 30th June 2015.

RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE



RCSI has been at the forefront of educating healthcare professionals since 1784.



We began as the home of surgical training and now our College reflects the diversity of healthcare professions worldwide.





Using our core expertise, we enhance the standards of education, health and wellbeing in our communities locally, nationally and internationally.

Through our research and innovation, we translate new discoveries into patient treatments.



RCSI GOVERNANCE



PRESIDENT'S REVIEW

Since its foundation in 1784, the Royal College of Surgeons in Ireland has earned a global reputation for excellence, driven by a unique alliance of educators, researchers and practitioners who have defined RCSI's leadership in healthcare, and built its heritage of innovation in education and research, as well as in surgical and healthcare training and practice.

Today, RCSI's undergraduate and postgraduate surgical campuses in Dublin, Bahrain, Perdana and Penang continue to nurture that global reputation by producing the highest quality medical graduates and surgeons, armed with the knowledge and skills required to deliver the optimum quality of healthcare to patients all over the world.

During the past year, RCSI has continued to lead the way through innovation and achievement in healthcare training and practice, nationally and internationally, and this review highlights some of the most significant developments that have taken place from July 1, 2014 to June 30, 2015.



Mr Declan J. Magee, President, RCSI

Strengthening Governance

The College Board, which held its inaugural meeting on Wednesday, April 9, 2014, has continued to meet regularly throughout the past 12 months and has already proven itself as an important resource for Council, the senior management team and the College. The 13 person-strong Board's range of expertise and competencies extends from medicine and education to the management of RCSI's property portfolio, its international Colleges and wider business activities and it has played a vital part in advising strategy and strengthening the governance of the day-to-day administrative, legal and business affairs of the College.

The New Academic Education Building (NAEB)

The NAEB is now well-advanced in its construction phase and should be completed by the end of 2016. Upon completion, the NAEB will act as a catalyst to further enhance existing amenities at the St Stephen's Green campus, providing a unique, inspiring and ambitious medical

sciences and surgical training facility that will keep RCSI at the forefront of the education of doctors, surgeons and other healthcare professionals into the future.

The new surgical training facility will provide an ideal environment for the newly formed Faculty of Postgraduate Surgical Educators. The Faculty aims to increase the profile and recognition of surgical education and training, while ensuring that excellence in surgical training equates to excellence and safety in patient care.

Surgical Training Pathway

Another landmark in the transformation of the Surgical Training (ST) Pathway was reached with the progression of trainees from ST2 to ST3 in July 2015. As anticipated, the implementation of the new surgical training pathway continues to be challenging, requiring hard work and commitment from trainers and trainees alike to ensure its success.

Training the next generation is, arguably, one of the most important obligations on a profession and a crucial factor in ensuring

**RCSI is an innovative,
future-oriented
institution with a
wonderful heritage.**

a consistent commitment to the best patient care. As Charles Mayo (1865-1939) of the Mayo Clinic and an Honorary Fellow of RCSI (1921) put it: "The safest thing for a patient is to be in the hands of a man engaged in teaching medicine. In order to be a teacher of medicine the doctor must always be a student."

Physician Associates.

As we are all too well aware, the Irish health system is facing unprecedented workforce challenges. RCSI has decided to explore the role which Physician Associates (PA's), clinicians who are academically qualified to provide medical and surgical services to patients in a range of settings under the supervision of doctors, might play and how they might resolve some of the difficulties in fully staffing a clinical service. The first four PAs to work in Ireland are all from North America and have been employed by Beaumont Hospital, in association with RCSI, as part of a two-year pilot programme to evaluate the role of the PA in the Irish health system. In an additional first for the Irish health service, RCSI has launched a new postgraduate training programme for PAs, which is due to commence in January 2016.

Medical and Health Sciences

During the past year, RCSI continued to make a major contribution to shaping the future of healthcare globally through our commitment to the highest standards of education, training and practice across our four campuses. In June, our Dublin Medical School graduated its largest class ever, with 282 students receiving their medical degrees.

Our overseas campuses continue to expand their activities and make significant advances in education and training. In November 2014, Bahrain celebrated its 10th anniversary, marking a decade of delivering undergraduate medical training. The previous month, RCSI Bahrain's School of Medicine underwent an intensive review of its undergraduate medical teaching programme by the Irish Medical Council. The School of Medicine was awarded full accreditation for the next five years following this review.

Perdana University RCSI School of Medicine, Kuala Lumpur, continues to develop the College's long-standing educational involvement in the country and, in a major milestone for the School, in excess of 50 students will enter their final year, in September 2015 and graduate

the following June. The appointment of Professor David Adams, who took up the post of Dean on August 1, 2014, is welcomed and augurs well for future growth and innovation at the Perdana University RCSI School of Medicine.

Penang Medical College (PMC) received confirmation from the Malaysian Medical Council and Malaysian Qualification Agency that it has been accredited until April 2018. In a substantial addition to the School's physical infrastructure, a new PMC Satellite Clinical Skills and Education Centre was completed adjacent to the Seberang Jaya Hospital and officially opened by the Chief Minister of Penang. This hospital is one of two major specialist Ministry of Health hospitals used as a teaching resource by PMC students.

RCSI has continued to lead the way through innovation and achievement in healthcare training and practice, nationally and internationally.

Engagement across Ireland

Engagement with the wider healthcare profession and, in particular, our Fellows and Members is a priority for RCSI and a crucial part of the Presidential calendar. During the past 12 months, I have attended the Sir Peter Freyer Meeting in NUI Galway; the Waterford Surgical Meeting; the Leonard Abrahamson Lecture in Our Lady of Lourdes Hospital, Drogheda; and the Sylvester O'Halloran Surgical Scientific Symposium.

We held very worthwhile Out of Town Fellows and Members meetings in Cork in January 2015 and in Enniskillen in June.

The Enniskillen meeting followed an academic meeting earlier in the day between the RCSI School of Medicine and the South West Acute Hospital. Since 2012, students from both Queen's

University Belfast and the Royal College of Surgeons in Ireland have been accessing undergraduate medical education in the Hospital, under the guidance of a dedicated team of medical Consultants within the Western Trust.

We took the opportunity to unveil a plaque, recognising the South West Acute Hospital as a teaching hospital of RCSI and it was a real pleasure for me to be back in my home county and to acknowledge and celebrate this cross border educational collaboration.

The Out of Town meeting took place later on the same day at the Lough Erne Resort, and drew a strong attendance from both north and south of the border. There was an excellent response from those who attended and it is evident that there is now an opportunity to deepen existing links. One immediate outcome has been a decision to hold an out-of-town Council Meeting in Belfast in May 2016, to coincide with the Association of Surgeons of Great Britain & Ireland Annual Congress.

Landmark for global surgery

At the Sixty-Eighth World Health Assembly on May 22, 2015, Ministers of Health from around the world approved the World Health Organisation Resolution 68/31 on Strengthening Emergency and Essential Surgical Care and Anaesthesia, which recognises that surgery and anaesthesia are fundamental to achieving universal health coverage. This Resolution follows consistent, long-term advocacy efforts by RCSI and the wider healthcare community.

The impact of such universal access to surgical and anaesthesia care was recently highlighted by the report of The Lancet Commission, which stated that 1.5 million deaths per year could be averted. The report also concluded that essential surgical procedures rank among the most cost-effective of all health interventions. Clearly, it is vital that governments provide direct funding for domestic surgical training initiatives. This support is critical to the long-term sustainability and success of surgical training institutions in Sub-Saharan Africa, one of which, the College of Surgeons of East, Central and Southern Africa (COSECSA) has been a long-term partner of RCSI. During the Geneva event, I had the opportunity to address a large number of Health Ministers and First Secretaries from Sub-Saharan Africa to advocate for resources for COSECSA.



Mr Declan J. Magee, RCSI President; Mr Joe Costello, former Minister of State for Trade and Development and Mr Francis Kaikumba, CEO of COSECSA at the launch of a Mobile Surgical Skills Unit which set sail from Dublin for Tanzania to assist the surgical care crisis in Africa.

COSECSA

In another important development within the last 12 months, COSECSA signed a memorandum of agreement with the Global Alliance for Surgical, Obstetric, Trauma and Anaesthesia Care – the G4 Alliance. The Alliance, of which RCSI is a member, is dedicated to building political priority for surgical care as part of the global development agenda. Professor Pankaj Jani, Secretary General of COSECSA, has been elected Vice-Chair of the Alliance Board of Directors.

The last 12 months have also seen a strengthening of resources for the training body with the arrival of the COSECSA Mobile Surgical Skills Unit in Arusha in Tanzania. The unit is equipped with sophisticated technology simulators and will help to train young surgeons in hospitals across five of the ten COSECSA countries: Kenya, Uganda, Burundi, Rwanda and Tanzania. It can accommodate 10 surgical trainees at one time and delivers surgical training to world-class standards. Ultimately, the intention is to broaden the scope of this

initiative to encompass all the countries served by COSECSA. The provision of the unit came about as a result of the efforts of the ongoing partnership between RCSI, Irish Aid and COSECSA.

The Alliance is dedicated to building political priority for surgical care as part of the global development agenda.

Conclusion

My first year as President has afforded me a comprehensive perspective of the College's activities and has reinforced my

view of the exceptional and invaluable role which RCSI plays in the global healthcare arena. RCSI is an innovative, future-oriented institution with a wonderful heritage, and its continued success is driven by the exceptional work ethic of its staff led by our Chief Executive, Professor Cathal Kelly and his Senior Management Team.

With the support of Council, Professor Kelly and his team provide the strategic leadership and creativity that will ensure our continued success into the future. I am very grateful to all of them, and to the Vice-President and the Council members, for their dedication and commitment to this unique College.

STRATEGIC PLAN ACCOMPLISHMENTS

RCSI's strategic plan, 'Growth and Excellence', for the Faculty of Medicine and Health Sciences 2013 - 2017 aims to build on RCSI's international reputation as a centre for excellence in healthcare professional development, training and education. Work towards the goals outlined in the plan progressed significantly in the past year:

Highlights of what has been achieved in 2014-2015:



LEADERSHIP IN INTERNATIONAL MEDICAL EDUCATION

- › Fourth RCSI International Education Forum held in June 2015
- › RCSI Bahrain celebrates 10 year anniversary
- › Masters Degree in Health Research established at Penang Medical College Malaysia
- › RCSI Bahrain's School of Medicine awarded full accreditation for five years by Irish Medical Council
- › PU-RCSI highly commended following Irish Medical Council accreditation visit.



EXCELLENCE IN EDUCATION

- › Construction underway for state-of-the-art academic education building on York Street
- › Student Career Development Programme expands range of structured supports for students
- › Postgraduate Diploma in Health Professions Education Programme established
- › Strategic Plan for Technology Enhanced Learning (TEL) launched in September 2014
- › RCSI's Virtual Learning Environment Moodle upgraded.



IMPACTFUL RESEARCH AND INNOVATION IN HEALTH SCIENCES AND EDUCATION

- › Launch of new Research Strategy
- › StAR (Strategic Academic Recruitment) Programme to recruit 20 new Research Lecturer posts
- › Launch of Horizon 2020 Strategy
- › Implementation of Industry Engagement Strategy
- › HR Strategy for Researchers (HRS4R) launched.



ENHANCED ORGANISATIONAL CAPABILITIES

- › Commencement of Leadership Development Programme
- › New strategic marketing initiatives implemented
- › Appointment of Head of Institutional Research and Planning
- › New IT Helpdesk and support function reflecting excellence in customer service.



STRONG STRATEGIC PARTNERS

- › Appointment of Director of Development and Alumni Relations
- › Strong Alumni participation in RCSI Alumni Mentor Network
- › Ongoing Development of RCSI Hospitals Group
- › 3U Pathway Programme commenced September 2014.

COUNCIL MEMBERS



Pictured left to right from back row

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

Mr Kevin O'Malley
Consultant Surgeon (General/
Vascular), Mater Misericordiae
Hospital

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

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

Mr David B. Deasy
Chartered Accountant, Financial
Consultant

Mr 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

The Hon. Mr Justice Peter Kelly
Judge, Court of Appeal

Dr. Laura Viani
Consultant Surgeon
(Otolaryngology), Director of
National Cochlear Implant
Programme, Beaumont Hospital

Professor John Hyland
Vice-President, RCSI
Consultant Surgeon (General/
Colorectal), St. Vincent's
University Hospital

Professor W. Arthur Tanner
Medical Consultant to Leinster
Rugby, Retired Director of
Surgical Affairs, RCSI

**Mr David Quinlan**

Consultant Urologist, St. Vincent's University Hospital

Mr Kenneth Mealy

Consultant Surgeon (General), Wexford General Hospital

Mr James Geraghty

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

Ms Deborah McNamara

Consultant Surgeon (General/Colorectal), Beaumont Hospital

Professor Patrick J. Broe

Immediate Past-President, RCSI
Consultant Surgeon (General), Beaumont Hospital

Professor Kevin Conlon

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

Mr Parnell Keeling

Consultant Surgeon (General)
Bon Secours Hospital, Glasnevin

Professor K. Simon Cross

Consultant Vascular and General Surgeon, University Hospital Waterford

Mr David Moore

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

Mr Declan J. Magee

President, RCSI
General Surgeon (Retired)

Ms Bridget Egan

Consultant Vascular Surgeon, AMNCH Tallaght Hospital

Professor Thomas F. Gorey

Consultant Surgeon (General/Breast/Thyroid), Mater Misericordiae Hospital

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



Ms Jennifer Cullinane
Director of Finance



Mr Barry Holmes
Director of Human Resources



Mr Eunan Friel
Managing Director of Surgical
Affairs



Mr Michael McGrail
Director of Corporate Strategy

CHIEF EXECUTIVE'S REVIEW

In the past 12 months, the College has had a phenomenal year of 'firsts', encompassing significant strategic developments, organisational innovation and unprecedented achievement, which as Chief Executive, I am pleased to share with you in the RCSI Annual Report for 2014-2015.

In alignment with the goals and objectives set out in our strategic plan, Growth and Excellence, RCSI, as a health-focused institution charting an independent course, has embarked on a series of wide-ranging initiatives, supported with substantial investment, that will enable the College to develop and expand our education of undergraduate medicine, pharmacy and physiotherapy students and postgraduate research students across the spectrum of translational health research topics.

The strategically determined initiatives outlined here, and throughout this annual report, demonstrate the clarity of focus, decisiveness in implementation and determination to succeed that drives our quest to improve research, healthcare training and, ultimately, patient outcomes, nationally and internationally.



Professor Cathal Kelly, Chief Executive/Registrar.

The College is embarking on ambitious plans to invest in the expansion of educational and research activities over the next five years.

Strategic Academic Recruitment (StAR)

As part of RCSI's Growth and Excellence strategy and our StAR Programme, the College is embarking on ambitious plans to invest in the expansion of educational and research activities over the next five years to provide impactful research, excellence in education and international leadership in medical education. Supported by an investment of €50m, StAR is intended to assist the accelerated transfer of research discoveries to clinical practice for the benefit of patients.

The first phase of this exciting project has been initiated with the announcement of 20 new academic posts of Research Lecturers to complement and build upon specific research strengths within the College in the areas of advanced biomaterials, stem cells and therapeutic delivery; cancer; infection, immunity and inflammation; population health and health services; respiratory diseases; neuroscience and psychiatric disorders; cardiovascular disease; biostatistics, bioinformatics and health economics; and health professions education.

This is another major step on the way to furthering our reputation through facilitating our mission "to educate, nurture and discover for the benefit of human health".

Health Outcomes Research Centre

As part of RCSI's overall strategy and commitment to educate and train healthcare professionals and support healthcare service delivery, we are investing in the establishment of a new Healthcare Outcomes Research Centre. Dedicated to research, the Centre will aim to deliver outputs that will have a high impact on policy, practice and knowledge, nationally and internationally, in order to make a real difference to patients and our healthcare system. The first recruitment programme commenced in May 2015.

Physician Associates

RCSI announced in June 2015 that it is establishing the first Physician Associates Studies programme in Ireland. Already an established professional group in the US and UK, the RCSI Physician Associates

Studies postgraduate programme will commence in January 2016. As part of a two-year pilot Physician Associate (PA) project in collaboration with the General Surgery Directorate Beaumont Hospital, four PAs from the US and Canada have been recruited to act as mentors and tutors for students on the PA education programme at RCSI. Dr Pauline Joyce is the Academic Coordinator for the Postgraduate Diploma in Physician Associate Studies and Professor David Kuhns, Associate Professor, has been recruited to develop the PA programme and profession in Ireland.

Student Mentor Network

The RCSI Student Mentor Network was established as a professional development tool to enable final year/senior students to engage online with Alumni. The value of the network as a key differentiating tool for our students has been underlined by its growth since inception and 890 Alumni have now signed up to support current students through the programme.

New Academic Education Building (NAEB)

RCSI awarded the main construction contract for the development of a new state-of-the-art academic education building on York Street, to Bennett (Construction) Ltd in October 2014. RCSI will invest in the region of €80 million in the development of the 120,000 sq. ft facility. It is anticipated that construction will be completed by late 2016. The NAEB will be student-centred and will promote the development of the RCSI community at the heart of the city. The building will provide students with

The building will provide students with the opportunity to study in a modern, inspiring and ambitious medical sciences and surgical training facility.



Pictured at the announcement of the award of the main construction contract for the new state-of-the-art academic and education building on York Street, to Bennett (Construction) Ltd. are (l-r) Mr Declan J. Magee, President, RCSI; Mr Paul Bruton Bennett (Construction) Ltd; Donall King, Head of Legal Affairs, RCSI;

the opportunity to study in a modern, inspiring and ambitious medical sciences and surgical training facility and will further strengthen our reputation locally and internationally.

Increase in CAO first preferences

2015 saw a 23% rise in CAO first preferences for RCSI, driven by the College's first strategic advertising campaign and a strategic communications campaign, "Developing Healthcare Leaders of the Future", which received a national award at the Awards for Excellence in Public Relations 2015. This is another first for RCSI as we were the first third level institution to win such an award.

Times Higher Education World Rankings

In the context of international reputation, rankings of higher education institutions are increasingly important and the announcement in January 2015 of

the College's positioning in the top 50 institutions globally in terms of International Outlook in the Times Higher Education University World Rankings was a significant accolade.

In addition, late last year, RCSI was, for the first time, categorised by the *Times Higher Education World University Rankings* as being in the first 400 institutions in the world in 2014-15. Inclusion in both sets of rankings provides an encouraging signal that the College is making significant progress with its Growth and Excellence strategy.

RCSI Hospitals

RCSI welcomed a number of key appointments to the RCSI Hospitals Executive Team over the past year. In line with RCSI's strategy to build strong, strategic partnerships with our clinical partners, the College welcomes the



Carole Smillie, Construction Director at Bennett (Construction) Ltd; and Professor Cathal Kelly, RCSI Chief Executive/Registrar.

appointments as important advances in the formation of the new group entity.

RCSI Professor is new Master of Rotunda

Professor Fergal Malone, Professor and Chairman of the RCSI (Royal College of Surgeons in Ireland) Department of Obstetrics and Gynaecology and the Rotunda Hospital, has been appointed as the next Master and Chief Executive Officer of the Rotunda, for a seven-year term. Fergal, a Waterford native, will be the 39th consecutive Master of the Rotunda since its inception in 1745. Professor Malone will take up the position in January 2016.

International activities

Our overseas campuses continue to steadily progress with many notable highlights during the past 12 months.

RCSI Bahrain

In what is both a major achievement for RCSI Bahrain, and a meaningful indicator of the quality of education provided by the University, the RCSI programme in the University has been accredited by the Irish Medical Council for a period of five years following a general inspection of the facility. In what has been a landmark year, RCSI Bahrain also celebrated its tenth anniversary in November 2014 and, in June 2015, graduated its 1,000th student.

Perdana University RCSI School of Medicine

Perdana University RCSI (PU-RCSI) School of Medicine, Kuala Lumpur, continues to go from strength to strength, as emphasised by an upcoming major milestone for the School in September, when in excess of 50 students will enter their final year, graduating the following June. The appointment of Professor David Adams, who took up the post of Dean on August 1, 2014, is indicative of the School's intent to deliver further growth and development in the years ahead.

Penang Medical College, Malaysia

Marking another year of substantial advances, Penang Medical College (PMC), Malaysia received confirmation from the Malaysian Medical Council and Malaysian Qualification Agency that the college will be accredited until April 2018. PMC was also informed that it now is the only medical school outside the EU whose graduates are eligible to apply for internship in Ireland.

RCSI Dubai

The last 12 months has seen RCSI Dubai continue to grow and innovate in a rapidly developing environment. This year, RCSI Dubai graduated 69 students; 41 graduates were conferred with an MSc in Healthcare Management, 22 with an MSc in Quality and Safety in Healthcare Management and six were conferred with a Postgraduate Diploma.

Key strategic appointment

A key strategic appointment this year has been Aine Gibbons as Director of Development and Alumni Relations. Building stronger ties with our 20,000-strong Alumni community is central to RCSI's strategic goal of developing strong strategic partnerships. Aine will lead the College's efforts to secure transformative, philanthropic

support for our strategic objectives across both teaching and research while developing a vibrant and engaging programme of Alumni events in Ireland and abroad.

Outstanding contribution

Looking back on a year of creative innovation and ground-breaking achievement, I must take this opportunity to acknowledge with genuine gratitude the outstanding contribution that the patients, clinicians and staff of our teaching hospitals have made to the College and to thank them for their generosity towards the College, its students and trainees. In addition, I would like to thank every member of

Building stronger ties with our 20,000-strong Alumni community is central to RCSI's strategic goal of developing strong strategic partnerships.

the staff of RCSI for their hard work and dedication; the pioneering 'firsts' of the past 12 months that move us ever-closer to the realisation of our Growth and Excellence goals could not have been accomplished without our staff's boundless energy and unwavering focus.

In conclusion, I also want to thank my colleagues on the senior management team and the Council, led by Mr Declan Magee as President. I am indebted to them for their prudent advice, consistent support and sustained commitment to RCSI's strategic vision.

RCSI

MILESTONES AND ACHIEVEMENTS

Pictured anticlockwise from top

July

Mr Francis Kaikumba, CEO of COSECSA speaking at the launch of a Mobile Surgical Skills Unit which set sail from Dublin for Tanzania to assist the surgical care crisis in Africa.

August

RCSI ran a series of historic public talks and tours as part of National Heritage Week including lectures from (l-r) Mr Joe Duignan, former RCSI Council Member; Meadhbh Murphy, RCSI Archivist; and Professor Clive Lee, Professor of Anatomy, RCSI.

September

RCSI students Farah Adamali, Alison Cameron-Vendrig, Justin Greco and Jodie Odame at the White Coat Ceremony which took place as part of Orientation Week.

October

Keith Duffy was awarded an Honorary Fellowship of the RCSI Faculty of Nursing and Midwifery in recognition of his work for autism awareness at part of the Faculty's 40th Anniversary celebrations.

November

All Ireland GAA football winner Donnchadh Walsh (BSc Physiotherapy) was among 750 students conferred at the November Conferring Ceremonies.

December

Maureen McSweeney is pictured at the annual Christmas lunch for senior citizens of the local community hosted by RCSI.





Pictured anticlockwise from bottom

January

Niamh Connolly pictured at the annual RCSI Open Day.

February

Professor John O'Byrne, Abraham Colles Professor of Orthopaedic Surgery, RCSI and Consultant Orthopaedic Surgeon, Cappagh Orthopaedic Hospital, Dublin speaks at the RCSI Charter Day meeting.

March

RCSI students practice their dance routines ahead of International Night, the culmination of a month-long series of events that took place as part of RCSI Cultural Diversity Month.

April

Finalists compete the RCSI National Surgical Training Competition.

May

Chelsea Garcia from Trinidad and Tobago, celebrating with her baby girl Cianna Mary Garcia, was among 282 medical students who received their results at Final Medicine Results Day 2015.

June

Mark Pollock, explorer, adventurer and collaboration catalyst, was awarded an honorary doctorate and delivered an inspirational speech to the graduating students at the RCSI School of Medicine Conferring Ceremony in the RDS.

RCSI SURGICAL AFFAIRS

SURGICAL AFFAIRS FACTS

Core Surgical Trainees

102

BST in Emergency Medicine

50

Specialty Surgical Trainees

71

Higher Surgical Trainees

215

Professional Development Programme

390



RCSI SURGICAL AFFAIRS

SURGICAL TRAINING

In another year marked by ongoing change and innovation, RCSI, under the Leadership of Professor Oscar Traynor, has continued to support and nurture surgical leaders of the future through the continued development of the new surgical training pathway, while providing surgeons in practice with an array of services specifically designed to enhance professionalism throughout every career phase.

Training Pathway

The new Training Pathway was initiated in January 2013. We have now completed two years of the new programme for surgical trainees and our Emergency Medicine specialty has recently migrated to the seamless training pathway. It was encouraging that more than 90% of new pathway surgical trainees secured their preferred specialty positions in Surgical Training (ST) 2, affording them the opportunity to compete for training in their preferred specialty in ST3. At the end of January 2015, the first cohort of the new Surgical Training Pathway competed for entry to the specialty training programme in ST3 to commence in July 2015.

The successful progression of trainees from ST2 to ST3 has been a further positive step, but implementation of the new pathway remains challenging in the

context of the current service delivery model. To mitigate these pressures, our strategy has been to support the new pathway with structured learning and skills interventions covering both clinical expertise and important human factors

90% of new pathway surgical trainees secured their preferred specialty positions.

capabilities, including decision-making, communication, team work, conflict resolution and error management. The new pathway will continue to be adapted to meet the needs of trainees and specialties, as well as the challenges of the changing healthcare environment which it serves. Excellence in surgical training is a key factor in the delivery of high-quality patient care in the future and, guided by that principle, we remain steadfastly committed to the success of the Surgical Training Pathway, as well as the objectives that shape it, i.e., the imperative to continue to attract the best candidates to the surgical profession and to train them to the highest standards.

A crucial factor in ensuring the effectiveness of the new pathway is the measurement of progress based on assessed competency. To further



Professor Norman Williams, Director, National Centre for Bowel Research and Surgical Innovation, UK, receives an Honorary Fellowship at the RCSI Millin Meeting 2014.

strengthen the precision of this approach, the College has invested in a new Quality Assurance Office within Surgical Affairs. Its role is to provide valuable oversight on our assessment processes to ensure they are robust and rigorous.

RCSI wishes to acknowledge ongoing support for our training objectives from HSE National Doctors Training and Planning (NDTP) which has helped to ensure seamless continuity in our training cycles, accommodating trainees on the new Surgical Training Pathway and trainees completing the previous training path. We also continue to foster close collaboration with NDTP in relation to the development of manpower planning within the healthcare system.

2014 saw the appointment of Hospital Based Programme Directors to support Core Training. We thank these and all our trainers for all that they do to support and deliver training as well as the team in our Faculty and the RCSI Anatomy Department.

National Surgical Training Centre (NSTC)

The ongoing progress in the construction of the New Academic Education Building (NAEB), will enable a step change in the development of our skills and behaviour training for both Surgery and Emergency Medicine trainees. The new NSTC will form part of the top three clinical learning floors in the building, which will be dedicated to the provision of a state of the art learning environment.

As a pioneer in the development of structured learning and human factors curricula, RCSI is delighted that the NSTC



Mr Eunan Friel,
Managing Director, Surgical Affairs



Professor Carol-Anne Moulton, University Health Network/University of Toronto (centre) who gave the Johnson & Johnson lecture, entitled "The Vulnerability of the Surgeon in Shining Armour" at the RCSI Charter Day meeting, pictured with Professor John Hyland, Vice President, RCSI and Mr Declan J. Magee, RCSI President.

became one of the first training centres in Europe to be awarded accreditation by the Network of Accredited Clinical Skills Centres of Europe (NASCE) in February 2015.

After a rigorous accreditation process, the NSTC received full, unconditional, multi-specialty accreditation for four years, in what is a notable coup for RCSI. The assessor complimented the continuous renewal ethos within the NSTC and identified particular strengths of the centre including: use of technology to support learning; the high output of quality research/publications related to skills acquisition; and a well-developed human factors curriculum.

Faculty of Postgraduate Surgical Educators

June 2015 saw the launch of the Faculty of Postgraduate Surgical Educators, which will work to maximise the quality of postgraduate surgical education in RCSI and to define future learning content as we prepare for the training opportunities presented by our new academic building. The Faculty also aims to ensure that excellence in surgical training equates to excellence and safety in patient care. The Faculty of Postgraduate Surgical Educators will encourage new initiatives and new ideas in terms of how we can deliver excellence in surgical training. Initially, the Faculty will comprise 18 members, who will be involved in teaching, assessments and curriculum development across surgical training in RCSI.

In our Emergency Medicine Programme, we congratulate the appointment of

Mr Gareth Quin as Dean to lead the development of this large training programme.

Accreditation

As a postgraduate training body accredited by the Medical Council, RCSI participates in a cycle of accreditation by the Council of all its surgical specialty training programmes individually. An accreditation review of the Trauma and Orthopaedic Surgery training was completed this year as well as that of the new Vascular Surgery specialty. We would like to acknowledge the positive and constructive engagement of the Irish Medical Council in this process.

Publications

The publication of the Irish Medical Council's first national trainee experience survey, Your Training Counts, is an important development in the process of continuously improving the quality of both postgraduate and undergraduate medical training in Ireland. This important and comprehensive survey of the trainee experience at both intern and specialty level provides valuable insights into the experiences of our trainee doctors across the specialties in both hospital and general practice. The College and the Forum of Irish Postgraduate Medical Trainee Bodies are committed to a careful assessment of the issues raised in this report and delivery of considered responses that will address them effectively.

Medical training and career structures

The College welcomes the publication of three reports by the Working Group on Medical Training and Career Structures,



Surgeons try out SurgiQuiz, a Surgery and Anatomy quiz game developed by RCSI, at its launch during the RCSI Millin Meeting 2014.

chaired by Professor Brian MacCraith, President of DCU, addressing a range of issues relating to the training and recruitment of doctors in the Irish public health system. The Working Group, which was supported by the Forum of Irish Postgraduate Medical Training Bodies, completed its work at the end of June 2014 and made valuable and insightful recommendations, relating not only to the training structures supporting junior doctors, but also to the employment and retention challenges at both junior doctor and consultant levels. The Department of Health has established an Implementation Monitoring Group, comprising key stakeholders to monitor implementation of recommendations.

SURGICAL PRACTICE

RCSI and Surgical Affairs prioritises the enhancement of surgical practice to optimise patient care as a core value, its primary objective being to help surgeons achieve the highest standards of professionalism in an ever-evolving and high pressure environment. Under the stewardship of Professor Sean Tierney, Dean of Professional Development and Practice, Surgical Affairs engages with, and supports our Fellows and Members, as well as service and regulatory stakeholders, to enhance patient care.

National Clinical Programmes in Surgery (NCPs) Surgery Programme

The National Surgery Programme, led jointly by Professor Frank Keane and Mr Ken Mealy, is a joint initiative between the Clinical Strategy and Programmes Division of the HSE and RCSI. The

Programme has continued to initiate and develop important measures to improve performance in relation to the safety and efficiency of surgical delivery. It is encouraging to see the planned move towards integrated care programmes that better reflect patient pathways, allowing a more co-ordinated approach across specialties which will further encourage the evolution of more patient-centred solutions.

The National Clinical Programmes in Surgery (NCPS), were pivotal to the development and implementation of the Irish Hospital Redesign Programme (IHRP) in Tallaght Hospital. This programme is supported by the Minister for Health Leo Varadkar and the Acute Hospital Director Mr Liam Wood, and has provided valuable insights on cross-specialty care. At individual hospital visits, NCPS issued individual hospital data reports and analyses from the national Hospital InPatient Enquiry dataset.

The Productive Operating Theatre (TPOT), a work stream of the NCPS, wrote two TPOT improvement manuals and delivered training workshops to 23 Irish hospitals in 2014/2015. RCSI hosted the Health Pricing Office (HPO) Activity Based Funding Conference in May 2015 with over 400 attendees from the HSE, the Clinical Professions and Hospital Management.

In April 2015, RCSI's Council endorsed the launch of the National Quality Assurance Intelligence System (NQAIS)



Mr Conor Deasy, Consultant in Emergency Medicine, Cork University Hospital addresses the RCSI Charter Day meeting.

an online reporting tool which allows hospital staff to review and analyse their surgical performance on in-patient procedures.

Under the leadership of Mr Paddy Kenny and Mr David Moore, the Orthopaedic Surgery Programme will launch the Model of Care for Trauma and Orthopaedic Surgery by the Minister for Health Leo Varadkar, in July 2015. The Model of Care for Trauma and Orthopaedic Surgery has been developed as a blueprint for the future of the specialty, the largest and busiest surgical specialty in Ireland, with the objective of increasing the safety and accessibility of trauma and orthopaedic care to patients through the consistent provision of streamlined trauma and orthopaedic services across the country.

National Office of Clinical Audit (NOCA)

One of the many valuable initiatives to emerge from the National Surgery Programme, the National Office of Clinical Audit (NOCA) is an essential source for detailed, reliable data on surgical outcomes and a vital support in enabling surgeons to assess and address professionalism levels.

As we enter a world of increased health outcomes reporting, the value of NOCA will only increase. It is vital that the drivers of clinical outcomes are analysed, understood and interpreted to inform future best practice. NOCA was established in 2012, through the collaborative efforts of RCSI and the HSE Quality Improvement Division, with the specific purpose of creating sustainable structures to develop and support clinical audit nationally.

Led by Mr Ken Mealy, Clinical Director, NOCA, has overcome many obstacles since its launch and is now firmly positioned as a credible enabler of quality improvement. Its influential role was further underlined when it hosted a highly informative inaugural conference in RCSI in May 2015.

Vascular Surgery

RCSI and the Surgical Affairs Department welcomes the formal recognition by the Medical Council of vascular surgery as a specialty in its own right in Ireland. It is an essential step in facilitating the enhancement of vascular surgery practice with consequent benefits for patient care and enables us to bring our structures here into full alignment with

those in vascular surgery in the UK. The finalisation of a vascular surgery training programme is currently underway, with a view to the College welcoming its first cohort of vascular surgery trainees in July 2016 pending its accreditation by the Irish Medical Council.

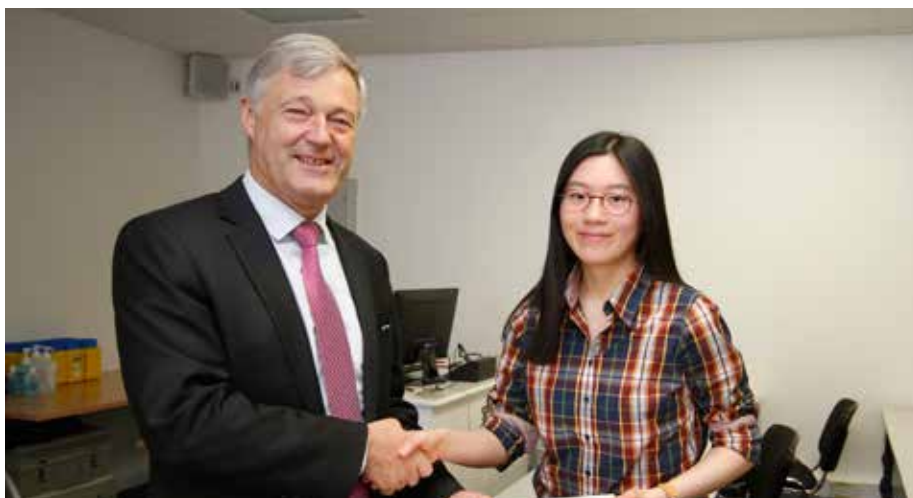
It is vital that the drivers of clinical outcomes are analysed, understood and interpreted to inform future best practice.

Professional Competence Scheme (PCS)

Now well-established as a key support tool for the surgical profession, the PCS, run by the RCSI at the designation of the Medical Council, is in its fourth year. Under the leadership of Professor Sean Tierney, the scheme helps both surgical and emergency medicine practitioners meet their regulatory requirements for continuing professional development. The College continues to work closely with the Medical Council to expand professional development activity offerings that support enhanced provision of essential lifelong learning opportunities.

Professional Development Programme

The 2014/2015 Professional Development Programme for non-consultant hospital doctors, working in the fields of surgery and emergency medicine, at RCSI provides an expanded suite of technical skills and human factors modules. The Programme, now in its fourth year, is funded by the HSE NDTP and is intended to facilitate NCHDs within the public health service, who are not on training schemes, to maintain their professional competence in line with Medical Council requirements, and provides a structured means of achieving external CPD credits.



Professor Oscar Traynor, Director, RCSI National Surgical Training Centre with Natalie Sheung, RCSI medical student, winner of the RCSI National Surgical Skills Competition 2015.

INTERNATIONAL ACTIVITIES

RCSI's Surgical Affairs International activities have had an exceptionally successful year through a combination of examinations, courses as well as innovative new programmes.

Overseas Surgical Exams and Skills Courses

Significant progress has been made in the last year with overseas surgical exams and skills courses. RCSI has now moved to the MRCS Part B OSCE at exams centres in Bahrain, Jordan and Penang. New MRCS exam centres have also been established in Kuala Lumpur, Malaysia and in Dammam, Saudi Arabia. The College has begun offering an MRCS Part B (OSCE) preparation course, both in Ireland and, for the first time in September 2015, in Bahrain. New Basic Surgical Skills courses will be launched overseas in

coming months. RCSI is also contributing to the international roll out of the Joint Surgical Colleges Fellowship Examination in specialties such as General Surgery, Trauma & Orthopaedics, Neurosurgery, Cardiothoracic Surgery and Urology.

International Medical Graduate Programmes

Surgery International at RCSI has successfully established two surgical training programmes for International Medical Graduates (IMGs) in partnership with other postgraduate training bodies, the HSE and overseas sponsoring bodies. Pilots for the Academic and Clinical Fellowship Programme and the Collaborative Residency Programme were launched in 2013 and 2014 respectively. Both programmes provide academic and clinical training to IMGs from international partner organisations, who return to their sponsoring countries on completing two years of clinical training in Ireland.

Increased candidate numbers are expected for both programmes in 2016.

Medical Validation Ireland (MVI)

2015 has been a significant year for MVI with the successful completion of the Qatar Revalidation Programme in February. This project assessed almost 800 Consultants working in Hamad Medical Corporation and the Primary Healthcare Corporation. It concluded with a Revalidation Awards Ceremony in Doha in February. This unique event was attended by all Presidents and Deans of MVI's seven partner Training Bodies. MVI also exhibited at the 2015 Arab Health Summit and is currently working with Enterprise Ireland to expand its customer base in the Gulf Area. MVI is also engaging with partner Training Bodies to enhance and expand its portfolio of assessment products.

Court of Examiners

Launched in 2014, RCSI's Court of Examiners has since established itself as a platform of recognition for the College's MRCS and FRCS Examiners. During the last 12 months, the Court has recruited an additional 70 members. The Inaugural Annual Meeting and Dinner of the Court was held at the College in May 2015. This meeting focused on contemporary issues relating to examining generally and to the Intercollegiate Membership Examinations in particular. The Court will continue to focus on recruiting MRCS and FRCS examiners in Ireland. RCSI also intends to set up Chapters of the Court in the Middle East and Malaysia in 2016.

Awards 2015

The College is committed to encouraging the acquisition of additional training and skills outside its own structured programmes and 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 2015:

- › **The RCSI Colles Travelling Fellowship in Surgery**, Zahraa Al-Hilli and John Burke
- › **The joint RCSI/Gussie Mehigan Travel Grant**, Joseph Baker
- › **The Joint ACS/RCSI Resident Exchange programme**, Rory Kennelly
- › **RCSI/Ethicon Foundation Travel Grants**, Joseph Baker, Anne Collins, James Forde, Helen Heneghan, Rory Kennelly, Barry McGuire, Seamus McHugh, Shirley Potter and Mira Sadacharam
- › **The RCSI-Anthony Walsh/Ipsen Urology Travelling Fellowship**, James Forde
- › **Irish Travelling Fellowship, RCSI/RSM Section of Coloproctology**, Michael R Boland
- › **Millin Lecture**, Aoife Lowery
- › **Dr Richard Steevens Fellowship for 2015**, Anne Collins
- › **The Brian Lane Medal**, Anthony Hoban
- › **The Professor W.A.L. MacGowan Medal**, Desmond Toomey

RCSI RESEARCH

RESEARCH HIGHLIGHTS

Investment of

€50m

in education and research

Publication of

375

PubMed indexed articles

Launch of Improving Human
Health: RCSI's Strategy for
Excellence in Translational
Research 2014-2020

Discovery of new
pathways for treatment
of schizophrenia

Breakthrough in treatment
of hereditary emphysema



RCSI RESEARCH

The launch of a new strategy for excellence in translational research and the announcement of a €50m investment in both its educational and research activities were among the highlights in a hugely significant year for research at RCSI. As an exclusively health sciences-focused institution with strong links to acute hospitals and institutions that reflect the wide diversity of healthcare facilities and needs, RCSI is uniquely placed to develop and enhance translational research for the benefit of patients and the healthcare system. Its new five-year investment plan is set to create 100 research jobs, including 40 full-time academic posts, and will provide new laboratories and facilities to support their work.

New research strategy

Improving Human Health: RCSI's Strategy for Excellence in Translational Research 2014-2020 was launched at an event attended by Minister for Skills, Research and Innovation, Damien English, in November 2014. The strategy will focus on innovative research that leads to better diagnostics, therapeutics and devices. It will also tackle important healthcare delivery issues, inform policy and clinical practice, and enhance the quality of education of healthcare professionals. The plans for developing research and innovation at RCSI are based on RCSI's current strategic roadmap, Growth & Excellence 2013-2017.

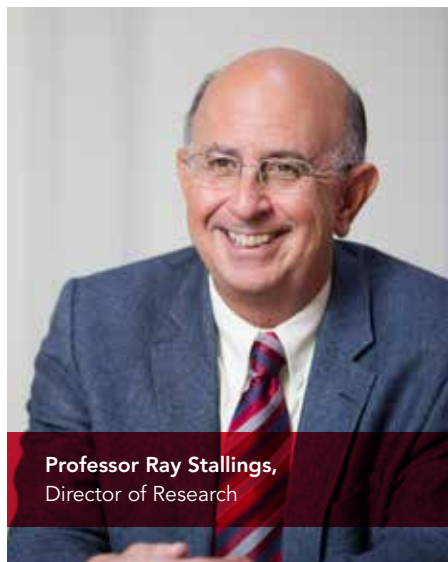
Strategic initiatives in research and innovation

RCSI will invest in a major drive to

expand its educational and research activities by establishing a Strategic Academic Recruitment (StAR) programme. These plans include the establishment of 20 research lectureships and 20 associate professorships,

The strategy will focus on innovative research that leads to better diagnostics, therapeutics and devices.

along with additional methodological and biostatistical supports, PhD and MD studentships and infrastructural developments. This significant investment in our people and our infrastructure supports the College's aims to deliver excellence in education for our students and to transfer research discoveries more quickly into clinical practice for the benefit of patients. The College will also create a Health Outcomes Research Centre that will focus on how the Irish health system impacts upon healthcare outcomes. The centre will initially focus on surgical outcomes and identify ways of improving patient care by evidence-based best practice.



Professor Ray Stallings,
Director of Research



Professor Ray Stallings, Director of Research, RCSI, and Minister Damien English T.D., Minister for Skills, Research and Innovation at the launch of the College's new research strategy.

Communication of high-impact research

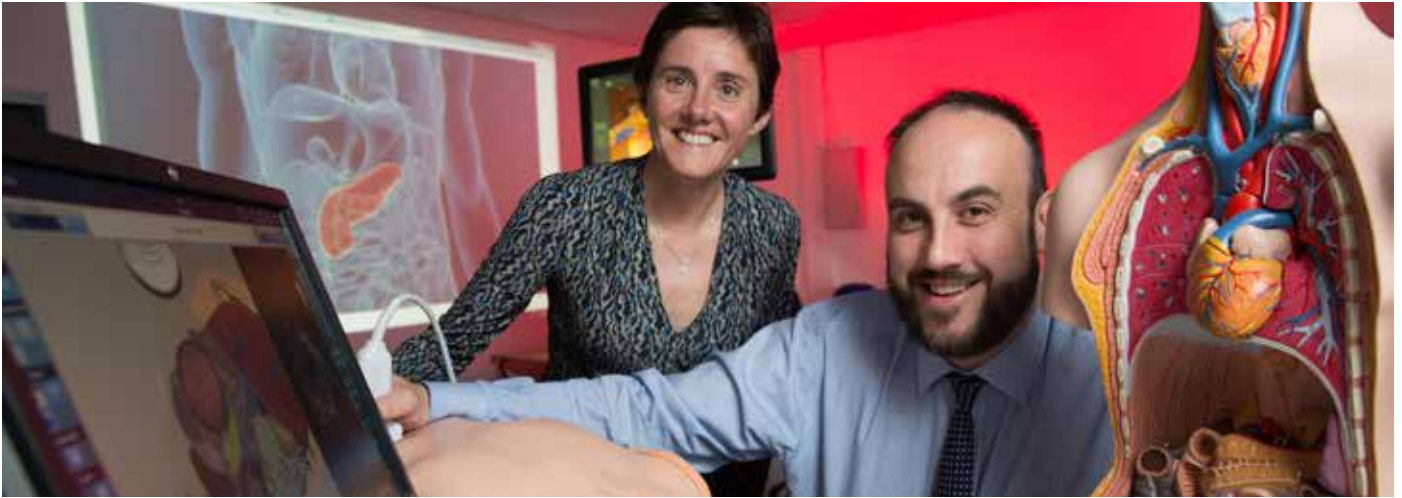
In this annual reporting period (July 1, 2014 to June 30, 2015), researchers at RCSI published a total of 375 PubMed indexed articles, communicating research findings in a very broad range of health science disciplines. This is a brief sample selected from the array of articles published in exceptionally high-impact journals where the senior author was an RCSI staff member.

Research to guide GP management of multimorbidity

Researchers from RCSI have conducted a new clinical review that provides guidance for doctors on how to best organise and prioritise care for patients who suffer from multiple chronic medical conditions (multimorbidity). The study was carried out by the Health Research Board (HRB) Centre for Primary Care Research at RCSI's Department of General Practice, in collaboration with researchers from the University of Bristol and the University of Dundee, UK. The study, entitled "Managing patients with multimorbidity in primary care", was published in the BMJ (2015 January; 350: h176). The first author on the paper was Dr Emma Wallace, with Professor Susan Smith as senior author.

Impaired bacterial killing by neutrophils in cystic fibrosis

Professor Gerry McElvaney, and his team of researchers from RCSI, made an important breakthrough in understanding the mechanisms behind impaired bacterial killing by neutrophils in individuals with cystic fibrosis (CF). The research was carried out by RCSI in



Pictured (l-r) are Dr Helena Kelly, (Deputy Co-ordinator of DRIVE), Senior Lecturer in Pharmaceutics at RCSI and Dr Garry Duffy (Co-ordinator for DRIVE), Department of Anatomy and Tissue Engineering Research Group at RCSI and AMBER Investigator. DRIVE was awarded €8.9m in EU funding to develop materials and cell based treatments for diabetes.

collaboration with the National Institute for Cellular Biotechnology (NICB) in Dublin City University and King's College London, UK. Their research findings were published in *Blood* (2014 August; 124[7]). The first author on the research was Dr Kerstin Pohl, with Professor Gerry McElvaney as senior author.

Breakthrough in understanding gene activity in epilepsy

Neuroscientists from RCSI have made a breakthrough in understanding what controls gene activity in epilepsy. The findings may also help to explain why epileptic states can be so persistent. The research, entitled "Differential DNA methylation profiles of coding and non-coding genes define hippocampal sclerosis in human temporal lobe epilepsy", was published in the leading neurology journal, *Brain* (2015 March; 138: 616-31), with Dr Suzanne Miller-Delaney as lead author of the study and Professor David Henshall as senior author.

Clues to new pathways for treatment of schizophrenia

RCSI researchers led the first research study to identify specific post-synaptic density (PSD)-associated genes and proteins linked to schizophrenia. The study, entitled "Proteomic and genomic evidence implicates the postsynaptic density in schizophrenia", was published in the journal, *Molecular Psychiatry* (2014 Apr; 20: 424-432), the highest-impact journal in psychiatry. Lead author, Dr Melanie Föcking, was supported by a 2012 NARSAD Young Investigator Grant and by the Health Research

Board. Professor David Cotter and Dr Gerard Cagney from Conway Institute of Biomolecular and Biomedical Research, University College Dublin, were senior authors on the paper.

Breakthrough in treatment of hereditary emphysema

Professor Gerry McElvaney led a team of international colleagues to scientifically

Researchers from RCSI, made an important breakthrough in understanding the mechanisms behind impaired bacterial killing by neutrophils in individuals with cystic fibrosis.

validate that alpha-1 proteinase inhibitor augmentation therapy is successful in slowing the progression of emphysema and loss of lung density, signalling an important breakthrough in the understanding and treatment of hereditary emphysema. The study, which was carried out in 28 centres across

13 countries, measured the efficacy of augmentation therapy over a four-year period. A total of 23 patients from Ireland were involved in the study, the majority of whom are still receiving the treatment today. The research findings were published in *The Lancet* (2015 May; S0140-6736[15]: 60860-1).

Funding Awards

The total external funding awarded for the calendar year 2014 was €23.2m. Details of a number of the larger awards are included below.

- › Dr Garry Duffy (Co-ordinator), Diabetes Reversing Implants with enhanced Viability and long-term Efficacy (DRIVE). EU/H2020 'DRIVE' project. Total award €8.9m, of which €1.3m to RCSI.
- › Professor Jochen Prehn and Dr Markus Rehm, Development of personalised medicine approaches for the clinical application of IAP antagonists in metastatic and high-risk early stage colorectal cancer. SFI Investigator Award: €1m.
- › Professor Fergal Malone, HRB Ireland Perinatal Clinical Trials Network, 14 partners in total (seven hospitals and their affiliated third-level institutions). Total award €1.8m, of which €702k to RCSI.
- › Professor Tom Fahey, HRB Centre for Primary Care Research. Total award €3m, of which €2.5m to RCSI.
- › Professor Richard Costello, INCA Sun:



In June 2015, Trinity College Dublin and RCSI launched a consortium partnership to enhance output in technology and knowledge transfer through research collaborations. Pictured (l-r) is Diarmuid O'Brien, Director of Trinity Research and Innovation, TCD; Aoife Gallagher, Head of Innovation, RCSI; Gordon Elliott, Technology Transfer Case Manager, TCD and RCSI; Margaret Woods, Technology Transfer Manager, TCD; and Professor Ray Stallings, Director of Research, RCSI.

A prospective randomised multicentre study to optimise the management of symptomatically uncontrolled asthma patients. HRB/Health Research Award €800k.

- › Dr Markus Rehm, Exploiting MELanoma disease comPLEXity to address European research training needs in translational cancer systems biology and cancer systems medicine. EU-H2020/Marie Curie ITN. Total award €2.8m, of which €831k to RCSI.
- › Dr Steve Kerrigan, Endothelial dysfunction in severe blood stream

infection. SFI Career Development Award. €593k.

- › Dr Ann Hopkins, Understanding the mechanistic role and drugability of JAM-A, an emerging upstream regulator of breast cancer tumourigenic signalling, using in vitro and in vivo methodologies and a novel small molecule inhibitor. SFI Investigator Programme (IvP) Award. €516k.
- › Professor Jochen Prehn, Angiogenin protein delivery for the treatment of motoneuron diseases. SFI/Industry Research Partnership. €515k.
- › Professors Sally-Ann Cryan, Gerry McElvaney, Fergal O'Brien, Centre for Research in Medical Devices (CÚRAM). SFI Research Centre Award (seven partners in total). €485k to RCSI.

Awards, Honours And Prizes

- › Professor Aidan Bradford, RCSI Physiology and Medical Physics, was awarded the degree of Doctor of Science (DSc) by the National University of Ireland. The DSc is the highest academic qualification that can be awarded by an Irish university. It is based on submitted published work and is awarded to scholars who have, over a sustained period, published a substantial body of groundbreaking and influential work in a field of specialisation and who have achieved outstanding distinction internationally in that field.
- › Professor Sally-Ann Cryan, Research Convenor and Associate Professor

of Pharmaceuticals, RCSI School of Pharmacy, and Jonathon Morrissey, a graduate of RCSI School of Pharmacy,

Neuroscientists from RCSI have made a breakthrough in understanding what controls gene activity in epilepsy.

were among those honoured at the 10th annual Helix Health Pharmacist Awards. Professor Cryan received the Professional Excellence Award, sponsored by KrKa, for her work in RCSI in pharmacy education and her contribution to drug delivery research. Jonathon Morrissey won the Patient-Nominated Award, sponsored by Teva, for his work in community practice in Marron's Pharmacy, Clane, Co Kildare.

- › Professor Fergal O'Brien (Anatomy) was presented with the Anatomical Society New Fellow of the Year Award at the AGM in the University of Birmingham, UK, by Professor Clive Lee, President of the Anatomical Society.
- › Professor Dermot Kenny (RCSI MCT) and Professor Elaine Kay (RCSI Pathology), research team, won



Ms Zaitun Zakaria, neurosurgery trainee who was announced as the winner of the Mr Kamal Sayed Prize in Neurosurgery at RCSI Research Day 2015. The Prize, which is generously supported by Dr Yacoub Kadwa, RCSI Class of 1965, is a prestigious award of RCSI and is run in conjunction with the Irish Institute of Clinical Neuroscience.

both the DCU President's Award for Innovation and a DCU Invent Commercialisation Award for their project which focuses on biochip array assay for the detection of colorectal cancer antibodies. The research team received the award for an innovation partnership with Randox Teoranta.

- › Dr Alice O'Farrell (Physiology and Medical Physics and Centre for Systems Medicine) was awarded the 2015 Royal Academy of Medicine in Ireland (RAMI) Barcroft Medal at the Annual Meeting of the Biomedical Sciences Section, which was held at RCSI on June 18. The Award was made for Alice's presentation entitled "Cardiac metabolic pathway remodelling in response to sunitinib malate: potential role for positron emission tomography in the cardio-oncology setting".
- › Professor Fergal O'Brien (Anatomy) was announced as the incoming President of the Royal Academy of Medicine in Ireland Bioengineering Division.
- › Professor Mary Cannon, Department of Psychiatry and Beaumont Hospital, appeared on the Thomson Reuters Highly Cited Researchers website and in the 2014 World's Most Influential Scientific Minds report which has been recently launched. Inclusion means the person's research is listed in the top 1 per cent for the number of times their work has been cited by other scientists.

Appointments

- › Professor Fergal Malone, Professor and Chairman of the RCSI Department of Obstetrics and Gynaecology, and the Rotunda Hospital, has been appointed as the next Master and Chief Executive Officer of the Rotunda, for a seven-year term.

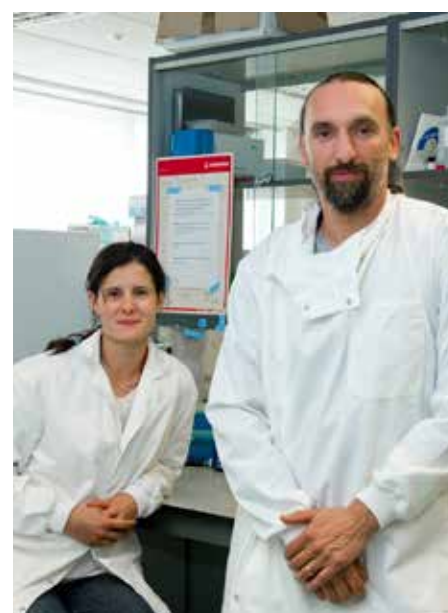
Professor Mary Cannon appeared on the Thomson Reuters Highly Cited Researchers website and in the 2014 World's Most Influential Scientific Minds report.

- › Professor David Henshall (Physiology and Medical Physics) has been named as the incoming President of Neuroscience Ireland. Dr Mary Clarke (Psychology and Psychiatry) also joins the Neuroscience Ireland board as its new Vice President.

- › Professor Brian Harvey has been appointed as the President of the Life Sciences Council of the French National Research Agency, ANR.
- › Professor Mary Leader, RCSI Department of Pathology, has become President Elect of the British Division of the International Academy of Pathology. Mary will be President from November 2016 for two years.



Seán Quinlan, Mariana Alvez and Alba Jimenez pictured at RCSI Research Day 2015.



Dr Eva Jimenez Mateos and Dr Tobias Engel who were recipients of Science Foundation Ireland's (SFI) Starting Investigator Research Grant (SIRG).

RCSI EDUCATION, TEACHING AND LEARNING

EDUCATION, TEACHING AND LEARNING

Faculty of Medicine and Health Services	32
School of Medicine	34
School of Pharmacy	36
School of Physiotherapy	38
School of Nursing and Midwifery	40
School of Postgraduate Studies	42
Institute of Leadership	44
Faculty of Dentistry	46
Faculty of Radiologists	48
Faculty of Nursing and Midwifery	50
Faculty of Sports & Exercise Medicine, RCPI and RCSI	52
Irish Institute of Pharmacy	54



RCSI FACULTY OF MEDICINE AND HEALTH SCIENCES

Through its schools and academic and administrative departments, the Faculty of Medicine and Health Sciences has implemented a series of innovative initiatives in 2014/2015 that are intended to make a significant contribution to RCSI's international leadership in teaching and learning within the health professions.

In a significant acknowledgement of the College's ongoing work in advancing standards of excellence in education, RCSI was ranked in the top 50 institutions in the world in terms of International Outlook in the Times Higher Education World University Rankings announced early in 2015. The announcement was made following on from the Times Higher Education World University Rankings in October 2014 which listed RCSI in the top 400 institutions in the world for the first time.

New Academic and Education Building (NAEB)

The opening of the NAEB in 2017 will create meaningful new learning spaces for twenty-first century medical education in RCSI, including the addition of over 500 library spaces, a 540-seat lecture theatre, and a suite of technology-enabled smaller rooms for tutorials



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

and simulated training in what will be a transformative advance in education infrastructure within the College.

Student Career Development Programme

The Student Career Development Programme, led by Ms Fionnuala Rahilly continues to expand its range of structured supports designed to primarily assist our full-time students at the Schools of Medicine, Pharmacy, Physiotherapy and Postgraduate Studies in critical career planning and management processes. The RCSI Alumni Mentor Network, a key professional development tool that enables students to engage with Alumni online, continues to go from strength to strength with 890 Alumni now participating.

Strategic Academic Recruitment Programme

As part of RCSI's StAR (Strategic Academic Recruitment) Programme, the College has embarked on an exciting, expansionary phase which will see the recruitment of 20 new academic posts of Research Lecturer and associated PhD studentships: 20 Associate Professors; and new staff to complement existing colleagues in developing a Biostatistics Unit.

The programme aims to build upon RCSI's areas of research strength and it also enhances our teaching Faculty for the benefit of students.

This significant investment supports the College's Research Strategy which aims to transfer research discoveries



RCSIsmj editorial team launch the 8th edition of the journal.

more quickly into clinical practice for the benefit of patients.

International Education Forum

The fourth RCSI International Education Forum took place in June 2015. The theme was "Leadership in International Education" and focused on contemporary developments in health professions education and significant projects underway across the Faculty of Medicine and Health Sciences.

For the first time, the Forum included a one-day expert symposium, which focused on the theme of "Interprofessional Education". The symposium enabled international experts and keynote speakers to engage with the Faculty, to share their experiences and perspectives, facilitate discussion and inform the Faculty's strategy development processes.

In addition, the School of Medicine curriculum and assessment review, planning and business meetings were incorporated within the Forum. Over 130 attendees from RCSI Dublin, together with 28 colleagues from Perdana University (KL, Malaysia) and RCSI Bahrain attended the meeting.

Health Professions Education Centre (HPEC)

HPEC delivered a significant advance in staff professional development with the establishment of the Postgraduate Diploma in Health Professions Education Programme. The Postgraduate Diploma supports the development of leading-edge educational skills grounded in appropriate theoretical frameworks. The

programme commenced at St Stephens' Green in September 2014 with 22 academic participants and will continue with another intake this September 2015 at Beaumont Hospital. The programme has also commenced with 10 staff members in RCSI Bahrain. HPEC also now supports the roll-out of a Peer Observation of Teaching Programme across the College. The model used is collaborative and formative; 84 members of Faculty have attended the training workshops and over 50 have been actively engaging with the process of peer observation over the past academic year.

Educator in Residence

Our second Educator in Residence was Professor Clarence Kreiter, a Professor at the University of Iowa Carver College of Medicine, USA. He took up the position of Fulbright Scholar in RCSI in Spring 2015. Professor Kreiter has a doctorate in quantitative psychology, measurement and statistics, has published extensively on innovative cognitive and clinical skills assessment designs, statistical selection methods and research design. The Fulbright assignment involved research and development of both traditional and computer-based simulation assessment methods, as well as a teaching collaboration with the RCSI graduate programme in Health Professions Education.

Technology Enhanced Learning (TEL) Strategy for RCSI 2014-2017

The RCSI Strategic Plan for provision of TEL services and support for teaching and learning at RCSI was launched in September 2014. The Strategy has been informed by an action research study and developed by HPEC, in consultation with key stakeholders, utilising the expertise and experiences of the teaching and learning community at RCSI.

In line with the RCSI TEL Strategy, a TEL pilot initiative has been established through collaboration between HPEC and RCSI's IT department to develop sustainable best practice models for blended learning programmes at RCSI. The first cycle of pilot projects ran from September 2014 to March 2015. A second cycle of TEL Innovation pilot projects is planned to commence in September 2015.

The Health Professions Education Research Strategy

The Health Professions Education

Research Strategy was launched as part of the RCSI Research Strategy in November 2014. The HPE Research Strategy will build on organisational capability and enhance partnerships with:

- › RCSI international sites, such as RCSI Bahrain, Penang Medical College and Perdana University;
- › national partners, such as NUI Maynooth and Dublin City University; and,
- › existing international links, such as Maastricht University, the Mayo Clinic and McGill University.

Best evidence in medical education International Collaborating Centre (BICC)

In March 2014, HPEC was awarded the status of BICC, joining 12 other institutions globally. As a BICC, HPEC has been collaborating with other centres to promote the creation of a culture of best evidence among individuals, institutions and national bodies in the production of systematic reviews which present and make accessible the best evidence and support for stakeholders in adopting an evidence-informed approach to teaching practice.

Faculty-level Vice Dean Developments

A series of new Vice Deans have been appointed with specific areas of responsibility, signalling development priorities within the Faculty over the next four years.

The appointments are:

- › Dr Mary Clarke as Vice Dean for International Citizenship;
- › Dr Frances Horgan, as Vice Dean for Interprofessional Education;
- › Professor Kieran Murphy, Vice Dean for Professionalism; and,
- › Dr Orna Tighe, as Vice Dean for Student Support and Development.

Leadership in International Medical Education

RCSI Bahrain

In an exciting development, RCSI Bahrain has established the Dilmun PhD Scholar Programme, a new structured PhD programme encouraging collaborative research, on projects of significance to healthcare needs in Bahrain, between research staff in RCSI-Dublin and RCSI-Bahrain (one year in Dublin and four years in Bahrain). The first competitive application process has been completed and three PhD students will start their

studies in association with the School of Postgraduate Studies in Dublin in Autumn 2015.

Penang Medical College (PMC), Malaysia

PMC continues to strengthen its contribution to the advancement of healthcare through excellence in medical education, training, research and practice. In an exciting new development for PMC, the first year of a Masters Degree in Health Research, led by Professor Dr Abdul Rashid Khan (PMC) and Professor Ronan Conroy (RCSI), was delivered during the last 12 months. This innovative two-year programme is tailored to the career development needs of health professionals in Malaysia and neighbouring countries in the region.

Perdana University RCSI School of Medicine (PU-RCSI), Malaysia

The appointment of Professor David Adams to the post of Dean in August 2014, marked the beginning of a new phase in the development of PU-RCSI and another significant milestone will be reached in September 2015, when the first group of students will enter their final year.

The Fourth International Conference for Healthcare and Medical Students (ICHAMS)

The undergraduate biomedical conference, aimed at students and run by students took place in October 2014. The highly successful event was attended by 110 students from 15 countries. The meeting not only gives students the opportunity to present research findings and have their abstracts published, but also highlights the importance of research and provides career information on specific research topics.

RCSI Student Medical Journal (RCSIsjmj)

This journal is a student-led initiative, inspired by research-active staff and provided with essential back-up and support by Ms Margaret McCarthy at the Dean's Office (www.rcsismj.com). The eighth edition of the RCSIsjmj was published in May 2015. The RCSIsjmj aims to provide a forum for RCSI student contributions to the field of medicine in any discipline. It provides inspiring evidence of the great students we have and will be proud to host as Alumni in a few years from now.

RCSI SCHOOL OF MEDICINE

In the past 12 months, RCSI's School of Medicine, managed and supported by the staff of RCSI's Clinical Science and Health Science Departments, has seen significant progress in the implementation of strategic initiatives to strengthen delivery and continuous improvement of the core medical degree programmes, ensure excellence in medical education and training, and enable the continued, structured evolution of the core medical curriculum.

International Education Forum

With a remit that extends globally across three time zones, the primary objective of RCSI's School of Medicine is to be rated as the best in clinical teaching, medical practice and research, both nationally and internationally. In that context, RCSI's International Education Forum plays a vital role in promoting a vibrant exchange of ideas that informs the School's work in optimising the quality of the programmes it delivers and the success of its graduates and postgraduates.

The fourth International Education Forum took place from June 22 to June 26, 2015. The Forum facilitated a comprehensive review of the curriculum of three Medical Schools in Dublin, Bahrain and Perdana University in Kuala Lumpur. The strong attendance at the Forum, including colleagues from PU-RCSI and RCSI Bahrain, provided an invaluable

opportunity to meet face-to-face, review the challenges to be addressed and plan future innovation that will consolidate RCSI School of Medicine's place in the vanguard of clinical teaching, medical practice and research at an international level.

This year's Forum also facilitated wider engagement through the establishment of a one-day international Medical Education Symposium, as part of the overall event. The Symposium explored the latest developments in Interprofessional Education and enabled external, invited international experts and keynote speakers to engage with the Faculty. The sharing of experiences and perspectives that resulted will help shape future strategy development.

Enhancing vertical integration

The process of enhanced vertical integration within the core medical curriculum continued, with the goal of ensuring that those responsible for teaching delivery in individual cycles are fully informed of what's being taught across junior, intermediate and senior cycles, thereby intensifying continuity and consistency, while strengthening efficiencies.

RCSI 50

In a major new initiative, forming a key element within the vertical integration enhancement strategy, RCSI has compiled a list of 50 Clinical Competencies that all doctors should possess.

Developed according to the principles of the Delphian Method, the RCSI 50 is



The School of Medicine Conferring Ceremony took place in the RDS in June 2015.

the culmination of a substantial amount of work by the School of Medicine, based on College-wide consultation with key personnel.

The resulting list of competencies are defined within eight primary categories:

- › Effective Communication;
- › Clinical Examination;
- › Competency in Practical Procedures;
- › Scholarship;
- › Healthcare Delivery
- › Interprofessional Practice and Personal Professional Development;
- › Social Change;
- › Prescribing and Drug delivery.

The list has been formally agreed and is now ready for implementation.

Prescribing Safety Assessment (PSA)

Prescribing is a complex process requiring knowledge of medicines and the diseases they are used to treat, as well as balanced judgement of the risks and benefits of treatment and painstaking attention to detail. A Prescribing Safety Assessment is intended to ensure that doctors are well-prepared to prescribe safely and appropriately by measuring competencies across a range of clinical contexts.

A pilot Prescribing Safety Assessment is currently under development at the School of Medicine, led by Professor David Williams, and is planned to be completed and ready for introduction in 2016.

Medical Professionalism

The development of a cohesive



Professor Arnold Hill,
Head of the School of Medicine



Medical student Sami Backley carries out an examination on the SimMan 3G adult patient simulator. The simulators have demonstrated their effectiveness as teaching tools, energising trainers and trainees alike.

framework to shape the concept of medical professionalism for students advanced significantly in the past 12 months, with the establishment of essential fundamental principles, under the leadership of the Vice Dean for Professionalism, Professor Kieran Murphy. A specific definition of the concept of medical professionalism for students, both its cognitive foundation and its required skills, has been established and key principles have been developed to ensure the effective allocation of professionalism training appropriate to each year of the Medical School cycle. The work being done in this area underlines the commitment of the School of Medicine to the advancement of the concept of medical professionalism and its recognition of the critical importance of professionalism to all doctors.

Simulation solutions for training

The SimMan 3G simulators, key elements in the School of Medicine's simulation technology strategy, have demonstrated their effectiveness as teaching tools, energising trainers and trainees alike. Working with leading edge technology has been an immersive process for all concerned and SimMan 3G's utility is particularly evident in the way it allows trainer and trainee to isolate particular procedures for further practice.

In a complementary development, under the direction of the Health Professionals Education Centre (HPEC) and Professor John O'Byrne, a cohort of trained, simulated patients — individuals trained to replicate symptoms, traits and behaviours of real patients for assessment purposes — has now been established.

The deployment of these simulated patients will contribute significantly to the definition of the evolving role of simulation in education.

Nationwide clinical engagement

In parallel with the implementation of the vertical integration strategy, the School of Medicine continues to promote deeper engagement with clinical colleagues in multiple clinical sites across Ireland in

development is encouraged and supported.

The undergraduate Deans are:

Professor Garry Courtney, St Luke's Hospital, Kilkenny

Dr Clare Fallon, Midland Regional Hospital, Mullingar

Professor Peter Gillen, Our Lady of Lourdes Hospital, Drogheda

Dr James Hayes, Cavan General Hospital

Professor Riona Mulcahy, Waterford Regional Hospital

Professor Seamus Sreenan, Connolly Hospital, Dublin

Ongoing curriculum development

The RCSI School of Medicine is committed to an ongoing process of curriculum evaluation and development. The range of evaluation measures this year included five intensive Focus Group sessions, which were organised with the objective of gaining insights from across the Faculty of Medicine and Health Sciences to assess current perceptions of the curriculum's effectiveness and to highlight areas requiring attention. These Focus Groups have proved particularly useful and it is planned to hold more in the future to support the next phase in the evolution of the curriculum.

A specific definition of the concept of medical professionalism for students, both its cognitive foundation and its required skills, has been established.

order to further strengthen its teaching programme. A collaborative initiative has been set up, in conjunction with undergraduate Deans, to accelerate the creation of leadership roles in clinical teaching at each of the clinical sites. Furthering closer engagement, Professor Arnold Hill has established a schedule of bi-monthly meetings with the undergraduate Deans to discuss relevant issues and ensure leadership

RCSI SCHOOL OF PHARMACY

The RCSI School of Pharmacy is currently in an exciting phase of growth, with increasing student and staff numbers, an innovative National Pharmacy Internship Programme, a new integrated five-year Master of Pharmacy programme and success in research. Key agreements with national and international institutions have been signed, including a Memorandum with Soochow University in China. The School also relocated to bespoke offices and adopted a new management structure to enable its continued 'growth through excellence'.

Student achievements

In November 2014, BSc (Pharm) graduate Sarah-Jane O'Connor brought distinction to the School by being awarded the National University of Ireland (NUI) Dr HH Stewart Scholarship (Pharmacy).

National Pharmacy Internship Programme

The School introduced a completely updated and revised National Pharmacy Internship Programme (NPIP) in 2014/2015. Following accreditation by the NUI and RCSI, this programme was subject in June 2015 to an accreditation process of the Pharmaceutical Society of Ireland (PSI). The School, in collaboration with IT, developed and implemented the Central Application and Selection Process (CAASP), a purpose-built IT solution designed to match NPIP students with training establishments. Mr Matthew Lynch and Ms Michelle Flood designed the process to balance the demands

of both the students who are seeking places and the diverse range of training establishments that offer placements, and Michael Cresswell oversaw the successful implementation.

Five-year integrated Master of Pharmacy programme

The School will deliver a new, fully integrated five-year Master of Pharmacy programme from September 2015. This programme, which was designed by the Curriculum Design Group (Dr James Barlow, Ms Michelle Flood, Professor Paul Gallagher, Mr John Hayden, Dr Samuel Maher, Dr Ben Ryan and Dr Judith Strawbridge), supported by the Operations Team (Ms Siún Aherne, Ms Aurea Conroy, Ms Bernadette Kearney and Mr Darragh Scannell), has successfully undergone RCSI accreditation. The programme will provide our students with the personal and professional skills required to practise as a pharmacist in the contemporary and constantly evolving professional environments.

International collaborations

In April 2015, RCSI signed a Memorandum of Academic and Research Collaboration with Soochow University (SU; China). The collaboration was further advanced with the first International Research Summer School.

National collaborations

RCSI signed a strategic partnership with Our Lady's Children's Hospital, Crumlin, in May 2015. In June 2015, the School signed an agreement with the Institute of Technology Sligo, which will provide a pathway to IT Sligo graduates to progress to the new Master of Pharmacy



Aislinn Farrington pictured at her BSc (Pharm) graduation in RCSI in November 2014.

programme. In June 2015, the School also signed an agreement with Boots whereby the School will manage an ongoing review of the new Boots alcohol detox service.

New office space

The staff offices of the School have moved to Ardilaun House. The bespoke offices were opened in February 2015 and are a representation of the School's continued growth.

Research: Pharmaceutical Science

The Science Foundation Ireland (SFI) Translational Research in Nano-medical Devices (TREND) Investigator Programme led by Professor Andreas Heise and Professor Sally Ann Cryan received €1.9m in funding. Professor Cryan also led RCSI's participation in the new €50m SFI Centre for Research in Medical Devices (CÚRAM).

Dr Steve Kerrigan received a prestigious SFI Career Development Award of €593,138.

The DRIVE consortium received €8.9m funding as part of the Horizon 2020 research and innovation framework programme. DRIVE is coordinated by Dr Garry Duffy (Department of Anatomy) and Dr Helena Kelly is the deputy coordinator.

In June 2015, Nicola Kavanagh (School of Pharmacy, Molecular and Cellular Therapeutics [MCT] and Tissue Engineering Research Group [TERG]) was awarded the Robert Mathys prize for Best Research Project and Presentation at the eCM XVI International Conference: Bone and Implant Infections (Davos, Switzerland).



Professor Paul Gallagher,
Head of the School of Pharmacy



The launch of the five-year Master of Pharmacy programme in December 2014, at PSI House, are (l-r): Ms Leonie Clarke (then President of the Pharmaceutical Society of Ireland); Mr Leo Varadkar (Minister for Health); Professor Hannah McGee (Dean of the Faculty of Medicine and Health Sciences); and Professor Sally Ann Cryan (Lead in Research).

A host of other research grants have also been awarded to School researchers in the past academic year, including Irish Research Council Studentships and Fellowships, SFI/EI Technology Innovation Development Awards (TIDA) and EMBO Short Term Fellowships.

The School was delighted in April 2015 to co-host, with the Department of Molecular and Cellular Therapeutics and the 3U Partnership, the 2015 Bill Bowman Lecture of the British Pharmacological Society, which was delivered by Dr Alexis Bailey (University of Surrey, UK). Key publications included articles in high-impact journals including *Journal of Controlled Release*, *Molecular Pharmaceutics*, *Tissue Engineering*, *Advanced Healthcare Materials* and *Platelets*.

Research: Clinical Practice and Education

Increased activity in education and clinical research was evident in 2014-2015. Research training was provided to both tutors and clinical partners to assist with research development and data collection, while funding was received by Dr Judith Strawbridge and Ms Michelle Flood for two educational research projects as part of the 3U N-Step programme. A national cohort study of adherence to antihypertensive medications in older Irish adults co-ordinated by Dr Gráinne Cousins is in the final stage of data collection. Dr Cousins also received funding from the Health Research Board to author a number of papers in relation to alcohol dependence using data from a national study on alcohol consumption.

A study in paediatric critical care sedation was funded by Temple Street Children's Fund for Health. The study was led by Dr Dermot Doherty (Temple Street Hospital) in collaboration with Mr John Hayden, Dr Gráinne Cousins and Professor Paul Gallagher from the School and Drs Cormac Breatnach and Martina Healy

The School will deliver a new, fully integrated five-year Master of Pharmacy programme from September 2015.

from Crumlin Children's Hospital. Continued key collaborations in clinical practice research include: HRB, HRB Centre for Primary Care Research, the Irish Longitudinal Study on Ageing, with clinical partners including the Mater Hospital, Crumlin Children's Hospital and St John of God.

A doubling of undergraduate summer researchers was seen in the School this year across the pharmaceutical sciences and clinical practice research, supported by both external and internal research studentships.

Key publications included articles in the *Irish Journal of Medical Science*, *Annals of Family Medicine*, *HPB*: the official journal

of the International Hepato Pancreato Biliary Association, *Antiviral Therapy* and the *International Journal of Pharmacy Practice*.

Appointments

Appointments included: Ms Siún Aherne (Academic Quality and Operations Manager); Mr John Bourke (Practice Liaison Pharmacist); Dr Liam Burke (Project Manager); Ms Aurea Conroy (Senior Operations Co-ordinator); Dr Eoin Cotter (Technical and Laboratories Manager); Mr Michael Cresswell (Project Manager); Mr Paul Dillon (Senior Demonstrator); Dr Samuel Maher (Lecturer); Mr Cian O Leary (Lecturer); Dr Joanne Ramsey (Lecturer); Ms Seona Rossi (Senior Demonstrator); Dr Cristín Ryan (Senior Lecturer); Mr Darragh Scannell (Operations Co-ordinator); and Mr John Bourke (Practice Liaison Pharmacist).

A new management structure has been established with the formation of the Leadership Team: Ms Siún Aherne, Dr Eoin Cotter, Professor Sally Ann Cryan (Lead in Research); Professor Paul Gallagher (Head of School); Dr Helena Kelly (Lead in Development); and Mr Matthew Lynch (Lead in Education).

Outreach

Dr Helena Kelly led on a Mini-Med Series event in February 2015 examining benzodiazepine usage in Irish society. A lecture entitled "Mammy's Little Helper – the Irish Relationship with Anxiety Medication" was delivered by Dolores Keating, Honorary Clinical Senior Lecturer and Head of Pharmacy Services at St John of God Hospital. Professor Gallagher chaired a multidisciplinary panel debate.

Dr Steve Kerrigan is project lead on the "RCSI MyHealth" app project which aims to provide easy access to credible health information in a clear and focused manner. Following a showcase night with Ireland's largest national health associations, foundations and societies, and in association with NHS Choices, there are now over 700 conditions included in the app, which is due to be launched in September 2015. Dr Kerrigan is also the Academic Coordinator of the Transition Year Mini-Med. This year, the programme attracted over 450 applications from TY students representing 300 schools nationally, who were interested in knowing more about what life is like being a pharmacist, doctor or physiotherapist.

RCSI SCHOOL OF PHYSIOTHERAPY

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. It also aims to provide these physiotherapists with an understanding of the value of research and analysis, to ensure they are responsive to the needs of clients and carers, and are aware of the dynamic diversity of healthcare environments in which they practice.

The School recognises the need to remain proactive to changes in healthcare provision and the evolving role of physiotherapy practice. It also appreciates the pivotal role of research and a sound evidence base, in underpinning professional and educational developments.

Five year strategic plan

The School of Physiotherapy's five-year strategic plan was launched in May 2014. There have been several key advances since the strategy's implementation. The Irish Society of Chartered Physiotherapists' (ISCP) re-accreditation of the RCSI BSc Physiotherapy programme took place on September 22 and 23, 2014. During a two-day visit, the ISCP accreditation team, consisting of national and international academic and clinical members, met with the Dean, staff and students of the School



Professor Marie Guidon,
Head of the School of Physiotherapy

of Physiotherapy and clinical staff and students in Beaumont Hospital.

At the end of the process, the Accreditation Board notified the School that they would be recommending re-accreditation of the RCSI BSc Physiotherapy programme for another five years. The excellent quality of students and graduates of the physiotherapy programme and the quality assurance process for both clinical and academic aspects of the programme were commended. The School was also commended for actively responding to changes in the educational environment, including the use of technology-enhanced learning.

Initiatives and placements

A simulated education initiative was piloted in the BSc Physiotherapy curriculum (cardiorespiratory module) in collaboration with the Health Professions Education Centre (HPEC) to develop students' skills in the assessment and treatment of patients in the critical care environment. Student feedback was very positive and the initiative will be formalised for the next academic year. In recognition of the increasing demands on current clinical capacity, new clinical placement opportunities were developed in the Rotunda and Connolly hospitals and in primary care sites, expanding the variety of clinical placement opportunities available to students.

Research activity

The School of Physiotherapy's Research Strategy was completed and its implementation is ongoing with a particular emphasis on building research



Dr Helen French instructs undergraduate physiotherapy students in a practical teaching session.

networks and increasing funding successes.

Research is a fundamental part of contemporary physiotherapy clinical practice and the School was successful in receiving funding from a number of agencies including: the Health Research Board; the Disability Authority; the Irish Research Council; and the Irish Society of Chartered Physiotherapists.

Additionally, Paul Kirwan will investigate the use of eccentric exercises and topical glyceryl trinitrate (GTN) in the treatment

Research is a fundamental part of contemporary physiotherapy clinical practice and the School was successful in receiving funding from a number of agencies.

of mid-portion Achilles tendinopathy. Rory O'Sullivan will conduct a cohort study on the progression of crouch gait in diplegic cerebral palsy.



RCSI School of Physiotherapy staff pictured with the ISCP Accreditation Team during the two-day reaccreditation site-visit in September 2014.

Research throughout the year comprised academic and clinical collaborations, as well as collaborations with external institutions such as: Beaumont Hospital; Connolly Hospital Blanchardstown; Temple Street Children's University Hospital; St James's Hospital; Our Lady's Hospice and Care Services in Harold's Cross; the Central Remedial Clinic; and the School of Health Sciences, University of Southampton.

Publications

Thirteen research articles have been published, and 14 oral/poster presentations were delivered during the year. Research publication topics included: cerebral palsy in children; hip osteoarthritis; and stroke.

Research was presented at a number of national and international conferences including: the Irish Association of Cardiac Rehabilitation Annual Conference, held in Dublin in February 2015; the Osteoarthritis Research Society International Conference, which took place in Seattle, USA; and the International Association of Gerontology and Geriatrics – European Region (IAGG – ER) Conference held at the Convention Centre in Dublin from April 23 to April 26, 2015. Research was also presented at the School of Physiotherapy, University of Bergen, Norway.

Prizes

Prizes were awarded to staff and postgraduate students for presentations at a number of conferences. Research Fellow Colm Brannigan won the prize for best poster presentation at the Northern Ireland Multidisciplinary Association of

Stroke Teams (NIMAST) in May, 2015. Honorary lecturer, Dr Ailish Malone won best paper presentation at the Clinical Movement Analysis Society (CMAS) UK and Ireland conference, while Mairead McDaid, postgraduate MSc student, won best poster at the Irish Heart Foundation Annual Stroke Day.

The School was commended for actively responding to changes in the educational environment, including the use of technology-enhanced learning.

Educational developments

A number of staff members from the School were part of some exciting educational developments. Dr Helen French became a member of the European Region World Confederation of Physical Therapy (ER-WCPT) Education Working Group. Funded by the Erasmus programme, staff embarked on a mobility visit to Mikkeli University of Applied Sciences, Savonlinna, in Finland in September

2014, with a reciprocal visit by two physiotherapy lecturers to RCSI in May 2015.

Appointments

Senior Lecturer in Physiotherapy, Frances Horgan, was appointed Vice Dean for Interprofessional Education in September 2014 and Dr Ailish Malone and Dr Rose Galvin were appointed as Honorary Lecturers in recognition of their ongoing contribution to academic and research activity in the School.

Other activities

Musculoskeletal injury prevention education was delivered to trainee surgeons in the Surgical Boot Camp 2014.

Physiotherapy staff provided support to RCSI staff on race day at the Great Pink Run 2014.

RCSI SCHOOL OF NURSING AND MIDWIFERY

It has been a formative year for the School of Nursing and Midwifery as it separated, in September 2014, from the Faculty of Nursing and Midwifery. Now under the Faculty of Medicine and Health Sciences, the School has established a solid strategy for its continued development.

The School has expanded its team and welcomes two new lecturers, Ms Julie Jordan O'Brien and Ms Rosemarie Derwin. The administration team has also grown and is now led by Mr James Hayes, Operations Manager; two new members of the team are Ms Anne Marie Lyons and Ms Ruth Kelly.

Strategic management

The development of a strategy for the School, which follows the exemplar strategy of RCSI, is a first in its new format and was strongly supported by senior management at RCSI. It addresses the key pillars of education, research, team development, and internationalisation. In doing so, it focuses on three components: people, processes and outputs. In keeping with the RCSI Strategy Growth and Excellence (2013-2017), the School's vision is to grow its reputation as a centre

of excellence. It intends achieving this through greater engagement in research, both clinical and educational, whereupon the School will be enabled to lead best practice through the incorporation and evaluation of latest technologies and methods in the education of students. Furthermore, it will continue to work closely with key stakeholders to ensure that the programmes it delivers are responsive to the ever-changing demands within the healthcare arena.

Another important development was the establishment of a strong team to deliver the vision and ambition of RCSI, as well as implementing the strategy. The strategy's focus is on the students' experience, providing an environment where the student feels nurtured and supported, while also ensuring that they recognise the value of their time at RCSI.

Research

Dr Declan Patton, Director of Nursing and Midwifery Research has been instrumental over the past year in drafting a strategy around research, which addresses five pillars: wound healing, older persons, education, mental health and paediatrics. In year one, there was a strong focus on the area of wound healing, with four Masters by research completed in the area of wounds and wound outcomes. As the School continues to develop, it will expand its other areas of expertise and will actively target outcomes such as increased numbers of research students and increased impactful publications and conference presentations. The School is well-positioned to achieve these goals in 2015-2016 with the largest group ever



The School of Nursing and Midwifery Conferring, Convention Centre Dublin, November 2014.

registered to undertake the Masters programme. Furthermore, six PhD students have registered, as well as two Masters by research.

Reaccreditation

One of the key events during the year has been the reaccreditation and streamlining of many of the School's courses, which was led by Dr Tom O'Connor, Director of Academic Affairs and Deputy Head of the School of Nursing and Midwifery. As a result, students have a number of education options, such as completing stand-alone modules, or three modules which will earn a certificate, or, alternatively, six modules as part of a postgraduate diploma. After that, students can continue on to study at a Masters level. All programmes are accredited by the NUI/RCSI and are approved by the Nursing and Midwifery Board of Ireland. The flexibility in the course options is designed to facilitate a more user-friendly approach to education delivery, which enhances a positive work-life balance as many students undertake postgraduate training while also working full-time.

Clinical outcomes

The School has long-established links with hospitals within the RCSI group and beyond, which enables the delivery of clinically focused education. The main research focus is on clinical, patient-centred outcomes, with the aim of demonstrating the invaluable contribution that nurses and midwives make to the cost-effectiveness and efficiency of health service delivery. The School looks forward to actively



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



Pictured at the November 2014 Conferring Ceremony were (l-r) Lenora Fitzgerald, winner of the Mary Frances Crowley Award; Professor Zena Moore, Head of School of Nursing and Midwifery; and Mr Declan J. Magee, RCSI President.

contributing to RCSI's new Healthcare Outcomes Research Centre.

Education

Last year, some 450 people completed full programmes. Applications to date are very strong for 2015-2016. The School successfully delivered the first Graduate Nurse/Midwife programme, under the leadership of Ms Chanel Watson. Chanel was very ably assisted by four Nurse Tutors, Niamh Rohan, Bridget Murray, Maryam Hussain and Anne Marie Burke. The programme is currently under evaluation, but preliminary feedback is that the programme has been a great success.

International Links Horizon 2020

As well as working within the RCSI hospital network, the School has established direct links with international bodies. In early 2015, it submitted its First Horizon 2020 application, along with applicants in Belgium, Germany, Norway, Denmark, the UK and Northern Ireland. The application is for funding in the area of self-management of disease. The School was supported in its work for this application through Enterprise Ireland funding.

The School is currently working with international and national industry partners in the field of wound healing and tissue repair, for example addressing the question of patients being able to self-assess their risk of developing pressure ulcers.

Science Without Borders and the Dilmun Scholarship

The School was successful in receiving a grant from Science Without Borders, a Brazilian student mobility programme. This has enabled a student from Brazil to carry out PhD research at RCSI focusing on pressure ulcers. The School was also awarded the RCSI Dilmun Scholarship,

The strategy's focus is on the students' experience, providing an environment where the student feels nurtured and supported, while also ensuring that they recognise the value of their time at RCSI.

which is funding research into the epidemiology of diabetic foot disease in Bahrain.

Masterclass series

In 2015, the School launched its first masterclass series, hosting two masterclasses in April and May. The first, led by Ms Julie Jordan O'Brien, focused

on "Sustaining Pressure Ulcers to Zero Using Evidence to Guide Practice", while the second, led by Ms Mary O'Neill, focused on "Adult Respiratory Health: The Latest Evidence for Contemporary Care". Over 150 people attended the masterclasses over the two events. This will become a set part of the Schools calendar with master-classes planned to run between April and June.

Wound Management Association of Ireland Biennial Conference

On October 2 and October 3, 2015 the School will host the Wound Management Association of Ireland Biennial conference. Some 400 people are expected to attend the two-day event, which will welcome both national and international speakers and exhibitors.

RCSI SCHOOL OF POSTGRADUATE STUDIES

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

The objectives of the School are driven by a dedicated core team including:

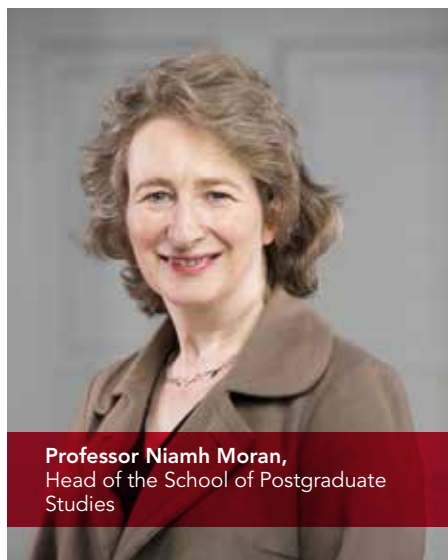
Head of School -
Professor Niamh Moran

Programmes Manager -
Dr Anthony Chubb

International Business Officer -
Justina Senkus MBA

SPGS Coordinator -
Elaine Carton MA

In the academic year 2014 - 2015 the School graduated 46 candidates with research higher degrees, comprising 27 PhDs, 6 MDs, 12 MScs and one MCh. In the same time, the School enrolled 69 new students, including 35 PhDs, 16 MDs and 18 MScs.



Professor Niamh Moran,
Head of the School of Postgraduate Studies

The School is responsible for ensuring the highest standards of quality and training for research postgraduate candidates enrolled for higher degrees in RCSI. To be awarded a masters or doctorate degree, the students must demonstrate that they have made an original and impactful contribution to knowledge and their work must be of publishable quality.

Strategic Developments

In the 2014/2015 academic year, two new deputy heads of schools were appointed, with responsibilities for the PhD and MD programmes: Dr Gianpiero Cavalleri and Dr Emer Reeves (respectively). They are committed to reflecting the National Framework for Doctoral Education, which aims to: facilitate consistent excellence in the quality of postgraduate education and training; ensure the delivery of an excellent learner-experience and outcome; and to maximise the employability of graduates across a broad range of employment sectors. The School has also launched a bespoke joint doctoral programme, the Dilmun Scholar programme, with RCSI-Bahrain. The School welcomes the appointment of Professor Davinder Sandhu, Head of the School of Postgraduate Studies and Research in RCSI-Bahrain, and looks forward to working with him to establish high impact, collaborative research across RCSI campuses.

Internationalisation Activities

The School coordinates activities of the three International Strategic Cooperation Awards (ISCA) from Science Foundation Ireland (SFI) to explore research synergies with healthcare scientists in Brazil, China and Japan. These awards



Dr Adam Ruben, Writer, Comedian, and Molecular Biologist at Johns Hopkins University, USA was the keynote speaker at the Postgraduate Career Days event in September 2014.

facilitate the establishment of stronger links with national and international peer institutions in the pursuit of postgraduate excellence.

The School coordinates activities of the three International Strategic Cooperation Awards from Science Foundation Ireland to explore research synergies with healthcare scientists in Brazil, China and Japan.

Brazil

Since July 2014, seven RCSI researchers met with their counterparts in Brazilian universities in Rio de Janeiro, Sao Paulo and Santa Maria. There have been six return visits to RCSI from professors, postdoctoral fellows and PhD students from Brazil to collaborate on research projects with the following RCSI departments: Anatomy, Physiology, Pharmaceutical and Medicinal Chemistry,



Valedictorian, Dr Eithne Sexton (centre) with fellow PhD graduates, Dr Ciara O'Dwyer, Dr James Reck and Dr Emmet Thompson, at the Higher Degree Conferring Ceremony in June 2015.

and Molecular & Cellular Therapeutics. A range of collaborative initiatives such as joint PhD programmes, students exchanges and joint research grant applications have emerged from such interactions. In addition, two SPGS staff attended a high profile CONFAP meeting in Brasília, where they presented RCSI research opportunities to all the presidents of the 26 major funding agencies from each state in Brazil, at the invitation of Research Brazil Ireland (RBI) and funded by Science Foundation Ireland (SFI). The School also hosted a day-long symposium in February, in tandem with an RBI conference entitled Collaborative Research for a Better Future, which took place in Dublin Castle and was attended by academics from all higher education institutes in Ireland.

China

Since July 2014, ten RCSI researchers have visited their collaborators in top-ranked and research-active universities in China and Hong Kong such as Beijing Genomics Institute (BGI) Hong Kong and BGI Shenzhen, Soochow University the Hong Kong University and industry, collaborators in Sinnova (Nanjing) and Lee's Pharmaceuticals (Beijing). Three reciprocal academic visits from Chinese researchers were hosted by RCSI. In March 2015, eight RCSI researchers participated at the ISCP/ISCA China biomedical workshop hosted by the Guangzhou Medical University.

Japan

The School facilitated an academic visit by Professor Hiroko Ikeda and Naomi Yonemochi (Hoshi University) supported by ISCA-Japan funding. As a result of this

visit, RCSI has signed a memorandum of understanding with Hoshi University to collaborate in a number of joint activities such as student, staff and faculty exchanges.

Postgraduate Students' Union (PGSU)

PGSU coordinated a Careers Week in April 2014, with the help of Fionnuala

a graduate from the Department of Physiology and Dr Eithne Sexton, a graduate of the Population Health and Health Services Research (SPHeRE) PhD programme.

New initiatives to monitor, mentor and support all MD candidates were introduced to ensure the delivery of an improved learner experience and outcome. These initiatives included a rigorous annual progress review of all MD students and corresponded with the increased numbers of students that enrol on this important programme. Other new initiatives will include a change in the examination format and the introduction of supervisor training for all postgraduate programmes in 2015/16.

Students must demonstrate that they have made an original and impactful contribution to knowledge and their work must be of publishable quality.

Rahilly, RCSI's Career Manager, to address the career-readiness of final year degree candidates. The event comprised the following workshops: Get Prepared, How to Present Yourself and Behavioural Interview Techniques.

Other developments

This year, the School introduced a valedictorian speaker for the conferring ceremonies. In the November and June graduations, the valedictorian addresses were delivered by Dr Karen Coughlin,

RCSI INSTITUTE OF LEADERSHIP

In the past year, the Institute of Leadership has continued to build its portfolio of academic and executive development programmes. The Institute has increased its engagement with the Irish healthcare system and has also worked in partnership with the RCSI Hospitals Group to develop the Group's new strategy.

Academic Programmes

This year, 75 health professionals graduated with Masters degrees in Ireland, 46 in Bahrain and 69 in Dubai. In response to increasing concerns about patient safety in Ireland, the Institute launched an MSc in Quality and Safety in Healthcare Management. This programme, which is also delivered in Bahrain and Dubai, will make a strong positive contribution to improving the quality and safety of patient care.

Executive Development Programmes

As part of its strategy of engaging more comprehensively with the Irish and international healthcare sectors, the Institute has increased its focus on delivering short intensive programmes as well as providing coaching for middle and senior healthcare professionals. Programmes this year included the first accredited IOP professional

development programme for pharmacists in Ireland, two new professional development programmes for the Primary Healthcare Corporation in Qatar and three leadership programmes for the College of Anaesthetists of Ireland.

RCSI Hospitals Group

The Institute designed and facilitated a series of workshops to assist the senior executive team to identify the core values and to develop the mission and vision of the Group. The Institute will, over the coming years, partner with the Group to develop the leadership and management capabilities of its workforce. Core faculty from the Institute are currently involved in the design of the Group's Clinical Directorate Leadership Programme and also a Clinical Directorate Team Leadership Programme, both due to commence in the autumn 2015.

The Institute continues to deliver the Rotunda Leadership Programme. This is an innovative, multidisciplinary programme designed to develop 'leadership capacity' in the hospital. The first programme (15 participants) concluded in November 2014 with the second cohort (14 participants) due to complete the programme in September 2015. A key feature of the programme is that, in addition to participating in professional development master-classes, the participants complete strategic quality improvement projects in cross-functional, multidisciplinary teams.

National Leadership Development Programme for Directors and Assistant Directors of Nursing and Midwifery

In October, the Institute began delivery



Justice Peter Kelly speaking at the RCSI Institute of Leadership Lecture Series in June 2015.

of a two-year programme that will see some 1,250 Directors and Assistant Directors of Nursing and Midwifery receive training in leadership. Co-designed with the Directors themselves, the programme includes a number

As part of its strategy of engaging more comprehensively with the Irish and international healthcare sectors, the Institute has increased its focus on delivering short intensive programmes as well as providing coaching for healthcare professionals.

of modules: a future nurse leaders programme for the Directors of Nursing; an executive coaching programme; master-classes in business planning, healthcare procurement; quality



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



Pictured are MSc Leadership graduates at the November 2014 Conferring Ceremony (l-r) Maeve Corcoran, David Browne and Marianne McQuaid Kelly.

improvement programmes for primary care and community and continuing care; and a programme designed for midwifery professionals. The Nursing and Midwifery Board of Ireland and RCSI have accredited all these courses. Since October 2014, 318 nurses have completed at least one of the programmes. The Institute is also rolling out a national competency framework, supported by an online portfolio, across all Irish hospitals.

RCSI Leadership Lecture Series

The Institute once again ran a successful public lecture series exploring 'Lessons in Leadership'. This year's notable speakers included: Mr Micheál Martin TD, leader of Fianna Fáil and spokesperson on Northern Ireland; Ms Dearbhail McDonald, Associate Editor and Legal Editor of the Irish Independent; The Honourable Mr Justice Peter Kelly; and Fr Leonard Moloney SJ, Head Master of Clongowes College.

Training in Africa

The Institute continues to contribute to the RCSI/ COSECSA (College of Surgeons of East, Central and Southern Africa) collaboration programme. This year it expanded its Train the Trainer programme by training Master Trainers who will now be capable of delivering the programme locally. The goal is to embed, in Africa, the Institute's expertise in training. The first programme took place in June 2014 in Nairobi and was run by Mr Dermot O'Flynn for 15 Master COSECSA Trainers from Uganda, Rwanda, Ethiopia, Tanzania, and Kenya. At the end of June, Professor Ciaran O'Boyle and Dermot O'Flynn delivered the first ever joint

In October, the Institute began delivery of a two-year programme that will see 1,250 Directors and Assistant Directors of Nursing and Midwifery receive training in leadership.

COSECSA leadership workshop for anaesthetists and surgeons in Blantyre, Malawi. 22 participants attended from six countries including Ireland, Malawi, Mozambique, Zimbabwe, Zambia and Burundi. The workshop was also attended by the College of Anaesthetists in Ireland's President, Ellen O'Sullivan and CEO, Fintan Foy.

Research

The psychology of cyberspace, and in particular, its impact on organisational development and online leadership is a major strand in the Institute's research. At the CyberPsychology Research Centre, the Institute is continuing its work with Middlesex University on an EU-wide project aimed at optimising interfaces between policing organisations and the

social media industry in order to increase the protection of children online.

In addition, the Institute is exploring novel approaches to leadership in healthcare. Projects include research on the relationship between staff work engagement and patient satisfaction, models of distributed leadership and the impact of technology on leadership and management.

Given the RCSI's mission to "educate, nurture and discover for the benefit of human health", the Institute is also planning a project that will assist educational institutions in educating children and young people about engaging safely and effectively with digital media.

RCSI 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 both Ireland and other centres around the world. 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 and Sudan.

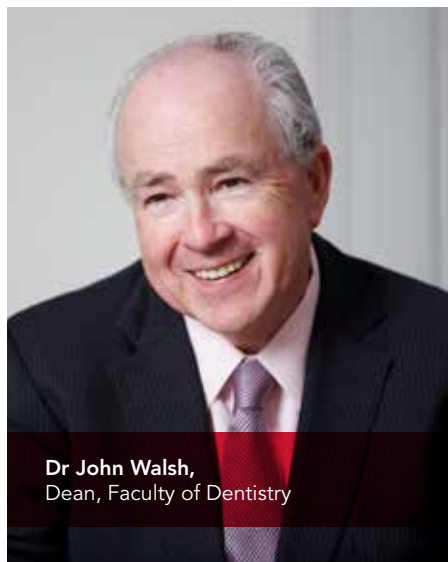
Academic activities

Exams for the Membership of the Faculty of Dentistry (MFD), the Fellowship of the Faculty of Dentistry (FFD), the Diploma in Primary Care Dentistry (DipPCD) and the Membership in General Dental Surgery (MGDS) continue at RCSI Dublin and in examination centres abroad including New York and Malmö in Sweden, as well as Bahrain, Kuwait, Jordan, Sudan and Ajman.

This year, the FFD exams in Oral Surgery were held in New York University (NYU) and the University of Khartoum, in Sudan.

International activities

A new relationship has been established between RCSI and the University of Malmö's dental school, and as a result, the MFD examination took place there in May 2015 for the first time.



Dr John Walsh,
Dean, Faculty of Dentistry

As a result of this new relationship, there has been an exchange of lecturers between the two countries, with a number of Swedish speakers coming to Dublin to present at the Postgraduate Dental Education Programme.

Postgraduate Dental Education Programme

The Postgraduate Dental Education Programme continues with monthly Saturday lectures taking place in RCSI. These lectures are designed to prepare candidates to sit MFD, DipPCD and FFD examinations. These sessions attract an audience comprised of general practitioners, postgraduate students and final year dental students. The lectures are also streamed online to universities in Kuwait, Malmö and New York.

Nally Lecture

The biennial Nally Lecture, named after distinguished RCSI alumnus Dr Fergal Nally, took place in February 2015. One of the most prestigious lectures to take place in RCSI, it is a calendar highlight for the Faculty of Dentistry every two years. The tradition is that the Nally Lecture topic is non-dental related. Broadcaster, Dr Myles Dungan, gave this year's lecture entitled 'Selling the Great War in Ireland'. He gave a fascinating insight into the PR tactics employed to attract volunteers from Ireland to fight in the Great War. Following his excellent lecture, the Vice President of the College, Professor John Hyland, presented Dr Dungan with the Nally Medal. Dr Dungan's name joins a distinguished list of other Nally Medal recipients including British historian and explorer Tim Severin and poet Brendan Kennelly.



Annual Scientific Meeting

The 2014 Annual Scientific Meeting drew a very large audience. Considerable attention was given to the topic of fluoride at the Annual Meeting and its use in dentistry. As a consequence, a number of radio interviews were conducted that dealt with the issue of fluoride, as well as the prevention of dental disease in children.

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.

Another highlight of the meeting was the Sheridan Lecture delivered by two speakers: Dr Brian Schmidt from NYU and Mr Eugene David Vaughan from the UK. A capacity audience witnessed two excellent presentations on the topic of head and neck cancer.



Pictured (l-r) are Ms Marie O'Neill and Ms Eimear McHugh who were awarded Fellowships of the Faculty of Dentistry (Oral Surgery) at the December 2014 Fellows, Members and Diplomates Conferring Ceremony.

Honorary Fellowships

Mr Eugene David Vaughan and Dr Brian Schmidt received honorary fellowships at the Annual Scientific Meeting. This is the highest honour that can be conferred on an individual by the Faculty of Dentistry.

Exciting Development

RCSI Faculty of Dentistry is in the process of finalising a contract with Hamad Medical Corporation (HMC) in Qatar. The purpose of this contract is to facilitate RCSI Faculty of Dentistry providing postgraduate educational programmes in both MFD and FFD. This collaboration will take place over a five-year period, commencing in October 2015.

The Postgraduate Dental Education Programme will be delivered in Dublin and streamed online to Qatar. In addition, extended visits from RCSI Faculty of Dentistry Lecturers to Qatar to provide intensive courses throughout the five-year period will also take place. This represents the largest single contract that the Faculty of Dentistry has put in place to date.

Conferrings

A record number of conferrings took place between July 1, 2014 and June 30, 2015: 134 MFD and 32 FFD candidates 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 2014**,
Mr Cian Henry

- › **Leo Heslin Memorial Medal 2015**,
Mr Joshua Smyth

- › **John McGimpsey Prize 2014**,
Ms Kerry Hobson

- › **Seamus Keating Prize 2014**,
Mr TJ Horgan

- › **Fourteenth Edward Leo Sheridan Medal 2014**, Mr Eugene David Vaughan and Dr Brian Schmidt

Future plans

The Faculty of Dentistry is currently exploring the possibility of setting up an examination hub in Perdana University, Malaysia.

Appointments/retirements

Dr Osama Omar completed his term as Vice Dean of the Faculty of Dentistry. Dr

Faculty Board

Dr John Walsh, Dean; Dr John Marley, Vice-Dean; Professor David Ryan, 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 Kieran Daly, Dr Billy Davis, Dr Albert Leung, Mr Peter Ramsay-Baggs, Dr Alan McMichael, Dr Sean Malone, Professor Osama Omer, Dr Christine McCreary, Dr Edward Cotter.

A new relationship has been established between RCSI and the University of Malmö's dental school.

John Marley took up the position of Vice Dean. Mr David Ryan retired from his position as a long-standing member of the Board of the Faculty of Dentistry.

RCSI FACULTY OF RADIOLOGISTS

The past year has been a busy and challenging year for the Faculty of Radiologists, beginning with a move to new accommodation on the fourth floor of RCSI House, with dedicated and specially designed teaching facilities.

Scientific Meetings

The Annual Scientific Meeting was held in RCSI in September 2014, which included a three day Diagnostic Radiology Programme with one day of parallel sessions in Radiation Oncology. Scientific sessions and a poster exhibition formed an important part of the meeting. Over 300 delegates attended, including Radiologists, Radiation Oncologists, Radiographers and industry representatives.

The theme of the January 2015 Irish MRI Meeting was Abdominal and Pelvic MRI. Radiologists, Radiographers and Physicists attended sessions that covered Hepatobiliary and Pancreatic; Gastrointestinal and Genitourinary Tract; and Cancer Imaging.

A one-day seminar on "Identifying and Managing the Doctor in Difficulty" was

organised for May 2015. It focused on early recognition and management of a doctor in difficulty by their trainers. Expert speakers emphasised the importance of identifying those affected as early as possible.

The Combined Spring Meeting in April 2015 focused on Diseases and Dilemmas. It was preceded by a seminar on "Management in Radiology". Speakers addressed medico-legal issues, open disclosure, management principles and the results of a recent HSE survey of radiology services in Ireland.

The 2nd Irish Society of Neuroradiology Meeting took place in May 2015 in RCSI, attracting Radiologists from Ireland, the UK and beyond. Speakers included investigators of the ESCAPE Stroke Thrombectomy trial (including Dr John Thornton FFRRCSI of Beaumont Hospital).

The Faculty's Scientific Meetings are recognised for Professional Competence Scheme (PCS) certification within Ireland and with other Radiology bodies in Europe and North America. Irish Radiologists can obtain all annual External Category PCS points from these meetings.

Selection and feedback

The Faculty's current selection and feedback process combines metrics from past academic, clinical and interview performance with an Objective Structured Clinical Examination (OSCE) and focuses on three key capabilities – academia, decision-making and visual perceptiveness.



Pictured at the July 2014 Conferring (l-r) Dr Max Ryan; Dr Edel Kelliher (Fellowship of the Faculty of Radiologists, Radiodiagnosis); and Patrick Molloy.

External relationships

The Forum of Postgraduate Training Bodies again provided a highly effective platform for communications with other colleges and facilitated a consistent approach to postgraduate medical education, training and policy.

The Faculty's Scientific Meetings are recognised for Professional Competence Scheme (PCS) certification within Ireland and with other Radiology bodies in Europe and North America.

Relationships between the Faculty and the National Doctor Training and Planning (NDTP) Unit of the HSE continued to be productive and constructive. Following extensive consultations, the Board took the first steps to extend the training programme to all the Level 4 hospitals/ NCCP Cancer centres in the newly formed Hospital Groups. An accreditation visit to University Waterford Hospital resulted in its recognition for general radiology training.



Professor Dermot Malone,
Dean, Faculty of Radiologists



Pictured at the Diagnostic Radiology meeting which took place during the Annual Scientific meeting are (l-r) Professor William Torreggiani, Dr Barry Kelly (Dean of the Faculty 2012-2014), Dr Peter McMahon, Dr Eugene McKenna and Dr Patricia Cunningham.

The National Quality Improvement Steering Committee, based in RCPI, was an important focus of activity this year, culminating in a highly successful QI workshop in June 2015 where version 3 of the National QI Guidelines for Radiology and a Faculty Guidance Document for Radiologists on Open Disclosure were presented.

International activities

The Dean of the Faculty of Radiologists is a member of the Specialty Training Board of the Royal College of Radiologists, London. This role provides unique insights, and opportunities for the exchange of ideas on all training matters. The Faculty of Radiologists worked with Medical Validation Ireland in the revalidation of medical practitioners working for Hamad Medical Corporation (HMC) in Qatar. The Dean presented certificates to successful Radiologists at the MVIRL/HMC ceremony in Qatar.

In Kuwait, the Dean and the Kuwait Programme Coordinator performed annual assessments for all SpRs. An accreditation visit by a Faculty team followed, and the existing programme was re-accredited. A third training hospital was also approved. Trainees from Kuwait are now receiving Higher Training in Ireland in collaboration with the International Medical Graduate Training Initiative of the Forum of Postgraduate Training Bodies and NDTP.

Strong links continue to be maintained with the European Society of Radiology (ESR) and European Union of Medical Specialists (UEMS), where the Dean Emeritus, Dean and others represent

the Faculty. Dr Seamus Looby is now our Neuroradiology UEMS representative. Two previous Deans are Examiners in the European Diploma in Radiology (EdiR) examination of ESR.

In 2014, the Faculty entered discussions with the Icelandic Society of Radiology to explore how it could assist with a range of developments including curriculum and examinations. A Faculty team visited Iceland in spring 2015 and the Annual Scientific Meeting in 2015 will contain a session titled: The Faculty meets Iceland.

The Faculty now sponsors the MacErlaine Scholarship in Translational Imaging, which allows an Irish trainee to spend three years in clinical and research training at the Massachusetts General Hospital and the Institute of Cell Biology, Harvard University.

(Radiation Oncology) retired from the Board. Dr Jerome Coffey left his post of Treasurer and his position on the Board to take up the post of Interim Director of the NCCP. Our best wishes go with him. Before Dr Coffey's move was final, Dr Patricia Cunningham took on the duties of Honorary Treasurer as well as her roles as Chair of the Scientific Committee and Vice Dean. In January, Dr James Clarke took over the role of Honorary Treasurer.

Faculty Board

Officers: Professor Dermot Malone, Dean; Dr Patricia Cunningham, Vice-Dean; Dr Niall Sheehy, Honorary Secretary; Dr James Clarke, Honorary Treasurer
Board Members: Dr Carol McGibney, Dr Timothy Scanlon, Dr Colin Cantwell, Dr Anthony Ryan, Dr Niamh Hambly, Dr Declan Sheppard, Dr John Feeney, Dr Barry Kelly.

Strong links continue to be maintained with the European Society of Radiology.

Board changes

Dr Barry Kelly's term as Dean ended and Professor Dermot Malone succeeded him. Dr John Feeney (Radiology) and Dr Carol McGibney (Radiation Oncology) joined the Board, while Dr Max Ryan (Radiology) and Dr Maeve Pomeroy

RCSI FACULTY OF NURSING AND MIDWIFERY

In September 2014, following governance changes and the separation of the Faculty of Nursing and Midwifery from the School of Nursing and Midwifery, the Faculty began implementation of its five-year strategic plan. The focus of that strategic plan is on maintaining professional competence, continuous professional development (CPD), Fellowships, project management and the annual international research and education conference.

Continuous Professional Development

The Faculty's CPD curricula are continuing to evolve, reflecting the needs of the professions and the health sector. The Faculty created a range of CPD courses and is being commissioned to provide courses in a broad range of areas. It has developed collaborative service-level agreements for education training and project management with both private and public partners, including the HSE, the PNA, private hospital association members and nursing homes.

The Faculty has also been working with various departments in RCSI to create a strategic internal alliance that will support it in its application to the Nursing and Midwifery Board in relation to the tender to deliver Maintenance and Professional Competency Schemes, by offering interdisciplinary and electronic solutions.



Professor Marie Carney,
Dean, Faculty of Nursing and Midwifery

Mr Thomas Kearns, Executive Director of the Faculty, has devised a set of standards that enables the Faculty to quality assure and accredit CPD courses delivered by partner programmes nationally and internationally.

The Faculty has also developed international collaborations with, for example, the European Council of Nursing Regulators, the Croatian Nursing Association and the Jordanian Nursing Council.

Honorary Associates

By June 2015, 28 senior nurses and midwives were appointed as Honorary Teaching, Research, Clinical and Education Associates to the Faculty of Nursing and Midwifery for the first time, to support the Faculty agendas in those areas and to strengthen CPD provision.

Research

The main piece of research that the Faculty has been involved in over the past year is the Research Excellence Across Clinical Healthcare (REACH) project. The faculty received funding in the region of €150,000 to appoint Dr Linda Nugent as a post-doctoral research fellow. Her work involves research capacity building, working in 17 research projects that are taking place across clinical services in north Dublin, in areas such as community, care of the elderly, midwifery service, and acute hospital service.

The two-year project got underway in November 2014, and has delivered practice change, peer review publications and national and international conference presentations.



Minister for Health Leo Varadkar at the 34th RCSI Annual International Nursing and Midwifery Research and Education Conference.

Fellowships

In October 2014, Professor Marie Carney, Dean of the Faculty, recommended to the Board, six Fellowships of the Faculty of Nursing and Midwifery by examination at the RCSI.

The Faculty's CPD curricula are continuing to evolve, reflecting the needs of the professions and the health sector.

The Faculty also conferred an Honorary Fellowship on Keith Duffy, singer-songwriter, actor, television and radio presenter and autism awareness campaigner for his work for children with autism in Ireland, during the ceremony to celebrate the 40th anniversary of the Faculty in October.

In February 2015, the Dean conferred three Honorary Fellowships. HRH Princess Muna Al-Hussain of Jordan was recognised for her contribution to nursing and society internationally, and her life-time commitment to establishing nursing as a profession for women in Jordan and in the Middle East.

Rachel McCloud Spring, a nurse and midwife, was honoured for her life-long



Pictured (l-r) Mr Thomas Kearns, Executive Director of the Faculty; Her Royal Highness Princess Muna Al Hussein of Jordan, who was awarded an Honorary Fellowship of Faculty in recognition of her lifetime commitment and contributions to nursing; and Professor Marie Carney, Dean of the Faculty.

dedication to mothers and babies in Malawi where she has worked for the past eight years. She is a dedicated member of the Rose Foundation.

Paul Gallagher, a nurse who has served nursing at national and international level, was also conferred. Paul is Director of Nursing in St James's Hospital, Dublin and is currently President of the Nursing and Midwifery Board of Ireland.

40th Anniversary of the Faculty of Nursing and Midwifery

In October, the Dean marked the Faculty of Nursing and Midwifery's 40th anniversary by launching the History of the Faculty. Co-authored by Professor Marie Carney, Dean; Mr Thomas Kearns, Executive Director of the Faculty; and Dr John Adams, Cambridge University, Fellow of the Faculty of Nursing and Midwifery and noted historian, the publication celebrates 40 years of the Faculty of Nursing and Midwifery in RCSI.

Also, as part of the 40th anniversary celebrations, a series of interviews with Faculty Board members, key personnel, professional leaders and notable influencers were recorded. The interviews review the legacy of the Faculty and explore its potential future based on changes in professional legislation, education, practice and healthcare reform: past, present and future. Recordings are available on the RCSI YouTube channel and the Faculty Facebook page, which went live in May.

Interdisciplinary Education Masterclass

The Faculty, in collaboration with the School of Nursing and Midwifery,

coordinated an interdisciplinary Educational Masterclass on patient safety, quality improvement, measurement and clinical outcomes in the Albert Lecture Theatre in November. The Masterclass was opened by Professor Cathal Kelly and closed by Professor Marie Carney and was attended by 80 professionals from policy, practice, regulation, academia and practice.

34th International Nursing and Midwifery Conference

Advancing Nursing and Midwifery Practice Linking National and International Perspectives was the title of the 34th International Nursing and Midwifery Conference, which took place in February. Professor Marie Carney and Mr Thomas Kearns opened the conference and Mr Leo Varadkar, Minister for Health delivered the Ministerial address. The conference is the longest running of its kind in Europe. Some 180 delegates and speakers from the Hashemite Kingdom of Jordan, the UK, the US, the Kingdom of Bahrain, Croatia, Malaysia, Portugal and Ireland attended, as well as representatives from the Department of Health, Health Service Executive, the Nursing and Midwifery Board of Ireland, FEPI (European Regulatory Board) and representatives from RCSI partner and new cluster hospitals.

Overseas Conference participation

Professor Marie Carney, Dean, presented Key Note Addresses to the Jordanian Nursing Council 5th International Nursing and Midwifery Conference in Amman on April 22 and 23 on "Advanced Nurse Practice: Role Dimensions,

Responsibilities and Outcomes from an International Perspective". Professor Carney also addressed the Croatian National Nursing Council 5th

The conference is the longest running of its kind in Europe.

International Conference in Zagreb on May 11 on "Nursing and Midwifery: From Undergraduate to Advanced Practice: Interventions and Outcomes".

Faculty Board

Professor Marie Carney, Dean; Ms Mary Jacob, Vice Dean; Ms Catherine Clune-Mulvaney, Honorary Secretary; Dr Theresa Frawley, Honorary Treasurer; Board Members: Professor Edna Woolhead, Ms Mary MacMahon, Dr Áine Colgan, Ms Maeve Dwyer, Ms Jacinta Kelly; Ms Helen Walsh.

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, 2014, to June 30, 2015, the Faculty has held or participated in a number of successful events, including its Annual Scientific Conference and second Spring Study Day. Education continues to be a key focus for the Faculty, with the HST SEM programme, SEMSEP Modules, SPoRTS Immediate Care course and ICGP/FSEM Joint Diploma in musculoskeletal (MSK) Examination and Injury Management, among its educational activities.

HST SEM programme

The Faculty is currently finalising its submission to the Medical Council for accreditation of its Higher Specialist Training (HST SEM) programme in Sports & Exercise Medicine. This accreditation visit will have enormous ramifications for the Faculty's training body, and the Faculty is hopeful that it can bring this project to a positive outcome.

The Faculty has received provisional approval of its training programme by the HSE for funding, and it hopes to be in a position to advertise for its first specialist registrar (SpR) intake in the next 12 to 18 months, provided its postgraduate training programme has been formally accredited.

This programme will be open to candidates who have already completed specialist training in a recognised

specialty, and who wish to gain additional expertise in the new specialty of Sports & Exercise Medicine, leading to dual-certification. Successful completion of the programme will see trainees being awarded with a Certificate of Completion of Specialist Training (CCST) in Sports & Exercise Medicine.

Annual Scientific Conference 2014

The FSEM's Annual Scientific Conference (ASC) 2014, on "The Sporting Hip, Groin and Hamstring", took place on September 4-6, 2014, in the Helix, Dublin City University (DCU). ASC 2014 was a joint venture with the World Federation of Athletic Training and Therapy (WFATT), which was also holding its World Congress in Dublin, thanks to the support of Athletic Rehabilitation Therapy Ireland (ARTI).

Mr Paul Kimmage opened the conference, which was followed by the awarding of honorary fellowships to Professor Per Hölmich, Professor Lyle Micheli, Mr Bernard Donne and Dr Ken Kennedy. More than 300 delegates registered for lectures, workshops and keynotes. The Faculty would like to take this opportunity to thank DCU colleagues for their valuable support under the 3U Partnership.

SEMSEP

The Faculty ran six Sports & Exercise Medicine Structured Educational Programme (SEMSEP) modules in the past academic year and produced a short promotional video which may be viewed on the Faculty's YouTube channel. The Faculty is currently planning four modules for the academic year 2015/2016. The



At the FSEM Annual Scientific Conference 2014, the FSEM Organising Committee with guest speakers including keynote speaker Professor Per Hölmich (3rd from right).

feedback gathered so far from delegates over the past two years has been really positive.

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), and its success is due to the high calibre of the tutors involved. More than 120 people have

The Faculty is currently finalising its submission to the Medical Council for accreditation of its Higher Specialist Training programme.

completed the diploma so far, and FSEM is also currently discussing future collaborative projects with ICGP. FSEM would like to thank the following FSEM Fellows for their continuous involvement in the running of this course: Dr John O'Riordan, course principal, as well as Dr Joe Conway, Dr Mick Griffin and Dr Laoise Griffin, course tutors.

SPoRTS course

The Standard Principles of Resuscitation and Trauma in Sport (SPoRTS) immediate



Dr Padraig Sheeran,
Dean, Faculty of Sports & Exercise
Medicine, RCPI and RCSI



Workshop at FSEM Annual Scientific Conference 2014 "The Sporting Hip, Groin and Hamstring".

care course is going from strength to strength, with two courses now running every year (Dublin and Cork). The Faculty is looking at bringing this course to Galway and Limerick in the coming years, and also to Northern Ireland, with the assistance of FSEM Fellows and Members based around Belfast. This course is the only course in Ireland accredited by the Faculty of Pre-hospital Care (Royal College of Surgeons of Edinburgh).

The Faculty is in the process of introducing its refresher course for all candidates who have already successfully completed the SPoRTS course over the past three years, and it is developing a new "SPoRTS course for all" at level 1, for anyone from the general public. The Faculty hopes to further develop training in immediate care for children (management of serious injuries/trauma in schools) and it has met with Department of Health and Children and Department of Education representatives over the past few months in that respect.

RCSI Mini-Med Open Lecture Series 2014/2015

The Faculty was delighted to be selected for, and take part in, the RCSI Mini-Med Open Lecture Series in January 2015, with its Concussion Working Group Chairman, Professor Michael G Molloy, delivering a lecture on the "Management of Concussion", while Dr Pdraig Sheeran gave a presentation on "Emergency Care in Remote Areas – Wilderness Medicine in Kilimanjaro". Dr Sheeran was delighted that Shane Dunphy could attend the meeting; Shane is a remarkable young man with cystic fibrosis who climbed Mount Kilimanjaro with Dr Sheeran last

summer with Kilimanjaro Achievers – truly inspiring.

The Standard Principles of Resuscitation and Trauma in Sport (SPoRTS) immediate care course is going from strength to strength, with two courses now running every year.

Injury prevention in MMA fighting

This event was organised by RCSI Society of Neurosciences in January 2015, under the leadership of Professor Dan Healy from Beaumont Hospital. The Faculty supported the students involved with the organising of this event on the day at registration and by promoting the event on social media.

Second Spring Study Day

The Faculty's second Spring Study Day took place in University College Cork (UCC) in April 2015. This was a successful meeting, with nearly 100 delegates attending. The Faculty hopes to hold its

third Spring Study Day outside of Dublin again in Spring 2016.

The Spring Study Day is highly focused on the next generation of Sports & Exercise Medicine specialists and other practitioners who have an interest in Sports & Exercise Medicine, and the Faculty welcomes the undergraduate community to this meeting.

Journal Clubs and Grand Rounds

These sessions take place in Dublin, Galway and Mayo once a month during the academic year, and on a quarterly basis in Cork. This year saw a new Journal Club being set up in Northern Ireland. All sessions are approved for 2 CPD credits.

Faculty Board

Dr Pdraig Sheeran, Dean; Professor W. Arthur Tanner, Vice-Dean; Dr Suzi Clarke, Honorary Secretary; Dr Adrian McGoldrick, Treasurer; Professor Frank Murray, RCPI President ex officio; Professor Michael G. Molloy, RCPI Representative; Professor Sean Gaine, RCPI Representative; Mr Declan Magee, RCSI President ex officio; Mr John Quinlan, RCSI Representative; Mr Paddy Kenny, RCSI Representative; Dr Rod McLoughlin, Irish Institute of Sport Representative; Lt Col. Tim Swan and Dr Rod Jaques (Alternate), FSEM (UK) Representatives; Ms Una May, Lay Member; Mr Kieran Collins, Lay Member; Mr Ruairi Harvey, Lay Member; Board Members: Dr Alan Byrne, Dr Philip Carolan, Dr Martin Daly, Dr Eanna Falvey, Dr Michael Griffin, Dr Gerald Kerr, Dr Nick Mahony, Dr Mick Molloy, Dr Pat O'Neill, Professor John Ryan, and Dr Michael Webb.

IRISH INSTITUTE OF PHARMACY

During its second year of operation, the Irish Institute of Pharmacy (IIOp) has made considerable strides in establishing a new continuing professional development (CPD) infrastructure for pharmacists. This has included development of an online IIOp ePortfolio, engagement with the profession, delivery of a suite of training programmes and the development of a strategy for the next four years.

IIOp ePortfolio

In March 2015, the IIOp launched its ePortfolio to over 5,500 registered pharmacists and pharmaceutical assistants.

This ePortfolio is one of the central components of the new CPD system for pharmacists. It helps pharmacists to identify and address their development needs in a reflective and patient-focused manner. It also supports them in meeting the CPD requirements set by the pharmacy regulator.

Feedback from pharmacists has been overwhelmingly positive, with the ePortfolio's usability and applicability to practice being particularly welcomed. User experience was at the heart of the ePortfolio's development, with focus groups and pharmacist involvement at every stage.



Dr Catriona Bradley,
Executive Director, Irish Institute of Pharmacy

Peer Support Pharmacists

In January, we welcomed 30 of our Peer Support Pharmacists (PSPs) to RCSI for a two-day event. There was a packed agenda, including training sessions, workshops, debates and discussions, as well as opportunities for networking and socialising. The PSPs serve as an important and valuable conduit for communication between the IIOp and the profession and help to shape the work of the IIOp.

Information Events

An important aspect of the IIOp's work is to engage the profession in the new CPD system. Information events have been delivered throughout 2014 and 2015 to support this objective.

In 2014, the PSPs delivered 60 nationwide events, both face-to-face and virtually. These sessions provided an overview of the new CPD model for pharmacists and outlined how the IIOp will support pharmacists as they engage with the new system.

The 2015 events focus on how the ePortfolio could be used to support CPD, and include live demonstrations of the ePortfolio, as well as information on the supports available to pharmacists.

Engagement with the Pharmacy Profession

While the information events are vital in disseminating information about the IIOp and pharmacists' CPD requirements, in the last 12 months, the IIOp has worked to initiate a national conversation amongst pharmacists about CPD and the role of the IIOp.



Peer Support Pharmacist Jenny Smyth presents an ePortfolio Information Event in RCSI in March 2015.

The IIOp presented at a range of conferences, including those of the Hospital Pharmacists Association of Ireland; the Irish Pharmacy Union; Pharmacists in Industry, Education and Regulation, the Irish Pharmacy Students Association; the European Mentoring

Feedback from pharmacists has been overwhelmingly positive, with the ePortfolio's usability and applicability to practice being particularly welcomed.

and Coaching Council; and the International Pharmaceutical Federation. The IIOp were also joint organisers of the All Ireland Pharmacy Conference in January 2015.

A newsletter was developed to keep pharmacists up-to-date on the progress of the IIOp and on new courses and events. The IIOp aims to build on this newsletter and our use of social media platforms to develop a hub of community engagement for the pharmacy profession.



Peer Support Pharmacists attend IOP Training in January 2015.

Training Programmes

The IOP also provides a range of accredited training programmes to pharmacists and pharmaceutical assistants.

Most significantly, in September 2014, we launched an online influenza vaccination training programme for experienced vaccinators, which was completed by over 450 pharmacists. Online courses were developed in antibiotic stewardship, anticoagulation, cardiovascular disease, diabetes and medicines management in the older person. These courses have proved

popular, with feedback indicating that self-directed online training programmes are seen as convenient for busy professionals.

The IOP also delivered a series of two-day Superintendent Pharmacist training courses and one-day Personal Development training courses. More training programmes will be added each year.

Strategy Development

The IOP Steering Group participated in a number of facilitated workshops which resulted in the development of a

strategy which will guide the activities of the IOP until 2018. The strategy sets out the vision, mission and values of the IOP and outlines the key strategic paths which will be taken over the coming years.



RCSI INTERNATIONAL CAMPUSES

In 2014/15, RCSI continued to deliver premium medical and healthcare education programmes in the Middle East and Southeast Asia from its international campus locations in Bahrain, Malaysia and Dubai.



RCSI INTERNATIONAL CAMPUSES



Newly opened synthetic outdoor sports pitch at RCSI Bahrain.

The Dilmun PhD research scholarship programme is the first of its kind in Bahrain.

RCSI BAHRAIN

Since opening in 2004, RCSI Bahrain has strived for, and achieved, ever-higher standards of excellence in academia, research, training activities and community engagement.

RCSI Bahrain is continuously building its network of international hospitals and facilities to advance healthcare standards and promote student elective opportunities and student and postgraduate research collaboration worldwide. This year agreements were signed with Johns Hopkins Singapore; Global Health City, Chennai, India; and the University of Medical Sciences and Technology, Sudan. To enhance its international community engagement programme for its students, the University has also further developed links with centres including Vikas Hospital, Delhi, India and Children's Hospital No.2, Ho Chi Minh City, Vietnam.

Academia

In November 2014, RCSI Bahrain celebrated its 10th anniversary, representing a successful decade of delivering undergraduate medical training in Bahrain. As part of this celebration and in collaboration with RCSI Dublin, it launched the Dilmun PhD research scholarship programme. This is a

first of its kind in Bahrain and will be open to Bahraini postgraduate students. The first three projects have been approved and recruitment for candidates has already begun.

School of Medicine

In October 2014, RCSI Bahrain's School of Medicine underwent an intensive review of its undergraduate medical teaching programme by the Irish Medical Council and, subsequently, was awarded full accreditation for the next five years. For the second year in a row, RCSI Bahrain graduates also received a 100% pass rate in the Bahrain Medical Licensure Exam conducted by the National Health Regulatory Authority (NHRA) – showcasing the University's reputation for excellence. The School also launched its first Intern and Tutor awards this year.

School of Nursing and Midwifery

The School of Nursing and Midwifery successfully completed a BSc Bridging programme with Saudi Aramco and Johns Hopkins in 2014. Nursing research projects on clinical teaching have continued to progress and a number of new collaborative projects with partner hospitals, and interprofessional education projects, involving medical students and nursing students, have been established. The founding of the Sigma Theta Tau Honours Society, in collaboration with other nursing institutions, is a major

development for the School, as it is the first in the Gulf Region. The University also hosted the inaugural Bahrain National Nurses Day in May 2015. MSc Nursing is a key programme within the School and has graduated 68 students since 2010. In addition, two MSc programmes of RCSI Bahrain graduates have been hosted by the Al Jawhara Centre at the Arabian Gulf University.

School of Postgraduate Studies and Research

In 2015, Professor Davinder Sandhu, a former Postgraduate Dean of Severn Deanery and Professor of Medical Education University of Bristol, UK, was appointed as the Head of School of Postgraduate Studies and Research – an important senior appointment for the School. SBI Pharmaceuticals also funded three Research Fellows in 2015, to work on projects between RCSI, SBI and King Hamad University Hospital (KHUH) in Bahrain.

Professional Development Unit

Since its inception a year ago, the Professional Development Unit (PDU) has offered staff at RCSI Bahrain the opportunity to take part in more than 60 training activities, representing the most significant increase in professional development activities since the establishment of RCSI Bahrain. The PDU has provided funding for 15 staff to further their education, another 15 have been funded to assist them to participate in, and present their research at conferences, while training programmes were made available for nearly 100 members of staff.

The PDU held an inspirational series of talks, where speakers like Ms Julie Sprakel, breast cancer survivor, Ms Raha Moharrak, the first Arabian Ambassador for Innovation, and Dr Mariam Mater, Founder and Chairman of UAE Genetic Disease Association, shared their stories.

Community engagement

To date, RCSI Bahrain registered volunteers have provided 6,238 hours worth of community engagement since the Community Engagement Volunteer Programme was set up in 2012.

The paediatric diabetes mobile unit – a collaborative project between Bahrain Diabetes Society and the Rotary Club of Manama – has seen the University's nursing students educate 1,014 children

from 17 different schools this year, bringing the total number to 2,222 children since the unit started its operations. The University's bi-annual blood donation drive, in collaboration with the Central Blood Bank of Bahrain, was another major achievement, with over 100 units of blood donated this year. The University also donated a significant amount to charities again this year, including the Bahrain Red Crescent's Toy Drive for displaced children in Syria, and a new clothing appeal for the Nepalese earthquake victims. The launch of the Community Engagement Health Call for Action video, sees specific health issues addressed, relevant to the region. The videos, which are in Arabic, will support community and health developments. The first video on 'Hands-only CPR' was launched this year, and is being featured on Gulf Air (Bahrain's National Carrier) flights, through its onboard health channel.

In recognition of the extensive work carried out by University volunteers, RCSI Bahrain presented an annual achievement award to a community engagement scholar from India.

Extracurricular activities

Located adjacent to the main campus building, RCSI Bahrain's newly-renovated Sport's and Recreation Centre (SRC) features an abundance of modern facilities including a 900m² multi-purpose hall, with provision for basketball, indoor football, volleyball and badminton. Alongside the SRC is the newly opened, synthetic outdoor sports

pitch, which caters for both recreational and competitive sport. This new Centre is a popular addition to the University campus.

PERDANA UNIVERSITY, MALAYSIA

Since its inception in 2011, Perdana University (PU) has steadily built momentum academically, offering a five-year undergraduate medical education programme and training designed to ensure students broaden their medical knowledge and gain experience and training in community and hospital care. The University's two inaugural medical programmes: the Doctor of Medicine, offered through the Graduate School of Medicine, and the Bachelor of Medicine, conducted by the Perdana University-RCSI (PU-RCSI) School of Medicine, showcased PU as a new educational centre for medical excellence for both local and international students. The Doctor of Medicine was unique at the time as it was the first graduate entry medical programme in Malaysia. Four years later, the University welcomed another significant milestone, as its first group of Senior Cycle 1 students entered their final year (the Cycle is two years long) in September, 2015.

The appointment of Professor David Adams as Dean of PU-RCSI was another important development for the University. Professor Adams is the former Professor of Hepatology, Pro-Vice-Chancellor, Head of College of Medical and Dental Sciences and Dean of Medicine at University of Birmingham, UK.

Student academic success

Student enrolment continues steadily to progress at PU-RCSI, with 63 students enrolled the Class of 2019. PU-RCSI students distinguished themselves during their Intermediate and Junior Cycle Examinations, with an outstanding 29 first class honours' results. The Senior Cycle 1 students also underwent successful, clinical attachments in Hospital Kuala Lumpur and Hospital Tuanku Ja'afar, Seremban.

At the prestigious White Coat Ceremony held this year, where PU-RCSI Chancellor, YA Bhg Tun Dr Mahathir Mohamad presented his address, The Past, Present and Future of Healthcare Education,



Professor Sameer Ootom, President of RCSI Bahrain, speaking at the 10 year anniversary celebrations.

medals for academic excellence and performance in assessments, were awarded to five of the University's students.

Research honours

Dr Karen Morgan, RCSI Lead in Psychology and new President Elect of the European Health Psychology Society, received an Early Career Award from the European Health Psychology Society in recognition of outstanding research excellence. Dr Radha Kodiappan (Department of Biochemistry) was awarded first prize in the University Putra Malaysia Cancer Research Poster Competition in 2014. Dr Kodiappan also received a significant two-year grant, under the Fundamental Research Grant Scheme (FRGS), funding her research work on aggressive bladder cancer stem-cell phenotype MRNA. Following on from these considerable research accomplishments, PU-RCSI student Pathiban Nivamalathiban's research project paper was published in the Journal of the American College of Cardiology (impact factor 15). This paper was developed during the PU-RCSI student summer research programme.

Accreditation visits

After the third Irish Medical Council accreditation visit in 2014, PU-RCSI was highly commended on the successful implementation of the Medical Council recommendations in 2013. These included the development of the clinical teaching programme and placements; key staff appointments; and the teaching and learning opportunities made available at Hospital Kuala Lumpur. A monitoring visit by the Malaysian Medical Council was carried out on May 21, 2015, resulting in an extremely positive subsequent report.

PENANG MEDICAL COLLEGE, MALAYSIA

In partnership with RCSI and University College Dublin (UCD), Penang Medical College (PMC), has been providing the highest quality medical education to internationally recognised standards since 1996 and has graduated more than 1,000 doctors since 2001. This year, PMC received confirmation from the Malaysian Medical Council and Malaysian Qualification Agency that the College will be accredited until April 2018 – a major accomplishment for the



White coat ceremony at Perdana University-RCSI (PU-RCSI) School of Medicine.

College. PMC was also informed that it is the only medical school outside the EU whose graduates are eligible to apply for internship in Ireland, highlighting the College's excellent reputation worldwide.

PMC has graduated more than 1,000 doctors since 2001.

PMC Satellite Clinical Skills and Education Centre

The construction of the new PMC Satellite Clinical Skills and Education Centre this year, is the first such facility in the region of Penang and is designed for medical students to develop their practical skills during their clinical training. On March 17, 2015, Chief Minister of Penang Lim Guan Eng officially opened the Centre, which is located adjacent to the Seberang Jaya Hospital.

The 5,000 square foot Centre houses the clinical skills unit, seminar rooms and facilities for video recording family medicine consultations, incorporating the teaching and learning of communication skills.

There are also overnight student facilities for on-call purposes. The Centre is expected to further strengthen PMC's ties with the Ministry of Health, as staff from the hospital can also use the facilities for CPD.

Teaching award highlights

In recognition of the enormous commitment to teaching, demonstrated by PMC's staff, the College initiated the President's Awards for Excellence in Teaching. The inaugural award winner for part-time clinical teaching staff, chosen by the graduates from over 240 part-time staff, was Mr Nasser Abd Wahab, a neurosurgeon at Penang General Hospital. The award for full-time clinical teaching staff was given to Professor Richard Loh Li Cher, Head of the Department of Medicine at PMC. Professor Amir Khir, President, CEO and Dean at PMC, presented the awards at the annual PMC Graduates Ball on June 14, 2015.

Key student accolades

This year, PMC students excelled in two of Ireland's major competitions for medical students. Jut Kit Khoo, class of 2017, won first place in the Beaumont Hospital Sheppard Prize competition in Pathology; and Ms Ju Vern Ew, class of 2016, has been awarded the Dr HH Stewart Medical Scholarship in Medical Microbiology by the National University of Ireland in 2014 – the first PMC student to receive the award.

Research activity at PMC

Research is a major priority for the College, and, in its latest initiative to enhance research activity, PMC has formed a Research Committee and PMC Institutional Ethics Committee to expedite approval on scientific and ethical aspects of research, as well as increase effectiveness in the allocation of funding. The College has also recently launched the MSc in Health Research and



Professor Amir Khir, President, CEO and Dean at PMC (left) shows Chief Minister of Penang Lim Guan Eng (right) around the new PMC Satellite Clinical Skills and Education Centre during the Centre's official opening.

Many of the graduates of these programmes are now in senior positions in the health services.

several other postgraduate programmes are in the pipeline.

The second successful annual PMC Research Day was held which included undergraduate and staff oral and poster presentations, a distinguished guest lecture and a mini-symposium. The distinguished guest lecture, Future Healthcare – Personal & Connected, was delivered by Professor Desmond Fitzgerald, Principal, College of Health Sciences, UCD. A mini-symposium on Chelation Therapy for Iron Overload in Thalassaemic Patients: A Southeast Asian Challenge, reflecting local research interest, also featured.

As the coordinating centre for Cochrane Malaysia, PMC organised a three-day workshop on Developing a Protocol for a Cochrane Systematic Review in November 2015 and hosted a half-day workshop on an Introduction to Writing a Cochrane Review in May 2015.

Senior appointments

Associate Professor Finian O'Brien was appointed as Head of the Department of Psychiatry in February 2015, taking over from Professor Vincent Russell. Other new appointments include: Dr Chan Mei Wai, Lecturer in Family Medicine, Dr Mohammad Mostaque Hossain Ansari, Senior Lecturer in Public Health and Dr Siti Fatimah Binti Kader Maideen, Lecturer in Public Health.

RCSI DUBAI

This year, RCSI Dubai graduated 69 students; 41 graduates were conferred with an MSc in Healthcare Management, 22 with an MSc in Quality and Safety in Healthcare Management and six were conferred with a Postgraduate Diploma. The ceremony took place at the prestigious Mohammed Bin Rashid Academic Medical Center in Dubai and graduates were presented with their certificates by H.E. Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum.

Graduates from RCSI Dubai represent a broad spectrum of health professionals and include doctors, nurses, health managers, pharmacists and lab technicians who come from a wide variety of public and private health sector organisations. Many of the graduates of these programmes are now in senior positions in the health services, not only of the UAE, but throughout the Middle Eastern region.

Executive leadership

This year, RCSI-Dubai, in partnership with Dubai Healthcare City launched a highly successful and innovative Executive Leadership for Women program. Thirty senior women from a variety of countries and backgrounds participated in a dynamic two days of executive development led by Dr Mary Collins and Dr Pauline Connolly. A highlight of the program was the two guest speakers: H.E. Raja Al Gurg, one of the foremost business women in the UAE; and Dr Houyiya Kazim, the first female surgeon in the UAE. Following the success of this programme, the Institute is developing a new MSc in Executive Leadership. Subject to UAE Government approval, it is anticipated that this programme will commence in Dubai in September 2016



Pictured at the RCSI Dubai Conferring H.E. is Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum presenting a Masters certificate to Nassrin Samir Majbour.

RCSI PEOPLE

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RCSI PEOPLE



Strategic recruitment campaigns have seen RCSI attract excellent talent, which will help enhance the quality of our research and teaching output.

HUMAN RESOURCES AT RCSI

RCSI Human Resources (HR) function is integral to College life, with a reach that extends to all staff - academic, research and administration/support - while providing a vital interface with the student body. The period from July 2014 to June 2015 has been one of intense activity for RCSI's HR department, driven by a commitment to invest in, and develop, all employees.

The College's comprehensive learning and development initiative continues with the Leadership and Development Programme, the 'Bitesize' Management Workshop series and more. High quality offerings in a number of core areas are now available, including project management, and research presentation. Strategic recruitment campaigns have seen RCSI successfully attract excellent talent, which will help enhance the quality of our research and teaching output.

Learning and Development

A number of new programmes were developed and rolled out for staff across all areas of the College this year. RCSI's bespoke Leadership Development Programme (LDP) was launched. Designed in conjunction with the Senior

Management Team, the programme aims to strengthen and deepen the leadership skills of all participants. This is a significant investment by RCSI in its senior people. RCSI is committed to developing leaders who will be pivotal in helping the College achieve its ambition of growth and excellence. This programme runs over a seven month-period and 14 participants from across the College are taking part. They are participating in a series of two-to-three day skill-building modules, taking part in one-to-one coaching sessions, and working together in small support and challenge groups towards individual organisational goals. The programme is proving to be highly effective in developing leadership competencies and strengthening working relationships. It is envisaged that this will be further expanded in 2016 and beyond.

The Bitesize Management Workshop series was very well attended this year. These short, focused sessions were designed to be easily accessible and thought-provoking, and to give managers practical techniques that they could immediately apply in their departments. The format was positively received by managers as it allowed them to update their skills without having to take a day away from the office. A number of managers also completed the Coaching Skills for Managers course, offered



Mr Barry Holmes,
Director of Human Resources

in conjunction with the Leadership Foundation for Higher Education (LFHE).

There has been an ongoing focus on researcher development this year, offering courses such as Grant Writing Workshops, Managing your Research Project and Presenting your Research. Researchers have also had the opportunity to avail of one-to-one coaching sessions with an expert, specialist coach sourced by the College. Researcher development will continue to be a priority for the College in the coming year.

Online learning continues to grow in popularity and more than half of staff members are active subscribers to RCSI's Lynda.com, giving them access to over 2,000 video-based tutorials on a wide variety of subjects across all RCSI campuses in Dublin and internationally. Online data protection training was also successfully rolled out.

The Staff Development Scheme continued this year with 10 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.

More than 500 people participated in internally offered courses. Popular sessions this year included Time Matters, Building Resilience, Project Management and Cross Cultural Communication.

Strategic Recruitment

HR has been successful in attracting some excellent talent across all departments. Some key strategic appointments include: Aine Gibbons, who joined RCSI in 2015 as Director of Development and Alumni Relations; Aoife Flanagan, who joined RCSI as Head of Institutional Research and Planning; and Dr Aoife Gallagher, the new Head of Innovation in the Office of Research and Innovation.

The number of clinical educators has increased across all teaching hospitals and the appointment of a number of joint academic consultant positions has been finalised:

- › Senior Lecturer/Consultant in Microbiology - Fidelma Fitzpatrick;
- › Associate Professor/Consultant - James Paul O'Neill;

- › RCSI Associate Professor of Paediatric Surgery - Mr Alan Mortell.

The School of Pharmacy has undergone significant expansion and along with its new office space in 111 St Stephen's Green, HR has worked closely with the management team to ensure the School is resourced effectively to meet its strategic objectives over the coming years.

RCSI is proud to be the first institution in Ireland to introduce a Physician Associate Programme which was formally launched in June 2015 in Beaumont Hospital. Professor David Kuhns who has extensive experience gained in the US, will support both Professor Arnold Hill and Dr Pauline Joyce in developing this innovative model in Ireland.

StAR (Strategic Academic Recruitment) Programme

The StAR Programme represents an exciting phase which will see the HR department recruiting 20 new academic posts of Research Lecturer. This will be a key focus for the HR and Research teams over the coming months. The recruitment focus will be on academics that excel in research and want to advance their careers in an academic, health science environment.

Athena Swan Awards

The Athena Swan Awards are part of the Athena Swan Charter for women in science, which recognises commitment to advancing women's careers in STEM

(science, technology, engineering, mathematics and medicine) academia. The awards play a significant role in helping departments carry out research at the highest standards of international excellence, and in maintaining a competitive advantage.

RCSI is submitting an application for a bronze Athena Swan award in September 2015. The joint leads are Leonie Young, Associate Professor, Surgery (academic lead) and Deirdre Fahy, Human Resources Business Partner (HR lead).

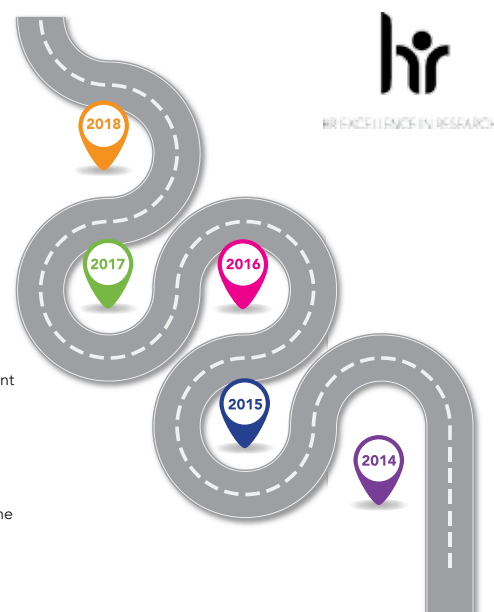
Special Projects

- › The development of the Core HR system continued this year including the popular introduction of Core mobile for phones, and a recent version upgrade. New ways in which automation can improve and streamline key activities will continue to be identified and further innovations in this area are expected.
- › Benefits available to staff members are consistently promoted, in particular, pension benefits. A high profile and successful campaign was run to encourage take-up of this important benefit with the associated increase in the College contribution recognised as best in class externally.
- › The Professional Development Planning process continues and is supported by ongoing training, coaching and one-to-one support from the HR team.

RCSI SUPPORTING RESEARCHERS

- 2018 › HRS4R review by European Commission
- 2017 › Researcher Mobility
› Learning & Development
› Researcher Career Framework
- 2016 › Survey Researchers' Needs
› Research Ombudsman
› Pathways for Public Engagement
› IT Research Support Plan
- 2015 › Promoting Engagement with Industry
› Training Programmes
› One to One Coaching
› Grant Preparation Assistance
› Recruitment Drive (Strategic Academic Recruitment Programme)
› Ethics Procedures Optimization
› Athena Swan Submission
- 2014 › Researchers' Survey
› HRS4R Award and Logo
› Researchers Professional Development Programme
› Research Strategy Launch
› Office of Research & Innovation established
› Honorary Researchers Lecturer Appointments
› Research Integrity Statement
› Researchers Handbook

Implementation of the RCSI HR Strategy for Researchers (HRS4R) got underway in 2014.



DEVELOPMENT AND ALUMNI RELATIONS

Realising RCSI's vision for Alumni Engagement

With the recent appointment of Aíne Gibbons as Director of Development and Alumni Relations, reconnecting with former students has become a core focus for the College in 2015-2016. Indeed, Aíne's arrival, in May 2015, has heralded an exciting new chapter for RCSI and its 20,000-strong network of Alumni.

Building on current activities to establish a vibrant programme for Alumni engagement, both in Ireland and worldwide, is the first major objective for Aíne and her growing Development and Alumni Relations team.

The College is deeply appreciative to all those who generously give their time and expertise to enhance the educational success of RCSI.



Ms Aíne Gibbons,
Director of Development and Alumni Relations



Dr Chandhu Paka (class of 2007) and her brother Mr Pavin Paka (class of 2014) at the inaugural North American Alumni engagement event in New York.

Alumni events – building on success

Following the success of The Gathering in 2013, RCSI has leveraged the momentum generated by this inaugural event to rebrand the long-running annual reunion weekend as the Alumni Gathering.

Last year's Alumni Gathering in September welcomed back nine classes, representing the period from 1954-2004, from the School of Medicine and Dentistry, totalling over 240 Alumni from 14 countries, for their milestone anniversaries. This was the biggest annual reunion of its kind to be held in RCSI, St Stephen's Green. The weekend's many social and academic activities were centred on opportunities to re-establish connections and reminisce with former classmates and lecturers.

The Alumni Gathering 2015 (August 27-29) is already shaping up to be even more successful with a record-breaking attendance expected.

Building on the success of the Alumni Gathering, Aíne and her team will launch a new 'In Conversation with...' event series in the coming months aimed at engaging RCSI Alumni from all disciplines to participate in regular, topical networking evenings in RCSI throughout the year.

Overseas Alumni – strengthening ties

In 2015, RCSI was ranked 49th in the Times Higher Education World University

Rankings for its international outlook.

This was the first time RCSI has been ranked within the top 50, and is an important recognition of RCSI's global network of Alumni, which spans over 80 countries.

The Development and Alumni Relations team is committed to building a stronger and more mutually beneficial relationship with this overseas community, in order to deepen existing ties and further enhance the College's global reputation.

In May 2015, the team took their first step in progressing this initiative by organising the inaugural North American Alumni engagement event in the Irish Consul General's Residence in New York. This was a significant event for the College as it provided an opportunity for Alumni to meet and reconnect with their North-American RCSI community, discuss both their professional and personal pursuits post-RCSI, and hear about the College's vision and plans.

Further overseas events as well as the launch of global RCSI Chapters, both in America and Asia, are being planned for the year ahead – details will be available online at: www.rcsi.ie/alumni

Communications – creating a lifelong connection

Critical to the success of the engagement

programme is the ability to contact RCSI's Alumni. To this end, the Development and Alumni Relations team has commenced a comprehensive 'Contact Update' project. Currently, the team are working with

Last year's Alumni Gathering in September welcomed back nine classes, representing the period from 1954-2004, totalling over 240 Alumni from 14 countries, for their milestone anniversaries.

all RCSI departments and faculties to proactively update all 20,000 addresses, emails and telephone numbers on the Alumni database. Once this phase is complete, the second phase of this project will require the team to contact all Alumni directly to verify or update their details. Re-establishing contact with Alumni in instances where it has been lost is crucial to the future plans of the Development and Alumni Relations team. In addition to the expanding events



Dr Abdulkhalek Dasoo (class of 1964) pictured at the 2014 RCSI Alumni Gathering Scientific Meeting.

programme, the current Alumni communication platforms - the annual Alumni magazine, RCSI Matters, the monthly e-zines, the website and social media - will all be reviewed. The renewed focus for these platforms will be to engage Alumni directly by sharing their news and stories to celebrate and promote their success.

Recognising that a loyal and engaged Alumni community is central to RCSI's ongoing success, the next 12 months will be an exciting time for the Development and Alumni Relations team as they seek to actively involve the Alumni in the fulfilment of the College's ambitious plans.

Alumni Mentor Network

The RCSI Mentor Network continues to expand year-on-year, under the leadership of Fionnuala Rahilly, Career Development Manager. This interactive portal, designed to facilitate online mentorship between RCSI Alumni worldwide and current students, now boasts over 890 active Alumni members. The College is deeply appreciative to all those who generously give their time and expertise, and encourage others to offer their support to enhance the educational success of RCSI. Find out more online at: www.rcsi.ie/mentor



Pictured at the RCSI Alumni Gathering 2014 Reunion Gala Dinner (l-r) Andrew Maree (class of 1994), Nichola Maree (class of 1998), Daragh O'Neill (class of 1994), Dorothy O'Neill, William Behan (class of 1994) and Tara Behan.



Dr Andrew Heffernan (class of 1988), Dr Emma Meagher, (class of 1987) and Professor Noel Williams, (class of 1981) at the inaugural North American Alumni engagement event in New York.

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 launch of the new RCSI student newspaper 'DIVERCSITY' and the International Conference for Healthcare and Medical Students (ICHAMS).

RCSI students have been highly active in volunteering and charitable initiatives. In the past academic year RCSI students raised more than €35,000 for a host of worthy causes and charities, as well as volunteering their time to assist in many of the College's outreach programmes.



RCSI students practice their dance moves ahead of International Night, the finale event of RCSI Cultural Diversity Month.

Student clubs and societies highlights

RCSI has 40 active student societies offering students valuable opportunities to meet people with similar interests. Sport is an integral part of student life at RCSI, and there are 34 active sports clubs, giving students the opportunity to balance academic study with a wide range of sporting activities.

Highlights of the year included the RCSI Environment Society's Green Week from 20 - 24 October, which brought a wealth of 'green' activity on campus providing a range of information about ways to save the planet including a sale of reusable EnviroSoc water bottles and a food festival, to raise awareness of food wastage.

One of the most anticipated events in the RCSI social calendar, the Chocolate Ball, took place on 7th November hosted by the Caribbean-African Society (CAS). This year, 12 contestants vied for the title of 'Mr & Miss RCSI' with each showcasing their talents and answering a series of questions to woo the audience and judges in an effort to gain the much coveted title.

BioSoc

The 50-year history of kidney transplantation and future global challenges in this field was the theme of the 82nd Biological Society Inaugural

Meeting which took place in January 2015. The Biological Society is the oldest student society in RCSI and the event is organised by students from the Biological Society Committee with assistance from the Student Services team. Professor Peter Conlon, Consultant Nephrologist and Renal Transplant Physician in Beaumont Hospital and Associate Professor of Medicine at RCSI, commenced his term as President of the Society. A graduate of RCSI (class of 1986) Professor Conlon has a long association with the Society, having attended his first BioSoc meeting as a student in 1980.



Pictured at the 82nd BioSoc Inaugural Meeting (l-r) Professor Peter Conlon, President; Professor Frank Murray, outgoing President; and student President, Gerard Cotter.

RCSI students raised more than €35,000 for a host of worthy causes and charities.

New RCSI student newspaper launched

In September 2014, the first issue of the new RCSI student newspaper, 'DIVERCITY' was launched, led by medical students Nikita Rane and Caitrin O'Leary, who are Co-Directors and Co-Editor-in-chiefs of the publication. After a successful first year of publication, the team hopes that the student paper will continue to inspire support, interest and involvement from everyone in the College for many years to come and will act as a collaborative focal point for the staff and student community.

Cultural Diversity Month

March 2015 marked the inaugural Cultural Diversity Month at RCSI which featured a number of events that showcased the culture, traditions, food, music and dance from the college's student body, which consists of more than 60 nationalities. The opening event was International Food Night, hosted by the Gourmet Society, which saw 350 RCSI staff and students in attendance to enjoy gastronomic delights from all four corners of the globe.

A week-long Cultural Exhibition Fair which took place in the exam hall was an opportunity for students from various countries to showcase their culture, landscape, clothing and history with staff and fellow students. Other events included an RCSI football World Cup and a quiz themed on culture and geography, both hosted by the Sports Union; a light-hearted culture debate, organised by the Debating Society; and an international bake sale.

Cultural Diversity Month culminated with the annual International Night which was held at Dublin's Mansion House.

Guests at this entertaining celebration of international talent, music and dance were transported around the globe with a spectacular show of music and dancing from a number of student groups, societies and individuals. The winners of International Night 2015 were PMCSA (Penang Medical College Students Association), who took home the Parnell Keeling trophy.

The inaugural Cultural Diversity Month featured a number of events that showcased the culture, traditions, food, music and dance from the college's student body.

Sporting highlights

Polo Team wins 'Best Strategy' in Paris tournament

The RCSI Polo team represented RCSI at the 24ieme Challenge des Grandes Ecoles et Universités, held at Chantilly Polo Club, in Paris, France. Captained by Senan O'Connell, final year medicine,

the polo team graced the famous polo grounds in Chantilly to win "Best Strategy".

Boston Marathon

The 119th Boston Marathon took place on Monday, 20th April, with ten RCSI students among the 30,000 runners competing in this most prestigious road race, with spark and determination, despite cold, wet and windy weather conditions. This year the RCSI student team consisted of Ranjit Banwait (Captain), Ben Melvin, Eoin Murphy, Gordon Treacy, Mark Heneghan, Chloe Doran, Caitrin O'Leary, Susan Hannon, Aifric Heffernan and Maggie O'Brien.

RCSI's involvement in the Boston Marathon is facilitated by Dr John V Coyle (class of 1962), member of the Boston Athletic Association (BAA) and recipient of the 2002 RCSI Distinguished Graduate Award. First to cross the line for team RCSI was Eoin Murphy with a finish time of 03h05m - particularly impressive considering the challenging weather conditions and his starting position in the third and final wave. Eoin Murphy was presented with the John V Coyle Perpetual Trophy in recognition of his achievement by Jack Fultz, 1976 Boston Marathon winner.



In February the RCSI Paediatrics Society hosted its first Teddy Bear Hospital in RCSI, which aimed to make children more comfortable around doctors and hospitals.



Caitrin O'Leary and Nikita Rane are pictured with the first edition of DIVERCITY at the Clubs and Society sign-up day during Orientation Week.

RCSI IN THE COMMUNITY

As a leading institution in healthcare, medicine and research, RCSI endeavours to advance the health and well-being of people worldwide. The College recognises the significance of education and health management in both the life of an individual and a community and is committed to finding ways in which to give back to our communities both in Ireland and overseas. We support and salute the efforts of many of our staff, students and fellows who volunteer their time and skills on a continued basis.



RCSI IN THE COMMUNITY



Margaret Farrell enjoying the Ballroom of Romance annual entertainment evening for senior citizens.

"I exercise more and added more healthy food to my diet."

- Women's Health Programme participant

INITIATIVES IN IRELAND

REACH RCSI

The REACH (Recreation Education And Community Health) RCSI programme is the community outreach and access programme of RCSI. It was established in 2007 with the aim of supporting the participation of those from lower socioeconomic groups under-represented in education, and to promote lifelong health in the local community of South East Inner City Dublin.

The REACH RCSI Programme works with several DEIS primary and secondary schools including Presentation Primary School, Warrenmount; St Enda's National School, Whitefriar Street; Sancta Maria Primary School, Synge Street; Presentation Secondary School, Warrenmount; CBS, Synge Street; and CBS, Westland Row. The REACH RCSI Programme also maintains robust links with a number of youth, community and sports groups in the community.

This year's REACH RCSI Programme supported a wide range of projects and initiatives, including:

- › Guidance and support for CV preparation, college applications and grant applications;
- › Senior Citizens' Ballroom of Romance in July 2014;

- › Kiran Pathak Scholarship in Pharmacy 2014/2015;
- › Free health checks provided by Mercer's Medical Centre staff in August 2014;
- › Free one-to-one tuition at weekly Junior and Leaving Certificate Grinds Clubs;
- › Debating Science Issues Competition 2014/2015;
- › Debating Science Issues National Final hosted by RCSI in April 2015;
- › See it, Do it Biology Practical Programme for Leaving Certificate students in November 2014
- › Senior Citizen's Christmas Lunch in December 2014;
- › Continued support of Aungier Celtic Football Club, with the annual RCSI Shield Match held in February 2015;
- › Foundation Year Electives with primary school children in March 2015;
- › Sports Day for local primary school children at RCSI Sports Grounds in Dardistown in March 2015;
- › Awarding of REACH Bursary to local secondary school students entering third-level education; and,
- › Transition Year Access Programme.

Skillset Culinary Training Initiative

The overarching aim of the Skillset Programme was to enhance the life chances of young people from Dublin's inner city, disadvantaged by a lack of employment opportunities, by facilitating

an insight into Dublin's culinary world as they developed restaurant and hospitality management skills through an intensive training programme. Local participants were trained by some of Ireland's premier chefs and front-of-house professionals, and were also introduced to a range of suppliers, producers, and food markets. On September 16, 2014, the programme culminated with the transformation of RCSI into a 'one-night only' pop-up restaurant, serving a six-course gourmet meal for guests including local businesses and members of the national media. Partners in the REACH RCSI Programme included the YMCA Aungier Street, culinarians and kitchen instructors Anthony O'Toole and Ella Kennedy, as well as front-of-house experts and food writers. Also mentoring the group were two of Dublin's Michelin Star chefs: Derry Clarke of L'Ecrivain and Ross Lewis of Chapter One.

Women's Health Programme

The Women's Health Programme took place over 10 weeks between July and September in 2014, targeting females living in the local community. Each session focused on a specific health-related topic with physical fitness sessions taking place twice weekly with two fitness instructors, Kitty Maguire and Greg Connolly. The aim of the programme was to improve the health of participants and to illustrate the impact of small lifestyle changes on long-term health and wellbeing. Informal workshops were facilitated by a number of external and internal healthcare professionals, including: Dr Judith Kavanagh and Dr Una O'Neill, Mercers Medical Centre, who delivered several sessions on topics such as contraception, sexual awareness, menopause, women and

cancer, weight management, diet and nutrition. Dr Helen French, RCSI School of Physiotherapy, educated the group on keeping fit in a healthy way and injury management. Michael Noble, Mental Health Ireland, facilitated an excellent workshop on promoting good mental

"The Grinds Club helped me understand certain topics I couldn't understand in school."

- Grinds Club student

health while Professor Seamus Sreenan, Director of the RCSI Graduate Entry Medical Programme and Consultant in Diabetes and Endocrinology closed the programme with an informative and very well-received talk on diabetes entitled "A Spoonful of Sugar is Too Much".

Primary Science For Teachers' Initiative

Primary school teachers from around Ireland participated in a five-day Come to Your Senses summer course which took place in July 2014. The Initiative is a component of the REACH RCSI programme. The course uses the theme of the human senses to enable primary school teachers to develop a passion and enthusiasm for teaching science with direct relevance to the primary science curriculum for Social Environmental and Science Education (SESE).

RCSI MiniMed programmes

Programmes to promote interest in research, medicine and science were run throughout the year, attracting all ages by making science fun, exciting, relevant and accessible. The hugely popular RCSI MiniMed School Open Lecture Series, presented by leading health professionals and academics from RCSI, provided an informative and entertaining series of free public lectures. The lectures took place monthly from October 2014 to March 2015, with two lectures taking place at each session on a range of healthcare topics including mental health, breast cancer, pregnancy screening, concussion, anxiety medication and superbugs.

In January 2015, 190 Transition Year students from 90 schools across Ireland attended the week-long TY MiniMed Programme held in RCSI and Beaumont Hospital, which provided an opportunity to experience what it is like to train and work as a doctor. Highlights of this year's programme included an opportunity for the students to witness a live Caesarean section via video link from the Rotunda Hospital and a laparoscopic surgical procedure from Beaumont Hospital. In February 2015, 120 TY students from the South East took part in the Waterford RCSI TY MiniMed Programme at the HSE-RCSI Education Centre at University Hospital Waterford (UHW) and Waterford Institute of Technology (WIT), which enabled the students to step out of their usual classroom setting and attend interactive lectures; receive hands-on training in clinical skills; and get practical experience in medicine and scientific tutorials.



Meath Senior Football captain Donal Keogan with primary school pupils at the 2015 REACH RCSI Sports Day.



Pictured (l-r) are Skillet participants Emma Brooker, Keith Nolan, Christopher Griffin, Marsha Gantley, and Matthew Culleton.

GLOBAL INITIATIVES

RCSI is committed to advancing the health and wellbeing of people in the developing world by sharing knowledge and providing training and expertise in medicine, research, healthcare and surgery. The review and coordination of these diverse activities is under the auspices of RCSI Outreach Committee for International Cooperation.

RCSI/COSECSA collaboration programme

The collaboration programme between RCSI and the College of Surgeons of East, Central and Southern Africa (COSECSA) has continued to support COSECSA's rapid growth into a major international surgical training college. COSECSA now has over 350 surgical trainees in its 10 member countries and beyond. These future surgeons are desperately needed. Worldwide, lack of access to surgical care kills more people than HIV/AIDS, malaria or TB, and leaves a huge burden of disability. The COSECSA region, in particular, is desperately short of trained surgeons and other surgical providers, with just 1,690 practising surgeons, an average of one surgeon per every 190,000 population. The ultimate beneficiaries of this collaboration are the 320 million people of the COSECSA region.

The collaboration programme is supported by the Irish people through Irish Aid, with a new programme agreement for the period July 2014 to June 2017. The Irish Aid contribution is matched by significant in-kind support from RCSI. It is a 'whole college collaboration' involving a large number of departments within RCSI. Specific achievements this year have been:

- › The creation and roll-out of a world-leading electronic logbook for surgical trainees;
- › The launch of the RCSI/COSECSA mobile surgical skills unit, which will deliver training throughout Kenya and Tanzania;
- › Examinations support through examiner exchanges, training and materials;
- › Training delivery through the ongoing support of the only Africa-centric surgical e-learning platform;
- › Running 'Essential Surgical Training' basic surgical training for non-surgeon cadres in Rwanda, Zambia and Zimbabwe;

- › Training of surgical trainers and master trainers;
- › Facilitating the creation of the 'Women in Surgery Africa' group to encourage more female doctors to enter surgery;
- › Completion of an information management system detailing every surgeon in the 10 countries of the COSECSA region;
- › Creation of a basic surgery e-learning tool for non-surgeon cadres, to be rolled out worldwide by the World Health Organization (WHO); and
- › 'Behind the scenes' work in human resources and staff development, financial management, communications, information management, fundraising and many other areas.

The programme has also contributed in a significant way to putting surgery on the global health agenda by supporting the passage of the first resolution on surgical care at the World Health Assembly.

The programme has also contributed in a significant way to putting surgery on the global health agenda by supporting the passage of the first resolution on surgical care at the World Health Assembly and contributing to the Lancet Commission on Global Surgery. Both RCSI and COSECSA are also founding members of the G4 Alliance, an advocacy alliance created to advocate for the neglected surgical patient.

Department of Epidemiology and Public Health Medicine

Community Systems for Equitable access to Maternal, Newborn and Child Health (COSYST-MNCH), a three-year project in Malawi, funded through Irish Aid's Programme of Strategic Cooperation, comes to an end in December 2015. Led



Children in the town of Wokru in Tigray, Ethiopia, collecting water in 5 litre containers for their households to use for solar water disinfection (SODIS). (photo: Paul Searles)

by Dr Elaine Byrne, Ms Aisling Walsh and Professor Ruairí Brugha, this partnership with Dublin City University, University of Malawi and Concern Worldwide has: (i) undertaken qualitative research to understand the community systems factors underpinning the utilisation of MNCH priority services in Malawi; and (ii) developed, delivered and is evaluating an RCSI-accredited, technology-enhanced learning (TEL) MSc in Community Systems Health Research. The TEL lessons will be incorporated into RCSI educational programmes. More information can be found on: <http://cosystmnch.org/>.

COST-Africa, the EU-funded randomised controlled trial – coordinated by RCSI in partnership with colleagues in Zambia, Malawi and Netherlands, led by Dr Tracey McCauley and Jakub Gajewski – has entered its fifth year. Data cleaning and analysis is ongoing and a range of quantitative and mixed methods journal articles are in preparation, which will report and explain the impact, effectiveness and cost-effectiveness of training non-physician clinicians to undertake major surgery in district hospitals in Malawi and Zambia. The 'Failure to Retain' (F2R) 2014-15 RCSI-seed-funded research on emigrated Irish doctors, led by Dr Niamh Humphries, has produced a high-profile journal article, with more on the way, while RCSI's health workforce research took on a stronger global dimension with the start of a new project on health workforce migration, funded through the WHO and led by Dr Sara McAleese and Professor Ruairí Brugha.

Solar water disinfection (SODIS)

SODIS in Uganda

Based on the success of his previous solar water disinfection (SODIS) project in primary schools in southern Uganda, Professor Kevin McGuigan of the Department of Physiology and Medical Physics has established a second SODIS project in the Nakasongola district of central Uganda. The project is funded by the Princess HAYA Foundation and aims to provide safe drinking water for primary school students by constructing rainwater harvesting tanks in each school before introducing SODIS. Construction of the rainwater harvesting tanks has already started in 19 primary schools in this area and it is hoped that SODIS promotion will begin in late 2015 or early 2016.

SODIS in Ethiopia

Professor Kevin McGuigan has teamed up with SODIS-Australia, a philanthropic non-governmental organisation (NGO) based in Australia, and the Tigray Federal Bureau of Health to run a series of solar water disinfection (SODIS) workshops for health centre directors in the state of Tigray in northern Ethiopia. The first workshop took place in Mekelle, the state capital of Tigray, in January 2015, and was attended by more than 200 Ethiopian health professionals. A second, follow-up workshop is scheduled for November 2015. Since each director is responsible for between three and four district health centres, which each serve

a rural population of approximately 8,000 people, this series of workshops has the potential to help improve the water quality of more than 500,000 people at risk of waterborne disease in northern Ethiopia.

International Health and Tropical Medicine

Along with teaching and clinical service, the Department of International Health and Tropical Medicine supports doctoral research students who are carrying out important research on global health issues:

- › Dr Gemma Smith was awarded her PhD for her thesis on 'Communicable disease screening for asylum seekers and refugees in Ireland: an analysis of professional stakeholders' insights into knowledge into action';
- › Dr Eoghan de Barra is writing up his doctoral thesis on interventional vaccines for malaria. This was the first human clinical trial of any malaria vaccine to be carried out in Ireland. The clinical trial results were published in the journal PLOS ONE and demonstrated that the vaccines were well tolerated and produce a strong immune response; and
- › Dr Sam Anya is writing up his thesis about national malaria surveillance in Gambia by strengthening existing health facilities. This project of national importance in Gambia was funded by Irish Aid during its development

and initiation; having recognised the importance of the work, the Global Fund then took over its ongoing costs.

To enhance the teaching of international health and tropical medicine to medical students, the Department has piloted new IT tools for improved teaching, specifically online interactive case-based teaching and narrated slideshows, with technology-enhanced learning support from RCSI's Health Professions Education Centre (HPEC). The new technology has received positive feedback from students; however, it is not envisaged that it will be a total replacement for other forms of teaching.

The Department hosted the Board and Scientific Advisory Committee meetings of the European Vaccine Initiative during the past year, which brought many of the best vaccine scientists to RCSI in Dublin.

Professor McConkey provided expert comment across a range of national media on the subject of the Ebola outbreak over the past year, drawing on his years of experience working in Africa.

Mr James Geraghty
Chairman, RCSI Outreach Committee for International Cooperation



COSECSA trainees undertaking training in Jinja Hospital, Uganda.

RCSI FINANCE

**RCSI is a private, independent,
not-for-profit, health sciences institution.**

THE
BRITISH
ENCYCLOPEDIA
OF
MEDICAL
PRACTICE

THE
BRITISH
ENCYCLOPEDIA
OF
MEDICAL
PRACTICE

LORD
HORDER

SECOND
EDITION

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PITUITARY

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RCSI FINANCE



As a registered charity, all surpluses earned must be reinvested for the furtherance of its education and research objectives.



Ms Jennifer Cullinane,
Director of Finance

RCSI is an independent, not-for-profit, health sciences institution. It operates under Royal Charter given by King George III in 1784 to the College for the governance of surgical training in Ireland. RCSI's charitable purpose is the furtherance of education and research, to drive positive change in all areas of human health.

Since its foundation in 1784, RCSI has remained dedicated to its core mission of educating and training doctors and healthcare professionals to the highest standard. RCSI, through this mission, produces high quality graduates and professionals with the knowledge and skills required to deliver the highest quality healthcare to patients worldwide.

Over time its activities have been extended to include medical and healthcare education through undergraduate and postgraduate courses, research and various outreach programmes in local and international communities. The most recent change in its Charter in 2010 has 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), the Irish Medical Council and other

overseas accrediting bodies for local programmes.

The Council is the governing body of RCSI and has oversight responsibilities for all of the College's financial affairs. The College is headquartered in Ireland but its education and training activities 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 programmes also in the United Arab Emirates. The surgical training activities extend beyond the programmes run in Ireland to supporting the College of Surgeons of East, Central and Southern Africa (COSECSA), with the assistance of Government support through Irish Aid. The College's current student base draws from more than 60 countries and has Alumni in 70 countries worldwide.

The College primarily operates a self-funding model which must generate sufficient financial resources to cover both current and capital funding requirements. As a registered charity, all surpluses earned must be reinvested for the furtherance of its education and research objectives.

The financial strategy endeavours to support this independence by ensuring disciplined financial stewardship. This requires, therefore, the balancing of

general financial management targets while ensuring the organisational strategic funding requirements can be met. Robust assessment of new opportunities and consideration of the long term effects of decisions are necessary to ensure the sustainability of the model and the longevity of the organisation.

Supporting the organisational strategy

› The organisation's strategic plan outlines the investment ambitions around the continual enhancement of the quality of the programmes and the supporting infrastructure, together with its growth ambitions. The financial planning framework identifies the appropriate funding source and mix from debt financing, cash generated through annual operations, reserves, and philanthropy. To date, debt has been an important enabler of growth. The current plans are that the majority of the investments will be funded through reserves built up over the last number of years. Over the medium term, it is intended to develop a stronger capability in philanthropy.

Robust financial management

› The funding model must take account of a number of financial commitments of the organisation including those set out under banking facilities, the nature of funding sources and retaining a level of flexibility to allow responsiveness to a changing environment. There is a strong focus on generating a positive net cash inflow annually to ensure RCSI can meet its commitments in respect of day-to-day expenses, working capital, debt servicing and infrastructural investment. A level of caution is built into the financial planning processes to guard against the potential negative effects of unforeseen events to ensure the sustainability of the model and its competitiveness in the long term.

REVIEW OF THE YEAR TO 30 SEPTEMBER, 2014

In 2013/14, the organisation delivered a solid financial performance in terms of its annual operating model and strengthening net asset value position, providing a firm foundation for the continued support of its mission of driving positive change through education and research in the healthcare environment worldwide.

The main sources of revenue earned by the College are from those activities that are core to the organisation's mission being degree awarding activities, professional postgraduate

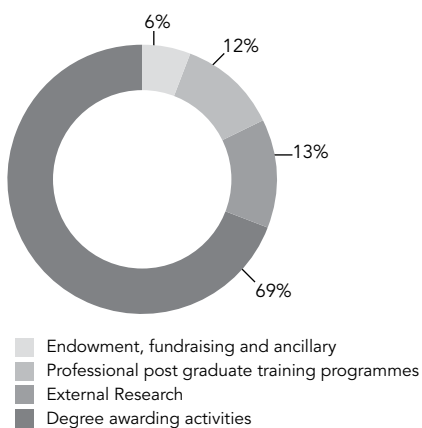
training programmes and research. It also generates income from its endowments, fundraising and other ancillary activities. The majority of the income earned continues to be from the degree-awarding activities as outlined in the chart.

In the year, income at €138m showed a 7% growth on 2013 levels. This improvement was achieved mainly through strong student recruitment levels, growth in research income and various activities relating to accreditation projects, National Office for Clinical Audit and RCSI's appointment as the operational body for the Irish Institute of Pharmacy. Student numbers stood at 3,733: 2,196 undergraduates and 1,537 postgraduates.

RCSI receives minimal public and state funding with less than 18% earned from such sources during the year. It makes a significant annual contribution to the local economy. It is estimated that RCSI generates about €25m annually through employment and other taxes, with an equivalent amount accruing from the multiplier effect of international students to the economy. With its ranking in the top 50 most international universities in the world, RCSI also contributes to the building of Ireland's reputation as an international centre for education.

It is estimated that RCSI generates about €25m annually through employment and other taxes, with an equivalent amount accruing from the multiplier effect of international students to the economy.

Income 13/14 €138m



Operating costs increased by just under 8% to €110m year-on-year, marginally higher than the rise in the income growth rate. The organisation continued to benefit from a low interest rate environment and minimal inflation levels with the increase in costs mainly due to strategic initiatives across the three themes of people, programmes and campus infrastructure. A key component in the delivery of any service is staff and in the higher education sector staff costs represent a significant percentage of the total cost base. In 2014, just

over half of the operating costs were represented by staff costs. The College employed, 980 full-time equivalent staff, an increase of 3% on 2013 levels, supporting such student facing initiatives as small group teaching, student services and simulation programmes.

Cost management is a continual focus for the organisation to ensure it continues to seek efficiencies in business practices with the increased use of technology and centralised support infrastructures. Work is underway regarding the application of Lean management principles and the potential to redirect staff time to more value added activities, particularly in the support functions.

A strong operating surplus was generated, broadly unchanged over last year at €28m or 20% of income, as a result of the dual strand process of continuing income growth and effective cost management. The various investment initiatives under the quality agenda will see the cost base rise, but in a planned and measured way.

The College continued its capital investment programme which is focused around improving the educational infrastructure and student facing facilities. In 2014, the programme accelerated with the commencement of a significant development of a state-of-the-art education building on York Street. This builds on the investments over the last number of years in student residences, library and laboratory facilities and ICT infrastructure.

Free cash flow was broadly breakeven in the year, slightly down on 2013 levels with the advancement of the capital investment programme.

The net asset value of the organisation has continued to strengthen year on year providing a firm foundation on which to grow. At 30 September, 2014, the value stood at €162m, showing a positive movement in the year. This improvement is accounted for by the strong annual operating performance together with the unrealised net gains in respect of improved property valuations as the market recovers in Ireland and a positive currency impact as a result of a stronger US dollar. There was a negative movement in the defined benefit

ROYAL COLLEGE OF SURGEONS IN IRELAND

Year ended 30 September 2014
Annual operating statement

Year	2014 € millions	2013 € millions
Operating income	138	129
Operating costs	(110)	(102)
Operating surplus	28	27
Capital programme	(27)	(24)
Surplus of income over expenditure	1	3
Balance Sheet		
Net assets	162	88

pension scheme deficit as bond yields continued to fall.

Conclusion

2013/14 was another strong year financially for the College. Significant progress has been made over the last number of years improving the operating model, and the results delivered in the year demonstrate the ability of the funding model to support the strategic plan.

Despite the progress made, we need to continually be conscious of the potential negative effects of the uncertainties in the markets in which we operate. We need to be vigilant in our approach in the assessment of growth opportunities, to continually look for efficiencies in our operations and consider always the long-term effects of decision making on the funding model. We see the continued volatility in markets and continue to monitor the business risks of market competition, interest rate and currency risks, inflationary pressures and ensuring regulatory compliance. We work to reduce, where possible, the volatilities in the funding model, build contingencies to guard against uncertainties in the external environment and retain a level

of flexibility in our planning to enable us to be responsive to a changing environment.

The key financial priorities for the year ahead include:

- › **Financial performance** – continuing to deliver a financial performance in line with strategic plans;

The College continued its capital investment programme which is focused around improving the educational infrastructure and student facing facilities.

- › **Campus Planning** – to deliver a €120m campus development over the next five years, including the completion of the €80m education building on York Street and optimising opportunities from our property portfolio; and
- › **Compliance** – ensure compliance with banking covenants, pension funding plans and the implementation of new regulatory requirements in accounting, company law, and charity regulation.

The 2013/14 performance achieved would not have been possible without the dedication, commitment and adherence to budgetary requirements of all staff of the College. I would also like to acknowledge the support of my senior management colleagues and finance team in this regard.

The progress made over the last number of years, positions us well to achieve our ambitions in terms of the enhancement phase of the financial journey, where we continue to build on the education and research objectives for the advancement of healthcare worldwide and our reputation as an international educator.

Significant progress has been made over the last number of years improving the operating model, and the results delivered in the year demonstrate the ability of the funding model to support the strategic plan.



Computer-generated image of the new academic and education building on York Street.

APPENDIX 1

HONORARY APPOINTMENTS AND PROMOTIONS

Honorary Professor

- › Professor Cathal Moran, Honorary Professor, School of Medicine (Academic Unit of Orthopaedics and Sports Medicine, TCD)

Honorary Associate Professor

- › Dr James Hayes, Honorary Associate Professor, School of Medicine (Cavan Monaghan Hospital)
- › Mr Liam Joyce, Honorary Associate Professor, Department of Surgery (Galway Clinic)
- › Dr Rory McConn Walsh, Honorary Associate Professor, Department of Otolaryngology (Beaumont Hospital)
- › Dr Ray O'Sullivan, Honorary Associate Professor, Department of Obstetrics and Gynaecology (St Lukes Hospital, Kilkenny)
- › Mr Feargal Quinn, Honorary Associate Professor, Department of Paediatrics, (Our Lady's Children's Hospital, Crumlin)

Honorary Senior Lecturer

- › Mr Mayilone Arumugasamy, Honorary Senior Lecturer, Department of Surgery (Beaumont Hospital)
- › Mr David Bouchier Hayes, Honorary Senior Lecturer, Department of Surgery (Galway Clinic)
- › Dr Paul Brennan, Honorary Senior Lecturer, Department of Surgery (Beaumont Hospital)
- › Ms Nuala Doyle, Honorary Senior Lecturer, School of Pharmacy (Beaumont Hospital)
- › Mr Des Fitzgerald, Honorary Senior Lecturer, Department of Surgery (University Hospital Waterford)
- › Dr Kieran Hannan, Honorary Senior Lecturer, School of Medicine (Cavan Monaghan Hospital)
- › Dr Cedric Gunaratnam, Honorary Senior Lecturer, Department of Surgery (Beaumont Hospital)
- › Dr John Lyne, Honorary Senior Lecturer, Department of Psychiatry (Beaumont Hospital)
- › Dr Claire Magner, Honorary Senior Lecturer, School of Nursing and Midwifery (Our Lady's Children's Hospital, Crumlin)
- › Dr Michael Mc Weeney, Honorary Senior Lecturer, Department of Surgery (Galway Clinic)
- › Dr Annette Neary, Honorary Senior Lecturer, Department of Surgery (Galway Clinic)
- › Ms Catherine Nugent, Honorary Senior Lecturer, School of Pharmacy (Beacon Hospital)
- › Dr Thomas O'Gorman, Honorary Senior Lecturer, Department of Obstetrics and Gynaecology (Our Lady of Lourdes Hospital, Drogheda)
- › Dr Gordon Pate, Honorary Senior Lecturer, Department of Surgery (Galway Clinic)
- › Dr Hassan Rajab, Honorary Senior Lecturer, Department of Obstetrics and Gynaecology (Our Lady of Lourdes Hospital, Drogheda)

Honorary Lecturer

- › Mr Faisal Awan, Honorary Lecturer, Department of Surgery (St Lukes Hospital, Kilkenny)
- › Ms Joanna Carroll, Honorary Lecturer, School of Pharmacy (Mater Misericordiae University Hospital)
- › Ms Michelle Cullinane, Honorary Lecturer, School of Nursing and Midwifery (Our Lady's Children's Hospital, Crumlin)
- › Ms Helen Devine, Honorary Lecturer, School of Pharmacy (Beacon Hospital)
- › Mr Osama El-Faedy, Honorary Lecturer, Department of Surgery (St Lukes Hospital, Kilkenny)
- › Ms Caroline Hynes, Honorary Lecturer, School of Pharmacy (St John of God Hospital)
- › Ms Deirdre Lenehan, Honorary Lecturer, School of Pharmacy (Mater Misericordiae University Hospital)
- › Mr Paul Mahon, Honorary Lecturer, School of Nursing and Midwifery (Beaumont Hospital)
- › Dr Ailish Malone, Honorary Lecturer, School of Physiotherapy (Central Remedial Clinic)
- › Mr John Mangan, Honorary Lecturer, Department of Surgery (Galway Clinic)
- › Ms Rosemary Masterson, Honorary Lecturer, School of Nursing and Midwifery (Cappagh Hospital)
- › Ms Laura McCabe, Honorary Lecturer, School of Pharmacy (Mater Misericordiae University Hospital)
- › Ms Mairead O'Connor, Honorary Lecturer, School of Pharmacy (Mater Misericordiae University Hospital)
- › Ms Miriam O'Donovan, Honorary Lecturer, School of Pharmacy (Mater Misericordiae University Hospital)
- › Mr Rick Pretorius, Honorary Lecturer, Department of Surgery (St Lukes Hospital, Kilkenny)
- › Mr Leonardo Silvio Estaba, Honorary Lecturer, Department of Surgery (St Lukes Hospital, Kilkenny)
- › Ms Gemma Treacy, Honorary Lecturer, School of Pharmacy (Mater Misericordiae University Hospital)

APPENDIX 2

ACADEMIC STAFF PROMOTIONS

Promotion to Senior Lecturer

- › Dr Jacqueline Daly, Senior Lecturer, Division of Biology
- › Dr Helen French, Senior Lecturer, School of Physiotherapy
- › Dr Dara Meldrum, Senior Lecturer, School of Physiotherapy

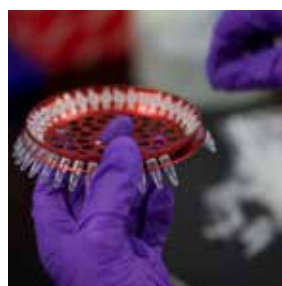
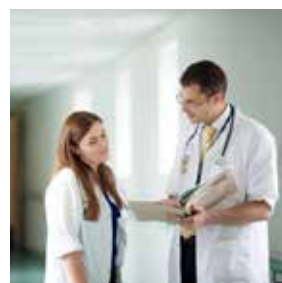
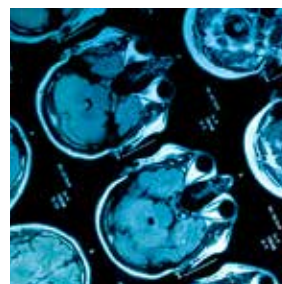
Promotion to Associate Professor

- › Professor Judy Harmey, Associate Professor, Department of Molecular and Cellular Therapeutics
- › Professor Fionnuala Breathnach, Associate Professor, Department of Obstetrics and Gynaecology
- › Professor Fiza Rashid-Doubell, Associate Professor, School of Medicine (RCSI-Bahrain)

Promotion to Professor

- › Professor Susan Smith, Department of General Practice
- › Professor Alice Stanton, Department of Molecular and Cellular Therapeutics
- › Professor Ronan Conroy, Department of Epidemiology and Public Health Medicine
- › Professor David Cotter, Department of Psychiatry

RCSI Royal College of Surgeons in Ireland
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Tel: +353 1 402 2100
Email: communications@rcsi.ie
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